



2021 COAA Project Leadership Awards Submission
Nemours Children's Health, Milford



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1. General Project Information

Type of Project: Medical

Delivery Method: CM at-Risk

Project Duration: Construction – 357; Design – 660 day, divided into two periods

Project Start Date: 10/31/2019

Project Completion Date: 10/22/20 - Planned and Actual

Changes in Schedule: There were no changes to the schedule. Even though there were value engineering changes during the late CD phase, changes to the dental suite to follow new CDC guidelines, the emergence of the Covid pandemic, and encountering unforeseen building conditions, we were able to maintain the schedule.

Initial Construction Cost (\$): \$8,998,840

Final Construction Cost (\$): \$8,770,361

Percent of Change Orders: One (1) change order was issued on the project, which was a credit back to Nemours for \$218,479 that was a result of the value engineering.

General Project Description: Nemours Children's Health System, Milford, Delaware is the culmination of a strategic plan to deliver world-class healthcare to patients and families closer to home. Located on the Bayhealth Hospital Sussex Campus (approximately 1.5 hours from Nemours Children's Hospital in Wilmington, Delaware), the new 36,000 square foot clinic co-locates existing primary and senior care practices, and provides space for new pediatric specialties.

The pediatric facility includes flexible exam room space for use by multiple specialties, plus specialized areas for cardiology, audiology, imaging, ENT and orthopedic care. Large team stations flanked by private enclaves provide collaboration and quiet work spaces. A behavioral health clinic provides customized treatment and support spaces, including observation and toy sanitation rooms. Audiology services are provided with a custom, sound-proof booth and adjoining lab space. A large gym and supporting treatment rooms provide spaces for a wide range of rehabilitation and feeding therapies. This area of the clinic features cushioned, seamless flooring with custom inlaid running track, workspace and break area for staff, ceiling-mounted patient swings, and a large rock-climbing wall. Telehealth-enabling technology is installed throughout the clinic to support care delivery.



The geriatric facility includes a modern dental suite with private rooms designed for geriatric patients that complies with the CDC's *Interim Infection Prevention and Control Guidance for Dental Settings During the Coronavirus Disease 2019 (COVID-19) Pandemic, Updated Dec. 4, 2020*. An ophthalmology suite includes exam and testing spaces plus an optical lab.

Planning and construction of this new clinic included intense coordination across multiple contracts to successfully provide the infrastructure necessary for seamless equipment installation. BIM coordination was utilized for the above-ceiling MEP systems in order to provide adequate MEP function throughout the project while maintaining desired ceiling heights.



2. Overall Project Management





Project Management

Example 1

In response to financial impacts caused by the unprecedented closure of all non-emergency services, the Nemours organization sought strategies for deferring project costs associated with this project.

Finding an approach that would achieve short term goals while not compromising the approved budget was challenging given that construction was approximately 50% complete. Halting construction at the current state would also introduce new design, permitting, and safety considerations, adding cost and time. Deferring project construction would not delay Nemours' commitment to lease costs at the new facility, but would prevent existing clinics from relocating on schedule, creating an indeterminate schedule of "double rent." Most importantly, delaying construction and postponing the clinic opening would delay Nemours in providing care for the Milford community in a new, state-of-the art healthcare facility.

The Construction Project Manager led key project stakeholders in a series of discussions to illustrate these considerations, and proposed an alternate approach to cost deferral which focused efforts on reducing operational costs rather

than capital. With executive approval and support from the project Core Team, she implemented a mid-project phasing plan that avoided cost additions and maintained quality standards while meeting cost deferment goals.

The final plan included breaking the project into three phases, as follows:

- **Phase 1 - Primary and Senior Care:** Complete construction of the entire clinic, and relocate existing clinics as originally scheduled in November 2020. Install only furniture and equipment required to operate these clinics. This avoids lease or construction additions and maintains existing salary costs.
- **Phase 2 – 80% Specialty Care:** Delay opening of new specialty clinics until April 2021, including associated FF&E. This deferred the significant staffing expenses associated with new specialties and as an added benefit, deferred hiring efforts while clinical leadership focused on the new COVID-19 challenge.
- **Phase 3 – 20% Specialty:** Align expected clinic volumes with phased opening schedule by delaying opening of full clinic to August 2021. This phase opened the balance of the clinic after allowing time for patient volume to grow.



Example 2

This tenant fit-out project was implemented in a newly-constructed core and shell building. Inadequate building construction, water infiltration, coordination issues, and other tenant construction created project challenges for which the Construction Project Manager led resolution efforts. Each issue had a finite timeline for resolution to prevent delays to Nemours construction completion. Two of these issues were:

- The building core and shell experienced post-construction water infiltration along the perimeter throughout the early months of the project. Resolving this issue was complicated by early questions about whether the pending slab pour would resolve all concerns. While such issues were not Nemours' responsibility to diagnose and correct, they posed a significant schedule threat as closing-in was impossible while unresolved. Nemours Project Manager took the lead in driving issue resolution on schedule by effectively communicating the issue and timeline early in the process, identifying when discussions stalled, and engaging an envelope consultant to perform a water test to conclusively demonstrate areas of failure. Once identified, the Landlord acknowledged the issue, worked with its contractor to remediate deficient areas, and provided Nemours with acceptable results from a new water test.
- The electrical conduits and HVAC trunk duct were not constructed per the documents provided by the Landlord for coordination. To remedy the situation, the Construction Project Manager worked with Turner Construction to identify a list of critical relocations, and where Nemours could change details without cost or schedule impact. In this way, Nemours maintained the best control over maintaining schedule, given that the Landlord was already struggling with subcontractor responsiveness on other issues. Given that the final list was limited to relocations which would cause Nemours added expense to relocate, the Landlord agreed to quickly make modifications and absorb the expense of all changes.
- Nemours learned early on that there were water infiltration issues with the base building, and that the owner was claiming the problem did not exist. Nemours recognized that it had a narrow window in which to resolve the issue before it affected the project, so they aggressively pursued hiring an inspection agency to test the exterior wall to demonstrate in a report that the base building was leaking. This was used in conjunction with Nemours' legal department to compel the base building owner to address the issue and fix the leaks, and project schedule was not impeded.

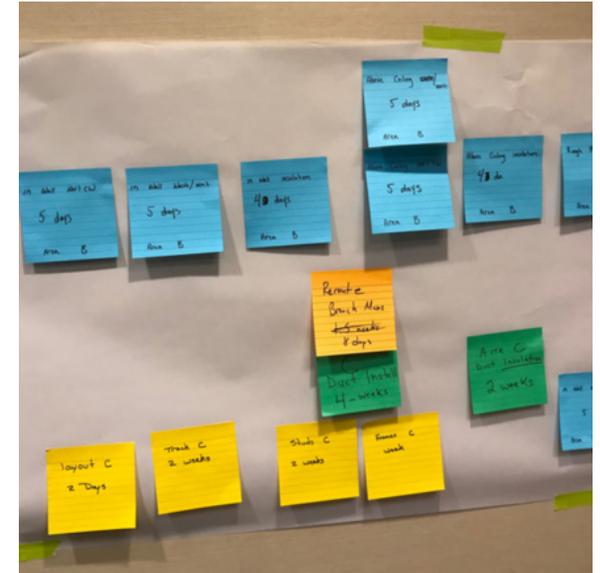
Scheduling

Example 1

The project's schedule was developed prior to the Construction Manager being brought onboard. The Nemours management team possessed the preconstruction and construction expertise necessary to identify the appropriate timeframe for project.

Example 2

The Nemours project team managed integrating significant COVID-related changes to the project without impacting the overall construction schedule. This included development of a revised project delivery schedule with updated phasing to align with the revised clinic opening, thus preserving cash flow during peak pandemic uncertainty.



Cost Management

Design and Preconstruction

Nemours invested significant effort in developing an accurate project budget at the earliest stage of the project. The budget was created using historical cost outcomes from seven (7) recent projects of similar size and scope, which was adjusted both for the specific clinical needs of the Milford location, and for the construction labor costs specific to the Sussex County marketplace. The resulting budget achieved the accuracy goals the team sought, allowing the project to move from Schematic Design through occupancy without change.

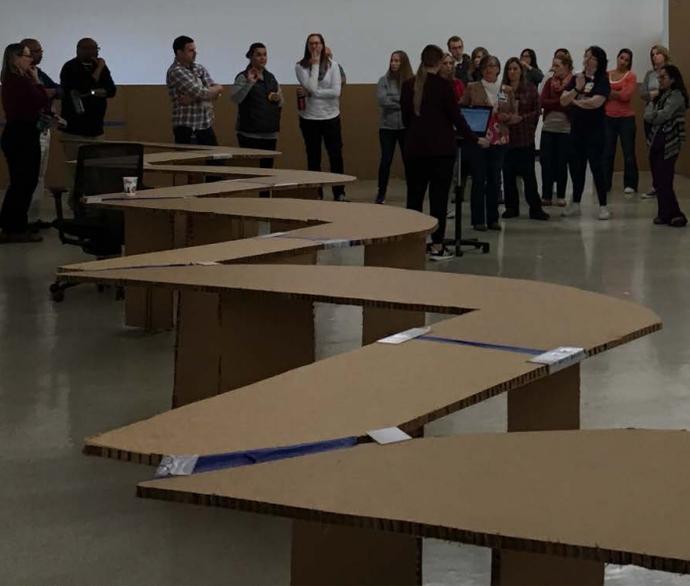
Robust participation by Nemours in early estimating efforts helped to identify trade cost outliers based on past project experience, and thus helped the team achieve budget accuracy from Schematic Design phase onward. The Nemours project team also actively engaged in design phase reviews to ensure material/product selection was consistent with organizational standards, contributing to the predictable development of scope within the original parameters. Consequently, project estimates from the construction manager at each design milestone were consistent with the schematic estimate and overall Project Budget.

Construction

A challenge the team faced during the project was the fact that a different general contractor was building the base building. The Nemours Project Management team actively participated in the resolution of several base building issues that threatened construction budget and schedule. These issues included:

- **Water Infiltration:** Water Infiltration was encountered throughout the building at exterior walls. To resolve this issue, Nemours engaged a third party consultant to identify the source of the infiltration and drove the base building owner to resolve the issue in a manner that did not impact the Pediatric and Senior Care Center's project schedule. Relatedly, we worked with the base building contractor to resolve damage caused by leaks.
- **Utility Relocation:** We discovered early that the utilities were installed in a manner inconsistent with the plans provided to the architect as the basis of design. This required the relocation of utilities to match what was required.
- **Schedule Interruptions:** Since the base building and other tenant fit-outs were conducted by others, the project encountered disruptions from surrounding construction projects. Nemours' Project Manager and Turner's field staff coordinated closely to identify and proactively mitigate for these disruptions.

Also key to our construction budget success was our regular participation construction meetings to review costs.



Quality Management

In healthcare, the ultimate measure of quality is the level of quality care provided to patients. Nemours recognized that their clinical teams are at the forefront of delivering care, and the clinical spaces we provide are critical to delivering great care, so we wanted to align the spaces we use to provide services with the processes the clinicians use to provide care. Nemours implemented a process called Integrated Facilities Design, or IFD. The organization held a series of three week-long intensive design workshops, investing in leasing a space large enough to accommodate the workshop and hiring a consultant to walk participants through the exercises. During the workshops, participants developed the concept design during the first week, then the Nemours team came back together with architect Francis Cauffman for a week to develop the Schematic Design. Two key results were 1) a reduction of the square footage requirements of Nemours' typical spaces seeing if we can do more with less space, and 2) gained a tremendous amount of user buy-in, with participants feeling connected to what the end result would be. This resulted in a smooth delivery of the facility, allowing staff to plan for the new spaces. It reduced the number of change orders associated with design changes, and also reduced the amount of time required for the design phase.

Projects that start with schedules that are too tight are the projects that have no choice but to take short cuts. The unanticipated will happen. So Nemours created a project budget and a project schedule that allowed for the extra time that proper coordination and quality assurance can take.

During construction, quality was managed on the project using a variety of tools. Turner used its Gold Star Quality program, which is a holistic approach that begins during preconstruction and proceeds through the lifecycle of the project through

NURTURE VISION

- ✓ Separate Senior Entrance
- ✓ Services Come to Patient (visits/out)
- ✓ Central Welcome - Wait ^{Eliminate all IT/Waiting}
- ✓ Synergy from co-location
- ✓ Telemed
- ✓ Address needs of Special ^(what kid/parent team? big) needs kids
- Sibling care (?)
- Vaccination bar code
- ✓ Separate Noisy/quiet Public/Private
- ✓ Connection to New Hospital

closeout. The process involves a four-phase inspection system: First Meeting (reviewing safety, design, submittal status, logistics, testing and inspection requirements, readiness of pre-requisite work, schedule, and readiness for contract compliance), First Delivery (verify compliance of material and approved submittals), First Installation (verify initial installation compliance with First Meeting Minutes and contract requirements), and Follow-up Inspections (verify continuing compliance).

To supplement Turner's quality program, Nemours hired commissioning agent Leach Wallace and put together a hybrid commissioning package that performed a whole new level of QA/QC. A representative from Leach Wallace, along with representatives from Turner and each of the MEP trade subcontractors, went through the project and requested demonstrations of VAV boxes and other MEP equipment.

The team integrated technology into its quality management approach. Earthcam was utilized on the site to document progress, while Procore was utilized for document control.

Quality was also managed through the rigorous daily application of the Last Planner System and of lean construction tools and methodologies such as daily huddles, pre-task planning, and pull planning that inspired accountability among all team members and a greater investment the end product.



3. Overall Project Success



Overall Project Success



To see the Muddy Shoes Tour video that the team created to show end-users the facility under construction, please use the QR code below.



Designer Selection

An ad hoc committee comprised of clinical, planning, and interior design team members was assembled to select a design partner for this important project. A Request for Proposal (RFP) was issued to five A/E teams, with three firms selected for a subsequent interview. Nemours key considerations for final selection included: enthusiasm for IFD process, experience with similar projects, performance on other Nemours projects, and a sizeable workforce capable of staffing the IFD design weeks as needed. After thoughtful deliberation, FCA (formerly Francis Cauffman Architects) was selected for the project.

General Contractor Selection

Nemours has the highest standards regarding safety and quality for their facilities. Turner was chosen for its exceptional reputation for quality and safety, which Turner had demonstrated on previous projects for Nemours. The Project Manager, Joe Muscianesi, was a particular differentiator. From the start, Joe adopted Nemours' concerns as his own, and with that perspective brought items to Nemours' attention if they didn't align with their goals or with his experience on previous Nemours projects. An example is the location of hand sanitizers, which were slated to be located in positions similar to his last project, which had to be moved to new locations.

Subcontractors Selection

The first step in ensuring quality and safety is selecting quality subcontractors for the project. The procurement process begins with the prequalification of the subcontractors for each trade. Turner prequalifies its subcontractors for financial stability, Experience Modification Ratings (EMR), safety record, similar project experience, references, company history, etc. This information was compiled by Turner's centralized purchasing department and reviewed when assembling the subcontractor bidder's list for the project.

Countering a Global Pandemic

When COVID hit mid-project, the comradery that was already present within the team carried over and allowed the project to flow flawlessly and not falter. We immediately implemented a Covid mitigation plan that included temperature screening from screening professionals every day, a masking mandate, a social distancing mandate, hand washing stations, frequent sanitization, and sanitizing wipes for worker tools. Another step the team took was to take project management virtual, with the project team onsite

providing consistent updates to the rest of the team virtually so any issues could be resolved expeditiously.

New Processes to Conduct Architect Inspections

Procore was utilized for document control, which allowed for the timely review of new drawing sets and answers to RFIs. For QA/QC purposes, we utilized EarthCam to take 360 high resolution photos of the various areas/spaces within the project. This expedited the progress photo process, and allowed the photos to be reviewed by the design team remotely so they could keep abreast of construction.

The Muddy Shoes Tour Gone Virtual

Active engagement with our end-users was of central importance to Nemours. The clinicians who would be moving into the space had been involved in the Integrated Facilities Design planning process from the beginning, so keeping them involved during construction was essential. We wanted them to be able to fully prepare so when the time came to move in, they were ready.

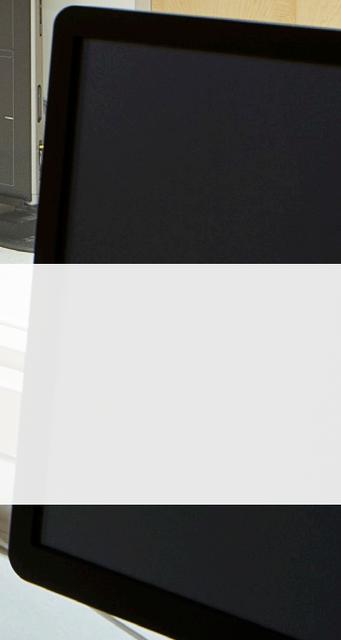
Originally we planned a 'muddy shoes' tour of the project for staff so they could become acquainted with the space. The pandemic, however, with its accompanying safety requirements rendered an in-person tour infeasible. An alternative form of communication was needed, so we collaborated with Turner's field management and marketing teams to create a virtual 'muddy shoes' tour of the site that walked viewers step-by-step through the project, showing renderings that transitioned into stills and video that panned and explored the spaces. This enabled end-users – and the entire Nemours organization – to engage in the project.

Change Management System

Given the size and number of end-users involved, and how some of those involved in the IDF process either changed position or moved on from the company, we instituted a change management process in which all requests for changes had to be submitted using a form specific to the project. The form then needed to be signed off by key parties before implementation. In some cases we were able to identify alternate solutions without cost that addressed the need. It allowed us to methodically evaluate the requests, prioritize them, and budget for them so that items that might jeopardize the timeline could be shifted into 'day two' work after the initial opening.



4. Project Complexity





Project Complexity

- **Ductwork Coordination:** The biggest challenge was the coordination of ductwork above the ceiling. There was not a lot of space for all the MEP systems. To coordinate it all properly and minimize changes, Turner's VDC engineer worked with the MEP subcontractors to coordinate the intricate above-ceiling work.
- **Audiology Booth:** The audiology booth is a sound-proof booth, or room, inside of a fully-constructed space. This required attention to elevation and recessing of the base building concrete floor to ensure the booth's floor is the same height as the facility floor. It also required utility connections and arrived in modules that needed to be assembled in the field.
- **Floating Ceilings (Top to Bottom, Far Left):** to achieve the desire effect, the team in the field dedicated time to determining how to construct and suspend the floating ceilings due to the constraint of the base building ceiling height.
- **Dental Exam Rooms (Top to Bottom, Near Left):** The dental equipment package was discovered to be inaccurate, poorly designed, and delivered in a manner inconsistent with the drawings provided. For instance, the chairs required a water feed, but the connection was not detailed in the drawings. To ensure the end product met Nemours' and Turner's quality standards, the team in the field performed a great deal of on-site engineering and worked collaboratively with the installers to achieve the level of finish the rooms required.
- **Medical Equipment Installation:** The medical equipment installation packages were challenging from a construction standpoint, and required careful coordination with vendors. Some equipment is atypical for an MOB, and therefore presented challenges. For instance, a climbing wall is being installed that is designed and specified to be attached to a gymnasium wall – not the drywall typical of an MOB wall design – so the wall needed to be adapted.
- **Atypical Materials:** The project installed what are considered atypical materials, like liquid tile, bamboo light fixture, intricately curved axiom trim with 4x4 colored tiles, and aquatic scenes printed on ceiling tiles.





5. **Sustainability Elements/Efforts**
6. **Conflict Resolution**



Sustainability Elements/Efforts

The project did not have a specific LEED or sustainability goal. That said, architect Francis Cauffman, which is committed to sustainable design, focused strongly on the specification of sustainable materials in the project. Turner, which is similarly dedicated to sustainable construction, managed a recycling program that diverted a majority of the waste away from landfills.

Conflict Resolution

- **Resolution of Dental Suite Package** – The dental package vendor provided poor quality drawings, chairs, and cabinetry that required extensive coordination and failed to meet Nemours expectations in terms of product and install quality. Nemours worked to resolve the issues, and in the end was able to recoup some of the expense from the vendor.
- **Resolution of Water Infiltration** – Nemours learned early on that there were water infiltration issues with the base building, and that the owner was claiming the problem did not exist. Nemours recognized that it had a narrow window in which to resolve the issue before it affected the project, so they aggressively pursued hiring an inspection agency to test the exterior wall to demonstrate in a report that the base building was leaking. This was used in conjunction with Nemours' legal department to compel the base building owner to address the issue and fix the leaks, and project schedule was not impeded.



7. Customer Satisfaction

DESIGN PROFESSIONAL RECOMMENDATION

August 27, 2021

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John B. Campbell, AIA, RIBA, LEED AP
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Catherine Gow, AIA, CSSGB
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Dana Eddowes, SDA
Wan Leung, AIA
Steven Stainbrook, AICP
Joseph Doherty, AIA, LEED AP
Denise Thompson, AIA, LEED AP, BD+C
Harry Hummel, RA

2021 COAA Project Leadership Awards Committee
5000 Austell Powder Springs Rd. Suite 206
Austell, GA 30106

Re: Letter of Recommendation for Nemours Children's Health, Milford

Dear Awards Committee Members,

It is with great pleasure that I recommend Nemours for the 2021 COAA Project Leadership award. As the Principal-in-charge and Project Manager for this project I had the honor of working with the entire Nemours team from start to finish on this amazing endeavor. FCA has worked with Nemours Children's Health for over 15 years on various projects. When we were selected as the design team for this important space, we were ecstatic to once again be working with amazing individuals who make up this incredible institution. As the project progressed, we found that our role was not just to be the architects, but we were also essential members of their Integrated Facilities Design (IFD) team.

Nemours has evolved in their thinking on how to deliver projects over the years. Alongside that desire for continuous improvement, they have adopted Lean principals in the IFD process to achieve their goals. The Nemours IFD team showed extraordinary leadership in hosting over 50 employees at a time for multi-day workshops to simulate their operations for us to document for our designs. During these workshops, staff and patients were brought in to review the full-scale cardboard mock-ups the IFD team created as we made real-time modifications based on the feedback we were getting on the space and workflow. Nemours' desire for a truly integrated problem-solving design process allowed my architects, planners, engineers, and interior designers to more easily bring the Nemours vision to life.

The teambuilding that came out of the IFD intensive workshops established a level of trust and camaraderie that served the entire project well as we entered into construction. This can be a difficult time for any project, but thanks to the deeply collaborative team of Nemours, FCA, and Turner Construction we were able to solve problems quickly and without conflict. The team worked hard to support one another in achieving the common goal of delivering an excellent space to care for the youngest and oldest Nemours' patients. The goal setting, storytelling, and project leadership shown by Nemours through all phases of the project served as a pinnacle for the design and construction team to build off until the last detail was completed.

I am profoundly proud to recommend Nemours for this award. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads 'Denise E. Thompson'.

Denise E. Thompson, AIA, LEED AP BD+C
Principal

CONSTRUCTION PROFESSIONAL RECOMMENDATION



Turner Construction

1500 Spring Garden Street, Suite 220
Philadelphia, Pennsylvania 19130
phone: 215.496.8800
fax: 215.496.8811

August 26, 2021

COAA Project Leadership Award Nomination Committee

Re: Nemours Pediatric and Senior Care Center

Dear COAA Committee Members

It is with great enthusiasm that we nominate Nemours Children's Health and their Nemours Children's Health, Milford project for the COAA Project Leadership Award. As the CMaR on the project and Nemours' partner on the project, the Turner team had the opportunity to witness first-hand Nemours' leadership in action and how they focused on delivering the best possible facility for their patients and staff.

It was obvious from the start that Nemours cares about their patients. The goal of the facility was to provide access to southern Delaware residents who would typically have a long drive to go see the doctor. By the time we were brought on board, Nemours and its designer, Francis Cauffman Architects, had already spent considerable time working with the end-users to plan every detail of the facility to make it efficient for patients and for care-givers. Everything was designed to make the work day more ergonomic.

Regarding the owner-contractor relationship, Nemours embraced collaborative partnership on the project and trusted the expertise of the design/contractor team. They led a very structured approach with a calibrated plan that allowed the design team and general contractor to work together efficiently through the project. Nemours trusted its project partners to make the necessary decisions to move through the project and maintain the design, knowing that the project partners had the same goal and values as Nemours.

Their leadership during the pandemic was clear-eyed and focused. When the pandemic struck, they worked in partnership with the general contractor to develop and implement the necessary protocols to make sure progress proceeded safely and unabated, and that we maximized the technology available to keep the designers abreast of progress through virtual means.

What also set Nemours apart on this project was how Nemours' main focus was on providing the best facility for their staff and patients. They worked quickly and decisively to rectify any constraints and make decisions that were in the best interest of the community and their staff to deliver the project on time and at the superior level of quality Nemours requires of its facilities.

I have been working in construction for 20 years, and I can say that Nemours and its team were exemplary in their performance at every step of the way. Their passion to provide best in class care to the Delaware community was apparent throughout the project. Nemours' leadership and clear vision inspired the team to embrace the Nemours organization's goals and deliver a facility of superior quality, on-time and on-budget despite the challenges 2020 presented to the team and the world.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Ricetts, Jr.", written over a faint circular stamp.

John D. Ricetts, Jr.
Interiors and Special Projects Manager
Turner Construction Company

END-USER RECOMMENDATION



NEMOURS CHILDREN'S HEALTH
DELAWARE VALLEY

1600 Rockland Rd.
Wilmington, DE 19803
Nemours.org

August 27, 2021

COAA Project Leadership Award, Selection Committee:

With great pleasure I am writing to share my positive experiences working with the Nemours Construction Management team in designing, constructing, and occupying our new multi-specialty care clinic in Milford, Delaware.

My career includes executive leadership of several large projects; this one stands out for completing on schedule and under budget despite multiple challenges. I offer the following, notable examples of how construction project management contributed to the overall success of this project:

- Our clinical teams and support service partners participated in a series of interactive workshops to develop the project design. This unique process actively engaged end-users, increasing synergies between work and space, and fostering a strong sense of ownership by the building occupants before occupancy.
- Design and Construction partners were well-qualified for the project and embraced Nemours' processes, procedures, and goals as their own.
- Despite the significant impacts of COVID-19 pandemic on our project plan, this clinic opened on time, in full compliance with rapidly changing procedures and guidelines.
- Accurate budgeting and scheduling allowed for project execution within established parameters, and decisions prioritized these targets throughout the process. Thoughtful options for cost savings were presented throughout the project.
- Effective communication throughout a multi-year project ensured that leadership and teams across our enterprise were aware of Information as needed. Accurate Information was presented in a clear manner, allowing leadership to make the right decisions when required.
- Potential barriers to our collective success were identified in advance, issues were escalated as needed, and a strong "teamwork" approach drove discussions to find best solutions or countermeasures.
- Expert coordination throughout the project mitigated potential issues that would have compromised our ability to open on schedule.
- Our assigned Construction Project Manager demonstrated a strong personal commitment to achieving the best outcome for Nemours while resolving conflicts with external parties.

We continue to receive positive feedback from patients, families, associates, and the community in which we serve, and recognize the strong contributions that Construction Project Management made to this project.

Sincerely,

A handwritten signature in blue ink that reads "Colleen Davis".

Colleen Davis, MSN, MBA, RN, FACHE
Director of Special Projects, Project Owner



8. Affidavit & Release

AFFIRMATION AND RELEASE

AFFIRMATION AND RELEASE:

Nomination is submitted by: Nemours Children's Health System

Name: Carmel Anerino

Company: Nemours Children's Health System

Street Address: 1600 Rockland Rd., 5th Floor Construction Mgmt.

City, State/Province, Zip/Postal Code: Wilmington, DE 19803

Phone Number: 302-494-1583

Email Address: carmel.anerino@nemours.org

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  DATE 8/26/21

TITLE : Construction Project Manager



THANK YOU FOR YOUR CONSIDERATION!

