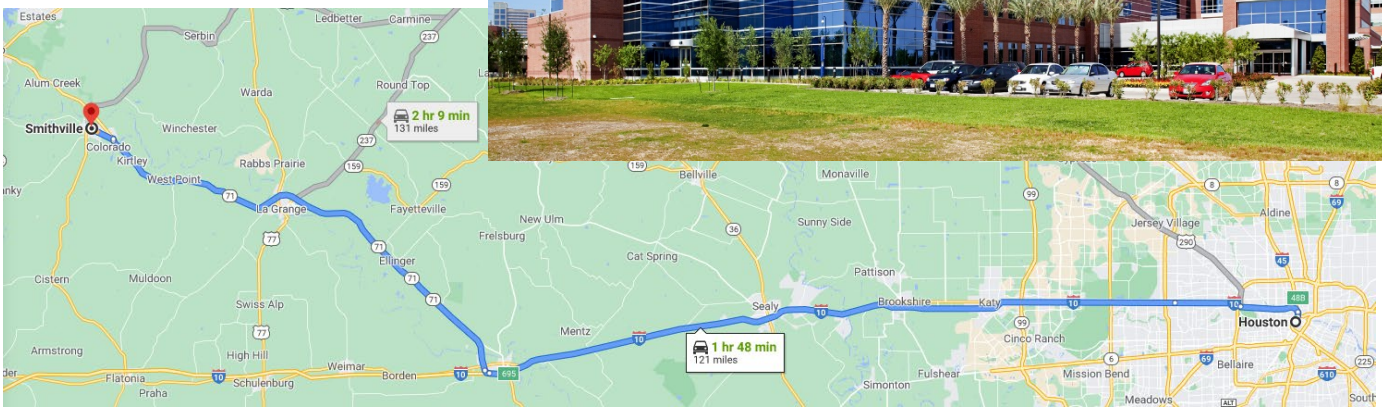
THE UNIVERSITY OF TEXAS
MD Anderson Cancer Center
Making Cancer History®



Smithville Relocation Project

COAA Project Leadership Award Nomination

August 30, 2021

SECTION I - GENERAL PROJECT INFORMATION:

Name of Project:

University of Texas MD Anderson Smithville Relocation

Location of Project:

Virginia Harris Cockrell Cancer Research Center 1808 Park Road 1C, Smithville, Texas 78957.

South Campus Research Building 4: 1901 East Road Houston, Texas 77054

South Campus Research Building 3:

Basic Science Research Building: 6767 Bertner Avenue Houston, TX 77030

Clinical Research Building: 6767 Bertner Avenue Houston, TX 77030

Name and Address of Owner:

University of Texas MD Anderson Cancer Center: 1515 Holcombe Blvd Houston, TX 77030

Name and Address of Design Professional(s):

Perkins and Will: 1001 McKinney St. Houston, Tx 77002

Philo Wilke Partnership: 11275 S. Sam Houston Pkway W. Suite 200 Houston, TX 77031

Name and Address of Construction Professional(s):

O'Donnell Snider Construction: 1900 West Loop South Suite 500 Houston, TX 77027

Vaughn Construction: 152 Carrie Street Houston, TX 77047

Other Consultants or Professionals:

Jacobs (Contract Project Manager): 5995 Rogerdale Road, Houston, 77072

Adonius Corp. (Move/Activation Company) 23536 Osceola Bluff San Antonio, TX 78261

Siemens Industry, Inc (Building Techologies Division): 8850 Fallbrook Drive Houston, TX 77064

Type of Project:

Institutional (Research, Laboratory, Vivarium, Administrative)

Delivery Method:

Combination of one (1) Competitive Sealed proposals, and multiple Job order contracts with multiple General Contractors.

General Project Description:

In June of 2019 the decision was made by MD Anderson Leadership to relocate the Virginia Harris Cockrell Cancer Research Center (Science Park), located amidst the Buescher State Park, in Smithville Texas, into the existing MD Anderson facilities within the Houston Medical Center. This move would involve the relocation of 14 research laboratories, 6 Core functions, ~120 scientist and support staff, and ~7,500 mice from Smithville to Houston.

In order to make this possible, nine unique initiatives were undertaken to prepare the existing facilities in Houston to receive these new family members. Work included major demolition and renovation of MEP systems, converting administrative spaces into laboratory spaces, and work in 3 separate vivarium. In total: 30+ laboratories with over 2000 pieces of research equipment were relocated. Work was performed in 10 different MD Anderson Buildings spanning more than 23 different floors.

Smithville Relocation Fast Facts

- 30+ laboratories
- 2000+ Pieces of Equipment
- 7,500+ Mice
- 10 Buildings/23 Floors
- 2 Design Firms
- 2 General Contractors:
- 700 Submittals
- 300 Inspections
- 220 Request for Information
- 220 Outages
- 150 Purchase orders

This charge brought with it many unique challenges: in that there was no single space within the Houston campus in order to house the relocated labs. No one had any idea as to how many pieces of equipment would be relocated, and how much "space" would be required. Additionally, the existing vivarium were not equipped to deal with the unique cleanliness requirements of the relocated mouse population. And as time progressed, the Operations and Maintenance group identified that the hot water piping in the newly designated space would be required to be changed out due to concerns for under insulation corrosion.

In order to "make room" for the Smithville laboratories the 4th floor of the South Campus Research building 3 and South Campus research building 4 were identified as having the least occupancy. In order to fully clear the space we undertook the ¾ SCR Compression. Which involved the programming/ planning/ design and buildout for 15 laboratories and over 800 Pieces of equipment to move into other locations.

Relocation of the 14 Smithville laboratories involved the programming/ planning/ design and buildout to accept over 1500 pieces of research equipment in the entirety of the 4th floor.

To prepare to receive the mice, the "Ultrabarrier" project modified two existing vivarium by creating new partitions and doors, creating a series of secured airlocks. The mechanical systems were upgraded to provide cascading pressure control. Additional scope included relocating water systems and replacing 95 phoenix valves.

To address the relocation of the Core Lab functions administrative space was identified that would be renovated into laboratory space (3SCR2Demo/Buildout)

Project Duration:
767 days from project approval to Substantial Completion

Project Start Date:
July 8, 2019

Project Completion Date:
Planned Completion Date: December 31, 2021
Actual Completion Date: August 13, 2021

Changes in Schedule:
Initially the understanding was that leadership wanted the moves to take place by end of calendar year 2021. In June of 2020 it was clarified that the moves of the labs/cores/mice would need to be done by Fiscal Year end of August 31, 2021. Removing 4 months from the schedule.

Initial Construction Cost ($):
$4,477,000

Final Construction Cost ($):
$4,762,000

Percent of Change Orders:
~6.4% increase in Change orders from original commitments

SECTION II - OVERALL PROJECT MANAGEMENT:

Project Management:

In order to execute the portfolio of projects that entailed the Smithville relocation, one of the first partnerships MD Anderson formed was with Jacobs, in which we onboarded a contract Project manager. Terri Muniz was indispensable in devoting full time effort to the planning, execution, and coordination required for this portfolio of projects. It was the first time that MD Anderson Principal Project Manager Jason Sutton had hired a contract PM. Together they worked to identify key project stakeholders internal to the MDA team, while preparing the strategy of how to execute the multiple projects.

The intent was to move as fast as possible through design to allow as much time in the field for construction and activation/move in. In order to achieve this, we employed two firms under our IDIQ standing agreements. Perkins and Will, and Philo Wilke.

Additionally, as the scope of work was defined and potential costs of construction understood, O'Donnell Snider Construction (OSC) and Vaughn were utilized under existing MDA JOC Agreements.

Due to the cost associated with the 3SCR2 Buildout, Vaughn was selected from a CSP public posting.

Project	Design Firm	GC
SCR 3/4 Optimization	Perkins & Will	OSC
Ultrabarrier	Philo Wilke	OSC
3SCR2 Demo	Perkins & Will	OSC
3SCR2 Buildout	Perkins & Will	Vaughn*
4SCR4 Buildout	Perkins & Will	OSC
BSRB9	Perkins & Will	Vaughn
4SCR4 Piping	PBS Engineering	OSC

The Project Manager was highly engaged in every aspect of the process including interviews, site visits, equipment inventory, database management, test fits, design documentation and construction administration.

This strategy of focusing on two main architects and two main GCs allowed devoted project personnel to focus on these efforts not only by MDA but also by design firms and general contractors.

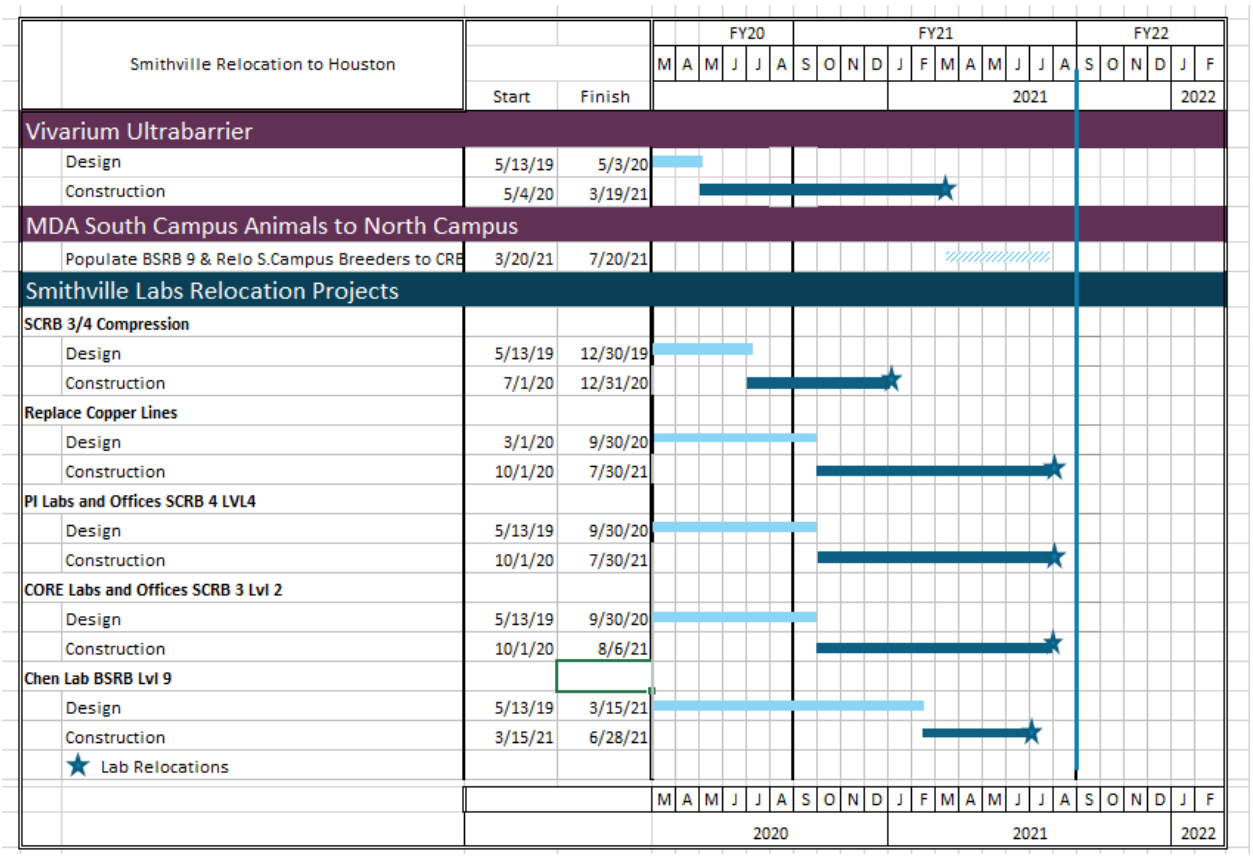
Scheduling:

Once the announcement that the move in schedule was accelerated from December 2021 to August 2021, the critical path of the project was the 3SCR2 buildout for the lab areas scheduled to complete in November 2021. The MDA PM team moved quickly to request Perkins and Will to issue the Demo set of drawings for that area separate from the build-back. At the time we were at 50% CDs. This pivot allowed 100% demo drawings to be issued while the build-back drawings were being completed. This also allowed the acceleration of the demolition to occur and be complete by OSC, before Vaugn mobilized to begin buildback. Vaughn played a key role in the expedited submission of shop drawings for review by MDA. This quick turnaround allowed long lead materials to be identified and procured to support the aggressive construction schedule. Vaughn used an onsite schedule to visibly see the three week lookahead for all trades in the area and could highlight and show how impacts to one trade would impact others. This move to split scope and contractors, though it increased the cost of design for additional manhours to create the new set of drawings and specifications, allowed us to accelerate the turnover of the 3SCR2 area from mid-November to August 6th Substantial Completion.

From the early onset of the projects integrated project team meetings were held with Owner, Arch, and general contractors. These meetings were held weekly, and assured that actions were identified, assigned an owner, and responded to. Open actions were then discussed through email/phone/ad-hoc meetings to

drive to consensus. Everyone had a voice at the meeting, and it was expected that all parties raise any issues/concerns, and that all parties were responsible for assisting in finding the best solution.

An integrated project schedule showing critical path across all the projects was created by the MDA PM team. This allowed visibility for how one project would jeopardize delivery of key areas and would impact the final move in schedule.



Cost Management:

The MD Anderson Project Manager was great at communicating her questions and/or concerns regarding pricing. There were times where she felt cost could be lower and always communicated her thoughts in a professional manner. Backup was requested for any change orders, and she was always willing to allow the Construction Project Manager (Vaughn) to explain costs step by step to ensure she could validate those costs to her management team. Clear communication goes a long way when it comes to cost management to ensure both parties agree to any associated costs.

Another instance of managing the expected costs on projects was when the MDA project team decided to procure Siemens directly under a standing agreement for the valves and associated controls of the phoenix valve replacement required for the Ultrabarrier, and the 4SCR4 Buildout. This allowed the use of OSC under the existing JOC agreement, and procurement of Siemens under a separate MDA Agreement. Without this effort, the Ultrabarrier project would have greatly exceeded the budget.

Quality Management:

During construction the MD Anderson team was instrumental in reviewing all RFIs and submittals in conjunction with the design team to ensure a cohesive project while maintaining existing campus standards. During design, the EH&S and O&M team engaged frequently in review meetings to ensure design quality was met and to minimize unforeseen conditions. Additionally, MD Anderson required the contractor to schedule multiple inspections with the internal MD Anderson team through-out construction to ensure the quality of work met and/or exceeded MD Anderson specifications. They held the team accountable for the final deliverable and to the contract terms.

For the renovation of the Basic Science Research Building Vivarium to create ultrabarrier environments, the area had to be compartmentalized to ensure each barrier was continuously separated for airflow and to restrict unauthorized entry. A series of interlocked doors required approval of the State Fire Marshal and presented challenges for the development of the door hardware. While we wrote a description of the hardware and how it was supposed to work based on the client's requirements, the subcontractors desired a direct approach and were challenged with finding the right hardware elements. A series of discussions was needed to clarify the design intent, find readily available hardware to meet the schedule, and to coordinate with the access control and security vendors for a completely integrated system. The integrated approach of the owner, Philo Wilke, OSC, and subs allowed us to find a solution to meet all the requirements for the client and city of Houston.

As things were identified in the field, the project team would come together with recommendations on potential solutions, both focused on cost, and schedule efficiencies. One instance of this was in the Ultrabarrier project where some motion activated push plates were called for on the design drawings. Once they were installed, OSC alerted MDA of failures of the sensors. After a quick huddle with MDA security specialist, subcontractors, OSC, Philo Wilke, and MDA PM team, we were able to identify a replacement sensor that could be quickly sourced and installed, while still meeting all design and client requirements.

SECTION III - OVERALL PROJECT SUCCESS:

The MD Anderson Planning Team thoroughly studied the existing lab density in the Houston campus and provided clear guidance to the Perkins and Will design team to apply the density metric based on an FTE method in the test fit process. Additionally, MDA and Perkins and Will, agreed that Perkins and Will should subcontracted an equipment planning company to perform the equipment inventory in Smithville, and the existing labs in 4SCR4 that were to be relocated. This allowed Perkins and Will to plan the layouts for the new lab locations. While this was an extra cost to the project that was unforeseen at the beginning of the process, it allowed the project to quickly gather the needed design information from the existing labs (equipment type, count, heat loads, power requirements, etc.) which allowed the design team to be able to begin the planning effort with solid information.

One of the key measures of success for this project was the preservation of the research, and the ability to have researchers relocate equipment that was needed for them to continue to function in Houston, while at the same time take advantage of common equipment. One way the project team was successful in this measure was very early identification and involvement of the Lab SME. Nancy Otto was integral to the decision making and sequencing of laboratory moves for this relocation. Her knowledge, and dedication provided key data for the design team, worked with the PM and Activation manager in sequencing the moves, and provided that avenue/go between of communication between the Smithville researchers and the project team. This allowed a consistent message to be sent to all the researchers, and for their needs to be filtered through her so the design team received consistent feedback.

A major complexity of the Ultrabarrier, and 3SCR2 Demo is that the work was being performed inside of active vivarium. The researchers and vivarium staff all had concerns about vibration, noise and dust coming from the construction. The Project Manager worked with design and construction teams to coordinate the scheduling of construction activities with vivarium staff, and adjacent procedure/laboratory activities. At the end of the process, the construction was completed with minimum interruption of ongoing activities within the building, and with no complaints from the vivarium staff.

One of the more unique aspects of the Smithville relocation had to do with the Human side of relocating researchers from to Houston, and the affect that would have on their personal lives. One of the efforts undertaken by the MDA PM team in conjunction with their Activation manager, was to have planning sessions on which labs to relocate in which weeks. The Project Manager worked with the Activation Manager to coordinate the move, so research could continue with minimum interruptions.

Communication: One of the biggest challenges in this project was managing the communication between the users, facilities personnel, designers, contractors and moving personnel. The Project Manager effectively coordinated communication between the team clearly and consistently. Several tools were utilized to share information and distribute updates throughout each phase. This allowed the team to fully understand the budget, schedule, and limitations of the existing conditions on site.

Problem Solving: A guiding principle established by the MDA PM team was that all are expected to contribute to problem solving. That in the council of many advisors, wisdom may be found. Members of the team were available to meet onsite even on short notice to ensure any issues were addressed in a timely manner and a resolution was be agreed upon by all team members.

The O'Donnell Snider team was a recent add to the JOC program at the time that this initiative began. As they were new to MDA there was a very large learning gap, between the institution's construction standards, inspection requirements, and acceptable installation materials. The MDA PM team took extra efforts to meet with OSC to get personnel badged, perform the required EHS training to be onsite, and training for the MDA project management Database. The risk of bringing onboard a new GC to execute a critical path/high visibility project was a risk, and it was not without its growing pains. There were some stumbles about mid-way through this project, unrecognized scope, and schedule delays. Our monthly meetings moved to weekly meetings. And at one point the project called for daily meetings with the MDA PM Staff. At one point the challenge was proposed to stick to a date no matter what it took. And as a phoenix rising from the ashes, OSC rose to the challenge: with much effort from all levels of their organization, they found a way to meet the substantial completion date. OSC took control of the daily briefings, and they drove action items, and coordinated responses to queries, not only for their trades, but also for support functions of TAB and Commissioning. They also put in place a lesson learned system within their own organization to share their lessons with other superintendents/PMs so as to not repeat those same mistakes. The MDA PM team views the ultrabarrier project and their partnership with OSC as an investment, that has reaped great rewards through the 4SCR4, Hot water Replacement, and other projects in the MDA portfolio.

The efforts by Terri Muniz to constantly drive each and every project, was invaluable. To have a PM fully dedicated to this effort ensured it had the owner attention that was required. She was able to navigate the internal MDA culture quickly and was able to raise issues to leadership in a timely manner for further investigation or aid in coordinating the response to different challenges.

The common bond across all of these projects, was the level of dedication, professionalism, and commitment to getting it done, meeting the requirements of the researchers, the vivarium staff, institutional leadership, and MDA internal stakeholders. The key to the success of this effort comes down to each and every person who worked on it. To not acknowledge the effort of the thousands of people who worked to make this possible, is to dimmish the role that each one played. All of the people that the MDA PM team interacted with from Philo Wilke, Perkins & Will, Vaughn, and OSC had a drive and determination to make this happen. They were truly partners in this effort and stepped up to the challenges that each project presented. It would not have been possible without each one of them. And the MDA PM team looks forward to the continued partnership.

SECTION IV – PROJECT COMPLEXITY:

Project	Design Firm Hours	Design Firm
SCR 3/4 Optimization	1050	Perkins & Will
Ultrabarrier	700	Philo Wilke
Smithville Relocation Programming	2200	Perkins & Will
3SCR2 Demo	1050	Perkins & Will
3SCR2 Buildout	2100	Perkins & Will
4SCR4 Buildout	2100	Perkins & Will
BSRB9	200	Perkins & Will

- This portfolio of projects was a technically challenging one. Thousands of engineering hours went into this effort. One particular challenge was a new radioisotope fume hood was requested by a researcher relocating from Smithville. This task was a challenge due to a limited chase space to allow for construction of a 2hr. fire rated exhaust of the hood penetrates thru 2 occupied floors and the penthouse and up to the roof. The MDA project team organized and participated in multiple site visits and meetings to assist the Perkins and Will design team in locating the best exhaust route and provided technical support when needed. This hood also required two additional exhaust fans and a filter housing to be placed on the roof top. OSC performed a crane lift for the platform, blowers, and filter housing onto the roof of 4SCR4. The lift was done at night, so as to not disrupt building occupants, and was performed without any safety incidents. Their role of constant communication to all affected parties worked to ensure all were understanding of the risks, and their on site safety superintendent assured all contracted parties were in alignment prior to and after the lift.

- One unforeseen challenge that occurred during the project was the onset of the COVID-19 pandemic that began at the beginning of 2020. The project was able to move through design and construction with limited delays. The Project Manager at MD Anderson implemented health and safety protocols mandated by the Institution and communicated those ever evolving requirements to all team members, so team members felt comfortable working on-site throughout the pandemic. Additionally, the entire team quickly adapted to the use of Zoom as the standard meeting platform for all project meetings.

- Transporting 7,500 mice 130 miles in south Texas in August. As anyone who has ever worked in a vivarium might tell you.. You don't transport mice in August. The vibration, and heat can have adverse affects. In working with the Activation Manager, the PM staff and clients were able to come up with a move plan that would dove tail into the laboratory move schedule. As the mice had to relocate with the researchers. The Activation Company transported the mice in a specially designed trailer starting at 5 each day of transport to keep temperatures as low as possible. Additionally, the client and owner requested additional insurance for the mouse transport. The MDA PM team worked with UT system, and MDA Sourcing to find a third party insurance for the relocation of the mice.

- During the Ultrabarrier project, SNOVID happened. In a strange artic blast that made it all the way into south Texas, a number of pipes within the ultrabarrier project froze and broke. Damage to sheetrock, and some flooding occurred. Two rooms, and a section of the main corridor in the vivarium had to be demo'd, dried, and reinstalled. OSC responded very quickly to the challenge and contained the water, cleaned up, and was in constant communication on progress of drying out and rebuilding the demolished areas.

SECTION V – SUSTAINABILITY ELEMENTS/EFFORTS:

- Energy Savings from replacing Phoenix Valves: As part of the ultrabarrier project, MDA now has very finite control of the airflows within each suite of the BSRB and CRB vivarium this will allow the fine tuning of airflows to meet air change requirements, without excess air, resulting in lowered utility costs.

- Minimal Demolition: The team studied the entire SCRB 3 and SCRB 4 buildings and figured out the best location to accommodate the Smithville group with minimal demolition of existing spaces. This allowed us to limit the waste of demolished construction material, and to lower costs, and decrease the schedule.

- Reuse of Existing Equipment: The design team did inventory and analysis of the current conditions of existing equipment. They were able to reuse and relocate a high percentage of equipment in SMV. The majority of the equipment was relocated from Smithville to Houston.

SECTION VI – CONFLICT RESOLUTION:

- Open communication with each researcher allowed for a smooth design and construction process. Listening and responding to the needs of each researcher allowed the Owner and design team to understand their needs and minimize conflicts as the project progressed. The Project Manager received requests from researchers that couldn't always be accommodated because of infrastructure constraints, the existing location, and/or the budget. The team met with researchers and evaluated the request and found a way to compromise in getting their needs met.

- Decision making was done in a collaborative environment. Where there were differences of opinion, MDA would seek out additional information, and work to find a solution that was most beneficial to the entirety of the project. MDA PM team played a key role in filtering internal dialogue and presenting the path forward on issues in a clear and concise manner for the design and GC teams to implement.

SECTION VII - CUSTOMER SATISFACTION:

Nomination Form the following letters of recommendation:

1. Perkins and Willl
2. Philo Wilke Partnership
3. Vaughn Construction
4. O'Donnell Snider Construction
5. Francesca Cole Associate Professor Dept. of Epigenetics and Molecular Carcinogenesis

Perkins&Will

Date: 8.20.2021

MD Anderson Facilities Planning, Design and Construction
6900 Fannin,
Houston, Texas 77030

Re: Smithville Relocation Project

To Whom It May Concern,

It is my pleasure to recommend the MD Anderson Facilities team for our recent collaboration on Smithville Relocation Project in MD Anderson Cancer Center, Houston, TX.

As the Senior Project Manager for Smithville Relocation Project, I worked with MD Anderson facilities team from pre-design through construction administration. MD Anderson facilities team showed that they are devoted to providing high quality work through their attention to detail and approach to problem solving. They have been a trustworthy partner through the existing data collection, design, and construction process.

Smithville Relocation Project was extremely complicated. Requested services comprise interviews, site visits, equipment inventory, database management, test fit, design documentation and construction administration to facilitate relocation of Smithville Campus to MD Anderson in Houston. MD Anderson facilities group highly engaged in every aspect of this process and organized design review meetings, allowing for an efficient delivery process. The leadership and expertise of MD Anderson facilities team made them a reliable resource, always willing to assist when needed.

As a result of MD Anderson facilities' teamwork mentality, the project design intent was upheld, costs were controlled, and the aggressive schedule was maintained. We have been very pleased with the craftsmanship and high professional standards exhibited by MD Anderson facilities team, and we strongly recommend their services. I look forward to the opportunity to work with MD Anderson again.

Sincerely,

Diego Rozo, AIA
Senior Project Manager, Associate Principal
Perkins&Will

1001 McKinney St
Houston, Texas 77002

www.perkinswill.com

Philo Wilke Partnership

11275 S. Sam Houston Pkwy W.
Suite 200 | Houston, TX 77031
832.554.1130 | philowilke.com

20 August 2021

To Whom It May Concern,

With great pleasure, we recommend The University of Texas MD Anderson Cancer Center for the Construction Owners Association of America Leadership Award. PhiloWilke has worked directly with MD Anderson for over 20 years and has successfully executed over 150 projects together in just the past ten years. We recently completed the Vivarium Ultrabarrier project which is a vital piece of a large institutional effort to relocate the vivarium from Smithville to their Houston Campus.

We enjoy working with MD Anderson and appreciate their dedication to the Houston community and the world through cancer research and breakthrough therapies. As one of the most specialized and innovative cancer centers, their team directly reflects their dedication to their professional reputation and mission to eliminate cancer.

The MD Anderson project team leader, Jason Sutton, is an informed and solution-oriented project manager and has repeatedly collaborated with our team to develop planning and design solutions for some of the most complex facilities and renovation projects. His communication, transparency, and commitment to project success are apparent through the way he leads.

Jason and MD Anderson have always been thorough and conscientious about ensuring project success with a dedicated team approach. As a representative for PhiloWilke on these projects, I had a very positive experience with the MD Anderson Team and look forward to working together on many more projects.

Sincerely,

Cathryn E. Horan

Cathryn E. Horan, AIA, LEED AP
PhiloWilke Partnership
choran@philowilke.com

VAUGHN
CONSTRUCTION

152 Carrie Street
Houston, TX 77047

Telephone:
(713) 984-4300

August 19, 2021

Project Leadership Awards Committee
Construction Owners Association of America
5000 Austell Powder Spring Road, Suite 217
Austell, GA 30106

Dear Awards Committee:

Vaughn Construction strongly supports the nomination of the University of Texas MD Anderson Cancer Center's (MD Anderson) Smithville Relocation Research Lab / Offices 3SCRB Level 02 project for the COAA Leadership Award. Vaughn Construction has worked with this distinguished group for over 20 years, completing over 500 projects across multiple MD Anderson campuses. We believe the Smithville Relocation Research Lab / Offices 3SCRB Level 02 project deserves this award for two reasons:

1. **Commitment to the decision-making process.** MD Anderson's team remained committed to ensuring that construction work always continued but never disrupted the building's daily operations. For example, new electrical panels were scheduled to be tied into the existing normal power line, which required a shutdown. However, shutting down the existing panels would affect the controls to one of the air handlers, which in turn, might overheat the IT rooms. MD Anderson brought all teams together to coordinate a shutdown plan that would have the least effect on the schedule, cost, and building operations. Through their efforts, the team performed the tie-in successfully.

2. **Commitment to quality.** MD Anderson requires the general contractor to schedule numerous inspections with its in-house inspectors for every trade on site. The inspections ensure the work meets and/or exceeds the project specifications and MD Anderson's quality standards. MD Anderson's project managers rely heavily on their inspectors and provide very little oversight to them. The inspectors hold the general contractor accountable for ensuring the deliverables they owe adhere to the contract terms. For example, the MD Anderson inspectors examine the project submittal(s) during inspections to confirm only approved products are installed. If they find any deviations, they ask the general contractor to correct the work per the approved submittal(s).

We strongly endorse the nomination of Smithville Relocation Research Lab / Offices 3SCRB Level 02 to receive the COAA Leadership Award. Please feel free to contact me with any questions.

Very truly yours,

J. Thomas Vaughn, CEO

August 30, 2021

COAA Project Leadership Awards Committee
5000 Austell-Powder Springs Rd., Ste. 217
Austell, GA 30106

RE: 2020 Project Leadership Award

To Whom It May Concern:

It is with great pleasure we recommend The University of Texas MD Anderson Cancer Center for the Construction Owners Association of America Leadership Award.

The MD Anderson team provided outstanding leadership and encouraged a collaborative environment that fostered a harmonious project delivery. Our project partners: MD Anderson, Perkins+Will, PhiloWilke Partnership, and trade associates, efforts validate the success of team members working together to generate a project of exceptional value and remarkable quality. The team remained flexible and focused on the best interest of the project goals.

This project posed numerous challenges, and each was met with a positive and collaborative attitude, leading to the delivery of this project ahead of schedule. Some of the challenges include:

- Providing a safe work environment and implementing COVID-19 protocols
- Conducting all OAC meetings virtually
- Navigating the historic winter freeze of February 2021 to maintain schedule

Our positive experience and the success of this project is the direct result of the leadership excellence of MD Anderson's team. Thank you for your consideration of the Smithville Relocation Project for the COAA Project Leadership Award.

Respectfully submitted,

Cory Burkhalter
Vice President | Principal
O'Donnell Snider construction
cburkhalter@odonnellsnider.com

THE UNIVERSITY OF TEXAS
MD Anderson Cancer Center
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Francesca Cole, PhD
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August 30, 2021

The COAA Project Leadership Award Nomination Committee

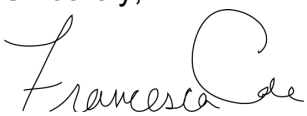
Dear COAA Awards Committee,

I am very pleased to send this letter of recommendation for the COAA Project Leadership award for the Smithville Relocation at the University of Texas MD Anderson Cancer Center. I am an Associate Professor in the department of Epigenetics and Molecular Carcinogenesis. Our department has been located at a remote campus in the middle of bucolic Buescher State Park in Smithville, Texas (population 4,363) for over 40 years. To integrate the research mission of our world class cancer center, our leadership made the difficult decision to close our campus and move the 14 research laboratories, core facilities, ~150 scientists and support staff from Smithville to the South Campus in Houston, more than 2 hours away. I, like my colleagues was recruited to the Smithville campus and had enormous trepidation about the damage the move would do to my research program, my staff and mentees, and my family. One area of particular concern was how our sprawling multi-building single-story campus would fit within primarily a single floor of a research tower in the 4th largest city in the United States. To add to the overall sense of panic, most of the planning and execution of this project took place during the COVID-19 pandemic, hampering meetings and coordination. I was highly involved in this project having the largest laboratory and mouse animal colony and served on the space and animal transfer committees and interacting regularly with all of the principal team members.

I am thrilled with the efforts of the Principal Facilities Project Management team along with the architectural firms, and construction teams. Our laboratory spaces are extraordinarily functional, safe, and aesthetically pleasing. Much to my delight, my laboratory is better designed and more functional than it was in our Smithville location. As with any major project, there were snafus and miscommunications, these were brilliantly managed throughout the project with coordination meetings held via Zoom and the exceptional communication skills of the project leadership. Despite the pandemic, the project was ready AHEAD of schedule. Our single molecule preparatory room along with some of the core facilities spaces were not scheduled to be ready until November of 2021, but instead were fully operational in time for the main laboratory moves. This really helped my laboratory get set up quickly without having to jury-rig storage and spaces for equipment and experiments.

Our new department spaces are beautiful and functional. Anything less than excellence on the part of the management team would have been unbearable to the scientists who had to uproot their lives during this already tumultuous time. We are so appreciative of the commitment and dedication of the team members.

Sincerely,



Francesca Cole

AFFIRMATION AND RELEASE:

Nomination is submitted by:

Name: Jason Sutton

Company: University of Texas MD Anderson Cancer Center

Street Address: 1515 Holcombe Blvd

City, State/Province, Zip/Postal Code: Houston, TX 77030

Phone Number: 713-792-4885

Email Address: jrsutton@mdanderson.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: August 30, 2021

TITLE: Principal Project Manager

Figure 1 Smithville Science Park

Figure 2 BSRB (Ultrabarrier location)

Figure 3: Ultrabarrier Vivarium Scope

Figure 4: South Campus Research buildings 3/4

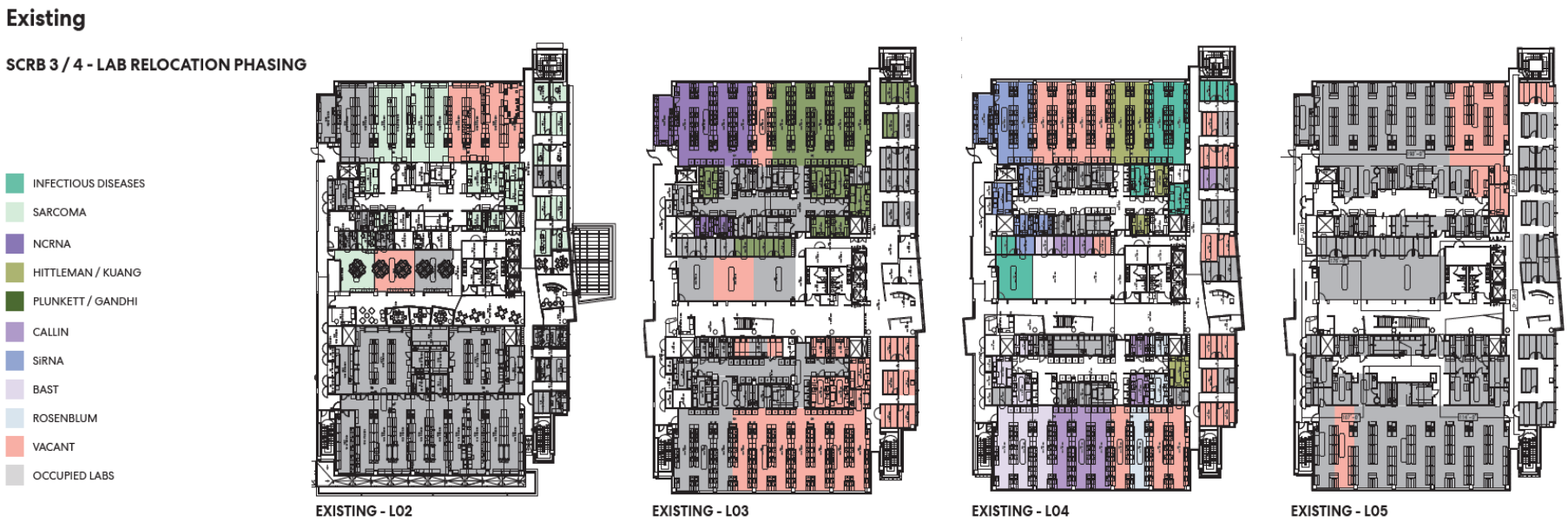


Figure 5: SCRB3/4 Compression Labs to Be Relocated Plan

Figure 6: SCR3/4 Compression Admin Remodel

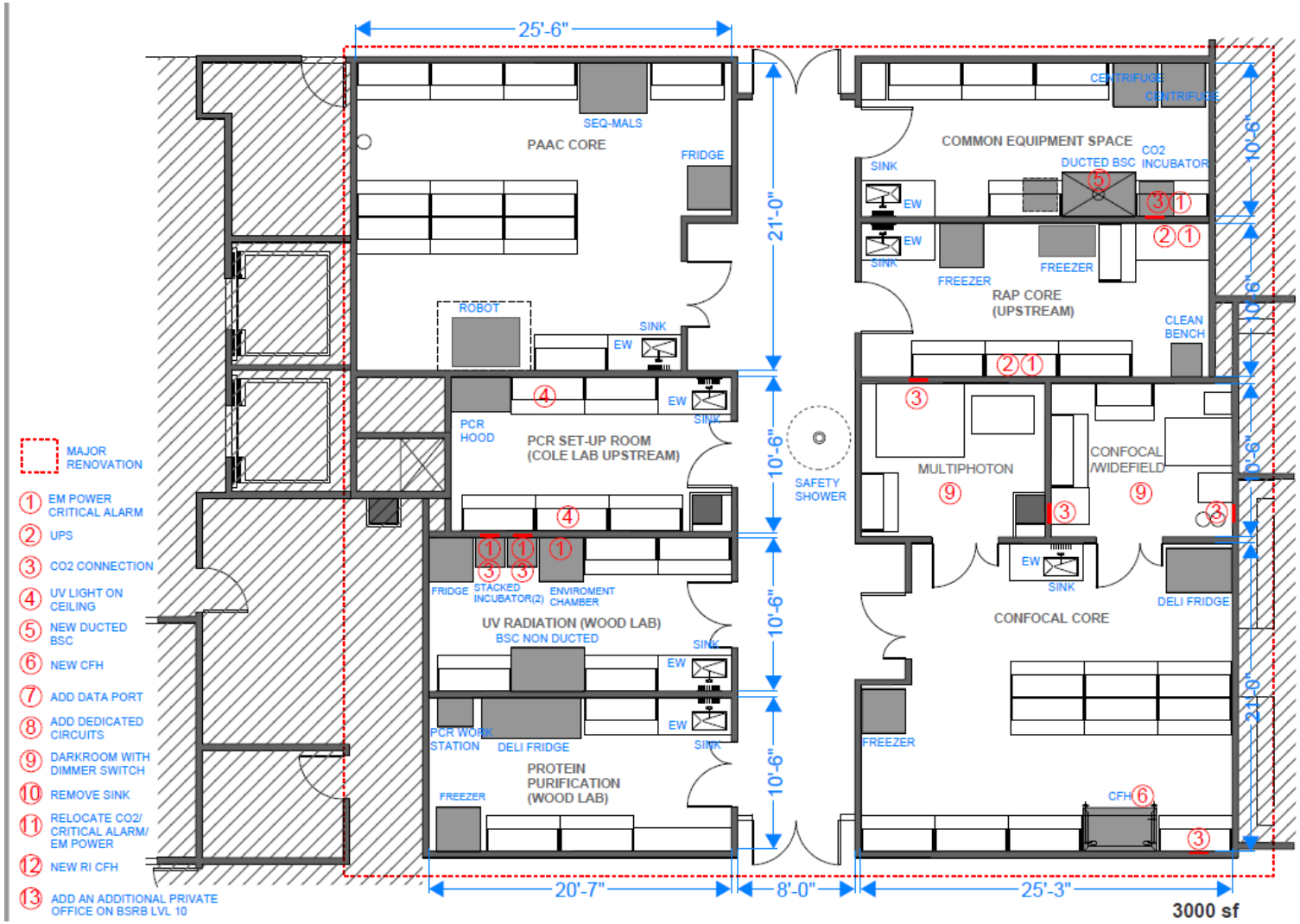


Figure 7: 3SCR2 Core Buildout

Figure 8: 3SCR2 Buildback

Figure 9: 3SCR2 Buildback

Figure 10: 4SCR4 Smithville Relocated Laboratories

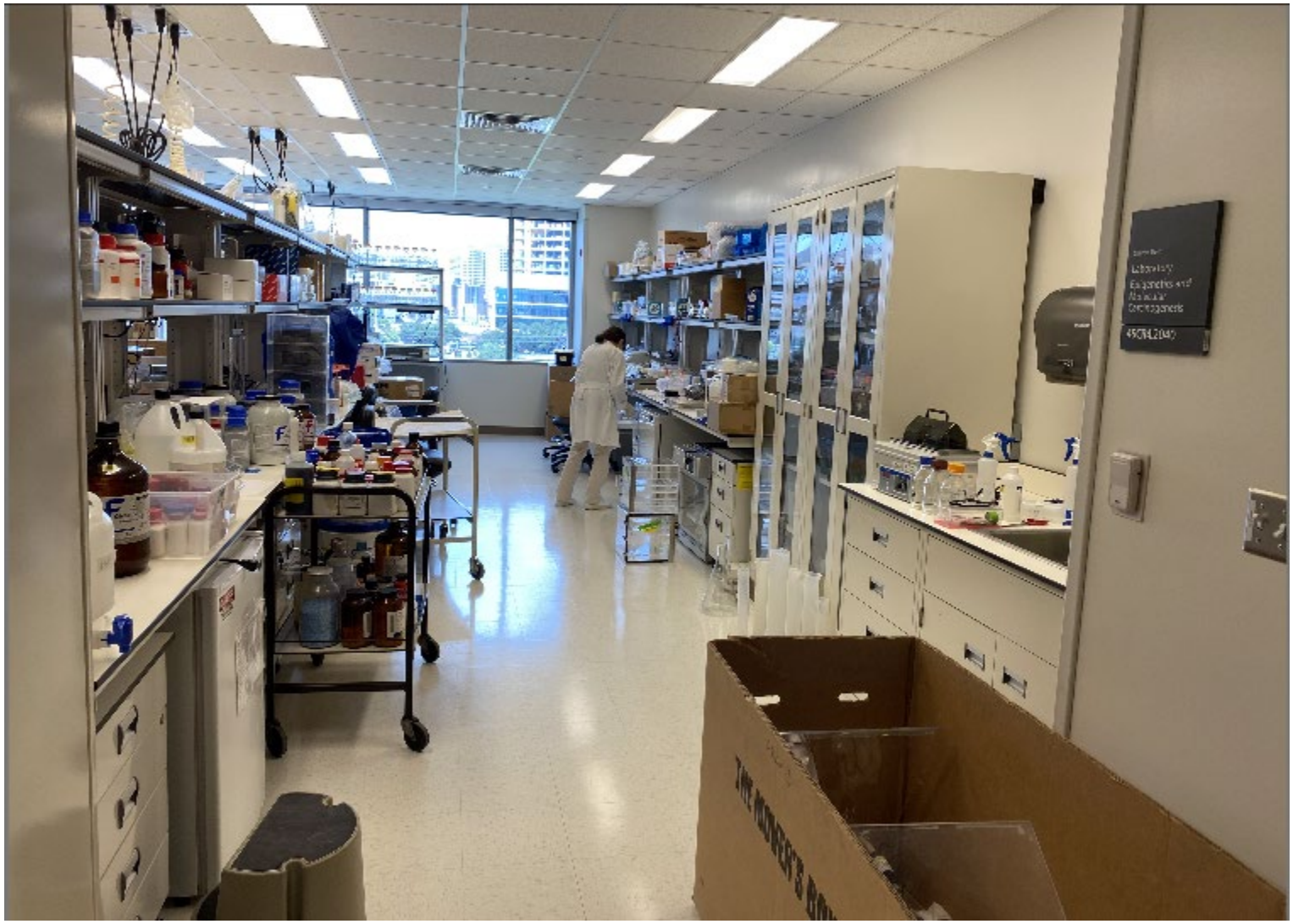


Figure 11: 4SCR4 Smithville Lab Relocated to Houston

Figure 12: 4SCR4 Radioisotope fans, filter, and platform

Figure 13: 4SCR4 Platform Crane Lift