STATE OF COLORADO
OFFICE OF THE STATE ARCHITECT
STATE BUILDINGS PROGRAM

REQUEST FOR QUALIFICATIONS
FOR
ARCHITECTURAL/ENGINEERING/CONSULTING SERVICES

For The
University of Colorado Denver | Anschutz Medical Campus / GFE

For The
Academic 1 1st Floor reno / PN 18_139585

REQUEST FOR QUALIFICATIONS
FOR
ARCHITECTURAL/ENGINEERING/CONSULTING SERVICES
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REQUEST FOR QUALIFICATIONS

Agency: University of Colorado Denver

Notice Type: Request for Qualifications

Select the RFQ Subtype: Architect □ Engineer □ Industrial Hygienist □ Land Surveyor □ Landscape Architect □ IT designer □ AV designer □ Furniture designer □ LEED consultant □ Simulation Lab Specialist □ Cost consultant

Project No: 18-139585

Project Title: Academic 1 1st Floor Renovation

Project Description: The University of Colorado, Anschutz Medical Campus (CU Anschutz) Academic 1- First Floor Renovation project involves the design and renovation of 13,647 gross square feet of office space on the first floor of Academic Office Building 1 (AO1).

Minimum Requirements:

Minimum Qualifications:

- Demonstrate, at minimum, a 5-year history of successfully designing renovations within operating facilities of this scale and of similar programmatic usage.
- Demonstrate a history of working collaboratively, with multiple and diverse user groups, to design successful interdisciplinary/inter-professional facilities.
- Must have a license to practice Architecture and Engineering in the State of Colorado.
- Demonstrate experience with Construction Manager/General Contractor (CM/GC) projects.
- Must complete Appendix C, Acknowledgement and Attestation Form.
- Must acknowledge receipt of all addenda to the RFQ with their submittal.

Submission Details:

Submission Deadline: February 16, 2018, 10:00 a.m.

Submissions Accepted Via: □ Email □ Fax □ In Person □ Mail

Details: Facilities Projects, Room 310, 1945 Wheeling Street, Mail Stop F418, Aurora, CO 80045

Comments: Late submittals will be rejected without consideration. The University of Colorado Denver and the State of Colorado assume no responsibility for costs related to the preparation of submittals. When noted that a completely executed form will be sent by certified mail to the Contractor, or any other means as agreed to, notice will be sent by electronic mail.

Point of Contact:

Name: Doug Derber

Agency: University of Colorado Denver

Phone: 303 - 724-1032
Fax: 303-724-0931

Email: doug.derber@ucdenver.edu
Meetings:

Mandatory Pre-Submittal Conference

Date and Time: February 7, 2018 10:00 a.m.

Details: University of Colorado Anschutz Medical Campus
        Building 500, Bushnell Auditorium 8th Floor
        13001 East 17th Place
        Aurora, Colorado

Comments: Submittals received from those who have not attended the mandatory pre-submittal meeting will not be considered for the project. Questions will be collected until February 9, 2018 at 10:00 a.m., from those who attended mandatory pre-bid meeting. Questions will be answered by February 13, 2018 at 10:00 a.m.

Specification Details/Attachments:

Attachments: RFQ with Appendices

Media of Publications:

Media of Publication(s): www.Colorado.gov/vss
                       http://www.ucdenver.edu/about/departments/FacilitiesManagement/FacilitiesProjects/RFQ/Pages/RFQ.aspx

Publication Dates: January 29, 2018
I. INTRODUCTION

A. PROJECT DESCRIPTION

The University of Colorado, Anschutz Medical Campus (CU Anschutz) Academic 1- First Floor Renovation project involves the design and renovation of 13,647 gross square feet of office space on the first floor of Academic Office Building 1 (AO1).

The project has a planned schedule (from design through occupancy) of approximately 11 months.

The Anschutz Medical Campus is currently operating at a space deficit of 245 offices in regard to accommodating regular full time faculty who are predominately clinical providers. Unaccommodated faculty members are having to either work from home or otherwise fend for themselves to find adequate work space on campus. This project will allow CU Anschutz to further realize its efforts to provide modern work environments designed to foster collaboration, cross-disciplinary communication, and faculty wellbeing, while simultaneously increasing overall occupant capacity (FTE/GSF) within our existing facilities. The AO1 First Floor Renovation project will be the culmination of the CU Anschutz Medical Campus’ efforts over the last five years to devise creative solutions to our faculty work space deficit.

The selected firm will be asked to provide full design services including schematic design, design development, construction documents; and, construction contract administration. AE services will also include, IT and AV design, and furniture design. The firm selected will be the most qualified to complete the services required. The design services may be extended to additional phases of renovation on other floors of the Academic Office 1 Building.

Fixed Limit of Construction for this project will be $2,800,000 (Construction: $2.1 M, A/V: $200 K, Furniture: $500 K)

MINIMUM CAPABILITIES

- Demonstrate, at minimum, a 5-year history of successfully designing renovations within operating facilities of this scale and of similar programmatic usage.

- Demonstrate a history of working collaboratively, with multiple and diverse user groups, to design successful interdisciplinary/inter-professional facilities.

- Must have a license to practice Architecture and Engineering in the State of Colorado.

- Demonstrate experience with Construction Manager/General Contractor (CM/GC) projects.

- Must complete Appendix C, Acknowledgement and Attestation Form.
• Must acknowledge receipt of all addenda to the RFQ with their submittal.

The University of Colorado Denver | Anschutz Medical Campus anticipates using a Construction Manager/General Contractor (CM/GC) approach to project delivery. Through the use of an Architect and a Construction Manager/General Contractor, a Guaranteed Maximum Price (GMP) will be established in conjunction with the University of Colorado Denver | Anschutz Medical Campus. The CM/GC will evaluate, among other things, availability of materials and labor, project schedule, project costs as they relate to the established budget, and constructability, and will work with the Architect throughout the value engineering phases of the project. The selection process for the CM/GC will begin following the selection of the Architect. The University of Colorado Denver | Anschutz Medical Campus has completed a program plan that is scheduled for final approval on February 9, 2018.

It is the intent of the University to be inclusive in regards to Service Disable, Veteran, Minority, and Women Owned Business Enterprises (SDVMWBE). The Architect Engineer should demonstrate an ability to be inclusive and complete all required SDVMWBE forms within this RFQ package.

PREFERRED CAPABILITIES

Firms will be judged not only on their past experience for the type of work involved, but also on their ability to address issues critical to the success of the project requirements outlined in this RFQ document. Selection preference will be given to the firms with the best and most recent experience in the following areas:

• Experience as a project with a fast track schedule.

• Campus planning and design experience guided by design that reflects the mission of the University.

• Demonstrated successful experience in designing to a pre-determined budget.

• Workplace location that enhances the firm’s ability to provide quality and timely service to the University.

• Preference will be given to those respondents that can best demonstrate ability to complete tasks in a collaborative environment to include: expediting document production and review, completing field coordination, providing expertise in local material and labor markets, and ensuring readily available expertise in solving problems during the construction phase.

• Demonstrated ability to produce a well coordinated, complete, and timely set of bidding documents.

B. SELECTION PROCESS

The selection of an architect/engineer/consultant will be conducted in accordance with the Colorado Revised Statutes, 24-30-1401 et. seq. The process will involve two stages: submittals will be screened and scored. A limited number of firms will be short listed and invited to participate in oral interviews. The University of Colorado Denver | Anschutz Medical Campus will attempt to negotiate a contract with the highest ranked firm following the interview segment. Following is additional information relative to the selection process:
1. **Mandatory Pre-submittal Conference:** To ensure sufficient information is available to firms preparing submittals, a mandatory pre-submittal conference has been scheduled. The intent of this conference is to tour the site and to have agency/institution staff available to discuss the project. Firms preparing submittals must attend and sign-in in order to have their submittals accepted. The pre-submittal conference will be held at:

   Bushnell Auditorium B500 8th Floor Q20-N8200  
   13001 East 17th Place  
   Aurora, CO 80045

   February 7, 2018 10:00 a.m.

2. **Architect/Engineer/Consultant’s Submittals:** Specific requirements for submittals and scoring criteria are detailed in II. SUBMITTAL REQUIREMENTS. In order to facilitate review, Ten (10) hard copies and one (1) electronic copy of submittals must be provided. Submittals must be received at:

   Campus Services Building  
   Facilities Projects Department  
   3rd Floor Reception Desk  
   1945 North Wheeling Street, Mail Stop F-418  
   Aurora, CO 80045

   Attention: Elaine Rydberg

   Deadline for receipt (whether mailed or hand delivered) is: February 16, 2018 10:00 a.m.

   Late submittals will be rejected without consideration. The [agency/institution] and the State of Colorado assume no responsibility for costs related to the preparation of submittals.

3. **Screening Panel/Short List:** Submittals will be evaluated by a panel of individuals selected in accordance with state policies. The panel will review and score the submittals. Firms ranked the highest will be invited to an oral interview. It is anticipated no fewer than three (3) or no more than Five (5) will be interviewed.

4. **Oral Interviews.** It is anticipated that oral interviews will be conducted on March 2, 2018. Interviews will be conducted at: Campus Services Building, Room T36-300, 1945 North Wheeling Street, Aurora, CO 80045. The time for interviews is to be determined. Key personnel from the firm and major consultants who will be directly involved with the project should attend the interview. The interview panel will, in particular, be interested in knowing about the project approach proposed and in meeting the individuals who will act as the primary contacts with the University of Colorado Denver | Anschutz Medical Campus.

C. **SCHEDULE**

Following is a detailed schedule of events for the RFQ process and an outline of the schedule for the balance of the project.
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisement</td>
<td>January 29, 2018</td>
</tr>
<tr>
<td>RFQ Document Available</td>
<td>January 29, 2018</td>
</tr>
<tr>
<td>Pre-submittal Conference</td>
<td>February 7, 2018 10:00 a.m.</td>
</tr>
<tr>
<td>Date Fax/Email Questions Due</td>
<td>February 9, 2018 10:00 a.m.</td>
</tr>
<tr>
<td>Date Answers Due to all Firms</td>
<td>February 13, 2018 10:00 a.m.</td>
</tr>
<tr>
<td>RFQ Submittal Due</td>
<td>February 16, 2018 10:00 a.m.</td>
</tr>
<tr>
<td>Submittal Screening</td>
<td>February 20-23, 2018</td>
</tr>
<tr>
<td>A/E Interview List Released</td>
<td>February 23, 2018</td>
</tr>
<tr>
<td>A/E Oral Interviews (as scheduled)</td>
<td>March 2, 2018</td>
</tr>
<tr>
<td>Negotiation of A/E Contract</td>
<td>Week of March 5, 2018</td>
</tr>
<tr>
<td>Contract Approval (projected – Pending</td>
<td>March, 2018</td>
</tr>
<tr>
<td>Formal Leadership approval)</td>
<td>March, 2018</td>
</tr>
<tr>
<td>Anticipated Design Start</td>
<td>April, 2018</td>
</tr>
<tr>
<td>Anticipated CM/GC Start</td>
<td>September, 2018-February, 2019</td>
</tr>
<tr>
<td>(if prior approval received from SBP)</td>
<td></td>
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<tr>
<td>Construction Start/Finish</td>
<td></td>
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</table>
II. SUBMITTAL REQUIREMENTS

Firms will be judged not only on their past experience for the type of work involved, but also on their ability to address issues critical to the success of the project requirements outlined in this RFQ document. (Note that the primary focus of the prequalification evaluation will be the firm(s) capability and the primary focus of the oral interview will be the proposed Project Management Team members capabilities.) Not counting the cover letter and required Acknowledgement and Attestation Form, the entire submittal is to be no more than 30 double sided 8 ½ by 11 inches sided pages in portrait format, at 10 font, and stapled, spiral or plastic bound. No loose leaf note books or hard bound submittals. Following are elements that will be used to evaluate each firm’s qualifications:

A. PROJECT TEAM

Identify the project principal, the project manager, key staff and subconsultants. Present a brief discussion regarding how the team’s qualifications and experience relate to the specific project.

- Qualifications and relevant individual experience.
- Unique knowledge of key team members relating to the project.
- Experience on projects as a team.
- Key staff involvement in project management and on-site presence.
- Time commitment of key staff.
- Qualifications and relevant subconsultant experience.

B. FIRM/TEAM CAPABILITIES

- Are the lines of authority and coordination clearly identified?
- Are essential management functions identified?
- Are the functions effectively integrated? (e.g., subconsultants’ role delineated)?
- Current and projected work load.

Note: Organization charts and graphs depicting your capacity may be included.

C. PRIOR EXPERIENCE

Use this portion of your submittal to describe relevant experiences with the project type described in this RFQ document and various services to be provided.

- Experience of the key staff and firm with projects of similar scope and complexity.
- Demonstrated success on past projects of similar scope and complexity.
- References.

Note: Include the name and current telephone number of the owner’s project manager for every project listed.

D. PROJECT APPROACH

For the project and services outlined in the RFQ document, describe how you plan to accomplish the following project control and management issues:

- Budget Methodology/Cost Control.
- Establish and maintain estimates of probable cost within owner's established budget.
- Control consultant contract costs
- Coordinate value engineering activities

- Quality Control Methodology.
  - Insure State procedures are followed
  - Improve energy efficiency through the use of an integrated design process, life cycle costing, the use of an energy standard (current OSA energy code) and the specification of energy efficient materials, systems, and equipment
  - Insure the project is designed for durability and maintainability

- Schedule.
  - Manage the required work to meet the established schedule

E. WORK LOCATION

Describe where the prime and subconsultants will do the key work elements of this project.

- Proximity of firms office as it may affect coordination with the State's project manager and the potential project location.
- Firm's familiarity with the project area.
Appendix A

STATE BUILDINGS PROGRAM
PRELIMINARY SELECTION/EVALUATION FORM
ARCHITECT/ENGINEERING/CONSULTANT SERVICES

QUALIFICATION BASED SELECTION (This form is to be used in the first step, i.e. short listing, of an architectural/engineering/consulting services selection process.)

Evaluator #:_____________________________________ Date:_________________________
Name of Firm:_________________________________________________________________
Name of Project: Academic 1 1st Floor reno / PN 18-139585

RFQ REFERENCE
MINIMUM REQUIREMENTS    Y ____ N ____
If the minimum requirements have not been met, specify the reason(s):
_________________________________________________________________________________
_________________________________________________________________________________

Acknowledgment and Attestation included:      Y _____ N _____

SCORE (PROJECT SPECIFIC QUALIFICATIONS):

Weight² x Rating³ = Score

1. PROJECT TEAM¹
   □ Qualifications and relevant individual experience. __3___x_____=____
   □ Unique knowledge of key team members relating to the project. __1___x_____=____
   □ Experience on projects as a team. __2___x_____=____
   □ Key staff involvement in project management and on-site presence. __3___x_____=____
   □ Time commitment of key staff. __4___x_____=____
   □ Qualifications and relevant subconsultant experience. __3___x_____=____

2. FIRM CAPABILITIES¹
   □ Are the lines of authority and coordination clearly identified __3___x_____=____
   □ Are essential management functions identified? __2___x_____=____
   □ Are the functions effectively integrated (e.g., subconsultants’ roles delineated?) __1___x_____=____
   □ Current and projected work load. __3___x_____=____

3. PRIOR EXPERIENCE¹
   □ Experience of the key staff and firm with projects of similar scope and complexity. __4___x_____=____
   □ Demonstrated success on past projects of similar scope and complexity. __3___x_____=____
   □ References. __1___x_____=____
4. PROJECT APPROACH

- Budget methodology/cost control. $2 \times \_\_\_ = \_\_\_
- Quality control methodology. $2 \times \_\_\_ = \_\_\_
- Schedule maintenance methodology. $2 \times \_\_\_ = \_\_\_

5. WORK LOCATION

- Proximity of firm’s office as it may affect coordination with the state’s project manager and the potential project location. $3 \times \_\_\_ = \_\_\_
- Firm’s familiarity with the project area. $1 \times \_\_\_ = \_\_\_

TOTAL SCORE: \_\_\_\_\_4

NOTES:

1. **Criteria**: Agencies/Institutions are encouraged to include additional criteria that reflect unique characteristics of the project under each category to help determine the submitter’s overall qualifications.
2. **Weights**: Agency/Institutions to assign weights, using whole numbers, to all criteria on evaluation forms for inclusion into RFQ document and prior to evaluations.
3. **Ratings**: Evaluator to assess the strength of each firm's qualifications and assign a numerical rating of 1 to 5 with 5 being the highest rating. (Use whole numbers)
4. **Total Score**: Includes the sum of all criteria. Note: a passing score (as a percentage of the total points available) is optional and should be assigned by the agency/institution prior to evaluation.
Appendix A1

STATE BUILDINGS PROGRAM
ORAL INTERVIEW SELECTION/EVALUATION FORM
ARCHITECTURAL/ENGINEERING/CONSULTANT SERVICES

QUALIFICATION BASED SELECTION (This form is to be used in the second step, i.e. oral interview, of an architectural/engineering/consulting services selection process.)

Evaluator #:_________________________________________ Date:_____________________
Name of Firm:_________________________________________________________________
Name of Project: Academic 1 1st Floor reno / PN 18-139585

SCORE (OVERALL QUALIFICATIONS): Weight\(^2\) x Rating\(^3\) = Score

1. PROJECT TEAM\(^1\) 
   \[ \_3\_ \times \_\_\_ = \_\_\_ \]

2. TEAM CAPABILITIES\(^1\) 
   \[ \_3\_ \times \_\_\_ = \_\_\_ \]

3. PRIOR EXPERIENCE\(^1\) 
   \[ \_2\_ \times \_\_\_ = \_\_\_ \]

4. PROJECT APPROACH\(^1\) 
   \[ \_4\_ \times \_\_\_ = \_\_\_ \]

5. WORK LOCATION\(^1\) 
   \[ \_1\_ \times \_\_\_ = \_\_\_ \]

TOTAL SCORE: \[ \_\_\_ \]

NOTES:

1. **Criteria:** Agencies/Institutions are encouraged to include additional criteria that reflect unique characteristics of the project under each category to help determine the submitter’s overall qualifications.

2. **Weights:** Agency/Institutions to assign weights, using whole numbers, to all criteria on evaluation forms for inclusion into RFQ document and prior to evaluations.

3. **Ratings:** Evaluator to assess the strength of each firm’s qualifications and assign a numerical rating of 1 to 5 with 5 being the highest rating. (Use whole numbers)

4. **Total Score:** Includes the sum of all criteria. Note: a passing score (as a percentage of the total points available) is optional and should be assigned by the agency/institution prior to evaluation.
STATE BUILDINGS PROGRAM
FINAL RANKING MATRIX

QUALIFICATION BASED SELECTION
(This form is to be used separately to rank and determine the most qualified architectural/engineering/consulting services firm for both the preliminary and interview evaluations.)

<table>
<thead>
<tr>
<th>FIRM</th>
<th>QUALIFICATIONS SCORE¹</th>
<th>CUMULATIVE² TOTAL SCORE</th>
<th>RANK³</th>
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<tbody>
<tr>
<td></td>
<td>EVAL #1</td>
<td>EVAL #2</td>
<td>EVAL #3</td>
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NOTES:
1. Insert total score from each evaluator's PRELIMINARY SELECTION AND INTERVIEW SELECTION/EVALUATION FORMS. DO NOT combine scores of the two evaluations.
2. Add all evaluators' total scores to determine the cumulative score. NOTE: Each firm's cumulative total score should be as a percentage of the total points available.
3. Rank all firms with the highest scoring firm being the most qualified.
Appendix B

ARCHITECT/ENGINEER/CONSULTANT CONTRACT
(STANDARD OR CM/GC FORMAT)

As Referenced:
https://drive.google.com/open?id=0ByG39KP3LPICblJNZDVNMmpsQnM

Supplementary Terms and Conditions for Architect/Engineer Agreement
The following Terms and Conditions shall augment or modify this Architect/Engineer Agreement.

For Design/Bid/Build Contracts (SC 5.1 and SC 5.1TC):

ARTICLE 3. BASIC SERVICES OF THE ARCHITECT/ENGINEER

Section 3.2 DEVELOPMENT OF THE PROJECT - Add the following

3.2.B.3 (k) Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at the time of the signed Agreement) for new construction and renovations and include submitted and approved Requests for Variance.

3.2.C.1 (i) Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at the time of the signed Agreement) for new construction and renovations and include submitted and approved Requests for Variance.

3.2.D.1 (d) Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at the time of the signed Agreement) for new construction and renovations and include submitted and approved Requests for Variance.

Section 3.2 DEVELOPMENT OF THE PROJECT – Replace 3.2.E.6 (b) as follows:

3.2.E.6 (b) For Contract Documents: The Principal Representative will require up to (3) sets bearing the seal and the signature of the Architect/Engineer and the appropriate responsible professional Engineering Consultants. The Architect/Engineer acknowledges that prior to the State Buildings Programs authorizing the Notice to Proceed State Form SBP-6.26, a Letter of Compliance must be obtained from the State’s Code Review Agent verifying that the contract Documents and all addenda, value engineering recommendations and all other changes to the bidding documents are in compliance with the applicable codes as adopted by State Buildings Programs as indicated in Exhibit C.

For CMGC Contracts (SC 5.2):

ARTICLE 1 BASIC SERVICES OF THE ARCHITECT/ENGINEER

Section 1.4 SCHEMATIC DESIGN PHASE – Add the following:

1.4.8.5 Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at
Section 1.5 DESIGN DEVELOPMENT PHASE – Add the following:

1.5.5.3 Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at the time of the signed Agreement) for new construction and renovations and include submitted and approved Requests for Variance.

Section 1.6 CONSTRUCTION DOCUMENTS PHASE – Add the following:

1.6.4.5 Issued acknowledgement of requirement to follow the University of Colorado Denver Guidelines and Standards for Design and Construction Projects (current at the time of the signed Agreement) for new construction and renovations and include submitted and approved Requests for Variance.

Section 1.7 BIDDING PHASE – Replace 1.7.3.2 as follows:

1.7.3.2 For Contract Documents: The Principal Representative will require up to (3) sets bearing the seal and the signature of the Architect/Engineer and the appropriate responsible professional Engineering Consultants. The Architect/Engineer acknowledges that prior to the State Buildings Programs authorizing the Notice to Proceed State Form SBP-6.26, a Letter of Compliance must be obtained from the State's Code Review Agent verifying that the contract Documents and all addenda, value engineering recommendations and all other changes to the bidding documents are in compliance with the applicable codes as adopted by State Buildings Programs as indicated in Exhibit C.

For Design/Bid/Build Contracts (SC 5.1 and SC 5.1TC) and CMGC Contracts (SC 5.2):

Section 7.2 AS-BUILT DRAWINGS / RECORD DRAWINGS - Add the following paragraph:

7.2.2 As-built drawings and record drawings, together with their as-built specifications and auxiliary files, recorded on electronic media, shall conform to the standards found in the Guidelines And Standards For Design And Construction Projects; PART 1.0 - POLICIES PROCEDURES AND RESPONSIBILITIES

ARTICLE 8.1 COMMERCIAL GENERAL LIABILITY - Replace Article 8.1 as follows:

The term University, University of Colorado, University of Colorado Denver, Principal Representative, are the interchangeable for this replacement of article 8.1.

For purposes of this supplement “Contractor” as used herein shall mean, as appropriate to the State Contract form being used, Architect/Engineer, or Consultant.

The Contractor shall obtain and maintain, at its own expense and for the duration of the contract including any warranty periods under which the Contract are satisfied, the insurance coverages set forth below.
By requiring such insurance, the Principal Representative shall not be deemed or construed to have assessed the risk that may be applicable to the Contractor its agents, representatives, employees or sub-consultants under this contract. The insurance requirements herein for this Contract in no way limit the indemnity covenants contained in the Contract.

The Principal Representative in no way warrants that the limits contained herein are sufficient to protect the Contractor from liabilities that might arise out of the performance of the work under this Contract by the Contractor, its agents, representatives, employees, or subcontractors. The Contractor shall assess its own risks and if it deems appropriate and/or prudent, maintain higher limits and/or broader coverages. The Contractor is not relieved of any liability or other obligations assumed or pursuant to the Contract by reason of its failure to obtain or maintain insurance in sufficient amounts, duration, or types.

**COVERAGES AND LIMITS OF INSURANCE -** Contractor shall provide coverage with limits of liability not less than those stated below.

1. **Commercial General Liability** – Occurrence Form – ISO CG 0001 or equivalent. Coverage to include:
   - Premises and Operations
   - Personal / Advertising Injury
   - Products / Completed Operations
   - Liability assumed under an Insured Contract (including defense costs)
   - Broad Form Property Damage

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Aggregate</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Products/Completed Operations Aggregate</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Each Occurrence Limit</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Personal/Advertising Injury</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

   a. The policy shall be endorsed to include the following additional insured language: The Regents of the University of Colorado, a Body Corporate are named as Additional Insured (ISO Form CG 2010, or equivalent). Further, all policies of insurance shall include a Separation of Insureds Clause (Cross Liability).

2. **Automobile Liability**

   Bodily Injury and property damage for any owned, hired, and non-owned vehicles used in the performance of this contract.

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bodily Injury/Property Damage (Each Accident)</td>
<td>$1,000,000</td>
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</tbody>
</table>

3. **Workers Compensation and Employers’ Liability**

   - Statutory Benefits (Coverage A)
   - Employers Liability (Coverage B)

<table>
<thead>
<tr>
<th>Coverage</th>
<th>Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coverage A (Workers’ Compensation)</td>
<td>Statutory</td>
</tr>
<tr>
<td>Coverage B (Employers Liability)</td>
<td>$ 100,000</td>
</tr>
<tr>
<td>Each accident</td>
<td></td>
</tr>
</tbody>
</table>
Disease each employee $100,000
Disease policy limit $500,000

This requirement shall not apply when a contractor or subcontractor is exempt under Colorado Workers’ Compensation Act, AND when such contractor or subcontractor executes the Sole Proprietor Waiver Letter.

4. **Professional Liability (Errors and Omissions) for Contractor**
   (Applies to SC-5.3 if contract is for one of the following professional pre-design services such as; geotechnical investigation and reporting, environmental assessment or land surveying or for construction administrative services such as material testing, then the following Professional Errors and Omissions Liability Insurance coverage applies.)

   - The Contractor shall maintain Errors and Omissions Liability covering negligent acts, errors and/or omissions, including design errors of the Contractor for damage sustained by reason of or in the course of operations under this Contract. The policy/coverages shall be amended to include the following:

     Amendment of any Contractual Liability Exclusion to state: “This exclusion does not apply to any liability of others which you assume under a written contract provided such liability is caused by your negligent acts.”

     - In the event that any professional liability insurance required by this Contract is written on a claims-made basis, Contractor warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of three (3) years beginning at the time work under this Contract is completed.

     - Policy shall contain a waiver of subrogation against The Regents of the University of Colorado, a Body Corporate.

     Wrongful Act $2,000,000
     General Aggregate $2,000,000

**ADDITIONAL INSURANCE REQUIREMENTS**

1. All Insurers must be licensed or approved to do business within the State of Colorado, and unless otherwise specified, all policies must be written on a per occurrence basis. Professional Liability is acceptable on a claims-made basis.

2. On insurance policies where the Principal Representative is named as an additional insured, the Principal Representative shall be an additional insured to the full limits of liability purchased by the Consultant even if those limits of liability are in excess of those required by this Contract.

3. The Contractor shall provide the Principal Representative a Certificate of Insurance Form evidencing all required coverages, prior to commencing work or entering Principal Representative Premises. Upon request by the Principal Representative, Contractor must provide a copy of the actual insurance policy effecting coverage(s) required by the contract.

4. The Consultant's insurance coverage shall be primary insurance and non-contributory with respect to all other available sources.
5. **The Contractor shall advise the Principal Representative in the event any general aggregate or other aggregate limits are reduced below the required per occurrence limit.** At their own expense, the Contractor will reinstate the aggregate limits to comply with the minimum requirements and shall furnish to the Principal Representative a new certificate of insurance showing such coverage is in force.

6. Contractor's insurance carrier should possess a minimum A.M. Best’s Insurance Guide rating of A- VI.

7. Provide a minimum of 30 days advance written notice to the Principal Representative for cancellation, non-renewal, or material changes to policies required under the contract.

8. **Certificate Holder:** The Regents of the University of Colorado, Project Management, 1945 North Wheeling Street, Campus Mail stop F-418, Aurora, CO 80045.

Failure of the Contractor to fully comply with these requirements during the term of the Contract may be considered a material breach of contract and may be cause for immediate termination of the Contract at the option of the Principal Representative. The Principal Representative reserves the right to negotiate additional specific insurance requirements at the time of the contract award.

**Non-Waiver**

The parties hereto understand and agree that The Principal Representative is relying on, and does not waive or intend to waive by any provision of this Contract, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, *et seq.*, as from time to time amended, or otherwise available to the Principal Representative or its officers, employees, agents, and volunteers.

**Mutual Cooperation**

The Principal Representative and Contractor shall cooperate with each other in the collection of any insurance proceeds which may be payable in the event of any loss, including the execution and delivery of any proof of loss or other actions required to effect recovery.

(Revised 7-21-11)

**ARTICLE 11. MISCELLANEOUS PROVISIONS**

Delete the following section except for Projects that are ARRA funded:

11.19 **STATEWIDE CONTRACT MANAGEMENT SYSTEM**

Add the following Section:

11.26 **UNIVERSITY OF COLORADO DENVER POLICY ON SEXUAL HARASSMENT**

11.26.1 The Architect/Engineer shall vigorously pursue to the greatest extent possible, adherence to the university Policy on Sexual Harassment and also require all employees, and employees of all professional consultants of any kind, working on this project to adhere to this Policy.

11.26.2 **Statement of Policy:** It is the policy of the university to maintain the community as a place of work, study, and residence free of sexual harassment or exploitation of students, faculty, staff, and administrators. Sexual harassment
is prohibited on campus and in the university programs. The university is committed to taking appropriate action against any of its officials, employees or students who violate the policy prohibiting sexual harassment.

11.26.3 Definition of Sexual Harassment: For purposes of this Policy, sexual harassment is defined as conduct which is unwelcome and consists of:

1. sexual advances; 2. requests for sexual favors; or 3. other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic decisions affecting the individual; or when such conduct has the purpose or effect, of unreasonably interfering with an individual's work or academic performance by creating an intimidating, hostile, or offensive working or educational environment.

Conduct prohibited under this policy may occur between persons of the same sex or of different sexes and may manifest itself in different ways. For example, sexual harassment may be as undisguised as a direct solicitation of sexual favors, or arise from behavior which has the effect of creating an intimidating, hostile, or offensive educational or working environment. In this regard, the following types of acts, if pervasive and continuous, are more likely than not to be considered sexual harassment: unwelcome physical contact, sexual remarks about a person's clothing, body, or sexual relations, conversation of a sexual nature or similar jokes and stories, and the display of sexually explicit materials in the workplace or their use in the classroom without defensible educational purpose.

11.26.4 Consequence of Sexual Offenses: The university may require the Architect/Engineer to remove from the university property any individual or individuals who violate the policy prohibiting sexual harassment.

11.26.5 All costs and time associated with obtaining a University security badge for employees working on campus shall be borne by the Employer.

EXHIBIT C APPROVED STATE BUILDING CODES (Exhibit A of the Building Code Compliance Policy: Coordination of Approved Building Codes, Plan Reviews and Building Inspections) - Add the following requirements:

The Manual of Guidelines and Standards for Design and Construction Projects (use most current version) - website location:

(www.ucdenver.edu/about/departments/FacilitiesManagement/FacilitiesProjects/Pages/GuidelinesStandards.aspx)

Biomedical and Animal Research Facilities Design Policies and Guidelines, National Institutes of Health, Aug 2010 and subsequent published revisions; Available at http://orf.od.nih.gov/PoliciesAndGuidelines/

Biosafety in Microbiological and Biomedical Laboratories (BMBL, 5th edition, 2009);

ILAR Guide for the Care and Use of Laboratory Animals (8th ed, 2011); International Building Code (IBC);
IH Guidelines for Research Involving Recombinant DNA Molecules (NIH Guidelines);

Uniform Federal Accessibility Standards (UFAS); other guidance to consider:


Colorado Rules and Regulations pertaining to Radiation Control, 6 CCR 1007 Part 1-20.


Last edition of "Guide for Care and Use of Laboratory Animals."

UCD Campus Standard Biosafety Level (BL3) Construction Standards.

The National Fire Protection Standards, 45, 72 latest addition.

City of Aurora Asphalt and Paving Standards (latest edition).
Appendix C

CERTIFICATION AND AFFIDAVIT REGARDING UNAUTHORIZED IMMIGRANTS
CERTIFICATION AND AFFIDAVIT REGARDING UNAUTHORIZED IMMIGRANTS

Institution/Agency: University of Colorado Denver / GFE
Project No./Name: PN 18_139585 / Academic 1 1st Floor reno

A. CERTIFICATION STATEMENT CRS 8-17.5-101 & 102 (HB 06-1343, SB 08-193)

The Vendor, whose name and signature appear below, certifies and agrees as follows:

1. The Vendor shall comply with the provisions of CRS 8-17.5-101 et seq. The Vendor shall not knowingly employ or contract with an unauthorized immigrant to perform work for the State or enter into a contract with a subcontractor that knowingly employs or contracts with an unauthorized immigrant.

2. The Vendor certifies that it does not now knowingly employ or contract with and unauthorized immigrant who will perform work under this contract, and that it will participate in either (i) the “E-Verify Program”, jointly administered by the United States Department of Homeland Security and the Social Security Administration, or (ii) the “Department Program” administered by the Colorado Department of Labor and Employment in order to confirm the employment eligibility of all employees who are newly hired to perform work under this contract.

3. The Vendor shall comply with all reasonable requests made in the course of an investigation under CRS 8-17.5-102 by the Colorado Department of Labor and Employment. If the Vendor fails to comply with any requirement of this provision or CRS 8-17.5-101 et seq., the State may terminate work for breach and the Vendor shall be liable for damages to the State.

B. AFFIDAVIT CRS 24-76.5-101 (HB 06S-1023)

1. If the Vendor is a sole proprietor, the undersigned hereby swears or affirms under penalty of perjury under the laws of the State of Colorado that (check one):

   - [ ] I am a United States citizen, or
   - [ ] I am a Permanent Resident of the United States, or
   - [ ] I am lawfully present in the United States pursuant to Federal law.

I understand that this sworn statement is required by law because I am a sole proprietor entering into a contract to perform work for the State of Colorado. I understand that state law requires me to provide proof that I am lawfully present in the United States prior to starting work for the State. I further acknowledge that I will comply with the requirements of CRS 24-76.5-101 et seq. and will produce the required form of identification prior to starting work. I acknowledge that making a false, fictitious, or fraudulent statement or representation in this sworn affidavit is punishable under the criminal laws of Colorado as perjury in the second degree under CRS 18-8-503 and it shall constitute a separate criminal offense each time a public benefit is fraudulently received.

CERTIFIED and AGREED to this ______ day of ______________, 20__.

VENDOR:

______________________________
Vendor Full Legal Name

______________________________
Signature of Authorized Representative   Title
ACKNOWLEDGEMENT AND ATTESTATION FORM

By responding to these guidelines, the respondent(s) certify that he/she has reviewed the Agreement and its Exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

I certify and declare that the foregoing is true and correct.

Subscribed on ________________________ at ________________________,
            Date     City
______________, State of ________________________,
            County      State

________________________________  ____________________
Applicant or Corporate Officer Signature   Date

________________________________
Witness                               Date

NOTE: Use full corporate name and affix corporate seal (if available).

(Seal)
Appendix E

SERVICE/DISABLED VETERANS MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION REPORT
SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS AND MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION REPORT

Institution/Agency: University of Colorado Denver / GFE
Project No./Name: PN 18_139585 / Academic 1 1st Floor reno

TO BE ELIGIBLE FOR AWARD OF THIS CONTRACT, EACH CONTRACTOR (INCLUDING ARCHITECT/ENGINEER/CONSULTANT/CONTRACTOR) IS REQUESTED TO COMPLY WITH THESE REQUIREMENTS.

I. The undersigned Architect/Engineer/Consultant/Contractor hereby certifies that the (company) (joint venture) (is) (is not)* a service-disabled veteran-owned enterprise as defined in this report. The undersigned Architect/Engineer/Consultant/Contractor hereby certifies that the (company) (joint venture) (is) (is not)* a minority enterprise as defined in this report. The undersigned Architect/Engineer/Consultant/Contractor hereby certifies the (company) (joint venture) (is) (is not)* a woman-owned business enterprise as defined. (*Strike out where inapplicable.)

*Persons signing hereby swear and affirm that they are authorized to act on Architect/Engineer/Consultant/Contractor's behalf and acknowledge that the State is relying on their representations to that effect. Principal is not a recognized title and will not be accepted

ARCHITECT/ENGINEER/CONSULTANT/CONTRACTOR

Legal Name of Contracting Entity

*Signature

By: ____________________________

Name (print) ____________________________

Title ____________________________

Date: ____________________________

II. It is the general policy of the State of Colorado to be as inclusive as possible to all member communities when spending taxpayer dollars. It is also the intent of the State to address the goals of the HB14-1224 | CRS 24-103-211 of at least 3% of all contracts by dollar value to be awarded to SDVOSBs.

III. REQUIREMENTS

A. Service-Disabled Veteran-Enterprise (SDVE) means for the purpose of this report, a business who must be incorporated or organized in Colorado or they must maintain a place of business or have an office in Colorado and who are officially registered and verified as a SDVOSB by the Center for Veteran Enterprise within the U.S. Department of Veterans Affairs (www.vip.vetbiz.gov) per CRS 24-103-211

B. Minority Business Enterprise (MBE) means, for the purpose of this report, a business enterprise at least 51 percent that is owned and controlled by minority group members, or, in the case of a publicly owned business, at least 51 percent of the stock of which is owned and controlled by minority group members. Eligible persons are expected to be engaged full time in the day-to-day operation and management of the business. Minority group members are ethnic minorities including African American, Hispanic American, Native American or Asian/Pacific American.

C. Women Business Enterprise (WBE) means, for the purpose of this report, a business enterprise of at least 51 percent of which is owned and controlled by a woman or women, or, in the case of a publicly-owned business, at least 51 percent of the stock of which is owned and controlled by women. Women are expected to be engaged full time in the day-to-day operation and management of the business.

D. The University of Colorado Denver does not have a certification process for nor does it require MBE's and WBE's to be certified.
E. The percentages of service-disabled veteran, minority and women-owned business participation will be determined by dollar value of the work subcontracted to or joint ventured with service-disabled veteran, minority, and women-owned firms, as compared to the total dollar value of the bid amount for all work bid under this contract.

F. Prior to the award of this contract, the contractor will be required to provide to the Principal Representative a list of SDV/M/WBE enterprises, stipulating the dollar amount of each subcontract or supplier of materials on page 2 of this Service-Disabled Veteran, Minority and Women Business Enterprises Participation Report.

G. The contractor will retain records and documents showing the level of participation for two years following completion of this contract. These records and documents, or copies thereof, will be made available at reasonable times and places for inspection by an authorized representative of the Principal Representative, or its designated representatives, and will be submitted to such representatives upon written request.

ARCHITECT/ENGINEER/CONSULTANT/CONTRACTOR:
SDVOE: Yes ☐ MBE: Yes ☐ WBE: Yes ☐ No ☐ No ☐ No ☐

Total Contract Amount: $ ___________

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<th>Name and Address of SDV/M/WBE Subcontractors and/or Suppliers and/or Self-Performed Work by SDV/M/WBE Primes*</th>
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<th>MBE Contract Amounts</th>
<th>WBE Contract Amounts</th>
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*Indicate ethnicity based on Paragraph III. A. above.

Total SDVE Contracts: $ ___________
Total MBE Contracts: $ ___________
Total WBE Contracts: $ ___________
Total SDVE %: ______________________
Total MBE %: ______________________
Total WBE %: ______________________
Appendix F

ACADEMIC 1 1ST FLOOR RENO PROGRAM PLAN
ACADEMIC OFFICE BUILDING 1
FIRST FLOOR RENOVATION
Program Plan | January 17, 2018
MISSION

The University is a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world.

VISION

By 2020, the University will be a leading public university with a global reputation for excellence in learning, research and creativity, community engagement and clinical care.

VALUES

To be a university greater than the sum of its parts, the University embraces excellence in:

Learning and Scholarship

Discovery and Innovation

Health and Care of Mind, Body and Community

Diversity, Respect and Inclusiveness

Citizenship and Leadership
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## II. VISION

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I. EXECUTIVE SUMMARY

I.A Overview

The University of Colorado, Anschutz Medical Campus (CU Anschutz) is seeking spending approval from the University of Colorado Board of Regents (CU BOR) to proceed with the design and renovation of 13,647 gross square feet of office space on the first floor of Academic Office Building 1 (AO1).

The total project budget is $X,XXX,XXX to be accomplished through existing university funds. The project has a planned schedule (from design through occupancy) of approximately 11 months.

The Anschutz Medical Campus is currently operating at a space deficit of 245 offices in regard to accommodating regular full time faculty who are predominately clinical providers. Unaccommodated faculty members are having to either work from home or otherwise fend for themselves to find adequate workspace on campus. This project will allow CU Anschutz to further realize its efforts to provide modern work environments designed to foster collaboration, cross-disciplinary communication, and faculty well-being, while simultaneously increasing overall occupant capacity (FTE/GSF) within our existing facilities. The AO1 First Floor Renovation project will be the culmination of the CU Anschutz Medical Campus’ efforts over the last five years to devise creative solutions to our faculty work space deficit.

FY 2017-2018 Funding Allocation
$X,XXX,XXX CU Anschutz Capital Reserves
I.B Program - Red Carpet

With a current deficit of 245 faculty offices on campus, and a projected faculty growth of 21% over the next ten years, providing facilities that can support faculty and their academic research, clinical and community activities is a critical component in sustaining the university’s ability to attract and retain top level faculty. Our previous model of providing faculty members with dedicated, individual or shared offices has proven to be unsustainable. The strategy of leasing space off campus to accommodate faculty has proven to be even less fiscally prudent.

The A01 First Floor Renovation project will be the culmination of the CU Anschutz Medical Campus’ efforts over the last five years to devise creative solutions to our office space deficit for full time faculty who are predominantly clinical providers. This project will provide modern, sustainable, and responsive workplace environments more in tune with 21st Century office culture. CU Anschutz’s commitment to optimize current and future space ensures that our important physical resources are utilized efficiently and effectively.

The individuals being accommodated can be defined as those faculty members spending more than 50% of their work week seeing patients in outpatient clinics at the hospital and subsequently training residents and fellows. By definition, these individuals spend less than half of their time in an office environment.

Building upon the transient work space model environments found within airports around the world, our intent is to create a “Red Carpet” club atmosphere, allowing our presently unaccommodated faculty access to office space on an as needed basis. A01 First Floor Renovation project will offer a variety of private, semi-private, and public accommodations to suit the work space needs of our current and future faculty members.

This Red Carpet environment will be offered only to those predominantly clinical faculty members not in possession of a dedicated office space anywhere else on campus. This shared work space environment will offer a concierge service, food & beverages, and other amenities, making access to the space a more desirable alternative to a traditional private office.
Departmental Node

Having an initial departmental presence immediately adjacent to the larger Red Carpet footprint will be key to the success of this project. The School of Medicine’s Department of Physical Medicine and Rehabilitation (PM&R) will be relocated adjacent to this Red Carpet space.

PM&R currently occupies 1,405 assignable square feet (ASF) on the second floor of A01. Their space is currently populated by administrative staff along with four faculty members in shared offices. The Chair of the department currently shares an office within this footprint. The total full time FTEs within the current space is 12. PM&R currently has a total of 30 faculty members in need of workspace. Accommodating this departmental need, using our current work space guidelines, would require 3,660 ASF of dedicated office space alone; or over 6,500 gross square feet (GSF) of space once storage, copy/workroom space, conference rooms, etc. were added in.

The current program allocates 1,542 ASF (2,490 GSF) of dedicated space to this department; less than one quarter of the space typically allocated within even our most current campus space guidelines. The new PM&R suite will accommodate a total of 17 full time FTEs within a modern, open workplace. The department will be populated by administrative staff as well as key faculty members in leadership positions. The departmental Chair will now be provided with a dedicated office within the suite. Furthermore, PM&R will now have an identifiable departmental presence within the building; something previously lacking in their prior make-shift footprint on the second floor.

The remaining 30 faculty members will be accommodated within the shared “Red Carpet” environment immediately adjacent to the suite. By not allocating dedicated office space to these individuals, and instead providing them access to the adjacent Red Carpet environment, work space can be more effectively and efficiently utilized by other clinical faculty members through the sharing of these resources throughout the course of a day.
I.C Existing Building

Academic Office Building 1 is the only structure on the Anschutz Medical Campus devoted solely to faculty officeing. A01 is a 204,974 GSF, eight-level facility. It was completed in August of 2007 at a cost of $39.2 million. Faculty and staff for five of the schools on the University of Colorado Anschutz Medical Campus are housed within this facility within a repetitive floorplate configuration designed to maximize the quantity of roughly 130sf private and shared office spaces. A very modest amount of associated conference and support spaces were provided on each of the eight floors.

A01's current floorplates are consistent with 1998 CU Anschutz space guidelines that attempted to allocated dedicated space to each of its faculty members. It is currently configured as a series of large private and shared offices laid out along double-loaded corridors. The current layout is considered highly inefficient by our current CU Anschutz Space Guidelines. The facility currently contains approximately 500 of these private/shared offices. The proposed first floor renovation will eliminate 50 existing private offices and will result in our ability to potentially accommodate upwards of 200 predominantly clinical faculty members in a more modern, shared, collaborative environment.

I.D Space Quality

First Floor of A01 has not been renovated since it's construction in August of 2007. Existing layout does not conform to current Space Guidelines and have been deemed to be inefficient and ill-suited for our current needs. This project will not require any major changes to the existing facility's structure, municipal services, electrical, plumbing, or HVAC systems.

I.E Facility Condition Assessment

Academic Office Building 1 was constructed in 2007. Structures built within the last 10 years are not eligible for state Controlled Maintenance funding and therefore A01 has yet to undergo a Facility Condition Assessment.
I.F Project Justification

CU Anschutz has constructed 18 new Academic Facilities comprised of over 2.5 million GSF from 2001 through 2012, with the most recent new on-campus facility completed and occupied in 2012, the Anschutz Health and Wellness Center. Since 2012, the university has successfully sustained growth in academic, research, and clinical programs, centers, and institutes—without a commensurate increase in facility space. In 2014, the School of Medicine increased its first-year cohort by 15 percent, from 160 - 184. This expansion has resulted in a total class size of 736 students; in part to help address the continuing physician shortage in Colorado and nationally. Similarly, the other campus health sciences schools and colleges have increased student enrollment over the last decade, along with the associated need for additional academic, clinical and research faculty.

Since 2008, when the entire complement of student were first on campus, population has grown 53% (including students, faculty, and staff). In Academic year 2017, 4,566 faculty treated more than 2 million patients, conducted more than $490 million of sponsored research, and educated and trained 5,566 undergraduate and health professional student, residents, and fellows.

In the last ten years:
- Total university expenses have grown by 113% from $888 million to $1.9 billion.
- Health professional student enrollment has grown by over 40% from 3,136 to 4,393.
- Total Faculty has grown from 2,362 to 4,566 (93% increase).

Given the finite space resources of the university, the ongoing growth in population and programs has resulted in important centers being housed off-campus in leased space, or in outdated, inefficient, facilities which restrain collaboration and are financially unsustainable. Finding creative solutions to our deficit in clinical faculty work space has been, and continues to be, one of our highest priorities.
I.G Space Guidelines

In 2016, the university established a new set of space guidelines to more efficiently and effectively utilize its physical space resources. A copy of this document, CU Anschutz Space Guidelines, has been included in the appendix section of this program plan. The objectives of these guidelines was to provide academic and administrative departments with quality work environments that support users and program operations, preserve the value of space, promote wellbeing and sustainability, and reduce operation and maintenance costs. They were developed to assist the university community with equitable, consistent, and efficient planning parameters regarding space allocations for both new construction and renovations of existing facilities.

The Department of Physical Medicine and Rehabilitation (PM&R) portion of the A01 First Floor Renovation will be planned in accordance with these 2016 Guidelines with private offices realizing a 33% decrease in size as compared to previous standards. Administrative and support staff have been provided with open office workstation environments to further increase workspace efficiency. Overall, we anticipate a minimum 33% increase in our space utilization rate for the PM&R departmental node portion of the A01 First Floor Renovation as compared with the departments current space configuration. PM&R departmental suite will no longer include dedicated office accommodations for it’s clinical faculty within it’s departmental footprint. Rather, these individuals will have access to the shared “Red Carpet” environment immediately adjacent.

I.H Scope and Schedule

The 13,647 GSF A01 First Floor Renovation project would begin once CU BOR spending authority is approved. Design and construction documentation is expected to take approximately three months. If spending authority is granted as requested, the schedule would be as follows:

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<tbody>
<tr>
<td>Program Plan Submission</td>
<td>Jan. 17, 2018</td>
<td>N/A</td>
</tr>
<tr>
<td>Design, Construction Documentation</td>
<td>February 2018</td>
<td>April 2018</td>
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<td>Bidding and Construction</td>
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</tr>
<tr>
<td>Occupancy</td>
<td>November 2018</td>
<td>December 2018</td>
</tr>
</tbody>
</table>
II. VISION

The A01 First Floor Renovation project will be the next step in the evolution of CU Anschutz's commitment to providing more modern, sustainable, and responsive workplace environments for its faculty and staff.

Starting with the renovation of the ground floor west wing of Building 500, completed in 2015, CU Anschutz has demonstrated its ability to maximizing the potential of their facility resources. The modernization of inefficient building interiors to include new technologies, updated mechanical and electrical systems, and a variety of healthy, attractive, and productive work environments has been positively received by students, faculty, and staff. The A01 First Floor Renovation project will continue to build and expand upon the successes achieved by our endeavors to date.

II. A Goals

The intent of this project is first and foremost, to provide much needed workspace for our predominantly clinical faculty.

Mindful of the fact that our prior strategy of providing private, dedicated offices for each of our faculty members is neither sustainable, cost-effective, or conducive to our mission to promote interdisciplinary collaboration, the A01 First Floor renovation Project will exemplify a new more flexible workplace modality more in tune with the zeitgeist of a 21st Century open and shared work space culture.

II. B Clinical Faculty

While acknowledging that there remain some instances where dedicated private office spaces are required for key individuals (i.e., department heads, chairpersons, and others with a required need for a traditional office space) - as well as the need for some physical expression of a "home base" to convey individuated departmental identity - the need for private, dedicated, offices for the majority of primarily clinical faculty has been brought into question.

The faculty being accommodated by the A01 First Floor renovation project can be defined as those spending more than 50% of their work week seeing patients at outpatient clinics in the hospital and subsequently training residents and fellows. By definition, these individuals spend less than half of their time within an office environment.

The Clinician

- Office Activity
  - Private
  - Clinical Research
  - Administrative time
  - Peer consults

- Clinic and Hospital Activity
  - Public
  - Patient visits
  - Surgical time
  - Patient consults

*Stanford University School of Medicine
Neither our charge nor our proposed solution for accommodating additional workspace for our predominantly clinical faculty is unique to our institution. Rather, both exist in the forefront of Academic Medical Institutions across the nation facing similar space deficit challenges.

The following diagrams and illustrations are from this year's gathering of the Association of American Medical Colleges, 2017 Group on Institutional Planning Space Symposium: Promising Practices for the 21st Century. They illustrate current thinking on collaborative work environments specifically tailored towards clinical faculty.

II. C Blended Workspace

The majority of space types being provided by the A01 First Floor Renovation will be enclosed offices; however the usage and "assign-ability" of these spaces will be managed through a very different methodology than in the past. As noted previously, some dedicated, adjacent, private offices will be provided for key leadership individuals (PM&R departmental node). However, the majority of these new offices spaces will be "unassigned" with no one individual having singular access. Rather, office spaces will be made available through a drop-in scheduling process.

A significant portion of the floorplate will be dedicated to alternative workplaces; conference rooms, small task spaces, open workstations, soft seating options, etc. These spaces are intended to foster collegiality and collaboration between faculty from differing departments and divisions. They are also a response to the changing paradigm and modern preferences in workspace options and environments.

II. D Departmental Node

The department chosen to champion this new shared workplace concept is the School of Medicine's, Department of Physical Medicine and Rehabilitation. While their 2,490 GSF footprint within the 13,647 GSF renovation area will be less than 20% of the overall area, we believe that the impact of having an initial departmental presence within the larger floorplate will be key to the success of the renovation.

II. E Adaptability

The ability to quickly and easily adapt systems and furnishings to work within the variety of space types being provided will be of paramount importance. We view this renovation project as an opportunity to further develop a "kit-of-parts" vocabulary, as an addendum to our current Space Guidelines, that will allow us to accommodate future renovations the most efficient and economical fashion.
II. F Technology & Service

Responsive Building – Architecture responds to evolving needs

Effortless and reliable scheduling of these shared spaces will also be key to the projects success. Our Office of Information Technology has been working on developing programs to meet these requirements. Not only will rooms be easily allocated and reserved but also temporarily personalized. A clinical faculty member may have his or her diploma, credentials, or family photos digitally displayed within a LED wall frame. Their computer preferences, room lighting, and even temperature preferences will be stored and recreated within whichever space he or she wishes to utilize.

Conciierge Building Concept
Integrated design and technology provide dedicated personnel and resources as needed.

However, no amount of technology can substitute for the human touch. A concierge service will be provided between the hours of 7:00am and 8:00pm Monday’s through Friday to provide our clinical faculty with the support needed to manage their schedules and provide assistance in areas ranging from technical support, food service, to general housekeeping needs.

II. 3
III. PROGRAM INFORMATION
III. A CLINICAL FACULTY ACCOMMODATION

With a current deficit of 245 faculty offices and a projected faculty growth of 21% over the next ten years, providing facilities that can support faculty and their academic research, clinical and community activities is a critical component in sustaining the university's ability to attract and retain top level faculty.

43 offices of three different sizes (80, 64, & 56 sf) will be available for shared scheduling. National research has found university faculty spending an average of on 20% of their workday within their offices. These offices will have the potential to accommodate the needs of 215 faculty members at a 5 to 1 ratio of faculty to office.

Collaborative Lounge Areas have been included in the program as well. This Red Carpet environment is where faculty members can meet informally to engage in impromptu conversations and discussions about health science academics, research and clinical care.

A great variety of flexible working/meeting configurations have been included to accommodate any permutation of collaborative engagement or workspace preference. The promotion of these types of spaces is recommended on campus to help build an integrated community of education, research, and health care professionals. Other support spaces such as a kitchenette, and a shared workroom with copier, printer, office supplies and mail have been provided as well.
III. B PM&R Unit Descriptions

Physical Medicine and Rehabilitation (PM&R)

Founded in 1946, The School of Medicine's Department of Physical Medicine and Rehabilitation is one of the oldest departments of PM&R in the United States. Today, the CU Anschutz Department of Physical Medicine and Rehabilitation has three primary focuses: Education, Research and Clinical Care.

PM&R Education

PM&R department provides doctoral programs in both Physical Therapy and Rehabilitation Sciences. Fellowships in Pain Medicine and Pediatric Rehabilitation, PM&R Residency Training, and Medical Student Rotation electives are also offered.

Rehabilitation Science is an interdisciplinary field of study that integrates knowledge from the basic and clinical sciences to improve our understanding of human movement, physical function, and disability across the lifespan and to improve outcomes of people living with disabilities.

PM&R Research

PM&R's research has led to important clinical applications and a broad range of treatment therapies to improve the lives of persons living with disability and disease. This departmental commitment to research enables faculty to educate new physicians and to mentor students while advancing the science of physical medicine and rehabilitation through daily operations.

PM&R Clinical Services

The Department of Physical Medicine and Rehabilitation provides comprehensive inpatient and outpatient rehabilitation services for infants, children and adults with acute, sub-acute or chronic illnesses of the nervous, muscular or skeletal systems. The rehabilitation team, includes physicians specializing in physical medicine and rehabilitation (physiatrist), rehabilitation psychologists, physical and occupational therapists, speech pathologists, nurses, and other appropriate specialists.
III. C PM&R DEPARTMENTAL SPACE REQUIREMENTS

The PM&R departmental node will accommodate a total of 17 full time FTEs within a modern, open workplace. The department will be populated by administrative staff as well as key faculty members in leadership positions. The office of the departmental Chair will be included within the suite. PM&R will now be provided with an identifiable departmental presence within the first floor of A01.

PM&R currently has a total of 30 faculty members in need of workspace. Accommodating this office deficit, using our current work space guidelines, would require 3,660 ASF of dedicated office space alone; or over 6,500 gross square feet (GSF) of space once storage, copy/workroom space, conference rooms, etc. were added in. Instead, these 30 faculty members will be accommodated within the shared “Red Carpet” environment immediately adjacent to the suite. By not allocating dedicated office space to these individuals, and instead providing them access to the shared Red Carpet environment, office space resources can be utilized by clinical faculty from other departments throughout as well.

PM&R Departmental Suite

<table>
<thead>
<tr>
<th>Space Name</th>
<th>Quantity</th>
<th>Occupancy</th>
<th>Space Factor</th>
<th>ASF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Departmental Chair Office</td>
<td>1</td>
<td>1</td>
<td>150</td>
<td>150</td>
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<tr>
<td>Executive Admin.</td>
<td>1</td>
<td>1</td>
<td>63</td>
<td>63</td>
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<tr>
<td>Directors Office</td>
<td>3</td>
<td>1</td>
<td>80</td>
<td>240</td>
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<tr>
<td>DFA</td>
<td>1</td>
<td>1</td>
<td>80</td>
<td>80</td>
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<tr>
<td>Managers</td>
<td>2</td>
<td>1</td>
<td>80</td>
<td>160</td>
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<td>R01 Funded Researcher</td>
<td>1</td>
<td>1</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Spine Satellite Recruit</td>
<td>1</td>
<td>1</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>PRAs</td>
<td>3</td>
<td>1</td>
<td>63</td>
<td>189</td>
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<tr>
<td>Staff Admin.</td>
<td>4</td>
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<tr>
<td>Solution Rooms</td>
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<td>4</td>
<td>20</td>
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<tr>
<td>Medium Conference Rooms</td>
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<td>10</td>
<td>20</td>
<td>200</td>
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<tr>
<td>Copy / Workroom / Storage</td>
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<td>1</td>
<td>150</td>
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<tr>
<td>Kitchenette</td>
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Total ASF: 1,542
Total GSF: 2,467
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<tr>
<th>Name</th>
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<th>WS</th>
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<tr>
<td>Venu Akuthota</td>
<td>Faculty - Professor and Chair</td>
<td>1</td>
<td>150</td>
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<tr>
<td>TBD</td>
<td>Staff - New Exec Admin to Chair</td>
<td></td>
<td></td>
<td>63</td>
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<tr>
<td>Lisa Brenner</td>
<td>Faculty - Director of Research</td>
<td>1</td>
<td>80</td>
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<tr>
<td>Lauren Brummett</td>
<td>Staff - DFA</td>
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<td>80</td>
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<tr>
<td>Julie Heerse</td>
<td>Staff - Research Director</td>
<td>1</td>
<td>80</td>
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<tr>
<td>Nicole Quartiero</td>
<td>Staff - Research Manager</td>
<td>1</td>
<td>80</td>
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<tr>
<td>Mallory Pridy</td>
<td>Staff - Residency/Fellowship Manager</td>
<td>1</td>
<td>80</td>
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<tr>
<td>TBD</td>
<td>Spine Center Director</td>
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<td>80</td>
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<tr>
<td>Alyssa Orenellas</td>
<td>Staff - Coordinator</td>
<td>63</td>
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<tr>
<td>Alesa Blanchard</td>
<td>Staff - Coordinator</td>
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<td></td>
<td>1</td>
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<tr>
<td>Lorien Harker</td>
<td>Staff - Admin Assistant</td>
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<tr>
<td>Andrew Medlyn</td>
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<td>Carlee</td>
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<td><strong>Total Administrative Suite</strong></td>
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<thead>
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<td>Ricardo Battaglino</td>
<td>Faculty - Associate Professor</td>
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</tr>
<tr>
<td>Meredith Mealer</td>
<td>Faculty - Associate Professor</td>
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<td></td>
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<tr>
<td>Scott Laker</td>
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<tr>
<td>Wendy Clyne</td>
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<tr>
<td>Deb Saint-Phard</td>
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<tr>
<td>William Sullivan</td>
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<td>Jeff Hebert</td>
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<tr>
<td>Matt Mayer</td>
<td>Faculty - Visiting Associate Professor</td>
<td></td>
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<td></td>
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<tr>
<td>Joyce Oleszek</td>
<td>Faculty - Associate Professor</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pam Wilson</td>
<td>Faculty - Associate Professor</td>
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<tr>
<td>Kathryn Mueller</td>
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<tr>
<td>Heather Baer, MD</td>
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</tr>
<tr>
<td>Michael Blei</td>
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<tr>
<td>Sue Ladley</td>
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<tr>
<td>Leigh Anderson</td>
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<td>Elizabeth Knight</td>
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<td>Samuel Nortman</td>
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<tr>
<td>Ryan Stephenson</td>
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<tr>
<td>Kristin Uhler</td>
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<tr>
<td>Rachel Brakke</td>
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<tr>
<td>Marshall Emig</td>
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<tr>
<td>Jason Friedrich</td>
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<tr>
<td>Mara Isser Sax</td>
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<td>Ben Marshall</td>
<td>Assistant Professor</td>
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<tr>
<td>Nate Mohatt</td>
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<tr>
<td>William Niehaus</td>
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<td>Kate Payne</td>
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<td>Nate Odom</td>
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<td>Emily McCann</td>
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<td>Cancer Rehab Recruit</td>
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<tr>
<td><strong>Total Red Carpet Participants</strong></td>
<td></td>
<td><strong>30</strong></td>
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</tr>
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</table>
IV. IMPLEMENTATION

IV. A Project Cost Estimate

Based upon detailed projections, and utilizing cost data from similar renovation projects, a comprehensive renovation of this size with the specific requirements identified will have a total project cost of $X,XXX,XXX for the full 13,647 GSF renovation.

FY 2017-2018 Funding Allocation
$X,XXX,XXX in CU Anschutz Capital Reserves

This project will not require any major changes to the existing facility's structural and municipal services. Existing mechanical and lighting systems will be upgraded within the interior renovation area resulting in a reduction in energy usage and operating costs, repair costs and future controlled maintenance.

Cost Effects of Project Delays
A delay in beginning this project will likely result in increased cost in the range of 6% to 8% per year.

IV. B Life Cycle Costs

The total interior renovation area of the project represents less than 7% of the 204,974 GSF of Academic Office Building 1. Based on these factors, a life cycle cost analysis was viewed as not providing any substantive information on the renovation. However, an analysis will be prepared if deemed necessary.
IV. C Project Schedule

The information below reflects the project implementation schedule for the design, construction documentation, bidding and construction, relocation of PM&R, and final occupancy.

The project is assumed to be a single phase renovation and to have the potential for demolition work to overlap the design phase allowing for a faster delivery schedule than normal.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>START</th>
<th>Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Plan Submission</td>
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</tr>
<tr>
<td>Occupancy</td>
<td>November 2018</td>
<td>December 2018</td>
</tr>
</tbody>
</table>

IV. E Third-Party Review

To ensure the validity of the cost estimate for the A01 First Floor Renovation project, the Facilities Projects Division at the university enlisted the services of Saunders Construction, LLC to review the proposed program and associated costs. Saunders is a leading regional provider of comprehensive construction management, general contracting and development services. They have reviewed the concept drawings of the proposed renovation and referenced historical cost data for similar structures. Upon their professional reviews and independent estimates of cost, it was determined that the cost estimate provided within this program plan is in alignment with the expert opinions of this renowned builder.

IV. D Project Alternatives

We are currently operating at an office space deficit of >200 in regards to clinical faculty accommodations. This number continues to grow, on a weekly basis, as each of our schools recruit much needed additional clinical faculty members to service the states ever growing need for highly skilled health care providers and educators.

Any alternative scenarios to this project would require the university to lease additional off-campus space to accommodate our growing clinical faculty. Leasing such space would not be a fiscally sustainable solution. Furthermore, an off-campus leasing alternative would severely hamper the efficient delivery of clinical care, and educational opportunities, on our campus. Our ability to continue to recruit the best and brightest health care providers available would also be adversely impacted.
V. APPENDICES
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CU ANSCHUTZ Space Guidelines: Workplace

OVERVIEW

Optimizing current and future space on the CU Anschutz Medical Campus ensures that these important physical resources are utilized efficiently and effectively. Accordingly, the following Workplace Space Guidelines (WSG) were developed to assist the university community in establishing equitable, consistent, efficient, and flexible planning and design parameters, and to support sound management decisions regarding space allocations for both new construction and renovations of existing facilities. Existing facility space that is not consistent with the guidelines is grandfathered in until significant renovation are required. However, it is also recognized that due to the age and internal configuration of many existing facilities, future renovations consistent with the space guidelines may not be achievable.

The WSG are not a university policy, nor do they guarantee any faculty, administrator, student or staff a particular space type and size. Instead, the space recommendations outlined in this document are intended to guide the assignment, planning, and design of university workplaces. As such, the guidelines define space typologies and assignable area maximums.

All university space, whether owned or leased, is a resource held by the Chancellor that s/he or their designee appropriates to vice chancellors and school/college deans to best meet campus-wide mission and strategic needs.

The Vice Chancellors, Provost, and Deans have the authority and responsibility to assign or re-assign existing apportioned unit space consistent with the original function/use of the space and the guidelines. However, unit space no longer needed to house its original assigned function (i.e. unit relocation) reverts to the Chancellor for reassignment.

Internal unit space issues should be addressed within the unit. The Campus Space Committee, chaired by the Senior VC of Administration and Finance, is a resource available to all units and, if requested, can serve in an advisory and dispute resolution role. Unit space disputes not resolved internally should be reviewed and resolved by the Chancellor, under the advisement of the CU Anschutz Executive Space Committee, co-chaired by the Provost and Senior Vice Chancellor for Administration and Finance.
OBJECTIVES

It is the intent of the university to provide academic and administrative departments with quality work environments that support users and program operations, preserves the value of space, promotes wellbeing and sustainability, and reduces operation and maintenance costs. The design of workplaces should sustain and improve productivity, collaboration and communication. The space guidelines should be seen as a living document that is periodically updated to meet university needs and objectives. New facility construction and necessary renovations of existing facilities should address:

Spatial Equity: Across campus, all workspace is allocated, renovated or built in an equitable manner to meet functional needs of the users.

Healthfulness: Workspace located in a healthy environment with individual access to daylight, water and is free of harmful contaminants and excessive noise.

Efficiency: Workspace is allocated and planned to maximize utilization of facility resources.

Flexibility: Workspace planning incorporates flexibility to meet current needs and accommodate changing needs and functionality.

Technology Connectivity: Workspace allows easy communication between distributed co-workers while allowing simultaneous access to data.

All university OIP project directors and Facility project managers must refer to the guidelines when working with university units and external consultancies during the planning and design phases of all new building construction or renovations of university facilities.

SPACE PLANNING PROCESS

Any university unit proposing the development of new space or the physical modification of assigned existing space¹ must submit a completed Services Request Form, which is available in the Office of Institutional Planning (OIP) website². The service request will be reviewed for completeness of information and to ensure a funding source is identified. Once processed and approved by Senior VC Administration & Finance, OIP planners and architects will work with the requesting client group to develop initial space plan options to meet the needs of the proposed

1 Does not include decorative renovations such as paint and paint, new flooring, furniture and appliances, and IT/AV upgrades.
2 http://www.ucdenver.edu/about/departments/institutionalPlanning/servicesrequest/Pages/form.aspx
users while ensuring the concepts are consistent with campus guidelines and norms. During the space planning phase, any request to exceed space guidelines must be reviewed and approved by the CU Anschutz Executive Space Committee, or the Chancellor.

Space planning efforts (> $2M) cannot progress into project design development and implementation phase until the space plan is approved by the unit head and campus leadership, and has available adequate funding. Lastly, projects > $2M require CU Board of Regents approval of a program plan and spending authority.

OFFICE | WORKSTATION GUIDELINES

The following guidelines describe the space typology, size and occupant capacity for various work environments and ancillary spaces used by CU Anschutz Medical Campus and developed with the understanding of the following considerations:

- Workplace design on the guiding principles and the assignment of an office should be based, in general, on the functions of employees, rather than job title.

- Preserving flexibility over time may require the application of a modular planning approach. For example, co-locating offices of similar sizes and furniture configurations can be very useful for controlling costs and addressing future needs and changes in academic and other programs.

- Placement of enclosed offices in the building core rather than along the exterior of the buildings provides efficiencies in heating and cooling and maximizes light penetration for all building occupants, as well as compliments the flexibility noted above.

- Units and individuals are encouraged to eliminate excess paper by sorting, purging and archiving their documents. Promote conversion to electronic data collection and retention whenever possible to reduce space pressures on and increase the utility of existing workspace.

- Schools/Colleges and administrative units are encouraged to review workspace allocation and update rosters regularly to make sure that current utilization is appropriate and required reallocations are accommodated and documented. Whenever space uses and physical configuration changes occur the designated reviewer of each school/college, and administrative unit should contact the university’s Office of Institutional Planning.

The guidelines address office, workspaces, and workplace related accessory areas that are consistent with standards at other institutions, and represent the current approach to defining and
applying workplace space by the university. The guidelines may be refined or expanded upon at the recommendation of the chancellor, or their designee, to address changing institutional needs, and advances in workplace design.

**Work Space Layouts**

Preferred designs that improve workspace quality, employee productivity, building efficiency, and decrease short and long term costs are preferred. All workspace layouts should enhance user satisfaction and productivity by allowing natural light to be shared by more employees, increase visibility and view-lines, and promote teamwork and information sharing.

Numerous studies of active, open workplaces have found these environments to be the most effective spaces in bringing people together, removing barriers, and increasing collaboration, while also providing sufficient privacy for people to feel safe and not fear being overheard or interrupted. These workplaces positively affect the pattern of interactions and collaboration and increase informal communication.

However, studies have also shown that the open workspace layout does not guarantee overall increases in productivity, occupancy or NASF reductions, as designs must include a variety of common spaces, such as huddle, breakout, meeting, and private communication and teleconferencing rooms that would normally occur in a private, enclosed office.

**Space Allocation**

The type of work an individual performs, the level of responsibility, and their time appointment (full-time vs. part-time, seasonal vs. year-round) should be the basis for determining whether to allocate a private office, a shared office, an open workstation, or a landing zone. The university provides only one assigned office or workspace per person—including assignments in leased space and affiliated hospitals—unless authorized by the campus chancellor, or their designee. The following provides general descriptions, sizes and utilization standards for various types of workspaces at CU Anschutz.

**Executive Private Office**

Executive private offices are for academic unit and administrative senior leadership with functions that require high levels of privacy (need for frequent confidential meetings and working with sensitive materials) and enough space to meet with 8 or more individuals. Typical assignments may include the chancellor, provost, vice chancellors, and deans.

**Large Private Office**
Large private offices are for academic unit and administrative leadership (1.0 FTE) with functions that require high levels of privacy and adequate space to meet with four to six individuals. The typical assignment may include department chairs, center and institute directors, and associate/assistant vice chancellors.

Private Office
Private offices are for faculty, as well as staff (1.0 FTE) that require high levels of privacy. The typical assignment may include faculty, division heads, department/office directors and academic administration.

Shared Office
Shared private offices are for staff and faculty below 0.5 FTE that require some level of privacy. The typical assignment may include adjunct faculty, emeritus faculty, visiting scholars, interns, graduate teaching/research assistants and professional staff managers.

Workstations
Workstations are recommended for all staff, students, and some faculty (1.0 FTE) whose functions do not require enclosed space and who can use breakout and conference rooms for discussions that require high levels of privacy. The typical assignment may include professional staff, academic professionals, and administrative assistant staff.

Shared Workstations
Shared open workstations are encouraged for all staff, students and faculty below 0.5 FTE whose functions typically do not require privacy. The typical assignment may include professional staff, support/clerical staff, student employees, and interns.

Landing Zone
Assigned landing zones are workstations, either enclosed or open, for administration and faculty who work on multiple campuses, and have an office at their primary campus, and require a dedicated workspace on other campuses.

Unassigned landing zones are small open workstations available to administration, faculty, students, staff, and guests visiting a unit who need a short-term workspace.

WORKPLACE ACCESSORY SPACES
Work environments include a variety of additional associated spaces that are essential to everyday workplace functions and creating a work environment that promotes collaboration, and health and wellbeing. The appropriate planning and design of these accessory spaces are especially valuable in open workplace environments.

Conference Rooms

Conference Rooms are meeting spaces planned for six to twenty-eight people, with an area range of approximately 20 – 30 NASF per person. The general meeting space contains a conference table; guest chairs; audio/visual equipment; screen/monitor(s); and white boards. Medium and large conference rooms usually have a greater NASF per person to accommodate a storage credenza/food service area, and other conferencing needs as required. Smaller conference rooms rarely contain a storage credenza/food service area. However, all meeting rooms must be planned to accommodate ADA access throughout the space.

For the purpose of these guidelines, three conference room sizes are proposed:
- **Small Conference Room**: Six to nine people at a range of 20 NASF per person.
- **Medium Conference Room**: 10 – 17 people at a range of 20 - 26 NASF per person.
- **Large Conference Room**: 18+ people at a range of 20 - 26 NASF per person.

The number and size of conference rooms provided within a given workplace will depend on the workspace typology—a predominantly private office or open workspace environment—and a demonstrated unit need by FTE. The following numbers serve as a framework for determining the number of conference rooms per FTE.

**Predominantly Private Office Layout:**
- One (1) conference room per 20 FTE

**Predominately Open Workspace Environment:**
- One (1) conference room per 10 FTE

The mix of conference room sizes is largely dependent on unit need, function, available area, and budget. However, many of the peer and aspirational research universities reviewed recommended the following mix: two-thirds (2/3) of conference spaces should be medium to large rooms, and one-third (1/3) small rooms. Alternately, some institutions allowed all conference rooms to be large, provided they were divisible into smaller rooms. The feasibility of doing this is dependent upon requirements for soundproofing, IT, and access. Many institutions also recommend including one large conference room per building floor.

Huddle | Breakout | Solution Rooms
Huddle, Breakout, and Solution rooms are an integral part of the open workplace environment. Solution rooms provide faculty and staff a quiet, informal area for private conversations, small group conference calls, quiet work, and focused teamwork. Solution rooms are not assigned or scheduled and are available to all employees at any time, when not already occupied. Solution rooms should contain a table and chairs, white board, and data jacks for phone and network connections. These rooms should accommodate three to five people with a range of 16-20 NASF per person. All solution rooms should be ADA accessible.

Phone Rooms

Phone Rooms are small enclosed spaces provided as a shared amenity in predominantly open workspace environments for staff and faculty who might need a private, quiet space for a telephone conversation. Phone rooms should accommodate one to two people at 16 – 20 NASF per seat. All phone rooms should be ADA accessible.

Community Spaces

Community spaces include kitchens, break rooms, and lounge areas, and they are a valuable asset in any workplace environment. Since the construction of small kitchens and break rooms for every department is an inefficient use of space and resources, the guidelines recommend the development of centralized community spaces that provide equity across departments and ensures all employees have access to a kitchen and break area. The size of community spaces varies based on floor area, FTEs, and budget.
Range of Square Footage

The guidelines establish a recommended range of space sizes (square footage) by type to allow flexibility in space assignment decisions. For example, a unit may assign a small office to a full-time faculty who is more likely to spend time working in a clinic or research lab, than in their office. Conversely, an individual may be assigned a workspace at the upper end of the range to accommodate the frequent meetings with multiple people required of their job.

Space-per-Person

All workspace is sized to meet a recommended maximum space per person based on space type, job function and requirements, and the occupant position/title. For example, the recommended maximum space per person for an administrative unit director is 120 NASF, while a full-time staff person is 60 NASF. Private versus share office assignment is primarily driven by office utilization, including factors such as; clinical activity, research load and type, FTE, and in some cases faculty rank. It is generally accepted that Professors and Associate Professors will have a private office. Assistant Professors would typically have private offices unless activity patterns or college/school and campus space considerations deem otherwise. Instructors and Senior Instructors would be assigned shared space, but may have a single office contingent on space availability and activity patterns.

However, the guidelines define the maximum NASF an individual in a particular role or function should occupy, and do not guarantee that any employee or affiliate of the University will receive a specific workspace type, or amount of square feet.
<table>
<thead>
<tr>
<th>ROOM OCCUPANT by TYPE</th>
<th>RECOMMENDED SPACE TYPE</th>
<th>MAXIMUM RECOMMENDED NASF per PERSON*</th>
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<tbody>
<tr>
<td><strong>EXECUTIVE</strong></td>
<td></td>
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<tr>
<td>Chancellor</td>
<td>Private Office</td>
<td>420</td>
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<tr>
<td>Provost, Vice Chancellors</td>
<td>Private Office</td>
<td>300</td>
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<tr>
<td><strong>ACADEMIC UNITS</strong></td>
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<td></td>
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<tr>
<td>Dean</td>
<td>Private Office</td>
<td>240</td>
</tr>
<tr>
<td>Associate or Assistant Dean</td>
<td>Private Office</td>
<td>150</td>
</tr>
<tr>
<td>Department Chairperson</td>
<td>Private Office</td>
<td>150</td>
</tr>
<tr>
<td>Faculty, Tenure Track, Research, Clinical Practice Series</td>
<td>Private Office</td>
<td>120</td>
</tr>
<tr>
<td>Unit Administrative Manager or Director</td>
<td>Shared Office or Private Office**</td>
<td>60-120</td>
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<tr>
<td>Faculty, Non-Tenure Track, (e.g. Lecturer III &amp; IV)</td>
<td>Shared Office or Station*</td>
<td>60-90</td>
</tr>
<tr>
<td>Faculty, Visiting or Consulting</td>
<td>Shared Office or Station*</td>
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</tr>
<tr>
<td>Faculty, Emeritus (Active)</td>
<td>Shared Office or Station*</td>
<td>60</td>
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<tr>
<td>Fellow, Lecturer I &amp; II, Visiting Scholar</td>
<td>Shared Office or Station*</td>
<td>60</td>
</tr>
<tr>
<td>Technician, Associate, or Specialist (PRA)</td>
<td>Shared Office or Station*</td>
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</tr>
<tr>
<td>Research Fellow</td>
<td>Shared Office or Station*</td>
<td>60</td>
</tr>
<tr>
<td>Staff, Professional (Full Time)</td>
<td>Shared Office or Station*</td>
<td>60</td>
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<tr>
<td>Staff, Professional (Part Time)</td>
<td>Shared Office or Station*</td>
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<tr>
<td>Staff, Administrative Support (Full Time)</td>
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<tr>
<td>Staff, Administrative Support (Part Time)</td>
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</tr>
<tr>
<td>Graduate Student Instructor</td>
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<td>30-60</td>
</tr>
<tr>
<td>Graduate Student Research Assistant</td>
<td>Shared Office or Station*</td>
<td>30-60</td>
</tr>
<tr>
<td>Temporary or Student Staff</td>
<td>Shared Office or Station*</td>
<td>30-60</td>
</tr>
<tr>
<td><strong>ADMINISTRATIVE UNITS</strong></td>
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<tr>
<td>Associate or Assistant Vice Chancellor</td>
<td>Private Office</td>
<td>160-190</td>
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<tr>
<td>Director</td>
<td>Private Office</td>
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<tr>
<td>Associate or Assistant Directors</td>
<td>Shared Office or Private Office**</td>
<td>90-120</td>
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<tr>
<td>Managers</td>
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<tr>
<td>Staff, Professional (Full Time)</td>
<td>Shared Office or Station*</td>
<td>60</td>
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<tr>
<td>Staff, Professional (Part Time)</td>
<td>Shared Office or Station*</td>
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<tr>
<td>Staff, Administrative Support (Full Time)</td>
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<tr>
<td>Staff, Administrative Support (Part Time)</td>
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<td>60</td>
</tr>
<tr>
<td>Temporary or Student Staff</td>
<td>Shared Office or Station*</td>
<td>30-60</td>
</tr>
</tbody>
</table>

** Based on a 30" module

** DEFINITIONS:**
Net Assignable Square Feet (NASF): area of a building suitable for occupancy measured from the interior walls, including closets and small circulation corridors within assignable space. Excludes central corridors, bathrooms, and other non-assignable space.

Building: a roofed structure for the permanent or temporary shelter of persons, equipment, animals, plants, etc.

Facilities: any property, including buildings that are owned or controlled by CU Anschutz.

Office Facilities: are individual, multi-person or workstation spaces specifically assigned to academic, administrative, and service functions of the university.

Office: a space housing administrative, academic, staff, graduate and teaching assistants and students working at one or more desks or workstations. An office is assigned to one or more persons as a workstation or work area. It may be equipped with desks, chairs, tables, bookcases, filing cabinets, computer workstations, or other office equipment. NOTE: This does not include office service, conference room or conference services space.

Room: an interior building space defined by permanent walls, floor, ceiling, and doorway. Floor-to-ceiling height of an area may vary but cannot be less than 6' to qualify as a room.

Space Guidelines: distinct categories of space criteria detailed in the Office of Institutional Planning website: http://www.ucdenver.edu/about/departments/InstitutionalPlanning/Pages/AboutUs.aspx

Unit: a unit is a subset of CU Anschutz, and it may be a school or college, office or other distinct operational activity/entity, such as a center or institute.
Appendix G

LIST OF PRE-APPROVED AV AND IT DESIGNERS
<table>
<thead>
<tr>
<th>**Cator</th>
<th>Ruma**</th>
<th><strong>Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Chuck Kaffine, RCDD</td>
<td></td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>896 Tabor Street</td>
<td></td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Lakewood, CO 80401</td>
<td></td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>303.462.8424</td>
<td></td>
</tr>
<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:ckaffine@catorruma.com">ckaffine@catorruma.com</a></td>
<td></td>
</tr>
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<table>
<thead>
<tr>
<th><strong>EDI</strong></th>
<th><strong>Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Conor Ryan</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>8821 E. Hampden Ave, Suite 212</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Denver CO 80231</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>303.676.8089</td>
</tr>
<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:cryan@ediltd.com">cryan@ediltd.com</a></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>ME Engineers</strong></th>
<th><strong>Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Chris Jones, RCDD</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>14143 Denver West Parkway, Suite 300</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Golden, CO 800401</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>303.421.6655</td>
</tr>
<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:Chris.Jones@me-engineers.com">Chris.Jones@me-engineers.com</a></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th><strong>Rimrock Technology</strong></th>
<th><strong>Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>John Thompson, PE, RCDD, DCDC</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>10807 New Allegiance Drive, Suite 400</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Colorado Springs, CO 80921</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>719.533.1112 (direct: 719.886.2440)</td>
</tr>
<tr>
<td><strong>Email</strong></td>
<td><a href="mailto:john.thompson@rimrockgroup.com">john.thompson@rimrockgroup.com</a></td>
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<table>
<thead>
<tr>
<th><strong>Technology Plus</strong></th>
<th><strong>Contact</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
<td>Howard Feingold</td>
</tr>
<tr>
<td><strong>Address</strong></td>
<td>2323 S. Troy Street, Building 3, Suite 200</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Aurora, CO 80014</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>303.340.8228 (direct: 720.858.8601)</td>
</tr>
<tr>
<td><strong>Email</strong></td>
<td>@technologyplus.com</td>
</tr>
<tr>
<td><strong>The Sextant Group</strong></td>
<td><strong>Contact</strong></td>
</tr>
<tr>
<td>-----------------------</td>
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</tr>
<tr>
<td><strong>Address</strong></td>
<td>1550 Larimer Street, Suite 462</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Denver, CO 80202</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>720.213.7550</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><a href="http://www.thesextantgroup.com">www.thesextantgroup.com</a></td>
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<table>
<thead>
<tr>
<th><strong>EDI, Ltd</strong></th>
<th><strong>Contact</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Address</strong></td>
<td>7600 E. Orchard Road, Suite 250-S</td>
</tr>
<tr>
<td><strong>City, State, Zip</strong></td>
<td>Greenwood Village, CO 80111</td>
</tr>
<tr>
<td><strong>Telephone</strong></td>
<td>888.334.5831</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><a href="http://www.ediltd.com">www.ediltd.com</a></td>
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<tr>
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<tr>
<td><strong>Website</strong></td>
<td><a href="http://www.beer.com/technology">www.beer.com/technology</a></td>
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