Kenyon College
Board of Trustees
Gambier, OH 43022

Respected Kenyon College Board of Trustees Gambier,

Subject: Design-Build RFP Response for Kenyon College Performing Arts Center

It's been a remarkable year for Kenyon College, marked by continuous success. Now, we are now thrilled for the opportunity to be part of your ongoing achievements and to partner with you in empowering future endeavors.

We are eager to serve you as a team and confident we can deliver unmatched value. Our proposal aims to realize the vision of a state-of-the-art music theatre that seamlessly integrates with the campus and local culture while prioritizing environmental sustainability. Key aspects we plan to emphasize include:

- Maximizing aesthetic appeal in line with the campus architecture, incorporating local cultural elements, and fostering a connection with nature through ample greenery and natural light.
- Ensuring pedestrian safety with multiple ingress and egress points, well-marked parking areas, and a design that blends functionality with aesthetics.
- Commitment to LEED platinum certification and environmental friendliness, incorporating sustainable design elements, and prioritizing energy efficiency.

Furthermore, we acknowledge receipt of all addenda related to this RFP.

We are eager to collaborate and contribute our expertise towards the success of the Kenyon College Performing Arts Center. Our team is prepared to engage further in discussing our proposal and how we can align our capabilities with your project objectives.

Our attached proposal shares all the details but if you need any additional information, please let me know. Thank you for considering Scarlet Black Design Build as a potential partner for this esteemed project.

Sincerely,

Tejaswini Hegade,

Scarlet Black Design Build

thegade6574@sdsu.edu

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## Overall Management Approach

a) We will use clear and concise communication up, down and across all levels inside and outside the organization. Every day will begin with having a team huddle to discuss any coordination needed for the project's success. We will utilize a weekly project meeting with all stakeholders to discuss the short- and long-term schedule for the project. Also, to discuss, track and decide on a course of action for problems that arise for the project. We will always lean forward and try our best to get ahead of any problems that come up for the project. To ensure the flow of communication and successful coordination, multiple modes and channels of communication will be used including emails, face to face meetings, and knowledge repositories.
b) We will build relationships with all Kenyon College stakeholders by involving them every step of the project. We plan on inviting these stakeholders to project meeting and have an advocate for them. Our focus will be full transparency with the local community and all stakeholders. We will solicit their feedbacks on our plans and encourage them to speak up and voice their concerns, especially the end users. We will try our best to address all concerns and make compromises if necessary. If we make mistakes, then we will own up to them. We will hold a show and tell at every milestone of the project to involve the community and show the progress of the project.
c) Our team is confident that we understand the vision, goals and objective of Kenyon College for this project and we are ready to take on this challenge.

## Subcontractor Procurement Approach

We will involve subcontractor early in the planning and design phase of the project. We will solicit their feedback and collaborate with them every step of the way. Majority of the scope of work for this project will utilize design-build as we have those capabilities in house. The scopes of work that we plan on using design-assist will be the main performance spaces, performance studios, and LEED certification. We have a robust network of design-build and design-assist subcontractors that we have work with in the past and have the qualifications and excellent historical past performance that can assist us to make this project successful. Each of our subcontractor has gone through a rigorous selection process before getting selected to work with our team. As with all stakeholders that will be part of this project, communication with our subcontractors will be clear and concise. Some of the Design-Assist and Design-Build subcontractors that we work with are below.

Design-Assist Subcontractor

1. Integrity are Us LLC
2. Honor, Courage and Commitment Contractors
3. Father and 10 Sons Contractor
4. Color us Green LLC
5. Me, myself and I LLC

Design-Build Subcontractor

1. Kilowatt and Voltage LLC
2. Primetime Mechanics LLC

3. Pipe Flushers LLC
4. Statics is Hard LLC
5. Geotech Solutions LLC

## Design Quality Assurance

We plan on utilizing building information modeling as our main tool for the design and construction phase. BIM will enable us to streamline and accurately plan and design the project. The ability to design the project virtually, present it to all stakeholders and get feedback will help us tremendously reduce errors, rework and change orders. The ability to also be able to virtually tour the building will aid Kenyon College stakeholders make their vision a reality and make changes before it is implemented on the field. BIM will also allow us to improve communication all across the team due to its ability to be manipulated and transcribed into different medium and platform to add and review information and make changes. We will use a formal design review to ensure we capture and mitigate errors early on in the design project and before construction. We will also keep the option open to hire a third party to review the design if necessary. Most of our key personnel for this project including the designer, architect and construction team will be collocated to ensure continuous collaboration and seamless coordination efforts.
We will use a quality management plan internally and require them from all our subcontractors. The goal is to capture mistakes on the spot and avoid rework by continuous monitoring. This includes regular daily inspections, material and equipment testing, and adherence to industry standards and codes to ensure quality construction. In addition, we will utilize performance metrics such as schedule and cost growth to monitor the project and make adjustments as necessary to keep the project on budget and on schedule. We will implement feedback loops between design and construction phases to facilitate continuous improvement. As always, we will make sure to have clear and concise communication across all stakeholders and make coordination seamless to make this project successful.

## Sustainability Approach

We understand that Kenyon College's goal is to certify this project as LEED Gold and we aim to make that a reality or achieve a higher LEED certification for the project. We are quite familiar with the LEED certification and we can hire a third party that specializes in LEED certification if needed. Most of the projects that we have worked on in the past have been at least LEED Silver certified and we have a couple of projects qualified as LEED Platinum before. Our team will use a comprehensive system to track and document requirements required for LEED points and ensure compliance with each criterion to maximize LEED points. Our team will integrate LEED into every aspect of the project during both the design and construction phase. Some of the sustainability strategies that we will focus on are energy efficiency, water conservation, materials selection, indoor environmental quality, and overall environmental performance.

We will take advantage of advanced energy modeling tools to optimize the building's energy performance. This involves assessing passive design strategies, efficient HVAC systems, and the integration of renewable energy sources such as solar panels. We will also explore opportunities for on-site renewable energy generation to reduce reliance on traditional energy sources. This

may include solar photovoltaic systems, geothermal solutions, or other sustainable energy options.

For water conservation, we plan on using water-efficient design strategies including the use of low-flow fixtures, rainwater harvesting systems, and drought-tolerant landscaping. These measures aim to reduce water consumption and promote sustainable water management. We will also look into incorporating water recycling and reuse systems to minimize the impact on local water resources on campus. This may involve capturing and treating greywater for non-potable uses within the facility. We will prioritize using construction materials with lower environmental footprints, recycled and those sourced responsibly and locally. This reduces transportation-related carbon emissions and supports local economy surrounding Kenyon College.

We intend to utilize natural ventilation and daylighting strategies to enhance indoor environmental quality. This includes the design of spaces that maximize access to natural light and fresh air. This will be in line both with the LEED Gold certification and Kenyon College's desire to incorporate nature into the design of the building. We will also use low volatile organic compound materials to improve indoor air quality. This contributes to a healthier and more comfortable environment for the performers and audience.

We will use a robust waste management plan to minimize construction waste. This involves recycling and responsibly disposing of materials during construction. We will continuously engage with the Kenyon College community and local stakeholders to raise awareness about sustainable practices and the benefits of achieving LEED Gold certification. None of these strategies will work unless we have buy-in from the entire team and keep sustainability on our mind throughout the project.

## Safety Approach

Safety is a top priority for our company and we set the highest safety standards for all of our projects including this one. We have zero tolerance for anyone on our team including subcontractors that breaks safety protocols and any safety violation will be taken seriously and dealt with swiftly. This means providing more safety training, counseling and dismissal if necessary. We want every person on our jobsites to come home to their love ones safe and sound every day. One safety incident or even just a mishap on the job site is one too many. We will never sacrifice the safety of our team to gain time on the project schedule. We will incorporate safety trainings into our everyday huddle and focus on good catches and safety tips for the activities that will be executed for that work day.

We have plenty of ideas that we plan on implementing for this project to enhance safety. We plan to explore and implement emerging safety technologies including the use of drones for site monitoring, wearable devices with safety features, and real-time tracking systems to identify and mitigate potential hazards. Another plan that we have is to develop site-specific safety plans tailored to the unique challenges and characteristics of this project. These plans consider factors such as site layout, weather conditions, activities that are ongoing on site and the amount of people on site.  We will conduct regular risk assessments to identify potential hazards and proactively address them.

We will establish cross-functional safety committees involving representatives from design, construction, and subcontractor teams. We will have a “safety champion” from each group. These regular safety reviews and discussions will ensure that safety considerations are integrated into every aspect of the project. We will conduct "lessons learned" sessions to assess and improve safety practices at project milestones and whenever necessary. This collaborative approach allows the team to continuously refine safety protocols based on real-world experiences.

We will Implement real-time communication systems to facilitate immediate response to safety concerns. This may involve digital communication platforms, mobile applications, and other technologies that enable quick and efficient reporting. We will also foster a culture of transparent reporting where all team members feel empowered to report safety incidents or near misses without fear of reprisal. This reporting system allows for swift corrective action and continuous improvement. No personnel will be punish for doing the right thing.

We will Introduce behavior-based safety programs that encourage team members to actively observe and address unsafe behaviors. This involves regular peer-to-peer safety observations and feedback sessions. We will use positive reinforcement strategies to recognize and reward safe behaviors.  We plan on doing monetary awards and doing them every month or quarter. This creates a positive safety culture where individuals are motivated to prioritize safety in their daily activities.

We plan to conduct regular safety training sessions to refresh and reinforce safety protocols. This includes both traditional training methods and the incorporation of e-learning modules for accessible and interactive education.

## Project Controls and Cost Tracking

Scarlet Black Design Build utilizes Target Value Design (TVD) principles to design to an owner's budget and goals. This involves setting cost targets early in design based on the allowable budget, using continuous value engineering and scope refinement to balance priorities within the target cost, leveraging early involvement of key project partners, and tracking cost implications of design decisions in real-time.

Key TVD strategies include:

- Early establishment of cost models and Allowable Cost per Square Foot to inform design concepts.
- Continuous value engineering workshops in design development evaluating options to meet budget.
- Real-time cost estimating and monitoring of Estimate-to-Complete through design software integration.
- Evaluation of design detailing options with construction partners to provide cost input Processes for Developing Initial and Final GMP.

The Scarlet Black Design Build follows key steps in developing both the Initial GMP and Final GMP

- Development of master schedule and detailed task plan with all trade partners.
- Creation of detailed cost models for all project components using historical data.
- Working sessions with subcontractors to set unit pricing and develop bidding packages.
- Reconciliation of scope additions and subtractions against market pricing.
- Final review of estimate and scope inclusions with client team prior to GMP establishment.
- Continuous monitoring of Estimate-to-Complete and value engineering during design to inform Final GMP.

For ongoing cost tracking and reporting management, Scarlet Black Design Build maintains real-time cost tracking reports and dashboards that monitor budget versus actuals and provide early warning for discrepancies.
Tracking tools include:
a) Up-to-date design software models linked to the estimating platform
b) Earned value tracking of percent complete versus percent spend
c) Alert reporting for deviation from cost plans and budget overruns
d) Detailed change management logs monitoring pricing impact of scope changes.

To further address the evaluation considerations:
Robust Tracking and Metrics: Real-time cost dashboard with multiple tracking views (budget vs actual; percent spend vs percent complete; change order log) - Resource loaded master schedule (in Oracle Primavera P6) with linkages between design, procurement, and construction - Daily field reports logging actual productivity and progress against schedule targets - Use of Building Information Models synchronized with cost and schedule platforms.

Collaboration on Budget, Costs, and Schedule: Bi-weekly owner, architect, and contractor coordination meetings to review project financials and planning - Cloud-based collaboration platform for real time access to project cost reports, change logs, and master schedule - Easy visualization of cost data through web dashboards and 3D model integration - Allowance tracking coordinated across teams.

Differentiating Resources: In-house Virtual Design Coordination team and proprietary clash detection software - Full time on-site LEAN specialists to drive efficiency in design and construction - Supplier integration manager to engage early involvement of key trade partners in estimating and design - Planning team utilizing industry-leading 5D BIM software and simulation tools We have demonstrated success through open collaboration with owners and consultants while bringing technical capabilities in project controls and visualization. This enables superior project transparency, accountability, and outcomes.

Smartsheet: Smartsheet is a work execution platform that uses a familiar spreadsheet interface to plan, capture, track, report on, and automate collaborative work. With interactive Gantt charts, calendars, dashboard reports, and robust automation tools, Smartsheet provides real-time visibility and management of any workstream in an organization. Key features include schedules, workflows, resource management, data integrations, and custom reporting. Benefits include enhanced team alignment, accelerated delivery cycles through standardized frameworks, and more

data-driven decisions. Smartsheet is used across teams and departments for versatile use cases like project management, event planning, asset tracking, software launches, and more. Its flexibility allows both structured projects and ad hoc work to be streamlined for greater productivity and outcomes.

## Collaboration and Integration

Our Design-Build Team is committed to creating a cooperative environment that smoothly incorporates all parties engaged in the Kenyon College Performing Arts Center project's successful completion. This is a detailed explanation of our methodology:

1. The Collocation Strategy and Validation Phase
Our proactive steps throughout the Validation Phase guarantee a thorough comprehension of the project's subtleties, goals, and unique requirements:

Validating Requirements: Carefully verifying project requirements through lengthy discussions with consultants, stakeholders, and your respected team. By working together, we can make sure that our goals are aligned, and that best practices and industry standards are followed.

Workshops on Risk Management: arranging comprehensive seminars to pinpoint any risks and obstacles so that we may work together to create effective mitigation plans.

Thorough Feasibility Studies: Carrying out thorough feasibility studies that examine economic viability and technical nuances. These studies provide a strong basis for the successful implementation of our suggested design and construction plans by thoroughly validating them.

Determining Project Scope Collaboratively: We will carefully define the project scope through workshops conducted in conjunction with your team. During these sessions, specific deliverables will be outlined, significant milestones will be set, and important performance indicators that support our shared goal will be identified.

Creating a Central Workspace: Assigning a shared workspace where your important consultants and members of staff are welcome to collaborate directly with our team. This configuration facilitates prompt communication, expedites decision-making, and encourages a cohesive approach to project goals.

Cross-disciplinary Collaboration Sessions: Arranging cross-disciplinary gatherings on a regular basis to guarantee smooth collaboration between project managers, engineers, architects, and stakeholders. These gatherings provide a welcoming atmosphere where many viewpoints come together to get the best project results.

Regular Collaborative Sessions: Organizing and carrying out regular meetings and workshops that include collaboration. These meetings provide as forums for discussing project status, resolving new issues, and coordinating tactics to guarantee a coordinated approach all the way through the project lifetime.

Making Use of Digital communication technologies: Putting cutting-edge digital platforms and technologies into practice to enable smooth virtual communication. These solutions ensure inclusion despite geographical obstacles by enabling real-time communication, document exchange, and remote participation.

2. Involving Project Participants
Our approach prioritizes participation and considers a variety of viewpoints:

Organized Engagement Sessions: Holding frequent, planned engagement meetings with interested parties. Organizing regular, planned engagement meetings with stakeholders is a good way to start. These activities include seminars, digital platforms for cooperation, and feedback systems. They give a variety of stakeholders a chance to contribute and give them a sense of ownership over the project.

3. Assessment Points to Remember
When assessing our methodology, we give particular weight to three crucial factors:

Communication Plan:
Placing a strong emphasis on honest and open communication with stakeholders and the owner. Our goal is to establish a relationship based on mutual trust and common goals, not only by addressing the specific issues listed but also by proactively identifying and discussing areas that are essential to the project's success.

Leveraging Building Information Modeling (BIM):
BIM serves as a central platform, uniting our team members, architects, engineers, and contractors. This fosters seamless collaboration, ensuring everyone works from the same model. Early detection of clashes or conflicts within the design phase prevents costly delays during construction. Additionally, visual models derived from BIM aid stakeholders in understanding complex design aspects, fostering clearer communication, and aligning everyone's vision for the project. Beyond construction, BIM enables efficient lifecycle management, ensuring ongoing maintenance and operations are streamlined throughout the building's lifecycle.

Implementing Agile Project Management Techniques:
Our project management methodology prioritizes adaptability and collaboration through agile practices:

Embracing agile methodologies allows us to swiftly adapt to evolving project needs. Regular feedback loops ensure continuous stakeholder involvement, allowing us to promptly integrate feedback. Collaborative decision-making, facilitated by daily sessions, ensures that decisions are made collectively, leveraging the diverse expertise of all stakeholders. Continuous improvement remains a key focus, allowing us to regularly refine our approach and maintain the project's trajectory towards excellence.

By carefully carrying out these steps and plans, our Design-Build Team is devoted to creating a productive and cooperative atmosphere. This setting guarantees that information is exchanged,

decisions are well-informed, and all parties involved make significant contributions to the Kenyon College Performing Arts Center project's successful completion.

## Design Development and Management

Design Excellence Approach

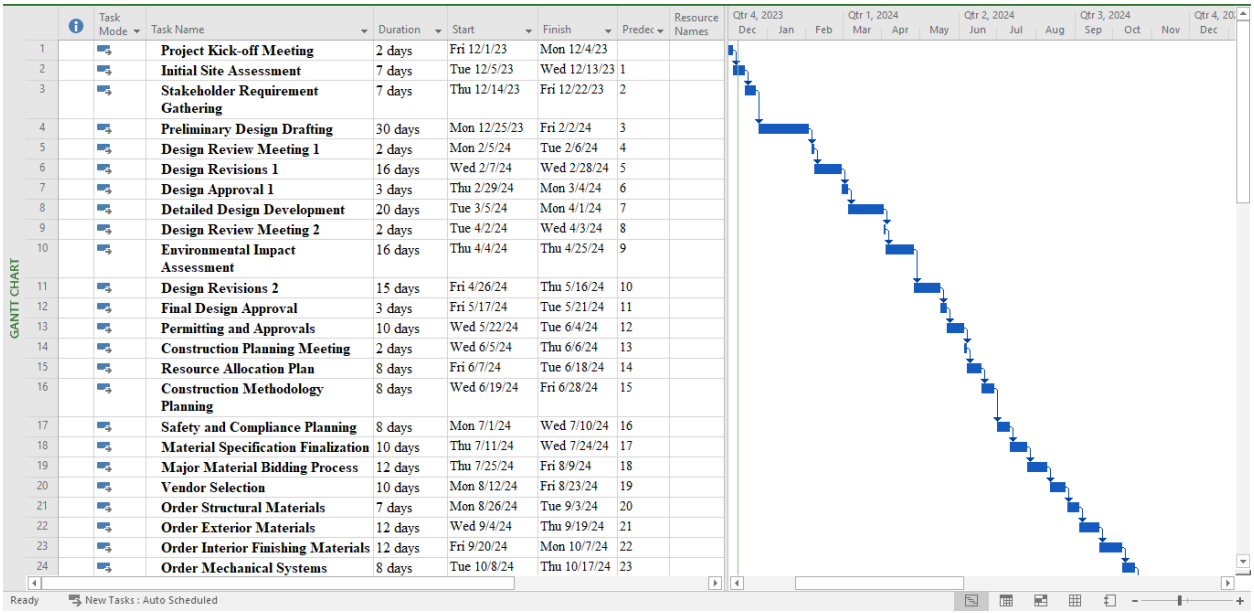
- Philosophy and Commitment: We strive for design excellence by creating environments that motivate and support creative endeavors. Our goal in designing this hub is to make it more than simply a structure; we want it to become an iconic symbol of Kenyon College.
- Cohesion with Kenyon College and Gambier: Our design will honor Kenyon College's architectural past while anticipating the future of the performing arts with cutting-edge features. We will make sure the center is aesthetically pleasing and fits well with the rest of the school and the town of Gambier.
- Stakeholder Engagement: We aim to meet with Kenyon College administrators, professors, students, and community members on a regular basis to get their feedback and make sure the design fits their requirements.

Design Development and Management

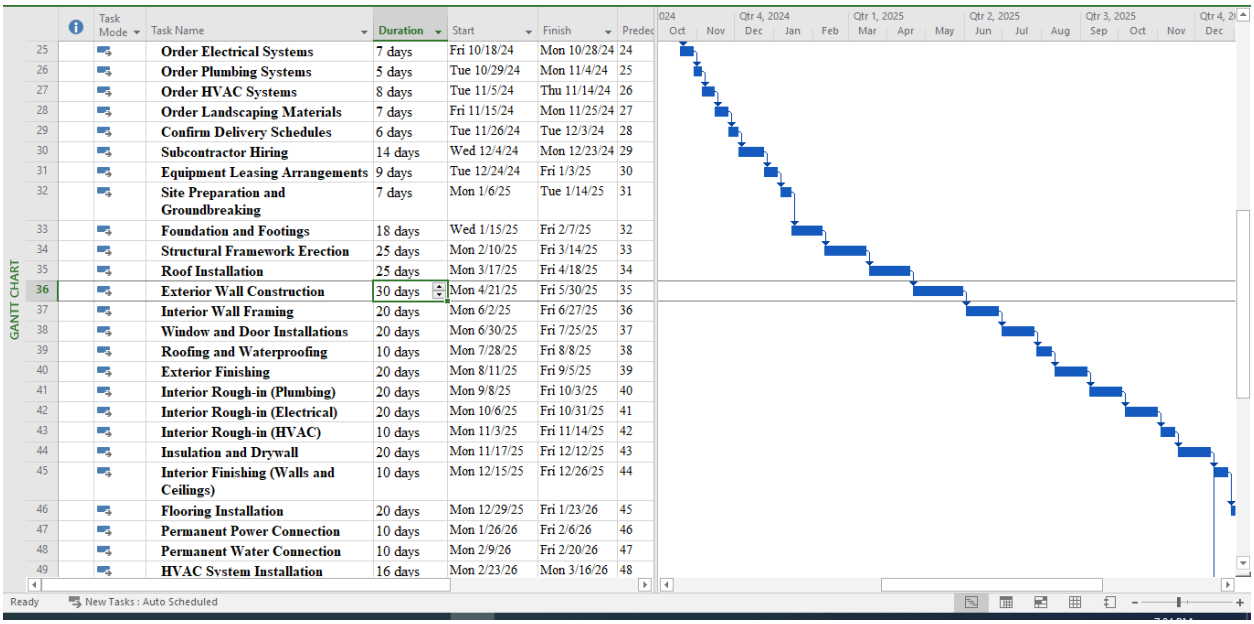
- Our method will be iterative, going from initial drawings to comprehensive designs. For accuracy and efficiency, we'll be using cutting-edge design software and tools.
- We recommend biweekly owner meetings, monthly status updates, and a point person to ensure open lines of communication at all times. An online project management tool will be used for constant communication and review.
- The architects, engineers, and project managers on our team have all handled projects like this before, so they know what they're doing. We have a proven track record of delivering projects on time and within budget, without compromising on quality or design integrity.
- Our design will adhere to all safety, regulatory, and security requirements. We will conduct thorough site analyses to ensure the design is responsive to its environment.
- We plan to incorporate sustainable materials and energy-efficient systems. Our design will feature state-of-the-art acoustics and lighting, tailored for a variety of performances.
- We will identify potential risks early in the design phase and develop mitigation strategies. Regular risk assessments will be conducted throughout the project lifecycle.
- Our design concept revolves around flexibility and innovation. The center will feature adaptable spaces for different types of performances and gatherings.
- We aim for LEED certification, with a focus on sustainable building practices, energy efficiency, and minimal environmental impact.
- The design will be both aesthetically pleasing and functional, with easy navigation, ample natural lighting, and spaces that encourage community interaction.
- Highlight the unique qualifications and experiences of team members, especially those relevant to performing arts centers or similar projects.
- Detail any proprietary or advanced technology tools and software that the team will use in the design and construction process.
- Explain how these differentiating resources will add value to the project, whether through enhanced efficiency, cost savings, better design outcomes, or sustainability.

- Discuss how the project, enriched by these resources, will positively impact the Kenyon College community and its educational mission.

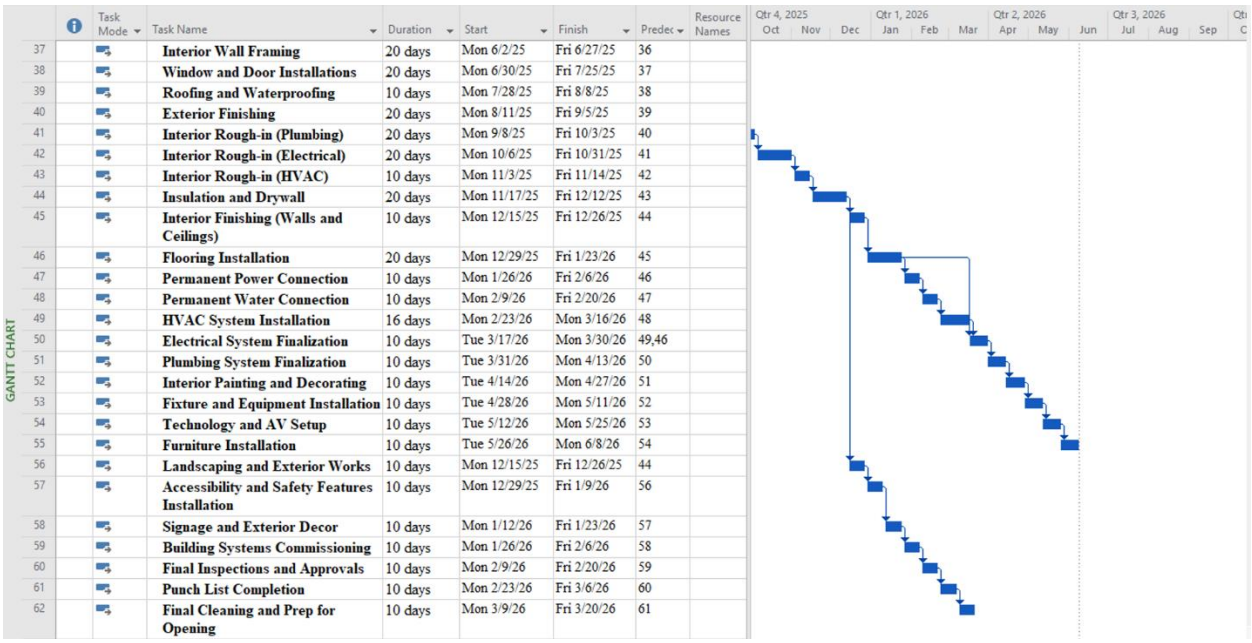
## Project Sequencing and Scheduling



| | Task Mode | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 1 | | Project Kick-off Meeting | 2 days | Fri 12/1/23 | Mon 12/4/23 | | |
| 2 | | Initial Site Assessment | 7 days | Tue 12/5/23 | Wed 12/13/23 | 1 | |
| 3 | | Stakeholder Requirement Gathering | 7 days | Thu 12/14/23 | Fri 12/22/23 | 2 | |
| 4 | | Preliminary Design Drafting | 30 days | Mon 12/25/23 | Fri 2/2/24 | 3 | |
| 5 | | Design Review Meeting 1 | 2 days | Mon 2/5/24 | Tue 2/6/24 | 4 | |
| 6 | | Design Revisions 1 | 16 days | Wed 2/7/24 | Wed 2/28/24 | 5 | |
| 7 | | Design Approval 1 | 3 days | Thu 2/29/24 | Mon 3/4/24 | 6 | |
| 8 | | Detailed Design Development | 20 days | Tue 3/5/24 | Mon 4/1/24 | 7 | |
| 9 | | Design Review Meeting 2 | 2 days | Tue 4/2/24 | Wed 4/3/24 | 8 | |
| 10 | | Environmental Impact Assessment | 16 days | Thu 4/4/24 | Thu 4/25/24 | 9 | |
| 11 | | Design Revisions 2 | 15 days | Fri 4/26/24 | Thu 5/16/24 | 10 | |
| 12 | | Final Design Approval | 3 days | Fri 5/17/24 | Tue 5/21/24 | 11 | |
| 13 | | Permitting and Approvals | 10 days | Wed 5/22/24 | Tue 6/4/24 | 12 | |
| 14 | | Construction Planning Meeting | 2 days | Wed 6/5/24 | Thu 6/6/24 | 13 | |
| 15 | | Resource Allocation Plan | 8 days | Fri 6/7/24 | Tue 6/18/24 | 14 | |
| 16 | | Construction Methodology Planning | 8 days | Wed 6/19/24 | Fri 6/28/24 | 15 | |
| 17 | | Safety and Compliance Planning | 8 days | Mon 7/1/24 | Wed 7/10/24 | 16 | |
| 18 | | Material Specification Finalization | 10 days | Thu 7/11/24 | Wed 7/24/24 | 17 | |
| 19 | | Major Material Bidding Process | 12 days | Thu 7/25/24 | Fri 8/9/24 | 18 | |
| 20 | | Vendor Selection | 10 days | Mon 8/12/24 | Fri 8/23/24 | 19 | |
| 21 | | Order Structural Materials | 7 days | Mon 8/26/24 | Tue 9/3/24 | 20 | |
| 22 | | Order Exterior Materials | 12 days | Wed 9/4/24 | Thu 9/19/24 | 21 | |
| 23 | | Order Interior Finishing Materials | 12 days | Fri 9/20/24 | Mon 10/7/24 | 22 | |
| 24 | | Order Mechanical Systems | 8 days | Tue 10/8/24 | Thu 10/17/24 | 23 | |



| | Task Mode | Task Name | Duration | Start | Finish | Predec |
|---|---|---|---|---|---|---|
| 25 | | Order Electrical Systems | 7 days | Fri 10/18/24 | Mon 10/28/24 | 24 |
| 26 | | Order Plumbing Systems | 5 days | Tue 10/29/24 | Mon 11/4/24 | 25 |
| 27 | | Order HVAC Systems | 8 days | Tue 11/5/24 | Thu 11/14/24 | 26 |
| 28 | | Order Landscaping Materials | 7 days | Fri 11/15/24 | Mon 11/25/24 | 27 |
| 29 | | Confirm Delivery Schedules | 6 days | Tue 11/26/24 | Tue 12/3/24 | 28 |
| 30 | | Subcontractor Hiring | 14 days | Wed 12/4/24 | Mon 12/23/24 | 29 |
| 31 | | Equipment Leasing Arrangements | 9 days | Tue 12/24/24 | Fri 1/3/25 | 30 |
| 32 | | Site Preparation and Groundbreaking | 7 days | Mon 1/6/25 | Tue 1/14/25 | 31 |
| 33 | | Foundation and Footings | 18 days | Wed 1/15/25 | Fri 2/7/25 | 32 |
| 34 | | Structural Framework Erection | 25 days | Mon 2/10/25 | Fri 3/14/25 | 33 |
| 35 | | Roof Installation | 25 days | Mon 3/17/25 | Fri 4/18/25 | 34 |
| 36 | | Exterior Wall Construction | 30 days | Mon 4/21/25 | Fri 5/30/25 | 35 |
| 37 | | Interior Wall Framing | 20 days | Mon 6/2/25 | Fri 6/27/25 | 36 |
| 38 | | Window and Door Installations | 20 days | Mon 6/30/25 | Fri 7/25/25 | 37 |
| 39 | | Roofing and Waterproofing | 10 days | Mon 7/28/25 | Fri 8/8/25 | 38 |
| 40 | | Exterior Finishing | 20 days | Mon 8/11/25 | Fri 9/5/25 | 39 |
| 41 | | Interior Rough-in (Plumbing) | 20 days | Mon 9/8/25 | Fri 10/3/25 | 40 |
| 42 | | Interior Rough-in (Electrical) | 20 days | Mon 10/6/25 | Fri 10/31/25 | 41 |
| 43 | | Interior Rough-in (HVAC) | 10 days | Mon 11/3/25 | Fri 11/14/25 | 42 |
| 44 | | Insulation and Drywall | 20 days | Mon 11/17/25 | Fri 12/12/25 | 43 |
| 45 | | Interior Finishing (Walls and Ceilings) | 10 days | Mon 12/15/25 | Fri 12/26/25 | 44 |
| 46 | | Flooring Installation | 20 days | Mon 12/29/25 | Fri 1/23/26 | 45 |
| 47 | | Permanent Power Connection | 10 days | Mon 1/26/26 | Fri 2/6/26 | 46 |
| 48 | | Permanent Water Connection | 10 days | Mon 2/9/26 | Fri 2/20/26 | 47 |
| 49 | | HVAC System Installation | 16 days | Mon 2/23/26 | Mon 3/16/26 | 48 |



| | Task Mode | Task Name | Duration | Start | Finish | Predec | Resource Names |
|---|---|---|---|---|---|---|---|
| 37 | | Interior Wall Framing | 20 days | Mon 6/2/25 | Fri 6/27/25 | 36 | |
| 38 | | Window and Door Installations | 20 days | Mon 6/30/25 | Fri 7/25/25 | 37 | |
| 39 | | Roofing and Waterproofing | 10 days | Mon 7/28/25 | Fri 8/8/25 | 38 | |
| 40 | | Exterior Finishing | 20 days | Mon 8/11/25 | Fri 9/5/25 | 39 | |
| 41 | | Interior Rough-in (Plumbing) | 20 days | Mon 9/8/25 | Fri 10/3/25 | 40 | |
| 42 | | Interior Rough-in (Electrical) | 20 days | Mon 10/6/25 | Fri 10/31/25 | 41 | |
| 43 | | Interior Rough-in (HVAC) | 10 days | Mon 11/3/25 | Fri 11/14/25 | 42 | |
| 44 | | Insulation and Drywall | 20 days | Mon 11/17/25 | Fri 12/12/25 | 43 | |
| 45 | | Interior Finishing (Walls and Ceilings) | 10 days | Mon 12/15/25 | Fri 12/26/25 | 44 | |
| 46 | | Flooring Installation | 20 days | Mon 12/29/25 | Fri 1/23/26 | 45 | |
| 47 | | Permanent Power Connection | 10 days | Mon 1/26/26 | Fri 2/6/26 | 46 | |
| 48 | | Permanent Water Connection | 10 days | Mon 2/9/26 | Fri 2/20/26 | 47 | |
| 49 | | HVAC System Installation | 16 days | Mon 2/23/26 | Mon 3/16/26 | 48 | |
| 50 | | Electrical System Finalization | 10 days | Tue 3/17/26 | Mon 3/30/26 | 49,46 | |
| 51 | | Plumbing System Finalization | 10 days | Tue 3/31/26 | Mon 4/13/26 | 50 | |
| 52 | | Interior Painting and Decorating | 10 days | Tue 4/14/26 | Mon 4/27/26 | 51 | |
| 53 | | Fixture and Equipment Installation | 10 days | Tue 4/28/26 | Mon 5/11/26 | 52 | |
| 54 | | Technology and AV Setup | 10 days | Tue 5/12/26 | Mon 5/25/26 | 53 | |
| 55 | | Furniture Installation | 10 days | Tue 5/26/26 | Mon 6/8/26 | 54 | |
| 56 | | Landscaping and Exterior Works | 10 days | Mon 12/15/25 | Fri 12/26/25 | 44 | |
| 57 | | Accessibility and Safety Features Installation | 10 days | Mon 12/29/25 | Fri 1/9/26 | 56 | |
| 58 | | Signage and Exterior Decor | 10 days | Mon 1/12/26 | Fri 1/23/26 | 57 | |
| 59 | | Building Systems Commissioning | 10 days | Mon 1/26/26 | Fri 2/6/26 | 58 | |
| 60 | | Final Inspections and Approvals | 10 days | Mon 2/9/26 | Fri 2/20/26 | 59 | |
| 61 | | Punch List Completion | 10 days | Mon 2/23/26 | Fri 3/6/26 | 60 | |
| 62 | | Final Cleaning and Prep for Opening | 10 days | Mon 3/9/26 | Fri 3/20/26 | 61 | |

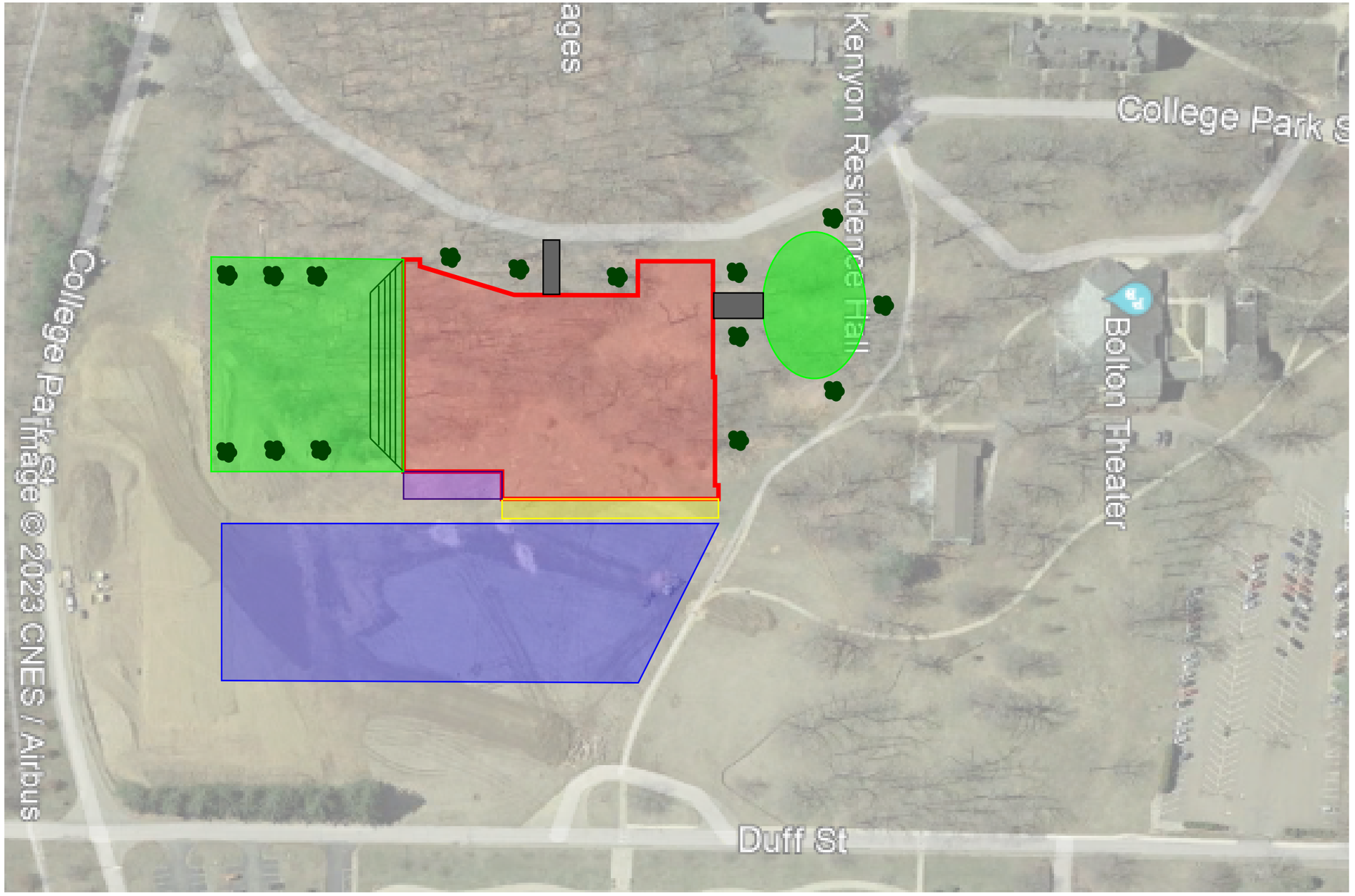


## Assumptions Underlying the Proposed Schedule

| No. | Assumption Category | Details |
|---|---|---|
| 1 | Project Timeline | Start: December 2023, Completion: May 2026, Duration: ~31 months. |
| 2 | Task Execution | Most tasks are executed sequentially; each task starts after completion of the previous one. |
| 3 | Resource Availability | Necessary resources (labor, materials, equipment) are assumed to be available as needed. |
| 4 | Permitting and Approvals | Time for obtaining permits and approvals included; assumed to proceed without major delays. |
| 5 | Weather and Environmental Factors | Buffer time included for potential delays due to adverse weather or environmental factors. |
| 6 | Vendor and Supply Chain | Reliability of vendors and supply chain assumed for timely procurement of materials and equipment. |
| 7 | Stakeholder Engagement | Regular meetings and decision points; timely feedback and approvals from stakeholders like Kenyon College expected. |
| 8 | Construction Methodology | Based on standard construction methodologies and practices; deviations could impact the timeline. |
| 9 | Site Conditions | Site conditions, including soil, accessibility, and absence of archaeological/environmental issues, are assumed as expected. |
| 10 | Regulatory Compliance | Assumed compliance with all relevant building codes, safety standards, and regulations. |
| 11 | Quality Control | Adequate time allocated for quality control, including inspections and testing, to meet standards. |

| No. | Assumption Category | Details |
|---|---|---|
| 12 | Risk Management | Provisions for risk management included, assuming no major unforeseen risks or emergencies. |
| 13 | Workforce Stability | Availability of a stable and skilled workforce throughout the project duration. |
| 14 | Technology and Tools | Assumption of using modern project management tools and construction technologies for efficient scheduling and project monitoring. |

## Proposed Design




**LEGEND**

- COURTYARD AREAS
- PERFORMING ARTS CENTER
- LOADING DOCK
- GENERAL PARKING
- STAFF/FACULTY PARKING
- WALKWAY/DRIVEWAY
- TREE

0 20′ 40′

NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

# KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

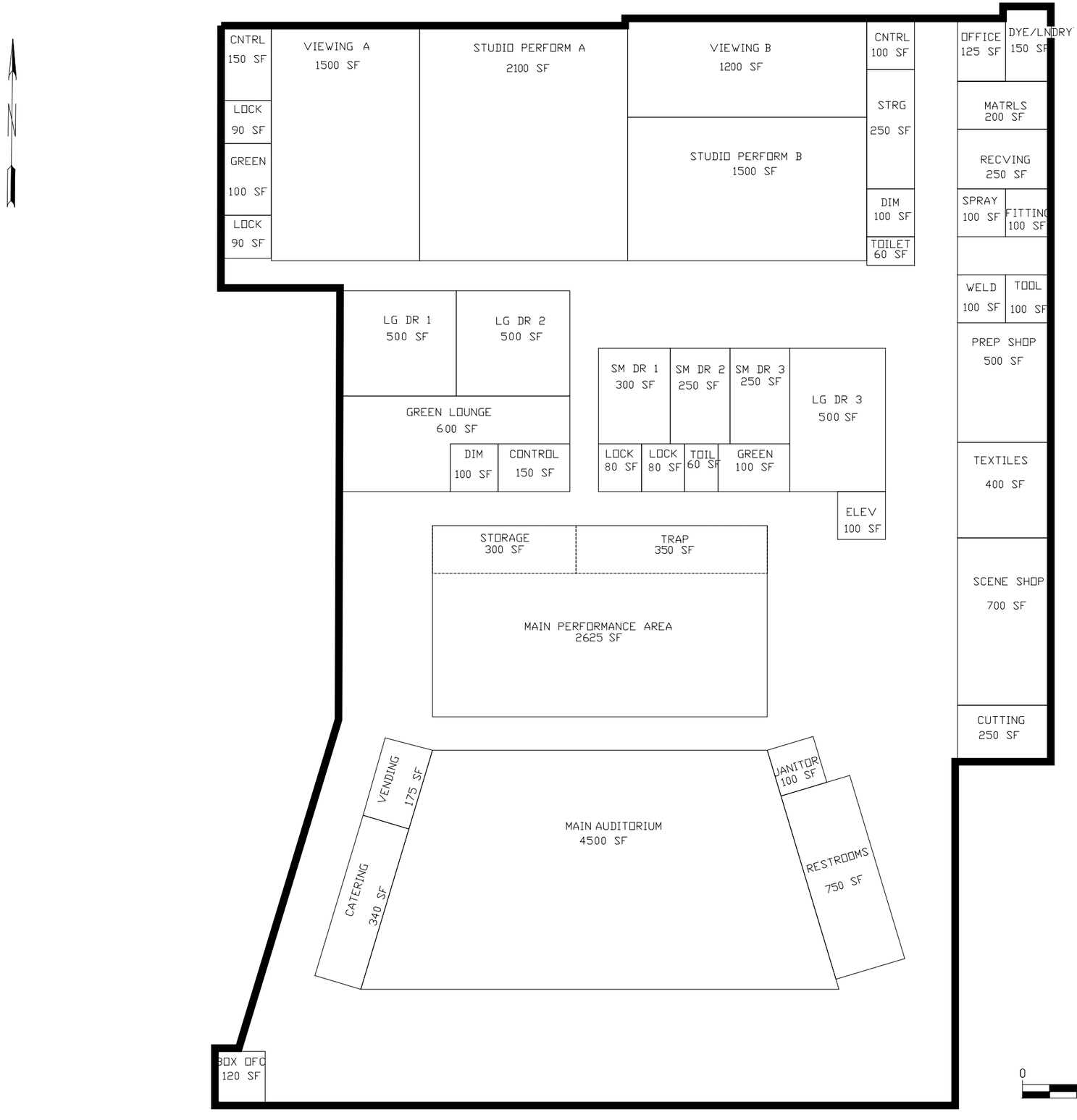
Drawing Title:

SITE PLAN

| Scale | Sheet |
|---|---|
| NTS | C-1 |

| Drawn by: | Checked by: | Approved by: | Date: |
|---|---|---|---|
| LM | RD | JB | 12/04/23 |

Sheet No. 1 OF 6 | Revision




NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

# KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

Drawing Title:

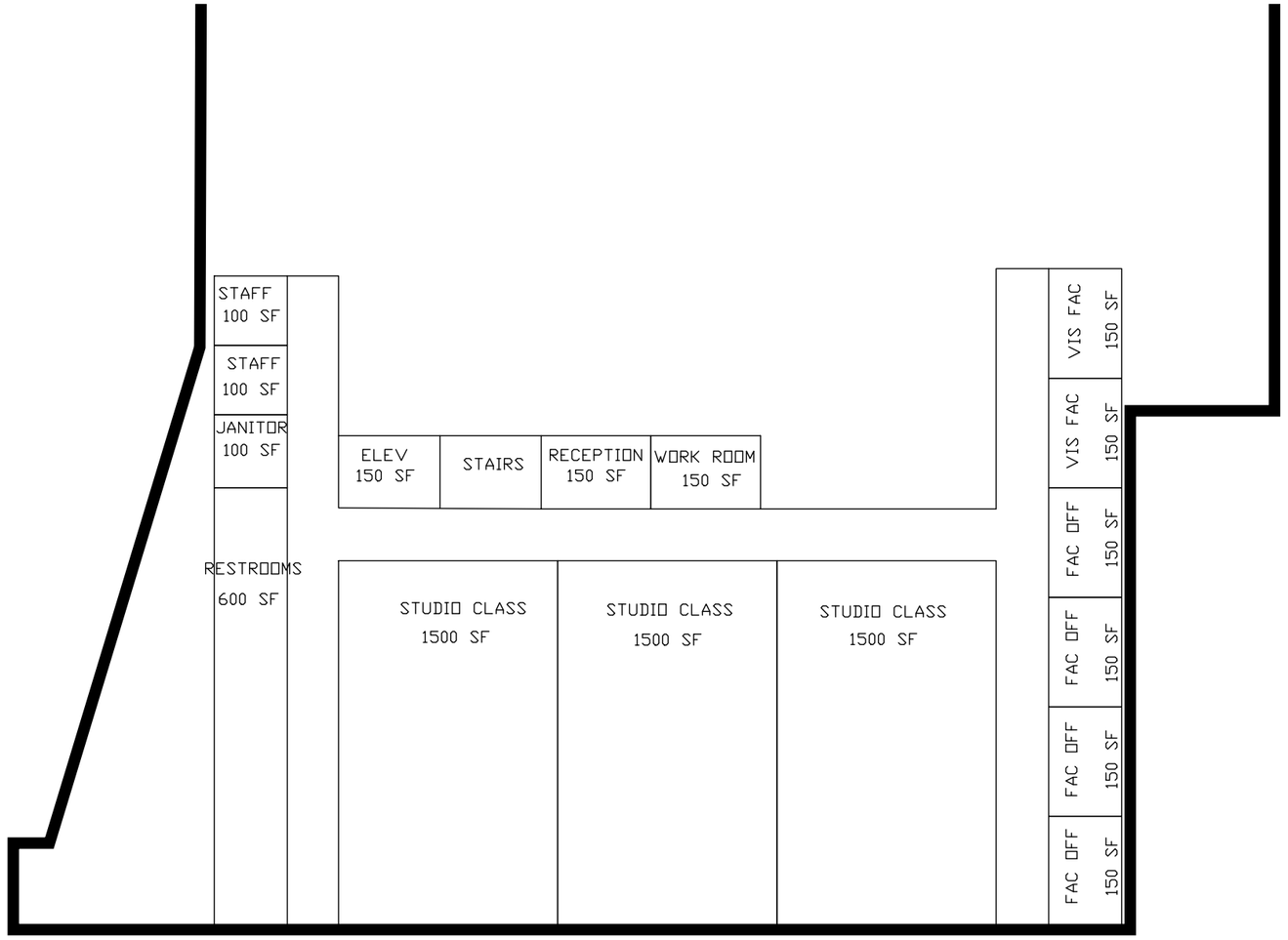
FLOOR PLANS
LEVEL 1 - MAIN FLOOR

| Scale | Sheet |
|---|---|
| NTS | C-2 |

| Drawn by: | Checked by: | Approved by: | Date: |
|---|---|---|---|
| LM | RD | JB | 12/04/23 |

Sheet No.: 2 OF 6

Revision




NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

# KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

Drawing Title:

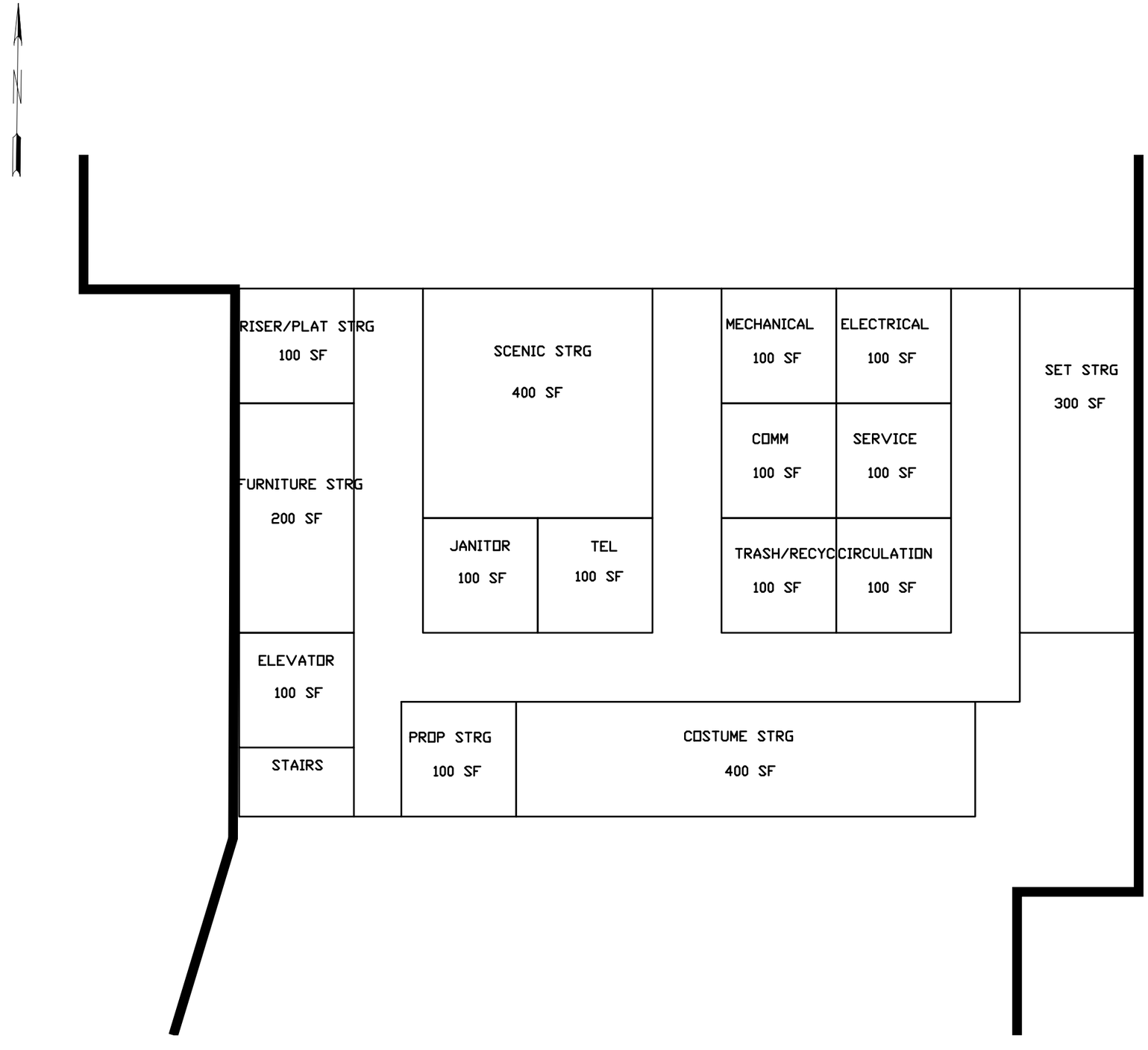
FLOOR PLANS
LEVEL 2 - OFFICE AND CLASSROOMS

| Scale | Sheet |
|---|---|
| NTS | C-3 |

| Drawn by: | Checked by: | Approved by: | Date: |
|---|---|---|---|
| LM | RD | JB | 12/04/23 |

Sheet No.: 3 OF 6

Revision:




NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

# KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

Drawing Title:

FLOOR PLANS
BASEMENT - STORAGE AND UTILITIES

| Scale | Sheet |
|---|---|
| NTS | C-4 |

| Drawn by: | Checked by: | Approved by: | Date: |
|---|---|---|---|
| LM | RD | JB | 12/04/23 |

Sheet No.: 4 OF 6

Revision:

FRONT OF
PERFORMING ARTS
CENTER BUILDING

COURTYARD
WALKWAY FROM
CAMPUS TO
BUILDING FRONT

NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

# KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

Drawing Title:

CONCEPTUAL 3D DESIGN
EXTERIOR PERSPECTIVE

| Scale | Sheet | | |
|---|---|---|---|
| NTS | C-5 | | |
| Drawn by: LM | Checked by: RD | Approved by: JB | Date: 12/04/23 |
| Sheet No. 5 OF 6 | Revision | | |

ABOVE: BEHIND STAGE HALLWAY AND DOORS TO CONTROL ROOMS, LIGHT/SOUND LOCKS, GREEN ROOMS ETC

MAIN AUDITORIUM AND MAIN PERFORMANCE STAGE

FRONT OF HOUSE MAIN SPACE

NOTE:

Consultant:

Scarlet Black Design Build
San Diego, CA 92115

Facility Name:

KENYON COLLEGE PERFORMING ARTS CENTER

205 COLLEGE PARK ST
GAMBIER, OH 43022

| REV. | DATE | DESCRIPTION |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| 03 | 12/04/23 | 100% DESIGN |
| 02 | 11/22/23 | 90% DESIGN |
| 01 | 11/01/23 | 50% DESIGN |

Client:

Kenyon College

REGISTERED PROFESSIONAL ENGINEER
JOHN C. DOE
No. 12345
Exp. 9-30-25
CIVIL
STATE OF CALIFORNIA

NOTE:

Drawing Title:

CONCEPTUAL 3D DESIGN
INTERIOR PERSPECTIVE

| Scale | Sheet |
|---|---|
| NTS | C-6 |

| Drawn by: | Checked by: | Approved by: | Date: |
|---|---|---|---|
| LM | RD | JB | 12/04/23 |

Sheet No. 6 OF 6 | Revision

## Program Statement

General

The purpose of this Program Statement is to address the needs, objectives, and concerns expressed by Kenyon College in designing and constructing a Performing Arts Center. The intent of the Proposed Design is to fulfill to the highest degree all requirements outlined in "Attachment A: Performing Arts Center Program/Design Standards". The Architecture/Engineering Design Team understands the Project General Requirements, Program Business Elements (Section A), Kenyon College Building Committee (KCBC) Performing Arts Center Vision Statement (Section B), Design Criteria (Section C), Program Spaces (Section D), Theatrical System Allowances (Section E), Facilities Management (Section F), and Design and Construction Comments (Section G). In the case where substantial freedom is given to the Team to make their own design decisions, the best interests of Kenyon College, the KCBC and all parties influenced by the development of the aforementioned project are considered.

A. Critical Design Elements

1. Number of Floors – Per the board and committees request, the Proposed Design has a main floor containing the Main Auditorium, the Main Performance Area (trap room and storage located under stage), Performance Studios, Shops, and various communal areas. The partial second floor consists of classroom areas, faculty offices, staff rooms, and a restroom. The basement level is also partial which lies beneath the Main Performance Space and contains additional storage rooms, utility management rooms as well as a large freight elevator to convey props and equipment.

2. Building Perimeter, Landscape/Hardscape – There are two outdoor courtyard areas in our Proposed Design: one that leads to the main entrance on the south end of the building and another at the south end of the building that connects to College Park Street and the rest of the campus. Each courtyard contains a multitude of wide branching trees that allow natural sunlight to cascade onto the faces of the building exterior. Meandering sidewalks encompass the building sides adding texture and from the southmost point of the main courtyard looking northwards to the building' frontal face, there should be a strong aspiration towards the sky. Blurring the boundary between interior and exterior space, the Front of House Main Space and lobby has been designed to allow natural light and the view of the many trees indoors with its energy-efficient glazing.

3. Program Spaces – The Proposed Design weighs the purpose of each program space and its adjacent elements accordingly. At the building's core, the Main Performance Area is highlighted with "visual immediacy, excellent sightlines, and optimized acoustical consideration". The Stage itself is 2800 SF with an Auditorium capacity of 400 seats.

   Behind the Main Performance Stage are dressing rooms, light/sound locks, dimmer/control rooms, and restrooms to accommodate performers and staff. A 2900 SF backstage green room lounge has been strategically designed to provide comfort, focus, and relaxation before, during, and after performances.

The North end of the building contains two Performance Studios fully equipped with state-of-the-art theatrical systems and neighbored by lock, green, storage, and control rooms.
The East end of the building has proposed accommodations for a multitude of shops, cribs, service-related rooms such as the Scene Shop, Welding Shop, Tool Crib, Prep Shop, Fitting Room, and Laundry Room. Along this side of the building is also the loading dock for various trucks and deliveries, offering easy access to the appropriate shops and storage areas.

B. Value Added Design Features

1. LEED Credits – By implementing environmentally and energetically sustainable design features and remaining conscious during impactful design decisions, the Proposed Design aims to achieve a score of LEED Platinum

   a. Water-Efficiency
      - Building utilizes an advanced water reclamation and recycling system to minimize outdoor and indoor water consumption.
      - High-Efficiency Toilets effectively reduce water consumption.

   b. Landscape
      - Uses drought-tolerant plants and trees to adorn the courtyard and perimeter of the building.
      - Uses drought-tolerant turf.

   c. Hardscape
      - Pervious concrete utilized in parking lot, walkways, and connecting sidewalks.
      - Use high-rated solar reflectance (SR) paving materials.
      - Install vegetative roofing.

2. Miscellaneous Features

   a. Acoustic Soundproofing of Rooms
   b. High-Performance Acoustic Enhancing Panels in Main Performance Stage, Performance Studios, Classrooms, and Workspaces to provide better sound quality.
   c. Sound-Proofing – Doors and Walls of Classrooms, Green Rooms, Lock Rooms, and Workspaces use specialized noise-deadening/noise-dampening material to provide a quiet, comfortable, and focused environment.

## Team Statement

At Scarlet Black Design Build, we take pride in our dynamic and experienced team that is poised to meet and exceed the unique challenges presented by your project. Our commitment to

excellence, innovation, and collaboration sets us apart, ensuring that we bring not only the necessary expertise but also a fresh perspective to drive success.

Our team comprises seasoned professionals, each bringing unique skills and insights to ensure the success of your project. From project managers and engineers to skilled craftsmen, we have a cohesive and collaborative team ready to tackle challenges and deliver outstanding results. Our approach is founded on a collaborative and transparent process. We emphasize effective communication, agile methodologies, and a proactive problem-solving attitude to ensure the successful delivery of the proposed solution. At Scarlet Black Design Build, excellence is not just a goal; it's our standard. We are committed to upholding the highest industry standards in construction, safety, and environmental responsibility. Our focus on quality craftsmanship and attention to detail sets us apart. We embrace innovation and leverage cutting-edge technology to enhance efficiency and accuracy in our construction processes. This commitment to staying at the forefront of industry advancements ensures that our clients benefit from the latest solutions available. Understanding the unique needs and goals of our clients is paramount. We prioritize open communication, transparency, and collaboration throughout every phase of the project. Your success is our success. We recognize the importance of being good corporate citizens. Scarlet Black Design Build will actively engage with the Kenyon College and local communities, adhering to ethical practices, and contributing to sustainable development wherever we operate. Safety is a non-negotiable aspect of our operations. Our safety protocols are rigorous, and we continuously invest in training and equipment to maintain a secure working environment for our team and project stakeholders. Our portfolio includes successful completion of the Engineering Interdisciplinary Science building of San Diego State University, Snapdragon Stadium, South campus plaza I & II where we demonstrated our ability to meet or exceed project expectations within the defined timelines and budget.

In choosing Scarlet Black Design Build, you are selecting a partner dedicated to delivering excellence, embracing innovation, and ensuring the success of your construction project. Our team stands out as the ideal choice for this project, combining a wealth of experience, innovative design expertise, and a proven track record of successful project delivery. With a dedicated focus on collaboration, efficiency, and exceeding client expectations, our team is poised to bring unparalleled value to this endeavor. We leverage a multidisciplinary approach, ensuring seamless integration of design and construction elements, ultimately delivering a superior and cost-effective solution. Choose our team for a transformative, quality-driven, and on-time project execution. We look forward to the opportunity to contribute to the realization of your vision.

## Price Proposal Form

**SCARLET BLACK DESIGN BUILD**
**Price Proposal Form**

| | | | |
|---|---|---|---|
| **Request for Proposal (RFP) Number:** | 01 | | |
| **Project Name:** | Performing Arts Center for Music Theatre Program Kenyon College Campus Gambier, OH | | |
| **Name of Offeror:** | SCARLET BLACK DESIGN BUILD | | |
| **Address:** | 5399 College Ave, San Diego, CA 92115 | | |
| **Contact Name:** | Tejaswini Mahadev Hegade | | |
| **Telephone:** | (619)-432-9799 | **Date:** | 10-Dec-2023 |
| **Email:** | thegade6574@sdsu.edu | | |

**To:** David Umstot
Kenyon College Purchasing Department
Umstot Project and Facilities Solutions, LLC
3755 Avocado Blvd, La Mesa, CA 91941
david.umstot@umstotsolutions.com

**Type:** DESIGN – BUILD

**1. TOTAL CONSTRUCTION COSTS**

| | |
|---|---|
| **1.1 Construction Price** (Overhead (8 %)) | $ 17,810,364 |
| **1.2 General Conditions Price** (Overhead (5 %)) | $ 3,613,231 |
| **1.3 Project Manager** (2% of Construction cost0 | $ 356,207 |
| **1.4 Administrative Support** (7% of Construction cost) | $ 1,246,725 |
| **1.5 Preconstruction fee** (1.5% of Construction cost) | $ 267,155 |
| **1.6 Design Fee** (6% of Construction cost) | $ 1,068,621 |
| **1.7 Profit (10% of Construction cost)** | $ 1,781,036 |
| **1.8 Total Other Costs** (Sum of 1.3, 1.4, 1.5, 1.5 and 1.6 | **$ 4,719,744** |
| **1.2 Total Construction Cost** (Sum of 1.1 and 1.2) | **$ 21,423,595** |

**2. TOTAL PROPOSED PRICE**

| | |
|---|---|
| Sum of Total Construction Costs & Other Costs | **$ 26,143,339** |

***Total Proposed Price:*** **Twenty-six million one hundred forty-three thousand three hundred thirty-nine dollars**
***(Amount written in text format)***

# Estimate

## Kenyon College Performing Arts Center

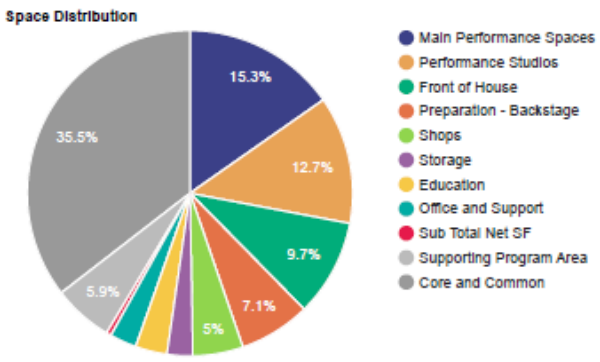
Updated on: Saturday, December 9, 2023 Reported on: Saturday, December 9, 2023

| Attributes | |
|---|---|
| Gross Building Area | 57,000 SF |
| Gross Ex Building Area | 60,700 SF |
| Purpose | Performing Arts |
| Metro Area | Western Ohio, Ohio |
| Floor Count | 2 |
| Construction Start | May 2024 |
| Duration (Total Construction) | 15.1 Months |
| Construction Type | New Building |
| Building Shell Type | Type I/II - Conventional Concrete |
| Owner Type | Private |
| Location Type | Campus |
| HVAC Generation Approach | Utility Connection with Central Air Handling |
| Development Stage | Conceptual Design |
| Safety, Security and Protection | General Critical Security |
| Special Services and Systems | Fire Pump |
| Climate Zone | CZ5a (Cool-Humid) |
| Quality Classification | Standard (Institutional) Grade |
| Energy/Environment | LEED Gold |
| Seismic Design Class | SDC C |
| Special Building Requirements | Medium |
| Special Site Requirements | Average |
| Foundation Bearing Condition | Medium Bearing Conditions |
| Building Demolition | Not Applicable |

**Cost Summary by Department**

| Department | Gross Area | Total | $/GSF |
|---|---|---|---|
| Main Performance Spaces | 14,878 GSF | $6,662,247 | $448 |
| Performance Studios | 12,360 GSF | $3,520,282 | $285 |
| Front of House | 9,398 GSF | $4,626,554 | $492 |
| Preparation - Backstage | 6,914 GSF | $2,459,955 | $356 |
| Shops | 4,865 GSF | $1,424,184 | $293 |
| Storage | 2,475 GSF | $762,426 | $308 |
| Education | 3,073 GSF | $872,736 | $284 |
| Office and Support | 2,595 GSF | $984,286 | $379 |
| Sub Total Net SF | 478 GSF | $133,842 | $280 |
| **Contract Total** | **57,036 SF** | **$21,446,511** | **$376** |
| Soft Costs | | $0 | $0 |
| **Project Total** | | **$21,446,511** | **$376** |

Range: (-5% to +9%) or $20,293,370 ($356/GSF) to $23,385,422 ($410/GSF)



## Estimate Approach Narrative

Our approach to the estimate is grounded in a meticulous and comprehensive methodology designed to ensure accuracy, transparency, and alignment with the project's unique requirements. We recognize the critical role that a well-defined estimate plays in the success of any construction project, and our approach reflects our commitment to delivering value and reliability to our clients.

We initiate the estimate process by conducting a thorough analysis of the project scope. This involves a close examination of the architectural and engineering plans, specifications, and any other relevant documentation. We identify the specific elements and intricacies of the project to establish a solid foundation for our estimate.

Our team collaborates with trusted suppliers and vendors to obtain current and accurate pricing for all construction materials specified in the project. We consider factors such as material quantities, quality standards, and market fluctuations to provide a realistic and up-to-date assessment of material costs.

Understanding that labor is a significant component of construction costs, we conduct a thorough evaluation of labor rates based on the specific skills required for the project. We consider regional wage variations, project complexity, and any specialized expertise needed to execute the work effectively.

Leveraging our extensive database of historical cost data from similar projects, we employ benchmarking techniques to validate and refine our estimate. This data-driven approach ensures that our projections align with industry standards and best practices, providing a reliable basis for the estimate.

Recognizing the inherent uncertainties in construction projects, we incorporate a contingency allowance into our estimate. This serves as a buffer to account for unforeseen challenges, changes in scope, or market fluctuations, ensuring that the estimate remains resilient in the face of potential uncertainties.

Our estimate undergoes a rigorous internal review process involving multiple disciplines within our organization. This collaborative approach ensures that each aspect of the estimate is thoroughly scrutinized, fostering accuracy and consistency in our projections.

Our approach to the estimate for the Kenyon College Performing Arts Center is characterized by a commitment to precision, transparency, and adaptability. By combining a detailed scope analysis with current market data, historical cost insights, and a robust contingency plan, we aim to provide our clients with a reliable and realistic estimate that forms the cornerstone of a successful construction project. Throughout the process, our emphasis on open communication and client collaboration ensures that our estimate aligns seamlessly with the unique goals and vision of the project.

**Attachment B**
**SCARLET BLACK DESIGN BUILD**
**Cost Model**

| | |
|---|---|
| **Request for Proposal (RFP) Number:** | 01 |
| **Project Name:** | Performing Arts Center for Music Theatre Program Kenyon College Campus, Gambier, OH |
| **Name of Offeror:** | **SCARLET BLACK DESIGN BUILD** |
| **Address:** | 5399 College Ave, San Diego, CA 92115 |
| **Contact Name:** | Tejaswini Mahadev Hegade |
| **Telephone:** | 6194329799 **Date:** 10-Dec-2023 |
| **Email:** | thegade6574@sdsu.edu |

**To:** Kenyon College Purchasing Department

David Umstot

Umstot Project and Facilities Solutions, LLC

3755 Avocado Blvd, La Mesa, CA 91941

**Attachment B**
**SCARLET BLACK DESIGN BUILD**
**Cost Model**

via email to david.umstot@umstotsolutions.com

**Type:** Design Build

## 1. CONSTRUCTION COSTS

| TABLE 1.1 CONSTRUCTION COST | | | | |
|---|---|---|---|---|
| **DIVISION** | **SYSTEM** | **Quantity** | **Unit Cost** | **TOTAL COST** |
| **Substructure** | | | | |
| 1.1 | Foundation | 36,685 SF | $10.58 | $388,107 |
| 1.2 | Basement Construction | 8,904 SF | $52.41 | $466,649 |
| 1.3 | Grade Slab | 36,685 SF | $9.34 | $342,821 |
| 1.4 | Substructure Support | 36,685 SF | $3.81 | $139,800 |
| **Shell** | | | | |
| 2.1 | Superstructure | 60,706 SF | $39.91 | $2,422,920 |
| 2.2 | Vertical Exterior Enclosure | 17,969 SF | $104.69 | $1,881,222 |
| 2.3 | Horizontal Exterior Enclosure | 37,193 SF | $22.14 | $823,307 |
| **Interiors** | | | | |
| 3.1 | Interior Construction | 57,036 SF | $20.52 | $1,170,503 |
| 3.2 | Interior Finishes | 57,036 SF | $16.76 | $956,037 |

**Attachment B**
**SCARLET BLACK DESIGN BUILD**
**Cost Model**

| | | | | |
|---|---|---|---|---|
| **Services** | | | | |
| 4.1 | Conveying | 2 EA | $86,150.89 | $172,302 |
| 4.2 | Plumbing | 57,036 SF | $26.37 | $1,503,771 |
| 4.3 | HVAC | 57,036 SF | $35.87 | $2,045,647 |
| 4.4 | Fire Protection | 57,036 SF | $3.46 | $197,595 |
| 4.5 | Electrical | 57,036 SF | $27.97 | $1,595,580 |
| 4.6 | Data Communications | 57,036 SF | $2.70 | $154,187 |
| 4.7 | Safety Systems | 57,036 SF | $3.41 | $194,597 |
| Sitework | | | | |
| 5.1 | Site Preparation | 57,036 SF | $13.98 | $797,269 |
| 5.2 | Site Improvement | 57,036 SF | $15.61 | $890,494 |
| 5.3 | Site Mechanical Utilities | 57,036 SF | $4.25 | $242,374 |
| 5.4 | Site Electrical Utilities | 57,036 SF | $1.86 | $105,897 |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

| | | | |
|---|---|---|---|
| **Subtotal:** | | | 16,491,078 |
| **Overhead (8 %)** | | | 1,319,286 |
| **SUBTOTAL CONSTRUCTION COST:** | | | $17,810,364 |

## 2. GENERAL CONDITIONS

| TABLE 2.1 GENERAL COSTS | | | |
|---|---|---|---|
| **General Cost** | **Qty** | **Cost per Unit** | **Total** |
| General Conditions | 57,036 SF | $25.24 | $1,439,665 |
| Permits, Insurance and Bonds | 57,036 SF | $4.73 | $269,937 |
| Construction Services | 57,036 SF | 12.62 | $719,833 |
| Contingency 3,450,697 | 57,036 SF | $17.91 | $1,021,262 |
| Overhead (5 %) | | | $172.,534 |
| **GENERAL CONDITIONS SUBTOTAL** | | | $3,613,231 |
| **TABLE 3.1 OTHER COSTS** | | | |
| **Management** | **Percentage (%)** | | **Total** |
| Project Manager | 2% of Construction cost | | $356,207 |
| Administrative Support | 7% of Construction cost | | $1,246,725 |
| Design Fee | 6% of Construction cost | | $1,068,621 |
| Preconstruction fee | 1.5% of Construction cost | | $267,155 |
| | | | |
| | | | |
| Profit (10%) | 10% of Construction cost | | $1,781,036 |
| Total Other Costs | | | $4,719,744 |

**Attachment A**
**SCARLET BLACK DESIGN BUILD**
**Cost Model**

## 3. TOTAL CONSTRUCTION COSTS

| | |
|---|---|
| **Construction Cost**<br>(Sum Tables 1.1) | **$** 17,810,364 |
| **General Conditions Cost**<br>(Sum of Table 2.1) | **$** 3,613,231 |
| **TOTAL CONSTRUCTION COSTS**<br>(Sum of Prices in Tables 1.1 and 2.1) | **$ 21,423,595** |

## 4. TOTAL PROPOSED PRICE

| | |
|---|---|
| The sum of Total Construction Costs & Other Costs | **$ 26,143,339** |

***Total Proposed Price:*** **Twenty-six million one hundred forty-three thousand three hundred thirty-nine dollars**
***(Amount written in text format)***

## 5. UNALLOWABLE COSTS:

**5.1.** Costs identified as unallowable and/or unallowable in Part 31 of the Federal Acquisition Regulations (FAR).

**5.2.** Costs for work, activities and/or functions proposed in the indirect rates shall not be proposed again as a direct cost in any pricing associated with the subcontract.

**5.3.** Out-of-state travel expenses for any employee without prior approval of NREL.

**5.4.** Local travel for normal employee commuting to and from work.

**5.5.** Temporary housing and/or living expenses/allowances for project personnel.

**5.6.** Deposits lost by subcontractor.

**5.7.** Costs of removing condemned or rejected materials.

**5.8.** Costs associated with the Subcontractor's failure to timely obtain any necessary permits and licenses.

**5.9.** Any acceleration or extended duration costs, including any and all overtime wages, and the cost of performing work out of sequence, arising as a result of delay in carrying out the work caused by the Subcontractor or any lower-tier subcontractor, unless approved by NREL in a change order/modification.

**5.10.** Losses and damages, not compensated by insurance, related to the work, or otherwise sustained by the subcontractor in connection with the performance and furnishing of the work.

**5.11.** Interest expense.

**5.12.** Any fines, penalties or other judgments imposed by local, state or federal authorities against the Subcontractor or any lower-tier subcontractor.

**5.13.** Costs due to the negligence, default, or failure to fulfill a responsibility of the subcontractor, any lower-tier subcontractors and suppliers, or anyone directly or indirectly employed by any of them or for whose acts any of them may be liable, including but not limited to, the correction of defective work, disposal of materials or equipment wrongly supplied and making good any damage to property.

**5.14.** Costs incurred as a result of any inspection or test which reveals nonconforming or defective work.

**5.15.** Profit sharing and bonuses paid to Subcontractors or related entity personnel.

**5.16.** Alcohol, entertainment, staff meals, holiday parties and picnics.

**5.17.** Advertising and Public Relations related to selling services/products and/or enhancing company image.

**5.18.** Contributions, donations, and goodwill.

**5.19.** All costs associated with organization or reorganization of corporate structure including mergers and acquisitions and change in financial structure resulting in alterations in the rights and interests of security holders.

**5.20.** Costs related to legal and other proceedings (i) in defense of or prosecution of claims or appeals against the Federal Government, (ii) defense or prosecution of lawsuits or appeals between contractors arising from agreement or contract concerning teaming arrangement, joint venture, or similar arrangement, dual sourcing, etc., (iii) patent filings or litigation, (iv) acts of fraud, criminal acts or for violations of laws or regulations, and (iv) protests of Federal

## 6. WITHDRAWAL OF PROPOSAL

Offeror agrees that its Proposal will remain firm and will not be withdrawn for a period of 90 calendar days after the scheduled closing time for receipt of proposals.

## 7. TIME FOR COMPLETION

Offeror agrees to complete the work in its entirety within 460 calendar days after issuance of Notice to Proceed.

## 8. REJECTION OF PROPOSALS

Offeror understands that NREL reserves the right to waive any informality in the proposal and to reject any or all proposals in whole or in part.

## 9. AGREEMENT AND PAYMENT AND PERFORMANCE BOND

Upon receipt an executed subcontract or task order, Offeror agrees to execute an agreement, and to furnish executed performance and payment bonds as specified in the Instructions to Offeror's.

## 10. FIRM NAME AND ADDRESS OF OFFEROR

This proposal is submitted in the name of:

**Firm Name:** **SCARLET BLACK DESIGN BUILD**

**Attachment A**
**SCARLET BLACK DESIGN BUILD**
**Cost Model**

| | |
|---|---|
| **Business Address:** | 5399 College Ave, San Diego, CA 92115 |
| **Name** (print or type): | Tejaswini Mahadev Hegade |
| **Signed:** | Tejaswini M H |
| **Title:** | Project Manager |

**Signed and sealed this** 10th **Day of** December **,20** 23

# Attachment B - Complete Estimate

## Program-based Results

### San Diego State University

### Kenyon College Performing Arts Center

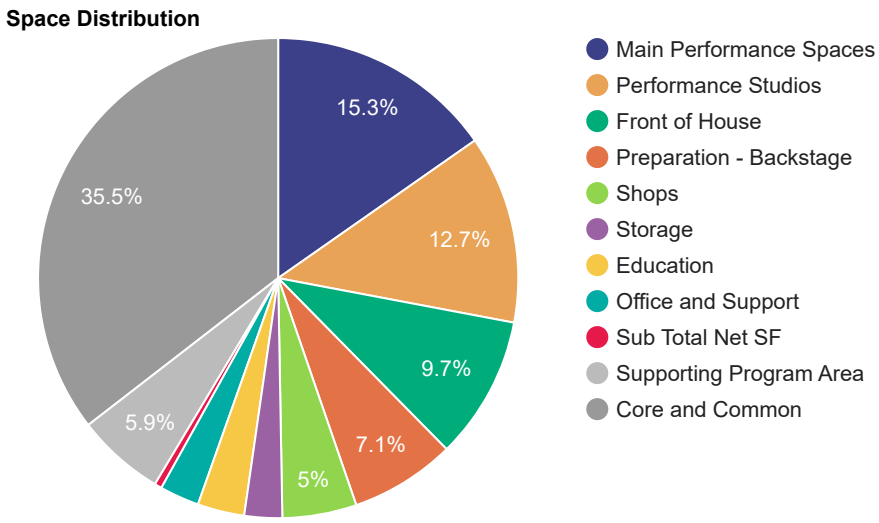
Updated on: Saturday, December 9, 2023 Reported on: Saturday, December 9, 2023

| Attributes | |
|---|---|
| Gross Building Area | 57,000 SF |
| Gross Ex Building Area | 60,700 SF |
| Purpose | Performing Arts |
| Metro Area | Western Ohio, Ohio |
| Floor Count | 2 |
| Construction Start | May 2024 |
| Duration (Total Construction) | 15.1 Months |
| Construction Type | New Building |
| Building Shell Type | Type I/II - Conventional Concrete |
| Owner Type | Private |
| Location Type | Campus |
| HVAC Generation Approach | Utility Connection with Central Air Handling |
| Development Stage | Conceptual Design |
| Safety, Security and Protection | General Critical Security |
| Special Services and Systems | Fire Pump |
| Climate Zone | CZ5a (Cool-Humid) |
| Quality Classification | Standard (Institutional) Grade |
| Energy/Environment | LEED Gold |
| Seismic Design Class | SDC C |
| Special Building Requirements | Medium |
| Special Site Requirements | Average |
| Foundation Bearing Condition | Medium Bearing Conditions |
| Building Demolition | Not Applicable |

**Cost Summary by Department**

| Department | Gross Area | Total | $/GSF |
|---|---|---|---|
| Main Performance Spaces | 14,878 GSF | $6,662,247 | $448 |
| Performance Studios | 12,360 GSF | $3,520,282 | $285 |
| Front of House | 9,398 GSF | $4,626,554 | $492 |
| Preparation - Backstage | 6,914 GSF | $2,459,955 | $356 |
| Shops | 4,865 GSF | $1,424,184 | $293 |
| Storage | 2,475 GSF | $762,426 | $308 |
| Education | 3,073 GSF | $872,736 | $284 |
| Office and Support | 2,595 GSF | $984,286 | $379 |
| Sub Total Net SF | 478 GSF | $133,842 | $280 |
| **Contract Total** | **57,036 SF** | **$21,446,511** | **$376** |
| Soft Costs | | $0 | $0 |
| **Project Total** | | **$21,446,511** | **$376** |

Range: (-5% to +9%) or $20,293,370 ($356/GSF) to $23,385,422 ($410/GSF)



## Direct and Apportioned Cost by Department

| | Results by Department | | | Apportioned Results | | |
|---|---|---|---|---|---|---|
| **Summary** | **Floor Area** | **Total Cost** | **$/DSF** | **Gross Area** | **Total Cost** | **$/GSF** |
| Sitework | 57,036 GSF | $2,426,444 | $43 | | | |
| Building Core and Shell | 57,036 GSF | $13,486,885 | $236 | | | |
| **Program Spaces** | | | | | | |
| Main Performance Spaces | 8,715 DSF | $2,321,558 | $266 | 14,878 GSF | $6,662,247 | $448 |
| Performance Studios | 7,240 DSF | $60,848 | $8 | 12,360 GSF | $3,520,282 | $285 |
| Front of House | 5,505 DSF | $1,231,177 | $224 | 9,398 GSF | $4,626,554 | $492 |
| Preparation - Backstage | 4,050 DSF | $503,446 | $124 | 6,914 GSF | $2,459,955 | $356 |
| Shops | 2,850 DSF | $54,238 | $19 | 4,865 GSF | $1,424,184 | $293 |
| Storage | 1,450 DSF | $38,585 | $27 | 2,475 GSF | $762,426 | $308 |
| Education | 1,800 DSF | $8,519 | $5 | 3,073 GSF | $872,736 | $284 |
| Office and Support | 1,520 DSF | $225,501 | $148 | 2,595 GSF | $984,286 | $379 |
| Sub Total Net SF | 280 DSF | $477 | $2 | 478 GSF | $133,842 | $280 |
| Public / Administrative | 1,200 GSF | $238,461 | $199 | | | |
| Building Services (BOH) | 1,320 GSF | $200,348 | $152 | | | |
| Commercial Serving | 185 GSF | $90,339 | $488 | | | |
| Commercial Kitchen | 685 GSF | $559,686 | $817 | | | |
| **Program Space Total** | **36,800 DSF** | **$5,533,183** | **$150** | | | |
| **Contract Total** | **57,036 GSF** | **$21,446,511** | **$376** | **57,036 GSF** | **$21,446,511** | **$376** |
| Soft Costs | | $0 | $0 | | $0 | $0 |
| **Project Total** | **57,036 GSF** | **$21,446,511** | **$376** | **57,036 GSF** | **$21,446,511** | **$376** |

## Program Summary by Department

| | | | Low Range | | High Range | |
|---|---|---|---|---|---|---|
| | | Mean Value | Pct | Total | Pct | Total |
| **Program Spaces** | | | | | | |
| Main Performance Spaces | | | | | | |
| Level 1 | (300 Seats at 11 SF/Seat) | 3,375 SF | 6.0% | 3,173 SF | 6.0% | 3,578 SF |
| Level 2 | (100 Seats at 11 SF/Seat) | 1,125 SF | 6.0% | 1,058 SF | 6.0% | 1,193 SF |
| Main Performance Area | | 2,625 SF | 6.0% | 2,468 SF | 6.0% | 2,783 SF |
| Green Room | | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Dimmer Room | | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Control Room | | 150 SF | 6.0% | 141 SF | 6.0% | 159 SF |
| Light/Sound Locks | | 80 SF | 6.0% | 75 SF | 6.0% | 85 SF |
| Storage | | 300 SF | 6.0% | 282 SF | 6.0% | 318 SF |
| Trap Room | | 350 SF | 6.0% | 329 SF | 6.0% | 371 SF |
| Stage Toilet | | 60 SF | 6.0% | 56 SF | 6.0% | 64 SF |
| Pit | | 450 SF | 6.0% | 423 SF | 6.0% | 477 SF |
| | | 8,715 SF | | | | |
| Performance Studios | | | | | | |
| Studio “A” Viewing | | 1,500 SF | 6.0% | 1,410 SF | 6.0% | 1,590 SF |
| Studio “A” Control Room | | 150 SF | 6.0% | 141 SF | 6.0% | 159 SF |
| Light / Sound Locks | | 80 SF | 6.0% | 75 SF | 6.0% | 85 SF |
| Green Room | | 80 SF | 6.0% | 75 SF | 6.0% | 85 SF |
| Studio “B” Viewing | | 1,200 SF | 6.0% | 1,128 SF | 6.0% | 1,272 SF |
| Studio “B” Control Room | | 150 SF | 6.0% | 141 SF | 6.0% | 159 SF |
| Studio “A” Performance Area | | 2,100 SF | 6.0% | 1,974 SF | 6.0% | 2,226 SF |
| Studio “B” Performance Area | | 1,500 SF | 6.0% | 1,410 SF | 6.0% | 1,590 SF |
| Stage Toilet | | 60 SF | 6.0% | 56 SF | 6.0% | 64 SF |
| Studio Storage - Shared | | 300 SF | 6.0% | 282 SF | 6.0% | 318 SF |
| Dimmer Room - Shared | | 120 SF | 6.0% | 113 SF | 6.0% | 127 SF |
| | | 7,240 SF | | | | |
| Front of House | | | | | | |
| Main Space | | 3,800 SF | 6.0% | 3,572 SF | 6.0% | 4,028 SF |
| Box Office | | 120 SF | 6.0% | 113 SF | 6.0% | 127 SF |
| Catering | | 340 SF | 6.0% | 320 SF | 6.0% | 360 SF |
| Vending | | 250 SF | 6.0% | 235 SF | 6.0% | 265 SF |
| Restroom | | 750 SF | 6.0% | 705 SF | 6.0% | 795 SF |
| Janitor | | 125 SF | 6.0% | 118 SF | 6.0% | 133 SF |
| Telecom | | 120 SF | 6.0% | 113 SF | 6.0% | 127 SF |
| | | 5,505 SF | | | | |
| Preparation - Backstage | | | | | | |
| Large Dressing Rooms | | 1,500 SF | 6.0% | 1,410 SF | 6.0% | 1,590 SF |
| Small Dressing Rooms | | 750 SF | 6.0% | 705 SF | 6.0% | 795 SF |
| Green Room Lounge | | 600 SF | 6.0% | 564 SF | 6.0% | 636 SF |
| Toilet / Shower | | 1,200 SF | 6.0% | 1,128 SF | 6.0% | 1,272 SF |
| | | 4,050 SF | | | | |
| Shops | | | | | | |

## Program Summary by Department

| | Mean Value | Low Range Pct | Low Range Total | High Range Pct | High Range Total |
|---|---|---|---|---|---|
| Scene Shop | 700 SF | 6.0% | 658 SF | 6.0% | 742 SF |
| Welding | 75 SF | 6.0% | 71 SF | 6.0% | 80 SF |
| Prep Shop | 500 SF | 6.0% | 470 SF | 6.0% | 530 SF |
| Spray Booth | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Textiles | 400 SF | 6.0% | 376 SF | 6.0% | 424 SF |
| Cutting Room | 250 SF | 6.0% | 235 SF | 6.0% | 265 SF |
| Fitting Room | 80 SF | 6.0% | 75 SF | 6.0% | 85 SF |
| Receiving | 200 SF | 6.0% | 188 SF | 6.0% | 212 SF |
| Materials Crib | 200 SF | 6.0% | 188 SF | 6.0% | 212 SF |
| Tool Crib | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Shop Office | 125 SF | 6.0% | 118 SF | 6.0% | 133 SF |
| Dye / Laundry | 120 SF | 6.0% | 113 SF | 6.0% | 127 SF |
| | 2,850 SF | | | | |
| Storage | | | | | |
| Scenic Storage | 400 SF | 6.0% | 376 SF | 6.0% | 424 SF |
| Riser / Platform Storage | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Furniture Storage | 200 SF | 6.0% | 188 SF | 6.0% | 212 SF |
| Prop Storage | 100 SF | 6.0% | 94 SF | 6.0% | 106 SF |
| Costume Storage | 350 SF | 6.0% | 329 SF | 6.0% | 371 SF |
| Set Storage | 300 SF | 6.0% | 282 SF | 6.0% | 318 SF |
| | 1,450 SF | | | | |
| Education | | | | | |
| Studio Classrooms | 1,500 SF | 6.0% | 1,410 SF | 6.0% | 1,590 SF |
| Classroom Storage | 300 SF | 6.0% | 282 SF | 6.0% | 318 SF |
| | 1,800 SF | | | | |
| Office and Support | | | | | |
| Faculty Office | 600 SF | 6.0% | 564 SF | 6.0% | 636 SF |
| Visiting Faculty Office | 500 SF | 6.0% | 470 SF | 6.0% | 530 SF |
| Staff Support | 150 SF | 6.0% | 141 SF | 6.0% | 159 SF |
| Reception | 150 SF | 6.0% | 141 SF | 6.0% | 159 SF |
| Workroom | 120 SF | 6.0% | 113 SF | 6.0% | 127 SF |
| | 1,520 SF | | | | |
| Sub Total Net SF | | | | | |
| Loading dock | 280 SF | 6.0% | 263 SF | 6.0% | 297 SF |
| | 280 SF | | | | |
| Supporting Program | | | | | |
| Public / Administrative | 1,200 SF | 20.0% | 960 SF | 40.0% | 1,680 SF |
| Building Services (BOH) | 1,320 SF | 15.0% | 1,122 SF | 25.0% | 1,650 SF |
| Commercial Serving | 185 SF | 15.0% | 157 SF | 25.0% | 231 SF |
| Commercial Kitchen | 685 SF | 15.0% | 582 SF | 25.0% | 856 SF |
| | 3,390 SF | | | | |
| **Total Program Area** | **36,800 SF** | **1.7%** | **36,173 SF** | **2.3%** | **37,640 SF** |
| **Core and Common Spaces** | | | | | |

## Program Summary by Department

| | | Low Range | | High Range | |
|---|---|---|---|---|---|
| | Mean Value | Pct | Total | Pct | Total |
| Lobby/Vestibule | 1,412 SF | 25.0% | 1,059 SF | 65.0% | 2,329 SF |
| Circulation (Interior) | 5,355 SF | 12.0% | 4,712 SF | 20.0% | 6,426 SF |
| Circulation (Exterior) | 3,162 SF | 25.0% | 2,372 SF | 50.0% | 4,743 SF |
| Restrooms (Common) | 2,838 SF | 20.0% | 2,271 SF | 40.0% | 3,973 SF |
| MEP and IT | 6,658 SF | 15.0% | 5,659 SF | 30.0% | 8,655 SF |
| MEP Shaft | 236 SF | 25.0% | 177 SF | 55.0% | 365 SF |
| Stairs (Interior) | 1,000 SF | 8.0% | 920 SF | 20.0% | 1,200 SF |
| Stair (Exterior) | 0 SF | 0.0% | 0 SF | 0.0% | 0 SF |
| Elevator | 158 SF | 8.0% | 146 SF | 15.0% | 182 SF |
| Open Stair | 0 SF | 0.0% | 0 SF | 0.0% | 0 SF |
| Floor Openings/Atrium | 468 SF | 25.0% | 351 SF | 30.0% | 608 SF |
| Structural (Ext Wall, Columns) | 2,580 SF | 10.0% | 2,322 SF | 25.0% | 3,225 SF |
| Canopies | 508 SF | 20.0% | 406 SF | 30.0% | 660 SF |
| Common (Renovation) | 0 SF | 0.0% | 0 SF | 0.0% | 0 SF |
| Common (Fit Out) | 0 SF | 0.0% | 0 SF | 0.0% | 0 SF |
| Exterior Program | 0 SF | 0.0% | 0 SF | 0.0% | 0 SF |
| **Total Core and Common Area** | **20,236 SF** | **6.9%** | **18,846 SF** | **13.7%** | **23,018 SF** |
| **Gross Building Area** | **57,036 SF** | **2.7%** | **55,511 SF** | **5.1%** | **59,942 SF** |
| **Total Exterior Building Area** | **3,670 SF** | **21.7%** | **2,873 SF** | **43.3%** | **5,258 SF** |
| **Gross Ex Building Area** | **60,706 SF** | **2.8%** | **58,985 SF** | **5.5%** | **64,018 SF** |

## Cost by Department and Function

| | | Department SF | Gross SF | Total Cost | Cost/GSF | Cost/Function |
|---|---|---|---|---|---|---|
| **Main Performance Spaces** | | | | | | |
| Level 1 | 300 Seats | 3,375 DSF | 5,762 GSF | $2,357,719 | $409/GSF | $7,859/Seat |
| Level 2 | 100 Seats | 1,125 DSF | 1,921 GSF | $864,591 | $450/GSF | $8,646/Seat |
| Main Performance Area | | 2,625 DSF | 4,481 GSF | $2,514,336 | $561/GSF | |
| Green Room | | 100 DSF | 171 GSF | $48,107 | $282/GSF | |
| Dimmer Room | | 100 DSF | 171 GSF | $48,107 | $282/GSF | |
| Control Room | | 150 DSF | 256 GSF | $71,922 | $281/GSF | |
| Light/Sound Locks | | 80 DSF | 137 GSF | $38,521 | $282/GSF | |
| Storage | | 300 DSF | 512 GSF | $157,743 | $308/GSF | |
| Trap Room | | 350 DSF | 598 GSF | $218,179 | $365/GSF | |
| Stage Toilet | | 60 DSF | 102 GSF | $59,694 | $583/GSF | |
| Pit | | 450 DSF | 768 GSF | $283,326 | $369/GSF | |
| | **Department Total** | **8,715 DSF** | **14,878 GSF** | **$6,662,247** | **$448/GSF** | |
| **Performance Studios** | | | | | | |
| Studio “A” Viewing | | 1,500 DSF | 2,561 GSF | $715,052 | $279/GSF | |
| Studio “A” Control Room | | 150 DSF | 256 GSF | $71,899 | $281/GSF | |
| Light / Sound Locks | | 80 DSF | 137 GSF | $38,521 | $282/GSF | |
| Green Room | | 80 DSF | 137 GSF | $38,581 | $282/GSF | |
| Studio “B” Viewing | | 1,200 DSF | 2,049 GSF | $572,161 | $279/GSF | |
| Studio “B” Control Room | | 150 DSF | 256 GSF | $71,899 | $281/GSF | |
| Studio “A” Performance Area | | 2,100 DSF | 3,585 GSF | $1,000,746 | $279/GSF | |
| Studio “B” Performance Area | | 1,500 DSF | 2,561 GSF | $714,963 | $279/GSF | |
| Stage Toilet | | 60 DSF | 102 GSF | $59,694 | $583/GSF | |
| Studio Storage - Shared | | 300 DSF | 512 GSF | $157,743 | $308/GSF | |
| Dimmer Room - Shared | | 120 DSF | 205 GSF | $79,023 | $386/GSF | |
| | **Department Total** | **7,240 DSF** | **12,360 GSF** | **$3,520,282** | **$285/GSF** | |
| **Front of House** | | | | | | |
| Main Space | | 3,800 DSF | 6,487 GSF | $2,639,238 | $407/GSF | |
| Box Office | | 120 DSF | 205 GSF | $57,633 | $281/GSF | |
| Catering | | 340 DSF | 580 GSF | $866,169 | $1,492/GSF | |
| Vending | | 250 DSF | 427 GSF | $167,512 | $392/GSF | |
| Restroom | | 750 DSF | 1,280 GSF | $746,179 | $583/GSF | |
| Janitor | | 125 DSF | 213 GSF | $65,726 | $308/GSF | |
| Telecom | | 120 DSF | 205 GSF | $84,097 | $411/GSF | |
| | **Department Total** | **5,505 DSF** | **9,398 GSF** | **$4,626,554** | **$492/GSF** | |
| **Preparation - Backstage** | | | | | | |
| Large Dressing Rooms | | 1,500 DSF | 2,561 GSF | $714,933 | $279/GSF | |
| Small Dressing Rooms | | 750 DSF | 1,280 GSF | $357,705 | $279/GSF | |
| Green Room Lounge | | 600 DSF | 1,024 GSF | $286,259 | $279/GSF | |
| Toilet / Shower | | 1,200 DSF | 2,049 GSF | $1,101,057 | $537/GSF | |
| | **Department Total** | **4,050 DSF** | **6,914 GSF** | **$2,459,955** | **$356/GSF** | |
| **Shops** | | | | | | |
| Scene Shop | | 700 DSF | 1,195 GSF | $333,830 | $279/GSF | |
| Welding | | 75 DSF | 128 GSF | $36,140 | $282/GSF | |

| Cost by Department and Function | | | | | | |
|---|---|---|---|---|---|---|
| | | Department SF | Gross SF | Total Cost | Cost/GSF | Cost/Function |
| Prep Shop | | 500 DSF | 854 GSF | $238,629 | $280/GSF | |
| Spray Booth | | 100 DSF | 171 GSF | $48,107 | $282/GSF | |
| Textiles | | 400 DSF | 683 GSF | $190,998 | $280/GSF | |
| Cutting Room | | 250 DSF | 427 GSF | $119,553 | $280/GSF | |
| Fitting Room | | 80 DSF | 137 GSF | $38,581 | $282/GSF | |
| Receiving | | 200 DSF | 341 GSF | $95,738 | $280/GSF | |
| Materials Crib | | 200 DSF | 341 GSF | $105,162 | $308/GSF | |
| Tool Crib | | 100 DSF | 171 GSF | $52,581 | $308/GSF | |
| Shop Office | | 125 DSF | 213 GSF | $81,520 | $382/GSF | |
| Dye / Laundry | | 120 DSF | 205 GSF | $83,344 | $407/GSF | |
| | **Department Total** | **2,850 DSF** | **4,865 GSF** | **$1,424,184** | **$293/GSF** | |
| **Storage** | | | | | | |
| Scenic Storage | | 400 DSF | 683 GSF | $210,324 | $308/GSF | |
| Riser / Platform Storage | | 100 DSF | 171 GSF | $52,581 | $308/GSF | |
| Furniture Storage | | 200 DSF | 341 GSF | $105,162 | $308/GSF | |
| Prop Storage | | 100 DSF | 171 GSF | $52,581 | $308/GSF | |
| Costume Storage | | 350 DSF | 598 GSF | $184,034 | $308/GSF | |
| Set Storage | | 300 DSF | 512 GSF | $157,743 | $308/GSF | |
| | **Department Total** | **1,450 DSF** | **2,475 GSF** | **$762,426** | **$308/GSF** | |
| **Education** | | | | | | |
| Studio Classrooms | | 1,500 DSF | 2,561 GSF | $714,993 | $279/GSF | |
| Classroom Storage | | 300 DSF | 512 GSF | $157,743 | $308/GSF | |
| | **Department Total** | **1,800 DSF** | **3,073 GSF** | **$872,736** | **$284/GSF** | |
| **Office and Support** | | | | | | |
| Faculty Office | | 600 DSF | 1,024 GSF | $392,867 | $384/GSF | |
| Visiting Faculty Office | | 500 DSF | 854 GSF | $326,080 | $382/GSF | |
| Staff Support | | 150 DSF | 256 GSF | $88,492 | $346/GSF | |
| Reception | | 150 DSF | 256 GSF | $97,824 | $382/GSF | |
| Workroom | | 120 DSF | 205 GSF | $79,023 | $386/GSF | |
| | **Department Total** | **1,520 DSF** | **2,595 GSF** | **$984,286** | **$379/GSF** | |
| **Sub Total Net SF** | | | | | | |
| Loading dock | | 280 DSF | 478 GSF | $133,842 | $280/GSF | |
| | **Department Total** | **280 DSF** | **478 GSF** | **$133,842** | **$280/GSF** | |

To understand the current basis for these results, please visit www.buildingcatalyst.com and go to the Current Basis of Results link. Building CATALYST, LLC makes no claims beyond those expressly stated in the Terms & Conditions of Use, and current Basis of Results.