



August 11, 2023

Mr. Zach Walker & Mr. Adam Norris  
City of Independence  
111 E. Maple Avenue  
Independence, MO 64050

**Re: Independence Square Redevelopment**  
Copaken Brooks - Proposal

Dear Zach & Adam:

Thank you again for the confidence shown by the City in our team. With this communication, we submit our proposed Scope of Work, Deliverables, Schedule and Fee.

As we discussed, we've broken our work plan into our three primary sections plus a final report including:

- Phase 100 - Master Plan – Redevelopment Area and Development Solutions
- Phase 200 - Master Economic Plan – Public and Private Investment
- Phase 300 - Master Business Plan – Stimulate Investment in Redevelopment Area
- Phase 400 – Redevelopment Plan Report
- Phase 900 – Future Phase Development

Copaken Brooks will provide real estate guidance acting as the Master Developer with support from the following team members, collectively the “Development Team”.

- Olsson / Olsson Studios – Master Planning, Civil Engineering
- GLMV – Master Planning, Architectural Solutions
- McCownGordon – Construction Services
- Stifel Public Finance – Public Finance

We look forward to discussing our proposal further and proceeding to contract.

Sincerely,

A handwritten signature in black ink, appearing to read "William F. Crandall".

William F. Crandall  
Principal – Copaken Brooks  
[bcrandall@copaken-brooks.com](mailto:bcrandall@copaken-brooks.com)

Cc: Korey Schulz  
Dan Pierce  
Pat Contreras  
Michael Short

## **PHASE 100 - MASTER PLAN:**

During the Master Plan phase, primary services will be provided by Olsson Studio and GLMV Architecture (herein referred to as “the Design Team”). The Design Team shall provide the following services (Scope of Services) to Client for the Project:

### **SCOPE OF SERVICES:**

#### **Project Kick-Off / Research**

The Design Team will meet with the client to review scope, schedule, key milestones and project roles throughout the project. The project area shall include Independence Square property as shown on the attached exhibit A. The Design Team will review relevant codes and ordinances for the project site along with existing land uses.

The Design Team will assemble a base map to prepare required plan documents with City/County provided base information, GIS data and aerial image. Fees associated with obtaining base files will be considered as reimbursable expenses.

#### **Analysis**

The Design Team will review documents provided by the City for incorporating planning strategies into master plan documents. The Design Team will review the following documents:

- Imagine Independence Comprehensive Plan 2040
- Independence Downtown Redevelopment Coordinating Committee Report 2018
- Independence for All Strategic Plan 2017 – 2021, 2023 Strategic Plan
- Truman Connected Planning & Designing with You – April 2020
- Downtown Streetscape Action Plan - 2020 - Square Streetscape Design Plans
- Independence Square TIF Plan
- Tourism Master Plan

The Design Team will create site analysis maps to visually depict major site features, including topography, land use, zoning, vegetation, trails, amenities, infrastructure utilities, et cetera.

The project area (Exhibit A) overlaps with the Independence Square TIF plan. The Design Team will take into account the framework of the TIF Plan or recommend modifications to the existing TIF Plan for future development.

PGAV is currently engaged to provide Tourism Master Planning services, including site selection for replacement of National Frontier Trails Museum and citywide wayfinding program. Design Team will coordinate with PGAV to ensure these elements are incorporated, if needed, into the Master Plan.

#### **Marketing and Outreach**

The Design Team will write and coordinate with Client on the content and timing of up to three (3) press releases throughout the planning process. City will be responsible for distributing the press releases.

The Design Team will coordinate with the City's existing social media platforms and city's website to encourage engagement when appropriate in the planning process. The Design Team will draft Project-related content (graphics and captions) for the City's website and social media accounts. City will be responsible for posting Project-related content to the City's website and social media accounts. Olsson will coordinate with Client on timing of City website and social media posts.

The Design team will prepare a branding plan to detail the logo, colors, fonts and theming to be integrated into all print and digital Project materials. The branding plan will need to be approved by the City's Communication Division and in keeping with the City's brand standards.

### **Engagement and Visioning**

The Design Team shall lead a visioning and engagement process with City. The City will identify a group of stakeholders to provide input throughout the process. The Stakeholder group shall include key city staff members, business leaders, and other key leaders.

The Design Team shall conduct a three (3)-day visioning and planning charrette, including a variety of planning activities to identify Project goals and direction. The Design Team shall use preliminary information, graphics, analysis mapping, and potential design concepts to establish a Project vision and gather feedback. Meetings shall be conducted in person. The City shall provide a location for meetings.

**Engagement** - The event will start with a visioning session for the stakeholder group to develop an initial vision and guiding principles for the Project. The session will facilitate discussions, review sessions, and interactive exercises. The market and economic study will be the guiding principles to the program developed. Visioning session themes will be reviewed and compared to develop the land use plan and design charrette concepts. The initial program is anticipated to include multi-family, municipal uses (city hall, police station, community center, frontier trails museum), commercial, mixed-use, office, flexible open space, and recreation.

**Visioning** – The Design Team will lead the design charrette to generate creative ideas and solutions for future land use efforts of the Project area. The Design Team shall explore design solutions, addressing current conditions, community needs, land use, high-level parking needs assessment, infill and redevelopment, market and economics, and other topics, as required.

The design charrette will include stakeholder group progress sessions, preference exercises, and ongoing planning sessions. The design charrette will include a final presentation meeting to view progress and provide input. A Master plan will be presented to the stakeholder group in presentation format. The Master plan graphics will be hand-developed, color rendered plans.

We request that the City provide a room large enough for the stakeholder session while providing tables for drawing and walls for taping up plans.

**Final Master Plan**

The Design Team shall refine the preferred master plan, developing a final site plan, infrastructure overlays, and 3Dimensional visualizations. These will be submitted to City for review and approval.

**Site Plan** – Based on master plan graphics the Design Team, will prepare a site plan incorporating final client comments. The site plan will be a hand-developed, color rendered plan. Plan will focus on properties for redevelopment showing proposed land use. Detailed site plans showing building and parking layout are not included. Existing established properties have not been included.

**Illustrative Master Plan** – The Design Team shall develop a color-rendered, to scale, illustrative masterplan.

**Visualization** – The Design Team shall develop a 3-Dimensional model of the site plan boundary. Model will include existing landforms and structures along with proposed structures shown on the master plan. The buildings will be layered with materiality to show detail within a white box building. The Design Team shall develop the model in Sketchup and transfer to Lumion for final visualizations that may include rendered site plan, animations, and 3-Dimensional renderings. The Design Team shall provide ten (10) images and a video of Project area showing proposed improvements and existing site.

**Site Infrastructure Plan Concepts** – The Design Team shall develop site overlay concept plans with overall proposed utilities and infrastructure for redeveloped sites. The plan will include water, sanitary sewer, stormwater, electric, communications, and other foreseeable utilities. It will include roadway, trails, and other transportation improvements.

The Design Team will submit the final master plan documents to the client for review and comments. Based on client comments, the Design Team will provide two (2) revised final master plan documents to the client.

**SCHEDULE: (Target Dates below)**

○ Kickoff – September 1	<b>Six to Eight Months</b>
○ Analysis – September 1 to 30	1 Meeting
○ Visioning and Engagement – October 1 to 31	3 Day Session
○ Public open house-preliminary design	
○ City Staff and City Council Review October 31	
○ Final Master Plan	2 Review Meetings
▪ Site Plan – November 15 to January 30	
▪ Illustrative Master Plan – December 1 to January 30	
▪ Visualization – November 15 to January 30	

- Site Infrastructure Plan Concepts – December 1 to January 30
- Public Meeting - Feb 15 1 Meeting

**WORK PRODUCT:**

During the Master Plan phase of the project, the Consultant Team will provide the following deliverables;

- Site Analysis Maps including topography, land use, zoning, vegetation, trails/transportation, high-level parking assessment and utilities
- Master plan graphics developed during engagement and visioning including plan initial and refined concepts
- Final master plan document with engagement and visioning summary, site plan, illustrative color-rendered plan, 3-Dimensional visualization images, and site infrastructure concepts for proposed utilities and infrastructure and
- Memorandum, as required.

**FEE:**

Olsson	\$ 174,000
GLMV	
o Engagement & Visioning	\$ 24,800
o Visualization	\$ 38,400
<u>Copaken Brooks (Months 1-3)</u>	<u>\$ 30,000</u>
Total 100 – Master Plan Fee	\$ 267,200

**PHASE 200 - MASTER ECONOMIC PLAN:**

**SCOPE OF SERVICES:**

During the Master Economic Plan phase, primary services will be provided by Stifel Public Finance who, working with the City and the City’s financial advisor, will identify public funding for the various public infrastructure and municipal facilities. The scope of the public infrastructure and municipal facilities will be identified in the Master Plan phase.

**Current State Assessment**

Stifel will review current municipal financial commitments to determine potential bonding capacity based upon general revenue.

**Public Financing Alternatives / Sensitivity Studies**

Based upon Policy Framework and Credit Quality, Stifel will evaluate various Public Finance Vehicles. Public Finance Vehicles may require voter approval while others may be approved by City Council.

Public Financing Vehicle recommendations will be aligned with the prioritized public infrastructure and municipal facilities as developed in the Master Plan.

A matrix summary of Public Finance Vehicles is attached as an exhibit to this proposal.

**Comprehensive District Budget – Public Activity**

Copaken Brooks working closely with the Design Team and McCownGordon will prepare comprehensive development budgets for the following;

- Land Acquisition,
- Public Infrastructure – Streets, Sidewalks, Utilities, Landscape, Signage, etc.
- Municipal Facilities - Public Safety/Justice Center and City Hall

**SCHEDULE:**

**2 to 4 Months (after 100 – Master Plan)**

It is anticipated that these services would commence in the later portion of 100 - Master Plan services and continue for 2 to 4 months thereafter. However, depending upon the proposed public finance solutions, if a public bond initiative is required, the duration of 200 – Master Economic Plan may extend for up to an additional year.

**WORK PRODUCT:**

**Current Bonding Capacity**

Stifel will provide a written assessment of the bonding capacity based upon current municipal commitments, general fund and municipal tax revenue and any special district and/or TIF revenues.

**Projected Bond Capacity**

Stifel will provide capacity projections of various Public Finance Vehicles which will align with the various uses identified in the Master Plan.

**Development Budgets for Public Infrastructure and Municipal Facilities**

Development Team will prepare Master Budget for (i) Public Infrastructure and (ii) Two Municipal Facilities

**FEE:**

Olsson	\$ 8,000
Copaken Brooks	\$ 30,000
Stifel	Compensation at time of Bond Issuance
<hr/>	
Total 200 – Master Economic Plan Fee	\$ 38,000

**PHASE 300 - MASTER BUSINESS PLAN:**

**SCOPE OF SERVICES:**

**Market Study**

For the benefit of the development plan, we recommend that a Market Study be completed to determine demand drivers for various types of commercial real estate. The Market Study should be focused on validating the type and price point for multi-family and retail development and would be used to guide the supply of each within the larger Master Plan.

At the City's discretion, the Master Developer could solicit proposals from qualified consultants on behalf of the City or the City can engage a consultant directly

### **Feasibility Study**

Based upon the outcome of the Market Study, the consultant would prepare investment proforma to determine the overall financial feasibility of various types of development. Investment proforma would include an understanding total development costs such as;

- Land Acquisition
- Offsite/Onsite Improvements
- Building Costs
- Professional Services
- Financing
- Contingency

Investment analysis would include market rate capitalization with equity between 20% to 40% and the balance as debt. Further, this analysis would include any assumptions regarding incentives such as Tax Abatement, PILOTS, TDD, CID, etc.

### **Construction Pricing**

Supporting the Consultant, McCownGordon will provide construction services related to the Public Infrastructure, Municipal Facilities and Private Development.

- Preconstruction services per the master planning timelines listed within.
- Meeting attendance including visioning sessions, design charrettes, periodic team meetings and City presentations.
- During the Master Plan phase, provide two conceptual cost estimates for primary infrastructure, municipal facilities, and private development.
- Assist Consultant Team in existing conditions, constructability, scheduling & logistics planning.
- Option Analysis - Development of major design and system analysis as required.
- Cost Optimization – Lead/Participate in value engineering, creation of options based on alternative materials and enhancement of project.

### **Land Acquisition**

Frequently, in order to control development patterns, Municipalities often are required to speculatively purchase or gain control of certain land parcels to enable future development. It will be important for the Client to have control of the real estate if they are to cause development and investment in the community. Throughout the Master Plan phase of the project, Consultant will provide counsel to the Client regarding land control and best practices regarding achieving the same.

### **Conceptual Development Timeline**

Development Team will prepare conceptual Master Development schedule for the implementation Master Plan. Activities will include (i) Plan adoption, (ii) Land Acquisition,

(iii) Public Financing, (iv) Procurement, (v) Design & Engineering (public & private), (vi) Private Financing, (vii) Construction and (viii) Delivery.

**SCHEDULE:**

Work during this phase will be dependent on certain progress in the Master Plan phase. Accordingly, we believe work during the Master Business Plan phase will commence in Month 4 and continue through Month 8.

**WORK PRODUCT:**

During the Master Business Plan phase, the Consultant will provide the following deliverables;

- Comprehensive Master Budget identifying public infrastructure (including parking needs) and land costs required to induce development.
- Typical investment proforma for commercial development including Multi-Family and Retail developments.
- Land Acquisition Strategies identifying key parcels
- Conceptual Development Timeline showing all predevelopment activities, regulatory approvals, land control, developer solicitation, public procurement, design and construction of public infrastructure, municipal facilities and private development.

**FEE:**

Olsson	\$ 8,000
Copaken Brooks (Months 4-8)	\$ 40,000
McCownGordon (Months 4-8)	\$ 25,000
Total 300 – Master Business Plan	\$ 108,000

**PHASE 400 - REDEVELOPMENT PLAN REPORT:**

**SCOPE OF SERVICES:**

**Draft Redevelopment Plan** - Olsson will create a series of actionable, draft recommendations in the form of goals, policies, and framework plans. The draft plan recommendations will address land use, development and redevelopment, economic development, and other topics as deemed necessary. The plan document will be illustrative, including annotated plan graphics and photographic imagery.

The preliminary plan outline would include the following.

- Redevelopment Plan
  - Introduction
  - Master Plan
  - Master Economic Plan (Public)
  - Master Business Plan
  - Implementation Plan
    - Plan goals organized into actionable short-, medium-, and long-term tasks.
      - Short-term refers to 0 to 3 years from Project completion.

- Mid-term refers to 4-8 years from Project completion.
- Long-term refers to 9+ years from Project completion.
- Recommendations for revised city process, codes, public review bodies, or other mechanisms to maintain long-term plan implementation.
- Appendix A – Engagement
- Appendix B – Market and Economic Analysis

**City Review** - Client will provide a single PDF of comments for draft recommendations to be addressed. Olsson will submit one (1) revised draft plan to Client. The purpose of both work sessions will be to update the City Council on the Project and converse about draft plan recommendations. Client will provide another single PDF of requested changes to the plan (based on edits requested from the work session) prior to drafting the implementation section of the plan.

**Implementation** - Olsson will draft the final section – implementation action plan – and submit to Client for review. Olsson will develop supporting implementation strategies for recommendations in the form of policies, programs, projects, and policies. Client will provide a single PDF of comments on implementation strategies to be addressed. Olsson will submit one (1) revised, complete, and final plan.

**Approval** – The Design Team will attend city review meetings for approval of the redevelopment plan.

**SCHEDULE:**

**Meetings:** This phase includes the following meetings:

- Two (2) Review meetings

**WORK PRODUCT:** Draft redevelopment plan (electronic submittal), Final redevelopment plan (electronic submittal)

**FEE:**

Olsson	\$ 32,000
GLMV	\$ 4,500
Copaken Brooks	in above
<hr/>	
Total 300 – Redevelopment Plan Report	\$ 36,500

**PHASE 900 – FUTURE PHASE SERVICES:**

Future phases of the project may include:

- Land Acquisition
  - Copaken Brooks will be engaged to assist the City in acquisition of land on an as determined basis. Compensation will be equal to market rate commission for

such service. Current market rate commission is 4.00% to 6.00% of land acquisition costs.

- Public Infrastructure Development
  - o It is assumed that the City would need to solicit design and engineering services as well as construction services for any such improvements.
  - o Members of the Development Team will not be precluded from competing for such contracts.
  - o Selection of firms for public infrastructure development will be at the city's sole discretion and in accordance with applicable state laws and City policy. Current illustrative pricing of services from Design Team is provided in Exhibit D – Future Compensation.
- Municipal Facilities Development
  - o Work product from Phase 100, 200 & 300 services may result in City electing to proceed with Municipal Facilities.
  - o Members of the Development Team will not be precluded from competing for such contracts including Bond Underwriting, Owner's Representative, Design & Engineering and Construction services.
  - o Selection of firms for municipal facility development will be at the city's sole discretion and in accordance with applicable state laws and City policy. Current illustrative pricing of services from Design Team is provided in Exhibit D – Future Compensation.
- Private Development
  - o Work product from Phase 100, 200 & 300 services may result in certain private development opportunities.
  - o Copaken Brooks may elect to act as the Developer or assist the City in identifying other development partners.

## **EXCLUSIONS**

- Survey
- Stormwater, Traffic, Environmental, and Geotechnical Studies
- Sanitary Sewer Capacity Analysis
- Building Design
- Entitlements, Re-Zoning, and Re-Plating
- City Submittals, Preliminary and Final Development Plans
- Construction documents
- Construction administration
- Public improvement plans
- Architectural and structural building design
- Financial feasibility or other special studies
- Virtual Reality Simulations
- Additional meeting and conferences requested to review work.

**Exhibit A**

**Project Area Plan**



**Exhibit B - Preliminary Schedule**

PHASE 100 – MASTER PLAN	Months 1 to 6-8
PHASE 200 – MASTER ECONOMIC PLAN	Months 3 to 8
PHASE 300 – BUSINESS PLAN	Months 3 to 8
PHASE 400 – REDEVELOPMENT PLAN REPORT	Months 6 to 10

**Exhibit C – Fee**

<b>PHASE 100 – MASTER PLAN</b>		<b>\$ 267,200</b>
- Olsson	\$ 174,000	
- GLVM		
o Engagement & Visioning	\$ 24,800	
o Visualization	\$ 38,400	
- Copaken Brooks (Months 1-3)	\$ 30,000	
<b>PHASE 200 – MASTER ECONOMIC PLAN</b>		<b>\$ 38,000</b>
- Olsson	\$ 8,000	
- Copaken Brooks (Months 4-6)	\$ 30,000	
<b>PHASE 300 – BUSINESS PLAN</b>		<b>\$ 108,000</b>
- Olsson	\$ 8,000	
- Copaken Brooks	\$ 40,000	
- McCownGordon	\$ 25,000	
<b>PHASE 400 – REDEVELOPMENT PLAN REPORT</b>		<b>\$ 36,500</b>
- Olsson	\$ 32,000	
- GLVM	\$ 4,500	
- Copaken Brooks	In above	
<b>PHASE 500 – REIMBURSABLE EXPENSES</b>		<b>\$ 10,000</b>
- General	\$ 10,000	
<b>PROJECT CONTINGENCY</b>		<b>\$ 50,000</b>
<hr/>		
<b>TOTAL</b>		<b>\$ 509,700</b>

**Contingency & Reimbursable Expenses**

Master Developer may use the Project Contingency to supplement team member allowances. Master Developer will periodically disclose such uses to the City.

Includes all Project related reimbursable expenses, as defined in the reimbursable Expense Schedule attached to this Agreement.

**Funding**

Funding for the scope of work will be provided by ARPA proceeds (25%) and Marijuana Sales Tax Proceeds (75%).

### **Exhibit D – Future Compensation**

**COPAKEN BROOKS**

Principal	\$425.00
Development Manager	\$275.00
Sr. Project Manager	\$200.00
Accounting / Support	\$150.00

Owner’s Representative Rates – Pending the size, duration and complexity of the project, Owner’s Representative fees vary between 2.00% to 3.00% of the combined hard and soft costs.

**OLSSON ASSOCIATES**

Olsson 2023 Billing Rate Schedule

<u>Classification</u>	<u>Billing Rate</u>
Regional / Practice Leader	\$ 376.00
Office Leader / Sr Project Manager	\$ 289.00
Senior Project Manager	\$ 289.00
Client Relationship Manager / Industry Expert	\$ 289.00
Team Leader	\$ 249.00
Technical Leader	\$ 211.00
Senior Engineer	\$ 212.00
Project Engineer	\$ 175.00
Associate Engineer	\$ 149.00
Assistant Engineer	\$ 126.00
Senior Scientist	\$ 191.00
Project Scientist	\$ 147.00
Associate Scientist	\$ 123.00
Assistant Scientist	\$ 100.00
Senior Planner	\$ 193.00
Project Planner	\$ 147.00
Associate Planner	\$ 124.00
Assistant Planner	\$ 102.00
Senior Landscape Architect	\$ 191.00
Project Landscape Architect	\$ 152.00
Associate Landscape Architect	\$ 128.00
Assistant Landscape Designer	\$ 105.00
GIS Specialist	\$ 152.00
Systems Specialist	\$ 151.00
Senior Architect	\$ 198.00
Project Architect	\$ 159.00
Associate Architect	\$ 131.00
Assistant Architect	\$ 109.00
Design Manager / Technical Manager	\$ 175.00
Design Associate	\$ 140.00
Senior Technician	\$ 114.00
Associate Technician	\$ 96.00
Assistant Technician	\$ 84.00
Commissioning Technical Manager / Manager	\$ 242.00
Commissioning Agent	\$ 212.00
Commissioning Senior Technician	\$ 180.00
Commissioning Associate Technician	\$ 154.00
Commissioning Assistant Technician	\$ 128.00
Stormwater Compliance Senior Specialist / Leader	\$ 196.00
Stormwater Compliance Specialist / Sr Coordinator	\$ 151.00
Stormwater Compliance Coordinator	\$ 119.00
Stormwater Compliance Assistant	\$ 93.00

Olsson 2023 Billing Rate Schedule

<u>Classification</u>	<u>Billing Rate</u>
Project Senior Coordinator	\$ 131.00
Project Coordinator	\$ 100.00
Accounting Senior Specialist	\$ 166.00
Administrative Manager / Sr Specialist	\$ 114.00
Administrative Specialist/Sr Coordinator	\$ 107.00
Administrative Coordinator	\$ 95.00
Administrative Assistant	\$ 72.00
Public Engagement Specialist / Sr Coordinator	\$ 133.00
Public Engagement Coordinator	\$ 105.00
Public Engagement Assistant	\$ 88.00
Student Intern - Level 3	\$ 98.00
Student Intern - Level 2	\$ 84.00
Student Intern - Level 1	\$ 70.00

Note: Olsson's labor rates will increase by 5% on January 1st every year of a multi-year contract

Billing Rate Schedules for Surveying, Construction, Drilling, and Special Inspections/Materials Testing will be provided as an Appendices, as needed.

Eff. 01/27/2023

Olsson 2023 Billing Rate Schedule

2 of 2

Site Development Design Services Preliminary Estimates

- 8% to 14% of site development costs for site development design services including civil engineering, landscape architecture and site electrical.
- 12% to 22% of site development costs for site development design services including civil engineering, landscape architecture, site electrical, survey, geotechnical and traffic study.
- Above items do not include any public main improvement plans, construction testing and inspections.

**GLMV ARCHITECTS**



**GLMV Standard Billing Rates**  
 Effective January 1, 2023

<b>Description</b>	<b>Billing Rate/Hour</b>
Executive Management	\$290
Principal In Charge	\$220
Project Manager V	\$210
Project Manager IV	\$180
Project Manager III	\$170
Project Manager II	\$150
Project Manager I	\$126
Architect V	\$185
Architect IV	\$164
Architect III	\$154
Architect II	\$133
Architect I	\$123
Intern Architect IV	\$123
Intern Architect III	\$118
Intern Architect II	\$98
Intern Architect I	\$92
Architectural Illustrator IV	\$155
Architectural Illustrator I	\$126
Graphic Designer	\$85
Landscape Architect IV	\$150
Landscape Architect III	\$138
Landscape Architect II	\$126
Landscape Architect I	\$110
Intern Landscape Architect II	\$103
Intern Landscape Architect I	\$93
Interior Designer IV	\$132
Interior Designer III	\$122
Interior Designer II	\$105
Intern Interior Designer	\$90
Cost Estimator IV	\$158
BIM Manager	\$143
BIM Tech III	\$115
BIM Tech II	\$88
BIM Tech I	\$66
Drafter	\$78

1525 E. Douglas ■ Wichita, KS 67211 ■ T 316.265.9367 ■ architects@glmv.com ■ www.glmv.com

GLMV Standard Billing Rates  
Effective January 1, 2023  
Page 2 of 2

<b>Description</b>	<b>Billing Rate/Hour</b>
Project Administrator	\$126
Administrative Assistant IV	\$115
Administrative Assistant III	\$96
Administrative Assistant II	\$87
Administrative Assistant I	\$79
Accounting Manager	\$130
Staff Accountant	\$108
Construction Administrator I	\$128
Conservationist	\$126
Director of Engineering	\$253
Professional Engineer III	\$200
Professional Engineer II	\$177
Professional Engineer I	\$157
Civil Designer III	\$170
Civil Designer II	\$160
Civil Designer I	\$115
Engineer In Training III	\$152
Engineer In Training II	\$133

**McCownGordon**



August 10, 2023

Bill:

McCownGordon is pleased to submit our proposed fees for construction manager at-risk services for the City of Independence's Independence Square Redevelopment projects. Please see the information below regarding fee structure for the work involved. This is based on public projects currently identified as Police & Justice, Community Center, Frontier Museum, and City Hall.

Preconstruction Services: 0.35% of total construction costs.

These costs are based upon completing one (1 ea) preliminary order of magnitude budget, two (2 ea) full estimates and establishment of the guaranteed maximum price amendment. Our preconstruction services will include but are not limited to; phasing & logistics development, schedule development, estimate deliverables, constructability reviews, on-site investigation and observations, cost options, work package development, bid process management, regular meeting attendance, and active participation.

Profit and Overhead: 2.75% of defined by AIA 133 – Construction Management at Risk Contract terms.

Our fee is anticipated to be calculated based on the following categories of cost; preconstruction services, general conditions, cost of work items, subcontractor values, and direct to purchase materials of the owner attributable to the construction project. This includes overhead such as; home office, accounting services, software licenses, corporate executives, and other corporate expenditures.

General Conditions: 3.5% to 4.5%

The scope, complexity, phasing (if any) and overall duration of construction will impact the final value of general conditions. This value includes supervision, project management personnel, and leadership oversight to ensure safety, quality, communication, and stewardship of monies for the City of Independence taxpayers. These costs would be developed based on staff rates, assignment of personnel, and duration of the overall project.

As the project(s) involved with the redevelopment effort become better defined with size, scope, and schedule fees can be further refined to match the specific needs of each project. Please do not hesitate to contact us if you have any questions regarding the information contained above.

Sincerely,  
McCownGordon Construction



Luke Deets, Vice President – Business Unit Leader

cc: Pat Contreras, Chris Vaeth, Shawn Cross