Exhibit C

CMAR Services Scope of Work

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April 22, 2024

The City of Joplin has elected to pursue the Construction Manager at Risk (CMAR) project delivery methodology for this project. The selected CMAR shall provide planning (pre-construction) and professional inputs pertaining to construction schedules, construction market conditions, budgets, project-specific means/methods & constructability, and overall project construction costs. The City's overall goal for CMAR services is to integrate construction expertise with the design process provide "value-added" efficiencies to project planning and construction execution.

SCOPE OF WORK

Phase I: Pre-Construction Services

Task 1. Coordination with Design Professionals

a. CMAR shall work in close consultation with the Landscape Architect/Engineer consulting professionals, City staff, and the City Project Manager (herein referred to as "Project Team") to provide:
   i. Project Schedule Development:
      1. At the conclusion of the Schematic Design phase and in coordination with the Project Team, the CMAR shall develop a project schedule with activities, durations, and various milestones for the remainder of the project. Project schedule shall incorporate services of the CMAR and design professional, responsibilities of the City, permitting, and other activities that may impact the overall schedule. CMAR shall update schedule periodically as design progresses and notify City if any milestones will not be met as indicated in previous schedule iteration.
   ii. Construction Cost Estimates:
      1. Itemized cost estimates at the milestones below. CMAR shall use conceptual estimating techniques for the Schematic Design phase cost estimate with increasing level of detail and engagement of subcontractors and suppliers for subsequent cost estimates. Cost estimates shall be inclusive of the entire project.
         a. Schematic Design
         b. Design Development
         c. Construction Documents
   iii. Consultation:

1. As the design professional progresses with the design, the CMAR shall be constantly involved and shall:
    a. Identify potential design changes which could result in cost savings, schedule benefits, or other construction efficiencies.
    b. Provide input for standardized design elements and availability of labor and materials.
    c. Give recommendations for construction sequencing, lead-times, and optimal construction phasing
    d. Review Plans, Specifications, and Supporting documents (at Schematic Design, Design Development and Construction Documents phases) to ensure:
        i. Plans and specifications contain sufficient detail to reduce scope uncertainties and risk.
        ii. Materials and construction techniques are regionally available.
        iii. Sufficient due diligence has been completed to characterize subsurface site conditions (e.g. depth to bedrock, locations of known utilities, etc.)
2. Informal Meetings:
    a. Intermediate reviews and meetings with the Project Team may be required to refine the design prior to issuance of the defined deliverables.
        i. Informal meetings/Conference Calls: CMAR shall attend and provide input for one (1), 1-hour per month for a period of six (6) months.
        ii. Site Visits/Field Reconnaissance: CMAR shall attend a total of two (2), 1-hour site meetings to view site conditions and discuss real-world site conditions/constraints with Project Team.
3. Formal Meetings
    a. CMAR shall attend and participated in meetings with Project Team, as necessary to facilitate design. Meetings may include but not be limited to: design workshops, special design items, review of “working” construction documents, schedule and budget considerations, and public informational sessions.
        i. CMAR shall attend and provide input for one (1), 1-hour design team meetings per month for a period of eight (8) months.
    b. CMAR shall provide appropriate deliverables:

i. Meeting minutes
ii. Cost estimates
iii. Schedule estimates
iv. Bid-ability reports
v. Formal proposals for design changes for cost efficiency and constructability

Task 2. Responsibilities, CMAR Shall:

a. Work closely with Project Team to develop construction cost estimates, construction efficiency opportunities, construction schedule estimates, meeting minutes.
b. Assist with Federal, State, and local permitting compliance requirements for all aspects of construction planning and constructability. Provide construction industry input for compliance with permitting requirements.
c. Publicly advertise, in accordance with City purchasing procedures, and receive bids from subcontractors for the performance of all major elements of the work.
d. Provide recommendations to the Project Team and to identify cost efficient constructability options during the development of schematic plans, design development plans, and construction document plans.

Task 3. Deliverables, CMAR shall submit:

a. At Schematic Design (30% Plans):
    1. Constructability Review Report(s) compiled into a written review with all suggested constructability considerations for the entire project.
    2. Project schedule
    3. Itemized estimate of costs

ii. At Design Development (50% Plans) and Construction Documents (90% Plans):
    1. Report(s) compiled into a written review with evaluation of Plans, Specifications and written recommendations to mitigate scope uncertainties and construction risk (if any).
    2. Updated and more detailed project schedule with critical path and total float time shown.
        a. Schedule shall include estimate lead-time for procurement of specific equipment/subcontractor and materials.
    3. Updated itemized estimate of costs.

iii. At Construction Documents (90% and 100% Plans):
    1. An “open book”, fixed, Guaranteed Maximum Price (GMP) proposal for construction of the Project, for review by the City.

a. GMP shall be “open book” and include an itemized list of all costs including overhead, profit, and contingency provisions.
b. GMP itemized cost shall reference Standard Items defined in City of Joplin General Conditions and Technical Specifications along with any job special provisions.
c. GMP shall clearly state all assumptions.
d. GMP shall be inclusive of price for Fee for General Conditions and/or Construction Manager Fee (as % of total construction cost), subcontractor markup (as % of subcontractor total).

2. Allocation of work that CMAR would self-perform and allocation of portion of subcontracted work/work packages.
3. Construction Health and Safety Plan for construction covering construction worker personnel.
    a. Health and Safety Plan shall address OSHA construction requirements and any special considerations for the project.

Phase II: Construction Services

a. If the CMAR and the City come to agreement on the GMP, the CMAR shall procure subcontractors and materials and shall be responsible for execution of construction of the Project within the GMP. Execution of construction shall include but not be limited to:
    i. Procurement of materials and equipment
    ii. Solicit subcontractors and subcontract appropriate work.
    iii. Package and bid early-work construction packages.
    iv. Construction bonds and insurance requirements
    v. Coordinate submittal process.
    vi. Management of construction site and construction schedule
    vii. Management of Owner, Architect and Contractor Meeting. One (1) meeting per month for the duration of the construction timeline
    viii. Document construction progress with drone images, on site construction camera for image and video documentation. To be provide to the city on the monthly basis for their use. The documents shall become property of the city.
    ix. Maintain permit compliance with Federal, State, and local permit during construction.
    x. Implement health and safety practices.

xi. Implement quality management procedures including inspection and materials testing.
xii. Project Close-Out Services including subcontractor close-out, project warranty, any as-built notes & documents.

Understandings Pertaining to Phase I (Pre-Construction) and Phase II (Construction) Services

1. CMAR shall only provide construction input pertaining to budget, schedule, and constructability and shall NOT provide structural or engineering input.
2. CMAR shall work in concert with Project Team to develop cost estimates, identify construction efficiency opportunities, and project-specific means and methods throughout development of design.
3. Landscape Architect & Engineering consultant firms shall provide construction documents to CMAR for review and advisement during development of design.
4. Landscape Architect & Engineering consultant firms shall provide geotechnical report and site topographic survey.
5. City shall provide available geospatial data, old plans, environmental assessments, old subsurface and geotechnical reports and any other data relevant for construction of the project.
6. City shall coordinate with existing utilities and shall conduct any right-of-way or easement negotiations.
7. If contracted for construction services, CMAR shall be responsible for: (1) maintaining construction schedule, (2) fines or violations of permit, (3) construction related damages to existing facilities, infrastructure, property.
8. If Contracted for construction services, CMAR shall be responsible for construction cost up to the agreed upon GMP. CMAR shall be responsible for construction costs in excess of the agreed upon GMP.
9. The CMAR shall publicly advertise and bid all major elements of the Work in accordance with the City of Joplin purchasing guidelines. The CMAR may seek to perform portions of the Work itself and shall submit a sealed bid for those portions of the Work in the same manner as all other subcontractors.
10. CMAR derived constructability inputs are subject to review and approval of Project Team prior to being incorporated into the final construction documents.
11. Meetings are likely to be digital/remote format; however, up to approximately 50% of the meetings may be held, in-person, at location in Joplin, Missouri.