

Civic Unity Partners

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Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch. Docs
PNC2122559R1--01-01	Developer for Joint Government Center Campus (JGCC) (Step One)	<p>Supplier Product Code:</p> <p>Supplier Notes: Please note the second PDF with two pages was not included in the 24 hardcopies in error. The pages are included in the full Digital PDF of the SOQ submission. The two pages are attached here separately for your attention, regarding the hardcopies. Thank you.</p>	First Offer -	1 / project	Y
Supplier Total					\$0.00

Civic Unity Partners

Item: **Developer for Joint Government Center Campus (JGCC) (Step One)**

Attachments

Civic Unity Partners_SOQ_JGCC_DIGITAL.pdf

1.5.B_Developer_Workload Tables_.pdf

BROWARD COUNTY | CITY OF FORT LAUDERDALE

DEVELOPER FOR
JOINT GOVERNMENT CENTER CAMPUS
(JGCC) (STEP ONE)

SOLICITATION # PNC2122559R1



April 21, 2021

CIVIC UNITY PARTNERS

Unified Direct Procurement Authority
Broward County Purchasing Division
City of Fort Lauderdale and Broward County

Dear Sir and Madam,

In response to Step One solicitation for the Developer for Joint Government Center Campus to design, build, finance, operate and maintain the proposed Joint Government Center Campus (“JGCC”) dated March 11, 2021 (the “RFQ”), together with any addenda to the RFQ, the undersigned (the “Respondent”) hereby represent that it has carefully examined and is fully familiar with the RFQ and hereby submits this Statement of Qualifications (the “SOQ”) in response to the RFQ.

Respondent Name: **CIVIC UNITY PARTNERS**

Co-Developer: **Fengate Asset Management (“Fengate”)**

Co-Developer: **PCL Investments**

Lead Designer: **AECOM Technical Services (“AECOM”)**

Design Team Member: **Pininfarina Architecture (“Pininfarina”)**

Design Team Member: **ACAI Associates, Inc. (“ACAI”)**

Design Team Member: **DESIMONE Consulting Engineers (“DESIMONE”)**

Design Team Member: **Credo Consulting (“CREDO”)**

General Contractor: **PCL Construction Services Inc. (“PCL”)**

Civic Unity Partners bring together award-winning experience in developing, designing, and constructing complex P3 projects across North America and around the world and pairs it with local knowledge of Broward County and South Florida. Through this submission we will demonstrate how we are ready to undertake this important project and work in partnership with the Sponsors through the entire lifecycle of the JGCC.

Authorized Representative of the Respondent:



Mac Bell – Managing Director, Infrastructure Investments
Fengate Asset Management
On behalf of Civic Unity Partners

Executive Summary





Beginning in 2019 with our unsolicited proposal, Civic Unity Partners has shown our dedication to the success of the Joint Government Center Campus; and our desire to work closely with Broward County and the City of Fort Lauderdale.

Civic Unity Partners is excited to continue this journey with the Sponsors and work with you into the future.

P3 DELIVERY

ICONIC DESIGN

CIVIC EXPERIENCE

LOCAL KNOWLEDGE

FENGATE



AECOM



Las Olas City Centre
STILES – Construction and O&M



Inglewood Basketball and Entertainment Center (the Clippers Arena)
AECOM – Design Lead



LAX ConRAC
FENGATE – Co Developer
PCL Investments - Co Developer
PCL – P3 Design Builder

TRUSTED

As trusted advisors on project all across North America, Civic Unity Partners' Development Team members work closely with counterparts in every level of government. Collectively we have developed over 100 P3 projects, many of which are with first-time P3 clients.

LOCAL

From Developer, to A/E, GC, and eventual O&M, Civic Unity Partners has shown a commitment to South Florida, and team members are currently active in Broward, working with the County.

AECOM has helped redefine the County skyline with contributions to key landmark projects, and Stiles has been building and managing properties in Broward and South Florida for over 68 years.

As an experienced P3 Team we stand ready with the plans and processes to engage with local CBE and DBE firms, many of whom have existing working relationships on Broward/City projects.

EXPERIENCED

Every member of Civic Unity Partners has experience delivering P3 projects. Individually, and collectively, we excel in executing complex projects involving dozens of stakeholders requiring intense coordination with both public and private entities.

Civic Unity Partners' Design Lead, AECOM has designed over 650 P3 projects across the globe. PCL, a member of the Development Team and the General Contractor is North America's most prolific P3 contractor.

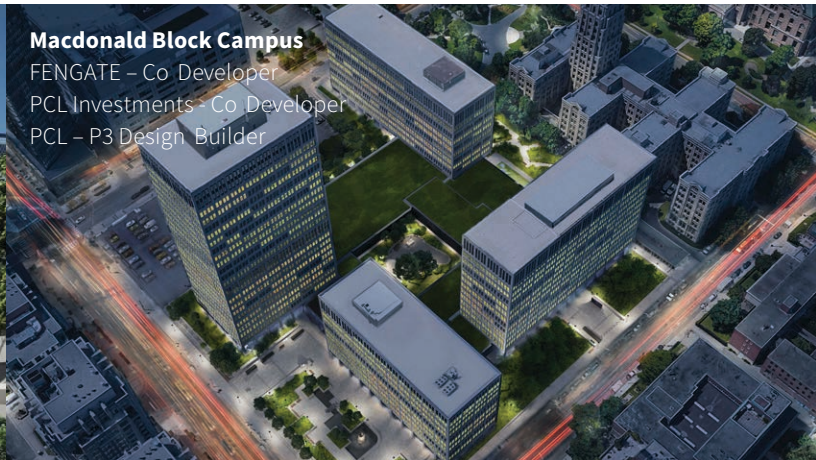
LONG-TERM

Fengate has never sold a P3 investment, and alongside Stiles Property Management; will provide an engaged single-point-of-contact throughout the concession

Civic Unity Partners' team-wide focus on Social Infrastructure projects will allow us to anticipate challenges and work with you to implement successful solutions.



Newark International Airport ConRAC
FENGATE – Developer



Macdonald Block Campus
FENGATE – Co Developer
PCL Investments - Co Developer
PCL – P3 Design Builder



175 Wynford, Transit Oriented Development
FENGATE – Lead Developer



Deloitte Tower
PCL – P3 Design Builder



Jeddah Corniche Towers
AECOM – P3 Design Lead

THE TEAM

Civic Unity Partners is an integrated consortium of leading organizations combining best-in-class global experience and resources with leading local knowledge and delivery capabilities. Together we offer our collective experience in performance-based P3 delivery; iconic building design; high quality, fixed-price construction; and efficient facilities management. We represent an ideal long-term, financially-experienced partner for Broward County and the City of Fort Lauderdale to realize the Joint Government Center Campus.

EQUITY INVESTORS & DEVELOPERS

58 P3

projects across North America

\$22B

in assets under management

\$15B+

in debt secured for project financing

DESIGN-BUILDER

\$11B

of delivered P3 projects

#1 Contractor

in Florida by revenue (ENR)

4,500 professionals

across North America

Collectively, Fengate and PCL Investments have developed 57 P3 projects in North America, with a combined project value of almost \$22 billion. As Civic Unity Partners' Equity Investors and Development Leads, Fengate and PCL Investments represent one of the most experienced development and financing teams in the market for P3 and Alternative Financing & Procurement projects.

FENGATE

Fengate | Co-Developer, Investor

Fengate is a leading alternative investment manager focused on infrastructure, private equity and real estate strategies, with more than \$20B of infrastructure assets under management and 25 P3 projects across North America. Fengate invests in long-life, high-quality assets and businesses on behalf of its funds and, with more than 45 years of experience, builds upon a proven track record and trusted reputation across diverse sectors.



INVESTMENTS

PCL Investments | Co-Developer, Investor

PCL Investments is a wholly owned subsidiary of PCL Construction Group Inc., deployed to deepen PCL's commitment to the P3 market as an equity investor, expanding its traditional design-builder role. As such, PCL Investments and the PCL family of companies have become one of North America's most prolific AFP/P3 developers and constructors. PCL Investments provides direct alignment between Project Co (equity) and construction.



CONSTRUCTION

PCL | General Contractor

PCL is a group of independent construction companies working across the U.S., Canada, the Caribbean and in Australia, with an annual construction volume of \$7.5B. For 20 years, PCL has consistently proven highest value for the lowest cost in the P3 marketplace. One of North America's most prolific P3 constructors, they have been awarded over \$11B of alternative financing P3 projects.



Stiles | Construction Subcontractor & Facilities Management

Celebrating over 70 years in business, Stiles has experience with virtually every type of commercial construction projects, including residential buildings, hospitality/resort projects, master-planned mixed-use corporate parks, municipal projects, class-AAA office buildings, industrial complexes, retail shopping centers, and automotive facilities. While Stiles has built throughout Florida, they have maintained a strong focus on Broward and Miami-Dade Counties and Palm Beach. Stiles’ ability to guide a project’s every aspect translates to increased property values and growth that benefits not only clients, partners and investors, but the surrounding community as well.

AECOM

AECOM | Lead Designer

AECOM is a global network of design, engineering, construction and management professionals. They have extensive experience in design-build and P3 projects that require integration of a large design team and strong design leadership. AECOM led the design of the first civic building and the first civil infrastructure availability payment P3s in the U.S. AECOM has completed over 650+ P3 transactions in a variety of roles, including as investor, designer and owner’s representative.

LOCAL CONSTRUCTION PARTNER

68+ years

of operations in Broward County

#1

privately-held management firm in South Florida with 94 Employees

20M sq.ft.

managed space in South Florida

LEAD DESIGNER

90+ years

and 1,200 employees in Florida

200M sq.ft.

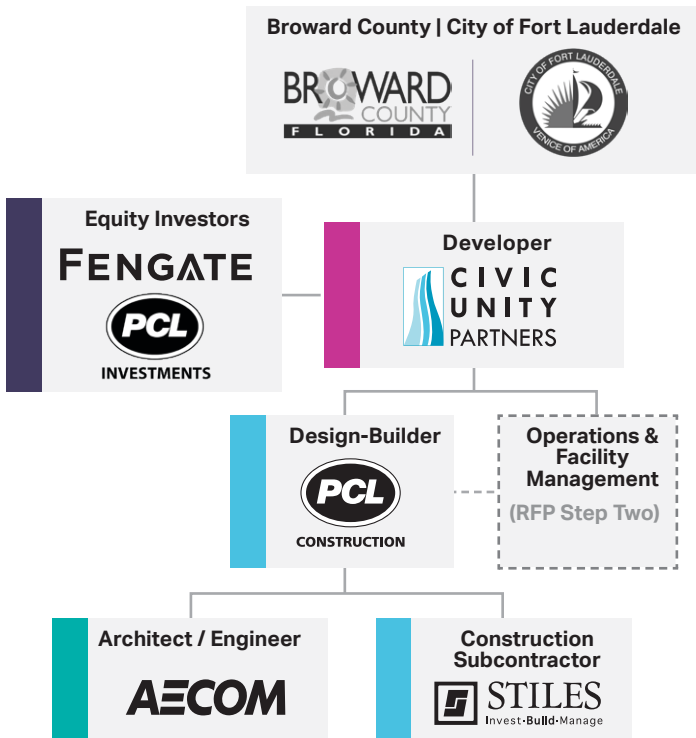
of iconic design in U.S. metropolitan areas

Experienced P3 designer

across civic and public infrastructure

#1 Design firm

in the Southeast U.S. (ENR)



Governor George Deukmejian Courthouse
AECOM – P3 Design Lead



A

**QUALIFICATIONS SUBMITTAL
REQUIREMENTS**



1 DEVELOPER



1.1 - Project Approach



A. CIVIC UNITY PARTNERS UNDERSTANDING OF THE PROJECT

AN ICONIC STRUCTURE TO PROVIDE A LEGACY FOR BROWARD COUNTY AND ACT AS A ‘GATEWAY’ TO FORT LAUDERDALE

The combined campus offers the potential to become a legacy of great public architecture for the Sponsors, fashioning an unforgettable experience at the entry to downtown Fort Lauderdale. We have worked for more than three years to assemble the best team and develop an understanding of the unique design needs, and elements we will include that will be inspired from the region rather than seeking influence from other buildings. Our intention is to produce architecture that is accessible, comfortable, sociable and memorable. Among the tallest buildings in Fort Lauderdale, the campus will transform the skyline, representing a bold statement of significant civic value. Our design will take advantage of its location at the entrance to the urban core, placing a sculptural tower adjacent to Broward Boulevard, announcing the presence of a great new metropolitan space. At the same time, our design and project execution will create an authentic expression of its place that refers to the landscape of Broward County with a resulting shape which captures the essential elements of South Florida and reflects these attributes to the benefit of tenants, visitors, and the community.

Efficient and collaborative government

By providing a Government Center Campus, our proposal is the first step in helping realize the Sponsors’ ground-breaking approach to offer shared services and to reduce facility costs. Our design for the campus will elevate what takes place within by cultivating a collaborative civic environment, and encourage its users to foster a deeper understanding of their common goals. Through the co-location of the County and City staff, the Project has the potential to shape experiences and increase civic performance by bringing groups to share ideas and to work together who might not otherwise have done so. To achieve this, we will provide a design where the exterior form of the building integrates with the functionality of the interior, creating highly efficient workplace ‘neighborhoods’ on the various floors of the tower. With interior and exterior spaces that are amenable to multiple activities, the building also becomes a flexible environment adaptable to the inevitable evolution of the workplace.

A catalyst for investment in the area

Successful public places are demonstrably effective in spurring economic development. Enhancing the community’s critical common assets with an iconic government campus will improve Fort Lauderdale’s overall urban appeal and livability — and contribute to economic investment by:

- Spurring investment through demonstration of commitment to development and to placemaking
- Enhancing the existing characteristics of urban development in its downtown neighborhood
- Taking advantage of existing adjacent mass transportation opportunities and
- Employing existing water and utility infrastructure

These strategies together will create employment opportunities, incentivize investment and spur development of surrounding properties.

A better environment for the staff and citizens

A thoughtful design approach to workplace can positively impact the environment, support better performance, and improve the health and well-being of the users. Our proposed campus will structure workspaces to create a supportive, state-of-the-art environment for the people who provide services to the citizens of the County and

City. Our design solution will offer opportunities to create neighborhoods and support collaboration, with elements such as views and daylight, high indoor air quality, access to nature, sensory change and variability, thermal comfort and temperature control, color, noise control, crowding, and proper ergonomics.

A safe, secure, sustainable, resilient building

Civic Unity Partners proposal will address maximum safety of users, both staff and public, through a series of careful planning and technical decisions, including the separation of the parking deck from the building itself, as well as the development of high-performance passive and active security strategies throughout the design. Our design will reflect the unique and significant resilience demands of South Florida, including extremes of sun and weather, the salty air, the challenges of frequent windstorm events, and the longer-range challenges of climate change and sea level rise. These issues will help guide us as we make careful and critical decisions with regards to materials and mechanical systems which will reduce operations and maintenance costs over the life of the building.

Civic Unity Partners views each phase of the development and execution of the Project as an opportunity to collaborate with the Sponsors, key local stakeholders and the community.

Our understanding of the anticipated phases in the delivery of the Joint Government Center Campus (“JGCC”, the “Project”) are as follows:



Figure 1: 173 Wynford Drive Transit Oriented Development—Fegnate

RFQ (STEP ONE)

The Sponsors, through the Unified Direct Procurement Authority (“UDPA”) evaluation, are concerned with identifying Developers who: are leaders in P3 DBFOM projects; have the financial capacity and knowledge of debt and equity investment to undertake the project; and, have the teaming ability to assemble a group of designers and general contractors with the experience and vision to realize the JGCC Project.

Civic Unity Partners will be focused on presenting the qualifications, experience and financial capability of our integrated consortium of leading organizations, who combine best-in-class global experience and resources with leading local knowledge and P3 DBFOM delivery capabilities.

The UDPA will evaluate and shortlist three to four Developers to proceed on to RFP Step Two. A successful Step One will provide the Sponsors with best-in-class teams who will provide a spectrum of approaches, ideas, and approaches to continue through the next step of the competitive procurement.

RFP (STEP TWO)

The UDPA will issue separate RFP solicitations for the Office Tower and the Transportation Tower, although it is expected that one Developer will develop both sites at the same time.

The separate companion RFP for the Transportation Tower will be based on potential funding source requirements and restrictions.

The RFP for the Office Tower will outline the detailed design and financial requirements for the shortlisted Developers. Through a series of confidential proprietary meetings, the UDPA and each Developer will jointly explore iterations of their design schematics, preliminary concept designs (including site plans, floor plans, sections, elevations and renderings) budget, schedule, general business terms, innovative features and finance plans.

Participating Developers will also fully develop their teams at this time to include an Operations & Facilities Management (“O&FM”) team member, in addition to key subconsultants, subcontractors and local Small Business Enterprises, County Business Enterprises, and Disadvantaged Business Enterprises.

The UDPA and the Sponsors will engage with the creative evolution of these best-in-class selected Developers, as

each team develops their proposals guided by the vision, goals and objectives captured in the Design Criteria Package (“DCP”):

To establish a dynamic and vibrant presence in Downtown Fort Lauderdale

Planning and design that creates more value for the public dollar

A highly functional, safe, and efficient workplace for the government and its employees

New public gathering spaces, stronger community identity

Safer and better transportation alternatives

Better environmental outcomes

Better opportunities for businesses

The DCP identifies four (4) key building component areas:

1. New County and City Administrative Building, including County and City Commission Chambers, public meeting rooms and planned amenities
2. New Broward County Transportation (BCT) Department Administrative Offices Building
3. New Transit Terminal and transit mall streetscape improvements along Brickell Avenue for BCT buses, drop-off areas and bike/pedestrian access
4. New multi-level Parking Garage with the potential to be converted in the future for office and retail use

The goal of iconic architecture for these structures will be important. The UDPA and the Sponsors seek design that reflects the architectural traditions of the region, embodies the dignity and stability of County and City governments and expresses the forward-thinking values to present a positive image of efficiency and cooperation between both entities for residents and visitors.

The structures and site will need to be safe, secure, sustainable, and resilient to address the unique and significant demands of South Florida, including extremes of sun and weather, the salty air, the challenges of

frequent windstorm events, and the longer-range challenges of climate change and sea level rise. The design intent is to achieve minimum LEED Silver certification, or further, to develop a Net-Zero Energy building complex inclusive of WELL Building features and criteria. LEED Platinum certification is anticipated if Net Zero Energy design is implemented.

From the proposals submitted, the Sponsors and the UDPA will select one Developer to enter into a Pre-Development Agreement (“PDA”) at the close of Step Two.

Civic Unity Partners look forward to activating our collective talent, experience and expertise in developing our proposal to realize the Sponsors’ goals and vision for the Project.

PRE-DEVELOPMENT AGREEMENT / IMPLEMENTATION PHASE

The selected Developer will begin negotiating the PDA with the Sponsors, including the development of a design-build contract, the whole-life facilities management arrangement, and the optimal financial solution. The goal of a PDA process is to ensure a performance-based, open book approach is developed that achieves clear, desired outcomes with penalties for non-performance. This detailed, transparent, and iterative process will result in the highest quality asset performance with the lowest long-term cost to the Sponsors. Establishing a strong connection with the community will help with design workshops, community outreach and engagement with important stakeholders.

The development and finalization of the PDA will advance through a series of milestones to bring the project from feasibility to financial close. This includes achieving maximum value for money by utilizing the most efficient available financing options, including tax-exempt debt and FTA federal funding.

DESIGN-BUILD PHASE

Upon reaching financial close, construction activities can begin. Design development will continue to progress, keeping constructibility and operability in mind, and with the goal to create efficiencies both in construction and for the duration of the building’s operation.

The Developer is expected to use Building Information Modeling (BIM) software during all phases of

pre-construction and construction including scheduling, coordination, interference management as well as development and output of Construction Operations Building Information Exchange (COBie) deliverables.

The Sponsors expect the Developer's General Contractor (GC) to use sound construction practices and use materials, methods and equipment of proven dependability.

The constrained urban site poses challenges that include maintenance of traffic (MOT), temporary traffic control, establishing construction staging zones, providing related transportation management on existing streets' right-of-way, and complying with FRA regulations as they pertain to work and equipment in proximity to the railroad tracks.

Success during the Design-Build Phase for JGCC necessitates a construction management team that is experienced with P3 delivery, and high-rise structures on constrained urban sites adjacent to residential neighborhoods. This is exemplified by GC Teams that have:

- Continuity of key individuals and team leaders from phase to phase
- Strong team integration and coordination promoting adherence to schedule of activities and strict monitoring and tracking of the schedule
- A Project-specific Quality Plan that allows for involvement of key stakeholders and a robust approvals process

Civic Unity Partners features a strong and capable Design-Build team whose participants have been



Figure 2: St. Paul's Hospital and Health Campus—PCL Investments

carefully selected to bring the enthusiasm and expertise to deliver the Project.

Our approach is designed to generate a collaborative work environment for the entire project team, including the Sponsors, campus users, third party stakeholders, community, consultants, and subcontractors.

From early meetings through project completion, Civic Unity Partners' Design-Build team will test alternative ideas and approaches, allow thinking outside the box, promoting collaborative, creative and optimum solutions. This allows our team to develop the best strategies and solutions for constructibility, economy and visual character.

OPERATIONS PHASE

The Sponsors are seeking a Development partner who can provide a smooth transition from construction to operations, for each building component and the surrounding urban site.

The performance and quality obligations of the Developer's Operations & Facility Management team are expected to be upheld for the designated concession period, managing the operational challenges associated with facilities of this magnitude, including safety and security issues, general liability hazards, wear and tear on building finishes/equipment, and proper preventative maintenance.

Some of the activities include, but are not limited to:

- 24/7 response to maintenance, safety and security requirements
- Maintenance of landscaping, janitorial services, and general asset management with minimal disruption to the tenants and operations of the facility
- Logging and auditing of key building systems tagged to the operational BIM model and building management software to track maintenance, inspection and replacement

Civic Unity Partners will engage their Operations & Facility Management team member throughout design, construction and commissioning, providing input to and developing a thorough understanding of the Campus to transition seamlessly to the Facilities Management Phase. Civic Unity Partners will provide a streamlined management structure for effective, value-driven maintenance of the Campus.

B. KEY PROJECT ISSUES, RISKS, & MITIGATIONS

PROJECT RISKS	MITIGATION
Procurement	
<p>Procurement Risk: Failure to achieve Project Feasibility due to lack of funding</p>	<ul style="list-style-type: none"> The Sponsors should have funds appropriated for the JGCC project before commencing procurement sized to cover milestone or substantial completion payments. The Sponsors should have a plan for appropriating additional funds for the availability payments during the operating period
Permitting and Utilities	
<p>Is the existing sewer, water, electrical, and telecommunications infrastructure adequate to support the future JGCC</p>	<ul style="list-style-type: none"> Verify early that the existing sewer, water, electrical, and telecommunications infrastructure has been brought to the site boundaries and has capacity to support all the future JGCC needs with little to no upgrades required
<p>Permitting and Planning Approvals so as not to delay Schedule</p>	<ul style="list-style-type: none"> Identify approvals for Authorities Having Jurisdiction in the Project Schedule Engage an Expeditor to help keep the approvals moving forward Review permit phasing in order to maintain construction schedule
External Activity Coordination	
<p>Coordination and relocation of multiple agencies including Broward County Government Center East, Fort Lauderdale City Hall, Broward County Transit administration offices</p>	<ul style="list-style-type: none"> While not anticipated to be the obligation of the GC, the design/build team will need to work closely with the multiple agencies that will be displaced
<p>Encountering cultural, historic, or endangered species or hazardous materials</p>	<ul style="list-style-type: none"> Project schedules are maintained through the Sponsors providing current, robust site investigations reports as well as market standard relief in the CDA for what is not disclosed
<p>Right-of-way considerations as it relates to railways</p>	<ul style="list-style-type: none"> Open and productive collaboration with Federal East Coast Rail will be necessary due to the proximity of rail lines to the site
<p>Offsite Improvements Required by Planning Approvals</p>	<ul style="list-style-type: none"> Complete traffic study early Identify necessary improvements as either in or out of Project scope early so as to coordinate necessary infrastructure during design and ahead of construction
<p>Potential of Unsuitable/ Contaminated Soils</p>	<ul style="list-style-type: none"> Additional site testing will need to be performed to determine the extent of potential contaminants. With this information, the team will determine the best method for neutralizing or disposing of the material to reduce costs and determine scheduling duration impacts

C. CIVIC UNITY PARTNERS MANAGEMENT APPROACH

As will be demonstrated throughout this proposal, Civic Unity Partners’ Team Members have successfully delivered and currently operate P3 infrastructure projects of similar size, complexity, and importance to that of the JGCC. This experience will be fully leveraged, along with the consortium members’ skills and expertise, to achieve the Sponsors’ vision for the project: to establish a dynamic and iconic presence in Downtown Fort Lauderdale, address 21st Century needs and support the local community and businesses.

Through its strong local presence, Civic Unity Partners has a vested interest in the Project’s success, as many of its members will be users of the facility themselves. This is a group of global experts, who fully committed to meeting the Project objectives for a cost-efficient, inclusive, and sustainable facility, and are truly passionate about bringing this vision to life.

PROJECT NAME, LOCATION	ENTITY	P3/AFP	Similar Scope	South Florida	LEED/Net-Zero	BIM Project	Highly Urban	Class A Highrise
Macdonald Block Reconstruction , ON, Canada	Fengate & PCLI & PCL	◆	◆		◆	◆	◆	◆
LAX ConRAC , Los Angeles, CA	Fengate & PCLI & PCL	◆	◆			◆	◆	
Prince George’s County (PGC) Public Schools P3 Bundle , Maryland	Fengate	◆	◆		◆	◆		
Energy Services Acquisition Program , ON, Canada	PCLI	◆	◆		◆	◆		
175 Wynford Transit Oriented Community , ON, Canada	Fengate		◆		◆	◆	◆	◆
Virgin Hotels Las Vegas , Las Vegas, NV	Fengate		◆		◆	◆	◆	
St. Paul’s Hospital , BC, Canada	PCLI	◆	◆		◆	◆	◆	
EWR ConRAC , New York/New Jersey	Fengate	◆	◆			◆	◆	
150 Elgin Street , ON, Canada	PCL		◆		◆	◆	◆	◆
Quinte Consolidate Courthouse , ON, Canada	PCL	◆	◆		◆	◆	◆	
Bridgepoint Active Healthcare , ON, Canada	PCL	◆	◆		◆	◆	◆	◆
Milton District Hospital Expansion , ON, Canada	PCL	◆	◆		◆	◆	◆	
Toronto Pan Am Sports Centre , ON, Canada	PCL	◆	◆		◆	◆	◆	
201 Offices at The Main Las Olas , Fort Lauderdale, FL	Stiles		◆	◆	◆	◆	◆	◆
Charles F. Dodge City Center , Pembroke Pines, FL	Stiles	◆	◆	◆		◆		
Terminals 2 & 4 Parking Facility , Fort Lauderdale, FL	Stiles			◆		◆	◆	
Centennial Place , AB, Canada	PCL		◆		◆	◆	◆	◆
Inglewood Basketball and Entertainment Center , Inglewood, CA	AECOM	◆	◆		◆	◆	◆	
Sinar Mas Centre , Shanghi, China	Ross Wimer		◆		◆	◆	◆	◆
Broward County Judicial Complex , Fort Lauderdale, FL	AECOM		◆	◆	◆	◆	◆	◆
Governor George Deukmejian Courthouse , Long Beach, CA	AECOM	◆	◆		◆	◆	◆	◆
Mashreq Bank Headquarters , Dubai, United Arab Emirates	Ross Wimer		◆		◆	◆	◆	◆
Istanbul International Air Traffic Control Tower , Istanbul, Turkey	AECOM & Pininfarina		◆				◆	◆
Miami Intermodal Center Station , Miami, Florida	AECOM			◆		◆	◆	
Torre Designo , Mexico City, Mexico	Pininfarina		◆		◆	◆		◆
Great Window Tower , Nanchang, Jiangxi Province, China	Ross Wimer		◆		◆	◆	◆	◆
Miami Central Brightline , Miami, Florida	AECOM		◆	◆	◆	◆	◆	◆

DEVELOPER'S APPROACH TO LEADING THE CONSORTIUM

Collectively, Civic Unity Partners' Team Members have successfully participated in over 100 P3 projects, and have validated and refined the effectiveness of its team structure in each case. Civic Unity Partners' organizational structure provides the City with three core strengths that have been tested and proven over decades of combined P3 experience.

Clearly Defined Structure and Single Point of Contact

Well-defined responsibilities and transparent lines of communication are vital to ensuring an efficient and accountable project team.

Civic Unity Partners' organizational structure has been designed to provide a single point of contact (the Project Director) to simplify accountability and promote high-level communication.

Our structure also ensures clarity of roles and responsibilities, which empowers staff to make timely decisions. Overall, Civic Unity Partners is structured to allocate risk to those who can best manage and direct the appropriate resources towards each risk.

Internal Issue Resolution

Civic Unity Partners understands the need to minimize the time taken for critical decisions. Civic Unity Partners will achieve this by empowering leaders, with overlap at transitions, to have continuous communication with the Sponsors' representatives and a proactive approach to solve issues with a clear escalation mechanism for dispute resolution (i.e., elevation to a senior-management committee, then to a committee of executives of team members, and finally, in the case of contractual issues, reference to independent arbitration).

While we recognize that despite our efforts a dispute could arise, Civic Unity Partners will establish an "escalation ladder." The escalation ladder is based on the belief that an issue should be addressed by the best-informed parties on the matter at the lowest level possible with recourse to a more senior level such as the Project Steering Committee for discussion and decision-making if a resolution cannot be initially achieved.

This approach empowers the team to work through challenges and identify potential problems early and agree on actions to resolve and prevent the unnecessary escalation of disputes.

Integration Between Major Participants

The defining advantage of a P3 procurement is leveraging private sector innovation to obtain the best possible value for the owner. This innovation comes about through the full integration of design, construction, operations and facilities management breaking down the traditional silos that hamper innovation in the conventional design-bid-build procurement format. Our goal is to use the Design Concept Plan ("DCP") as a launchpad to create an innovative and iconic design that comes alive as a world-class space for downtown Fort Lauderdale.

Civic Unity Partners is comprised of Team Members that bring extensive experience in the successful development, delivery, and management of complex DBFM projects. This proven track record should give the Sponsors comfort that Civic Unity Partners

(i) understands the unique interface challenges that will exist on the JGCC Project; and

(ii) can leverage tried and tested management approaches to mitigate the associated risks and yield a successful Project outcome from the perspective of all stakeholders.

By operating as an integrated team, Civic Unity Partners will ensure full transparency and clear communication across all aspects of the Project. Civic Unity Partners will work with the Sponsors, their consultants, and contractors to schedule partnering meetings periodically at key stages of the Project and more frequently if deemed necessary and beneficial to the functioning of the team. The first formal partnering meeting will occur within one month of Financial Close, whereby Civic Unity Partners key personnel and the Sponsors project team will establish a collaborative working relationship and identify methods for measuring progress towards achieving the key Project goals. All key personnel will understand the roles and responsibilities of all entities and personnel involved in the Project. These goals and protocols established with the Sponsors will be disseminated to the broader Civic Unity Partners team and tracked continuously.

With decades of experience working for public clients in the US and across North America, Civic Unity Partners appreciates the role of the Sponsors and their consultants as stewards of public funds, safety and wellbeing. In order for the Project to be successful, stakeholders must be confident that:

- The Project will be delivered on-time and on-budget
- Public funds generate maximum life-cycle value
- The new facility is designed and constructed to deliver a world class experience, leveraging technology and innovation where possible
- Commitments to the public are honored
- Safety and mobility of the traveling public are protected during and after construction and
- The overall development plan will support the vision of the Sponsors

To guarantee these requirements are met, key personnel from Civic Unity Partners will be mapped to counterparts from the Sponsors project team, as well as other key stakeholders. Frequency, content, and methods of

communication will be established. This will enhance alignment, communication, and coordination amongst all of the Project stakeholders and will enable all parties to contribute fully and fulfill their roles in reaching Project success.

Together with the Sponsors, Civic Unity Partners will also establish the frequency at which follow-up formal partnering sessions will be conducted and/or any situations, which may dictate the need for ad-hoc partnering sessions. The team recommends in the first year that partnering meetings occur at least quarterly. During follow-up partnering meetings, the project team will assess the teams’ performance and progress toward the goals and the key success factors that were established in the initial meeting. They will also identify and develop any trends or barriers that may be interfering. The result will be an integrated, aligned team focused on continuous improvement and achievement of mutual goals.

The formal groups, committees, and other structures needed to deliver JGCC are outlined in more detail below.

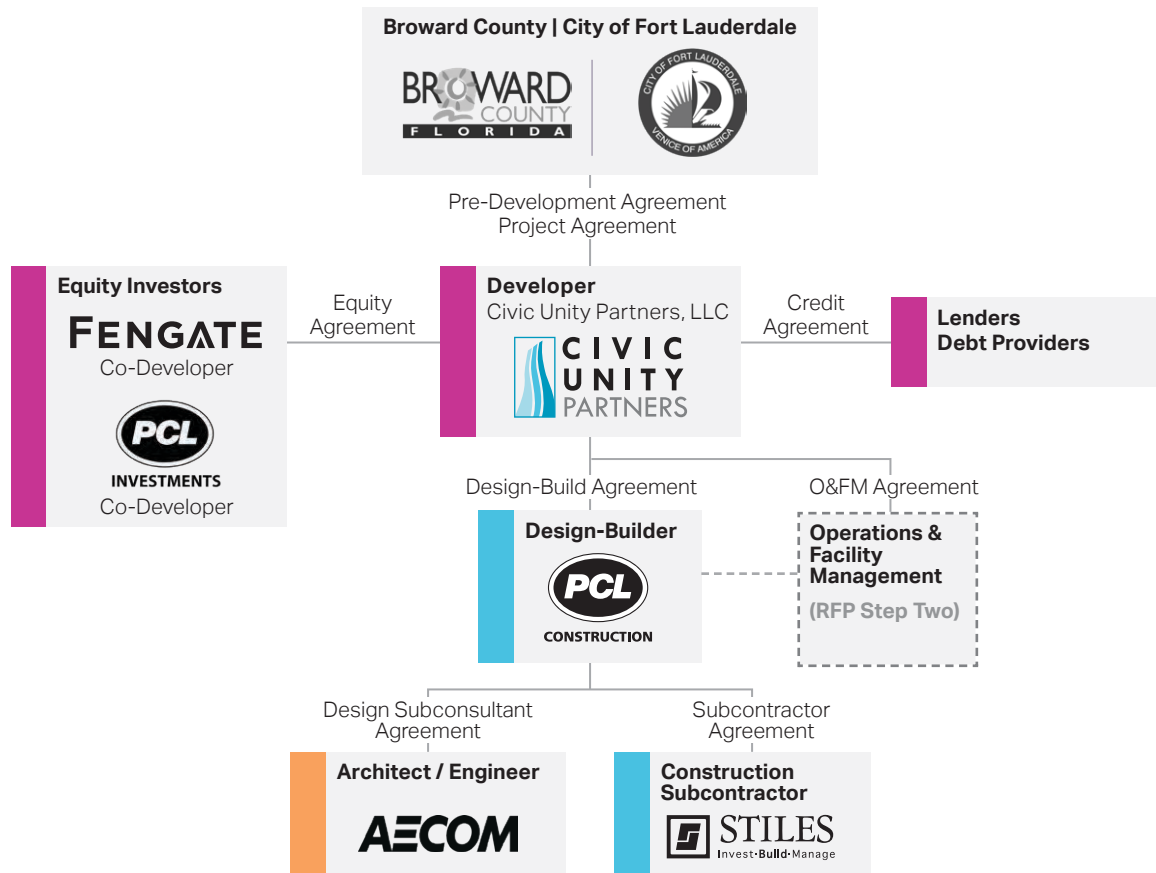


Figure 3: Corporate Organizational Chart

CIVIC UNITY PARTNERS—KEY INDIVIDUAL TEAM STRUCTURE

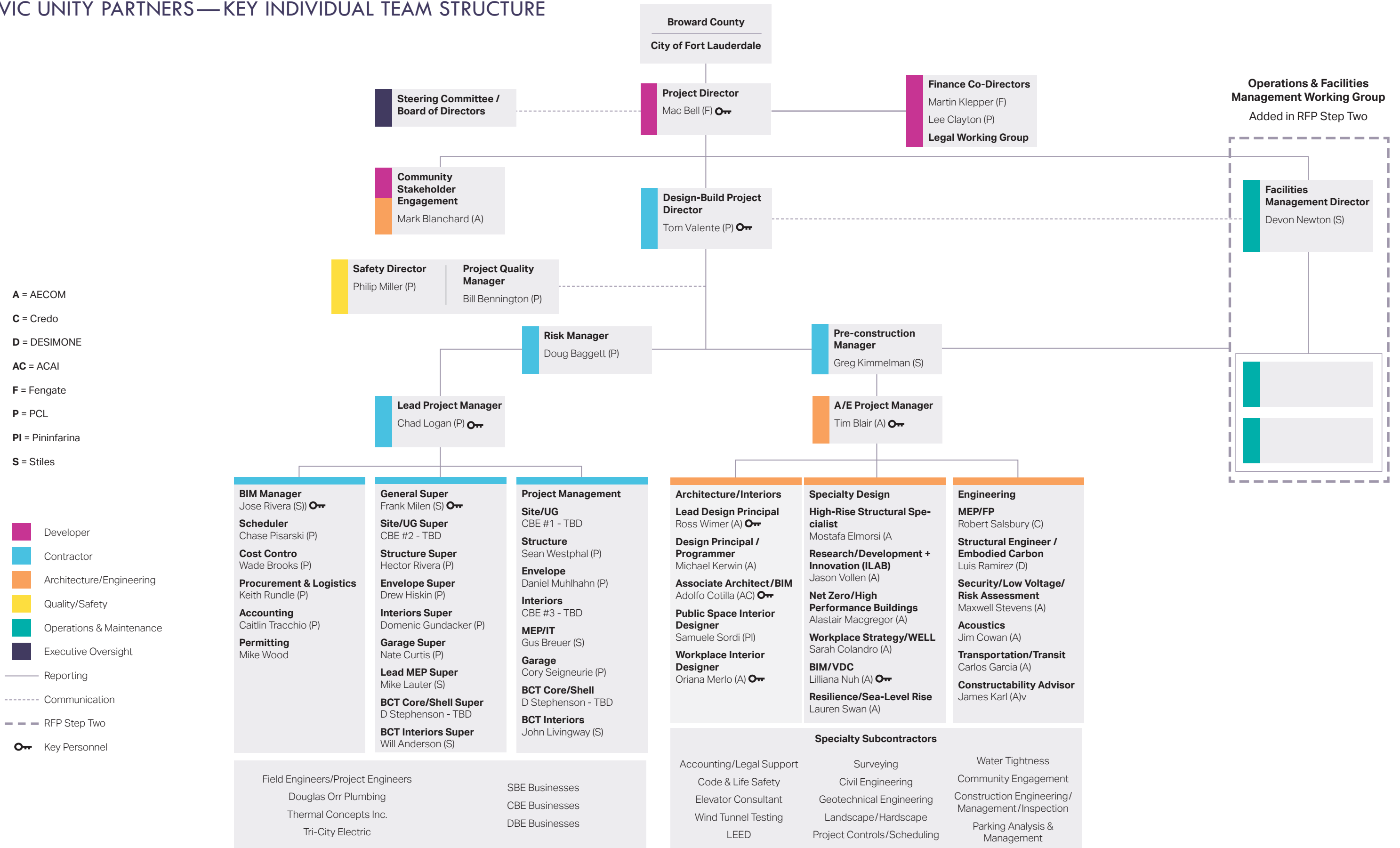


Figure 4: Organizational Chart of Proposed Team

OVERALL ORGANIZATION & MANAGEMENT STRUCTURE BY PHASE

RFP (Step Two): During Step Two, Civic Unity Partners will be led by Project Director, Mac Bell, who will be the single point of contact with the Sponsors and be responsible for the overall function of the consortium.

PDA/Implementation Phase: As an extension of the RFP Phase and Civic Unity Partners' leadership will remain unchanged during this time. The proposal submitted at the RFP deadline is based on the consortium's understanding of the RFP requirements, including the design and construction expectations, performance requirements and payment mechanism.

Design and Construction Phase: Following Financial Close, the focus will include construction activities as well as continued design development.

Operations Phase: After the transition into the Operations Phase, the Developer will work with the O&FM Team to deliver services, and perform maintenance and lifecycle activities to return a highly-functional, and well-maintained facility upon turnover at the end of the operational term.

Developer Team Leadership

Mac Bell, the JGCC **Project Director** will coordinate the activities of the Developer and specifically: the Equity & Finance Team, Design-Build Team, Operations & Facility Management Groups throughout the life of the Project. During Step 2 and PDA/Implementation Phase, Mac will lead weekly Bid Management Committee meetings that will include the **Design-Build Project Director, the Pre-Construction Manager, the Operations & Maintenance Project Executive** (once determined), and the **Finance Co-Directors**. At these meetings, issues related to the overlap between the scopes of design, construction, FM, operations, and finance will be discussed. Mac will report to the **Steering Committee**.

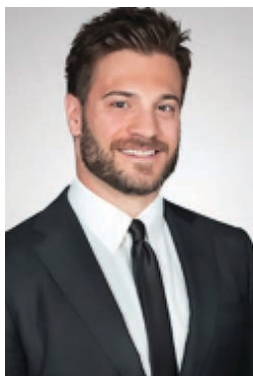
During the **Design-Build Phase**, Mac will track and monitor the construction activities of the project as they relate to the Project Agreement, be the primary point of contact for the City, and report to the **Board of Directors** of the Developer.

During the **Operations Phase**, Mac will continue to have responsibility for the day-to-day activities of the Developer, to be the primary point of contact for the City for operations matters, and for managing the O&FM Agreement with the O&FM Provider.

Key Committees and Working Groups

Civic Unity Partners has been organized into teams that give a formal structure to the management processes needed to focus the cross-discipline collaboration, which will in turn, successfully deliver this transformation design-build-finance-maintain Fengate PCL Investments. One of North America's leading P3 investors and asset managers, Fengate has deep experience in the financing, delivery, and asset management of infrastructure projects under DBFOM structures. Fengate will partner with PCL Investments to develop the Project, serving to align the consortium's design-build and asset management interest—ensuring compliance at every stage, focusing on long-term solutions, and optimizing the balance of capital-operating-lifecycle cost considerations to maximize value-for-money to the Sponsors.

As co-development partners, Fengate and PCL Investments will be responsible for delivering the project throughout each phase of the concession (including providing the consortium's single point of contact with the City and external stakeholders), as well as providing the finance working group.



MAC BELL, PROJECT DIRECTOR

Key Project Experience: Los Angeles Int'l Airport (LAX) Consolidated Rent-A-Car (ConRAC), Los Angeles, CA

With over fourteen years of successful experience in North America, Mac Bell works exclusively on originating and executing infrastructure investments on behalf of Fengate's infrastructure funds. Mac combines his dual finance-engineering expertise to engage each member of his integrated design, construction and maintenance teams to deliver bespoke solutions that not only holistically consider the whole-life performance of each infrastructure investment, but also align the long-term interests of his public sector clients. Mac led Fengate's winning consortiums on each of the **P3 DBFM US\$1.34B Los Angeles International Airport (LAX) Consolidated Rent-A-Car (ConRAC) facility**, **P3 DBFM \$1.2B Macdonald Block Reconstruction**, and the **P3 DBFM \$1.04B Edmonton Valley Line LRT**.



Figure 5: Energy Services Acquisition Program - PCL Investments

The Steering Committee

This group is comprised of senior representatives from each of the Equity Team Members.

RFP (Step Two): The Steering Committee will consider, advise on, and resolve any issues that arise during preparation of the bid that involves the interests of multiple teams, including approval of the final financing structure.

PDA\Implementation Phase: In preparation for the transition to Project Board upon commercial close, this group will work to craft terms of reference and board resolutions.

The Project Board

Created out of the Steering Committee upon Commercial Close, each of the Equity Members will be represented on the Board by individuals with strategic advisory, corporate governance, and P3 experience relevant to the Project.

Design-Build Phase, Operations Phase: The Project Board will meet quarterly, and on an ad-hoc basis as necessary, to provide key oversight throughout the Design, Construction, and Operations Phases, and decisions will be made in accordance with the Shareholders' Agreement.

The Finance Working Group

Active during the PDA\Implementation Phase, this working group reports to the Project Director, meets weekly, and will be responsible for creating and executing the financial plan and funding options for debt and equity investment in the Project, including all negotiations with lenders, as well as managing the funding competition to ensure the lenders provide pricing that creates the lowest effective cost of financing.

Co-directed by Martin Klepper of Fengate, and Lee Clayton of PCL Investments, this group is dedicated to

arranging the most competitive financing solution for the Project. The Finance Working group will interface closely with the Legal Working Group on issues including Credit Agreement negotiations and Project Agreement commentary, among others.

The Legal Working Group

Active during the PDA\Implementation Phase, this working group is dedicated to negotiating the Project Agreement between Civic Unity Partners and The Sponsors.

The Legal Working Group meets regularly and will hold additional ad-hoc sessions before Civic Unity Partners and the Sponsors are to meet for one-on-one Commercially Confidential Meetings. During the Implementation Phase, the Legal Working Group will review and negotiate the terms of the contractual agreements between the City, the Developers, the Design-Builder, the O&FM Provider, and the lenders, working toward Commercial Close.

The Design-Build Group

This group is led by PCL Construction Services, Inc. ("PCL"). PCL has a demonstrated track record of delivering highest value for the lowest cost in the P3 marketplace, as one of North America's most prolific P3 constructors with over \$11B of alternative financing P3 projects awarded.

As a major subcontractor to PCL, Stiles is a considerable force in the Florida construction industry and their South Florida portfolio features every type of commercial construction, including Class-A office buildings, residential buildings, hospitality/resort projects, parking garages, and master planned mixed-use corporate parks, among others. Stiles' vast experience with fast-tracked projects and complex governmental approvals adds a distinct advantage to the Design-Build Group.

Led by PCL's Design-Builder Project Executive, Tom Valente and supported by the Pre-Construction Manager Greg Kimmelman from Stiles, this group manages all design and construction activities on behalf of Civic Unity Partners.



Figure 6: LAX Consolidated Rent-A-Car (ConRAC) — DBFM Fengate, PCL Investments and PCL Construction

RFP (Step Two): The group will manage all day-to-day elements of a capital cost estimate, construction-execution plan, and innovative technical solutions that will meet the requirements of the RFP.

PDA\Implementation Phase: The group will continue to manage the design process and refine the design to ensure that the price and schedule are accurate prior to Financial Close. As the parties approach Financial Close, PCL will supplement its leadership structure to more closely resemble the one it will have in place during the Design and Construction Phase. Design-Build Project Manager. Although construction will not commence until Financial Close is achieved, it is valuable to bring on these additional team members early for a seamless transition to the next phase. Reporting to PCL, Tim Blair, A/E Project Manager, will lead the Design Team to support Financial Close as needed to validate the design proposal and associated construction logistics.

Design-Build Phase: As a member of the Design-Build Group and reporting to PCL, the Design Principal-in-

Charge, will lead the Design Team to produce Design Development documentation based on the P3 proposal, inclusive of any clarifications executed during the financial close validation process. The Design Team will work closely with Construction, Operations, and FM Groups to integrate construction and operational considerations in the optimization of architectural quality and building performance during construction.

Operations Phase: An important part of the Design-Build Group, an Operations Transition Committee will be created to coincide with a transition process that is expected to begin one year before scheduled Substantial Completion ahead of commencement of the Operations Phase. As is typically specified in the Project Agreement, the committee is formed at this time and will remain active until Final Completion. This committee meets regularly and is comprised of individuals from the Developer, the Design-Build, O&FM Groups. The core purpose of this committee is the successful transition from construction to operations on day 1.



Figure 7: Macdonald Block Government Campus Renewal—DBFOM, Fengate, PCL Investments and PCL Construction

The Integrated Design Group

This group is an essential element of the Design-Build Group and will be overseen by A/E Project Manager, Tim Blair of AECOM. The integrated and collaborative organization of this group is key to the success of the DBFOM model. Consisting of industry-leading architects, engineers, planners, and specialty consultants, led by AECOM, the Integrated Design Group will deliver the design for JGCC.

AECOM is a global network of design, engineering, construction and management professionals, experienced in design-build and P3 projects that require integration of a large design team and strong design leadership. AECOM has been active for over 90 years in South Florida, helping to shape the urban landscape and contributing to the enhancement, specifically, of Broward County and Fort Lauderdale through many iconic projects.

Pininfarina Architecture is recognized for their unparalleled ability to create timeless works based on their values of technology and beauty. Pininfarina has a team of 50 professionals with multidisciplinary backgrounds including architecture, engineering, social sciences and interaction design. Their most recent experience includes the new Airport Air Traffic Control Tower in Istanbul in collaboration with AECOM, the Millecento luxury condo in Miami, the Yachthouse luxury twin towers in Balneario Camboriu, Brazil, and the Juventus stadium in Turin, Italy.

RFP (Step Two): The Design-Builder **Project Director** and **Design Principal-in-Charge** will chair weekly Core Design Team Meetings with representatives from Design, Facility Management, Operations, Construction and Equity to go through detailed design discussions as the bid is prepared. With the ultimate goal being to deliver state-of-the-art facilities while maximizing value for money, this degree of integration is critical to streamline project delivery and—for complex integrated projects such as the JGCC Project—to ‘fail-proof’ the commissioning. Having delivered numerous comparable P3 projects—many together—all Members of the Civic Unity Partners are used to this integrated approach and have developed several specific solutions to achieve design excellence.

PDA\Implementation Phase: the group will focus on suitable, material and equipment selection, as well as energy optimization strategies as the team works towards Financial Close. At this time, Construction and Operations & Facilities Management partner integration

in the Design Team is vital to achieve the rigorous demands inherent to the DBFOM delivery model.

Design-Build Phase: the group is structured to facilitate a collaborative working process between the Design Team, the Construction Team, the O&FM Group, and to subsequently drive key deliverables including permits and approvals, design management, schedule management, construction, equipment procurement, site integration and commissioning, in a parallel and closely integrated process.

The Operations & FM Group

This group will be added to Civic Unity Partners upon notice of shortlist by the UDPA, and included in the developing commercial structure. RFP (Step Two). In Step Two of the procurement, Civic Unity Partners plans to invite the more fulsome participation from Stiles to include their industry-leading history in South Florida Operations & Maintenance activities. While Civic Unity Partners will work with Sponsors and align the selection and procurement of an O&FM partner with the requirements of Step Two, the inclusion of Stiles in the O&FM role has clear advantages for the Project. Synergy between the Construction and O&FM Teams will provide long term value for the Sponsors and the experience that Stiles will bring to the Design, Construction, and Operations Phases will reduce risk, anticipate future considerations, and strengthen the already strong relationships that Stiles has in South Florida.

RFP (Step Two): The group will work closely with the Design-Build Group to finalize the FM pricing for the Project, including the life cycle and energy costs.

PDA\Implementation Phase: A Facility Management Director will interface with the Design-Build Group to drive greater efficiencies during final design development, provide facilities management input, and advise on equipment, systems, and finishes that will provide the least long-term cost.

Design-Build Phase: the FM Group will focus attention on the new plant/systems to ensure the equipment is properly installed and commissioned to enable optimized energy performance.

Operations Phase: one year prior to Substantial Completion, an Operations Transition Committee is formed of leads from the Design-Build, Operations and FM Groups. The FM Group will activate a Transition Manager who will develop and maintain a transition plan from the Design and Construction Phase to the Operations & Facility Management Phase. Together with

the Sponsors, they will ensure that all operating plans are in place for a seamless transition into operations.

Six months following substantial completion, or until a steady state of operations has been achieved, the Transition Manager will begin to wind down their responsibilities, and ultimately phase out by the end of the construction warranty period.

During the Operating Phase, the O&FM provider’s general duties will include, but are not limited to the day-to-day management, predictive maintenance, preventative maintenance, and repair of the facility and systems to keep them in a state of good repair and condition. Services include: staffing and labor; 24/7 emergency response; hiring and management of service providers including janitorial, security, landscaping, etc.; insurance and licensing verification of service providers; provision, administration and update of maintenance management software; providing parking management services; performing QA/QC inspections; reporting, record keeping and record retention; creating policies, processes, procedures and operating manuals; creating safety plans; providing emergency preparedness response and planning and training; incident reporting; and capital improvement plans; and others as required.

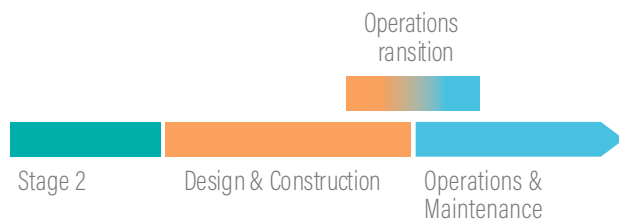


Figure 8: Operations Transition Phase

Team Member Contractual Relationships

Civic Unity Partners understands the importance of a sound contractual structure in the delivery of complex P3 projects and views established and clear agreements between team members as foundational to project success. Given the number of past DBFM/DBFOM projects delivered by members of the consortium, Civic Unity Partners shares a strong mutual understanding of roles and responsibilities for the Project. Relying on collective best-practices, Civic Unity Partners’ indicative contractual structure reflects the demands of the Project.

RFP (Step Two)

Teaming Agreements—The Teaming Agreement is Civic Unity Partners’ central contract governing the responsibilities and working relationships between the major participants during RFP until Financial Close.

PDA\Implementation Phase

Project Documents—Civic Unity Partners’ contractual structure is defined by formal subcontracts and security packages that are well understood by all team members, having been negotiated, executed and financed for several precedent comparable transactions. These agreements provide clarity around performance expectations, risk ownership and management, as well as holding all team members accountable for performing their obligations.

The following provides an overview of Civic Unity Partners’ indicative contract document structure based on our current understanding of the Project and our collective experience in pursuing, closing and delivering DBFM/DBFOM P3 projects:

Pre-Development Agreement (“PDA”)— Civic Unity Partners (will enter into the PDA with the Sponsors following selection as the successful Developer for the Project to allow the JGCC design process to advance while the final terms of the comprehensive development agreement are negotiated.

Comprehensive Agreement (“CA”)—Civic Unity Partners will enter into the final negotiated CA with the Sponsors as part of the process in reaching Commercial Close for the Project. The CA will outline all the design, build, finance, operate, and maintain obligations that Civic Unity Partners will assume for the Project, and will also outline the payment mechanism through which the Sponsors will remunerate Civic Unity Partners for the performance of its services.

Design-Build Agreement (“DBA”)—Civic Unity Partners and PCL will enter into the DBA which serves to drop down to PCL all of the design and construction obligations contained in the CA. The DBA also details the PCL security package and terms surrounding warranty and latent defect periods.

Operations & FM Agreement (“FMA”)—Although not exclusive to our team at this phase in the procurement; Civic Unity Partners’ intent is to align with Stiles Property Management to further align with the construction team and also to utilize Stiles’ local labor resources. Civic Unity Partners and Stiles will enter into the FMA which serves to drop down to Stiles all of the maintenance, turnover, lifecycle and energy performance obligations contained in the CA. The FMA also details the Stiles security package and other relevant terms.

Interface Agreement (“IA”)—The success of any DBFOM project is defined by the effectiveness of the relationship between the main entities (i.e., the Developer, the Design-Builder, the O&FM Provider) before and after Substantial Completion. The interface of these parties at key

moments throughout the Project warrants a dedicated agreement to ensure the rights and obligations of each party are well defined whenever they work together. As a result, the Civic Unity Partners, PCL, and Stiles (as Operator) will enter into an Interface Agreement focusing on three key steps: (i) design development, (ii) transition and (iii) defect management.

Subcontractor and Subconsultant Agreements—The Design-Builder, O&FM Provider, and Design Team Lead will enter into subcontract agreements or subconsultant agreements with their respective subcontractors and subconsultants (detailing their respective responsibilities and scope of work). Project components receiving Federal funding, Civic Unity Partners will abide by all Federal DBE participation requirements% of DBEs. For JGCC scope funded through the City, Civic Unity Partners will meet or exceed the requirements for CME as outlined by the Sponsors. Contracts and agreements during all project phases will be in line with all inclusivity requirements, targets, and initiatives.

Credit Agreement—Civic Unity Partners will enter into a Credit Agreement with its lenders, which will detail the terms of the lending arrangement, including covenants and stipulations that the lenders require for investing debt capital into the project.

Lenders’ Direct Agreement (“LDA”)—The Sponsors, Civic Unity Partners and the Lenders’ Agent/Trustee (on behalf of the Lenders) will also enter into LDAs allowing Lenders to step-in and remedy a Developer default (i) under the Comprehensive Agreement or (ii) under any of the subcontracts (DBA, FMA).

PCL has a long history of meeting and exceeding participation goals on similar projects. As a local company with a 30+ year history in the community, we have had the privilege of delivering some of the region’s most challenging projects in partnership with many small, local and diverse firms. **PCL’s Community Outreach plan** is structured to maximize participation by small, local, minority, disadvantaged and veteran businesses through accessibility and outreach, opportunity and transparency, monitoring and reporting, and ongoing engagement and support.

PROJECT NAME	GOAL	ACTUAL
GEICO Garage	24%	32%
OIA Rent-a-Car QTA & Support Facility	17%	21.67%
Orlando International Airport BP-462	18%	51%
UCLA Terasaki Life Sciences Building	0%	31%
UCI Student Center Expansion, Phase 4	0%	18%
CSU Fullerton Student Housing, Ph. III	0%	39%
Universal Studios North Parking Garage	20%	20%
Universal Studios South Parking Garage	20%	21.5%

Civic Unity Partners Team Member **Stiles has exceeded Minority & Community Business Participation** by an average of 9.8% over 18 recent projects with 4 recent Broward projects listed below. Civic Unity Partners will bring this same approach to JGCC.

PROJECT	GOAL	ACTUAL
Broward County Courthouse Parking Garage	25%	26
Broward County South Animal Care Facility	28%	29
Museum of Discovery & Science Renovation & Science Park	18%	40
Broward County Port Everglades T2 T4 Garage (JV Project)	25%	26

1.2 - Project Financial Approach



2. PROJECT FINANCIAL APPROACH

CONTEMPLATED FINANCIAL STRUCTURES

Civic Unity Partners' understanding of the project is that the developer will finance the construction costs of the Project and will be repaid through the concession term with availability-based payments (as referenced in the RFQ document). The availability-based payment stream will be sized to pay for the following i) repayment of capital expended during construction ii) facilities maintenance obligations and iii) building lifecycle or preventative maintenance.

The key question facing the Sponsors is how to optimize the quantum of the above obligation, meaning; how much private capital should be paid down during the construction so that it is not amortized during the concession period (as short-term financing and government financing is cheaper than long-term private financing). This "pay-down" can come in the form of milestone payment or substantial completion payments. The Sponsors is able to obtain funds for this purpose through either using existing funds, municipal bond issuance or even leveraging FTA grant funding.

Civic Unity Partners' provides below a number of other considerations which deviate away from the tradition "DBFM P3" approach detailed above:

Commercial Bifurcation: Should the Sponsors be able to leverage FTA funding to repay all construction costs associated with the transit-oriented scope of the project it might be able to bifurcate the contract into two distinct transactions: i) A design-build-finance (DBF) project where the FTA grants repays all private capital associated with construction of all transit oriented scope and ii) A separate structure for the government office tower (detailed below).

Real Estate Alternatives: As mentioned above, there are a number of ways in which the Sponsors can structure the financing for the government office tower.

- **Lease-lease back:** Under this scenario, the Sponsors will lease the land to Civic Unity Partners under the stipulation that Civic Unity Partners will execute the design-specifications set by the Sponsors and then lease the entire building back to the City and County. Under such a model the Sponsors will retain the flexibility to manage the property as they see fit
- **Triple-Net Lease:** Under this scenario, the Sponsors will lease the entire space (much like the above example) and the costs of tenant-improvements, real estate insurances, taxes and property maintenance on top of their rent
- **Gross-Lease:** Under this scenario, the Sponsors would pay a flat rate and the landlord (which could be Civic Unity Partners should it retain the land) would pay the taxes, insurance and property management

With Fengate diverse background of real estate and infrastructure development, it is able to execute on either of the models depending on the desires and needs of the Sponsors

Strategy for debt competition

Civic Unity Partners has developed a financing process based on proven best practices and has made significant progress executing on key aspects of our process, including:

Engaging the right advisory team: Through its 24+ successful P3 projects, Fengate has developed strong relationships with a number of experienced advisors. Civic Unity Partners is committed to engaging an advisory team uniquely qualified for this pursuit, including a financial advisor, equity counsel, lenders' counsel, and lenders' technical advisor.

"Soft Circling" Debt Investors: As Civic Unity Partners' Equity Member, Fengate will rely on its strong connections with lenders within the US to market this Project. In 2016, Fengate did a road show across the US to introduce the company and understand the institutional- specific requirements lenders may have. This resulted in a large network of investment firms that view Fengate as a trusted partner and world-class developer.

In addition to the three mentioned above, Civic Unity Partners has "soft circled" the following prospective lenders as having access to deep pools of capital, a strong appetite for P3, and a local presence in the Broward County area.

PRIVATE LENDERS AND OPTIMIZED FINANCING

The role of private capital (equity & debt) within a DBFM P3 procurement is simple – it underwrites or provides an insurance policy against construction and maintenance price overages. The role of equity capital is also to represent Project Co (or the project) during dispute or disagreements with the eventual project agreement that Civic Unity Partners will sign with the Sponsors.

The role of equity during the bid phase of the project is to allocate risk to the parties best able to manage them and also to arrange the most efficient debt solution as possible (i.e. lowest weighted-average-cost-of-capital). While searching for the lowest aggregate cost of capital, Civic Unity Partners will run a fulsome financing competition.



MARTIN KLEPPER, PROJECT FINANCE CO DIRECTOR & FTA FUNDING LEAD

Key Project Experience: Los Angeles Int'l Airport (LAX) Consolidated Rent-A-Car (ConRAC), Los Angeles, CA

Martin Klepper, Chairman of the Board for Fengate's United States infrastructure business unit, is a strategic lead for driving the expansion of Fengate's portfolio as a developer of and equity investor in public-private partnership (P3), contracted power and contracted utilities projects in the US market. Over his career, he has closed more than 100 major transactions totaling more than \$20B. Martin has worked with both federal and state governments on energy and infrastructure financing matters, as well as with banks, underwriters, equity investors, multilateral lenders, and export credit agencies in various capacities. He represented the Department of Transportation in financing a roster of large projects, including TIFIA's \$2B financing for the expansion of the Washington Metro to Dulles Airport.

Martin will leverage his knowledge gained during his work with the Build America Bureau to effectively structure any FTA funding along with other sources of private debt capital to arrive at the optimal debt structure for the Project. Martin understands the terms and conditions along with the application process and will be available to assist the Sponsors in this phase of the Project.



LEE CLAYTON, PROJECT FINANCE CO DIRECTOR & PRIVATE DEBT LEAD

As VP, Global Strategic Initiatives for PCL Investments, Lee has led numerous P3 pursuits ranging in size from \$100 million to over \$1 billion. Bringing over 20 years of experience in the construction industry, prior to joining PCL, Lee has notably been involved in securing over \$8.5 billion of AFP/P3 work in Canada, the UK, and Australia. Lee gained key experience as a P3 commercial bid director, responsible for all commercial requirements of PCL's P3 pursuits for Canadian Buildings.



Figure 9: Macdonald Block Government Campus Renewal - Fengate, PCL Investments and PCL Construction

APPROACH TO FUNDING SCENARIOS

Illustrative Leverage

90% Debt / 10% Equity

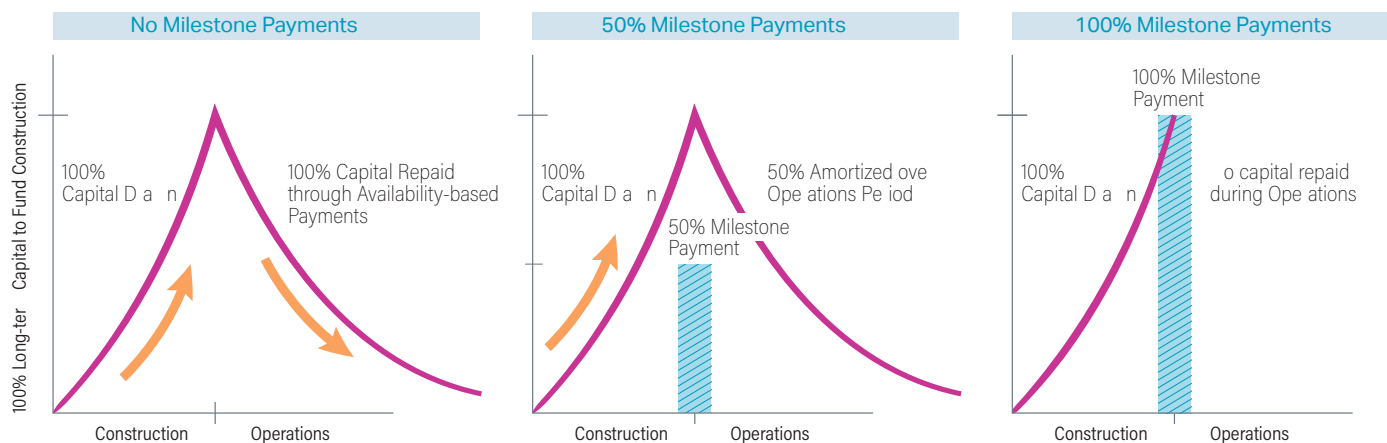


Figure 10: Funding Scenarios for JGCC

i. No Milestone Payments

As figure 10 illustrates, the approach to financing a project with no milestone payment is frankly the easiest. Easiest in the sense that only long-term financing will be explored as none of the financing will be repaid during the construction period or upon completion. As mentioned above, Civic Unity Partners will explore the most efficient mix of funding long-term financing solutions (i.e. medium term notes versus long-term bonds)

Long-Term Financing: According to the RFQ, the payment mechanism during operations would involve availability payments to the Developer over the term of the concession, subject to deductions set forth in the Project Agreement. This description appears consistent with the standard operating-period availability payment regime used on all Canadian P3 projects, as well as the LAX ConRAC project in Los Angeles, and is hence well-understood and financeable by the long-term debt market.

Long-term debt would typically come from either a long-term rated bond or an unrated private placement.

A long-term rated bond would have an investment-grade credit rating from one or two rating agencies (i.e. Moody's, S&P, DBRS, Fitch) and would be broadly marketed to the fixed-income investor market. A long-term rated bond would be fully drawn upfront at financial close, and excess bond proceeds can be invested in a structured deposit note to minimize negative cost of carry. A long-term rated bond would be interest-only

during the construction period, and amortize over the course of the operating period.

An unrated private placement would not need any credit ratings and would be narrowly marketed to those institutional investors that are able to buy products without ratings (e.g. life insurance companies). Unrated private placements can be structured to allow for delayed-draw during the construction period whereby the Developer would be able to draw down on the facility as per the anticipated construction-period spend curve and only incur a commitment fee on the undrawn principal (similar to the bank loan structure). Unrated private placements would also be interest-only during the construction period and would amortize over the course of the operating period. The availability payments would be sized to cover the principal and interest of the long-term debt during operations, along with all operating, maintenance, and rehabilitation costs.

ii. 50% Milestone Payments

When 50% milestones are introduced it impacts both the debt and equity capital.

Debt: Civic Unity Partners will likely raise short-term construction financing (bank or bond) to line up with the quantum of milestone payment(s). This short-term instrument will then be repaid by the receipt of the milestone paid into the project by the County. This allows the project to be more affordable as short-term financing is cheaper than long-term financing.

Equity: financial leverage is applied at financial close (i.e. 90% debt, 10%) and is then retained throughout construction. Upon substantial completion, the maturity of the short-term debt will force some of the raised equity to be retired also; in order to maintain the envisioned debt-to-equity ratio. The equity that is retired is often referred to as “contingent equity” and can be repaid in a special dividend or “regearing” dividend.

Having milestone/ substantial completion payments will allow for the inclusion of a short-term debt tranche to the overall financing strategy of the Project. Short-term debt will typically take the form of either a bank loan facility or a short-term bond.

A bank loan facility has the benefit of minimizing negative carry, as the Developer would be able to draw down on the facility as per the anticipated construction period spend curve and only incur a small commitment fee on the undrawn principal. Floating interest rate risk on the bank loan facility would be hedged with an interest rate swap. A bank loan facility could be structured as a term loan that gets fully paid off with the substantial completion payment at the end of construction, or as a revolver that gets paid down periodically using milestone payments received throughout the construction period.

iii. 100% Milestone Payments

A structure where 100% of the private capital raised to fund construction is repaid is referred to as a DBF or design-build-finance. Under this method, the County will forgo all benefits of the risk transfer associated with performance-based facilities maintenance.

If the Sponsors contemplate a structure where 100% of the Project cost is paid as milestone payments the structural changes outlined in following would occur and PCL Investments would step in as Lead Developer.

Similar to the structure implemented on all of its current BF/DBF projects, PCL Investments Inc. (“PCL Investments”) will establish a non-recourse special purpose project entity (“Project Co”), which will enter into the Comprehensive Agreement with the Sponsors. This is the same structure as was put in place for the recently closed Energy Services Acquisition Program (ESAP) DBF Project (closed 2019) and the New St. Pauls (Phase 1a) DBF Project currently in closing.

We expect the structure to include the following principles:

Civic Unity Partners will act as developer and will drop down all its construction obligations to PCL Construction, who will act as Construction Contractor

on the Project. PCL Construction has demonstrated its ability to secure adequate bonding and other forms of performance guarantees, on all past P3 projects including BF, DBF, and DBFMs.

The combination of the Construction Contractor’s expert project management, a robust performance security package and a comprehensive set of contract documentation (project and finance) will provide effective mitigation of financial and underlying risks faced by Project Co.

It is imperative that adequate security is in place to incentivize performance during construction and attracting investors to participate in the transaction. A robust and liquid performance security package will mitigate risk for the Project and lower the cost of the debt, enabling PCL Investments to bid the most competitive price. It will also ensure adequate liquidity is readily available in the event that additional funds need to be spent to complete the Project and/or to compensate Project Co for any damages as a result of late delivery.

Risk Mitigation and Lender Participation

PCL Investments will consider the following risk mitigation tools to secure financing for the Project as a DBF. The composition of the final package will be carefully structured in order to mitigate financial and construction execution risks from the perspective of the lending community whilst not increasing the bid and delivery costs of the bid which would unnecessarily increase the proposal price.

- **Construction Letters of Credit (“LC”):** The size, on-demand accessibility and irrevocability of liquidity support are important factors. Construction LCs provide Project Co and lenders with immediate liquidity to manage any defaults
- **Performance Bonds:** Surety bonds are used to provide credit support in the event of a Construction Contractor default. A P3 performance bond is a unique alternative which in addition to the normal heads of claims responds to pay liquidated damages
- **Construction Contractor Liquidated Damages (“LDs”):** LDs payable by the Construction Contractor compensate Project Co and lenders for any damages resulting from a delay while providing a financial incentive for on-time completion
- **Construction Contractor LDs holdback regime:** PCL Investments often incorporates in the LD regime mentioned above a look-forward analysis and

accompanying LD holdback regime. The LD look-forward analysis often begins 6-months prior to the scheduled final completion date and provides increased liquidity to lenders via a holdback mechanism if the Lenders' Technical Advisor determines completion of the project will be delayed past the scheduled final completion date

- **Performance Guarantee:** The contracting entity provides a performance guarantee in support of its contractual obligations. Furthermore, the contracting entity's performance obligation is often backstopped by a guarantee from its parent company which, if available, provides an additional layer of protection to Project Co. We note that the use of the parent company guarantee comes at a cost and whether to utilize it or not as an additional risk mitigation tool is made on a project-by-project basis to optimize the proposal price whilst meeting lender requirements
- **Insurance package:** An adequate insurance package will provide liquidity to a project in the event that certain "insurable events" occur. A qualified insurance advisor is essential to ensure that the optimal insurance policy is procured, lenders are protected through being named as additional insured and that there are no gaps in coverage
- **Subcontractor Selection:** In order to maximize the probability that the construction is completed on time and on budget, it is imperative to have highly experienced subcontractors with significant experience of successfully completing complex projects of this type, in a safe manner and in accordance with the desired output specifications. To this end, PCL typically awards sub-contracts to organizations from within its list of preferred subcontractors (i.e. those that can demonstrate it can deliver these outcomes)

The final construction risk mitigation package put in place will address additional or specific requirements of lenders. The finance team will assess all security package elements available in the market at the time, being mindful of the benefits and costs of such elements and the impact on the final bid price. The finance team has discussed the necessary levels of security that may need to be posted for the Project and PCL Investments is committed to providing the appropriate security package to ensure a robust and bankable financial solution.

Ability to Attract Lenders

The most important elements in ensuring access to a broad pool of reliable lenders can be summarized as follows:

- **Having a reputable Construction Contractor that has a proven ability to providing competitive proposals:** A proven ability to win and close transactions attracts lenders as it increases their probability-adjusted opportunity to lend funds after investing time and effort on a bidding process
- **Bankable contractual documentation including a security package to incentivize performance and protect lenders from downside risks:** PCL Investments consistently offers an adequate security package to its lenders, including a combination of letters of credit, completion guarantees and performance bonds, that has proven to be not only acceptable but an attractive, credit-positive feature
- **Well-defined, fair and transparent funding process:** Although winning with a bankable set of contractual documents is the ultimate objective, the steps to get there are considered by PCL Investments as equally important. Conducting a fair and transparent funding competition process is critical to ensure long-term relationships are preserved and the sector remains one where lenders continue to express interest in participating

PCL Investments follows the above principles on each of its BF/DBF pursuits, which has allowed it to have continuously strong interest from the financing community in participating in its projects.

Obtaining Lender Commitments and Contingency Plans

The funding process contemplated by the finance team is premised on openness and transparency with the lenders and will include the following steps:

- **Develop a Financing Plan:** Develop a fund-raising strategy and share with lenders so they have a clear understanding of the process contemplated and PCL Investments' expectations of them
- **Develop a Financial Model:** The financial model will be developed to allow considerable flexibility in terms of the funding solution (bond, term loan or revolver financing) and the timing of receipt of completion payments. This gives PCL Investments the capacity to quickly evaluate the impact on the guaranteed price of various structures, and therefore optimize the structure of its bid and propose potential innovations

- **Conduct a Risk Assessment:** Identify key commercial and financial risks and cooperate with the lenders' third-party advisors to identify and allocate the project risks to achieve an optimal project financing structure
- **Select Financing Solution and Debt Providers:** The finance team will evaluate and select the most efficient funding solution and select a final group of lenders
- **Negotiate Financing Documents:** PCL Investments will leverage precedent documentation which has been acceptable to lenders on many occasions in the past. This will facilitate the discussion with lenders. PCL Investments believes in having fully negotiated and detailed financing term sheets prior to bid submission, which removes uncertainty and allows lenders to provide a stronger commitment letter to support the bid. Following an iterative term sheet negotiation process, lenders will be required to deliver to PCL Investments binding commitment letters approved by their respective credit committees, noting their ability and obligation to commit/advance funds at Financial Close

These commitment letters (to be provided within the PCL Investments RFP response) will only be subject to typical conditions precedent, as all significant business issues will have been resolved and documented in the detailed term sheet, which will be appended to the commitment letter. This advanced negotiation process between PCL Investments and lenders will minimize the time required between preferred proponent notification and Financial Close and so-called "documentation risk", which routinely delays projects in this critical phase of their life.

- **Financial Close Roadmap:** The finance team has demonstrated its ability to achieve financial close on many different P3 projects, at times in extremely short periods of time, and in challenging economic and political environments. In all cases projects have been best served by a financing plan that has been designed to minimize any uncertainty in the funding arrangements. As a result, the finance team will develop, in collaboration with the authority, a financial close roadmap detailing the actions and responsibilities for all parties to coordinate the steps required to reach financial close

The finance team understands how important the Project is to its stakeholders, and how each aspect of a bid needs to be optimized to minimize risks and deliver on these rightfully high expectations. PCL Investments intends to deliver on these expectations in every category, including financing. PCL Investments intends to follow the approach that it has tested and proven on prior deals and having a contingency plan with regards to financing is a great part of it. The contingency plan includes the following general principles:

- **Financing Commitment:** PCL Investments' financing strategy typically consists of obtaining full credit committee approvals from experienced and creditworthy Canadian financial institutions, despite committed financing not always being a requirement of the RFP for BF and DBF projects
- **Financing Redundancy:** The finance team also typically obtains commitments from lenders for more than the amount required to finance their bids. PCL Investments' most recent bids included redundancy in the funding groups for the ESAP/ESM Project and the New St. Pauls (Phase 1a) Project
- **Alternate Financing Sources:** PCL Investments maintains strong relationships with a multitude of other financial institutions, who continuously express their strong desire to increase their exposure to PCL's strong credit. Should any of the lenders originally selected to support the bid need to be substituted ahead of financial close, PCL Investments is confident that it will not have any difficulties either replacing such lender or increasing the commitment of the remaining lenders if this unlikely event occurs

CONTRIBUTION-DRIVEN TEAMING CHANGES

i. No Milestone Payments

No change envisioned – Aside from eventually adding a facilities maintenance partner during Stage 2.

ii. 50% Milestone Payments

No change envisioned – Aside from eventually adding a facilities maintenance partner during Stage 2.

iii. 100% Milestone Payments

PCL Investments is the development and equity arm of the PCL family of companies, supporting PCL's bids through committed capital ensuring interests are aligned between clients and PCL. As an equity provider, PCL Investments has closed eleven design-build-finance-maintain projects across North America since its inception in 2015. These eleven investments span across six different sectors and are located in seven provinces and states in Canada and the United States. In addition to PCL Investments' DBFM experience, it has also pursued and successfully closed ten BF and DBF projects, raising approximately \$950 million CDN in project financing. Via its broad and extensive experience in financing various forms of P3 projects, PCL Investments has developed numerous relationships with debt and equity providers in the North American capital markets. It is through these relationships that PCL Investments is able to evaluate numerous available sources of funding to provide the optimal funding solution for each project.

In the event the Sponsors opt to contribute 100% of the Project cost as milestone payments and effectively switch the delivery model to a DBF, PCL Investments would step-in as the lead and sole developer based on its experience in pursuing/closing numerous BF/DBFs.

Depending on where in the process the switch occurs, DBFM related bid costs would need to be included in the submission. To minimize these costs, it would be ideal if the Sponsors decided on a structure/delivery model as early in the procurement process as possible. The advisory team for the financing solution would largely remain the same however their mandates would be altered to suit the delivery model.

The revised Developer Teaming structure would be a much simpler structure as no Operator would be required. While Stiles would no longer officially take on the role of Operator, their Operator experience would still be a significant asset to the Developer team. As a construction subcontractor, Stiles experience would be invaluable in the development of the design ensuring the needs of an Operator are still considered.

From a contractual perspective, both the Facilities and Maintenance Agreement as well as the Interface Agreement outlined above would no longer be necessary. The revised org chart below captures the revised Developer high level teaming/commercial structure should the Sponsors choose to proceed with a DBF, as referenced in Figure 11 below:

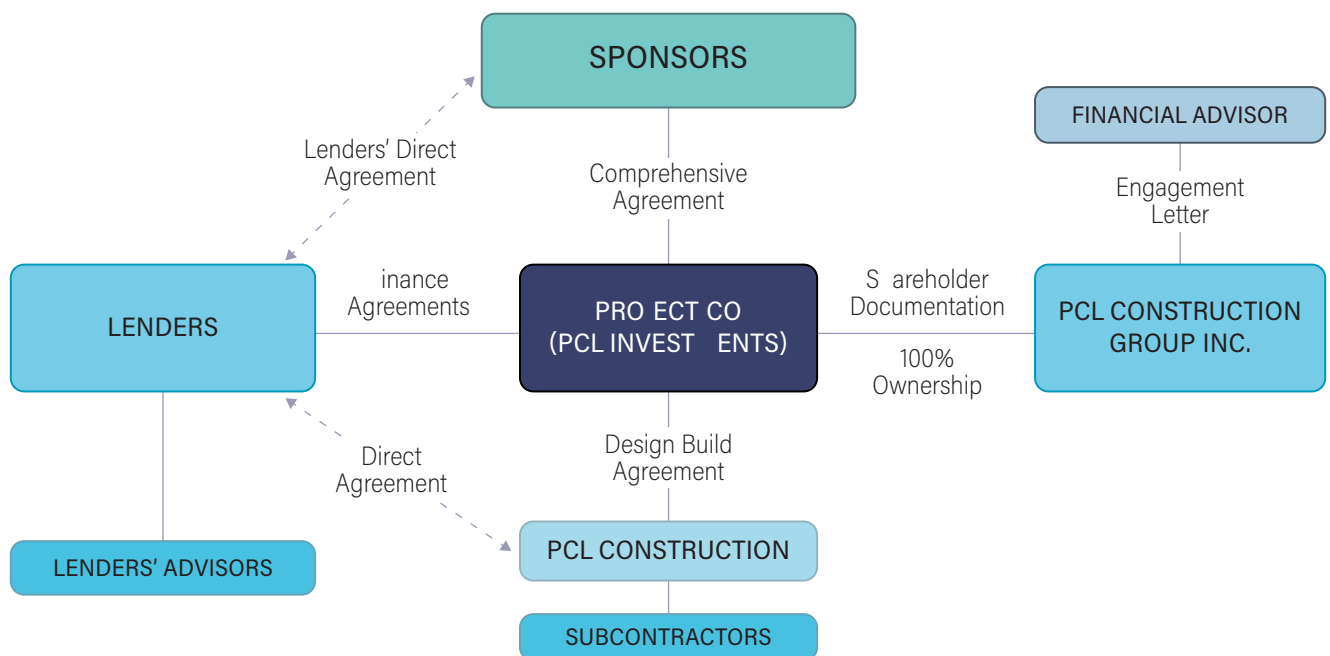


Figure 11: PCL organization anticipated under 100% Milestone Payment structure

FINANCIAL STRUCTURE INNOVATIONS BY PHASE

Typically, new financial innovations are not utilized during the construction or operations phases of the projects as 100% of the financing is committed at financial close. As Civic Unity Partners feels interest rates do not have much room to further decrease it will be unlikely to include a planned refinance. Aside from declining interest-rates; Civic Unity Partners would also have to account for swap-breakage costs and bond-refunds which add substantial costs to its financial approach.

Innovative Financing Techniques

For the JGCC Project, Fengate and PCL Investments would consider long term debt financing structures that utilize combinations of long term and/ or medium-term financings in order to take advantage of the shape of the Treasury Yield Curve in addition to medium term bank lending options. These alternate structures have been utilized successfully on previous transactions to provide value for money to the relevant authority.

- **MTN Hybrid Structure:** One such structure combines a medium-term amortizing bank or bond financing with a long-term amortizing bond. The medium-term financing typically has maturity of 10 to 15 years and is fully repaid over its term. While the medium-term financing is outstanding, the long-term bond is paid interest only. Once the medium-term financing is repaid, the long term bond then fully amortizes until its maturity. This structure takes advantage of the lower cost of shorter term debt that is available in both the bank and bond markets
- **Bullet Bond Hybrid Structure:** Another alternate structure to consider is utilizing two long term bonds, one amortizing and one bullet bond. During the first approximately 25 years of a Project the amortizing bond is fully repaid with a combination of principal and interest. During this 25-year period while the amortizing bond is repaid the bullet bond is paid interest only. Once the amortizing bond is repaid a sinking fund is created that builds up the necessary balance to repay the bullet bond at its maturity. Depending on the shape of the Treasury Yield Curve this structure can result in an overall lower cost of funds than a single amortizing bond

- **Back-ended Equity Contributions:** A strategy to ensure that Civic Unity Partners minimizes the Project's cost of capital will be to "back-end" its equity contribution. On previous projects, Fengate has negotiated with lenders and underwriters to allow equity proceeds that will eventually fund project costs to be secured by letters of credit. As the cost of a letter of credit is lower than typically charged as an equity IRR, it will keep more expensive Project capital outside the Project for as long as possible, resulting in lower financing costs
- **Tax-exempt Financing Opportunities:** Civic Unity Partners would work with the State to structure the agreement in a manner that could permit the Project to qualify for tax exempt bond financing. Fengate would consult with a nationally recognized tax-exempt bond firm to assist in complying with the complex IRS regulations governing Qualified Management Contracts for these types of facilities and services. More specifically, Civic Unity Partners' would work with the State to be certain that the P3 agreement meets the safe harbor requirements of IRS Rev Process 2017-13 so that the P3 agreement could benefit from tax exempt bond financing. Martin Klepper, Chairman, Fengate, has previous experience with tax exempt financing of different types of projects, including those that involve a private party and private equity contributions and Fengate would seek an experienced financial advisor and other parties (bond underwriter and issuer and their counsel) with experience in these financings.

1.3 - Financial Statements





Investment Fund Limited Partnership & General Partner

Attachment to Solicitation # PNC2122559R1
DEVELOPER FOR JOINT GOVERNMENT CENTER CAMPUS (JGCC)
(STEP ONE)

April 21, 2021, 2:00pm Eastern

CONFIDENTIAL MATTER **FINANCIAL STATEMENTS ENCLOSED**

We reserve the right under Florida Statute Section 119.071(1) to submit our Financial Statements confidentially. We would be happy to meet with you privately at your convenience to review the enclosed statements.

Florida Statute Section 119.071(1)

(c) Any financial statement that an agency requires a prospective bidder to submit in order to prequalify for bidding or for responding to a proposal for a road or any other public works project is exempt from s. 119.07(1) and s. 24(a), Art. I of the State Constitution.



Attachment to Solicitation #
Solicitation Name
Date, Time pm

CONFIDENTIAL MATTER

FINANCIAL STATEMENTS ENCLOSED

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AECOM

Design Architect

Architect of Record

Attachment to Solicitation # PNC2122559R1
DEVELOPER FOR JOINT GOVERNMENT CENTER CAMPUS (JGCC)
(STEP ONE)

April 21, 2021, 2:00pm Eastern

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1.4 - Additional Financial Information



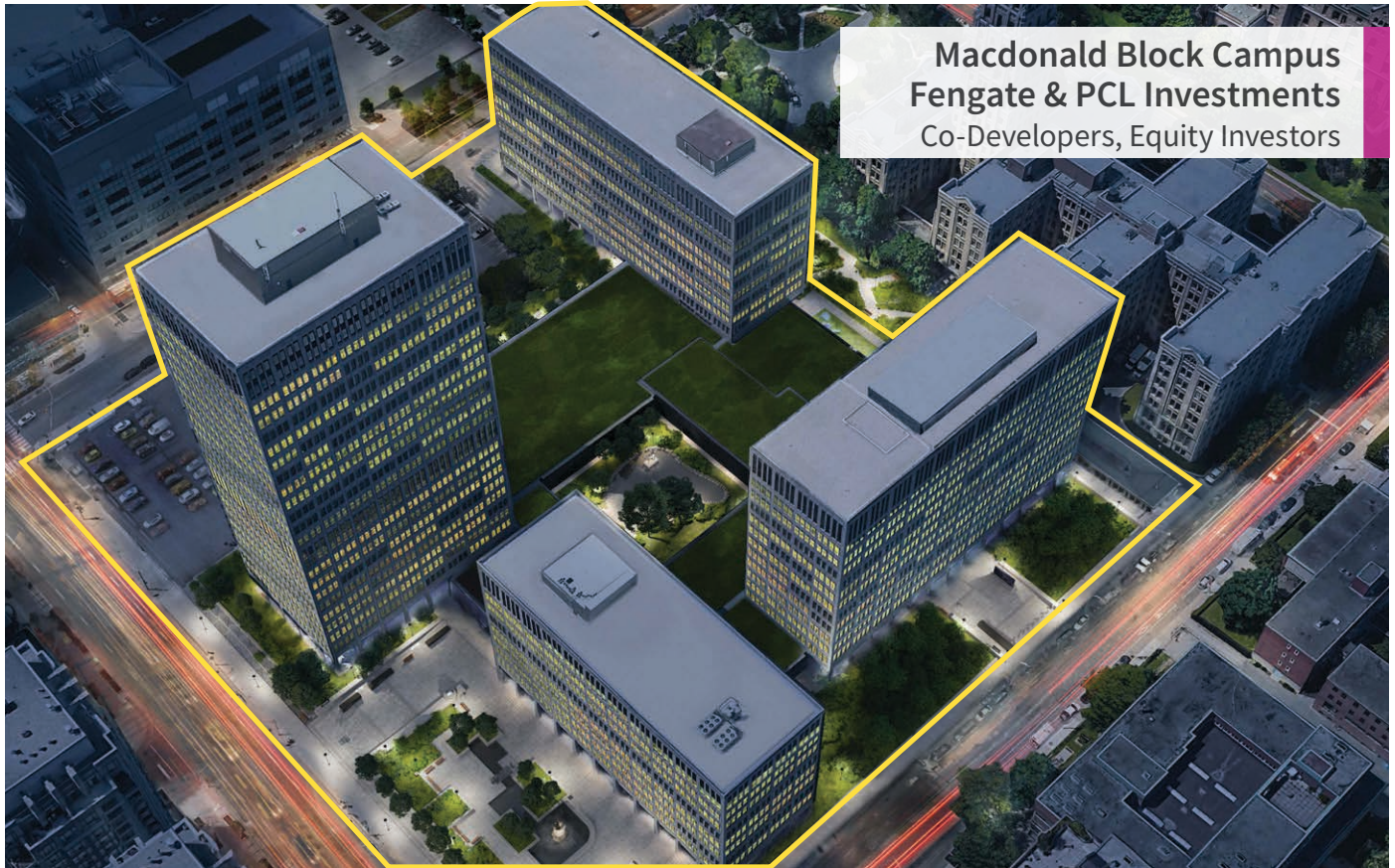
1.5 - Past/Current Performance



5. PAST/CURRENT PERFORMANCE

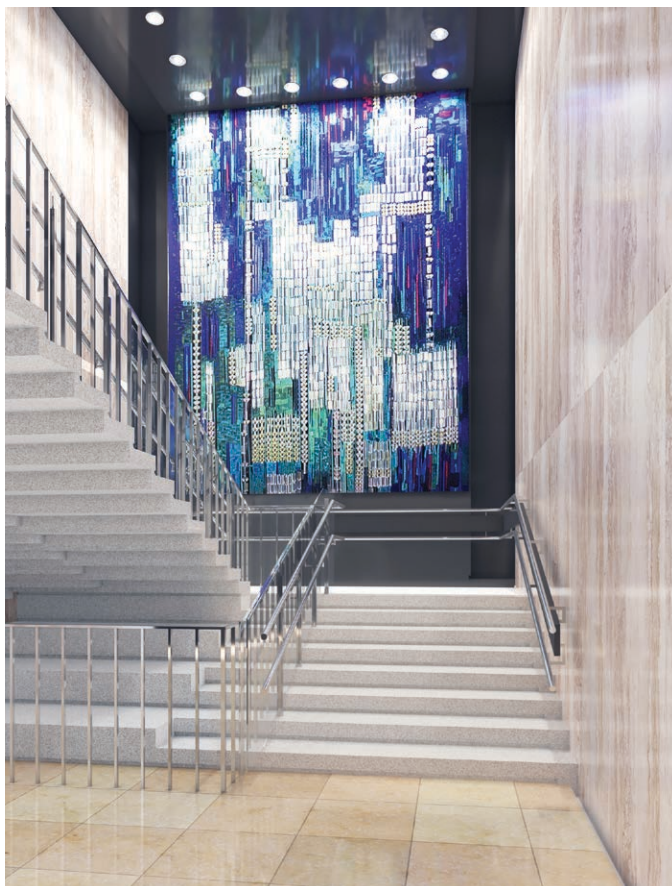
Developer Reference Projects

1. Macdonald Block Campus. 27.
2. LAX Consolidated Rent-a-Car (ConRAC). 31.
3. Prince George’s County Public Schools (PGCPS) P3 Bundle. 35.
4. Energy Services Acquisition Program (ESAP) /
Energy Service Modernization (ESM)). 39.
5. 175 Wynford Transit Oriented Development (TOD). 43.
6. Virgin Hotels Las Vegas. 47.
7. New St Paul’s Hospital & Health Campus. 51.
8. Newark Liberty International Airport (EWR) ConRAC. 55.



Macdonald Block Campus
Fengate & PCL Investments
Co-Developers, Equity Investors

Bird's eye view with green roof over podiums and new landscaping features, Macdonald Block Campus



Public art installations, Macdonald Block Campus



Public help desk and lobby, Macdonald Block Campus

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 1 OF 8

Project Name	Macdonald Block Campus.
Project Address	900 Bay St, Toronto, ON M7A 2E3.
Owner/Developer	Infrastructure Ontario and Ministry of Government and Consumer Services.
City and State	Toronto, Ontario, Canada.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.
Fengate, Mac Bell	Project Director.
PCL Investments, Lee Clayton	Co-Finance Lead.

PROJECT DATA

Project Gross Square Footage	1.7 million sq ft.
Total Project Cost	\$1.2 billion, with an estimated Value For Money savings of \$290 million.
Type of Project	Social Infrastructure.
Project Delivery Method	Design-Build-Finance-Operate-Maintain, 30-year term.
Operations & Maintenance Annual Value of Services	\$29 million per year, with escalation for inflation.
Construction Type:	Demolition to base building, Asbestos Abatement, Renovation, complete fit-out.
Occupancy Classification	Class A Government office, commercial retail.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	Four office towers ranging from 10 to 24-stories, 2-story podium with two floors of underground parking.
Design Start Date	February 2018 (RFP Release) - February 2019 (RFP Submission Date).
Construction Documents Completion Date	Not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	Construction start: August 2019. Substantial Completion: Q2 2024, currently on schedule.
Client/User Initial Construction Budget	\$917 million.
Final Construction Cost	Under construction, on budget.
Reference Name	John Traianopoulos.
Current Address of Reference	777 Bay St, Toronto, ON M5G 2C8.
Current Phone Number of Reference	+1 416-317-0434.
Reference’s Employer	Infrastructure Ontario.
Reference’s Title/Position	Senior Vice-President, Transaction Finance.
Role of the Named Reference in the Project	Owner’s Representative, Project Delivery.
Email Address of Reference	John.Traianopoulos@InfrastructureOntario.ca.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project

Fengate and **PCL Investments**, as **co-equity developers**, are delivering the design-build-finance-maintain (DBFM) solution as: **Finance Lead** (securing finance. solution and executing agreement obligations), **Project Co Lead** and **Management Services Provider**
PCL Construction is also the **design-builder**, similar to Civic Unity Partners.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope**:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Concessionaire/private partner/equity member | <input checked="" type="checkbox"/> Social Infrastructure Project |
| <input checked="" type="checkbox"/> Performance based financing mechanism(s) | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Community outreach and community-driven processes |
| <input checked="" type="checkbox"/> Financial Close after 2014 | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> >\$300 million financed | <input checked="" type="checkbox"/> Integration of Public Art |
| <input checked="" type="checkbox"/> DBFOM PPP | |

Facility Management & Performance Monitoring

This DBFM project includes a 30-year operating period with a full suite of facility management services, including: hard maintenance; soft services; grounds and landscaping; central dispatch services (help desk) concierge services; pest and waste management; parking and loading dock; FF&E; moves, adds and changes services.

The lifecycle renewal of building, plant and system assets is included alongside end-of-term residual life handback obligations. Both are strictly monitored through a rolling 5-year Facility Technical Review regime that assesses asset performance against operating specifications and the lifecycle schedule.

High Level Of Environmental Sustainability

The project required complex and highly integrated architectural, engineering and operating solutions to achieve a stringent sustainability profile.

This included balancing interrelated mandatory targets of:

- Reducing the complex's greenhouse gas emissions to 80% below the 2015 baseline.
- Guaranteeing a maximum annual energy consumption of no more than 17,000,000.kWh.
- The project is designed to LEED Silver.

Macdonald Block Campus

Toronto, Ontario, Canada

Highly comparable to the JGCC Project, Fengate and PCL Investments as co-developers for this fixed-cost and fixed-schedule DBFOM project, delivering 5,000 Class-A office workstations to government specifications, while also meeting forward-looking accessibility and sustainability standards.

PCL Construction is also the Design-Builder, directly comparable to their role for the JGCC Project.

Design/Build/Finance/Lease Delivery

DBFM for a flexible and modern Class-A government office with the following highly relevant features:

- Multiple tenants (24 Ministry tenants and five support program end users). with different interior designs, finishes, security systems and service levels.
- Urban government office campus addressing its integration within the larger Queen's Park Complex and downtown business community.
- 40-year lifespan with high quality finishes and designed for resiliency, redundancy and flexibility.

Consisting of four towers resting on a two-story podium, the 1.7 million sq. ft facility occupies a city block and is a key component of the provincial government campus:

- Supporting 5,000 government employees from 24 tenant ministries and support program spaces such as :
 - 67,000 sq ft conference center and catering kitchen.
 - Dedicated police detachment.
 - Staff lounges, staff gym, Daycare, Art gallery, Print shop,.
 - Tenant amenities and retail food.
 - Two levels of restricted underground parking, with 383 dedicated employee, accessible and police spaces.

Financing Solution

As co-developers and equity providers, Fengate and PCL Investments managed all aspects (commercial, market sounding/analysis, funding competition and rating) of the \$1.2 billion DBFM financing solution:

- **Construction Facility Revolver:** A bank club provides the short-term debt valued at \$227 million with a term of 57 months and repayment via the authority's substantial completion payment.
- **Medium-Term Bonds:** Broadly marketed, rated, fixed-rate, amortizing bonds valued at \$119 million with a term of 19 years.
- **Long-Term Bonds:** Broadly marketed, rated, fixed-rate amortizing bonds valued at \$227 million with a term of 34.5 years.

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LAX Consolidated Rent-a-Car
Fengate & PCL Investments
Co-Developers, Equity Investors

Southeast view with connection at LAX Automated People Mover (APM), LAX ConRAC



Northwest view spanning 6.4 million sq. ft., LAX ConRAC

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 2 OF 8

Project Name	LAX ConRAC.
Project Address	1 World Way, Los Angeles, CA 90045.
Owner/Developer	Los Angeles World Airports (LAWA).
City and State	Los Angeles, California.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.
Fengate, Mac Bell	Project Director.
Fengate, George Theodoropoulos	Co-Finance Lead.
PCL Investments, Lee Clayton	Co-Finance Lead.

PROJECT DATA

Project Gross Square Footage	6.4 million sq ft.
Total Project Cost	\$1.3 billion.
Type of Project	Transportation Infrastructure.
Project Delivery Method	Design-Build-Finance-Maintain, 28-year term.
Operations & Maintenance Annual Value of Services	\$ 10 million per year.
Construction Type:	New Construction.
Occupancy Classification	Transportation.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	4 stories.
Design Start Date	RFP Release (April 2018), RFP Submission (October 2018).
Construction Documents Completion Date	Not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	Construction start: January 2019. Substantial Completion: 2023, currently on schedule.
Client/User Initial Construction Budget	\$1.3 billion.
Final Construction Cost	Under construction, on budget.
Reference Name	Jacob Adams.
Current Address of Reference	1 World Way, Los Angeles, CA 90045.
Current Phone Number of Reference	+1 424-646-5113.
Reference’s Employer	Los Angeles World Airports.
Reference’s Title/Position	Deputy Executive Director.
Role of the Named Reference in the Project	Deputy Executive Director.
• Email Address of Reference.	jadams2@lawa.org.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project

Fengate and **PCL Investments**, as **co-equity developers**, are delivering the design-build-finance-maintain (DBFM) solution as: **Finance Lead** (securing finance solution and executing agreement obligations), **Project Co Lead** and **Management Services Provider**. **PCL Construction** is also the **design-builder**, the same role for Civic Unity Partners.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope:**

- | | |
|--|--|
| <input checked="" type="checkbox"/> Concessionaire/private partner/equity member | <input checked="" type="checkbox"/> Infrastructure Project |
| <input checked="" type="checkbox"/> Performance based financing mechanism(s) | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Community outreach and community-driven processes |
| <input checked="" type="checkbox"/> Financial Close after 2014 | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> >\$300 million financed | <input checked="" type="checkbox"/> Parking structure |
| <input checked="" type="checkbox"/> DBFM PPP | |

Engagement with LBE, SME, DBE Businesses

Fengate and PCL Investments are creating and maintaining an inclusive, high-performance environment where Local Businesses (LBE), Local Small Businesses (LSBE), Small Businesses (SBE) and other diverse businesses are engaged and provided with fair opportunities to participate in the project.

By strategically applying inclusion to all aspects of the approach and delivery of the design, build and maintenance works, the project will reflect the diversity of its community.

High Level Of Environmental Sustainability

Fengate and PCL Investments are responsible for designing, building and operating a highly energy efficient facility. Designed to LEED Silver, Sustainable elements include native drought-tolerant landscaping, reclaimed water usage and a 5.4 mega-watt solar array generating over 8,400 megawatt hours annually.

Awards

Innovation P3 Project of the Year, American Road & Transportation Builders Association (ARTBA) 2019

Outstanding Emerging Project, National Council for Public-Private Partnerships (NCP3P) 2019

Mac Bell, Fengate, Excellence in Private Sector Leadership, NCPP 2019

LAX Consolidated Rent-a-Car (ConRAC)

Los Angeles, California

As co-equity developers, Fengate and PCL Investments are delivering the design-build-finance-maintain (DBFM) solution to consolidate 23 locations of third party rental car vendors (under commercial leases to Los Angeles World Airports) within a single 6.4 million sq. ft. facility, expected to be the 10th largest building in the U.S.

PCL Construction is also the Design-Builder, directly comparable to their role for the JGCC Project.

Adjacent to the regional 405 Freeway, the LAX ConRAC will be the largest ConRAC facility ever built and will be connected to LAX's Central Terminal Area via an Automated People Mover (APM) train system (delivered under a separate DBFM contract). The facility will feature 18,000 parking stalls with 6,000 ready/return spaces, 10,000 idle vehicle storage spaces, 1,100 rental car employee spaces and visitor parking. The project's scope includes a package of improvements to the roadways surrounding the project site.

The ConRAC is being procured as a key component of LAWA's \$14 billion Landside Access Modernization Program aimed at improving the LAX passenger experience. The package of development projects' concurrent delivery means that **Fengate and PCL Investments will be collaborating with various LAWA and Airport stakeholders, and other major DBFM project developers throughout the LAX ConRAC project's design, construction, commissioning, operations and maintenance phases.**

Financing Solution

As co-developers and equity providers, Fengate and PCL Investments managed all aspects (commercial, market sounding/analysis, funding competition and rating) of the USD\$1.3 billion DBFM financing solution:

- **Short-Term Construction Facility:** \$112 million short-term construction revolver facility with a term of 4.5 years, with repayment at final completion. The issuer was selected through a competition that focused on a combination of credit spread and up-front fees, in comparison to a large field of peers.
- **Privately Placed Bond:** Long-term financing was provided through fixed-rate, amortizing private placement notes consisting of a series of serial and amortizing bond tranches that collectively aggregated to \$458 million. Fengate and PCL Investments achieved an A3 rating from Moody's for the project, allowing the most cost-effective financing solution.
- **Equity:** \$44.5 million is provided by the equity sponsors (Fengate - 87%, PCL Investments - 17%).

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Prince George's County Public Schools P3 Bundle Fengate Developer, Equity Investor



Front view of the proposed new Hyattsville Middle School



Media Commons view of the proposed new Southern Area K-8 School

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 3 OF 8

Project Name	Prince George’s County Public Schools P3 Bundle.
Project Address	Six locations across Prince George’s County, Maryland.
Owner/Developer	Prince George’s County Public School District.
City and State	Sasscer Administration Building, 14201 School Lane, Upper Marlboro, MD 20772.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.
Fengate, Mac Bell	Project Director.
Fengate, George Theodoropoulos	Co-Finance Lead.
Fengate, Martin Klepper	Co-Finance Lead.

PROJECT DATA

Project Gross Square Footage	Not available.
Total Project Cost	\$544 million.
Type of Project	Education.
Project Delivery Method	Design-Build-Finance-Maintain, 30-year term.
Operations & Maintenance Annual Value of Services	\$5 million per year.
Construction Type:	New Construction, greenfield and brownfield, demolition of four existing schools.
Occupancy Classification	Education.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	2 to 4 stories.
Design Start Date	November 2019 (RFP Release) - September 2020 (RFP Submission Date).
Construction Documents Completion Date	Not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	Financial Close: December 2020. Construction start: February 2021. Substantial Completion: 2023, currently on schedule.
Client/User Initial Construction Budget	\$446 million.
Final Construction Cost	Under construction, on budget.
Reference Name	Jason Washington.
Current Address of Reference	Louis Wilson Sr Facilities Administration Building, Trailer #10. 13300 Old Marlboro Pike, Upper Marlboro, MD 20772.
Current Phone Number of Reference	+1 301-780-5929.
Reference’s Employer	Prince George’s County Public School District.
Reference’s Title/Position	Director of Public-Private Partnerships (P3) Program.
Role of the Named Reference in the Project	Director of Public-Private Partnerships (P3) Program.
Email Address of Reference	jason.washington@pgcps.org.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project	Fengate is lead equity (75%) and lead developer , delivering the design-build-finance-maintain (DBFM) solution as: Finance Lead (securing finance solution. and executing agreement obligations), Project Co Lead and Management Services Provider
Describe how the referenced project was similar in scale and complexity to the applicable Project scope:	
<input checked="" type="checkbox"/> Concessionaire/private partner/equity member	<input checked="" type="checkbox"/> Social Infrastructure Project
<input checked="" type="checkbox"/> Performance based financing mechanism(s)	<input checked="" type="checkbox"/> Community outreach and community-driven processes
<input checked="" type="checkbox"/> Developer assumed substantial risk	<input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW
<input checked="" type="checkbox"/> Financial Close after 2014	
<input checked="" type="checkbox"/> >\$300 million financed	
<input checked="" type="checkbox"/> DBFM PPP	

Engagement with LBE, SME, DBE Businesses

Construction is targeting 30% minority business enterprise participation with 20% directed to community-based businesses, creating 3,000 jobs.

In addition, approximately \$174 million in savings is expected in deferred maintenance and construction costs, compared to a traditional construction procurement model.

Scholarships and Mentoring

Following commercial and financial close, the public school district and the Fengate-led private partner announced the creation of a \$1 million endowed fund supporting scholarships, student internships, mentoring opportunities and apprenticeships, as part of the school system’s Alternative Construction Finance Program.

“Without this agreement in place, it would take more than 15 years for these schools to get funded and built. Of the many learnings uncovered from this year’s pandemic, I think we can all agree on the pivotal role our schools and their faculties play in the lives of our children.”

Bob Hunt, Managing Director, Public Institutions, JLL.

Prince George’s County Public Schools (PGCPS) P3 Bundle

Location, location

Fengate leads this innovative project, first of its kind for a U.S. public school system to partner with the private sector to bundle a multi-school program to build new schools faster, cutting the delivery time in half with lower construction costs and preventative maintenance.

With growing student enrollment and 206 rapidly aging schools in the County, PGCPS identified capital needs of \$8.5+ billion over 20 years to fully modernize building systems and components, repair or replace existing schools, or expand existing capacities.

PGCPS has among the second oldest school facilities in Maryland and over 40% of its buildings, which were constructed nearly 60 years ago, need replacement or complete renovation.

This Project will provide 7,200 middle school seats and 800 elementary school seats across the following six schools:

- Adelphi Area Middle School.
- Drew Freeman Middle School.
- Hyattsville Middle School.
- Kenmoor Middle School.
- Southern Area K 8 School.
- Walker Mill Middle School.

Financing Solution

As lead developer and majority equity provider (75%), Fengate managed all aspects (commercial, market sounding/analysis, funding competition and rating) of the \$544 million DBFM financing solution:

- **Long-term Debt:** Fengate conducted an extensive market sounding process with US and Canadian life insurance companies (“LifeCos”) and was able to obtain financing with three times the required debt amount. \$473 million of Long-term debt is provided by a club of LifeCo investors including MetLife, Legal & General, Canada Life, Northwestern Mutual, Barings and HSBC.
- Fengate achieved an A2 rating from Moody’s for the project, allowing the most cost-effective financing solution.
- **Equity:** \$26.3 million is provided by the equity sponsors. (Fengate - 75% of total).

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**Energy Services Acquisition Program (ESAP)
/ Energy Service Modernization (ESM)
PCL Investments
Developer, Equity Investor**



APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 4 OF 8

Project Name	Energy Services Acquisition Program (ESAP) / Energy Service Modernization (ESM).
Project Address	Ottawa, Ontario.
Owner/Developer	Public Works and Government Services Canada (PWGSC).
City and State	Ottawa, Ontario.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.
PCL Investments, Lee Clayton	Co-Finance Lead.

PROJECT DATA

Project Gross Square Footage	Not applicable.
Total Project Cost	\$1.3 billion (CAD \$1.75 billion).
Type of Project	District Energy, Heating and Cooling.
Project Delivery Method	Design-Build-Finance-Operate-Maintain, 30-year term.
Operations & Maintenance Annual Value of Services	Not available.
Construction Type:	New Construction.
Occupancy Classification	Not applicable.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	Not applicable.
Design Start Date	February 2018 (RFP Released) - January 2019 (RFP Submission Date).
Construction Documents Completion Date	Not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	Financial Close: May, 2019. Substantial Completion is targeted for October 2025, currently on schedule.
Client/User Initial Construction Budget	\$1.3 billion (CAD \$1.75 billion).
Final Construction Cost	In construction, on budget.
Reference Name	Tomasz Smetny Sowa.
Current Address of Reference	Sir Charles Tupper Building, 2720 Riverside Dr., Ottawa, ON K1A 0M2.
Current Phone Number of Reference	+1 613-889-4464.
Reference’s Employer	Public Works and Government Services Canada (PWGSC).
Reference’s Title/Position	Senior Director, Energy Services Acquisition Program.
Role of the Named Reference in the Project	Senior Director, Energy Services Acquisition Program.
Email Address of Reference	Tomasz.Smetny-Sowa@tpsgc-pwgsc.gc.ca.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project

PCL Investments, as **equity developer**, is delivering the design-build-finance-maintain (DBFM) solution as: **Finance Lead** (securing finance solution and executing agreement obligations), and **Project Co Lead**

PCL Construction is also the **design-builder**, similar to Civic Unity Partners.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope**:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Concessionaire/private partner/equity member | <input checked="" type="checkbox"/> Infrastructure Project |
| <input checked="" type="checkbox"/> Performance based financing mechanism(s) | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Community outreach and community-driven processes |
| <input checked="" type="checkbox"/> Financial Close after 2014 | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> >\$300 million financed | |
| <input checked="" type="checkbox"/> DBFM PPP | |

Sustainability Solutions

PCL Investments as developer and PCL Constructors as design-builder, along with other consortium team members, are combining their resources and experience to deliver a unique, groundbreaking system that will make the Canadian government a world leader in the fight against climate change and the race to net zero carbon emissions.

From 2019 to 2025, the P3 Team will design, build and convert the existing high temperature steam system to a more energy-efficient low temperature hot water system while continuing to provide heating and cooling by operating the existing facilities. Once the construction period is completed, the private partner will operate and maintain the new system through to 2055.

Energy Services Acquisition Program (ESAP) / Energy Service Modernization (ESM)

Location, location

Modernization of essential heating and cooling energy service capability to 80 federal buildings in the National Capital Region (NCR) including mission-critical sites within the Canadian Federal Parliamentary Precinct, will reduce greenhouse gas emissions, save operational costs, and improve safety.

PCL Investments as developer and equity investor, and PCL Constructors as the design-build partner, are responsible to design, build, finance, operate and maintain essential heating and cooling services while modernizing the Existing Infrastructure with a whole lifecycle perspective, linking operations, maintenance and long-term efficiency to design and construction choices.

The existing District Energy System was built between 50 and 100 years ago, and uses outdated technologies with many components nearing the end of their service life. The Energy Services Acquisition Program (ESAP) was initiated by the federal agency, Public Works and Government Services Canada (PWGSC), to explore new business models for the provision of energy services in the NCR.

Signature elements of the project include making the existing heating system safer and less energy consuming by converting it from steam to low temperature hot water; building and decommissioning plants; upgrading existing facilities in Ottawa and Gatineau, including the Cliff plant near the Parliament; and switching from steam to electric chillers.

Financing Solution

The project is unique in that only construction period financing was required, and the sole financing facility was a revolving construction credit facility provided by six lenders. There was technically no equity requirement aside from nominal amounts to document ownership. 100% of construction financing was provided by debt.

- **Short-Term Construction Facility:** \$560 million construction period revolving credit facility from six sophisticated Canadian and international bank P3 lenders.

The revolving credit facility has a maximum commitment amount of \$560 million, but will have total draws in excess of \$1.1 billion, due to the revolving nature and payment structure of the Project that provides for an Initial Interim Completion Payment, Second Interim Completion Payment, and Substantial Completion Payment.

The revolving credit facility provided is a floating-rate bank facility with a variable interest rate tied to 1-month CDOR which fluctuates daily.

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**175 Wynford Transit-Oriented Development
Fengate**
Real Estate Co-Developer, 80% Equity Investor

Residential towers rendering, 175 Wynford



Street-level retail, 175 Wynford

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 5 OF 8

Project Name	175 Wynford Transit Oriented Development, Mixed Use Community.
Project Address	173 - 175 Wyndord Drive, Toronto.
Owner/Developer	DVP Hotel Development LP (50% Fengate).
City and State	Toronto, Ontario.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.

PROJECT DATA

Project Gross Square Footage	2.1 million sq ft.
Total Project Cost	Estimated > \$200 million.
Type of Project	Transit-Oriented Development, Mixed-Use Community.
Project Delivery Method	Design Build Finance Property Management (DBFPM).
Operations & Maintenance Annual Value of Services	Not available.
Construction Type:	New Construction.
Occupancy Classification	Mixed-use Development, Residential, Office, Retail.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	4 Towers, 54, 49, 47 and 45 stories in height, two podiums, 8 stories each.
Design Start Date	January 2020.
Construction Documents Completion Date	Not applicable.
Construction Start Date, Substantial Completion Date, or Current Status	Design development, awaiting zoning approvals.
Client/User Initial Construction Budget	Estimated > \$200 million.
Final Construction Cost	Not applicable.
Reference Name	Jimmy Sun.
Current Address of Reference	552 Wellington St W #1500, Toronto, ON M5V 2V5.
Current Phone Number of Reference	+1 647-557-9631.
Reference’s Employer	Freed Developments (50% Owner).
Reference’s Title/Position	Vice President, Development.
Role of the Named Reference in the Project	Vice President, Development.
Email Address of Reference	Jimmy.Sun@freeddevelopments.com.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project **Fengate** is 50% Owner and Real Estate Developer, and 80% Capital Investor.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope:**

- | | |
|--|--|
| <input checked="" type="checkbox"/> Private partner/equity member | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Community outreach and community-driven processes |
| <input checked="" type="checkbox"/> Financial Close after 2014 | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> Integrating multi-modal mass transit | <input checked="" type="checkbox"/> Below grade parking structure, 1,382 spaces |

Plans for New Development

Development of 175 Wynford intends to achieve a desirable mixed-use intensification project, having convenient access to transit, recreation, cultural and community uses, restaurants, shopping and employment opportunities and incorporating a new hotel use on the site.

The development plan currently includes:

- Four towers (54, 49, 47 and 45 stories) atop two podiums, 8 stories each.
- 2,750 residential units totaling 2.1 million sq ft of residential space.
- New hotel with a maximum of 200 keys.
- Retail space (6,000 sq ft.) and a child care center.
- Six levels of underground parking, with 1,558 parking spaces and 2,757 bicycle parking spaces.

Fengate brings experience in successfully developing large transit-oriented projects that include multi-modal transit components, green technology innovations, challenging permitting requirements, and ongoing managed leasing implications

175 Wynford Transit Oriented Development (TOD), Mixed-Use Community

Toronto, Ontario

Fengate has extensive in-house real-estate expertise allowing it to engage in transit-oriented developments (TOD).

Fengate is 50% owner and 80% capital investor on the 175 Wynford Drive Project, a 5.4-acre TOD that directly accesses the Don Valley Parkway and “Wynford stop” on the Eglinton Crosstown LRT, scheduled to open in 2022.

Fengate and Freed Developments partnered to jointly acquire 5.4 acres of mixed use land, for development of a transit oriented community.

Fengate and Freed recognized an important opportunity to intensify a strategically-located underutilized site with a new mixed-use development in immediate proximity to transit stations which would provide significant potential for integrating the City’s land use and transportation planning objectives.

Land acquisition successfully achieved in January 2020 and the development planning proposal was submitted to the City for up-zoning approval in September 2020.

The project lands achieved Official Plan and Secondary Plan approval, which will contribute to shorter Up Zoning approvals process as only the additional zoning approval is required.



Public and community spaces, 175 Wynford

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Front portico view, Virgin Hotels Las Vegas, formerly Hard Rock Hotel



Lobby, Virgin Hotels Las Vegas, formerly Hard Rock Hotel

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 6 OF 8

Project Name	Virgin Hotels Las Vegas.
Project Address	4455 Paradise Rd, Las Vegas, NV 89169.
Owner/Developer	JC Hospitality LLC.
City and State	4455 Paradise Rd, Las Vegas, NV, 89169-6574.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.

PROJECT DATA

Project Gross Square Footage	Not available.
Total Project Cost	circa \$700 - 900 million.
Type of Project	Hotel, Convention Center, Live Entertainment, Casino.
Project Delivery Method	Co-owner.
Operations & Maintenance Annual Value of Services	Not applicable.
Construction Type:	Renovation, new construction.
Occupancy Classification	Hotel, Convention Center, Live Entertainment.
Level of LEED Certification	LEED Gold.
Number of Stories	Three towers, Opal, Canyon, Ruby, from 11 to 17 stories with 3-story podium.
Design Start Date	April 2018.
Construction Documents Completion Date	Not available.
Construction Start Date, Substantial Completion Date, or Current Status	Construction start: February 2020. Substantial Completion: March 2021.
Client/User Initial Construction Budget	circa \$200 million.
Final Construction Cost	Construction costs increased due to COVID protocols, leap in cost of construction materials.
Reference Name	Richard “Boz” Bosworth.
Current Address of Reference	4455 Paradise Rd, Las Vegas, NV, 89169-6574.
Current Phone Number of Reference	+1 702-693-4062.
Reference’s Employer	JC Hospitality, LLC.
Reference’s Title/Position	President and CEO.
Role of the Named Reference in the Project	Property Manager.
Email Address of Reference	rbosworth@jchlv.com.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project	Fengate is a 45% capital investor in the private consortium, as well as Co- Finance Lead (securing finance solution and executing agreement obligations).
Describe how the referenced project was similar in scale and complexity to the applicable Project scope:	
<input checked="" type="checkbox"/> Private partner/equity member <input checked="" type="checkbox"/> Developer assumed substantial risk <input checked="" type="checkbox"/> Financial Close after 2014 <input checked="" type="checkbox"/> >\$300 million financed	<input checked="" type="checkbox"/> Highly urban project area <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW

Facility Operations and Maintenance

The facility operations and maintenance is managed by the private consortium, with certain components leased to third-party operators such as:

Casino - Mohegan Gaming & Entertainment, part of the Mohegan Tribe, a federally-recognized sovereign tribal nation.

Hotel and Convention Center - Curio Collection by Hilton, to take advantage of Hilton's global hotels sales force and global meetings and conventions customer base, as the Las Vegas Convention market as is one of the top meeting and convention destinations in the world.

"The Joint" live entertainment venue - ASM Global has taken over full management, operations, and booking of the 4000+ seat venue, having previously served as the talent booker under Hard Rock Hotel for over a decade.

Construction Timeline

The property closed in February 2020 for construction during its transformation to become the Virgin Hotels Las Vegas, which recently opened March 25, 2021.

The grand opening was slated for January 2021, however was delayed due to the pandemic, where Nevada casino occupancy levels had been reduced to 25 percent due to a rise in COVID-19 cases. The facility successfully opened for business on March 25, 2021, with a grand opening celebration later in 2021.

Virgin Hotels Las Vegas

Las Vegas, Nevada

Fengate partnered with Virgin Group and other investors in 2018 through a bilateral negotiation to acquire ownership of the Hard Rock Hotel & Casino in Las Vegas in a bold vision to open a revitalized and rebranded property: the Virgin Hotels Las Vegas

Fengate partnered with Virgin Group and other investors through a bilateral negotiation to acquire ownership of the Hard Rock Hotel & Casino in Las Vegas in a bold vision to open a revitalized and rebranded property: the Virgin Hotels Las Vegas. The re-imagined Las Vegas lifestyle casino resort will leverage Virgin's worldwide brand recognition and Hilton's global hotel management expertise.

With limited supply for sale properties in this market, Fengate and partners capitalized on a unique opportunity to acquire an operational hotel and casino. The renewed casino floor is leased to a third-party operator to provide a predictable, contractual rental income stream, thereby reducing the risk profile for investors.

Capital investment for Renovation and Rebranding

The completed renovations include significant remodeling of each of the 1,500+ hotel rooms and suites, an enlarged and upgraded casino floor, expanded conference space, a new portfolio of avant-garde restaurants, and re-imagined lounges and bars featuring Virgin's iconic "Commons Club", and improvements to the five-acre pool deck.

- Three hotel towers with 1,500+ keys, including:
 - 79 Luxury Suites, 900-5,000 sq ft each.
 - 323 Executive Suites, 700-750 sq ft each.
- Casino - 60,000 sq ft.
- 107,000 sq ft of Convention and event spaces.
- 42 Meeting Rooms.
- 4,255 person capacity Live Entertainment venue ("The Joint").
- Spa & Fitness Center.
- Resort pool area - 5 acres.

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Bird's eye view of new St. Paul's Health Campus and Hospital facility



Courtyard view of St. Paul's Health Campus and Hospital facility

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 7 OF 8

Project Name	New St Paul’s Hospital.
Project Address	1002 Station St., Vancouver, BC, Canada.
Owner/Developer	Providence Health Care.
City and State	Vancouver, British Columbia, Canada.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Lee Clayton, PCL Investments - Finance Director.

PROJECT DATA

Project Gross Square Footage	2.2 million sq ft.
Total Project Cost	\$1.4 billion.
Type of Project	Full service acute care hospital located in a highly urban center.
Project Delivery Method	DBF.
Operations & Maintenance Annual Value of Services	Not applicable.
Construction Type:	New Construction.
Occupancy Classification	Institutional (Group I - hospital).
Level of LEED Certification	LEED Gold targeted.
Number of Stories	11 stories.
Design Start Date	24 February 2021.
Construction Documents Completion Date	Not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	<ul style="list-style-type: none"> • Construction Start Date: 24 February 2021. • Substantial Completion Date: 25 June 2026. • Current Status: under construction - on schedule.
Client/User Initial Construction Budget	\$1.4 billion.
Final Construction Cost	Not applicable, under construction, on budget.
Reference Name	Dave Ingram.
Current Address of Reference	200-1333 West Broadway, Vancouver, BC, Canada, V6H 4C1.
Current Phone Number of Reference	+1 604-209-4123.
Reference’s Employer	Provincial Health Services Authority.
Reference’s Title/Position	Vice President.
Role of the Named Reference in the Project	Project Director.
Email Address of Reference	dave.ingram@phsa.ca.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

Provide a brief summary of primary responsibilities for the referenced project

PCL Investments, is the Developer, delivering the design-build-finance (DBF) solution as: **Finance Lead** (securing finance solution and executing agreement. obligations), and **Project Co Lead**. **PCL Construction** is also the **design-builder**, allowing for the same construction approach as the one we will take on the JGCC Project.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope:**

- | | |
|--|--|
| <input checked="" type="checkbox"/> Concessionaire/private partner/equity member | <input checked="" type="checkbox"/> Social Infrastructure Project |
| <input checked="" type="checkbox"/> Performance based financing mechanism(s) | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Community outreach and community-driven processes |
| <input checked="" type="checkbox"/> Financial Close after 2014 | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> >\$300 million financed | |

Project Overview

- 548 bed state-of-the-art Hospital composed of an Acute Care Center and an Outpatient Care Center, 1,200 parking spaces, equipment, furniture, and information technology and systems.
- A health campus, which includes the hospital, an energy center, associated outdoor space, and healthcare boulevard including supporting roads, including changes to existing local avenue, a new local street, a new high street, and a new arterial street; and.
- Relocation of utilities and integration of building components on the site.

New St. Paul's Hospital & Health Campus

Vancouver, BC

The New St. Paul's Hospital and health campus will be the most innovative approach to the delivery of integrated care in B.C. and Canada, designed to appropriately address the future health needs of patients, families and our communities. From hospital care to primary and community health solutions, the new St. Paul's Hospital and health campus will continue to lead innovations in care, research and teaching.

As Developer and Design-Builder PCL is responsible for managing and coordinating all aspects of the new 548 bed facility in metro Vancouver.

Financing Solution Employed

The sole form of financing is comprised of a \$260 million construction period non-revolving credit facility from five sophisticated Canadian P3 lenders fully committed at bid submission.

The credit facility is coupled with an interest rate swap to fix the cost of financing throughout the construction period PCL Investments as Developer benefits from monthly draws adhering to the draw schedule set out at financial close The expected credit facility repayment date is June 9, 2026.

Terms and conditions of the credit facility include typical conditions and covenants in the P3 lending sector such as: standard events of default, step-in arrangements, representations and warranties and conditions precedents that are customary for PPP financings of this nature Given the terms and conditions were heavily negotiated during the bid stage, this decreases execution or closing risk during the financial close stage and allowed the financing documentation from bid to be quickly converted into a fulsome credit agreement decreasing any documentation risk.

The financing consists of a non-revolving construction credit facility provided by five lenders There is technically no equity requirement aside from nominal amounts to document ownership 100% of construction financing will be provided by debt.

The non-revolving credit facility has a maximum commitment amount of \$260 Million, total expected draws to take place during the construction period is expected to be approximately \$170.6 million.

The non-revolving credit facility provided is a floating-rate bank facility with a variable interest rate tied to 1-month CDOR which fluctuates daily. PCL Investments as Developer will complement the credit facility with an interest rate swap that effectively mitigates interest rate risk for the entire term of the Project Project Co will enter into an interest rate hedge for 100% of the notional balance of the non-revolving credit facility, with timing and balances consistent with the financial model so that interest costs are limited to a fixed amount during the construction period.

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Newark Liberty International Airport (EWR) ConRAC Fengate Equity Investor



Exterior Rendering of EWR ConRAC featuring the roof-mounted solar array,



EWR ConRAC from street view

APPENDIX – PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 8 OF 8

Project Name	Newark Consolidated Rent-A-Car (ConRAC).
Project Address	One World Trade Center, 85th Floor, New York, NY 10007.
Owner/Developer	CS Capital , Daniel Pine, Managing Partner, Newark Airport.
City and State	One World Trade Center, 85th Floor, New York, NY 10007.
Owner’s Contact Name, Email, and Phone	See reference, below.
Key Personnel on the Reference Project	Role on Project.
Fengate, Mac Bell	Project Director.
Fengate, Martin Klepper	Co-Finance Lead.

PROJECT DATA

Project Gross Square Footage	Project: 16.65 acres, Building: 2.7 million sq ft.
Total Project Cost	\$500 million.
Type of Project	Transportation Infrastructure.
Project Delivery Method	Combination PDA-DBFOM with a 35-year term.
Operations & Maintenance Annual Value of Services	Not applicable.
Construction Type:	New Construction.
Occupancy Classification	Multi-modal transit hub + retail.
Level of LEED Certification	LEED Silver targeted.
Number of Stories	6 stories.
Design Start Date	2018.
Construction Documents Completion Date	not applicable, under construction.
Construction Start Date, Substantial Completion Date, or Current Status	Construction start: May 2019. Scheduled Completion: public parking area, 2021 and the ConRAC in March 2023. Project currently on schedule.
Client/User Initial Construction Budget	\$500 million Construction cost.
Final Construction Cost	not applicable, under construction.
Reference Name	Daniel Pine.
Current Address of Reference	One World Trade Center, 85th Floor, New York, NY 10007.
Current Phone Number of Reference	+1 (917) 502-0531.
Reference’s Employer	Conrac Solutions.
Reference’s Title/Position	Managing Partner.
Role of the Named Reference in the Project	Consortium Director.
Email Address of Reference	dpine@conracsolutions.com.

ADDRESS THE FOLLOWING ISSUES ON THE ABOVE REFERENCED PROJECT

SPV Manager and Equity Investor (34%)
 Provide a brief summary of primary responsibilities for the referenced project
 Fengate participated in the development of the financing solution, as well as financial, commercial and technical due diligence reviews.
 Fengate advised on the Project Agreement negotiations with the authority, as well as the negotiation of the Project Co’s drop down agreements with the design-builder and service provider contractors.

Describe how the referenced project was **similar in scale and complexity to the applicable Project scope:**

- | | |
|--|--|
| <input checked="" type="checkbox"/> Concessionaire/private partner/equity member | <input checked="" type="checkbox"/> Highly urban project area |
| <input checked="" type="checkbox"/> Performance based financing mechanism(s) | <input checked="" type="checkbox"/> Significant maintenance of traffic component including temporary traffic control and ROW |
| <input checked="" type="checkbox"/> Developer assumed substantial risk | <input checked="" type="checkbox"/> Parking structure |
| <input checked="" type="checkbox"/> Financial Close after 2014 | |
| <input checked="" type="checkbox"/> >\$300 million financed | |

Envisioned as part of PANJNY's Terminal One Redevelopment Program, the new ConRAC will be a world-class facility that brings all rent-a-car companies at Newark under one roof.

The new facility spans 2.7 million sq. ft., constructed on a 16.65-acre site, with 2,925 public parking spaces and 3,380 rental car spaces to support 10 rent-a-car brands.

It incorporates retail operations with customer wayfinding and traffic circulation, provides vehicle fleet storage and enhanced security, and includes shared components such as 15 car washes and 54 fueling positions along with vacuum systems, waste management and service bays.

Ground-breaking for the project commenced in May 2019, with scheduled completion of the public parking area in 2021 and the ConRAC in 2023.

Sustainability Initiatives

Facility sustainability and green initiatives include a solar roof, electric vehicle charging stations, LED efficient lighting, water reclamation, and air-quality systems.

Awards

Best Financial Structure 2020, P3 Awards

Proximo North America, PPP Deal of the Year 2019

IJGlobal, 2019 North America Airports Deal of the Year,

Newark Liberty International Airport (EWR) ConRAC

Newark, New Jersey

This unique and innovative financing model, along with the in-depth PDA negotiations with the Airport Authority, are directly relevant to the Broward County JGCC Project.

Fengate partnered with Conrac Solutions and Related Fund Management in early 2019 to negotiate directly with the Port Authority of New York and New Jersey (PANJYNJ) for the design, construction, financing, operations and maintenance of a consolidated rent-a-car center (ConRAC) and public parking facility at Newark Liberty International Airport (EWR).

A Pre-Development Agreement (PDA) was developed between the private consortium and PANJNY and culminated in a 35-year lease, achieving financial close in May 2019.

Financing Details

The financing structure devised for the Newark ConRAC is both unique and innovative in a PPP DBFM project. The total amount of project financing is supplied by the equity partners and then repaid solely out of proceeds received from the Customer Facility Charge applied to rental car transactions.

This unique and innovative financing model, along with the in-depth PDA negotiations with the Airport Authority, are directly relevant to the Broward County JGCC Project.

Fengate, together with Conrac Solutions and Related Fund Management, provided equity for the project. The deal was backed by a \$330 million 10-year loan that was underwritten by MUFG, who was the sole bookrunner, while CIBC and the National Bank of Canada (NBC) acted as joint-lead arrangers.

Senior Construction Debt: \$330 million and term of 10 years - amortizing term loan facility provided by MUFG, CIBC, National Bank of Canada, and AIG.

Equity: \$102 million total equity.

Anticipated CFC revenue during 4-year Construction Period: \$109 million.

DEVELOPER'S COMPLETED AND ACTIVE PROJECTS

Completed and active projects that Developer has managed within the past five years.

PROJECTS MANAGED SINCE 2016	ASSET TYPE	FINANCIAL CLOSE / INVESTMENT START
Fengate - Infrastructure Division		
Prince George's County Public Schools P3 Bundle	PPP	Dec-2020
Macdonald Block Campus, (with PCL Investments)	PPP	Aug-2019
Central Long Term Care	PPP	Jun-2019
EWR Consolidated Rental Car Facility	PPP	May-2019
ONroute Service Centres	PPP	May-2019
LAX Consolidated Rental Car Facility, (with PCL Investments)	PPP	Dec-2018
Central Utilities Block	PPP	Sep-2018
Edmonton Valley Line LRT	PPP	Feb-2016
Emily Carr University of Arts & Design	PPP	Feb-2015
Saskatoon Civic Operations Centre	PPP	Dec-2014
Jim Pattison Outpatient Centre and Surgical Care	PPP	Sep-2014
Brampton City Hall Renewal Project Southwest Quadrant	PPP	Jul-2014
Kingston Providence Care Hospital	PPP	Nov-2013
Oakville-Trafalgar Memorial Hospital	PPP	Jul-2011
Elgin County Courthouse	PPP	Jun-2011
St. Joseph's Regional Mental Health Care	PPP	Mar-2011
Parkwood Institute for Mental Health Care	PPP	Mar-2011
Waypoint Centre for Mental Health Care	PPP	Jan-2011
Surrey Memorial Hospital	PPP	Dec-2010
Waterloo Region Courthouse	PPP	Mar-2010
Centre for Addiction and Mental Health	PPP	Dec-2009
Toronto South Detention Centre	PPP	Oct-2009
Woodstock General Hospital	PPP	Oct-2008
Sault Area Hospital	PPP	Aug-2007
William Osler Health Centre	PPP	Dec-2006
Ecotex Healthcare Linen Service LP	Healthcare	Sep-2016
Amadeus Wind	Contracted Power	Dec-2020
Freeport Energy Center	Contracted Power	Sep-2020
TowerCom Development Portfolio	Digital Infrastructure	Sep-2020
Weaver Wind	Contracted Power	Oct-2019
PowerFin Portfolio	Contracted Power	May-2018
Greengate Development Partnership	Contracted Power	Apr-2018
Grand Valley Wind Farm Phase III	Contracted Power	May-2017
Sault Ste. Marie Solar	Contracted Power	Feb-2017
SSM Solar Portfolio	Contracted Power	Feb-2017

PROJECTS MANAGED SINCE 2016	ASSET TYPE	FINANCIAL CLOSE / INVESTMENT START
San Juan Mesa Wind	Contracted Power	Jun-2016
Hydromega (Kapuskasung)	Contracted Power	Jan-2016
Sunningdale Solar	Contracted Power	Feb-2014
Sunderland Solar	Contracted Power	Jan-2013
Green Soldiers One	Contracted Power	Sep-2012
Harrison Hydro	Contracted Power	Oct-2007
PCL Investments		
St. Paul's Hospital & Health Campus	PPP	2021
Gatineau Archives Facility	PPP	2019
Energy Services Acquisition Program (ESAP)	PPP	2019
MacDonald Block Campus, (with Fengate)	PPP	2019
Cornerbrook Hospital	PPP	2019
Abbotsford Law Courts	PPP	2018
LAX Consolidated Rental Car Facility, (with Fengate)	PPP	2018
CAMH Phase 1C Hospital	PPP	2017
Winnipeg Bus Rapid Transit	PPP	2016
Stoney Transit Facility	PPP	2016
Mackenzie Vaughan Hospital	PPP	2016
Milton Hospital	PPP	2015

DEVELOPER'S CURRENT BIDS

CURRENT BIDS

Fengate - Infrastructure Division

Joint Government Center Campus, (w/ PCL Investments)
Fort Lauderdale, Florida

Rapid Mass Transit Solution for the North Corridor,
Miami-Dade, Florida

Inglewood Transit Connector, Los Angeles, California

SFMTA Potrero Yard Modernization Project,
San Francisco, California

Santa Clara Valley Water P3, San Francisco, California

Virginia Solar, Virginia, USA

599 Tremblay Rd Office and Mixed-Use Project,
(w/ PCL Investments) Ottawa, Ontario

Thunder Bay Correctional Centre, (w/ PCL Investments)
Thunder Bay, Ontario

South Branch Wind, Ontario, Canada

CURRENT BIDS

PCL Investments

Joint Government Center Campus, (w/ Fengate)
Fort Lauderdale, Florida

LA Convention Centre, Los Angeles, California

Aloha Stadium, Maui, Hawaii

Halifax Infirmary Expansion, Halifax, Nova Scotia

599 Tremblay Rd Office and Mixed-Use Project,
(w/ Fengate) Ottawa, Ontario

Portage La Prairie WWTP, Winnipeg, Manitoba

Thunder Bay Correctional Centre, (w/ Fengate)
Thunder Bay, Ontario

NHS South Niagara Hospital, Niagara Falls, Ontario

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1.6 - Bonding Capacity





April 14, 2021

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, Florida 33301

**RE: PCL Construction Services, Inc. Bond Capacity
RFQ (Step One) for a Developer's General Contractor for the Joint Government Center Campus (JGCC)
PNC2122559R1**

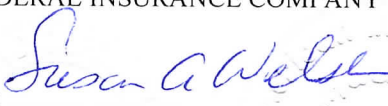
Fidelity and Deposit Company of Maryland and Zurich American Insurance Company – jointly as lead surety, along with Travelers Casualty and Surety Company of America and Federal Insurance Company wish to advise that we collectively act as co-sureties on behalf of the *PCL* family of companies, which includes *PCL Construction Services, Inc.* *PCL* enjoys the well-deserved reputation of being one of the foremost construction entities in North America with a record of excellence, virtually unparalleled.

As sureties, we are among the major providers of surety contract bonds across the U.S. and Canada, are each licensed to transact business in all U.S. States, which includes being an admitted and approved surety insurer in the State of California, and are each listed in the US Federal Register as acceptable sureties. Fidelity and Deposit Company of Maryland and Zurich American Insurance Company currently have an AM Best Rating of A+ XV. Travelers Casualty and Surety Company of America currently has an AM Best Rating of A++ XV. Federal Insurance Company currently has an AM Best Rating of A++ XV.

We have been advised that *PCL Construction Services, Inc.* as the design build construction contractor team member of the Developer team, Civic Unity Partners, wish to be considered for the design build construction contract of the above captioned RFQ. At present, we as co-sureties, provide surety capacity to the *PCL* family of companies, which includes *PCL Construction Services, Inc.*, based upon a total co-surety program of \$6 Billion dollars in bonded backlog (aggregate capacity), and have provided single job support in excess of \$1 Billion. Due to *PCL's* financial strength and their outstanding history of performance and professionalism, they are in the enviable position of benefiting from one of the highest levels of surety support of any general contractor operating in North America. Fidelity and Deposit Company of Maryland and Zurich American Insurance Company, Travelers Casualty and Surety Company of America, and Federal Insurance Company value our association with this fine organization and have no reservation about giving any company in the *PCL* family our highest recommendation

Should our valued client's Developer Team be chosen for the above noted project, we confirm that *PCL Construction Services, Inc.* has the available bonding capacity to include the design build construction contract for this project as their current available bonding capacity is approx. 35% of the above note co-surety program. At *PCL's* request, we anticipate issuance of a Performance Bond and a Payment Bond at a minimum aggregate amount of \$750 Million to guarantee the design build construction contract subject to both *PCL's* and our review and acceptance of all the relevant design build construction contract documents' terms and conditions, bond forms, and full project financing being in place at the time the bonds are requested.

FIDELITY AND DEPOSIT COMPANY OF MARYLAND
ZURICH AMERICAN INSURANCE COMPANY
TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA
FEDERAL INSURANCE COMPANY

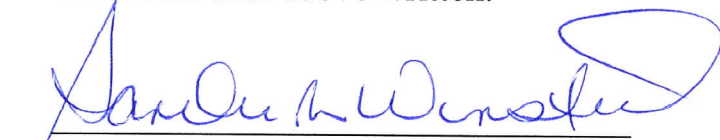
By: 
Susan A. Welsh, Attorney-in-Fact

ACKNOWLEDGEMENT BY SURETY

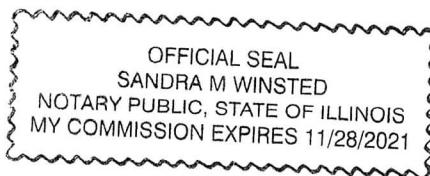
STATE OF ILLINOIS
COUNTY OF COOK

On this 14th day of April, 2021 before me, Sandra M. Winsted, a Notary Public, within and for said County and State, personally appeared Susan A. Welsh to me personally known to be the Attorney-in-Fact of and for Fidelity and Deposit Company of Maryland, Zurich American Insurance Company, Travelers Casualty and Surety Company of America, Federal Insurance Company and acknowledged that she executed the said instrument as the free act and deed of said Company.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal, at my office in the aforesaid County, the day and year in this certificate first above written.



Notary Public in the State of Illinois
County of Cook



**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Illinois, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Illinois (herein collectively called the "Companies"), by **Robert D. Murray, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Sandra M. WINSTED, Diane M. O'LEARY, Susan A. WELSH, Judith A. LUCKY-EFTIMOV, James B. MCTAGGART, Debra J. DOYLE, Sandra M. NOWAK, Jessica B. DEMPSEY, Christina L. SANDOVAL, Kristin L HANNIGAN and Samantha CHERICI, all of Chicago, Illinois**, EACH, its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surcty, and as its act and deed: any and all bonds and undertakings, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland, and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland, in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 8th day of April, A.D. 2020.



**ATTEST:
ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**

By: *Robert D. Murray*
Vice President

By: *Dawn E. Brown*
Secretary

**State of Maryland
County of Baltimore**

On this 8th day of April, A.D. 2020, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **Robert D. Murray, Vice President and Dawn E. Brown, Secretary** of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.



Constance A. Dunn, Notary Public
My Commission Expires: July 9, 2023

EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Secretary of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 14 day of April 2021



Brian M. Hodges

By: Brian M. Hodges
Vice President

TO REPORT A CLAIM WITH REGARD TO A SURETY BOND, PLEASE SUBMIT A COMPLETE DESCRIPTION OF THE CLAIM INCLUDING THE PRINCIPAL ON THE BOND, THE BOND NUMBER, AND YOUR CONTACT INFORMATION TO:

Zurich Surety Claims
1299 Zurich Way
Schaumburg, IL 60196-1056
www.reportsfclaims@zurichna.com
800-626-4577



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Susan A. Welsh** of **Chicago Illinois**, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February**, 2017.



State of Connecticut

City of Hartford ss.

By:
Robert L. Raney, Senior Vice President

On this the **3rd** day of **February**, 2017, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2021



Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 14 day of April 2021



Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.**

Power of Attorney

Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company
Westchester Fire Insurance Company | ACE American Insurance Company

Know All by These Presents, that FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY corporations of the Commonwealth of Pennsylvania, do each hereby constitute and appoint Samantha Chierici, Jessica B. Dempsey, Derek J. Elston, Rachel Fore, Kristin L Hannigan, Jennifer L. Jakaitis, Andrew Marks, James B. McTaggart, Judith A. Lucky-Eftimov, Sandra M. Nowak, Diane M. O'Leary, Nicholas Pantazis, Christina L. Sandoval, Bartlomiej Siepinski, Christopher P. Troha, Aerie Walton, Susan A. Welsh and Sandra M. Winsted of Chicago, Illinois -----

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY have each executed and attested these presents and affixed their corporate seals on this 26th day of February, 2021.

Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

Stephen M. Haney

Stephen M. Haney, Vice President



STATE OF NEW JERSEY
County of Hunterdon SS.

On this 26th day of February, 2021 before me, a Notary Public of New Jersey, personally came Dawn M. Chloros and Stephen M. Haney, to me known to be Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chloros and Stephen M. Haney, being by me duly sworn, severally and each for herself and himself did depose and say that they are Assistant Secretary and Vice President, respectively, of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY and know the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that their signatures as such officers were duly affixed and subscribed by like authority.

Notarial Seal



KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No. 2316685
Commission Expires July 16, 2024

Signature of Katherine J. Adelaar, Notary Public

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016; WESTCHESTER FIRE INSURANCE COMPANY on December 11, 2006; and ACE AMERICAN INSURANCE COMPANY on March 20, 2009:

"RESOLVED, that the following authorizations relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"):

- (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.
(2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as such attorney-in-fact.
(3) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to appoint in writing any person the attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized, for and on behalf of the Company, to delegate in writing to any other officer of the Company the authority to execute, for and on behalf of the Company, under the Company's seal or otherwise, such Written Commitments of the Company as are specified in such written delegation, which specification may be by general type or class of Written Commitments or by specification of one or more particular Written Commitments.
(5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested."

I, Dawn M. Chloros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, PACIFIC INDEMNITY COMPANY, WESTCHESTER FIRE INSURANCE COMPANY and ACE AMERICAN INSURANCE COMPANY (the "Companies") do hereby certify that

- (i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect,
(ii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Whitehouse Station, NJ, this 4/14/2021



Dawn M. Chloros

Dawn M. Chloros, Assistant Secretary

IN THE EVENT YOU WISH TO VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT: Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

2

ARCHITECT/ENGINEER
CONSULTANTS



2.1 - Professional Personnel



1. ABILITY OF PROFESSIONAL PERSONNEL

1.A QUALIFICATIONS AND EXPERIENCE FOR CIVIC UNITY PARTNERS' ARCHITECT/ENGINEER

AECOM

AECOM | Design Architect/Architect of Record/MEP

Formed from some of the world's finest design, engineering, and construction companies, AECOM's professionals combine technical expertise and creative excellence to deliver fully integrated projects. They have extensive experience in design-build and P3 projects that require integration of a large design team and strong design leadership. AECOM led the design of the first civic building and the first civil infrastructure availability payment P3s in the U.S. on the Governor George Deukmejian Courthouse. They also served as the Lead Designer for the award-winning Broward County Judicial Complex in Fort Lauderdale. AECOM has completed over 650 P3 transactions in a variety of roles, including as Investor, Designer and Owner's Representative.



pininfarina

Pininfarina Architecture | Associate Architect/Public Space Interiors

Pininfarina Architecture is recognized for their unparalleled ability to create timeless works based on their values of technology and beauty. Pininfarina has a team of 50 professionals with multidisciplinary backgrounds including architecture, engineering, social sciences and interaction design. Their most recent experience includes the new Airport Air Traffic Control Tower in Istanbul in collaboration with AECOM, the Millecento luxury condo in Miami, the Yachthouse luxury twin towers in Balneario Camboriu, Brazil, and the Juventus Stadium in Turin, Italy. They have won several international architecture awards including a 2020 American Architecture Award on the Yachthouse, an International Architecture Award for Sixty6 and the 2019 Red Dot Award for the City of Miami Bus Shelter Design with ACAI.



ACAI Associates, Inc. | Associate Architect

Throughout its 35-year history, ACAI has built a brand serving as Architect of Record (AOR) and Licensed General Contractor, Program Manager, Owner's Representative and as BIM/VDC Consultant (Building Information Modeling/Virtual Design and Construction). ACAI has served as the AOR on buildings housing in excess of 1,500 people such as the Health Professions Division at Nova Southeastern University (NSU) and as Consulting Architect on similar buildings such as the Tampa Regional Campus for NSU. ACAI holds the Broward County BIM/VDC continuing service contract and has provided BIM/VDC consulting services for many projects including developing the BIM/VDC standards for Broward County Aviation Department at Fort Lauderdale-Hollywood International Airport, and serving as the BIM/VDC Consultant on such high-rises as Porsche Tower, Mansions at Acqualina and the Broward County Family Courthouse. One of the first projects on which ACAI worked with AECOM was BIM/VDC consulting for the Young at Art Children's Museum. ACAI and Pininfarina have successfully collaborated on work for the City of Miami Beach.

DESIMONE

DESIMONE Consulting Engineers | Structural/Blast Engineer

DESIMONE Consulting Engineers provides high-quality structural engineering, facade consulting and forensic services, in addition to risk management and construction claims consulting for all types of buildings. Known for the highest quality of service, the firm provides each client with personal, dedicated and inspiring engineering solutions. To date, DESIMONE has designed over 10,000 projects in 44 states and 55 countries. In South Florida alone, DESIMONE has designed over 50 million sq. ft. of new building construction at a project cost of over \$10 billion. They are experts in risk mitigation for buildings in high-wind, storm-proned regions. As such, they have been keynote speakers at the Structural

Engineering Institute/Applied Technology Council Advances in Hurricane Engineering Conference. They bring proven capability with the production of construction documents for the 2.4 million sq. ft. Plaza Coral Gables, 3.6 million sq. ft. Miami World Center, 1.8 million sq. ft. Park Grove and 1.1 million sq. ft. Grove at Grand Bay.



Credo Consulting | Mechanical, Electrical and Plumbing

CREDO Consulting Engineers, LLC (CREDO) has been providing professional design engineering services since 2008 throughout Florida and nationwide. These services have been performed for new construction, additions, renovations, system upgrades and remodels for a variety of project types including commercial/offices, restaurants, retails, hotels, medical facilities, banking, high-end private residences and multi-family homes. Their successful approach of working closely with their clients and local building authorities during the design process facilitates a safe, approved design and timely delivery of documents. Their attention to quality, reliability, innovation and customer satisfaction has achieved steady growth of clientele and earned loyalty from their existing customers. This, in turn, has resulted in excellent working relationships with clients and consistent business within a highly competitive market.

Civic Unity Partners offers a powerful and experienced Design collaboration

Civic Unity Partners’ Architect/Engineer (A/E) Team will collaborate to provide the best solution. It is led by AECOM’s Ross Wimer, FAIA – a global expert in tall buildings with built examples around the globe – Pininfarina, with their innovative multi-faceted design platform, and ACAI, a local, trusted partner. AECOM’s award-winning “Innovation Lab,” a multidisciplinary, integrated high-performance design studio made up of architects, engineers, workplace designers and laboratory planners, as well as our unique expert Global Façade Team offer deep experience in detailing building skins in vulnerable environments, along with the most highly advanced, professional and locally-based community partners – all experienced in delivering projects in the South Florida environment.

“ Civic Unity Partners is excited to bring together best-in-class expertise composed of industry leaders and local small business partners to design and deliver the JGCC.



- Strategic Development, Mark Blanchard

**Qualifications and Experience of Key Staff
Trusted local team with national and global expertise**

Civic Unity Partners’ greatest strength is our people. We propose a knowledgeable, proactive and collaborative A/E Team focused intensely and exclusively on helping achieve your vision. Our robust design and management team has recognized design expertise and deep technical knowledge – a combination of skills uniquely focused on your success. Our A/E Team’s resources include more than 1,200 staff based in Florida; most of our partners have offices in Broward County and have served the County and the City of Fort Lauderdale (The Sponsors) for years.

KEY STAFF BIOS

Executive Team

Principal-in-Charge, Elisabeth A. Bernitt, ASID, LEED AP, AECOM



Beth’s primary focus is the development of project parameters to match The Sponsors’ expectations, and to shepherd initial concepts through completion. She will be instrumental in establishing and maintaining measurable schedule and budget parameters for the project and will be a management resource for design principals, project managers and The Sponsors in addressing key design issues.

Strategic Development, Government Affairs Leader, Mark Blanchard, AECOM



Mark will play a pivotal role in liaising with stakeholders from the County, City and others impacted throughout all phases of the delivery from pre-development through operations and maintenance to confirm all project and policy goals are achieved. Mark has provided proactive in providing considerable thought leadership to local officials, bringing forward innovative concepts and plans to motivate progress.

Management Team

Project Manager, **Tim Blair**, AIA, LEED AP BD+C, **AECOM**



As the A/E Team Project Manager, Tim will confirm that AECOM's corporate resources, both locally and globally, including the respective subconsultants, are allocated toward the successful delivery of the design. Tim will be in continuous communication with the senior leadership of The Developer and The Contractor Developer so that the entire team performs well under this contract. As a Managing Principal at AECOM, Tim will prioritize the requirements of the JGCC project.

Design Quality Manager, **Stephen Panzarino**, AIA, **AECOM**



Stephen has over 30 years of experience in the architecture industry, ranging from civic infrastructure to corporate offices and large-scale, mixed-use developments. His management style is to create collaborative and focused processes that support design excellence.

Design Team

Lead Design Principal, **Ross Wimer**, FAIA, **AECOM**



Ross leads AECOM's national architecture and interiors practice. His projects range from large city planning projects to airport and industrial design spanning 20 cities on five continents. Ross is known for exploring the link between architecture and engineering and for emphasizing the environmental performance of design.

Design Principal/Programmer, **Michael Kerwin**, AIA, **AECOM**



Michael is a Design Principal and Architect with over 30 years of experience in South Florida. He has received many design awards for a variety of building types including corporate, transportation, education and governmental facilities, demonstrating his ability to create award-winning designs for a variety of project types.

Associate Architect, **Samuele Sordi**, **Pininfarina**



Samuele is the Chief Architect Officer of the Pininfarina Group. His philosophy combines stimuli coming from different design specializations from automotive to product design to UX/UI favoring a holistic approach for a human-oriented design.

Associate Architect, **Adolfo Cotilla, Jr.**, AIA, **ACAI**



Adolfo is the Principal for ACAI and he brings decades of experience with large, complex projects performed on sites with tight constraints. He also brings extensive experience with FTA regulations to support the team. In addition, he is a strong local partner that has been practicing in Fort Lauderdale and Broward County for over 40 years.

Director of Interiors, **Sarah Colandro**, FASID, IIDA, LEED AP ID+C, **AECOM**



Sarah is AECOM's Director of Interiors with more than three decades of experience on a diverse range of projects, both in scale and content. She will collaborate closely with Pininfarina and the Design Team to create a holistic interior experience that complements the exterior. She will guide the Workplace strategies that will be implemented into the project.

Specialty Design

High-Rise Structural Specialist, **Mostafa Elmorsi**, PhD, PE, SE, **AECOM**



Mostafa has more than two decades of experience providing structural engineering services for high-end architecturally innovative buildings as well as high-rise and transportation projects. His unique and diverse experience has enabled him to participate in a variety of projects regionally and around the world.

Research Development + Innovation (ILAB), **Jason Vollen**, PhD, AIA, **AECOM**



Jason is the Principal with AECOM's High Performance Building Design Group, specializing in Net Zero design for buildings. He is also the global director of the Innovation Laboratory, AECOM's research, development and innovation hub. He focuses on leveraging the intersection of energy, carbon, finance and policy to deliver high performance and sustainable design solutions that reduce both capital and operating costs to maximize value for clients and to deliver solutions that are Net Zero energy and carbon capable.

High Performance Building Engineer, **Alastair (Aly) MacGregor**, CEng, LEED AP, FitWel, **AECOM**



Aly is an industry pioneer and leader responsible for a multidisciplinary building engineering team committed to the delivery of innovative, high-performance solutions. His expertise includes Net Zero, sustainable design, LEED, value engineering, advanced MEP design, high-performance buildings, commissioning, passive design, renewables, energy master planning and smart buildings and smart city strategy.

Workplace Strategy/WELL AMBASSADOR, **Oriano Merlo**, IIDA, LEED ID+C, Well Ap, Fitwel ambassador, **AECOM**



Oriana specializes in planning and programming spaces for a wide variety of client types. Using concepts developed through organizational behavior studies and environmental psychology, Oriana strives to design spaces that allow for streamlined processes and thriving occupants utilizing WELL principles.

BIM/VDC, Liliana Nuh, AIA, AECOM

As an Architect and BIM/VDC Specialist, Liliana develops and coordinates BIM projects utilizing Revit application software. She has a decade of experience managing AECOM's internal BIM documents and processes, as well as coordination and document management of subconsultants' BIM work.

Resilience/Sea Level Rise, Lauren Swan, MLA, AECOM

Lauren has worked in both public and private sectors with expertise in facilitation, design and strategic planning. She oversees local community-based projects such as the 100 Resilient Cities program for Miami and the Beaches. Her background combined with her understanding of Comprehensive Code and the Unified Facilities Criteria will enable her to develop creative and resilient solutions to technical problems.

Engineering**MEP/FP, Robert Salsbury, PE, LEED AP, Credo**

Robert is responsible for the engineering design and implementation of quality control of mechanical, air conditioning, plumbing and fire sprinkler systems. He is an expert in performing HVAC energy and load calculations, sizing equipment, ductwork and piping. He performs computer economic analysis of alternate HVAC systems for various buildings. Robert brings experience in LEED-compliant buildings.

Structures/Embodied Carbon, Luis Ramirez, PE, Desimone

Luis is a Principal Structural Engineer with 21 years of experience designing high-rise structures, office buildings, mixed-use facilities, resorts and healthcare projects. He brings significant local experience including the Broward County Convention Center Expansion and Headquarters Hotel project. Luis will collaborate with our Project Team experts on the embedded carbon strategy for the structural systems.

Security/Low Voltage/Risk Assessment, Maxwell Stevens, AECOM

Max has extensive experience with network-based CCTV video storage and transmission, smart card systems, access control, electronic gates, barriers and bollards, physical security information management system (PSIM), duress systems, intercom systems, visitor management systems, biometric systems, redundant and

standalone systems design, site surveys, electrical testing, documentation and LAN/WAN protocols. He will lead our efforts related to threat and risk assessment (TARA).

Acoustics, Jim Cowan, INCE, AECOM

Jim is a Noise Control Engineer with over 35 years of experience in architectural acoustics, environmental acoustics and noise control. In addition, he has been teaching university courses in acoustics for more than 25 years and lecturing on acoustics-related topics at conferences and private organizations.

Transportation/Transit, Carlos Garcia, PE, AECOM

Carlos has over two decades of experience in the overall management and administration of engineering operations as well as a strong background in surface transportation engineering including transit and roadway design. His unique experience covers transportation projects from P3, planning, PD&E, program management and final design, including rail corridors, interstate corridors, complex interchange highway designs and HOV/managed lanes.

Construction Advisor, James Karl, LEED AP BD+C, CCM, AECOM

James has nearly four decades of experience in the construction industry, including self-performed construction, GMP and agency work. He has been involved in all aspects of project execution, estimating, scope writing, purchasing, scheduling, cost controls and risk management



ELISABETH BERNITT, ASID, LEED AP

AECOM Technical Services, Inc.

5 years with firm / 34 years of relevant experience

Bachelor of Science in Interior Design, University of Arizona

LEED Accredited Professional

INTRODUCTION

Summary Overview for the Key Individual

Elisabeth is a regional managing principal business line leader for AECOM. She is responsible for helping to set the vision, leadership, administration and operational performance of projects. Her hands-on management and planning skills have led to success on complex projects in Florida and across the U.S. She has dealt with multi-faceted clients, extensive consultant coordination and the complex planning process required for both large and small projects.

Beth's primary focus is the development of project parameters to match The Sponsors' expectations, and to shepherd initial concepts through completion. She will be instrumental in establishing and maintaining measurable schedule and budget parameters for the project and will be a management resource for design principals, project managers and The Sponsors in addressing key design issues.

Role and Responsibilities on the JGCC Project

Principal-in-Charge/Board of Directors/Regional Managing Principal

RELEVANT WORK HISTORY

Select experience:

- University of Miami, Hecht Center Renovation and Expansion, Coral Gables, Florida
- U.S. Naval Facilities Engineering Command Southeast, Watercraft Maintenance Facility, NAS Key West, Florida
- Newworld One Bay Street LTD, The Point Hotel, Nassau
- Multiphase Master Plan and Development Plan (Confidential Client), Tampa, FL
- 4 Bayport Hotel Expansion and Office Tower, Tampa, FL
- Mainsail Lodging, Autograph Hotel, Ft. Meyers, FL
- Southgate Office Tower + Hotel Development, Tampa, FL
- Capital One Campus, Tampa, FL
- City of Miami, Landscape Architectural Services, Tierra Alta, Jay, and Silver Bluff, Miami, Florida

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TIM BLAIR, AIA, LEED AP BD+C

AECOM Technical Services, Inc.
1.5 years with firm / 36 years of relevant experience
Bachelor of Architecture, University of Tennessee
Registered Architect: FL
LEED Accredited Professional, Building Design + Construction

INTRODUCTION

Summary Overview for the Key Individual

Tim brings his expertise in the design and construction of major projects, including corporate, commercial, private and institutional facilities. Tim’s portfolio of principal-level management services includes design for major-scale projects for clients such as Bacardi, Office Depot, Adobe, U.S. General Services Administration, Miami-Dade County and Broward County. His judicial and public administration experience includes Federal Courthouses in Tampa and Miami, Hialeah Courthouse, Miami-Dade County Children’s Courthouse and Broward County Judicial Complex. His background in judicial, public administration, high-rise, programming, workplace strategies, design optimization and sustainable strategies reinforce the value offered to The Sponsors.

Tim will confirm that AECOM’s corporate resources, both locally and globally, including the respective subconsultants, are allocated toward the successful delivery of the design. Tim will be in continuous communication with the senior leadership of The Developer and The Contractor Developer so that the entire team performs well under this contract. As a Managing Principal at AECOM, Tim will prioritize the requirements of the JGCC project.

Role and Responsibilities on the JGCC Project

A/E Project Manager

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
City Police Headquarters	DBF Government Building New Construction	2023 est.	Fort Lauderdale, Florida	\$80 million
Broward County Judicial Complex	DBF Government Building New Construction	2019	Fort Lauderdale, Florida	\$202 million
Miami-Dade County Children’s Courthouse	DBF Government Building New Construction	2015	Miami, Florida	\$165 million
Wilkie D. Ferguson, Jr. United States Courthouse	DBF Government Building New Construction	2008	Miami, Florida	\$128 million
Adobe Corporate Headquarters, Phase III	DBF Corporate Office New Construction	2005	San Jose, California	\$185 million
Sam M. Gibbons U.S. Courthouse	DBF Government Building New Construction	1998	Tampa, Florida	\$64.0 million

CITY POLICE HEADQUARTERS, FORT LAUDERDALE, FLORIDA**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Managing Principal

OVERVIEW OF THE PROJECT

New \$80 million police headquarters includes a parking garage, firing range and site development on 8.0 acres of land on the east side of the existing police headquarters property at 1300-1350 West Broward Boulevard. The building will be a “gateway” to the City of Fort Lauderdale and a symbolic link between the community and the police. The project will be built in multiple phases starting with the parking garage, followed by the Headquarters Building and the community center once the demolition of the existing headquarters building is complete. The new facility will consist of a three-story headquarters building programmed to be approximately 185,700 sq. ft. and a three-story parking garage with approximately 400 spaces, house critical mobile assets on the first floor and contain the firing range on the second floor. Construction completion is expected in 2023.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

As Managing Principal, Tim is confirming that AECOM’s corporate resources, both local and globally, including the respective subconsultants are allocated toward the successful delivery of the project.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable design but not pursuing LEED Certification ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ Adjacent Parking Garage

BROWARD COUNTY JUDICIAL COMPLEX, FORT LAUDERDALE, FLORIDA**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Owner’s Representative (with Weitz as part of CMA Team for Broward County)

OVERVIEW OF THE PROJECT

The \$202 million, 740,000-sq. ft. courts building occupies a 1.55-acre portion of the campus and the 20-story high-rise structure provides state-of-the-art courtrooms and office space. The new building includes 355,000 sq. ft. of administrative office space for several government agencies including the State Attorney, Clerk of Court and Court Administration. The building houses 74 courtrooms and hearing rooms for the County Criminal, Domestic Relations, Magistrates, Probate, County Civil, and Circuit Civil courts components. The building achieved LEED NC Gold Certification. Construction was completed in 2019.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Tim was involved throughout design and construction administration.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED NC Gold Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ Future Parking Garage for Judicial Campus ■ Multimodal Transit Integration (located near Broward bus line station)



MIAMI-DADE COUNTY CHILDREN’S COURTHOUSE, MIAMI, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Architect of Record

OVERVIEW OF THE PROJECT

The project is a \$165 million, 317,500-sq. ft. courthouse within a 3.38-acre urban site. Project includes 18 courtrooms, collegial judges’ chambers and the supporting agencies. Pilot program for the Unified Court model. Awarded LEED NC Gold certification. Construction was completed in 2015.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Tim was involved from project pursuit throughout design and led construction administration to closeout of project.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED NC Gold Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ Multimodal Transit Integration (located directly adjacent to Government Metro station)



Miami-Dade County Children's Courthouse
Images credit: HOK

**U.S. GENERAL SERVICES ADMINISTRATION (GSA), WILKIE D. FERGUSON, JR.
UNITED STATES COURTHOUSE, MIAMI, FLORIDA**

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Manager

OVERVIEW OF THE PROJECT

The design of the 578,000-sq. ft. federal courthouse is the product of the collaboration between Tim’s previous firm and Arquitectonica, with Tim’s role being the Project Manager for the entire design team. The new facility contains 14 District Courtrooms and two Special Proceedings Courtrooms along with the U.S. Clerk of Court, U.S. Marshal Service, U.S. Attorney, U.S. Probation and Federal Public Defender. The two-block site is located within the urban context of downtown Miami directly adjacent to the existing federal complex & Bureau of Prisons.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Project Manager from project pursuit through design, construction and the closeout of the project.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm (in collaboration with Arquitectonica) ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design, but did not pursue LEED Certification ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ Parking Garage ■ Multimodal Transit Integration (located adjacent to Metrorail & Metromover station)



ADOBE CORPORATE HEADQUARTERS PHASE III, SAN JOSE, CALIFORNIA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Manager for Phase III

OVERVIEW OF THE PROJECT

Involved up to design development for the \$185 million, 567,000-sq. ft. new tower for Phase III in San Francisco and master planning for Phase IV was performed in Miami and coordinated with HOK’s San Francisco office. When the Phase IV building was constructed the entire complex totaled 1,951,000 sq. ft. consisting of four high-rise buildings connected via sky bridges that dominate the downtown skyline of San Jose. Construction was completed in 2005.

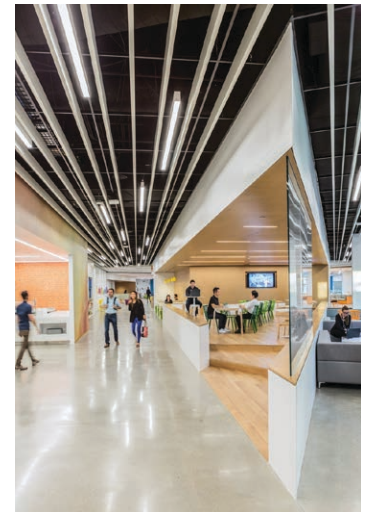
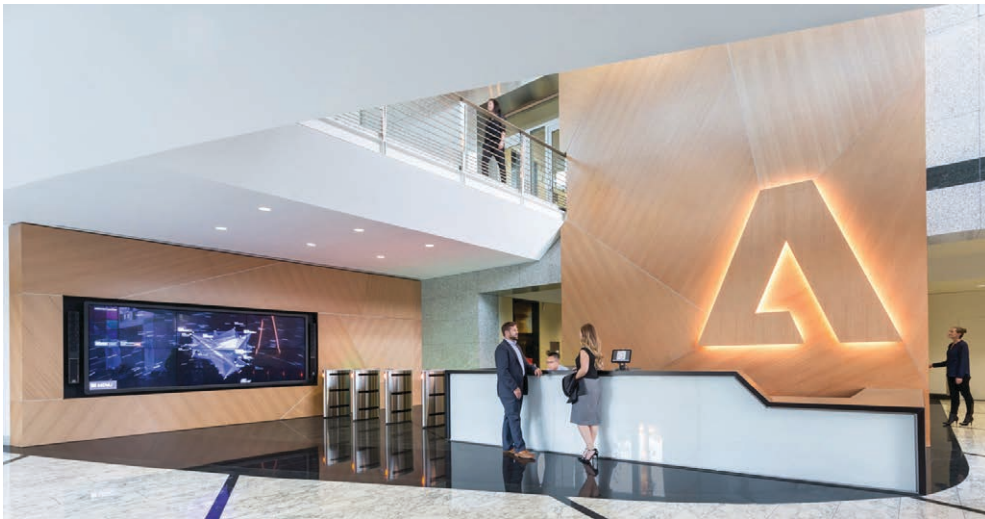


HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Tim managed the project from the beginning of schematics until the end of design development. Relocated to San Francisco during design development to manage the Design Team and to coordinate directly with the client and consultants.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ Life-Safety Analysis/Design ■ Building Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design, but did not pursue LEED Certification ■ Flood/Storm Risk Design ■ Parking Garage





STEPHEN PANZARINO, AIA

AECOM Technical Services, Inc.
3 years with firm / 37 years of relevant experience
Bachelor of Architecture, New Jersey Institute of Technology
Registered Architect: FL, NJ, PA
National Council of Architectural Registration Boards

INTRODUCTION

Summary Overview for the Key Individual

Stephen has over 30 years of experience in the architecture industry, ranging from civic infrastructure to corporate offices and large-scale, mixed-use developments. His management style is to create collaborative and focused processes that support design excellence. Stephen has been actively involved in volunteer organizations, including the 2020 AIA Florida President and the Gulf Coast Chapter of the American Institute of Architects.

Role and Responsibilities on the JGCC Project

Design Quality Manager

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Confidential Client, Headquarters Expansion	Design-Build Corporate Office New Construction	2020	Lakeland, Florida	\$32 million
Raymond James, New Wiregrass Campus	Corporate Office New Construction	2019 (design)	Wesley Chapel, Florida	\$15 million
Tavistock Group, Harmony Cove Resort Hotel and Casino	Hospitality New Construction	2026 (est.)	Jamaica, Florida	\$500 million
National Collegiate Athletic Association (NCAA) Headquarters and Hall of Champions	Athletics Office New Construction	2000	Indianapolis, Indiana	\$30 million

CONFIDENTIAL CLIENT, HEADQUARTERS EXPANSION, LAKELAND, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Lead Architect

OVERVIEW OF THE PROJECT

Design-build of a \$32 million, 190,000-sq. ft. master-planned extension to the existing three-story headquarters facility, nestled within a 200-acre site, bringing the building to a total of 510,000 sq. ft. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Provided programming and design services. Also responsible for managing the team resources, working with our Construction Partners and to address specific requirements set by the client. Confirmed that the right team members were present throughout the life of the project.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Design-Build ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Building Security Systems ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ BIM ■ VDC Modeling

**RAYMOND JAMES, NEW WIREGRASS CAMPUS,
WESLEY CHAPEL, FLORIDA**

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Architect

OVERVIEW OF THE PROJECT

The project is a estimated \$15 million, 100,000-sq. ft. building and bank branch. Raymond James has entitlements for 1.0 million sq. ft. of new campus office space and will build it out in phases. The purpose of this project was to provide an alternative site location for Raymond James operations due to potential flooding and resiliency concerns with their current headquarters. Provided services for master planning and the build-out. Stephen's professional services were completed in 2019.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Responsible for leading the team and providing resource management to have the right people in the conversation at the appropriate times.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Public Assembly Areas ■ Sustainable Design ■ Flood/Storm Risk Design ■ WELL Building Principles ■ BIM

**TAVISTOCK GROUP, HARMONY COVE RESORT HO-
TEL AND CASINO, JAMAICA, FLORIDA**

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Architect

OVERVIEW OF THE PROJECT

The project is a \$500 million, 1,000-room resort hotel and casino. Contains resort style restaurants, outdoor pool and marina. Construction is expected to be completed in 2026.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Responsible for project leadership, preparing fee analysis, scope of work, phasing documents, QC reviews. Project to be built with foreign entity and helped to analyze substitutions and construction methods.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ BIM ■ VDC Modeling

**NCAA HEADQUARTERS AND HALL OF CHAMPIONS,
INDIANAPOLIS, INDIANA**

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Manager/Project Architect

OVERVIEW OF THE PROJECT

New \$30 million headquarters building focused on new workplace strategies and Public Hall of Fame museum. This is a new construction project with a bridge to an existing building renovation. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Worked directly with the local team to detail and build the project from initial interview through building opening. Helped conceptualize the museum exhibits and the integration into the headquarters.

HOW THE PROJECT IS RELEVANT TO JGCC

Iconic Architecture ■ After Apr. 2011 ■ Workplace Strategy



MICHAEL KERWIN, AIA

AECOM Technical Services, Inc.
31 years with firm / 33 years of relevant experience
Master of Architecture, Harvard University
Bachelor of Science in Architecture, University of Miami
Bachelor of Arts in English, Loyola University
Registered Architect: FL

INTRODUCTION

Summary Overview for the Key Individual

Michael is a Design Principal and Architect with over 30 years of experience in South Florida. He has received many design awards for a variety of building types, including corporate, transportation, education and governmental facilities, demonstrating his ability to create award-winning designs for a variety of project types.

Role and Responsibilities on the JGCC Project

Design Principal/Programmer

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
3 MiamiCentral Brightline	Design-Bid-Build Mixed-Use Tower, New Construction	2017	Miami, Florida	\$52 million
General Electric, Brazil Technology Center	Corporate Building New Construction	2013	Rio de Janeiro, Brazil	\$60 million
U.S. Department of State, New U.S. Embassy Compound	Government Building New Construction	2019	Harare, Zimbabwe	\$180 million
Confidential Client, Headquarters Expansion	Design-Bid-Build ph. I, Design-Build ph. II Corporate Office New Construction	2020	Lakeland, Florida	Confidential

3 MIAMICENTRAL BRIGHTLINE, MIAMI, FLORIDA



3 MiamiCentral - Brightline
image credit: Poma Engineering

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Lead Design Architect

OVERVIEW OF THE PROJECT

The \$52 million project includes 95,000 rentable sq. ft. of office space, a 35,000-rentable-sq. ft. grocery store, and 1,100 parking spaces to serve its own offices, its at grade retail space, the Brightline high speed rail system as well as the nearby historic Lyric Theater. Construction was completed in 2017.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Provided conceptual and detailed design services for the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in downtown Miami located on a 1.89-acre site.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Silver Certification ■ Flood/Storm Risk Design ■ BIM ■ VDC Modeling ■ Parking Garage ■ Multimodal Transit Integration



3 MiamiCentral - Brightline image credit: Poma Engineering

GENERAL ELECTRIC, BRAZIL TECHNOLOGY CENTER, RIO DE JANEIRO, BRAZIL**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Lead Design Architect

OVERVIEW OF THE PROJECT

The building is designed to provide new world-class, customer-centric, global research and global learning facility to support the client's growth in Latin America. It includes a 108,000-sq. ft. main facility will be comprised of administrative and learning components. Construction was completed in 2013.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Provided master planning and design services.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Building Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling ■ Multimodal Transit Integration



U.S. DEPARTMENT OF STATE, NEW U.S. EMBASSY COMPOUND, HARARE, ZIMBABWE

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Principal

OVERVIEW OF THE PROJECT

The new \$180 million, 200,600-sq. ft. embassy campus in Harare draws inspiration from the traditional culture, climate, and geography of Zimbabwe, articulated in a thoroughly modern way. The embassy will proudly represent the United States of America while taking architectural references from its host country. Construction was completed in 2019.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Significantly contributed to the program and concept design development.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling

CONFIDENTIAL CLIENT, HEADQUARTERS EXPANSION, LAKELAND, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Principal

OVERVIEW OF THE PROJECT

Two-phase project for a major corporate headquarters for a major retail company on a sylvan Florida site. The building was master planned to integrate into its natural site, iconic in its sweeping curvilinear shape, with a broad breezeway providing transparency at grade as well as clear sense of entry. The materials and construction methodology provided for an efficient image and economical cost. Construction was completed in 2020. First phase: design bid build of 320,000-sq. ft plus at grade parking. Second phase: design-build of a \$32 million, 190,000-sq. ft. master-planned extension to the existing three-story headquarters facility, nestled within a 200-acre site, bringing the building to 510,000 sq. ft. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Significantly contributed to the program and concept design development.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Design-Build (ph. II) ■ Life-Safety Analysis/Design ■ Building Security Systems ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling

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ORIANA MERLO, IIDA, LEED ID+C, WELL AP, FITWEL AMBASSADOR

AECOM Technical Services, Inc.

1 years with firm / 30 years of relevant experience

Master of Arts in Management, Harvard University

Bachelor of Science in Mathematics, La Trobe University

Bachelor of Arts in Interior Design, Suffolk University

National Council for Interior Design Qualification/

Fitwel Ambassador/LEED Accredited Professional/WELL Accredited Professional

INTRODUCTION

Summary Overview for the Key Individual

Oriana specializes in planning and programming spaces for a wide variety of client types. Using concepts developed through organizational behavior studies and environmental psychology, Oriana strives to design spaces that allow for streamlined processes and thriving occupants utilizing WELL principles.

Role and Responsibilities on the JGCC Project

Interior Designer/WELL

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
TD Bank Retail Branch Renovations	Corporate Building Renovations	2010-2017	FL, MA, RI, MD, NJ and NY	Confidential
Bristol Myers Squibb	Corporate Workplace Consolidation Strategy	2023 est.	Various Locations in New Jersey	Confidential
Confidential U.S. Federal Government Client	Government Building Feasibility Study	2021 (prof. services)	Seattle, Washington	Confidential
Citizens Bank Consolidation	Corporate Workplace Consolidation Strategy	2016	Westwood, Massachusetts	Confidential

TD BANK RETAIL BRANCH RENOVATIONS, VARIOUS LOCATIONS IN FL, MA, RI, MD, NJ & NY

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Lead

OVERVIEW OF THE PROJECT

Renovation roll-out of various retail branches. Each retail branch was to achieve a minimum of LEED Gold status. This included the design of the first WELL-certified retail space in the United States. Construction at the various locations was completed over the 2010-2017 period.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Involved in the feasibility studies, design, documentation, and construction administration services across a number of buildings, anticipating problematic areas early on in the process, before they could become major cost overruns.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ After Apr. 2011
■ Dense Urban Site ■ LEED Gold Certification ■ Net Zero ■
Flood/Storm Risk Design ■ WELL Building Principles ■ BIM

Majority Designer Firm ■ Government Building Security
Systems ■ TARA ■ Parking Garage ■ Workplace Analysis
and Strategy

BRISTOL MYERS SQUIBB, VARIOUS LOCATIONS IN NEW JERSEY

CITIZENS BANK CONSOLIDATION, WESTWOOD, MASSACHUSETTS

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Lead Strategist for workplace analysis.

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Workplace Strategy Advisor

OVERVIEW OF THE PROJECT

Analysis to consolidate 4.0 million sq. ft. of corporate workplace and laboratory real estate across nine campuses. After the acquisition of a large competitor, client was looking to consolidate their regional real estate portfolio. Construction is expected to be completed in 2023.

OVERVIEW OF THE PROJECT

Analysis of workplace requirements and program development for a 100,000-sq. ft. consolidation of four disparate offices. Client was looking to create an agile-based workspace in a newly constructed building, to house employees from four different sites whose leases were about to expire. Construction was completed in 2016.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Using a variety of research and diagnostic methodologies, planned for the return to office for 12,000 employees. Leading the client engagement, coordinated subject matter experts for the individual components and created a Space Programming Tool to map out real estate requirements per site.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Determined the programming requirements by analyzing badge data and surveying user groups to uncover usage patterns.

HOW THE PROJECT IS RELEVANT TO JGCC

After Apr. 2011 ■ Workplace Analysis and Strategy

HOW THE PROJECT IS RELEVANT TO JGCC

After Apr. 2011 ■ WELL Building Principles ■ Workplace Analysis and Strategy

CONFIDENTIAL U.S. FEDERAL GOVERNMENT CLIENT, SEATTLE, WASHINGTON

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Technical Lead

OVERVIEW OF THE PROJECT

Building program feasibility study for the consolidation of multiple organizations into a single complex. Client is looking at re-purposing a vacant historical structure to become regional headquarters for a number of government departments. This project is set to reinvigorate an otherwise dilapidated urban area. Professional services were completed in 2021, construction completion is TBD.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Determined the optimum space program to maximize the sharing of elements between departments.

HOW THE PROJECT IS RELEVANT TO JGCC



ADOLFO COTILLA, JR., AIA, CGC

ACAI Associates, Inc.

35 years with firm / 40 years of relevant experience

Master of Fine Arts in Architecture, University of Florida

Registered Architect: FL, NY, VA, NC, SC, MD, PR

General Contractor

INTRODUCTION

Summary Overview for the Key Individual

Adolfo is the Principal for ACAI and he brings decades of experience with large, complex projects performed on sites with tight constraints. He also brings extensive experience with FTA regulations to support the team. In addition, he is a strong local partner that has been practicing in Fort Lauderdale and Broward County for over forty years.

Role and Responsibilities on the JGCC Project

BIM Manager (subconsultant)/Associate Architect

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Nova Southeastern University (NSU) Health Professions Division (HPD) Campus	Higher Ed Campus	Ongoing	Davie, Florida	\$252 million
NSU Tampa-Clearwater Campus	Higher Ed Campus	Ongoing	Clearwater, Florida	\$140 million
Iconic Bus Shelters	Govt/Transportation	2018	Miami Beach, Florida	\$268 million
Broward Health Salah Children's Hospital Tower	Healthcare, Hi-rise	Ongoing	Fort Lauderdale, Florida	\$120 million
Federal Inspection Services (FIS) Facility, Terminal 4 FLL	Aviation	Ongoing	Fort Lauderdale, Florida	\$60 million
Levan/NSU/Broward Innovation	Joint Use Facility	Ongoing	Davie, Florida	\$11.5 million

HEALTH PROFESSIONS DIVISION AT NOVA SOUTHEASTERN UNIVERSITY (HPD)

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Principal Designer-in-Charge

OVERVIEW OF THE PROJECT

ACAI provided A/E services for the original 450,000-sq. ft. campus. Scope included programming and design and post design of the original six colleges and teaching clinic, lecture halls, food services, admin tower, central energy plant and a linked 1,200-car parking garage. Subsequent expansions included three additional colleges and buildings totaling 260,000 sq. ft., a 216,000-sq. ft. high-rise cancer research facility and an expansion and multi-modal

(CONTINUED) HEALTH PROFESSIONS DIVISION AT NOVA SOUTHEASTERN UNIVERSITY (HPD)



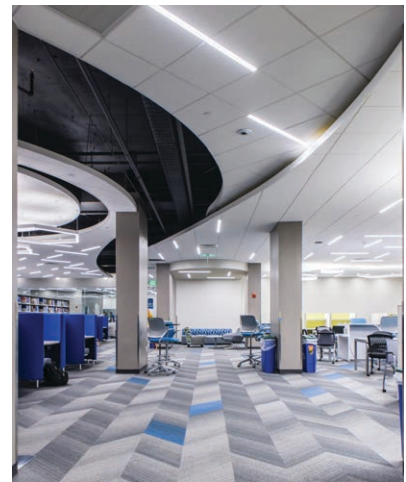
transportation center conversion, all designed by Adolfo. The campus stands at approximately 900,000 sq. ft., with planned expansions in the 250,000 sq. ft. range and major structured parking initiatives.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Adolfo is the design principal, master planner and programmer. He designed the original HPD and each of the subsequent expansions, all enabling interfaces, MOT phasing and remodeling initiatives.

HOW THE PROJECT IS RELEVANT TO JGCC

The project is nearly identical to the JGCC. The HPD consolidated the health professions colleges in NMB to a central Broward location as part of the merger between Southeastern University of the Health Sciences and Nova University. The HPD is a highly active “campus within a campus.” It includes a multi-modal hub for the main campus, high-rise components, food service, CEP, specialty care areas, medical library and active teaching and simulation links to seven remote campuses, all designed by ACAI.



NSU TAMPA REGIONAL CAMPUS



ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Principal-in-Charge

OVERVIEW OF THE PROJECT

This 27-acre campus was programmed, master planned and designed by ACAI for an 850,000-sq. ft. build out. Phase I, this project accommodates more than 1,800 occupants. It includes administrative offices, food service facilities, collaboration simulation spaces, wellness center, library, multimodal facility, central energy plant, VR linked simulation labs and classrooms, and structured parking for 1,330 vehicles.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

ACAI's initial involvement increased when the Commission on Osteopathic College Accreditation (COCA) required that the entire interior construction program be delivered beyond the 60% initially required for the school's Osteopathic Program. To meet the opening date of July of 2019, Cotilla recommended that ACAI's role as Owner's Representative be upgraded to Supervising Architect and that the role include enhanced involvement with design/construction assist and PM/CM services to help achieve the compressed fast-track delivery. Once ACAI's role was upgraded to Supervising Architect, the project was completed ahead of schedule.



HOW THE PROJECT IS RELEVANT TO JGCC

Large stand-alone multi-use campus in the 750,000 to 1,000,000 sq. ft. area range with multiple programmatic complexities; multi-modal parking garage; multi-use campus; space-planning; programming; interiors; offices; new construction (with expansion possibilities); complex developer-driven project financing and delivery.

SALAH FOUNDATION CHILDREN'S HOSPITAL BROWARD HEALTH (BH)

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Principal-in-Charge

OVERVIEW OF THE PROJECT

The project is to gut and remodel an eight-story, 1960s vintage, major hospital tower in Fort Lauderdale and includes multiple floors as enabling areas in adjacent hi-rise buildings, a linked garage and CEP and totals 406,000 sq. ft. The nature of the work includes a high degree of complexities in active hospital settings and resulted in Autodesk awarding ACAI the national beta testing of Revit Release 15 (Skyscraper) currently known as BIM 360. The Salah Foundation Children's Hospital Tower project was BH's first BIM project delivery and designed in Revit with a BIM Execution Plan and a COBie deliverable component. Design approvals and deliverables included Revit 3D sketches, photomontage of finishes and walk-throughs.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Adolfo provided active programming and coordination with BH, upgraded the ACAI design team, maintained documented linkage across five BH C-Suite Leadership transitions, a Benefactor change (From Chris Evert to the Salah Foundation) and the normal clinical population turnover typically associated with extended projects.

HOW THE PROJECT IS RELEVANT TO JGCC

Complex high-rise program, multiple enabling, Owners/Users and enhanced BIM project delivery.

ALAN B. LEVAN/NSU/BROWARD CENTER OF INNOVATION (LEVAN)

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Principal-in-Charge

OVERVIEW OF THE PROJECT

ACAI is responsible for the master plan of the Alvin Sherman NSU/Broward County Joint-Use Library (ASL), the largest joint-use library in the state of Florida. The 54,000-sq. ft. Levan Innovation Center occupies the top floor of the ASL with visual interaction to a daylight, full height atrium and configuration capabilities for special events of all venues. ACAI's role as Architect of Record includes pre-design, design and post-design services and enhanced construction oversight. The Levan Center enjoys the built-in capability of hosting multitude events and ceremonies simultaneously. It is both open and flexible and includes subdivisible spaces suitable for special functions and speaking engagements. The Levan Center's design enjoys direct overflow capabilities to other floors and includes several key features: adjoining food service for catering events, specialty classrooms and collaboration suites, private use offices and transformational spaces ideal for open or closed and intimate settings. Scheduled completion is June 2021.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Adolfo personally aligned the delivery of the Alan B. Levan/NSU/Broward Center of Innovation and the master planning of the Alvin Sherman NSU/Broward County Joint-Use Library.

HOW THE PROJECT IS RELEVANT TO JGCC

This joint-use space has identical programmatic similarities to the JGCC City and County Executive Penthouse Suite.



LILIANA NUH, AIA

AECOM Technical Services, Inc.
6 years with firm / 17 years of relevant experience
Bachelor of Architecture, Florida Atlantic University
Registered Architect: FL

INTRODUCTION

Summary Overview for the Key Individual

As an Architect and BIM/VDC Specialist, Liliana develops and coordinates BIM projects utilizing Revit application software. She has a decade of experience managing AECOM’s internal BIM documents and processes, as well as coordination and document management of subconsultants’ BIM work.

Role and Responsibilities on the JGCC Project

BIM Manager/VDC (prime)

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
City of Coral Gables, New Municipal Public Safety Building	CM at Risk Government Building New Construction	2020	Coral Gables, Florida	\$48 million
All Aboard Florida, 3 Miami Central	Design-Bid-Build Mixed-Use Tower, New Construction	2017	Miami, Florida	\$52 million
Confidential Client, Headquarters Expansion	Design-Build Corporate Office New Construction	2020	Lakeland, Florida	\$32 million

CITY OF CORAL GABLES, NEW MUNICIPAL PUBLIC SAFETY BUILDING, CORAL GABLES, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Architect and BIM Manager

OVERVIEW OF THE PROJECT

A new, \$48 million, five-story, 189,000-sq. ft. Public Safety building in Coral Gables with 103,600 sq. ft. of Police Department, Fire Department, Fire station, Public Training and a secure parking garage. The Proposed New Public Safety Building will function as the City’s Police Headquarters and Administrative Department, Fire Department Administration, Fire Station 1, Emergency Call Center and First Responders Dispatch Center, EOC Command and Operations, City’s Human Resource Department, City’s IT Department and a 161 car secure parking garage. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Liliana worked as an Architect and BIM Manager on this project. She coordinated all disciplines BIM models, performed Navisworks clash detection at milestones submittals. Assisted with model visualization and coordination during design and construction phases. Provided overall BIM support to the team for all disciplines.



Above: City of Coral Gables, New Municipal Public Safety Building

Below: 3 Miami Central



3 MiamiCentral - Brightline - image credit: Poma Engineering

(CONTINUED) CITY OF CORAL GABLES, NEW MUNICIPAL PUBLIC SAFETY BUILDING, CORAL GABLES, FLORIDA

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ CM at Risk ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Government Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Certification ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling ■ Parking Garage ■ Multimodal Transit Integration

BRIGHTLINE, 3 MIAMI CENTRAL, MIAMI, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

BIM Manager

OVERVIEW OF THE PROJECT

The \$52 million project includes 95,000 rentable sq. ft. of office space, a 35,000-rentable-sq. ft. grocery store, and 1,100 parking spaces to serve its own offices, its at-grade retail space, Brightline, as well as the nearby historic Lyric Theater. Construction was completed in 2017.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Liliana prepared the project BIM execution plan and BIM standards. Collaborated with all disciplines and managed all Revit - BIM models to achieve well-coordinated project, performing Clash Detection at major deadlines utilizing Navisworks software, provided full BIM support to the team throughout the entire duration of the project. Assisted with model visualization and coordination during design and construction phases.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Certification ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling ■ Parking Garage ■ Multimodal Transit Integration

CONFIDENTIAL CLIENT, CORPORATE HEADQUARTERS ADDITION, LAKELAND, FLORIDA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

BIM Manager

OVERVIEW OF THE PROJECT

Design-build for a \$32 million, 190,000-sq. ft. master-planned extension to the existing three-story headquarters facility, nestled within a 200-acre site, bringing the building to 510,000 sq. ft. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Corporate Headquarters Building and expansion of existing parking lot. Approximately 193,250-sq. ft. expansion. Liliana prepared the project BIM execution plan and BIM standards. Collaborated with all disciplines and managed all Revit - BIM models to achieve well coordinated project, performing Clash Detection at major deadlines utilizing Navisworks software, provided full BIM support to the team throughout the entire duration of the project. Assisted with model visualization and coordination during design and construction phases.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Design-Build ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Dense Urban Site ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentalization ■ BIM ■ VDC Modeling ■ Parking Garage

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ROSS WIMER, FAIA

AECOM Technical Services, Inc.
18 years with firm / 31 years of relevant experience
Master of Science in Architecture, Harvard University
Bachelor of Arts in Architecture, Yale University
Registered Architect: IL, NY
Fellow, American Institute of Architects

INTRODUCTION

Summary Overview for the Key Individual

Ross leads AECOM’s national architecture and interiors practice. His projects range from large city planning projects to airport and industrial design spanning 20 cities on five continents. Ross is known for exploring the link between architecture and engineering and for emphasizing the environmental performance of design.

Ross’s work has been published widely and shown at distinguished art exhibitions and institutions such as the Venice Biennale, the Art Institute of Chicago, and the Museum of Modern Art in New York. His projects have also received numerous awards, including three Progressive Architecture awards. Ross has an active relationship with academia as a visiting design critic at Harvard University (where he earned a master of architecture degree with commendation in 1988), Yale University (where he earned a bachelor of arts degree with distinction in 1984), Columbia University, Rensselaer Polytechnic Institute, Parsons, Illinois Institute of Technology, and the University of Illinois, Chicago.

Role and Responsibilities on the JGCC Project

Lead Design Principal

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Inglewood Basketball and Entertainment Center	Major Public Event/Venue New Construction	2024 est.	Inglewood, California	\$1.5 billion
Sinar Mas Centre	Office Tower, New Construction	2018	Shanghi, China	Confidential
Mashreq Bank Headquarters	Office Tower, New Construction	2020	Dubai, United Arab Emirates	Confidential
Great Window Tower	Mixed-Use Tower, New Construction	2015	Nanchang, China	Confidential

INGLEWOOD BASKETBALL AND ENTERTAINMENT CENTER (A.K.A. THE CLIPPER'S ARENA), INGLEWOOD, CALIFORNIA



ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Principal

OVERVIEW OF THE PROJECT

The new Center includes a 17,600 seat basketball arena, practice facility and team offices. It is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse. Construction completion is anticipated in 2024.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Ross significantly contributed to the building's design.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Gold Design ■ Net Zero ■ Flood/Storm Risk Design ■ BIM ■ VDC Modeling ■ Parking Garage

GREAT WINDOW TOWER, NANCHANG, JIANGXI PROVINCE, CHINA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Partner

OVERVIEW OF THE PROJECT

This super tall mixed-use tower was developed for a new district in the rapidly growing city. It is a significant destination and new urban landmark for the city. The building’s “great window,” occupying the top third of the tower orients the views from the main spaces of the hotel and asserts its presence from a distance. Construction was completed in 2015.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Ross significantly contributed to the building’s design.

HOW THE PROJECT IS RELEVANT TO JGCC

- Majority Designer Firm ■ Similar Scope/Complexity ■
- Class-A High-Rise ■ After Apr. 2011 ■ Public Assembly Areas ■
- LEED Silver Certification ■ BIM ■ Parking Garage



Gaoxin Tower - Nanchang, China, photo credit: SOM

MASHREQ BANK HEADQUARTERS, DUBAI, UNITED ARAB EMIRATES

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Partner

OVERVIEW OF THE PROJECT

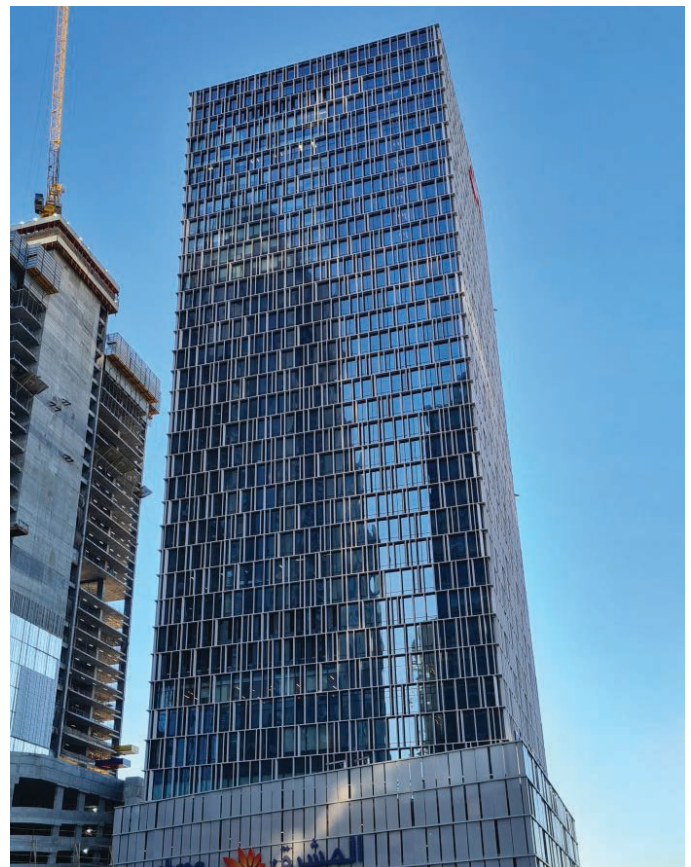
The Masreq Tower was conceived to give the bank an unforgettable, yet classic and timeless identity on the Dubai skyline. The unique, transparent north facing courtyard elevations allow spectacular, open views during the day and transform into an iconic cube of light and transparency at night. Construction was completed in 2020.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Ross significantly contributed to the building’s design.

HOW THE PROJECT IS RELEVANT TO JGCC

- Majority Designer Firm ■ Similar Scope/Complexity ■
- Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Building Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design ■ BIM ■ VDC Modeling ■ Parking Garage



Mashreq Bank Headquarters - Dubai, UAE

SINAR MAS CENTRE (FORMERLY WHITE MAGNOLIA PLAZA), SHANGHI, CHINA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Design Partner

OVERVIEW OF THE PROJECT

The Centre's design incorporates strategies that resulted in a reduction in carbon emissions, water consumption, peak electrical demand. The design includes one 1,050-foot office tower and an adjacent hotel tower located above a mixed-use podium and subsurface parking. The project serves as a catalyst for the economical and architectural rejuvenation of this district of Shanghai. Construction was completed in 2018.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Ross significantly contributed to the building's design.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Building Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design ■ Flood/Storm Risk Design ■ BIM ■ VDC Modeling ■ Parking Garage



Sinar Mas Centre, Shanghai, China



SAMUELE SORDI

Pininfarina Architecture

8 years with firm / 21 years of relevant experience

Degree in Architecture and Building Engineering, University of Florence

INTRODUCTION

Summary Overview for the Key Individual

Samuele Sordi is the Chief Architecture Officer of the Pininfarina group. He is involved in all projects Pininfarina undertakes and he maintains an active role in the development throughout the design phases. Has conceived and managed numerous residential and commercial architecture and interior design projects throughout Europe, the Middle East and Asia. His philosophy combines stimuli coming from different design specializations—from automotive, to product design to UX/UI—favoring a holistic approach for a human-oriented design.

Role and Responsibilities on the JGCC Project

Associate Architect/Public Space Interior Designer

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Istanbul International Air Traffic Control Tower	Aviation Tower New Construction	2017	Istanbul, Turkey	\$16 million
Higold Headquarters	Corporate Office New Construction	2023 est.	Shunde, China	\$47.6 million
City Ridge Garage for Roadside Development	Parking Structure New Construction	2022 est.	Washington, DC	Undisclosed
Torre Designo Office Towers	Corporate Office New Construction	2023 est.	Mexico City, Mexico	Undisclosed
Mall of Medina	Entertainment Venue and Retail New Construction	2020 (design)	Medina, Saudi Arabia	Undisclosed

ISTANBUL INTERNATIONAL AIR TRAFFIC CONTROL (ATC) TOWER, ISTANBUL, TURKEY

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Director

OVERVIEW OF THE PROJECT

The \$16 million ATC tower serves as a symbol and icon of the city, visible to more than 90 million passengers who travel yearly through the Istanbul airport. The design evokes the aerodynamic forms used in automotive and aviation design to create a building shape inspired by the tulip, which has been the symbol of Istanbul for centuries and is an important cultural reference in Turkish history. The elliptical shape of the tower appears to be sculpted by the wind and influences all aspects of form and geometry of the building below. The central atrium offers natural light from the skylight, typical of Turkish historical buildings, realized to fill the spaces with bright mosaic light. Construction was completed in 2017.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Principal-level concept design leadership.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm (30%) ■ Similar Scope/Complexity ■ 295-Foot Aviation Facility ■ After Apr. 2011 ■ Dense Site ■ Public Assembly Areas



Istanbul ATC construction



Istanbul ATC rendering

TORRE DESIGNO OFFICE TOWERS, MEXICO CITY, MEXICO

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Pininfarina Principal

OVERVIEW OF THE PROJECT

Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 484,000 sq. ft. of office space and a 613,000-sq. ft. lower retail level, offering a high-end community-oriented campus to support the nearly 4,000 nearby residents. Construction completion is anticipated in 2023.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Provided artistic direction.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Public Assembly Areas ■ LEED Certified ■ Enhanced Air Exchange/Compartmentalization ■ Parking Garage



Torre Designo - Mexico City, Mexico

CITY RIDGE GARAGE FOR ROADSIDE DEVELOPMENT, WASHINGTON, DC

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Pininfarina Principal

OVERVIEW OF THE PROJECT

Pininfarina developed a concept for the three-level garage and street entrances that sits beneath the impressive new development at the previous Fannie Mae HQs featuring 315,000 sq. ft. of LEED (V4) designated commercial space and nine new buildings. The design connects each of the City Ridge's structures with one another in a refined yet functional way. Making use of multi-colored schemes, lighting, wayfinding, graphics, and other design elements to guide visitors, residents and the flow of traffic in an intuitive way. Construction completion is anticipated in 2022.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Provided artistic direction.

HOW THE PROJECT IS RELEVANT TO JGCC

Similar Scope/Complexity ■ After Apr. 2011 ■ Dense Urban Site ■ Public Assembly Areas ■ BIM ■ Parking Garage



Torre Designo - Mexico City, Mexico

HIGOLD HEADQUARTERS, SHUNDE, CHINA

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Director

OVERVIEW OF THE PROJECT

The \$47.6 million Higold Headquarters will be an iconic, elegant complex where architectural elements including interior architecture and exterior public spaces are integrated in a unique way. Pininfarina has authored the project, from the façade design to the landscape. Construction completion is anticipated in 2023.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Principal-level design leadership.

HOW THE PROJECT IS RELEVANT TO JGCC

Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Dense Urban Site ■ Public Assembly Areas ■ WELL Building Principles ■ BIM ■ Parking Garage



Higold Headquarters, Shunde, China



1.B SPECIFIC INVOLVEMENT OF KEY STAFF IN SECTION F PROJECTS

Refer to Table of key staff and reference projects in SF330 page 28.

The following section summarizes the A/E Team's involvement in the projects presented in Section F.

Tim Blair, AIA, LEED AP BD+C - Design Project Manager

Broward County Judicial Complex - Owner's Representative (with Weitz as part of CMA Team for Broward County). The 740,000 sq. ft. courts building occupies a 1.55-acre portion of the campus and the 20-story high-rise structure provides state-of-the-art courtrooms and office space. The new building includes 355,000 sq. ft. of administrative office space for several government agencies including the State Attorney, Clerk of Court and Court Administration. The building houses 74 courtrooms and hearing rooms for the County Criminal, Domestic Relations, Magistrates, Probate, County Civil, and Circuit Civil courts components. The building achieved LEED NC Gold certification.

Ross Wimer, FAIA - Lead Design Principal

Inglewood Basketball Entertainment Complex - Design Principal. The new Center includes a 17,600-seat basketball arena, practice facility and team offices. It is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse.

Sinar Mas Centre - Design Partner. The Centre's design incorporates strategies that resulted in a reduction in carbon emissions, water consumption and peak electrical demand. The design includes a 1,050-foot office tower and an adjacent hotel tower located above a mixed-use podium and subsurface parking. The project serves as a catalyst for the economical and architectural rejuvenation of this district of Shanghai.

Mashreq Bank Headquarters - Design Partner. The Masreq Tower was conceived to give the bank an unforgettable, yet classic and timeless identity on the Dubai skyline. The unique, transparent north facing courtyard elevations allow spectacular, open views during the day and transform into an iconic cube of light and transparency at night.

Great Window Tower - Design Partner. This super tall mixed-use tower was developed for a new district in the rapidly growing city of Nanchang. It is a significant destination and new urban landmark. The building's "great window," occupying the top third of the tower, orients the views from the main spaces of the hotel and asserts its presence from a distance.

Michael Kerwin, AIA - Design Principal/Programmer

3 MiamiCentral Brightline - Lead Design Architect. Provided conceptual and detailed design services for the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in downtown Miami located on a 1.89-acre site. The project includes 95,000 rentable sq. ft. of office space, a 35,000 rentable sq. ft. grocery store and 1,100 parking spaces to serve MiamiCentral and the adjacent historic Lyric Theater.

Samuele Sordi - Associate Architect/Public Spaces Interiors

Istanbul Air Traffic Control Tower - Project Director. The ATC tower serves as a symbol and icon of the city, visible to over 90 million passengers who travel yearly through the Istanbul airport. Inspired by the nationally iconic tulip, the tower brings in influences from automotive and aviation design to create an aerodynamic shape that similarly optimizes a 360-degree view for the air traffic controllers. Pininfarina collaborated with AECOM.

Torre Designo - Provided artistic direction. Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 484,000 sq. ft. of office space and a 61,000 sq. ft. of lower retail level, offering a high-end, community-oriented campus, seeking to support the nearly 4,000 residents that live within the existing residential areas surrounding Torre Designo.

Jason Vollen, PhD, AIA - Research/Development + Innovation (iLAB)

Inglewood Basketball Entertainment Complex - Oversaw the AECOM Team's parametric multi-criteria façade design studies for the new complex which is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse.

Liliana Nuh, AIA - BIM Manager/VDC

3 MiamiCentral Brightline - BIM Manager. A new mixed-use project that will provide approximately 33,851 sq. ft. of commercial/retail space, 149,718 sq. ft. of shell office space comprised in six levels and a parking structure, 500,440 sq. ft. of housing and approximately 1,200 parking spaces. Liliana prepared the project BIM

execution plan and BIM standards. She collaborated with all disciplines and managed all Revit BIM models. She performed clash detection at major deadlines utilizing Navisworks software and provided full BIM support to the team throughout the entire duration of the project. She assisted with model visualization and coordination during design and construction phases.

Carlos Garcia, PE - Transportation/Transit

Miami Intermodal Center - Earlington Heights Connector - Project Principal. Oversaw all transit planning, design and construction phase services for this complete finished line section composed of roadway, drainage, utilities, guideway structural and trackwork design, systems engineering (traction power, train control and communications) as well as architectural, building, landscaping, mechanical and electrical engineering services.

Roles and Responsibilities on similar government projects are listed in the resumes for key staff.



Inglewood Basketball Entertainment Complex, AECOM



3 MiamiCentral - Brightline, AECOM



Istanbul Air Traffic Control Tower, AECOM & Pininfarina



Broward County Judicial Complex, AECOM

KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

NAMES OF KEY PERSONNEL	ROLE IN THIS PROJECT	EXAMPLE PROJECTS LISTED IN SF330 SECTION F									
		1	2	3	4	5	6	7	8	9	10
Mark Blanchard	Community Stakeholder Engagement			◆							
Tim Blair, AIA, LEED AP BD+C	A/E Project Manager			◆							
Stephen Panzarino, AIA	Design Quality Manager										
Ross Wimer, FAIA	Lead Design Principal	◆	◆		◆		◆				
Michael Kerwin, AIA	Design Principal / Programmer										◆
Adolfo Cotilla, Jr., AIA, CGC	Associate Architect / BIM										
Samuele Sordi	Public Space Interior Designer							◆		◆	
Oriana Merlo, IIDA, LEED ID+C, Well AP, FitWel Ambassador	Workplace Strategy / WELL										
Jason Volen, PhD, AIA	Research / Development and Innovation (iLab)				◆						
Liliana Nuh, AIA	BIM / VDC Manager										◆

EXAMPLE PROJECTS KEY			
NO.	TITLE OF EXAMPLE PROJECT (From Section F)	NO.	TITLE OF EXAMPLE PROJECT (From Section F)
1	Great Window Tower, Nanchang, Jiangxi Province, China	6	Mashreq Bank Headquarters Dubai, United Arab Emirates
2	Sinar Mas Centre (formerly White Magnolia Plaza) Shanghi, China	7	Istanbul International Air Traffic Control Tower Istanbul, Turkey
3	Broward County Judicial Complex Fort Lauderdale, FL	8	Miami Intermodal Center (MIC) Central Station Miami, Florida
4	Inglewood Basketball and Entertainment Center Inglewood, California	9	Torre Designo Mexico City, Mexico
5	Governor George Deukmejian Courthouse Long Beach, CA	10	3 MiamiCentral Brightline Miami, Florida

1.C ORGANIZATION CHARTS

The following illustrates the composition of the Design Team in relation to the whole of the Civic Unity Partners Team.



A = AECOM

C = Credo

D = DESIMONE

AC = ACAI

F = Fengage

P = PCL

PI = Pininfarina

S = Stiles

Developer

Contractor

Architecture/Engineering

Quality/Safety

Operations & Maintenance

Executive Oversight

Reporting

Communication

Key Personnel

1.D FLORIDA PROFESSIONAL LICENSES

Firm and staff licenses.

3/17/2021 T Related cen e Information [Print](#)

Licensee

Name: **KERWIN, MICHAEL HT** License Number: **12800**
 Rank: **Architect** License Expiration Date: **02/28/2023**
 Primary Status: **Current** Original License Date: **05/01/1989 T**
 Secondary Status: **Acti e**

ed License Informa ion T

License Number	Status	Related Party	Relationship Type	Relation T Effective Date	Rank	Expiration T Date
	Current, Active	AECOM SERVICES, INC.	Qualifying Architect	07/11/2012	Architect Business Information	
	Current	AECOM TECHNICAL SERVICES, INC.	Qualifying Architect	07/11/2012	Architect Business Information	
	Current, Active T	AECOM USA, INCT	Qualifying Architect T	07/11/2012	Architect Business Information T	

DETACH HERE AND DISPLAY RECEIPT IN A CONSPICUOUS PLACE

CITY OF CORAL GABLES, FLORIDA
 LOCAL BUSINESS TAX RECEIPT
 ANNUAL FIRE INSPECTION FEE RECEIPT
 THIS IS NOT A BILL-DO NOT PAY

CUST. NO. 019046
 RECEIPT NO. BT-09080000
2020-2021

BUSINESS NAME: AECOM TECHNICAL SERVICES INC LOCATION: 2 ALHAMBRA PLZ
 DBA NAME: AECOM 900

CLASSIFICATION: 1 Unclassified Services NO. OF UNITS: 75 UNIT DESCRIPTION: PERSONS AMOUNT PAID: \$ 5,051.70

SQUARE FOOTAGE OF SPACE: 23000 BUSINESS TAX RECPT RENEWAL VALID ONLY AT LOCATION ABOVE
 ** This receipt does not constitute authority to begin operating at this location without a Certificate of Use and Inspection Approval **

State of Florida Department of State

I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 19, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Nineteenth day of January, 2021



Samuel R. Kamin
Secretary of State

Tracking Number: 8840889130CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.
<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



STATE OF FLORIDA
 DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
 BOARD OF ARCHITECTURE & INTERIOR DESIGN

THE ARCHITECT HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

BLAIR, TIMOTHY JAMES
 1350 PENNSYLVANIA AVE UNIT 210
 MIAMI BEACH FL 33139-4051

LICENSE NUMBER: AR0016697
 EXPIRATION DATE: FEBRUARY 28, 2023

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LAÍS NUÑ, LILLIANA XAVIER
 18777 SW 79TH AVE
 CUTLER BAY FL 33157

LICENSE NUMBER: AR100351
 EXPIRATION DATE: FEBRUARY 28, 2023

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Halsey Beshears, Secretary

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PANZARINO, STEPHEN
10121 MARBELLA DRIVE
BRADENTON FL 34211

LICENSE NUMBER: AR92622
EXPIRATION DATE: FEBRUARY 28, 2023

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RICK SCOTT, GOVERNOR
JONATHAN ZACHEM, SECRETARY

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COLANDRO, SARAH W.
1407 4TH STREET WEST
PALMETTO FL 34221

LICENSE NUMBER: ID4715
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COTILLA, ADOLFO JR
ACAI ASSOCIATES INC
2937 W CYPRESS CREEK ROAD SUITE 200
FORT LAUDERDALE FL 33309

LICENSE NUMBER: AR0008011
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STATE OF FLORIDA

BOARD OF PROFESSIONAL ENGINEERS

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RAMIREZ, LUIS FERNANDO
14 BARNES LANE
WEST HARRISON NY 10604

LICENSE NUMBER: PE68892
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Licensee Details
Licensee Information

Name: **SALSBURY, ROBERT A. (Primary Name)**
Main Address: **5151 SW 190TH AVENUE
SOUTHWEST RANCHES Florida 33332
BROWARD**
County:
License Mailing:
License Location:

License Information

License Type: **Professional Engineer**
Rank: **Prof Engineer**
License Number: **49852**
Status: **Current,Active**
License Date: **01/30/1996**
Expires: **02/28/2023**

Special Qualifications **Qualification Effective**

Alternate Names

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11:12:21 AM 4/11/2021

Licensee Details
Licensee Information

Name: **GARCIA, CARLOS (Primary Name)**
Main Address: **17920 N W 10TH ST
PEMBROKE PINES Florida 330290000
BROWARD**
County:
License Mailing:
License Location:

License Information

License Type: **Professional Engineer**
Rank: **Prof Engineer**
License Number: **41908**
Status: **Current,Active**
License Date: **08/28/1989**
Expires: **02/28/2023**

Special Qualifications **Qualification Effective**

Alternate Names

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1.E EVIDENCE OF KNOWLEDGE AND EXPERIENCE WITH FLORIDA BUILDING CODE, FEDERAL AND STATE FUNDED PROJECTS, AND ANY OTHER RELATED STATE, LOCAL MUNICIPAL AND JURISDICTIONAL AGENCIES

A long history of working successfully with Fort Lauderdale and Broward County

Civic Unity Partners’ A/E Team’s portfolio demonstrates the ability to design complex and demanding projects. This signature project will benefit immediately from their detailed knowledge of the City’s and County’s procedures, policies and processes which will lead to a successfully completed project. The A/E Team brings extensive knowledge and experience with Florida Building Code, Federal and State-funded projects and any other related state, local municipal and jurisdictional agencies.

Civic Unity Partners’ Lead Designer, AECOM, and its legacy companies (including Spillis Candela) have shaped the landscape of the South Florida community for over 90 years, contributing to the enhancement of Broward County’s public services through projects for the Fort Lauderdale-Hollywood International Airport, Broward Center for the Performing Arts, Broward County Public Schools, City of Fort Lauderdale Judicial Complex and currently for the new Fort Lauderdale Police Headquarters.

In addition, Civic Unity Partners’ Associate Architect, ACAI, brings extensive experience in Broward County. ACAI holds the Broward County BIM/VDC continuing service contract and has provided BIM/VDC consulting services for many projects from developing the BIM/VDC standards for Broward County Aviation Department at Fort Lauderdale-Hollywood International Airport, to serving as the BIM/VDC consultants on such high-rises as

Porsche Tower, Mansions at Acqualina and the Broward County Family Courthouse.

CASE STUDY: Broward County Judicial Complex

As a major public building, this new facility presents a dignified image to the downtown through the use of elegant, yet durable materials. The building’s design meets the strict FM Global standards and is designed to resist the effects of 140 mph (3-second gust) hurricane forces as required by the Florida Building Code and ASCE 7-10, which is the defining wind code for Broward County. The exterior envelope components, including glazing, solid wall components, doors, louvers and roofing have Miami-Dade County or State of Florida Notices of Acceptance NOAs which means they have been physically tested to resist specific wind pressures and can safely sustain the code-mandated impact of flying debris. Specific attention was paid to the elevated wind pressures which occur near building corners and eaves and to the torsional forces imposed upon the structure due to the non-uniformity of the impingement of the wind field during a hurricane event.



Broward County Judicial Complex, Fort Lauderdale, FL



Broward County Judicial Complex, Fort Lauderdale, FL

1.F CLASS A HIGH-RISE COMMERCIAL OR GOVERNMENT BUILDING PROJECTS

For Detailed Project Case Studies and additional information, please refer to SF330 Pages 39-45.

1.G LIFE SAFETY OCCUPANCY AND EGRESS STUDIES

The Project will promote freedom and provide security measures to safeguard the public and community leaders. Surveillance, screening and warning systems will be necessary, but the most critical aspect of security planning is the organization of circulation. Security planning will provide separate zones of movement for the public and government officials. The ability to handle all security requirements in a proactive manner is fundamental to government center planning.

Another security design measure involves the preparation of a comprehensive security master plan that looks not only at the building itself, but also at the surrounding environment. Studying security in a holistic manner will eliminate bottlenecks in traffic and the stand-off distance of vehicles coming close to the face of a building, thereby eliminating the need for special security elements and blast-resistant design.

Finally, the electronic security system will utilize a state-of-the-art access control system that provides flexibility to management regarding control access to various areas for designated staff. This will allow changes to certain staff without the need to replace expensive hardware.

AECOM will collaborate with SLS Consulting, Inc. (SLS) on the life-safety occupancy and egress studies. SLS is a fire protection and life safety consulting firm composed of engineers, architects and construction professionals who deliver creative life safety solutions both nationally and locally. SLS will work closely with the A/E team, The Sponsors and authorities having jurisdiction to confirm this project is a success from design phase through construction and close-out. At the core of SLS is their philosophy to believe, act and achieve with integrity. Their company approach and cutting-edge industry practices have garnered the recognition of clients from coast to coast. With their headquarters based in Coral Gables, SLS performs building code consulting, fire protection, performance-based design, emergency planning and construction support services.

SLS brings extensive experience with complex, mixed-use buildings where the main scope of work is reviewing

compliance with fire protection and life safety code standards, including but not limited to: occupancy load and egress capacity studies, review and implementation of high-rise requirements per code, fire resistance ratings separations where necessary, implementations of horizontal exiting strategies to comply with FBC Chapter 10 and alternative method approaches for compliance in creative architectural designs. In these buildings, SLS is also the designer of the smoke control rational analysis which includes determination of multi-zone airflow and contaminant transport analysis modeling using CONTAMW to determine the required smoke proof enclosure airflows per FBC 909.

1.H IT/LOW VOLTAGE SYSTEM TECHNOLOGIES AND PHYSICAL AND ELECTRONIC SECURITY SYSTEMS. INCLUDE: THREAT AND RISK ASSESSMENT (TARA)

IT/Low Voltage

The A/E Team believes that technology in a building works in concert with the building's physical design. Therefore, the best designed buildings and spaces offer more than great design; they make our lives easier and make the world a better place. AECOM's Technology Solutions Group develops custom solutions that enhance functionality, sustainability and efficiency by creating synergies between technology systems and buildings and spaces. Successful technology design begins with a coordinated approach that balances tomorrow's technology with the time-tested, robust solutions of today.

AECOM's architects, engineers, interior designers and technology consultants all work hand in hand within the same studios. They collaborate in real time, both in person and within the various BIM models and virtual collaboration tools. As a result, they offer real-time solutions and coordination of technology into the physical design of spaces.

At AECOM's core is an innovative and integrated approach to developing solutions for electronic security, cybersecurity, audiovisual, voice, data, converged networks, workplace solutions, Wi-Fi, in-building cellular, public safety and user experience. AECOM utilizes a smart building design approach that pursues the integration of traditional technologies with the emerging trends in IoT, beaconing, location tracking, collaboration, scheduling, workspace usage, lighting and environmental controls.

AECOM's Technology Solutions Group has a robust process for delivering integrated IT/low-voltage design. The AECOM Team Members will facilitate these decisions by providing options to best achieve the project goals. The design process is broken into four phases as follows:

- Due Diligence, Programming & Conceptual Design
- Schematic Design
- Design Development
- Construction Documents & Procurement

Notable Project Considerations

Budget: The A/E Team is committed to meeting the total cost of ownership goals for this project and keeping the design program in line with The Sponsors' budget. Analysis will be done to assess modularity and future growth to develop strategies to maintain cost control.

Schedule: The A/E Team will seek to partner with The Sponsor to facilitate the project. They will produce early specifications for anticipated long-lead items.

Modular/Scalable Implementation: They align projected growth with cost-effective and maintenance-friendly solutions. Quality control is not a single event but rather a process which begins at project start and carries throughout the project.

Physical And Electronic Security

AECOM's security design group has deep knowledge and understanding of developing and designing highly complex, secure and effective security solutions for a wide cross section of local and federal government agencies within and outside the continental United States. Our projects range from providing detailed security assessments of existing sites and facilities to developing threat matrices of green field sites for future development. The security team consists of highly qualified consultants and designers with broad skill sets in the following areas:

- Engineering infrastructure that supports the devices and systems for the required security solutions from SCIFs to perimeter security
- Design using industry tools such as BIM 360 that present our design in an interactive environment
- Systems integration
- Technology insertion
- Commissioning services

The security team is certified by some of the largest security systems providers in the industry, such as access

control manufacturers (e.g. Lenel and Software House), video management systems (e.g. Milestone, Genetec and Verint), screening systems, gun-shot detection systems, X-ray systems, intrusion detection systems, visitor management systems, biometrics systems and government-issued ID systems.

MEET OUR EXPERT: Max Stevens has extensive experience with network-based CCTV, smart card systems, access control, gates, barriers, physical security, duress systems, intercom systems, visitor management, biometric, redundant and standalone systems, site surveys, electrical testing and LAN/WAN protocols. He will lead our efforts related to threat and risk assessment (TARA).

Threat And Risk Assessment

AECOM's staff were among the original authors who developed "Engineering Security – Protective Design for High Risk Buildings," the Unified Risk Assessment methodology used by New York's City Metropolitan Transportation Authority (MTA) and the New York Police Department (NYPD).

AECOM recognizes the critical nature of the JGCC and their technical approach to meeting the program objectives reflects decades of experience in partnership with highly visible commercial and municipal clients providing holistic, comprehensive and responsible assessments of mission systems and networks, architecture, infrastructure and critical assets. AECOM specialists will review the existing conditions and environment, identify site-specific credible hazard scenarios, conduct TARA, evaluate performance criteria for mission survivability and provide recommended strategies based on their considerable experience. The TARA process allows AECOM to conduct a cost-benefit analysis of various mitigation strategies and consequently enables decision makers and end-users to select the most appropriate mitigation strategy.

The primary focus of AECOM's assessment mission will be to conduct all-hazards integrated, multidisciplinary, mission-survivability assessments focusing on supporting systems, networks, architectures, infrastructures and assets to facilitate mission survivability in the event of natural or man-made disasters.

CASE STUDY: Broward County Judicial Complex, Fort Lauderdale, Florida

The courthouse features state-of-the-art technology, including extensive audio-visual, teleconferencing and evidence presentation systems for the courtrooms and office spaces. Raised floor computer equipment server rooms with dedicated HVAC systems are provided for each agency. Multiple security systems are provided for the complex and integrated into the building. These include full entry screening with X-ray machines, walk-through metal detectors, optical turnstiles, extensive CCTV camera systems, duress alarm systems, perimeter intrusion detection and card access systems managed from two secure control rooms.

1.L SPECIAL PUBLIC ASSEMBLY AREAS SUCH AS CHAMBER AREAS, COURTROOMS

Enduring and flexible, the design of a government center facility must embed long-term adaptability to meet the changing needs of The Sponsors. Anticipating future growth, accelerating automation and changing space utilization needs are essential and integral components of the planning process. Basic technology requirements will properly plan the location of conduits and boxes to allow for future flexibility. With government services becoming increasingly automated, counter areas and kiosks, generally the first stop in the government center, will be flexible and ergonomically designed.

Government center planning and design has changed dramatically over the past 15 years, as public buildings are once again the cornerstones of city making. Functionality, security, technology, sustainability and the impact of the contemporary workplace have created new design opportunities.

For Detailed Reference Project Sheets, please refer to the accompanying SF330.



Lobby security access, Broward County Judicial Complex



Courtrooms, Broward County Judicial Complex



Employee security access point, Broward County Judicial Complex



Courtrooms, Broward County Judicial Complex

1.J DESIGN-BUILD OR INTEGRATED PROJECT DELIVERY (IPD)

AECOM has extensive experience in leading projects involving alternative delivery methods for public and private sector clients. They have been managing design-build (DB), CM-at-risk (CMAR) and public-private partnership (P3) projects for more than 20 years, including the first civic building in the United States delivered through an availability-payment-based P3. Additional details on the A/E Team’s design-build and integrated delivery experience has been included in Section H-4-E.

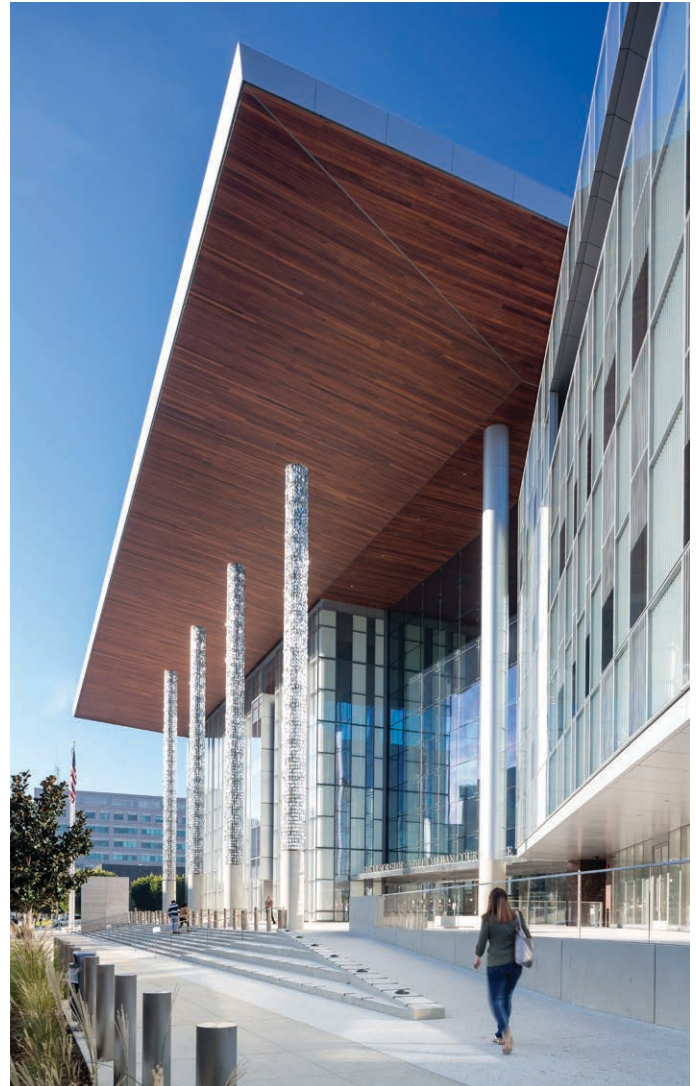
CASE STUDY: Governor George Deukmejian

Courthouse The Governor George Deukmejian Courthouse is the first civic building in the United States delivered through an availability-payment-based P3. Under this agreement, Long Beach Judicial Partners (a project company of Meridiam Infrastructure) financed, designed and built the project, and will operate and maintain it as part of a private consortium for 35 years. Although the California Judicial Council’s Administrative Office of the Courts technically owned the future building as soon as the land was acquired, they paid nothing until occupying the operational building in September 2013. They will continue to pay the project’s capital and operations and maintenance costs over the contract period of 35 years.

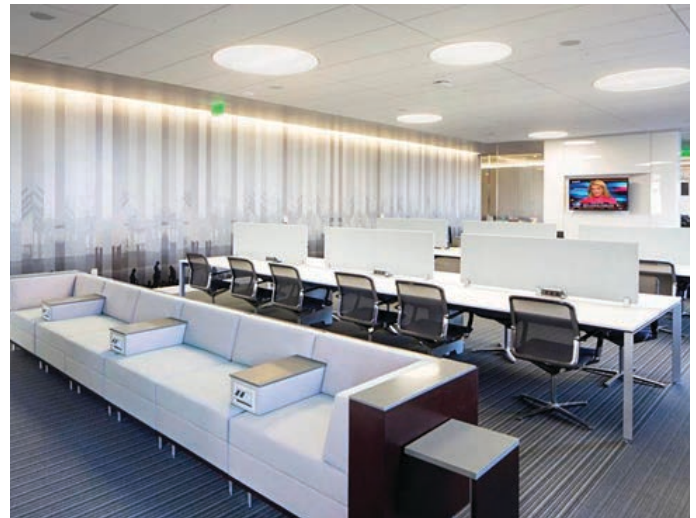
Governor George Deukmejian Courthouse:

“The combination of AECOM, the design expertise and the justice planning expertise that they have, was put together in such a way that it really maximized the site and made the most of the program. The team really addressed the aspirations of the court, which in short form is how you deal with thousands of people a day.”

– Clifford Ham, Judicial Council of California Administrative Office of the Courts



Governor George Deukmejian Courthouse, Long Beach, CA



Jury Assembly Room seating and workstations, Governor George Deukmejian Courthouse

2.2 - Specialized Experience, Knowledge & Capabilities



2. SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES

2.A.I. LEED EXPERIENCE AND KNOWLEDGE AS A FIRM

AECOM possesses a mastery of the U.S. Green Building Council (USGBC) rating system and certification procedures, developed through their design of LEED-certified buildings, their strong relationship cultivated with the USGBC as LEED reviewers, and their LEED project management experience for various program types. This knowledge and way of thinking easily translates to many other certification programs and systems. AECOM has successfully incorporated sustainability measures from programs such as LABS 21, AGMBC, Green Guide for HealthCare (GGHC), AASHE STARS, ACUPCC and Living Building Challenge into their sustainability program.

AECOM staff have been teaching LEED New Construction (NC), Existing Building (EB), Commercial Interiors (CI) and other workshop modules to USGBC chapters and private organizations since 2003. A number of their personnel are also involved in LEED user groups for various industry specialties such as manufacturing and hospitality. AECOM has been a USGBC Platinum member since 2000, and actively participates in the USGBC's annual Greenbuild conference as speakers and panelists.

At the national level, AECOM has served on the USGBC core committees including the Research Committee and the LEED Steering Committee. **In 2008, they received the USGBC's Leadership Award for their research work in sustainability.** AECOM has acted as a trusted advisor to the USGBC and GBCI who consistently provides suggestions and information to improve the LEED review system. They have access to the USGBC and will engage with them on your behalf to facilitate the pursuit of LEED Gold or Platinum goes as smoothly as possible.

CASE STUDY: Broward County Courthouse Fort Lauderdale, Florida. The new courthouse was designed with sustainability in mind and is LEED Gold certified. The sustainable features include energy reductions of up to 25%, water use savings of up to 35%, on-site rain harvesting and water retention, recycling of up to 75% of construction waste, utilization of a green roof, the use of low emitting materials and finishes and a sustainability education program.



Broward County Judicial Complex Water Distribution System

2.B.I. EVIDENCE OF WORKING WITH LEED VERSION 4.1 (OR LATEST)

As a partner to AECOM, Spinnaker Group is working with the current LEED Building Design + Construction (BD+C) rating system standard version 4 on numerous projects, and has been using the beta version 4.1 to upgrade specific LEED credits that would benefit this project. As version 4.1 is a beta version of LEED and not the current rating system standard, Spinnaker evaluates where there are benefits for each individual project to use the new beta version and where it would be better to use the current version 4. For LEED BD+C version 4 projects, Spinnaker's team has certified or is currently working on the following projects:

1. Megastrom Kirkman Point II - LEED BD+C: C&S certified, 5/17/18
2. 1515 S. Flagler - LEED BD+C: new construction, in progress
3. 201 E. Las Olas - LEED BD+C: C&S, in progress
4. 2340 Collins Avenue - LEED BD+C: C&S, in progress
5. 2850 Tigertail Office - LEED BD+C: C&S, in progress
6. 500 Alton Road Residential Tower - LEED BD+C: NC, in progress
7. 500 Alton Road Retail - LEED BD+C: NC, in progress
8. 830 Brickell - LEED BD+C: C&S, in progress
9. Aventura Office Gomez - LEED BD+C: C&S, in progress
10. 1 Boca Commerce - LEED BD+C: warehouse, in progress
11. Chuck Pezoldt Park - LEED BD+C: NC, in progress
12. City Furniture Altamonte Springs -- LEED BD+C: NC, in progress
13. City Furniture Millenia - LEED BD+C: NC, in progress
14. City Furniture Plant City - LEED BD+C: warehouse, in progress
15. FIU SIPA 2 - LEED BD+C: NC, in progress
16. Ft. Lauderdale Fire Station 13 - LEED BD+C: NC, in progress
17. Lake Worth Maintenance - LEED BD+C: NC, in progress
18. Lauderhill Mass Transit - LEED BD+C: NC, in progress
19. Miami-Dade College School of Justice - LEED BD+C: NC, in progress
20. Miami-Dade County Fire Station 6 - LEED BD+C: NC, in progress
21. Pompano Fire Station 24 - LEED BD+C: NC, in progress
22. Smart Brickell - LEED BD+C: NC, in progress
23. Tampa U.S. CBP - LEED BD+C: NC, in progress

2.A.II. LEED CERTIFICATIONS AMONG KEY INDIVIDUALS

LEED Professionals on A/E Design team

AECOM is a recognized leader in sustainable development, assisting clients around the world in achieving their sustainability goals. They have more than 800 LEED-accredited professionals, 300 certified projects (with over 50% as Gold or Platinum) and are ranked by Engineering News-Record as one of the nation's top Green Design Firms.

The A/E Team includes six LEED accredited professionals to support this project:

- **Project Manager:** Tim Blair, AIA, LEED AP BD+C
- **Interior Designer:** Sarah Colandro, FASID, IIDA, LEED AP ID+C
- **High Performance Building Engineer:** Alastair MacGregor, CEng, LEED AP, FitWel
- **MEP/FP:** Robert Salsbury, PE, LEED AP
- **Security/Low Voltage/ Risk Assessment:** Maxwell Stevens, CCSI, CDT, ESSD, LEED Green Associate
- **Construction Advisor:** James Karl, LEED AP BD+C, CCM

Energy Modeling Methodologies

Energy modeling follows the latest version of ASHRAE 90.1 Appendix G. The baseline building uses code minimums for envelope, electrical and lighting systems. AECOM's building design attempts to meet and exceed the LEED prerequisite understanding that the largest percentage of LEED points originates from energy savings. Building orientation on site, massing and shading are maximized early during schematic design. Daylighting, LED lighting and associated controls are implemented for energy savings and occupant well-being. Mechanical designs will use low-flow fixtures, condensate water re-use, increased outside air, demand control ventilation, increased occupant control and detailed airflow design for increased occupant comfort.

2.B.II. EVIDENCE OF WORKING WITH INDEPENDENT COMMISSIONING AGENTS

The purpose of commissioning is to improve system design and operation by confirming necessary elements are designed, included, installed and functional before the close of the project.

Commissioning efforts begin during the design process and do not end until the building is ready to turn over to the owner. The commissioning agent (CxA) develops a commissioning plan to be implemented over the course of the project. The CxA reviews the Owner Project Requirements (OPR) and Basis of Design (BOD), providing comments as needed to improve operation, maintenance and system efficiency. The CxA reviews contract documents, provides comments and confirms comments have been incorporated. The CxA also develops and provides the contractor with pre-functional checklists (PFCs), provides functional performance testing (FPT) procedures for major equipment and attends testing. At the close of the project, the CxA confirms that the owner's system operators have received training on the systems, as well as operation and maintenance (O&M) documentation. Commissioning saves energy and avoids future call backs for items that are discovered during construction and testing. An experienced CxA brings a unique perspective to a project, by highlighting common concerns and suggesting solutions and/or improvements based on past observations. AECOM selected an independent commissioning agent, Spinnaker Group, to participate on the A/E Design Team.



Young at Art Museum, Davie, FL

Relevant Experience

The following Spinnaker Group projects represent their most recent and relevant experience.

Broward County Judicial Complex, Fort Lauderdale, Florida: Spinnaker Group provided LEED consulting, building commissioning and energy modeling for this 64,000 sq. ft. judicial complex. The major renovation for Broward County achieved LEED Gold certification in 2018.

Village of Wellington Municipal Complex, Wellington, Florida: Spinnaker Group provided LEED consulting and building commissioning for this impressive two-story, 54,000 sq. ft. project that achieved LEED Gold certification in 2011.

Homestead City Hall, Homestead, FL: Spinnaker Group provided LEED consulting and building commissioning for this state-of-the-art, 83,841 sq. ft. governmental center which was awarded LEED Silver in 2016.

Young at Art Museum and Broward County Library, Davie, Florida: Spinnaker Group provided LEED consulting and building commissioning for this innovative and unique public-private partnership which achieved LEED Gold in 2012. The 56,500 sq. ft. project, constructed on 11.7 acres of publicly-owned land, serves, more than 300,000 children and adults annually and touches an additional 200,000 community members through a robust outreach program.

Lauderhill Mass Transit Center, Lauderdale, Florida: Spinnaker Group provided LEED consulting, building commissioning, and energy modeling for this 64,769 sq. ft. transit center. The 2,953 sq. ft. building construction project began construction in May 2020 and recently completed. Green features include: net-positive building at 107%; the bus fleet is entirely EV; and 100% of the rainwater is managed on site. The project is tracking LEED Gold certification.

City View Garage – Miami Design District, Miami, Florida: Spinnaker Group provided LEED consulting as part of the Miami Design District LEED for neighborhood development process. Spinnaker Group provided the assessment in order for City View Garage to meet the LEED building requirements. By providing easily accessible anchor parking spaces at the edges of the District's core, this seven-story, 286,481 sq. ft. parking facility reduces vehicle idle times by saving drivers from fighting through traffic to find parking.

2C. RESILIENCY IN DESIGN IN SOUTH FLORIDA

With unpredictable weather events, rising sea levels, natural disasters and man-made threats, government agencies have realized the pressing need for resiliency, meaning the ability of assets to withstand or quickly recover from any emergency. Resiliency includes cyber security and power redundancy to restore operations quickly in the event of an interruption.

AECOM is a national leader in infrastructure resiliency. They are designing sustainable power solutions and resiliency measures for New Jersey Transit, including a self-sustaining “micro power grid” to enable rapid restoration of power to the state’s transit system in the event of an emergency. They also designed and managed post-superstorm Sandy anti-flooding resiliency measures for New York City Transit and other agencies, and are currently assisting the City of Miami Beach in similar efforts. The government center will be designed with Broward County’s long-term sea-level rise strategy in mind, so the building will be functional both now and in the future as the surrounding areas change as part of adaptation to sea-level rise. This will also include consideration to future changes in FEMA requirements, as flood zones may change, as well as potential future increases in storm intensity and frequency.

MEET OUR EXPERT: Lauren Swan has worked in both public and private sectors with expertise in facilitation, design and strategic planning. Her background combined with her understanding of Comprehensive Code and the Unified Facilities Criteria will enable her to develop creative and resilient solutions to technical problems.



CASE STUDY: Broward County Courthouse Fort Lauderdale, Florida. The building’s design meets the strict FM Global standards and is designed to resist the effects of 140 mph (3 second gust) hurricane forces that are required by the Florida Building Code and ASCE 7-10, which is the defining wind code for Broward County. The exterior envelope components, including glazing, solid wall components, doors, louvers and roofing have Miami-Dade County or State of Florida Notices of Acceptance (NOA’s) which means they have been physically tested to resist specific wind pressures and can safely sustain the code mandated impact of flying debris. Specific attention was paid to the elevated wind pressures which occur near building corners and eaves and to the torsional forces imposed upon the structure due to the non-uniformity of the impingement of the wind field during a hurricane event.

For Detailed References, please refer to SF330 Page 52 for additional information along with the case study of the Fort Lauderdale Police Headquarters - Sea Level Rise Assessment.



Impacts of flooding during a storm in Fort Lauderdale.

2D. NET-ZERO



Inglewood Basketball and Entertainment Center - Inglewood, CA

Inglewood Basketball and Entertainment Center | Designed for Environmental Performance

With California’s increasing energy performance requirements, performance-based design is the name of the game. AECOM’s high-performance building design incorporates key strategies for energy conservation, building form, lighting, mechanical (heating and cooling) and landscaping to achieve stringent California Energy Commission Net Zero requirements and a minimum LEED Gold certification with a high level of performance for energy optimization.

Sustainability and Net Zero

The JGCC Project will need to react authentically to the changing and challenging South Florida environment, to create a long-lasting, highly energy-efficient and materially sensitive setting.

Civic Unity Partners’ A/E Team believes that this Project – due to its ambitious goals, its program, and its position in the City – should be South Florida’s single most sustainable structure, creating a unique public teaching moment of resilient architecture, and ultimately setting a national standard for sustainable public architecture.

AECOM’s passion, commitment and highly evolved skill sets in environmental design, architecture and building engineering is demonstrated in their robust local focus on these issues. Tailored to the specific challenges of the South Florida environment, they bring special expertise in sea-level rise, windstorm design, coastal environments and energy-efficient architecture. They have extensive experience in leading institutions and municipalities

in creating policies and guidelines for their facilities to withstand these challenges.

AECOM is engineering and managing some of the first Net Zero Energy projects in the nation.

Outside of LEED certification, AECOM is experienced in applying the five principles of Passive House which they seamlessly integrate into their high-performance design philosophy. Analyzing site and climate conditions is their standard practice to help inform massing and orientation. Their integrated team works together to provide highly controlled environments that deliver exceptional performance.

Please refer to SF330 Pages 53-54 for additional information.

2E. WELL BUILDING PRINCIPLES

The health and wellbeing of building occupants depends on a holistic, integrated understanding of potential impacts that influence health within the built environment. While some of the common known risks to our health today include air-borne pollutants, poor diet, stress and lack of sleep, WELL research has found that buildings also have a profound impact on our bodily functions, ranging from our endocrine (hormone production) system through to our nervous system. Often, employees' health and resilience are compromised by stressors associated with distractions, poor posture, pollutants and poor internal conditions.

Launched in 2014, the WELL Building Standard™ is the world's first building certification that focuses exclusively on human health and wellness.

The WELL Building Standard™ is an international assessment method that encourages healthy eating choices and active lifestyles, and promotes natural light and a high standard of air quality, based on seven years of scientific, medical and architectural research.

AECOM has a wealth of experience with health and wellbeing solutions in their commercial office projects, including:

AECOM 1 Cal Plaza, WELL Consulting: AECOM is currently pursuing WELL certification on its Los Angeles offices. This 122,700 sq. ft. fit-out is currently collecting information related to post-occupancy surveys and the nourishment requirements within WELL.

WELL Confidential Commercial Interiors Fit-out, London, UK - WELL Consulting: AECOM is currently working on a confidential WELL building assessment of a fit out project in London. The project has integrated

wellness features such as biophilia, activity based workstations and low VOC products into the design.

AECOM Denver, WELL Consulting: AECOM is currently pursuing WELL certification on its Denver offices located in Greenwood Village, Colorado. This 280,000 sq. ft. fit-out of the space has integrated technical features to address WELL requirements pertaining to demand controlled ventilation, lighting zoning, and activity based incentive programs.

The A/E Team will employ the following WELL principles in the development of the JGCC:

Equitable: Provide the greatest benefit to the greatest number of people, inclusive of all demographic and economic groups and with special consideration of groups of the least advantage or vulnerable populations.

Global: Propose interventions that are feasible, achievable and relevant across many applications throughout the world.

Evidence-based: Undergirded by strong, validated research yielding conclusions that can reasonably be expected to receive acceptance by the scientific community.

Technically robust: Draw upon industry best practices and proven strategies, offering consistency in findings across the relevant field or discipline.

Customer-focused: Define program requirements through a dynamic process, with multiple opportunities for stakeholder engagement, and by tapping the expertise of established leaders in science, medicine, business, design and operations.

Resilient: Respond to advances in scientific knowledge and technology, continuously adapting and integrating new findings in the field.



WELL Building Standard promotes natural light and high standard of air quality

“ AECOM has **expertly and successfully** accomplished a great deal of projects at Langley upholding the quality standards established by the GSA Design Excellence Policies and Procedures. . .The AECOM Team has always taken challenges and varying requirements from the Government as opportunities to provide better program and design solutions while always being a **steward for fiscal responsibility.**”

Anthony Dell’Arciprete, PE - GSA Project and Program Manager



*National Aeronautics and Space Administration – Langley New Town Program, Hampton, VA
Please reference SF330 Pages 57-58 for additional information*

2F. ENHANCED AIR EXCHANGE MECHANICAL SYSTEMS

Recently, increased attention has been placed on pathogen control and general occupant health within the commercial workplace. The most important strategies for infection control are procedural and architectural, such as barriers, seating placement, entry control, occupant pathways and occupant behavioral policies. However, there are also HVAC strategies that can further reduce risk of aerosolized pathogen transfer. One strategy that should be employed is proper air distribution device selection and layout. By keeping air velocity within the breathing zones relatively low, drafts can be avoided that might otherwise blow contaminated droplets from one occupant toward another, as well as cause discomfort. A second strategy that should be employed is advanced air filtration. By using a filter with a rating of at least MERV14, 95% of droplet nuclei within the airstream can be captured. A third beneficial strategy that can be employed is UV lights within the air handling unit. UV lights are often installed in air handling units for the purpose of cooling coil disinfection, which can reduce required maintenance, extend cooling coil lifespan, and reduce microbe production within the air handling unit, while providing some reduction of microbes within the airstream. However, if additional UV lamps are installed, the intensity of UV light can be increased to provide substantial disinfection of the airstream as well. UV lighting systems as a form of air disinfection is currently more common in the healthcare market, but can they be installed anywhere and are not prohibitively expensive, complex or hard to maintain. UV lighting systems can also be designed to disinfect the upper part of occupied spaces (upper room UVGI) and not just air passing through the air handling units.

All of the above solutions can help to control pathogens within the airstream. Additional solutions, such as pressurization for directional airflow or isolation for chemical disinfection, are available and AECOM has commonly used them in research laboratory or operating room design, but some of these solutions may be cost prohibitive for a commercial installation. Heightened

concern for pathogen control in the commercial workplace is relatively new and has received varying degrees of implementation. However, pathogen control in hospitals and laboratories is part of standard facility design. AECOM understands the issues and technologies required and has relevant experience with pathogen control in the healthcare and research laboratory market, as well as other market sectors. A few example projects include:

NHL and NBA Analysis and Recommendations: AECOM performed outside calculations to maximize air change rates for the National Hockey League (NHL) and National Basketball Association (NBA). The HVAC system was optimized to flush out air before, during and after all events, while still maintaining temperature, pressure and humidity requirements. ASHRAE building readiness guidelines serve as the standard for all mechanical workplace readiness plans. AECOM also analyzed various technologies for pathogen control that vendors advertised to these entities to determine their safety and effectiveness.

Fort Lauderdale Police Headquarters: AECOM is designing HVAC systems with variable refrigerant flow fan coil units and a dedicated outside air system. These systems allow reduction of large indoor equipment and large ductwork, reduce energy usage and eliminate forced air transfer between spaces.

Robley Rex VA Medical Center: This new 890,000 sq. ft., multi-story medical center included food service, administration offices, research laboratory, pathology laboratory, ICU, mental health, nuclear medicine, surgery, pharmacy and morgue. Relevant HVAC strategies included areas with 100% outside air systems, pressurization and/or directional airflow, increased air changes rates, enhanced filtration and compartmentalization for infection control.

NASA Langley Multiple Systems Laboratory: AECOM designed HVAC systems for a research facility including clean rooms with advanced filtration, high air change rates and directional airflow pressurization.

2G. BIM CAPABILITIES AND EXPERIENCE

Using BIM to Improve Coordination

Civic Unity Partners' A/E Team will institute the use of BIM early in the design phase of the project. This will provide the enhanced means to identify conflicts; thereby, increasing the opportunity to mitigate such issues early in the process and lower the risk of delays. The Team will use the BIM model to provide accurate and timely costs based on the long-term life cycle cost implications of various design decisions, including:

- **Building envelope** including high performance glazing and insulation
- **Energy efficient lighting**, controls and energy equipment (LEDs, thermal massing, solar gain, air tightness and EPR ratings)
- **MEP and plumbing** for full integration of building systems
- **Water recovery systems** (rain water harvesting and efficient faucets and toilets)

Prior to construction, the BIM model will drive comprehensive safety planning, identifying high-risk areas and implementing appropriate safety solutions. For example, the structural model will be analyzed for areas of fall exposure, allowing us to develop an optimal fall protection plan to maximize site safety. During design and construction, the BIM model will be used to communicate design updates, cost implications, logistic plans, site-specific conditions, schedule sequences and phasing schedules. Specifically, the model will be able to analyze crane swings, vehicular accessibility, material hoists, scaffolding, areas for crews to avoid during certain stages, and the possible effects of construction to nearby buildings.

CASE STUDY: Dadeland South Intermodal Station. The Dadeland South Intermodal Station project presented a complex design that was difficult to visualize. AECOM utilized 3D modeling software to prepare 3D models of the proposed station design that could be viewed as renderings, videos or an interactive 3D environment by using VR goggles. This allowed the Design Team to quickly immerse the client's management team in the proposed design and discuss project challenges and goals more efficiently. Also, a 3D printed model of the proposed station improvements was developed to discuss aspects of the station such as the canopy, BRT access ramps and passenger loading zones in a tangible way during coordination meetings.

For additional information, please refer to SF330 Page 59 and the Reference Projects.

2H. VIRTUAL DESIGN AND CONSTRUCTION (VDC)

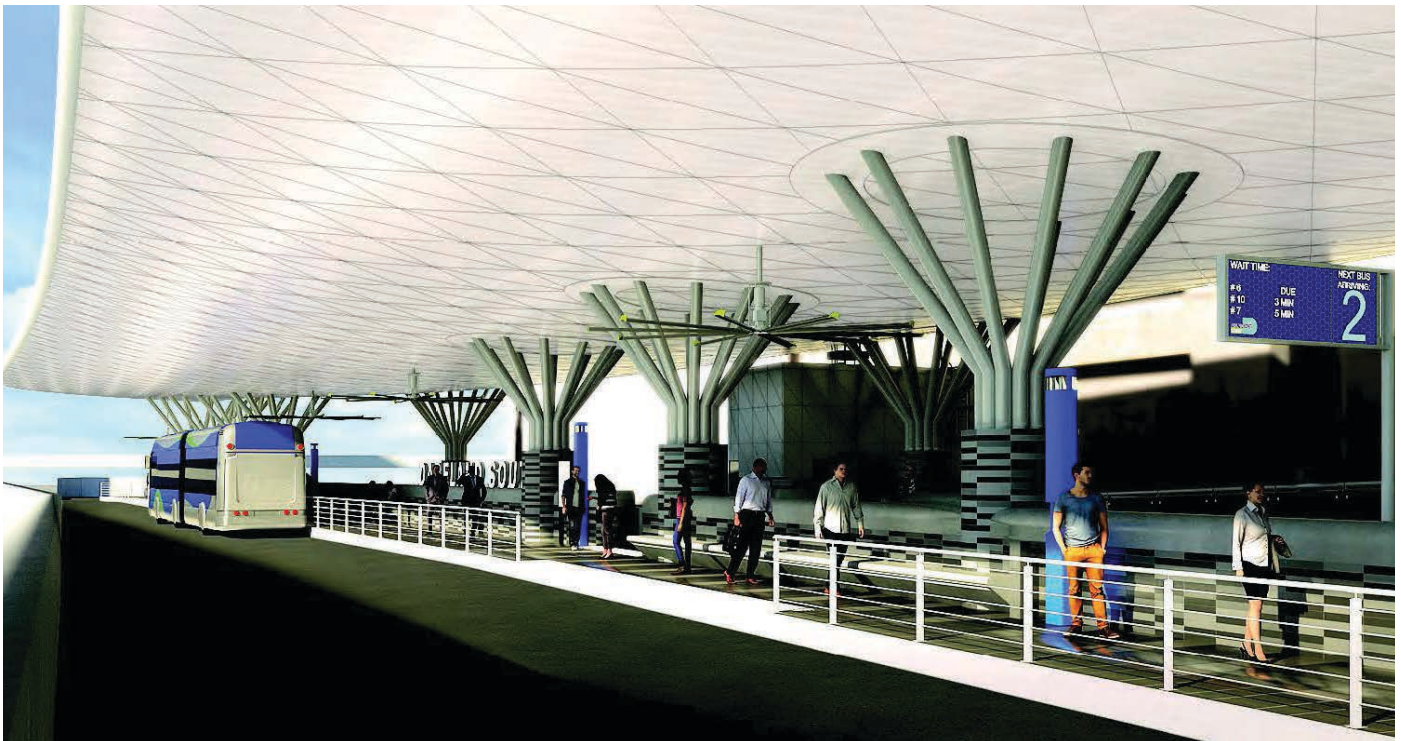
Virtual design and construction (VDC) is the management of integrated multi-disciplinary performance models of design and construction projects, including the product (i.e., facilities), work processes and organization of the design, construction and operation team. BIM plays a significant role in VDC. Above all, it supports decision-making processes. Design challenges can be easily presented to the project team or the client with the use of BIM. Moreover, it is used for construction planning for additional schedule information, i.e. 4D.

The A/E Team will utilize Virtual Design to improve coordination meetings during design and construction phases, reducing coordination time and integrating all virtual models to achieve this goal. Significant decisions concerning the project are made in real-time virtual 3D environment allowing the team to explore the project physical and functional characteristic digitally before it is built, greatly reducing conflicts and streamlining the design and construction process.

Furthermore, Virtual Design can be used not only for design and construction, but also for future building operations and maintenance. Other virtual tools such as 3D scanning (Scan to BIM) can be discussed during initial project meetings and can be utilized, if necessary.

2I. MODELS AND MODEL DATA

BIM models will be setup using BIM 360 Autodesk cloud. The A/E Team has full capabilities to use this cloud environment. All AECOM models will be setup in real-time collaboration in BIM 360. They will use either BIM Glue or Navisworks for Clash detection as required and at major submittal deadlines. Revit models folders/data organization will be written on the BIM execution plan and the team will follow these guidelines. The A/E Team can meet BIM Parametric information requirements such as Cobie, or any other facility data management requirements, if required. AECOM's BIM Manager will QA/QC the Revit models at major deadlines for model validation, information accuracy, BIM standards, parametric data input and other requirements.



Dadeland South Bus Terminal BIM ,Miami, FL

2.3 - Past Performance



3. PAST PERFORMANCE

3A. CUTTING-EDGE NEXT GENERATION CIVIC AND GOVERNMENT FACILITIES

Civic Unity Partner's Lead Designer, AECOM, brings extensive experience in planning, design and construction administration of cutting-edge next-generation civic and government facilities and other similar complex facilities in the United States. AECOM is one of the few firms that can address all major design services required for a project — needs assessment, forecasting, programming, planning, architecture, building engineering, fire protection, environmental engineering, detection equipment and hardware, electronic security design, telecommunications and sustainability consultation, all with in-house personnel. Their leadership in multidisciplinary planning and design encompasses experience in hundreds of civic, public safety and criminal justice projects in the United States and abroad including government complexes, courthouses, detention and correctional facilities, public safety buildings, emergency operations/ communication centers and mission-critical facilities.

AECOM has deep contemporary experience in the design of high-rise buildings, government workplace settings, parking structures and transit centers. They offer a strategic approach to design and delivery, utilizing an integrated creative methodology, where all disciplines collaborate to introduce best practices adapted to the specific requirements of the DCP and to the unique aspects of the JGCC site. They propose carefully selected design and management talent from our local and global resources. Their key personnel, Ross Wimer (AECOM Lead Design Principal), Michael Kerwin (AECOM Design Principal), Samuele Sordi (Pininfarina Lead Designer), Adolfo Cotillo (ACAI Principal) and Tim Blair

(Project Manager) all have extensive experience creating successful similar projects.

Cutting-Edge Solutions

In addition to our core design capabilities, AECOM offers a diverse and powerful set of unique specialty toolkits that can enhance the development of the JGCC. Their Strategy+ group, currently assisting Miami Dade College and other institutions and universities across the country, works to optimize real estate portfolios, incorporating new ways of working with advanced technology and data and creative alternatives for the use of learning environments across multiple settings and locations. In order to bring reliable metrics to the fore, Strategy+ employs business visioning, user surveys and research, utilization studies, change management, standards and guidelines development and pre- and post- occupancy evaluation.

AECOM's Technology Solutions Group develops custom solutions that enhance technological functionality, sustainability and efficiency in complex buildings by creating advanced synergies between technology systems and building spaces. This evolved approach to smart building technology design involves various infrastructure networks, electronic security, cybersecurity, audio-visual, voice, data, converged networks, workplace, laboratory and teaching environments, and begins with a coordinated approach that balances tomorrow's technologies with time-tested robust solutions of today.

**CASE STUDY:
Senate Building - Manila,
Philippines**

AECOM was the winner of the **Global Conceptual Design Competition** for the new Philippine Senate Building in June 2018.

The global competition needed to meet four key criteria:

1. **Instantly iconic and unique**
2. **Constructible and feasible**
3. **Sustainable and green**
4. **Functional and secure**

Opening of the iconic new Senate Building is planned for July 2021 at the start of the next Congress.



Senate Building - Manila, Philippines

Similar Complex Facilities in the United States

AECOM brings extensive experience performing needs assessment, forecasting, programming, planning, design and project management services for cutting-edge next-generation civic and government facilities in the United States. They have designed and constructed innovative facilities and infrastructure for government clients around the world from state-of-the-art headquarters and military installations to complex, resilient infrastructure.

CASE STUDY: Joint Courts Complex for Pima County and City of Tucson, Arizona. This new courthouse complex, which consolidates judicial functions formerly housed in multiple locations into a single venue, was designed as a joint facility serving Pima County and the City of Tucson.

Pima County departments accommodated by the new facility include the consolidated justice courts and associated court administration offices, constable’s office, the office of the court-appointed counsel and public defender’s offices.

For the City of Tucson, the facility houses the city court, court administration and offices for the city prosecutor and public defender. The construction of the project was completed in two phases.

Phase 1 included 250,000 sq. ft. of space to accommodate the County Justice Courts, Tucson City Courts, administrative offices, and a parking structure to accommodate 826 cars. Phase 2 added 150,000 sq. ft. of additional courts and administrative space the constable’s offices and training spaces.

AECOM provided a full range of services, including needs assessment studies, master planning, courts programming and planning services, urban design, architecture and interior design, vertical transportation, security/telecommunications design and construction administration.



Joint Courts Complex for Pima County and City of Tucson, AZ

3B. EXPERIENCE ON PROJECTS OF SIMILAR NATURE, SCOPE AND DURATION

Civic Unity Partners' A/E Team's experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion has been included in Section F of the SF330. The A/E Team has identified experience with high-rise building projects that are critical, strategic high-performance buildings and buildings located within an urban district.



Broward County Judicial Complex



3 MiamiCentral - Brightline



George Deukmejian Federal Courthouse

P3 Cost Savings Compared to Traditional Procurement

PROJECT	SAVINGS	SAVINGS (\$)	TOTAL COST (\$)
Long Beach Courthouse	15%	52M	346M
UC Merced	12%	N/A	N/A
University of Kansas Campus	29%	100M	350M
Denver FasTracks	27%	300M	2,143M
Port of Miami Tunnel	50%	750M	1,500M
Ohio River Bridges (East End Crossing)	23%	228M	1,004M
Goethals Bridge	10%	150M	1,500M
I-4 Ultimate	35%	1,300M	3,714M
Presidio Parkway	23%	147M	635M
Purple Line Maryland	10%	600M	5,600M
PA Rapid Bridge Replacement	20%	200M	1,000M
635 (LBJ Freeway)	50%	1,300M	2,600M
Average	24.6%	5,174	20,676

Sources: Beacon Hill Institute, The Impact of Tax Exempt Financing on Public-Private Partnerships: A Dynamic Analysis P3 Council 2016, MTA 2016, PennDOT 2015, CODOT 2014, MccCown Gordon 2016, NCP3 2015.

**Total may not add due to rounding.*

P3 Schedule Savings Compared to Traditional Procurement

Traditional Procurement

PROJECT	FINAL COST (\$)	% OVER BUDGET	MONTHS LATE
VA, Las Vegas	585M	80%	86
VA, Orlando	616M	143%	61
VA, Denver	1,730M	188%	50
VA, New Orleans	1,035M	66%	14
UC, San Diego	943M	42%	Unknown
Big Dig, Boston	15,000M	150%	Double Plan
520 Bridge, Seattle	4,250M	10%	>18
Highway 99 Bertha, Seattle	TBD	TBD	>27

P3 Procurement

PROJECT	FINAL COST (\$)	% OVER BUDGET	MONTHS LATE
Humber Hospital, Toronto	1,750M	0%	0
CSEC, Ottawa	867M	0%	0
Long Beach Courts, Long Beach	339M	0%	0
Alberta Schools (2 Projects), Alberta	887M	0%	0
Durham Courts, Ontario	355M	0%	0
MGCS Data Center, Ontario	352M	0%	0
Toronto Detention Center, Toronto	764M	0%	0
Windsor Parkway, Ontario	1,786M	0%	1*
Miami Tunnel, Miami	68M/yr	0%	2*

**Note: While the Windsor Parkway and Miami Tunnel projects were late, all resulting costs, including financing costs, were borne by the private sector.*

3C. OUTSTANDING SOLUTIONS AND OUTCOMES

AECOM has received hundreds of commendations and awards for the design of federal, DoD and civic facilities.

The following is a select list of design awards they have received:

NASA N232 Building, Good Design is Good Business Awards, Architectural Record Magazine and Business Week

NASA Langley Research Center Headquarters, GSA Real Property Innovation Award, Sustainability Category, Northern Virginia Chapter, American Institute of Architects Award of Merit in Institutional Architecture

Joint Interagency Training and Education Center, Honor Award in Concept Design category, West Virginia AIA

NASA New Town at Langley Research Center, Hampton, VA, GSA Project Management Awards, Excellence in Project Management

Intelligence Community Campus (ICC), three design awards including the Building Team Bronze Award from Building Design + Construction magazine

FBI Regional Administration Headquarters, Phoenix, AZ, 2013 Best Office, RED Awards (Real Estate & Development) AZRE

FBI Regional Administration Headquarters, Phoenix, AZ, 2011 Interiors Award, IIDA Southwest

Building Team of the Year Award, LAX, Los Angeles AIA Presidential Award

Air National Guard Readiness Center, Joint Base Andrews, MD, NAIOP MD/DC Chapter, Award of Excellence

NASA Langley Research Center Headquarters, NASA Blue Marble Award for Excellence in Energy and Water Management

FBI Regional Administration Headquarters, Phoenix, AZ, 2012 Award of Merit, Sustainable Development, Valley Forward, Phoenix

NASA Langley Research Center Integrated Engineering Services Building, U.S. Department of Energy 2015, Federal Energy and Water Management Award

Army National Guard Readiness Center, Craftsmanship Award - Concrete/Cast-in-Place Concrete (including formwork and reinforcement) Category, Washington Building Congress

Smithsonian Institution Mall-wide Water Reclamation Initiative, Engineering Excellence Honor Award, American Council of Engineering Companies, Metropolitan Washington

Los Angeles Police Department Police Administration Building, Building Team of the Year (Presidential Honor Award), American Institute of Architects; Merit Award for Built Architecture, Denver and Colorado Chapter of the American Institute of Architects, Community Impact Award, Los Angeles Cultural Affairs Commission

Smithsonian Institution's National Museum of Natural History Live Butterfly Pavilion, seven design awards including Brightest IDEA Interior Design Excellence Award, American Society of Interior Designers (ASID), Virginia Chapter ASID/IIDA

N232 Collaborative Support Facility, GSA Real Property Award for Green Innovation, Real Property Award for Green Innovation

NAS Patuxent River Naval Base 2035 Vision Plan, Honorable Mention, Area Development Plan, Federal Planning Division of the American Planning Association

George Deukmejian Federal Courthouse, Best Global Projects, Engineering News-Record Magazine, ULI Global Awards for Excellence, National Award of Merit, Design Build Institute of America



Award Winning George Deukmejian Federal Courthouse - Long Beach, CA

3D. PARKING GARAGE AND PARKING MANAGEMENT TECHNOLOGY

AECOM and their partner THA Consultants, brings extensive experience in garage parking facilities including advanced parking management technology for similar projects throughout Florida.

Please see Reference Projects contained in the SF330 for more information.

CASE STUDY: Fort Lauderdale/Hollywood International Airport - Consolidated Rental Car Facility, FL. AECOM provided complete architectural and engineering design services for a consolidated rental car parking facility at the Fort Lauderdale/Hollywood International Airport to meet the complex transportation demands of a fast-growing airport. The structure included retail and back of house space for 12 rental car companies and accommodates 9,000 cars and a full range of rental car concessions and visitor parking. Multiple connections to the existing terminals were achieved with a pedestrian bridge and a dedicated busway for shuttle buses and pedestrian linkage at grade. The garage consisted of five stories of rental car concessions and four stories of airport public parking on the top floors.



Consolidated Rental Car Facility - Fort Lauderdale, FL

CASE STUDY: Disney Springs Parking Garages, Orlando, FL THA provided parking design for the two new parking decks at Disney Springs, totaling over 6,200 spaces. Each parking deck includes a state-of-the-art parking guidance system for directing patrons to available spaces, while also providing parking management features for managing the use of and enforcement of parking spaces. The massive parking decks include defined pedestrian pathways for leading patrons to Disney Springs, while keeping them separated from vehicular traffic. Both parking decks consist of cast-in-place, post-tensioned beam and slab construction to promote openness and enhance wayfinding. The award-winning decks also include parking technology that patrons can use in advance of their arrival to know where spaces exist.



Disney Springs Parking Garages - Orlando, FL

3E. MULTIMODAL MASS TRANSIT OPTIONS

AECOM brings extensive experience designing new facilities which integrate multi-modal transit options. In addition, their experience working with the FTA results in value-added service to their clients looking to include FTA funded transportation elements as a component of their new facilities.



3 MiamiCentral, Miami, FL

CASE STUDY: 3 MiamiCentral, Miami, FL.

3 MiamiCentral, developed for Brightline, is the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in Downtown Miami. The building’s design supports ridership from the adjacent rail station and integrates public art to complement the changing urban environment. A defining landmark on our skyline, MiamiCentral includes a transit hub and rail station, two office buildings, twin apartment towers, retail shops and the city’s first food hall. The station serves Brightline, a 235-mile network of rail lines connecting South Florida to Central Florida and to the existing Tri-Rail system.

CASE STUDY: Miami Intermodal Center, Miami, FL.

Connected to the Automated People Mover (APM) Station, the Central Station project encompasses a 27-acre site and consolidates Tri-Rail, Amtrak, Metro-Rail and bus passengers under one roof. The two at grade 1,030 ft. rail platforms are each partially covered by open web space frame 800 ft. canopy. The 3,000 sq. ft. bus depot allows space for 6 bus berths serving intra-city bus service, a 1,500 sq. ft. bicycle center, men’s and women’s changing facilities and bicycle lockers. The elevated pedestrian concourse also functions as a passenger bridge to the future joint use development. At grade vehicular parking is provided for 400 vehicles.



Miami Intermodal Center, Miami, FL

The Miami Intermodal Center has received the following prestigious awards:

BOMA Southern Region Award for Government/Public Assembly Category, 2018

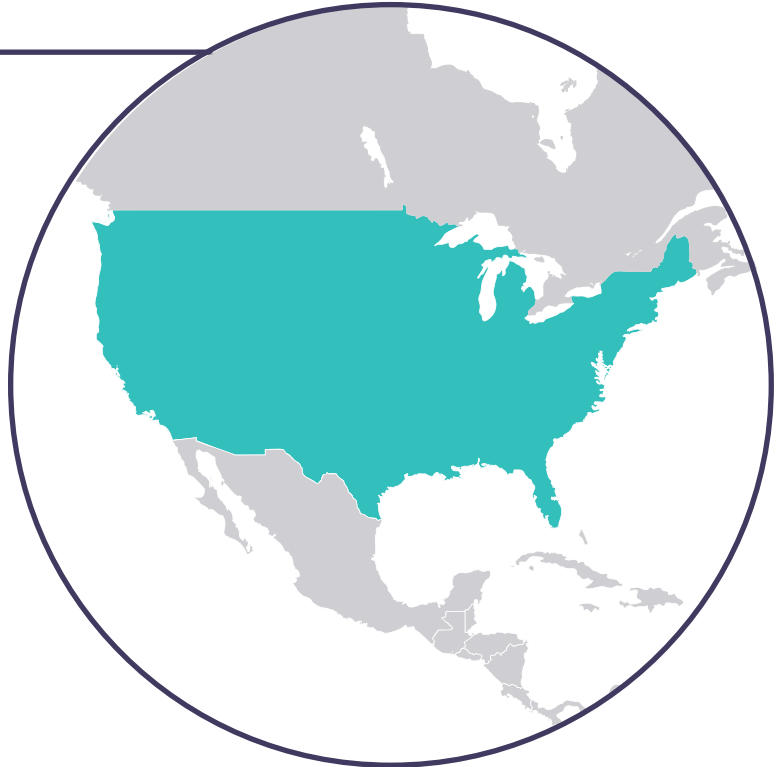
BOMA TOBY Award for Government/Public Assembly Category, 2018

3F. DESIGN-BUILD/INTEGRATED DELIVERY

AECOM has completed numerous contracts as the designer, builder, planner, advisor, manager and design-builder. They are experienced in leading complex teams and managing overall construction quality, cost and schedule. Equally, they are experienced in serving as a strategic partner, delivering design and construction solutions informed by their integrated delivery platform.

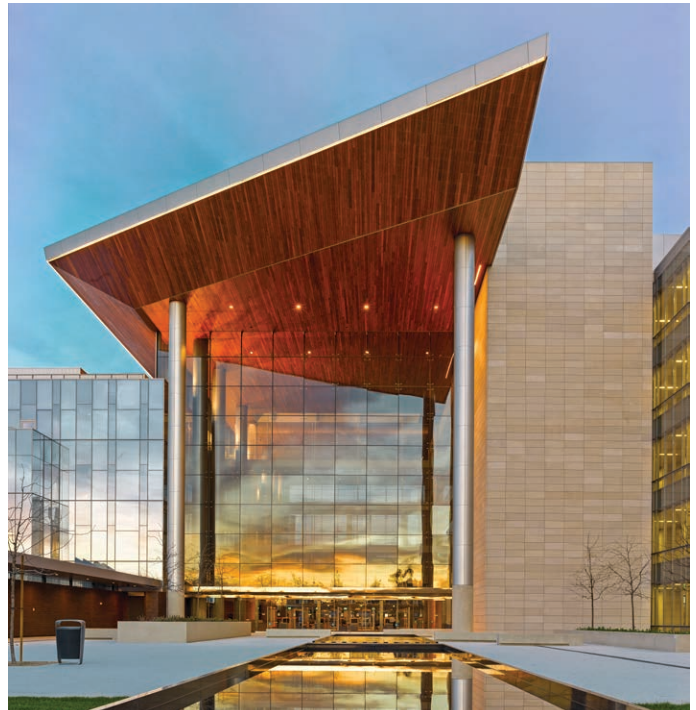
U.S. P3 EXPERIENCE

Quincy WWTP	SH 288 Toll Lanes
CPTC 91 Express Lanes	Michigan Freeway Lighting
SR 125 So. + Connectors	I-75 Modernization
Presidio Parkway	Franklin WTP
Long Beach Courthouse	I-595 Corridor Improvements
Carlsbad Desalination Plant	Port of Miami Tunnel
Beverly Hills WTP	Goethals Bridge
Rialto W/WW Concession	LaGuardia Central Terminal
UC Merced	Bayonne WW Concession
SAN Terminal 1	US Route 35
SANDAG Multi-Use facility	Midtown Tunnel
North Tarrant Express	PA Bundled Bridges
SH 130 Segments 5-6	GADOT Major Mobility Investment Program (MMIP)



AECOM is experienced in design-build and P3 projects that require integration of a large design team and strong design leadership. Clients have recognized AECOM for delivering projects within the available funding on fast-track schedules. Unique to their ability to successfully deliver P3 projects, AECOM led the design of the first civic building and the first civil infrastructure availability payment P3s in the United States:

CASE STUDY: Governor George Deukmejian Courthouse, Long Beach, California. This was the first civic building in the U.S. delivered through an availability payment P3 contract and the first ever P3 in Los Angeles County. AECOM worked with the project team and stakeholders to design and prepare construction documentation to support an aggressive fast-track construction schedule. As a result of the team’s collaboration, **the project was completed on budget and 11 days ahead of schedule.**



Governor George Deukmejian Courthouse, Long Beach, California

2.4 - Project Approach



4. PROJECT APPROACH

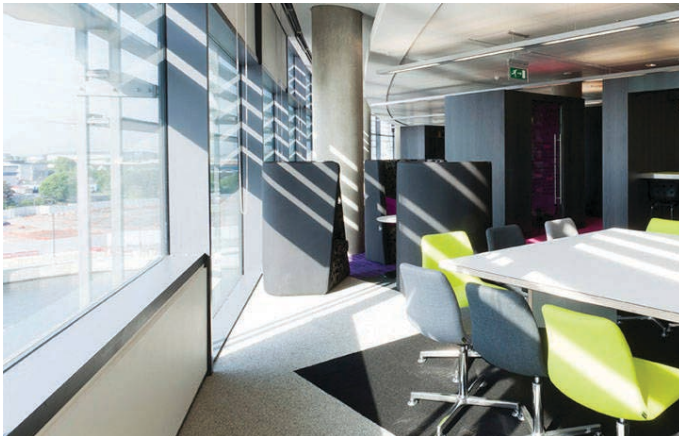
Please refer to SF330 Page 72 for comprehensive information on the Design Team's Approach to the Project.

4A. OVERALL TEAM APPROACH TO STRATEGICALLY PLANNING THIS URBAN DEVELOPMENT PROJECT

Civic Unity Partners' Lead Designer, AECOM, has developed an A/E Team which understands that the JGCC is comprised of several unique occupancies, including workplace, public assembly, transit and parking in an urban environment.

Our team is comprised of experts in each of these typologies.

- **Workplace** – where public employees provide the services the community requires
- **Public Assembly** – where members of the public meet their public officials
- **Transit** – hub of the municipal bus system
- **Parking** – provides accessibility for works and the public



AECOM brings expertise in a full range of required typologies.

Design Components

AECOM will strategically plan this facility with a focus on **functionality and flexibility**. AECOM believes that only a typologically focused, powerful and transparent design approach can deliver a successful project; one that guards the scope and meets the design ambitions, schedule and budget goals. **Such a process requires several critical guiding activities:**

- **Assemble this highly diverse, experienced, fluent team** led by Ross Wimer, AECOM's Lead Principal Designer for office typologies similar to the JGCC buildings, Samuele Sordi of Pininfarina, and other expert team members and consultants whose capabilities include high-performance engineering, resilience, community relations, workplace design, programming, business model strategies and powerful project management built on open communication.
- **Begin with an open listening/learning process** to understand The Sponsors' goals and ambitions for the project: to gain insight into evolving stakeholder priorities that will guide the ultimate design and approach the project with a profound understanding that an office building for the JGCC is only as valuable as what it does to achieve The Sponsors' long-term goals.
- **Bring a collaborative and transparent culture** to project management for these typologies: where the A/E Team will work shoulder to shoulder with the City and County, partnering to solve inevitable challenges that arise in a years-long project with many unknowns; and managing the process in order to carefully guide scope, schedule and budget.
- **Produce a long-lasting, low maintenance, easily operable and highly sustainable administrative office setting** with high construction viability and sustainable environmental performance.
- **Follow a mission-driven design process** that goes beyond the simple creation of a passive backdrop for government administration but also responds to the long-term goals of The Sponsors.
- **Address the program challenges creatively through deep and open thinking** about the daily experience of the place. This must create spaces that are active collaborators in the workplace experience of users. This is where design becomes more than "how it looks" but "what it does," "how it performs" and "how it inspires."
- **Create an iconic beacon to communicate the public importance of this new memorable place** - a powerful and unique architectural statement reflecting the stature and importance of The Sponsors, suitable to its critical location at the front door of the urban core on Broward Boulevard, creating an entrance to a grand civic axis.
- **Create a living laboratory of creativity and innovation in public administrative space**, via flexible, beautifully designed, functional and secure public spaces and offices, all in a hub of public activity.
- **Create interactive interior and exterior spaces and circulation pathways** as well as interstitial spaces that encourage people to meet in informal and unscheduled settings to share and develop ideas in a context of social interaction.
- **Generate a building of such high quality that it spurs further development** along the west and north edges of the urban core.

The A/E TEAM DESIGN PHILOSOPHIES AS THEY RELATE TO CRITICAL REGIONALISM AND LOCAL CONTEXT

“ The term critical regionalism is not intended to denote the vernacular. . . If any central principle of critical regionalism can be isolated, then it is surely a commitment to place. . . (critical regionalism’s) salient cultural precept is ‘place’ creation; the general model to be employed in all future development is the enclave—that is to say, the bounded fragment against which the ceaseless inundation of a place-less, alienating consumerism will find itself momentarily checked.”

– Kenneth Frampton

https://marywoodarchtheory.files.wordpress.com/2013/10/prospects-for-a-critical-regionalism_kenneth-frampton.pdf

This approach to an authentic design response requires a focus on the cultural and material history of a specific site. In the case of JGCC, a local response includes a focus on its position as a gateway to the core of downtown, the condition of frontality to Broward Boulevard, the proximity to the rail and its varied edges – some very public, some adjacent to unused land, solar orientation, etc.

Thus, the JGCC should become a building that could only be in Fort Lauderdale - but informed by an architecture that has also never been seen in Fort Lauderdale.

In this unique approach, they treat the site, the climate and the cultural context as an ecosystem generating an authentic response. Their design will respond to:

- Unique local environmental conditions, especially solar and wind characteristics
- Unique energy demands deriving from the specific location of the site
- Material selections that come from the region
- Construction systems and approaches that are common to economy of the region
- An architectural response that acknowledges the cultural context of a young diverse energetic growing community
- A design expression that reacts to the open and transparent government system that it will house
- Site conditions, including specific responses to Topographic, climatological conditions, and sea-level rise.

Ultimately, it is Civic Unity Partners’ intention to create an authentically local, unique, functional, iconic and unforgettable JGCC as a great place - both interior and exterior - that could only exist in Fort Lauderdale in its form language, materiality and cultural response.



The JGCC should become a building that could only be in Fort Lauderdale

4B. INTEGRATING NEEDS ASSESSMENT, PROGRAMMING AND DESIGN CRITERIA PACKAGE

INTEGRATING NEEDS ASSESSMENT, PROGRAMMING AND DESIGN CRITERIA PACKAGE

AECOM will use the facility needs assessments, and programming embedded in the Design Criteria Package as the road map to developing a design that takes advantage of the tremendous data gathering and strategic project planning that The Sponsors have performed. AECOM considers the DCP as a guide to the architectural interior design and construction for the entire project, and will establish key milestones throughout the process for reference back to the DCP to establish compliance with the basic ideas comprised there. We anticipate a process of iterative reviews by The Sponsors during all phases of the project to compare the design and construction phases against the validated DCP.

VALIDATION, INFORMATION COLLECTION & TYPES OF ENGAGEMENT

Facility needs assessments and information collection are incredibly important in AECOM’s process, and include both quantitative and qualitative methods. We employ workplace performance surveys, pulse surveys and experience sampling to understand The Sponsors’ overall performance values and perspectives as organizations. This process is layered with deeper engagement sessions, including workshops, focus groups and interviews beginning early on in the validation phase.



JGCC Design Criteria Package

4C. QUALITY ASSURANCE/QUALITY CONTROL SYSTEM

Civic Unity Partners' A/E Team's integrated, collaborative approach and commitment to quality and efficient and effective oversight throughout project delivery is all about planning, communication and execution.

From day one, they will work towards a goal of zero defects. Their Lead Quality Manager will be an independent third party, appointed by The Developer. They will report directly to the Project Executive and will have authority to stop work on the site.

They will work side by side with the **Design Quality Manager, Stephen Panzarino**, and **Construction Quality Manager, Daniel Frohardt**. Together, they will create a Project-specific Quality Plan. This plan will be developed in collaboration with the County and the City at the kickoff meeting and will be a living document that will be reviewed at scheduled quality meetings. **Stephen Panzarino** will confirm logistics, prefabrication, modular construction, constructability and sequencing are incorporated into design documents.

Civic Unity Partners' A/E Team's approach to Quality Assurance and Quality Control (QA/QC) will implement a strategy that includes factory inspections, off-site manufacture commitments, mock-up approvals for critical elements for The Sponsors' approval, integrated quality control, and joint room inspections undertaken collaboratively with the The Sponsors (over and above the mandated independent certifier inspections) to achieve a zero-defect completion. Furthermore, a quality sample benchmark finish will be undertaken and agreed with The Sponsors for final finishes.

During the Facilities Management phase, The A/E Team commits to implement an auditing program which will include clear KPIs and mystery shopper surveys, client and user satisfaction surveys, among others. Key assets will be tagged and incorporated into the operational BIM model to track maintenance, inspection and replacement. The building management software will feed directly and in real time into operational performance benchmarking and the maintenance and lifecycle strategy. All these features of the QC process and O&M auditing program will be incorporated into the asset Quality Plan.

Design Quality Control

Quality control is core to the services AECOM provides. Their process has proven successful on projects of this size and complexity. Their approach starts at the top with their **Project Manager, Tim Blair**, who will be accountable for the overall quality of services provided and working closely with our **Lead Design Principal, Ross Wimer**. This personal accountability for quality is the basis of a culture of quality at AECOM; they will infuse it into every level of performance by adapting AECOM's ISO 9001:2018-certified quality management system. Their team is committed to delivering a QA/QC program that provides a clear, efficient path to delivering a high-quality facility that will serve The Sponsors for years to come.

Civic Unity Partners' A/E Team brings BIM implementation practices along with many other proven tools to monitor progress to help keep all projects on schedule and within budget, establishing project controls including scheduling support, budget management and document controls. Using innovative dashboard systems, The A/E Team brings best-in-class project management systems to confirm this project runs smoothly and moves expeditiously.



Civic Unity Partners Confirming Quality During Construction

4D. BEST PRACTICES

COMMITMENT TO INNOVATIVE DESIGN EXCELLENCE

Civic Unity Partners' Lead Designer, AECOM, brings their high-performance approach to all architectural design and engineering: they believe that it is imperative to harness the energy flows in and around the built environments to improve the energy effectiveness and operating costs of their buildings and infrastructures, while significantly improving the human comfort of occupants.

Civic Unity Partners' A/E Team excels at delivering sustainable and resilient buildings and infrastructure - mission critical for our high-performance approach where the long-term viability of the the JGCC will be measured by both the daily performance in providing the highest level of thermal and visual comfort for its occupants, as well as reduced energy utilization intensities and lifecycle operational costs.

Ultimately, our goal for the JGCC Project is to deliver a building that is state of the art today and tomorrow, with the imperative to serve as a leading performer well into the future - an approach that requires integration, flexibility, and adaptability as guiding principles and the ability to forecast changes in operation, maintenance and technology over time. AECOM recognizes that to achieve these goals they have integrate their high-performance specialists throughout the engagement process to bring the maximum potential value of the project to The Sponsors.

Civic Unity Partners' A/E Team will bring the full array of technical sustainable design competencies to the JGCC. Driven by an integrated design approach, they focus on energy efficiency, pollution prevention, waste reduction and the use of recovered materials to support high-performance design, Net Zero and LEED certification – all necessary elements to develop and implement a project that showcases a robust response to energy effectiveness, human comfort and environmental stewardship.

BEST VALUE PRACTICES

When buildings are designed to allow sunlight and fresh air into their interiors; where communities are configured to harvest rainwater and incorporate natural vegetation; where renewable energy is produced locally and used efficiently; these places are simply better in which to live and work and cheaper to operate. These buildings strengthen the health of the surrounding

natural systems, which in turn, strengthen ours. Critically, they are fundamentally more resilient in the face of climate change and in the event of natural disasters. The convergence of all of these benefits is what they mean by high-performance design and best value practices.

AECOM approaches high-performance design from the perspective that they must be proactive; creating a built environment for the JGCC that is energetically responsible, from both a fiscal and social perspective, and provides for superior human comfort to promote health, wellbeing and productivity. They understand that the delivery of a high-performance infrastructure building in this site can represent the future of a resilient and sustainable government center for The Sponsors. Their approach is therefore focused upon achieving solutions that achieve a synergy between design, cost and function in order to deliver a JGCC that is state of the art today and adaptable to be state of the art tomorrow, ultimately allowing this facility to thrive effectively as a model long into the future.

AECOM will achieve these goals through an integrative, interdisciplinary, collaborative process that will optimize synergies from the initial concept discussions through to the final turn over that will lead to improvements in the functional program and process design, the selection of structural systems, the architectural expression and the ongoing operational costs. Their integrated design philosophy demands a whole-systems understanding and interdisciplinary collaboration across architecture, design planning, economics, building engineering and program construction management; the key to this success is their ability to manage the complexity of the process of design and engineering through open communication between myriad disciplines using our integrated team approach.

RESILIENCY AND SUSTAINABLE ENVIRONMENTAL STEWARDSHIP

With unpredictable weather events, rising sea levels, natural disasters and man-made threats, government agencies have realized the pressing need for resiliency, meaning the ability of assets to withstand or quickly recover from any emergency. Resiliency includes cyber security and power redundancy to restore operations quickly in the event of an interruption. AECOM is a national leader in infrastructure resiliency. The JGCC will be designed with Broward County's long-term sea-level rise strategy in mind, so the building will be

functional both now and in the future as the surrounding areas change as part of adaptation to sea-level rise. This will also include consideration to future changes in FEMA requirements, as flood zones may change, as well as potential future increases in storm intensity and frequency. Lauren Swan, an AECOM resiliency expert in South Florida, will assist with resiliency planning and design.

Below is an outline of the considerations Civic Unity Partners' A/E Team is committed to evaluate throughout the process.

Carbon Commitment

- Net Zero building (LEED, battery storage and solar, geothermal, advanced metering)
- Building Performance (see our sections on Net Zero and High-Performance Design)

Nature based solutions

- Heat index
- Native/Naturalized plant materials

Resiliency/climate adaptation

- Combine with site analysis text from the sub
- Sea-Level Rise Assessments
- Adaptation Strategies/Physical
- Setting proper elevation for facility
- Setting proper elevation for key infrastructure
- Flood barriers and flood proofing
- Perimeter flood proofing
- Adaptation Strategies/Non-Physical
- Emergency response plan
- Coordination with agencies
- Monitor sea-level rise projections

New energy

- EV charging
- Intelligent facades
- Intelligent interior lighting systems

Community Impact

- Creating community spaces
- Connecting the community through public programming

Civic Unity Partners' A/E Team are stewards of the built environment; they will approach the project with a design process that considers how the design, construction and long-term operations of the facility will incorporate sustainability. Although there are many environmental considerations as part of the building's design, a few noteworthy strategies may include:

- The building enclosure comprised of high performing materials to promote a sense of wellbeing for the occupants.
- Interior finishes selections with low VOCs to provide a healthier interior environment
- Landscape designed to significantly reduce or eliminate irrigation water usage
- Water supply is critical, proper design will conserve and harvest water where possible. Rainwater can be collected and harvested to reduce the need for irrigation
- Plumbing, selection of low flow fixtures and high efficiency water heating equipment
- HVAC, high-efficiency system selection. High-efficiency distribution. Environmentally friendly sealants and jacketing
- Low wattage LED lighting

4E. APPROACH AND PAST SUCCESS USING DESIGN-BUILD OR PUBLIC-PRIVATE-PARTNERSHIPS

Civic Unity Partners has been engaged towards realizing your vision for the campus for over a year, with our first and most important goal being that the project be successfully executed. During this process, we have undertaken a robust analysis to determine the most effective delivery method to recommend for the County and City. A P3 model using a PDA process has proven to be the most expeditious and beneficial for the project as it will allow for Civic Unity Partners to establish a collaborative approach early with the County and City, while developing a long-term, performance-based contract.

Please refer to 3f earlier in this Section as well as SF330 Pages 85-87 and the Reference Projects for further evidence.

4F. STAKEHOLDER ENGAGEMENT/PUBLIC OUTREACH

Civic Unity Partners understands that part of The Sponsors’ great successes come from their deep links within the community. This project is another opportunity to strengthen these powerful connections, to its professional connections to local industry, and its immediate urban connection to the City of Fort Lauderdale, to Broward County, to South Florida and to the entire State of Florida. Fostering these relationships with the community can enhance the City and County, and with the A/E Team community outreach advisor, they commit to engaging with the community to facilitate the greater success of the project.

An effective public outreach plan for the JGCC should encompass diverse strategies and methods for maintaining positive engagement with all stakeholder

groups, including residents, businesses, schools, offices and other impacted groups or individuals within the broader community.

Proactive and consistent communication with the community will help to establish a project narrative which focuses on positive outcomes, with the resulting benefits and enhancements to the area (community identity, aesthetic, safety, transportation, business opportunities, etc.) being continually reinforced throughout the duration of the project.

In order to establish a mutually-beneficial relationship between the JGCC and the surrounding community, Civic Unity Partners’ A/E Team approach to engagement must begin with defining the target audiences, establishing versatile means of communication that will most effectively reach those audiences, and developing the

Innovative Virtual Engagement

Virtual Rooms

With AECOM’s Virtual Platform, an interactive web-based tool designed for meaningful stakeholder engagement, a virtual event can be customized to mimic a traditional in-person event, with interactive materials like videos, maps, plans and demonstrations exhibited throughout. Feedback from attendees can be captured and saved for further analysis, and on-hand experts can answer any questions through the platform’s chat function.



Virtual tours

To get a sense of the eventual functions and benefits of the JGCC, virtual tours can help to encourage viewers to imagine the future of their community. Visual renderings coupled with Drone/ UAV technology can provide a big-picture perspective, contributing to our efforts to inspire the community about mutual benefits and positive community outcomes involved with the project.



key messages required to achieve the project’s outreach objectives.

OUTREACH OBJECTIVES

Objectives of the Public Involvement Plan (PIP) should aim to **Inform, Involve and Inspire** the surrounding community and stakeholder groups.

Inform: Raising awareness and increasing public understanding of the scope, potential impacts, and timing of the JGCC is essential to lay the groundwork for stakeholder support and minimize negativity throughout the duration of the project’s construction and development.

Involve: Facilitating a process that promotes respect and openness to the diverse needs of the surrounding area can provide stakeholders with a sense of ownership and involvement, encouraging consensus on the value of the project despite any temporary impacts. Based on the most effective means of outreach, multiple mechanisms, tools and resources can be utilized to extend all possible opportunities for impactful participation and feedback. Multilingual communication must be prioritized to facilitate total inclusivity.

Inspire: For many major capital improvement projects, disruptions caused by ongoing construction can become the center of attention for impacted stakeholders groups, with the intended results and improvements falling out of focus. Consistent promotion of the project’s goals and intentions through a range of strategic communication materials and outreach channels will encourage area stakeholders to visualize the eventual benefits that the project will have on their community.

Consideration of the changing dynamics and restrictions on public interaction brought on by the COVID-19 pandemic is a necessary factor to be included in any current outreach strategy. To confirm effective engagement can develop regardless of fluctuating circumstances and social distancing guidelines, a greater level of focus must be given to providing a variety of avenues for communication, including virtual and digital platforms capable of distributing valuable information and capturing meaningful feedback.



PROJECT COMMUNICATIONS

- Fact Sheets
- Mailers
- Website
- Social Media
- Presentations
- Newsletters
- Collateral Materials

STAKEHOLDER ENGAGEMENT

- Community Meetings
- Public Workshops
- Walking Tours
- Intercept Surveys
- Business Associations
- Comment Cards
- Surveys/Polls

VIRTUAL ENGAGEMENT

- Virtual Rooms
- Virtual Tours
- Virtual Meetings
- Recorded Presentations
- Project Vision Videos

MULTIFACETED AND COORDINATED ENGAGEMENT

At the initiation of the project, field assessments, data collection and other research methods used to establish a stakeholder database will be fundamental in deciding on the most effective outreach methods for achieving the project’s outreach objectives. However, while the specific methods may vary based on a thorough analysis of the area and its stakeholders, these methods can be grouped into two essential segments of the overall strategy.

1. Production & Development– Informative and Outcome-Oriented

The production & development element of the public outreach strategy focuses on the development of targeted content and materials, as well as platforms for collecting feedback and maintaining lines of communication with the local community. These materials and platforms require consistent program messaging while sustaining sufficient flexibility to address key topics of importance, which may vary among the targeted groups.

Such materials include but are not limited to:

- Strategically placed signage
- Information materials and mailers
- Alert and advisory templates
- Visual aids and infographics
- Targeted social media content
- Website or landing page for updates and feedback
- Project newsletters and key stakeholder presentations

All materials developed will be multi-lingual as well as ADA compliant, accessible to all stakeholders regardless of primary language or potential disability.

2. Proactive Communication – Comprehensive and Adaptive

The proactive communication element of the public outreach strategy involves the development of standard operating procedures (SOPs) for interacting with area stakeholders, as well as overseeing the deployment of engagement plans customized for each in collaboration with the involved departments and/or contractors on site.

A dedicated community liaison will be assigned as the primary point of contact for the project, undertaking passive activities such as the handling of project inquiries, as well as more active and direct activities such

as one-on-one communication with affected property owners and other high priority groups. Technical and group-based advisory meetings will be established where applicable in order to streamline input from stakeholders and encourage inclusion and representation across all demographics.

Other activities include but are not limited to:

- Direct grassroots outreach, (e.g. door-to-door distributions)
- Community meetings and events
- Progress briefings
- Virtual meeting coordination
- Project hotline and dedicated e-mail
- Surveys and other experiential data collection
- Management of online feedback channels
- Management of all phone-based hotlines and project e-mail addresses
- Preemptive lines of communication with prioritized groups

The public engagement team will include multilingual representatives to facilitate inclusivity.

Construction Job & Information Fair

You are invited to attend an outreach meeting at the Los Angeles Memorial Sports Arena (address below) on **Thursday, March 10, 2016 from 9 a.m. – 12 noon** for all local residents interested in working on the project.

WHEN?
Thursday, March 10, 2016
9:00 a.m. – 12:00 p.m.
On-site registration will begin at 8:00 a.m.

WHERE?
Los Angeles Sports Arena, 3939
S Figueroa St, Los Angeles, CA
90037

QUESTIONS?
Email bulldafcp@pcl.com

The Los Angeles Football Club (LAF) Soccer Stadium will be the new venue for the Major League Soccer team. The 22,000-seat-venue will be located in downtown Los Angeles, next to the Los Angeles Memorial Coliseum in Exposition Park. The new stadium will feature a state-of-the-art semi-transparent canopy, restaurants, a team store, a jumbo video scoreboard, and premium seating options including private clubs, lounge boxes and suites. This stadium will create a new standard for fans of professional soccer by providing excellent sightlines, proximity to the action, amenities and overall atmosphere. In addition to professional soccer, the stadium can be configured for concerts or other special events.

Demolition of the Los Angeles Sports arena is expected to commence in June 2016 with construction commencing in October 2016 and completing in the first quarter of 2018.

PCL Construction Services, Inc. is the general contractor on the LAF Soccer Stadium project.

All local residents interested in working on this construction project are invited to attend this event. Please note that PCL/LAF requires all contractors to be signatory to the project's Project Labor Agreement. Trade representatives will be present to assist in understanding union entry requirements.

Logos at the bottom include: US VETS, America's Job Center of CareerLink®, WE BUILD, SHIELDS FOR THE FUTURE, LAFD, LAF, LAFS EMPLOYMENT TRAINING SERVICE, 2nd GEAR, Los Angeles LITZ Lobby, LOS ANGELES BLACK WORKER CENTER, WLCAC, EDD, PACE, WINTER, and MCS.

COMMUNICATIONS TOOL KIT

The tools and resources used to achieve the project's outreach objectives – to **Inform, Involve** and **Inspire** – must span across traditional and digital means and facilitate the effective inclusion of all stakeholders across the designated corridors.

This tool kit will also account for the potential of persistent social distancing concerns and limited public interaction due to the lingering COVID-19 pandemic. This can be accomplished by **leveraging several innovative virtual platforms** that provide opportunities for meaningful feedback and engagement regardless of fluctuating enthusiasm for public in-person gatherings. Due to uncertainty as to all stakeholders ability to use such virtual resources, alternative options for in-person meetings and engagement remain available.

2.5 - Workload of the Firm

2.6 - Meeting Time and Budget



5. WORKLOAD OF THE FIRM

The following list includes all completed USA-based projects over the past 5 years for the Civic Unity Partners' A/E Team lead offices which are based in Fort Lauderdale and Coral Gables, Florida.

Completed Projects

COMPLETED PROJECTS WITHIN PAST FIVE (5) YEARS

Project Name	Location
Broward County Judicial Complex (Main Building)	Fort Lauderdale, FL
3 MiamiCentral	Miami, FL
Hilton Flagler Village Hotel Interior Design	Fort Lauderdale, FL
Hilton Doubletree Interior Design	Fort Lauderdale, FL
Pre-Trial Detention Center Renovations and Expansion	Miami, FL
City of Miami Entertainment Complex, Miami Skills Center Building Renovation	Miami, FL
3rd District Court of Appeals Courthouse Remodeling for Security and Building System Upgrades	Miami, FL
3rd DCA Courthouse Phase 2	Miami, FL
Miami-Dade Parks and Recreation Trails Glades Range	Miami, FL
City of Miami Gardens City Hall	Miami Garden, FL
Zoo Miami, Mission Everglades and New Entrance	Miami, FL
Coral Gables Public Safety Building	Coral Gables, FL
Douglas Entrance Fire Alarm Renovation	Coral Gables, FL
City of Coral Gables Miracle Mile Streetscape	Coral Gables, FL
Christopher Columbus High School Mas Center Remodeling	Miami, FL
Confidential Theme Park Multiple Lands	Multiple locations
UM-Hecht Athletics Center Remodeling	Coral Gables, FL
Florida International University Ambulatory Care Center	Miami, FL
Miami Dade County Health Department Office Building Phase II	Miami, FL
UPS Beacon Lakes Facility	Miami, FL
UM Indoor Practice Facility & Hecht Center	Miami, FL
Cocoa Beach Resort Concept	Cocoa Beach, FL
Virgin Islands Department of Education Temporary Educational Facilities	U.S. Virgin Islands
Foundry Commercial Consulting Services	Miami, FL
2995 Monarch Lakes LLC Consulting Services	Miami, FL
Holiday Inn Express Interior Design	City of Doral, FL
Confidential Corporate Headquarters Expansion	Lakeland, FL

Projected Projects

The following list includes all projected or ongoing USA-based projects for Civic Unity Partners' full A/E Team lead offices which are based in Fort Lauderdale and Coral Gables, Florida.

PROJECTED PROJECTS (ONGOING CONCURRENTLY)

Project Name	Location
Broward County Judicial Complex (additional projects)	Fort Lauderdale, FL
Coral Gables Public Safety Building	Coral Gables, FL
Christopher Columbus Classroom and Parking Addition	Miami, FL
Homestead Air Reserve Park and community Center Phase 1	Homestead, FL
Miami-Dade CIIP: Stephen P. Clark	Miami, FL
W190066 LightSpeed MDC-Emergency Operation Center	Miami, FL
National Park Service Everglades Storm Impact Program	Miami-Dade and Monroe Counties, FL
Brightline Operations Command Center Remodel	Miami, FL
Florida Governmental Utility Authority Administration Building	Tampa, FL
Fort Lauderdale Parks Program Architecture support	Fort Lauderdale, FL
Miscellaneous Engineering projects	Multiple locations
Miami Dade Bus Rapid Transit South Corridor	Miami, FL
Miscellaneous FDOT studies	Miami, FL
Inglewood Basketball and Entertainment Complex Architectural Support	Inglewood, CA
Fort Lauderdale Police Headquarters	Fort Lauderdale, FL
Master Service for Transit and Public Works PSA	Miami, FL

Workload Management

Prior to selection of specific staff for Civic Unity Partners' A/E Team, AECOM examined the existing and projected workload of each person and confirmed their availability for this project. They have determined that there are no obligations, either current or projected, that would prevent the Team from successfully completing this important project. Additionally, their large resource pool of talented people across Florida and the world enables them to increase manpower on short notice to meet additional demands in the event that unforeseen project requirements arise. One of the advantages of being such a large firm with great depth of resources is their ability to quickly assign resources as needed.

AECOM will employ the following techniques to simultaneously handle this project and other projects being completed:

- **Preparation of Project Management Plan**
 - Upon receipt of a Notice-to-Proceed, Tim Blair will prepare a Work Plan for use in managing the project and communicating the work to be done. This plan will include staffing assignments, scope of work, anticipated deliverables and task budgets and schedules. The work plan will act as a road map for successfully completing the Developer's and The

General Contractor Developer's objectives for the plan, managing resource needs and keeping the project on track.

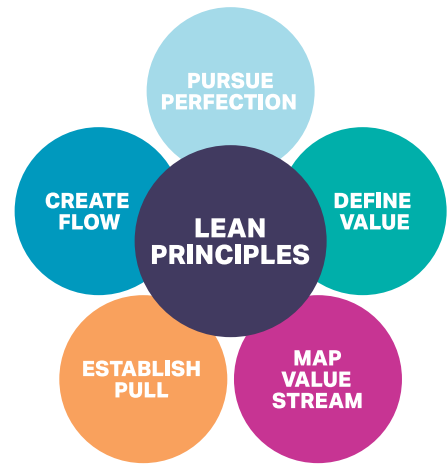
- **Monitoring Progress of Assignments** - During the course of the work, AECOM will hold regularly scheduled technical briefings for The Developer, The General Contractor Developer and The Sponsors' staff to review progress, direction and objectives for each phase authorized. This will allow for correction of the direction of depth of any assignment during its progress.
- **Deliverables** - As task deliverables are prepared, they will receive a formal, documented QA/QC review by qualified A/E Team staff and subject to ISO 9001 verification. Following this QA/QC, documents will be provided to the Developer and The General Contractor Developer for review and comment prior to finalizing the deliverable.

6. TIME AND BUDGET REQUIREMENTS

Approach to Meeting Time and Budget Requirements

An excellent track record in managing the schedule and cost of projects is one of AECOM’s key factors in project success. This will allow the A/E Team to optimize the budget and timing to design the most innovative and flexible JGCC.

AECOM’s cost control methods involve early engagement of their cost estimator and constant understanding of cost as the project develops. They use many “Lean Principles” in their work. Especially the idea of presenting options, whether it is a design option or a material comparison, through understanding the pros and cons of the options and the cost benefits. AECOM will present this to The Developer, The General Contractor `Developer and The Sponsor to make an informed decision, knowing all the implications. They will integrate the cost estimating activity in their work and will do formal cost estimating at milestones in the project. AECOM knows that maintaining the established budget is paramount to the project’s success and they have an excellent track record to prove it.



AECOM has access to both internal and external methods to track and monitor all major project elements to assure that work progresses, deliverables are on time and budget is being maintained. The company-wide AECOM project management system is one such tool. This will allow the A/E Project Manager to set up a project in a way that allows him to track level of effort, budget and schedule by task for the entire project duration. The A/E Project Manager can obtain weekly, month to date and inception to date data and can create earned value reports to track project performance and completion against remaining resources, among other key information regarding the job. This assists the PM in identifying where action may needed if a specific task is running on, under or over budget or schedule. This data can then be used to make corrections, if necessary, as well as be used to report progress, as required.

CASE STUDY: Montgomery County Judicial Center Annex and Renovation.

For the Judicial Center Annex and Renovation, Montgomery County realized the importance of a thorough programming stage as part of the design process. When the judiciary approached the County for funding, the County’s budget did not match the Court’s projections. AECOM worked with the Court, County and other stakeholders to establish a revised program, develop a framework to meet the immediate need for 10 additional courtrooms and prioritize consolidation needs and space requirements to support those additional courtrooms. The team was then able to explore additional cost-saving measures that supported the expansion projections and also made the building complex more user friendly.

A government center must be an image of civic dignity and stability, but also one of fiscal responsibility and a symbol for the community.

Designing a government center that provides quality and value appropriate to a public facility must be integral to the process. The design should promote a facility where staff utilization is efficient, thereby using the operational budget in a prudent manner.



Montgomery County Judicial Center and Annex - Rockville, MD

2.7 - Standard Form 330



ARCHITECT-ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (City and State)

**Developer for Joint Government Center Campus (JGCC) (Step One)
Fort Lauderdale, Florida**

2. PUBLIC NOTICE DATE

March 10, 2021

3. SOLICITATION OR PROJECT NUMBER

PNC2122559R1

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Tim J. Blair, AIA, LEED AP BD+C, A/E Project Manager

5. NAME OF FIRM

AECOM Technical Services, Inc.

6. TELEPHONE NUMBER

(305) 716-5145

7. FAX NUMBER

(305) 447-3580

8. E-MAIL ADDRESS

tim.blair@aecom.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

	(check)			7. FIRM NAME	8. ADDRESS	9. ROLE IN THIS CONTRACT
	PRIME	JV PARTNER	SUBCONTRACTOR			
a.			✓	AECOM Technical Services, Inc. AECOM is submitting this SF330 as a Lead Designer to Fengage <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	110 East Broward Boulevard Suite 700 Fort Lauderdale, FL 33301 (LEAD OFFICE)	Executive Management, Community Stakeholder Engagement, Transportation/ Transit Planning
b.			✓	AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	2 Alhambra Plaza, Suite 900 Coral Gables, FL 33134 (LEAD OFFICE)	A/E Project Management, Architecture, Programming, BIM/ VDC Management, Resilience/Sea Level Rise, Construction Advisor
c.			✓	AECOM Technical Services, Inc. <input type="checkbox"/> CHECK IF BRANCH OFFICE	One California Plaza 300 South Grand Avenue Los Angeles, CA 90071	Architecture
d.			✓	AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	7650 West Courtney Campbell Causeway Tampa, FL 33607	Executive/Principal Management, Design Quality Management, Workplace Interior Design
e.			✓	AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	999 W. Town & Country Road Orange, CA 92868	Net Zero/High-Performance Building Design
f.			✓	AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	125 Broad Street, 15th Floor New York, NY 10004	High-Rise Structural Design, Research Dev. + Innovation (iLAB)
g.			✓	AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	1155 Elm Street, Suite 401 Manchester, NH 03101	Acoustics

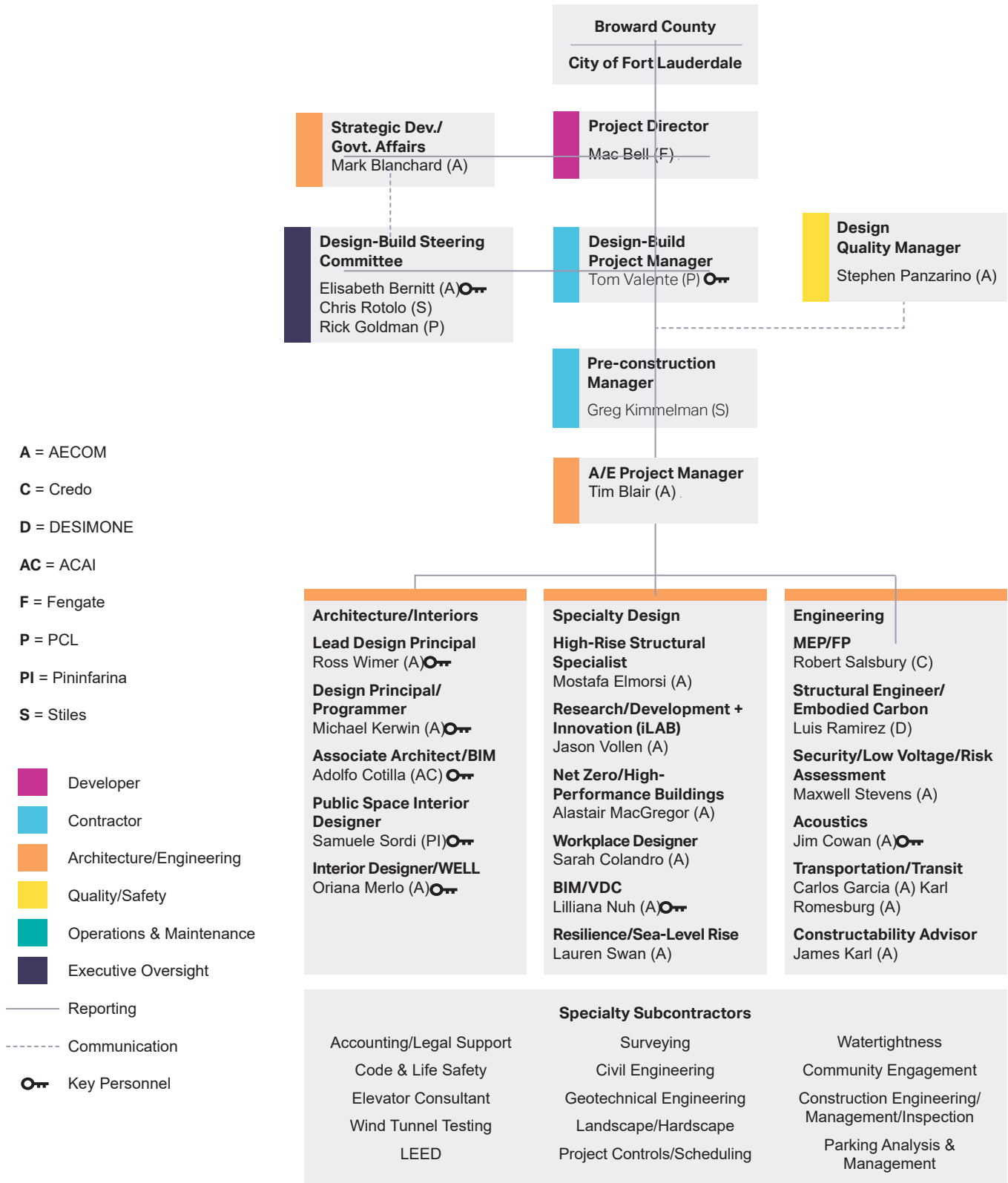
C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

	(check)			7. FIRM NAME	8. ADDRESS	9. ROLE IN THIS CONTRACT
	PRIME	JV PARTNER	SUBCONTRACTOR			
h.			✓ <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	AECOM Technical Services, Inc.	One Federal Street, 8th Floor Boston, MA 02110	Interior Design/WELL
i.			✓ <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	AECOM Technical Services, Inc.	4 North Park Drive, Suite 300 Hunt Valley, MD 21030	Security/Low Voltage/Risk Assessment
j.			✓ <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	Pininfarina Architecture	501 Brickell Key Drive, Suite 200 Miami, FL 33131	Associate Architect/Public Space Interior Design
k.			✓ <input type="checkbox"/> CHECK IF BRANCH OFFICE	ACAI Associates, Inc.	2937 West Cypress Creek Road Suite 200 Fort Lauderdale, FL 33309	Associate Architect/BIM
l.			✓ <input type="checkbox"/> CHECK IF BRANCH OFFICE	CREDO Consulting Engineers, LLC	800 East Broward Boulevard Suite 601 Fort Lauderdale, FL 33301	MEP/Fire Protection Engineering
m.			✓ <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	DeSimone Consulting Engineering, D.P.C.	800 Brickell Avenue, 6th Floor Miami, FL 33131	Structural Engineering, Embodied Carbon
n.			✓	Other specialty subcontractors to AECOM Technical Services, Inc.	Various	Various disciplines; please see 330-D Organizational Chart. Those firms will be formally presented during Step Two of this process.
o.						
p.						
q.						

D. Organizational Chart

The following organizational chart highlights the structure of the A/E Team.



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Elisabeth Bernitt ASID, LEED AP	Principal-in-Charge/Board of Directors/ Regional Managing Principal	34	5

15. FIRM NAME AND LOCATION (City and State)

AECOM (Tampa, FL)

16. EDUCATION

Bachelor of Science in Interior Design

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

LEED Accredited Professional

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Elisabeth is a regional managing principal business line leader for AECOM. She is responsible for helping to set the vision, leadership, administration and operational performance of projects. Her hands-on management and planning skills have led to success on complex projects in Florida and across the U.S. She has dealt with multi-faceted clients, extensive consultant coordination and the complex planning process required for both large and small projects. Beth's primary focus is the development of project parameters to match the client's expectations, as well as to shepherd initial concepts through completion. She is instrumental in establishing and maintaining measurable schedule and budget parameters for projects and is a management resource for design principals, project managers and clients addressing key design issues.

19. RELEVANT PROJECTS

Select experience:

- University of Miami, Hecht Center Renovation and Expansion, Coral Gables, Florida
- US Naval Facilities Engineering Command Southeast, Watercraft Maintenance Facility, NAS Key West, Florida
- Newworld One Bay Street LTD, The Point Hotel, Nassau
- Multiphase Master Plan and Development Plan (Confidential Client), Tampa, FL
- 4 Bayport Hotel Expansion and Office Tower, Tampa, FL
- Mainsail Lodging, Autograph Hotel, Ft. Meyers, FL
- Southgate Office Tower + Hotel Development, Tampa, FL
- Capital One Campus, Tampa, FL
- City of Miami, Landscape Architectural Services, Tierra Alta, Jay, and Silver Bluff, Miami, Florida

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Mark Blanchard	Community Stakeholder Engagement	41	34

15. FIRM NAME AND LOCATION (City and State)

AECOM (Fort Lauderdale, FL)

16. EDUCATION

Bachelor of Science in Geology

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

OSHA HAZWOPER 40-Hour Training
OSHA HAZWOPER 8-Hour Refresher Training

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Civic Unity Partners has identified Mark to lead the stakeholder engagement for this project. In this role, he will play a pivotal role in liaising with stakeholders from the County, City and others impacted throughout all phases of the delivery from pre-development through operations and maintenance to ensure all project and policy goals are achieved. Mark brings 30 years of experience delivering projects in South Florida while living in the County and City. Mark has cultivated strong local relationships through his years of dedication to advancing infrastructure projects and supporting the County and City's efforts. Mark has been proactive in providing considerable thought leadership to local officials, bringing innovative concepts and plans forward that have motivated progress.

19. RELEVANT PROJECTS

Summary of Relevant Experience: Mark actively participates in many national geopolitical associations, including the National Governors Association, League of Cities, U.S. Conference of Mayors, as well as several other stakeholder organizations as part of his continued support of key clients.

He is committed to working to enhance local communities to help make them more livable, sustainable and resilient for generations to come. In support of local workforce, Mark serves as a key contributor in development of specialty programs for small and minority businesses designed to help stimulate local hiring by creating contracting and employment opportunities on major infrastructure projects. In addition, Mark is actively engaged in promoting resilient cities programs. Serving as a key program partner, Mark assists in the development of strategies aimed to address current and future stresses to major metropolitan areas, as well as opportunities for delivering solutions to make them thrive.

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Tim Blair AIA, LEED AP BD+C	A/E Project Manager	a. TOTAL 36	b. WITH CURRENT FIRM 1.75

15. FIRM NAME AND LOCATION (City and State)
AECOM (Coral Gables, FL)

16. EDUCATION	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Bachelor of Architecture	Registered Architect: FL, GA LEED Accredited Professional, BD+C

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Portfolio of principal-level management services includes design for major-scale projects for clients such as Bacardi, Office Depot, Adobe, U.S. General Services Administration, Miami-Dade County, Broward County, and City of Fort Lauderdale. His background in judicial, public administration, high-rise, programming, workplace strategies, design optimization and sustainable strategies reinforce the value offered to our clients.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
a.	City of Fort Lauderdale, Police Headquarters, Fort Lauderdale, FL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
		2023 est.	2023 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>Managing Principal. New police headquarters with a parking garage, firing range and site development on 8.0 acres of land on the east side of the existing police headquarters property on West Broward Boulevard. The building will be a "gateway" to the City of Fort Lauderdale and a symbolic link between the community and the police. The project will be built in multiple phases starting with the parking garage, followed by the Headquarters Building and the community center after the demolition of the existing headquarters building. The new facility will consist of a three-story headquarters building programmed to be approximately 185,700 sq. ft. and a three-story parking garage with approximately 400 spaces, house critical mobile assets on the first floor and contain the firing range on the second floor. \$80 million.</p> <p>RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Gov't. Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable design but not pursuing LEED Certification ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment. ■ BIM ■ Adjacent Parking Garage</p>			
b.	Broward County Judicial Complex, Fort Lauderdale, FL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
		2015	2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>Owner's Representative (with Weitz as part of CMA Team for Broward County). The 740,000-sq. ft. courts building occupies a 1.55-acre portion of the campus and the 20-story high-rise structure provides state-of-the-art courtrooms and office space. The new building includes 355,000 sq. ft. of administrative office space for several government agencies including the State Attorney, Clerk of Court and Court Administration. The building houses 74 courtrooms and hearing rooms for the County Criminal, Domestic Relations, Magistrates, Probate, County Civil, and Circuit Civil courts components. The building achieved LEED NC Gold Certification. \$202 million.</p> <p>RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Gov't. Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED NC Gold Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment. ■ BIM ■ Future Parking Garage for Judicial Campus ■ Multimodal Transit Integration (located near Broward bus line station)</p>			
c.	Miami-Dade County Children's Courthouse, Miami, FL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
		2015	2015
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>Architect of Record involved from project pursuit throughout design and led construction administration to closeout of project. The project is a 317,500-sq. ft. courthouse within a 3.38-acre urban site. Project includes 18 courtrooms, collegial judges' chambers and the supporting agencies. Pilot program for the Unified Court model. Awarded LEED NC-Gold certification. \$165 million.</p> <p>RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ DBF ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Gov't. Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED NC Gold Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment. ■ BIM ■ Multimodal Transit Integration (located directly adjacent to Government Metro station)</p>			

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Stephen Panzarino AIA	Design Quality Manager	a. TOTAL 37	b. WITH CURRENT FIRM 3

15. FIRM NAME AND LOCATION (City and State)
 AECOM (Tampa, FL)

16. EDUCATION Bachelor of Architecture
17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
 Registered Architect: FL, NJ, PA
 National Council of Architectural Registration Boards

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 American Institute of Architects; Urban Land Institute. Actively involved in numerous volunteer organizations, including the 2020 AIA Florida President and the Gulf Coast Chapter of the American Institute of Architects.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Confidential Client, Headquarters Expansion, Lakeland, FL	2020	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

a. Lead Architect. Design-build of a \$32 million, 190,000-sq. ft. master-planned extension to the existing three-story headquarters facility, nestled within a 200-acre site, bringing the building to a total of 510,000 sq. ft. Provided programming and design services. Responsible for managing the team resources, working with our Construction Partners and to address specific requirements set by the client. Responsible for ensuring the right team members were present throughout the life of the project. \$32 million.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ DBF ■ Class-A Commercial ■ After Apr. 2011 ■ Life-Safety ■ Security Systems ■ Public Assembly Areas ■ Storm Risk Design ■ BIM ■ VDC Modelling

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Raymond James, New Wiregrass Campus, Wesley Chapel, FL	2019	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

b. Architect. The project is a 100,000-sq. ft. building and bank branch. Raymond James has entitlements for 1.0 million sq. ft. of new campus office space and will build it out in phases. The purpose of this project was to provide an alternative site location for Raymond James operations due to potential flooding and resiliency concerns with their current headquarters. Provided services for master planning and the build-out. Responsible for leading the team and providing resource management to have the right people in the conversation at the appropriate times. \$15 million.

RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety ■ Public Assembly Areas ■ LEED Certified ■ Flood/Storm Risk Design ■ WELL Building Principles ■ BIM

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Tavistock Group, Harmony Cove Resort Hotel and Casino, Jamaica, FL	Ongoing	2026 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

c. Architect. The project was a 1,000-room resort hotel and casino. Contains resort style restaurants, outdoor pool and marina. Responsible for project leadership, preparing fee analysis, scope of work, phasing documents, QC reviews. Project to be built with foreign entity and helped to analyze substitutions and construction methods. \$500 million.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ BIM ■ VDC Modelling

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
National Collegiate Athletic Association (NCAA), Headquarters and Hall of Champions, White River State Park, Indianapolis, IN	2000	2000
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

Project Manager/Project Architect. New Headquarters building focused on new workplace strategies and Public Hall of Fame museum. Worked directly with the local team to detail and build the project from initial interview through building opening. Helped conceptualize the museum exhibits and the integration into the headquarters. \$30 million.

RELEVANCE: Iconic Architecture ■ Workplace Strategy

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Ross Wimer FAIA	Lead Design Principal	a. TOTAL 31	b. WITH CURRENT FIRM 18

15. FIRM NAME AND LOCATION (City and State)
AECOM (Los Angeles, CA)

16. EDUCATION
Master of Science in Architecture
Bachelor of Arts in Architecture

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Registered Architect: IL, NY

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Fellow, American Institute of Architects. Leads AECOM's national architecture and interiors practice. His projects range from large city planning projects to airport and industrial design spanning 20 cities on five continents. Ross's projects have received numerous awards, including three Progressive Architecture awards. Ross continues an active relationship with academia as a visiting design critic at Harvard University, Yale University, Columbia University, Rensselaer Polytechnic Institute, Parsons, Illinois Institute of Technology, and the University of Illinois - Chicago.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Inglewood Basketball and Entertainment Center (a.k.a. the Clipper's Arena), Inglewood, CA	PROFESSIONAL SERVICES 2024 est.	CONSTRUCTION (If applicable) 2024 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>a. Design Principal. The new Center includes a 17,600 seat basketball arena, practice facility and team offices. It is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse. \$1.5 billion.</p> <p>RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Gold Design ■ Net Zero ■ Flood/Storm Risk Design ■ BIM ■ VDC Modelling ■ Parking Garage</p>		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Sinar Mas Centre (formerly White Magnolia Plaza), Shanghi, China	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) 2018
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>b. Design Partner. The Centre's design incorporates strategies that resulted in a reduction in carbon emissions, water consumption, peak electrical demand. The design includes one 1,050-foot office tower and an adjacent hotel tower located above a mixed-use podium and subsurface parking. The project serves as a catalyst for the economical and architectural rejuvenation of this district of Shanghai. Cost is confidential.</p> <p>RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design ■ Flood/Storm Risk Design ■ BIM ■ VDC Modelling ■ Parking Garage</p>		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Mashreq Bank Headquarters, Dubai, United Arab Emirates	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>c. Design Partner. The Masreq Tower was conceived to give the bank an unforgettable, yet classic and timeless identity on the Dubai skyline. The unique, transparent northfacing courtyard elevations allow spectacular, open views during the day and transform into an iconic cube of light and transparency at night. Cost is confidential.</p> <p>RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ Sustainable Design ■ BIM ■ VDC Modelling ■ Parking Garage</p>		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Great Window Tower, Nanchang, Jiangxi Province, China	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2015
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>d. Design Partner. This super tall mixed-use tower was developed for a new district in the rapidly growing city. It is a significant destination and new urban landmark for the city. The building's "great window," occupying the top third of the tower orients the views from the main spaces of the hotel and asserts its presence from a distance. Cost is confidential.</p> <p>RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Public Assembly Areas ■ LEED Silver Certified ■ BIM ■ Parking Garage</p>		

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Michael Kerwin AIA	Programmer/Design Principal	a. TOTAL 33	b. WITH CURRENT FIRM 31

15. FIRM NAME AND LOCATION (City and State)
AECOM (Coral Gables, FL)

16. EDUCATION
Master of Architecture
Bachelor of Science in Architecture

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Registered Architect: FL

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
American Institute of Architects; Urban Land Institute. Design principal and an award-winning architect with professional experience in corporate, transportation, and governmental projects.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
3 MiamiCentral Brightline, Miami, FL	2016	2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Lead Design Architect. Provided conceptual and detailed design services for the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in downtown Miami located on a 1.89-acre site. The project includes 95,000 rentable sq. ft. of office space, a 35,000-rentable-sq. ft. grocery store, and 1,100 parking spaces to serve its own offices, its at-grade retail space, the Brightline high speed rail, as well the nearby historic Lyric Theater. \$52 million.		
RELEVANCE: Majority Designer Firm ■ in South Florida ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Silver Certified ■ Flood/Storm Risk Design ■ BIM ■ VDC Modelling ■ Parking Garage ■ Multimodal Transit Integration		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
General Electric, Brazil Technology Center, Rio de Janeiro, Brazil	2011	2013
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Lead Design Architect. Provided master planning and design services. The building is designed to provide new world-class, customer-centric, global research and global learning facility to support the client's growth in Latin America. It includes a 108,000-sq. ft. main facility will be comprised of administrative and learning components. \$60 million.		
RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentation ■ BIM ■ VDC Modelling ■ Multimodal Transit Integration		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
U.S. Department of State, New U.S. Embassy Compound, Harare, Zimbabwe	2014	2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Design Principal. The new 200,600-sq. ft. embassy campus in Harare draws inspiration from the traditional culture, climate, and geography of Zimbabwe, articulated in a thoroughly modern way. The embassy will proudly represent the United States of America while taking architectural references from its host country. \$180 million.		
RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Gov't. Bldg. Security Systems ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentation ■ BIM ■ VDC Modelling		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Confidential Client, Headquarters Expansion, Lakeland, FL	2020	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Design Principal. Two-phase project for a major corporate headquarters for a major retail company on a sylvan Florida site. The building was master planned to integrate into its natural site, iconic in its sweeping curvilinear shape, with a broad breezeway providing transparency at grade as well as clear sense of entry. The materials and construction methodology provided for an efficient image and economical cost. Construction was completed in 2020. First phase: design bid build of 320,000-sq. ft plus at grade parking. Second phase: design-build of a \$32 million, 190,000-sq. ft. master-planned extension to the three-story facility, nestled within a 200-acre site, bringing the building to 510,000 sq. ft.		
RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Design-Build (ph. II) ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ Public Assembly Areas ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartmentation ■ BIM ■ VDC Modelling		

E. RESUMES OF KEY PERSONNEL COMMISSIONED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Adolfo Cotilla, Jr. AIA, CGC	BIM Manager (subconsultant)/ Associate Architect	a. TOTAL 40	b. WITH CURRENT FIRM 35

15. FIRM NAME AND LOCATION (City and State)
ACAI Associates, Inc. (Fort Lauderdale, FL)

16. EDUCATION	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Master of Fine Arts in Architecture	Registered Architect: FL, NY, VA, NC, SC, MD, PR General Contractor

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Professional Affiliations: AIA - American Institute of Architects, IIBEC – International Institute of Building Enclosure Consultants, NRCA – National Roofing Contractors Association, NTHP - National Trust for Historic Preservation, Former Member of IFMA - International Facility Management Association

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Nova Southeastern University (NSU) HPD Campus And A/E Continuing Services Contract, Various Campus Locations	Ongoing	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>a. Principal-in-Charge. ACAI is currently providing services for new construction, renovation/repair projects, assessment reports, schematic planning, and re-roofing projects throughout all of NSU's campuses. Projects include a \$44 million, 800,000-sq. ft. medical campus complex in Davie. This project had a "Fast-Track", CM with a GMP delivery system and ACAI ensured that this project was delivered two weeks ahead of schedule. Additional projects include a \$70 million, 214,000-sq. ft. research building in Davie; \$2.1 million, 53,000-sq. ft. interior fitout in Tampa, and schematic planning for 64,800 sq. ft. in West Palm Beach. NSU's other projects are located at the North Miami Beach, Dania, Fort Lauderdale, Orlando, Tampa, Jacksonville, Ft. Myers and Puerto Rico campuses.</p> <p>RELEVANCE: The project is identical to the JGCC. The HPD consolidated the health professions colleges in NMB to a central Broward location as part of the merger between Southeastern University of the Health Sciences and Nova University. The HPD is a very active "Campus within a campus", includes a multi-modal hub for the main campus, hi-rise components, food service, CEP, specialty care areas, medical library and active teaching and simulation links to seven (7) remote campuses – all designed by ACAI.</p>		

Salah Foundation Children's Hospital Broward Health (BH), Fort Lauderdale, FL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	Ongoing	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>Principal-in-Charge. The project is to gut and remodel an eight story, 1960's vintage, major hospital tower in Fort Lauderdale and includes multiple floors as enabling areas in adjacent hi-rise buildings, a linked garage and CEP and totals 406,000 SF. The nature of the work includes a high degree of complexities in active hospital settings and resulted in Autodesk awarding ACAI the national beta testing of Revit Release 15 (Skyscraper) currently known as BIM 360. The Salah Foundation Children's Hospital Tower project was BHs first BIM project delivery and designed in Revit with a BIM Execution Plan and a COBie deliverable component. Design approvals and deliverables included Revit 3D sketches, photo-montage of finishes and walk-throughs.</p> <p>Adolfo provided active programming and coordination with BH, upgraded the ACAI design team, maintained documented linkage across five BH C-Suite Leadership transitions, a Benefactor change (From Chris Evert to the Salah Foundation) and the normal clinical population turnover typically associated with extended projects.</p> <p>RELEVANCE: Complex hi-rise program, multiple enabling, Owners/Users and enhanced BIM project delivery.</p>		

Alan B. Levan/NSU Broward Center of Innovation, Davie, FL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	Ongoing	Ongoing
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
<p>Principal-in-Charge. The 54,000-sq. ft. (approx.) NSU Broward Innovation Center located at Nova Southeastern University Davie campus includes an "Innovation Space" that will operate as an incubation and accelerator area to develop high-tech prototypes and software. The center also includes collaboration spaces, meeting and conference spaces, offices, and workspaces. The scope of services includes developing and establishing programs, preliminary floor plans, and design. The space will be open and flexible to include maker spaces, office spaces, social areas, and meeting spaces.</p> <p>RELEVANCE: This joint-use space has identical programmatic similarities to the JGCC City and County Executive Penthouse Suite.</p>		

E. RESUMES OF KEY PERSONNEL ASSIGNED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Samuele Sordi	Associate Architect/Public Space Interior Designer	a. TOTAL 21	b. WITH CURRENT FIRM 8

15. FIRM NAME AND LOCATION (City and State)

Pininfarina Architecture (Miami, FL)

16. EDUCATION

Degree in Architecture and Building Engineering

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

N/A

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Chief Architect Officer of the Pininfarina group. Involved in all projects Pininfarina undertakes and maintains an active role in the development throughout the design phases. Has conceived and managed residential and commercial architecture and interior design projects throughout Europe, the Middle East and Asia.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
Istanbul International Air Traffic Control (ATC) Tower, Istanbul, Turkey	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)	
	2016	2017	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a.	Project Director. The ATC tower serves as a symbol and icon of the city, visible to over 90 million passengers who travel yearly through the Istanbul airport. Inspired by the tulip, national icon, the tower brings in influences from automotive and aviation design to create an aerodynamic shape that similarly optimizes a 360-degree view for the air traffic controllers. Pininfarina's collaboration with AECOM. \$75,000 (design competition award); \$16 million construction.		
RELEVANCE: Majority Designer Firm (30%) ■ Similar Scope/Complexity ■ 295-Foot Aviation Facility ■ Dense Site ■ After Apr. 2011 ■ Public Assembly Areas			
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
Higold Headquarters, Shunde, China	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)	
	2017	2023 est.	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b.	Project Director. The Higold Headquarters will be an iconic, elegant complex where architectural elements including interior architecture and exterior public spaces are integrated in a unique way. Pininfarina has authored the project, from the façade design to the landscape. \$47.6 million.		
RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Dense Urban Site ■ Public Assembly Areas ■ WELL Building Principles ■ BIM ■ Parking Garage			
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
Mall of Medina, Saudi Arabia	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)	
	2020	2020	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c.	Lead Designer in partnership with DesignInternational Architects. The project consists of a family entertainment center, indoor and outdoor food court and retail, cinema, multi-use arena, leisure villas over 110,000 square meters of space offering innovative experiences to users. It is a 'destination of the future' aiming to provide a versatile and flexible use of spaces. \$140 million.		
RELEVANCE: Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas			
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
Torre Designo Office Towers, Mexico City, Mexico	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)	
	2020	2023 est.	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d.	Provided Artistic Direction. Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 484,000 sq. ft. of office space and a 613,000-sq. ft. lower retail level, offering a high-end, community-oriented campus, seeking to support the nearly 4,000 residents that live within the existing residential areas surrounding Torre Designo. Cost is undisclosed.		
RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Public Assembly Areas ■ LEED Certified ■ Enhanced Air Exchange/Compartment. ■ Parking Garage			

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Jason Vollen PhD, AIA	Research/Development and Innovation (iLAB)	a. TOTAL 24	b. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (City and State)
AECOM (New York, NY)

16. EDUCATION	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Doctor of Architecture Master of Architecture Bachelor of Architecture	Registered Architect: NY, MA National Council of Architectural Registration Boards

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Five patents in next generation building technologies. Work in facades funded by the National Science Foundation, Department of Energy, National Renewable Energy Laboratory, New York State Energy Research and Development Authority and the American Institute of Architects. He has won awards for next generation building systems design and holds building envelope system patents. Principal with AECOM's High-Performance Building Design Group, specializing in Net Zero Design for Buildings. Global Director of the Innovation Laboratory, a research, development and innovation hub for AECOM's practice.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Confidential Client, Life Science Lab Ready/Office Tower, Somerville, MA	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2020	N/A
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. High Performance Lead and Architect of Record. The project is planned as a new 500,000-sq. ft. high-performance lab-ready office building focused on achieving the highest levels of sustainability and the healthiest workplace for the tenants. It is designed for the modern workforce and leverages the best of design and technology to be a lead performing building in the Boston area, capable of being LEED Platinum certifiable and Carbon Neutral. Jason led the design and engineering teams including the Integrated Design Process, cost consulting, pre-construction and procurement, to arrive a top quality design within the projects budget that included operational costs targets to reduce the energy and carbon footprint of the asset. On hold after schematic design due to market conditions. \$200 million. RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Design ■ Net Zero ■ Flood/Storm Risk Design ■ WELL Building Principles ■ Enhanced Air Exchange/Compartment ■ BIM ■ Parking Garage		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Inglewood Basketball and Entertainment Center (a.k.a. the Clipper's Arena), Inglewood, CA	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2024 est.	2024 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Oversaw AECOM team's parametric multi criteria façade design studies. The new Center includes a basketball arena, practice facility and offices. It is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. High-performance building design incorporates strategies for energy conservation, building form, lighting, mechanical (heating and cooling) and landscaping to achieve stringent California Energy Commission Net Zero requirements and a minimum LEED Gold certification with a high level of performance for energy optimization. \$1.5 billion. RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Gold Design ■ Net Zero ■ Flood/Storm Risk Design ■ BIM ■ VDC Modelling ■ Parking Garage		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Suffolk County Community College, College Science, Technology, Engineering, and Math (STEM) Building, Selden, NY	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2022 est.	2022 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Project Director, High-Performance Design Lead. The project is a new, 26,000-sq. ft., Net Zero building designed as a "living laboratory" where students can measure various sustainable aspects of the facility. The project includes biology laboratories, maker spaces, and multiple seminar and lecture halls. The program is focused around STEM education and renewable energy workforce training. The college's new Science, Technology, Engineering and Math curriculum with a focus on renewable energy and energy consumption required a new building typology capable of providing the breadth of opportunities offered by the new curriculum. Jason delivered of a new typology that features traditionally functional lecture spaces and actively through comprehensive design and interactive building elements and spaces. \$22 million. RELEVANCE: Majority Designer Firm ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Bldg. Security Systems ■ TARA/Design for Security ■ Public Assembly Areas ■ LEED Design ■ Net Zero ■ Flood/Storm Risk Design ■ WELL Building Principles ■ Enhanced Air Exchange/Compartment ■ BIM		

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME Oriana Merlo IIDA, LEED ID+C, WELL AP, Fitwel Ambassador	13. ROLE IN THIS CONTRACT Interior Designer/WELL	14. YEARS EXPERIENCE a. TOTAL: 30 b. WITH CURRENT FIRM: 1	
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15. FIRM NAME AND LOCATION (City and State)
 AECOM (Boston, MA)

16. EDUCATION Master of Arts in Management Bachelor of Science in Mathematics Bachelor of Arts in Interior Design	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) National Council for Interior Design Qualification Fitwel Ambassador, Center for Active Design LEED Accredited Professional; WELL Accredited Professional
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 International Interior Design Association; Green Business Certification, Inc

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
TD Bank, Various Locations in FL, MA, RI, MD, NJ & NY	PROFESSIONAL SERVICES 2010-2016	CONSTRUCTION (If applicable) 2010-2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE a. Project Lead. Renovation rollout of various retail branches. Each retail branch was to achieve a minimum of LEED Gold status. This included the design of the first WELL-certified retail space in the United States. Involved in the feasibility studies, design, documentation, and construction administration services across a number of buildings, anticipating problematic areas early on in the process, before they could become major cost overruns. Costs are confidential. RELEVANCE: Majority Designer Firm ■ in South Florida ■ After Apr. 2011 ■ Dense Urban Site ■ LEED Gold Certified ■ Net Zero ■ Flood/Storm Risk Design ■ WELL Building Principles ■ BIM	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

Bristol Myers Squibb, Various Locations, NJ	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If applicable) 2023 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Lead Strategist for workplace analysis. Analysis to consolidate 4.0 million sq. ft. of corporate workplace and laboratory real estate across nine campuses. After the acquisition of a large competitor, client was looking to consolidate their regional real estate portfolio. Using a variety of research and diagnostic methodologies, planned for the return to office for 12,000 employees. Leading the client engagement, coordinated subject matter experts for the individual components and created a Space Programming Tool to map out real estate requirements per site. Costs are confidential. RELEVANCE: After Apr. 2011 ■ Workplace Analysis and Strategy	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

Confidential U.S. Federal Government Client, Seattle, WA	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) TBD
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Technical Lead. Building program feasibility study for the consolidation of multiple organizations into a single complex. Client is looking at repurposing a vacant historical structure to become regional headquarters for a number of government departments. This project is set to reinvigorate an otherwise dilapidated urban area. Determined the optimum space program to maximize the sharing of elements between departments. Costs are confidential. RELEVANCE: Majority Designer Firm ■ Gov't. Bldg. Security Systems ■ TARA ■ Parking Garage ■ Workplace Analysis and Strategy	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

Citizens Bank Consolidation, Westwood, MA	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Workplace Strategy Advisor. Analysis of workplace requirements and program development for a 100,000-sq. ft. consolidation of four disparate offices. Client was looking to create an agile-based workspace in a newly constructed building, to house employees from four different sites whose leases were about to expire. Determined the programming requirements by analyzing badge data and surveying user groups to uncover usage patterns. Costs are confidential. RELEVANCE: After Apr. 2011 ■ WELL Building Principles ■ Workplace Analysis and Strategy	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Liliana Nuh AIA	BIM Manager/VDC (prime)	a. TOTAL 17	b. WITH CURRENT FIRM 6

15. FIRM NAME AND LOCATION (City and State)
 AECOM (Coral Gables, FL)

16. EDUCATION Bachelor of Architecture
17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect: FL

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 American Institute of Architects. As an Architect and BIM Specialist, develops and coordinates BIM projects utilizing Revit application software prior to submittal of contract document deliverables. Manages AECOM's internal BIM documents and processes and coordinates/manages subconsultants' BIM work. Brings more than a decade of full-time work on projects utilizing BIM technology, including coordination among disciplines. Utilizes Naviswork clash detection software.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
City of Coral Gables, New Municipal Public Safety Building, Coral Gables, FL	2020	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM a. Architect and BIM Manager. A new, five-story 189,000-sq. ft. Public Safety building in Coral Gables with 103,600 sq. ft. of Police Department, Fire Department, Fire station, Public Training and a secure parking garage. The Proposed New Public Safety Building will function as the City's Police Headquarters and Administrative Department, Fire Department Administration, Fire Station 1, Emergency Call Center and First Responders Dispatch Center, EOC Command and Operations, City's Human Resource Department, City's IT Department and a 161 car secure parking garage. Liliana worked as an Architect and BIM Manager on this project. Coordinated all disciplines BIM models, performed Navisworks clash detection at milestones submittals. Assisted with model visualization and coordination during design and construction phases. Provided overall BIM support to the team (all disciplines). \$48 million. RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ CM at Risk ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Gov't. Bldg. Security Systems ■ TARA ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment ■ BIM ■ VDC Modelling ■ Parking Garage ■ Multimodal Transit Integration		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
All Aboard Florida, 3 Miami Central, Miami, FL	2016	2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM b. BIM Manager. The project includes 95,000 rentable sq. ft. of office space, a 35,000-rentable-sq. ft. grocery store, and 1,100 parking spaces to serve its own offices, its at-grade retail space, Brightline, as well as the nearby historic Lyric Theater. Liliana prepared the project BIM execution plan and BIM standards. Collaborated with all disciplines and managed all Revit - BIM models to achieve well coordinated project, performing Clash Detection at major deadlines utilizing Navisworks software, provided full BIM support to the team throughout the entire duration of the project. Assisted with model visualization and coordination during design and construction phases. \$52 million. RELEVANCE: Majority Designer Firm ■ in South Florida ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Dense Urban Site ■ Public Assembly Areas ■ LEED Certified ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment ■ BIM ■ VDC Modelling ■ Parking Garage ■ Multimodal Transit Integration		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Confidential Client, Headquarters Expansion, Lakeland, FL	2020	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM c. BIM Manager. Design-build for a 190,000-sq. ft. master-planned extension to the existing three-story headquarters facility, nestled within a 200-acre site, bringing the building to 510,000 sq. ft. Liliana prepared the project BIM execution plan and BIM standards. Collaborated with all disciplines and managed all Revit - BIM models to achieve well coordinated project, performing Clash Detection at major deadlines utilizing Navisworks software, provided full BIM support to the team throughout the entire duration of the project. Assisted with model visualization and coordination during design and construction phases. \$32 million. RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ Design-Build ■ After Apr. 2011 ■ Life-Safety Analysis/Design ■ Dense Urban Site ■ Flood/Storm Risk Design ■ Enhanced Air Exchange/Compartment ■ BIM ■ VDC Modelling ■ Parking Garage		

E. RESUMES OF KEY PERSONNEL ASSIGNED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME Robert Salsbury PE, LEED AP	13. ROLE IN THIS CONTRACT MEP/FP Engineering	14. YEARS EXPERIENCE	
		a. TOTAL 43	b. WITH CURRENT FIRM 13

15. FIRM NAME AND LOCATION (City and State)
 CREDO Consulting Engineers, LLC (Fort Lauderdale, FL)

16. EDUCATION Bachelor of Science in Nuclear Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer: FL LEED Accredited Professional
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 National Fire Protection Association (NFPA); American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE); National Society of Professional Engineers/Florida Engineering Society (NSPE/FES); American Society of Plumbing Engineers (ASPE); Society of Fire Protection Engineers. Responsible for the engineering design and implementation of quality control of mechanical, air conditioning, plumbing, fire sprinkler systems. Performing HVAC Energy and load calculations; sizing equipment, ductwork, and piping; computer economic analysis of alternate HVAC systems for various buildings. Mr. Salsbury is also involved in LEED compliant Buildings. Years of experience include all phases of mechanical, plumbing and fire protection engineering design and analysis.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Wilkie D. Ferguson Courthouse, Miami, FL	PROFESSIONAL SERVICES 2000	CONSTRUCTION (If applicable) 2007
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Mechanical Engineer. Total area is approximately 577,784 sq. ft. The scope of this project encompassed the design of a new Federal Courthouse (14-story) including 16 U.S. District Court courtrooms and chambers, District Court Clerk's office, U.S. Marshall's Service offices, sally port and detention cells, office and ADP areas for Probation and the US Attorney, joint use GSA space for conference/training rooms, food service. \$129 million. RELEVANCE: Joint use high-rise office building between a large County and City Government ■ Detailed HVAC coordination and design took place to achieve a thermal comfort and acceptable indoor air quality. ■ in South Florida ■ Similar Scope/Complexity ■ Class-A High-Rise ■ Gov't. Bldg. Security Systems		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Simply Healthcare/Anthem Call Center, Miami, FL	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Lead Mechanical Engineer. The scope of this project encompassed the design for the interior improvements and modifications to the existing 6th floor for a new tenant office space build out. Approximately 85,000 sq. ft. 6th floor, in the existing six-story office building. Cost is undisclosed. RELEVANCE: High-rise office building ■ Detailed coordination and design took place to ensure a well-designed, large space for a copious amount of offices ■ in South Florida ■ After Apr. 2011		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
Rubell Museum, Miami, FL	PROFESSIONAL SERVICES 2016	CONSTRUCTION (If applicable) 2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Engineer-of-Record and Lead Mechanical Engineer. The scope of this project encompassed the MEP design of an Interior Remodel Build-out in an existing two-story office building. \$6.0 million. RELEVANCE: Design of a very large and complex space ■ Detailed coordination and design took place to ensure a well-designed, large space for a copious amount of galleries and offices. ■ in South Florida ■ After Apr. 2011		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
City of Miami Police Department-Marine Patrol Office, Miami, FL	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Engineer-of-Record and Mechanical Engineer. Interior remodel build-out in an existing two-story building. RELEVANCE: Joint use office building between a large County and City Government ■ Detailed coordination and design took place to achieve separation and/or integration of the various tenants' technology systems ■ in South Florida ■ After Apr. 2011		

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Luis Ramirez PE	Structural Engineer, Embodied Carbon	a. TOTAL 21	b. WITH CURRENT FIRM 16

15. FIRM NAME AND LOCATION (City and State)
DeSimone Consulting Engineering, D.P.C. (Miami, FL)

16. EDUCATION	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Master of Science in Civil Engineering Bachelor of Science in Civil Engineering	Professional Engineer: FL, NY

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
American Society of Civil Engineers (ASCE); Member, Florida Structural Engineers Association (FSEA). Principal at DeSimone, with experience in high-rise structures, office buildings, and mixed-use projects.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Broward County Convention Center Expansion and Headquarters Hotel Project, Fort Lauderdale, FL	2021	2021
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
a. Principal, responsible for the quality control review of the different project components. The overall project includes design and construction of a new expansion to the existing Broward County Convention Center and a new hotel. The new design is an 800-keys hotel with ballroom, meeting space, retail, and amenity areas, and also includes a parking deck, a podium structure housing the hotel lobby, dining components, and meeting space and related functions. \$900 million.		
RELEVANCE: Being delivered to Broward County via design-build method ■ in South Florida ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Miami-Dade Civil Courthouse, Miami, FL	2021	2024 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
b. Project Director. The project consists of a 644,000-sq. ft., 24-story tower located immediately west and across the street from the historic Miami-Dade Civil Courthouse building. The lower floors of the building provide program area for public spaces, parking, administrative, and back-of-house functions, as well as a law library. The building site is constrained by zoning regulations and by the Metrorail guideway immediately adjacent to the site on the west side. \$1.2 billion.		
RELEVANCE: P3 project for Miami-Dade Count ■ Being Delivered Using the Design-Build Method ■ in South Florida ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Gov't. Bldg. Security Systems ■ Dense Urban Site ■ Multimodal Transit Integration		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
830 Brickell, Miami, FL	2006	2010
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
c. Project Director, overseeing the structural project team and establishing structural scheme. The project is in the Financial district of Miami and includes the development of a mixed-use office tower. The building has 440,000 sq. ft. of commercial office space, a 200,000s-sq. ft. WeWork office space, 75,000-sq. ft. WeLive residential space, 35,000 sq. ft. of retail, and 222,000 sq. ft. of parking. There will also be three levels of amenity area located at the 14th, 31st, and 54th floors, with one level of below-grade parking. Total gross built area is 1,030,000sf. Cost is confidential.		
RELEVANCE: Large Office Building Requiring an Efficient Structural Layout to Maximize Leasable Space ■ in South Florida ■ Similar Scope/Complexity ■ Class-A High-Rise ■ After Apr. 2011 ■ Dense Urban Site ■ Parking Garage		

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
1001 Water Street, Tampa, FL	2020	2022 est.
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	
d. Project Director. Redevelopment of the site into an urban mixed-use waterfront district encompassing 9.0 million sq. ft. Includes 340,000 sq. ft. of office, a community center, retail space, a penthouse with green roof space. The office floors will have landscaped outdoor terraces. The project will pursue LEED and WELL certifications to be in line with the district-wide certifications.		
RELEVANCE: Large Office Building Requiring an Efficient Structural Layout to Maximize Leasable Space ■ Similar Scope/Complexity ■ After Apr. 2011 ■ LEED Design ■ WELL Building Principles		

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT
 (Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Maxwell Stevens CCSI, CDT, ESSD, LEED Green Associate	Security/Low Voltage/Risk Assessment	a. TOTAL 25	b. WITH CURRENT FIRM 2

15. FIRM NAME AND LOCATION (City and State)
 AECOM (Hunt Valley, MD)

16. EDUCATION	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
Master of Science in Systems Engineering Bachelor of Science in Electrical Engineering	Certified Protection Professional Construction Documents Technologist Certified Construction Contract Administrator LEED Green Associate Embedded Systems Security Development Certification

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 ASIS International; US Green Building Council; International Crime Prevention Through Environmental Design "CPTED" Association. "Concentric Ring" of design approach where security starts at the perimeter and gets more complex as it approaches the core of the facility. Understanding of DOD security standards. Extensive experience with network-based CCTV video storage and transmission, smart card systems, access control, electronic gates, barriers and bollards, physical security information management system (PSIM), duress systems, intercom systems, visitor management systems, biometric systems, redundant and standalone systems design, site surveys, electrical testing, documentation, and LAN/WAN Protocols.

US National Guard Bureau, California Army National Guard 129th Rescue Wing FEA Implementation Support, Moffett Field, CA	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2016-2021	Varies by Task

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
 Security Technology Design Lead. Providing planning and design services, under a multi-year task order contract, to investigate and survey security systems at National Guard installations throughout the United States, its territories, and possessions. Project includes CCTV video storage and transmission, smart card systems, door locking, electronic gates, barriers and bollards, duress systems, intercom systems, visitor management systems, wireless and hard wire systems design, site surveys, electrical testing, documentation, and LAN/WAN protocols.

RELEVANCE: After Apr. 2011 ■ Gov't. Bldg. Security Systems ■ TARA

U.S. Department of Justice, Richard H. Poff U.S Courthouse and Federal Building, 210 Franklin Road SW, Roanoke, VA	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2019	2019

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
 Security Engineer and Commissioning Agent. Provided review of existing security posture of the building and worked with project team to develop a security solution that meets the security requirements of GSA rated Level IV facility. This 400,000-sq. ft. DOJ building had several law enforcement clients as its tenants, all of whom had security requirements and CONOPS to be captured and integrated as part of the design solutions. The perimeter and access to the facility was developed to restrict access using a combination of K12 rated fencing, gates and bollard arrays. A PIV based access control system was designed and deployed to provide two factor authentications for all users of the facility. This was complemented by an array of HD cameras with IR lighting to provide excellent video images of the site regardless of the ambient lighting condition. The commissioning script was developed for the security platform to ensure compliance and adherence to stringent GSA and DHS Level IV performance requirements.

RELEVANCE: Gov't. Bldg. Security Systems ■ TARA

U.S. Capitol Visitor Center, Underground Facility Addition, Washington, DC	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2018	2018

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
 Security Lead. Provided planning and design for security systems involved with the addition to the existing 580,000-sq. ft. underground facility. Included exhibition space, reception, food service, office, theater, and gift shop areas.

RELEVANCE: Gov't. Bldg. Security Systems ■ TARA

E. RESUMES OF KEY PERSONNEL SUBMITTED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Jim Cowan INCE	Acoustics	a. TOTAL 35	b. WITH CURRENT FIRM 13

15. FIRM NAME AND LOCATION (City and State)

AECOM (Manchester, NH)

16. EDUCATION

Master of Science in Acoustics

Bachelor of Science in Physics

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

Board-Certified Noise Control Engineer, Institute of Noise Control Engineering
Certified Instructor, National Highway Institute

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Board-certified noise control engineer with more than three decades of experience in noise control, architectural acoustics, and environmental noise issues. Lectured in acoustics and noise control, delivering seminars and teaching courses for thousands of architects, engineers, and interior designers across the country. He has taught university-level acoustics courses for more than 25 years, through Drexel University and the Boston Architectural College, the last 17 years of which in online format. Awarded the Theodore J. Schultz Grant through the Robert Bradford Newman Award Fund of the Acoustical Society of America in 2003 to develop a model online course in architectural acoustics.

US Government Agency, Fort Friedman Auditorium Renovation, Fort George G. Meade, MD	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2017	2019

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

 CHECK IF PROJECT PERFORMED WITH CURRENT FIRM

Acoustics Project Manager. Worked with the project architects on the acoustical design of the renovation for the main auditorium in the campus. The project involved room acoustics modeling and mechanical system noise and vibration control analysis and recommendations.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas

US Department of Veterans Affairs, Louisville VA Medical Center, Louisville, KY	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2019	N/A

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

 CHECK IF PROJECT PERFORMED WITH CURRENT FIRM

Acoustics Project Manager. Working with the project architects on the acoustical design for all sensitive spaces in a new VA medical center in accordance with VA acoustical standards. Evaluating the room acoustics, mechanical system noise and vibration control, and sound insulation designs for the all types of rooms, including the power plant, operating rooms, patient rooms, offices, conference rooms, libraries, and audiometric testing facilities.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas ■ Parking Garage

City of Honolulu, Blaisdell Center Schematic Design, Honolulu, HI	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2018	N/A

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

 CHECK IF PROJECT PERFORMED WITH CURRENT FIRM

Acoustics Project Co-Manager. Worked with the project architects to evaluate the room acoustics, mechanical system noise and vibration control, and sound insulation design issues for the rebuilding of the Blaisdell Center campus, including the renovation of the concert hall, performance hall, arena, sports pavilion, and exhibit hall.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas ■ Parking Garage

General Services Administration, New Campbell Federal Courthouse, Mobile, AL	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2017	2019

(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE

 CHECK IF PROJECT PERFORMED WITH CURRENT FIRM

Acoustics Project Manager. Worked with the project architects to evaluate the room acoustics, mechanical system noise and vibration control, and sound insulation designs for the courtrooms, offices, conference rooms, and chambers so that all of the sensitive spaces were designed in accordance with the strict GSA acoustical standards for courthouses.

RELEVANCE: Majority Designer Firm ■ Similar Scope/Complexity ■ After Apr. 2011 ■ Public Assembly Areas

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSER'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

01

21. TITLE AND LOCATION (City and State)		22. YEAR COMPLETED	
Great Window Tower, Nanchang, Jiangxi Province, China		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
		2015	2015
23. PROJECT OWNER'S INFORMATION			
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER	
Greenland Group	Dr. Wu Min Gang	136 9809 7987	
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)			

This super tall mixed-use tower was developed for a new district in the rapidly growing city of Nanchang in Western China. It is a significant destination and new urban landmark for the city. The buildings "great window", occupying the top third of the tower orients the views from the main spaces of the hotel and asserts its presence from a distance. Its rectangular shape is emphasized by a strong diagrid shading fin system, which – together with the unique 'Great Window' – gives the building a striking, sculptural presence in Nanchang city centre's technology quarter.

The "great window" is oriented toward the historic center of Nanchang and in one direction and toward a line of significant mountain peaks in the other. The surface of the tower is clad with water white, low iron glass in the faceted zone of the hotel, while the majority of the tower features a lattice of sunshade louvers. The pattern of louvers maximizes the performance of the skin in summer months when intense sun regularly causes temperatures to reach 120 degrees F. The diagonals of the façade have been derived from traditional wooden screens once common to the region.

At grade, the building complex has been conceived as a high quality urban place that utilizes significant interior and exterior spaces. The synergy between office, hotel, retail and civic uses allows the development to be active throughout the day and serve as a catalyst for the growth within the district.



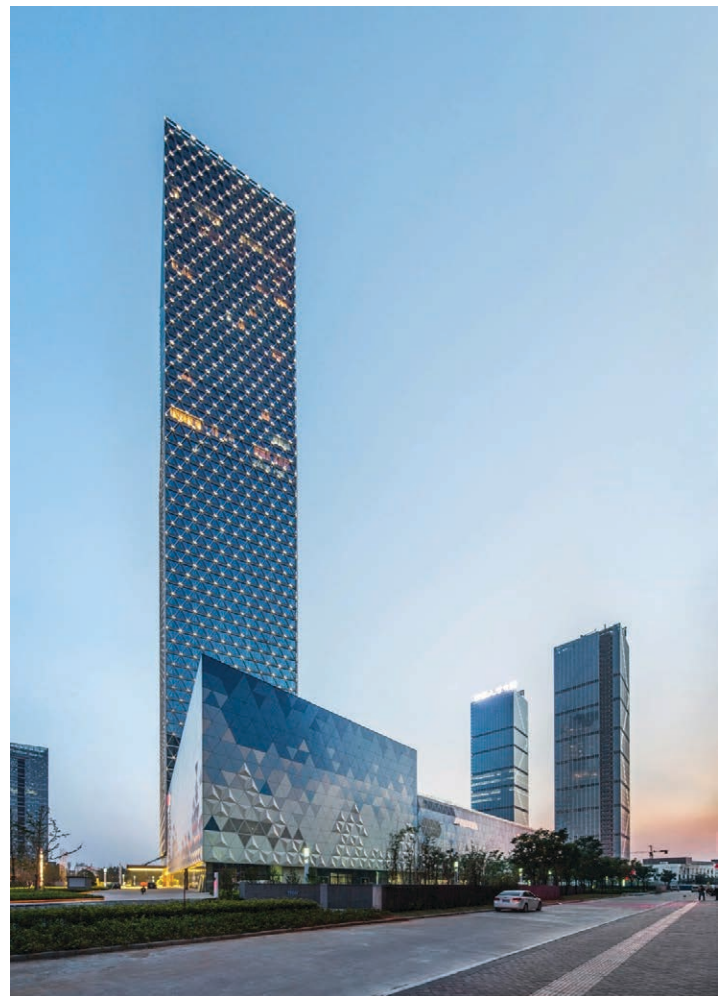
photo credit: SOM

Gaoxin Tower - Nanchang, China

RELEVANT ELEMENTS OF SCOPE			
<input checked="" type="checkbox"/>	Majority Designer	<input checked="" type="checkbox"/>	Public assembly areas
<input checked="" type="checkbox"/>	Similar scope/complexity	<input checked="" type="checkbox"/>	LEED Certified SILVER
<input checked="" type="checkbox"/>	Class-A high-rise	<input checked="" type="checkbox"/>	BIM
<input checked="" type="checkbox"/>	Compl. after April 2011	<input checked="" type="checkbox"/>	Parking garage

Project Cost: Confidential

Key Staff: Ross Wimer, Design Partner



Gaoxin Tower - Nanchang, China

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	Personal experience of Ross Wimer	Chicago, IL	Design Partner

F. EXAMPLE PROJECTS WHICH BEST QUALIFY YOUR PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

02

21. TITLE AND LOCATION <i>(City and State)</i> Sinar Mas Centre (formerly White Magnolia Plaza) Shanghi, China	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2018	2018

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Sinar Mas Paper (China) Investment Co.Ltd.	Jackson Wijaya	021-22838888*8972

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

The Sinar Mas Centre incorporates a diverse array of high performance and environmentally responsive strategies. The approach to sustainability resulted in a significant reduction in carbon emissions, water consumption, peak electrical demand and significantly reduced the building's impact on the environment. The design for Sinar Mas included one 320-meter office tower and an adjacent hotel tower located above a mixed-use podium and subsurface parking. Located on an approximately 57,000 m2 site on the north side of the Huang Pu River, the project sits directly across from Pudong's famed Oriental Pearl TV Tower.

The Sinar Mas Centre is on a key site in the North Bund District, a newly energized urban center in Puxi along the Huangpu River and across the Suzhou River from The Bund. The project serves as a catalyst for the economical and architectural rejuvenation of this district of Shanghai. The massing of Sinar Mas's central tower visually connects the historic Bund District with the high-rise Pudong District across the river, balancing the city skyline. The smaller hotel tower complements the taller office tower, integrating the complex with the scale of the neighborhood. On all three buildings, perforated aluminum sunshades reduce solar heat gain by day and reduce light pollution by night. After dark, the organic rhythm of external louvers is accentuated by curving lines of LED light. A retail environment inspired by the form of a river valley works to link the office and hotel uses and is an exciting amenity for the district.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Similar scope/complexity
- Class-A high-rise
- Compl. after April 2011
- High-rise life-safety design
- Phys./electronic security
- Dense urban site
- Public assembly areas
- LEED Certified
- Flood/storm mitigation
- BIM
- VDC
- Parking garage

Project Cost: confidential

Key Staff: Ross Wimer, Design Partner



Sinar Mas Centre - Shanghai, China



Sinar Mas Centre - Shanghai, China

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
	Personal experience of Ross Wimer	Chicago, IL	Design Partner

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSER'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

03

21. TITLE AND LOCATION <i>(City and State)</i> Broward County Judicial Complex Fort Lauderdale, FL	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2017	2019

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Broward County Public Works	Dory Khater	(954) 873-2558

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

The AECOM joint venture team provided complete master planning and design services for the Broward County Judicial Complex in Fort Lauderdale, Florida. The 18-acre campus includes a county office building, the County jail, three courthouse buildings, energy center, parking garage and is master planned to accommodate growth through the year 2030 and beyond. A series of pedestrian parks, plazas and a riverfront promenade will create a new civic campus.

The new 740,000 sq. ft. courts building occupies a 1.55-acre portion of the campus and the 20 story high-rise structure provides state-of-the-art courtrooms and office space. The new building includes 355,000 sq. ft. of administrative office space for several government agencies including the State Attorney, Clerk of Court and Court Administration. The building houses 74 courtrooms and hearing rooms for the County Criminal, Domestic Relations, Magistrates, Probate, County Civil and Circuit Civil courts components.

As a major public building, the new facility presents a dignified image to the downtown through the use elegant, yet durable materials. The building's design meets the strict FM Global standards and is designed to resist the effects of 140 mph (3 second gust) hurricane forces that are required by the Florida Building Code and ASCE 7-10 which is the defining wind code for Broward County. The exterior envelope components, including glazing, solid wall components, doors, louvers and roofing have Miami-Dade County or State of Florida Notices of Acceptance (NOA's) which means they have been physically tested to resist specific wind pressures and can safely sustain the code mandated impact of flying debris. Specific attention was paid to the elevated wind pressures which occur near building corners and eaves and to the torsional forces imposed upon the structure due to the non-uniformity of the impingement of the wind field during a hurricane event. The new courthouse was designed with sustainability in mind and is LEED Gold certified. The sustainable features include energy reductions of up to 25%, water use savings of up to 35%, on site rain harvesting and water retention, recycling of up to 75% of construction waste, utilization of a green roof, the use of low emitting materials and finishes and providing a sustainable educational program.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Located in South Florida
- Similar scope/complexity
- Class-A high-rise
- Compl. after April 2011
- High-rise life-safety design
- Phys./electronic security
- Dense urban site
- Public assembly areas
- LEED Certified Gold
- Flood/storm mitigation
- WELL Building principles
- Enhanced air exchange
- BIM
- VDC
- Parking garage

Project Cost: \$212 million

Key Staff: Mark Blanchard, Tim Blair, Beth Bernitt



Broward County Courthouse, Fort Lauderdale, FL

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
	AECOM Technical Services, Inc.	Coral Gables, FL	Lead Designer / Architect of Record

F. EXAMPLE PROJECTS WHICH BEST QUALIFY YOUR PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

04

21. TITLE AND LOCATION (City and State) Inglewood Basketball and Entertainment Center Inglewood, California	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2024 (Est.)	2024 (Est.)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Ballmer Group	Rachel Klasey - Project Ops Mgr.	213-267-1122

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Inglewood Basketball and Entertainment Center (IBEC), a.k.a. The Clipper's Arena combines a 17,600 seat basketball arena, practice facility and team offices into one building. The primary goals for the project can be distilled into four primary areas of emphasis: a project which will have a meaningful impact on the Inglewood community; basketball-first environment for players and fans alike; a destination unique to the broader LA market for experience and design; and developing a project which delivers positive returns with thoughtful business-driven acumen.

The new IBEC is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse. Interwoven in the net-like structure is a series of diamond-shaped metal panels. These panels have multiple uses that adapt over the different areas of the building. On the top of the building will be a combination of matte finished, non-reflective metal panels and solar panels maximized for solar performance.

With California's increasing energy performance requirements, performance-based design is the name of the game. AECOM's high performance building design incorporates key strategies for energy conservation, building form, lighting, mechanical (heating and cooling) and landscaping to achieve stringent California Energy Commission Net Zero requirements and a minimum LEED® Gold certification with a high level of performance for energy optimization.

The IBEC is also designed for more than basketball. With the ever-changing landscape of live entertainment and the large market Los Angeles represents, the IBEC will not just be "another option." It will be a specifically focused and tailored live venue experience for the discerning entertainer or act. With clear expectations for operational excellence and performance, the new venue will have talent-focused accommodations for performers and artists. Beyond dressing rooms, the venue will focus on creating a standard of excellence for acoustics and show loading operations. Having a dramatic inside/outside connection through building design and media, the area surrounding the venue will be activated with entertainment and interactive opportunities that will draw residents and visitors alike.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Similar scope/complexity
- Compl. after April 2011
- Phys./electronic security
- TARA
- Dense urban site
- Public assembly areas
- LEED Certified GOLD
- Net-Zero
- Flood/storm mitigation
- BIM
- VDC
- Parking garage

Project Cost: \$1.5 billion

Key Staff: Ross Wimer, Jason Vollen



Clippers Arena, Inglewood, California

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Los Angeles, California	Lead Designer

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

05

21. TITLE AND LOCATION (City and State) Governor George Deukmejian Courthouse Long Beach, CA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2013	2013

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Long Beach Judicial Partners, LLC	Freddy Rayes	(323) 497-1967

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

The Governor George Deukmejian Courthouse is the first civic building in the United States delivered through an availability-payment-based public private partnership (PPP). Under this agreement, Long Beach Judicial Partners (a project company of Meridiam Infrastructure), financed, designed and built the project, and is operating and maintaining it as part of a private consortium for a period of 35 years.

The new 531,000-sq. ft. courthouse replaces an older facility that outlived its life expectancy. The project occupies six acres in the city's redevelopment area, bounded by West Broadway, Maine Avenue, West Third Street and Magnolia Avenue. The facility houses 31 courtrooms—with expansion space for six more—offices for county justice agencies, retail space compatible with court uses and an interior courtyard. The project also included renovation of the nearby existing parking structure to expand its capacity to more than 900 spaces.

AECOM's design factored in durability, resilience and access to the justice system into the building's design which responds to varying adjacent building heights, expresses the civic purpose of the court and creates a less stressful experience for those within the building. The project was completed in August 2013, on budget and 11 days ahead of schedule.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Similar scope/complexity
- DBFOM PPP
- Class-A high-rise
- Compl. after April 2011
- High-rise life-safety design
- Phys./electronic security
- TARA
- Dense urban site
- Public assembly areas
- LEED Certified Gold
- Flood/storm mitigation
- WELL Building principles
- Enhanced air exchange
- BIM
- VDC
- Parking garage

Project Cost: \$339,500,000

Key Staff: Samara Barend



Governor George Deukmejian Courthouse - Long Beach, CA



Governor George Deukmejian Courthouse - Long Beach, CA

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Los Angeles, California	Lead Designer / Architect of Record

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

06

21. TITLE AND LOCATION <i>(City and State)</i> Mashreq Bank Headquarters Dubai, United Arab Emirates	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2020	2020

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Mashreq Bank	Mr. Bassem Fekry Farid	+9714 4401801

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

The Masreq Tower was conceived to give the bank an unforgettable, yet classic and timeless identity on the Dubai skyline. The comprehensive design process for the Mashreq Headquarters Tower in the Burj Khalifa District Dubai involved a rigorous analysis of the context, climate, program and site requirements to shape a context-responsive design for an exciting, efficient and sustainable future-oriented work environment. The design enhances the features of the site and situates Mashreq Bank Headquarters as an Icon along Doha Road. The singular, dynamic form of the tower establishes a unique and memorable presence. Its features and organizational logic highlight the one-of-a-kind executive levels and building amenities. The unique, transparent north-facing courtyard elevations allow spectacular, open views during the day and transform into an iconic cube of light and transparency at night. The "inside-out" design approach creates modern, flexible, efficient and open office space. The typical plan was developed as an efficient L-shape, creating protected courtyard walls that are self shaded throughout the entire day. The building form and orientation of the two courtyard facades to the north create unencumbered views toward old Dubai.

The glass enclosure of the tower provides a high percentage of day lighting to the interior work spaces and great views in all directions. The southeast and southwest facing elevations are protected by travertine shading fins. These shading devices are angled to achieve mid-day shading of the overhead sunlight and late afternoon shading of the low angled setting sunlight. This highly functional solution provides adequate shading, floor-to-ceiling glazing and a visual dynamic to the building's exterior wall. The image of the building as either solid and massive or highly transparent is dependent on the viewer's vantage point. The material effect of the travertine stone and glass enclosure creates a timeless permanence and dynamic presence for Mashreq Bank. The building has three levels of below-grade parking garage and six levels of parking within the podium building for a code required total of 750 indoor parking spaces. The Conference Center includes a 350-seat Auditorium, a Banquet Hall for 100 and additional conference and meeting rooms within the podium's level 7.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Similar scope/complexity
- Class-A high-rise
- Compl. after April 2011
- High-rise life-safety design
- Phys./electronic security
- TARA
- Dense urban site
- Public assembly areas
- LEED Certified
- BIM
- VDC
- Parking garage

Project Cost: Confidential

Key Staff: Ross Wimer, Design Partner



Mashreq Bank Headquarters - Dubai, UAE

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
	Personal experience of Ross Wimer	Chicago, IL	Design Partner

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSER'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

07

21. TITLE AND LOCATION (City and State) Istanbul International Air Traffic Control Tower Istanbul, Turkey	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2016	CONSTRUCTION (If applicable) 2017

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER General Directorate of State Airports	b. POINT OF CONTACT NAME Deniz Odabas - Project Director	c. POINT OF CONTACT TELEPHONE NUMBER +90 212-891-0000
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Marking AECOM's first collaboration with Pininfarina, renowned for its designs for Ferrari and Alfa Romeo, the iconic airport collaboration combines the expertise of AECOM's architectural and engineering teams with Pininfarina's distinctive architectural style that epitomizes speed and movement. Pininfarina Architecture and AECOM won the 2016 International Architecture Award, designing the Air Traffic Control Tower (ATCT) and Technical Building of the Istanbul new airport to 30% design documents.

Istanbul's new airport is located on the European side of the country, adjacent to the Black Sea. After all four stages are completed, the new airport is expected to increase passenger capacity from 75 million to 200 million passengers per year, will host up to 200 airlines, and fly to more than 350 destinations, making it the world's biggest airport. The ATCT tower delivers a contemporary sustainable architectural design that reflects the multi-cultural and historical characteristics of the city. The AECOM and Pininfarina design evokes the aerodynamic forms used in automotive and aviation design to create a building shape inspired by the tulip, which has been the symbol of Istanbul for many centuries and is an important cultural reference in Turkish history. The elliptical shape of the tower appears to be sculpted by the wind and influences all aspects of form and geometry of the building below. The central atrium offers natural light from the skylight, typical of Turkish historical buildings, realized to fill the spaces with bright mosaic light.

RELEVANT ELEMENTS OF SCOPE

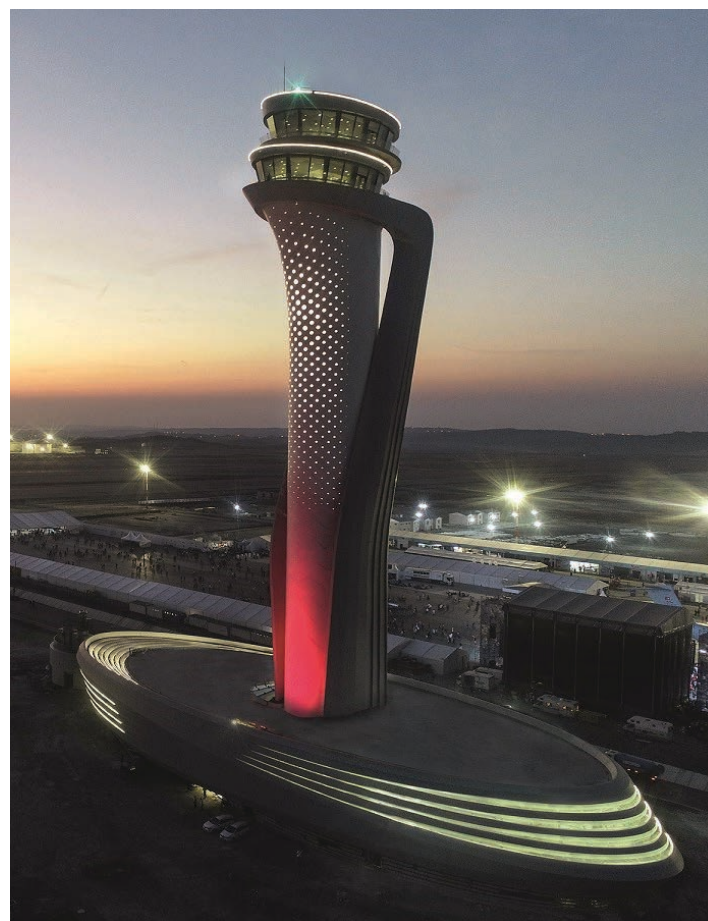
- Majority Designer (30%)
- Similar scope/complexity
- 295-foot Aviation facility
- Compl. after April 2011
- Dense site
- Public assembly areas

Project Cost: \$75,000 (competition award), \$16 million (construction)

Key Staff: Samuele Sordi



Istanbul ATC rendering



Istanbul ATC construction

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM	(2) FIRM LOCATION (City and State) London, UK	(3) ROLE Architectural Design
	b.	(1) FIRM NAME Pininfarina Architecture	(2) FIRM LOCATION (City and State) Miami, FL

F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSER'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

08

21. TITLE AND LOCATION (City and State) Miami Intermodal Center (MIC) Central Station Miami, Florida	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2015

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Florida Department of Transportation, D6	b. POINT OF CONTACT NAME 305.470.5292	c. POINT OF CONTACT TELEPHONE NUMBER Dionne G. Richardson
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Connected to the Automated People Mover (APM) Station, the Central Station project encompasses a 27 acre site and consolidates Tri-Rail, Amtrak, Metro-Rail and bus passengers under one roof. The two at grade rail platforms measure 1,030 feet in length, each partially covered by an open web space frame canopy extending 800 feet long. Other components include a 3,000 sq. ft. bus depot with space for 6 bus berths serving intra-city bus service and a 1,500 sq. ft. bicycle center with men's and women's changing facilities and bicycle lockers catering to bicycle users. The elevated pedestrian concourse also functions as a passenger bridge to the future joint use development. At grade vehicular parking is provided for 400 vehicles. The Central Station serves to interconnect all of the Miami Intermodal Center's facilities' life safety and security systems using a central control room designed to monitor the entire project. Other components include the future joint development of 1.4 million sq. ft. inclusive of office space, hotel rooms, general retail/entertainment space, parking and up to 12 million sq. ft. of future associated joint development.

As part of a multi-phased process, AECOM developed architectural concepts for the MIC core and consolidated rental car facility. AECOM, in conjunction with its subconsultants, completed the schematic and design development phase, bringing the design of these elements to approximately 40% completion. For the construction delivery method, AECOM advised the client as to the best procurement approach to take considering design-bid-build, design-build, or a CM at risk delivery method with CM at risk being the selected as the preferred alternative.

RELEVANT ELEMENTS OF SCOPE

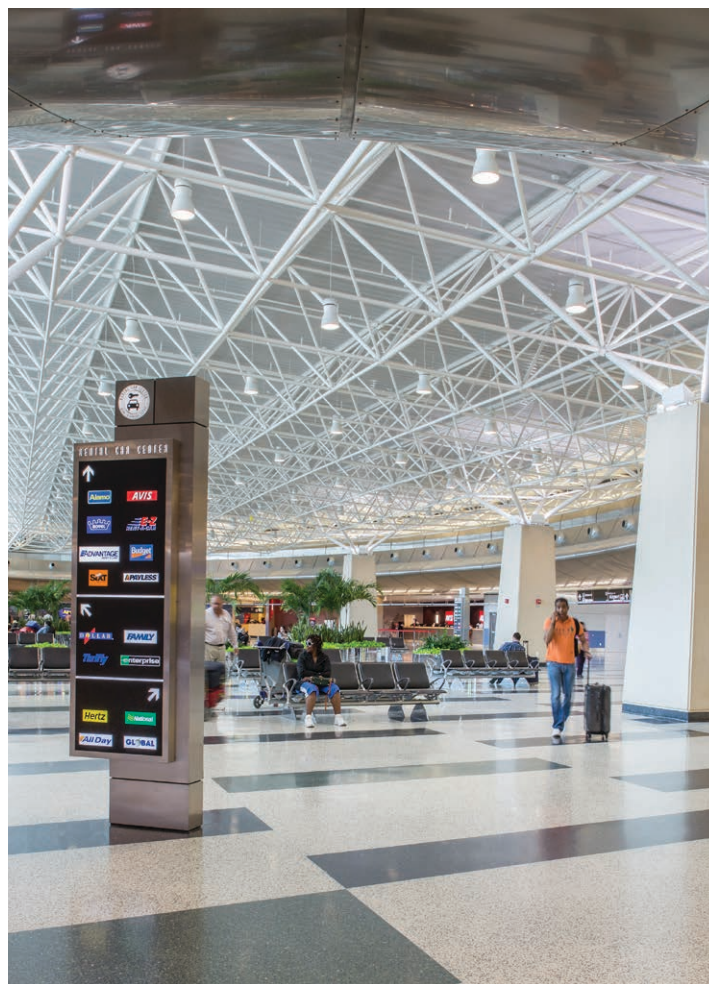
- Located in South Florida
- Flood/storm mitigation
- Compl. after April 2011
- BIM
- Dense urban site
- Parking garage
- Public assembly areas
- Multi-modal mass transit

Project Cost: \$2.043 billion (overall complex)

Key Staff: Karl Romesberg



Miami Intermodal Center - Miami, FL



MIC Central Station - Miami, FL

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, Florida	(3) ROLE CM / Design Criteria Professional
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F. EXAMPLE PROJECTS WHICH BEST QUALIFY OUR PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

09

21. TITLE AND LOCATION (City and State) Torre Designo Mexico City, Mexico	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Terra Capital Partners	b. POINT OF CONTACT NAME Leon Salame - President	c. POINT OF CONTACT TELEPHONE NUMBER +52 1 55 4359 1303
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Torre Designo is a two-tower corporate office building designed for Grupo Bosque Real, a real estate investment and management company based in Mexico City. Located within Bosque Real's six million square-meter, privately owned commercial development, Torre Designo will be the latest addition to one of the most premium neighborhoods in the outskirts of Mexico City.

Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 484,000 sq. ft. of office space and a 61,000 sq. ft. lower retail level, offering a high-end, community-oriented campus, seeking to support the nearly 4,000 residents that live within the existing residential areas surrounding Torre Designo. In keeping with Pininfarina's ethos of balancing beauty with functionality, the architecture of the two-pronged structure elevates the user experience by leveraging the beauty of Mexico City. Surrounded by the natural foliage of the landscape and extensive views of the Capital, Torre Designo's two towers rise from a dynamic topography of hills and canyons that blend into the surrounding environment. From afar, Torre Designo's high-rise towers are an icon, serving as a gateway that signifies the departure from the capital city and entry into Bosque Real's exclusive, lush development. From a proximity standpoint, Pininfarina's design blends nature and modernity, blurring the lines with materials and shapes that relate to its immediate context.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Similar scope/complexity
- Class-A high-rise
- Compl. after April 2011
- Public assembly areas
- LEED Certified SILVER (est)
- Enhanced air exchange
- BIM
- Parking garage

Project Cost: \$60 million

Key Staff: Samuele Sordi



Torre Designo - Mexico City, Mexico



Torre Designo - Mexico City, Mexico

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Pininfarina Architecture	(2) FIRM LOCATION (City and State) Miami, FL	(3) ROLE Architecture, Interior Design
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F. EXAMPLE PROJECTS WHICH BEST QUALIFY STATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

10

21. TITLE AND LOCATION <i>(City and State)</i>	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
3 MiamiCentral Brightline Miami, Florida	2016	2017

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
Brightline Trains, LLC	Eric Claussen	(305) 521-4709

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

3 MiamiCentral, developed for Brightline Trains, is the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in Downtown Miami. The building's design supports ridership from the adjacent rail station and integrates public art to complement the changing urban environment.

A defining landmark on our skyline, MiamiCentral includes a transit hub and rail station, two office buildings, twin apartment towers, retail shops and the City's first food hall. The station serves Brightline, a 235-mile network of rail lines connecting South Florida to Central Florida, and to the existing Tri-Rail system.

Designed by AECOM, the 12-story project lies at a critical crossroad serving the northern cusp of the downtown core and the southern edge of the Historic Overtown neighborhood. Located on a 1.89-acre site, it includes 95,000 rentable sq. ft. of office space, a 35,000 rentable sq. ft. grocery store, and 1,100 parking spaces to serve MiamiCentral and adjacent historic Lyric Theater.

Completed in 2017 in time for passenger rail service to Miami to commence, 3 MiamiCentral is quickly attracting tenants, including Publix, CONCACAF and Brightline, along with its parent company, Florida East Coast Industries.

RELEVANT ELEMENTS OF SCOPE

- Majority Designer
- Located in South Florida
- Class-A high-rise
- Compl. after April 2011
- High-rise life-safety design
- TARA
- Dense urban site
- Public assembly areas
- LEED Certified SILVER
- Flood/storm mitigation
- BIM
- VDC
- Parking garage
- Multi-modal mass transit

Project Cost: \$52 million

Key Staff: Elisabeth Bernitt, Michael Kerwin, Liliana Nuh



3 MiamiCentral, Miami, Florida



3 MiamiCentral, Miami, Florida

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
	AECOM Technical Services, Inc.	Coral Gables, FL	Lead Designer

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL <i>(From Section E, Block 12)</i>	27. ROLE IN THIS CONTRACT <i>(From Section E, Block 13)</i>	28. EXAMPLE PROJECTS LISTED IN SECTION F <i>(Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)</i>									
		1	2	3	4	5	6	7	8	9	10
Elisabeth Bernitt, ASID, LEED AP	Regional Managing Principal			◆							◆
Mark Blanchard	Community Stakeholder Engagement			◆							
Tim Blair, AIA, LEED AP BD+C	A/E Project Manager			◆							
Stephen Panzarino, AIA	Design Quality Manager										
Ross Wimer, FAIA	Lead Design Principal	◆	◆		◆		◆				
Michael Kerwin, AIA	Design Principal / Programmer										◆
Adolfo Cotilla, Jr., AIA, CGC	Associate Architect / BIM										
Samuele Sordi	Public Space Interior Designer							◆		◆	
Oriana Merlo, IIDA, LEED ID+C, Well AP, FitWel Ambassador	Workplace Strategy / WELL										
Jason Volen, PhD, AIA	Research / Development and Innovation (iLab)				◆						
Oriana Merlo, IIDA, LEED ID+C, Well AP, FitWel Ambassador	Workplace Strategy / WELL										
Liliana Nuh, AIA	BIM / VDC Manager										◆
Robert Salisbury, PE, LEED AP	MEP/FP Engineering										
Luis Ramirez, PE	Structural Engineer / Embodied Carbon										
Maxwell Stevens, CCSI, CDT, ESSD, LEED Green Associate	Security / Low Voltage / Risk Assessment										
Jim Cowan, INCE	Acoustics										

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (From Section F)	NO.	TITLE OF EXAMPLE PROJECT (From Section F)
1	Great Window Tower, Nanchang, Jiangxi Province, China	6	Mashreq Bank Headquarters Dubai, United Arab Emirates
2	Sinar Mas Centre (formerly White Magnolia Plaza) Shanghai, China	7	Istanbul International Air Traffic Control Tower Istanbul, Turkey
3	Broward County Judicial Complex Fort Lauderdale, FL	8	Miami Intermodal Center (MIC) Central Station Miami, Florida
4	Inglewood Basketball and Entertainment Center Inglewood, California	9	Torre Designo Mexico City, Mexico
5	Governor George Deukmejian Courthouse Long Beach, CA	10	3 MiamiCentral Brightline Miami, Florida

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1.0 Ability of Professional Personnel

1A. QUALIFICATIONS AND EXPERIENCE FOR THE ARCHITECT/ENGINEER

AECOM

AECOM | DESIGN ARCHITECT/ARCHITECT OF RECORD/MEP

Formed from some of the world's finest design, engineering, and construction companies, **AECOM's** professionals combine technical expertise and creative excellence to deliver fully integrated projects. They have extensive experience in design-build and P3 projects that require integration of a large design team and strong design leadership. AECOM led the design of the first civic building and the first civil infrastructure availability payment P3s in the U.S. on the Governor George Deukmejian Courthouse. They also served as the Lead Designer for the award-winning Broward County Judicial Complex in Fort Lauderdale. AECOM has completed over 650 P3 transactions in a variety of roles, including as Investor, Designer and Owner's Representative.



pininfarina

PININFARINA ARCHITECTURE |

ASSOCIATE ARCHITECT/PUBLIC SPACE INTERIORS

Pininfarina Architecture is recognized for their unparalleled ability to create timeless works based on their values of technology and beauty. Pininfarina has a team of 50 professionals with multidisciplinary backgrounds including architecture, engineering, social sciences and interaction design. Their most recent experience includes the new Airport Air Traffic Control Tower in Istanbul in collaboration with AECOM, the Millecento luxury condo in Miami, the Yachthouse luxury twin towers in Balneario Camboriu, Brazil, and the Juventus Stadium in Turin, Italy. They have won several international architecture awards including a 2020 American Architecture Award on the Yachthouse, an International Architecture Award for Sixty6 and the 2019 Red Dot Award for the City of Miami Bus Shelter Design with ACAI.



ACAI ASSOCIATES, INC. | ASSOCIATE ARCHITECT

Throughout its 35-year history, **ACAI** has built a brand serving as Architect of Record (AOR) and Licensed General Contractor, Program Manager, Owner's Representative and as BIM/VDC Consultant (Building Information Modeling/Virtual Design and Construction). ACAI has served as the AOR on buildings housing in excess of 1,500 people such as the Health Professions Division at Nova Southeastern University (NSU) and as Consulting Architect on similar buildings such as the Tampa Regional Campus for NSU. ACAI holds the Broward County BIM/VDC continuing service contract and has provided BIM/VDC consulting services for many projects including developing the BIM/VDC standards for Broward County Aviation Department at Fort Lauderdale-Hollywood

International Airport, and serving as the BIM/VDC Consultant on such high-rises as Porsche Tower, Mansions at Acqualina and the Broward County Family Courthouse. One of the first projects on which ACAI worked with AECOM was BIM/VDC consulting for the Young at Art Children's Museum. ACAI and Pininfarina have successfully collaborated on work for the City of Miami Beach.

DESIMONE

DESIMONE CONSULTING ENGINEERS | STRUCTURAL/BLAST ENGINEER

DESIMONE Consulting Engineers provides high-quality structural engineering, facade consulting and forensic services, in addition to risk management and construction claims consulting for all types of buildings. Known for the highest quality of service, the firm provides each client with personal, dedicated and inspiring engineering solutions. To date, DESIMONE has designed over 10,000 projects in 44 states and 55 countries. In South Florida alone, DESIMONE has designed over 50 million sq. ft. of new building construction at a project cost of over \$10 billion. They are experts in risk mitigation for buildings in high-wind, storm-prone regions. As such, they have been keynote speakers at the Structural Engineering Institute/Applied Technology Council Advances in Hurricane Engineering Conference. They bring proven capability with the production of construction documents for the 2.4 million sq. ft. Plaza Coral Gables, 3.6 million sq. ft. Miami World Center, 1.8 million sq. ft. Park Grove and 1.1 million sq. ft. Grove at Grand Bay.



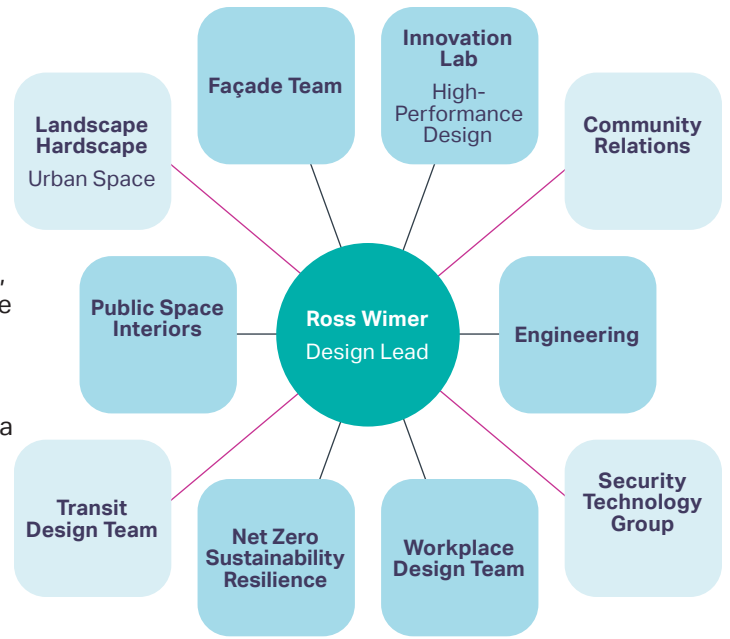
CREDO CONSULTING | MECHANICAL, ELECTRICAL AND PLUMBING

CREDO Consulting Engineers, LLC (CREDO) has been providing professional design engineering services since 2008 throughout Florida and nationwide. These services have been performed for new construction, additions, renovations, system upgrades and remodels for a variety of project types including commercial/offices, restaurants, retails, hotels, medical facilities, banking, high-end private residences and multi-family homes. Their successful approach of working closely with their clients and local building authorities during the design process facilitates a safe, approved design and timely delivery of documents. Their attention to quality, reliability, innovation and customer satisfaction has achieved steady growth of clientele and earned loyalty from their existing customers. This, in turn, has resulted in excellent working relationships with clients and consistent business within a highly competitive market.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

CIVIC UNITY PARTNERS OFFERS A POWERFUL AND EXPERIENCED DESIGN COLLABORATION

The Civic Unity Partners' Architect/Engineer (A/E) Team will collaborate to provide the best solution. It is led by AECOM's Ross Wimer, FAIA – a global expert in tall buildings with built examples around the globe – Pininfarina, with their innovative multi-faceted design platform, and ACAI, a local, trusted partner. AECOM's award-winning "Innovation Lab," a multidisciplinary, integrated high-performance design studio made up of architects, engineers, workplace designers and laboratory planners, as well as our unique expert Global Façade Team offer deep experience in detailing building skins in vulnerable environments, along with the most highly advanced, professional and locally-based community partners – all experienced in delivering projects in the South Florida environment.



|| Civic Unity Partners is excited to bring together best-in-class expertise composed of industry leaders and local small business partners to design and deliver the JGCC.



- A/E Team Project Manager, Tim Blair

SUBCONSULTANT PARTNERS

The following table summarizes A/E Team Subconsultants.

FIRM NAME	ROLE	SBE/CBE	DBE
300 Engineering Group	Civil Engineering/Site Civil	◆	
ACAI Associates, Inc.	Associate Architect		◆
CES Consultants, Inc.	Civil Engineering/Water and Wastewater	◆	◆
CMC	Water Tightness		
CREDO Consulting Engineers, LLC	Mechanical, Electrical, Plumbing and Fire Protection	◆	
Cummins Cederburg	Sea-Level Rise/Resiliency	◆	
DESIMONE Consulting Engineers	Structural/Blast		
Garth Solutions, Inc.	Stakeholder Coordination/Public Involvement	◆	
GCI, Inc.	Construction Management and Inspection	◆	
LandscapeDE	Landscape Architecture		
Nutting Engineers of Florida, Inc.	Geotechnical		
Program Controls, Inc.	Project Controls/Scheduling	◆	
Pininfarina Architecture	Associate Architect		
S. Davis & Associates, P.A.	Accounting and Legal Support Services	◆	
SLS Consulting, Inc.	Code and Life Safety		
Spinnaker Group	LEED/Commissioning		
THA Consulting	Parking Analysis		
United National	Surveying	◆	

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

QUALIFICATIONS AND EXPERIENCE OF KEY STAFF

TRUSTED LOCAL TEAM WITH NATIONAL AND GLOBAL EXPERTISE

Civic Unity Partners' greatest strength is our people. We propose a knowledgeable, proactive and collaborative **A/E Team** focused intensely and exclusively on helping achieve your vision. Our robust design and management team has recognized design expertise and deep technical knowledge – a combination of skills uniquely focused on your success. Our A/E Team's resources include more than 1,200 staff based in Florida; most of our partners have offices in Broward County and have served the County and the City of Fort Lauderdale (The Sponsors) for years.

EXECUTIVE TEAM



PRINCIPAL-IN-CHARGE | ELISABETH A. BERNITT, ASID, LEED AP:

Beth's primary focus is the development of project parameters to match The Sponsors' expectations, and to shepherd initial concepts through completion.

She will be instrumental in establishing and maintaining measurable schedule and budget parameters for the project and will be a management resource for design principals, project managers and The Sponsors in addressing key design issues.



STRATEGIC DEVELOPMENT, GOVERNMENT AFFAIRS LEADER | MARK BLANCHARD:

Mark will play a pivotal role in liaising with stakeholders from the County, City and others impacted throughout all phases of the delivery from pre-

development through operations and maintenance to confirm all project and policy goals are achieved. Mark has provided proactive in providing considerable thought leadership to local officials, bringing forward innovative concepts and plans to motivate progress.

MANAGEMENT TEAM



PROJECT MANAGER | TIM BLAIR, AIA, LEED AP BD+C:

As the A/E Team Project Manager, Tim will confirm that AECOM's corporate resources, both locally and globally, including the respective subconsultants, are allocated

toward the successful delivery of the design. Tim will be in continuous communication with the senior leadership of The Developer and The Contractor Developer so that the entire team performs well under this contract. As a Managing Principal at AECOM, Tim will prioritize the requirements of the JGCC project.



DESIGN QUALITY MANAGER | STEPHEN PANZARINO, AIA:

Stephen has over 30 years of experience in the architecture industry, ranging from civic infrastructure to corporate offices and large-scale, mixed-use developments. His

management style is to create collaborative and focused processes that support design excellence.

DESIGN TEAM



LEAD DESIGN PRINCIPAL | ROSS WIMER, FAIA:

Ross leads AECOM's national architecture and interiors practice. His projects range from large city planning projects to airport and industrial design spanning 20 cities on five continents.

Ross is known for exploring the link between architecture and engineering and for emphasizing the environmental performance of design.



DESIGN PRINCIPAL/PROGRAMMER | MICHAEL KERWIN, AIA:

Michael is a Design Principal and Architect with over 30 years of experience in South Florida. He has received many design awards for a variety of building types including

corporate, transportation, education and governmental facilities, demonstrating his ability to create award-winning designs for a variety of project types.



ASSOCIATE ARCHITECT | SAMUELE SORDI (PININFARINA):

Samuele is the Chief Architect Officer of the Pininfarina Group. His philosophy combines stimuli coming from different design specializations – from automotive to product

design to UX/UI – favoring a holistic approach for a human-oriented design.



ASSOCIATE ARCHITECT | ADOLFO COTILLA, JR., AIA (ACAI):

Adolfo is the Principal for ACAI and he brings decades of experience with large, complex projects performed on sites with tight constraints. He also brings extensive experience

with FTA regulations to support the team. In addition, he is a strong local partner that has been practicing in Fort Lauderdale and Broward County for over 40 years.



DIRECTOR OF INTERIORS | SARAH COLANDRO, FASID, IIDA, LEED AP ID+C:

Sarah is AECOM's Director of Interiors with more than three decades of experience on a diverse range of projects, both in scale and content. She will

collaborate closely with Pininfarina and the Design Team to create a holistic interior experience that complements the exterior. She will guide the Workplace strategies that will be implemented into the project.

SPECIALTY DESIGN



HIGH-RISE STRUCTURAL SPECIALIST | MOSTAFA ELMORSI, PHD, PE, SE:

Mostafa has more than two decades of experience providing structural engineering services for high-end architecturally innovative buildings as well as

high-rise and transportation projects. His unique and diverse experience has enabled him to participate in a variety of projects regionally and around the world.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



RESEARCH DEVELOPMENT + INNOVATION (ILAB) | JASON VOLLEN, PHD, AIA: Jason is the Principal with AECOM's High Performance Building Design Group, specializing in Net Zero design for buildings. He is also the global director of the Innovation Laboratory, AECOM's research, development and innovation hub. He focuses on leveraging the intersection of energy, carbon, finance and policy to deliver high performance and sustainable design solutions that reduce both capital and operating costs to maximize value for clients and to deliver solutions that are Net Zero energy and carbon capable.



HIGH PERFORMANCE BUILDING ENGINEER | ALASTAIR (ALY) MACGREGOR, CENG, LEED AP, FITWEL: Aly is an industry pioneer and leader responsible for a multidisciplinary building engineering team committed to the delivery of innovative, high-performance solutions. His expertise includes Net Zero, sustainable design, LEED, value engineering, advanced MEP design, high-performance buildings, commissioning, passive design, renewables, energy master planning and smart buildings and smart city strategy.



WORKPLACE STRATEGY/WELL AMBASSADOR | ORIANO MERLO, IIDA, LEED ID+C, WELL AP, FITWEL AMBASSADOR: Oriana specializes in planning and programming spaces for a wide variety of client types. Using concepts developed through organizational behavior studies and environmental psychology, Oriana strives to design spaces that allow for streamlined processes and thriving occupants utilizing WELL principles.



BIM/VDC | LILIANA NUH, AIA: As an Architect and BIM/VDC Specialist, Liliana develops and coordinates BIM projects utilizing Revit application software. She has a decade of experience managing AECOM's internal BIM documents and processes, as well as coordination and document management of subconsultants' BIM work.



RESILIENCE/SEA LEVEL RISE | LAUREN SWAN, MLA: Lauren has worked in both public and private sectors with expertise in facilitation, design and strategic planning. She oversees local community-based projects such as the 100 Resilient Cities program for Miami and the Beaches. Her background combined with her understanding of Comprehensive Code and the Unified Facilities Criteria will enable her to develop creative and resilient solutions to technical problems.

ENGINEERING



MEP/FP | ROBERT SALSBURY, PE, LEED AP (CREDO): Robert is responsible for the engineering design and implementation of quality control of mechanical, air conditioning, plumbing and fire sprinkler systems. He is an expert in performing

HVAC energy and load calculations, sizing equipment, ductwork and piping. He performs computer economic analysis of alternate HVAC systems for various buildings. Robert brings experience in LEED-compliant buildings.



STRUCTURES/EMBODIED CARBON | LUIS RAMIREZ, PE (DESIMONE): Luis is a Principal Structural Engineer with 21 years of experience designing high-rise structures, office buildings, mixed-use facilities, resorts and healthcare projects. He brings significant local experience including the Broward County Convention Center Expansion and Headquarters Hotel project. Luis will collaborate with our Project Team experts on the embedded carbon strategy for the structural systems.



SECURITY/LOW VOLTAGE/RISK ASSESSMENT | MAXWELL STEVENS: Max has extensive experience with network-based CCTV video storage and transmission, smart card systems, access control, electronic gates, barriers and bollards, physical security information management system (PSIM), duress systems, intercom systems, visitor management systems, biometric systems, redundant and standalone systems design, site surveys, electrical testing, documentation and LAN/WAN protocols. He will lead our efforts related to threat and risk assessment (TARA).



ACOUSTICS | JIM COWAN, INCE: Jim is a Noise Control Engineer with over 35 years of experience in architectural acoustics, environmental acoustics and noise control. In addition, he has been teaching university courses in acoustics for more than 25 years and lecturing on acoustics-related topics at conferences and private organizations.



TRANSPORTATION/TRANSIT | CARLOS GARCIA, PE: Carlos has over two decades of experience in the overall management and administration of engineering operations as well as a strong background in surface transportation engineering including transit and roadway design. His unique experience covers transportation projects from P3, planning, PD&E, program management and final design, including rail corridors, interstate corridors, complex interchange highway designs and HOV/managed lanes.



CONSTRUCTION ADVISOR | JAMES KARL, LEED AP BD+C, CCM: James has nearly four decades of experience in the construction industry, including self-performed construction, GMP and agency work. He has been involved in all aspects of project execution, estimating, scope writing, purchasing, scheduling, cost controls and risk management.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

KEY STAFF EXPERIENCE AND QUALIFICATIONS

The following table highlights the relevant capabilities of our key personnel.

Key Personnel	Role	Licensed in Florida	South Florida Experience	Similar Scope/Mixed-Use/Complexity	DBF/DBFM/DBFOM P3/P3 or IPD	Class-A High-Rise Commercial or Govt.	Life-safety, Rational Analysis, Smoke Evac.	Design on Projects Including TARA	Dense, Highly Urban Projects	LEED Certified Projects	Buildings Designed to Net-Zero	Designed for Flood, Storm, Rainfall Risks	Projects using WELL Building Principles	Design for Enhanced Air Exchange	Design Process used BIM	Virtual Design & Construction	Parking Garage Design	Multi-modal Mass Transit Integration
Tim Blair, AIA, LEED AP BD+C	Managing Principal	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆		◆	◆		◆	◆
Stephen Panzarino, AIA	Director of Architecture	◆	◆	◆	◆	◆	◆		◆	◆			◆		◆		◆	
Ross Wimer, FAIA	Lead Design Principal			◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Michael Kerwin, AIA	Design Principal	◆	◆			◆		◆	◆	◆		◆	◆	◆	◆		◆	◆
Samuele Sordi	Associate Architect		◆	◆		◆			◆	◆			◆		◆	◆	◆	◆
Adolfo Cotilla, AIA, CGC	Associate Architect	◆	◆	◆	◆	◆	◆	◆	◆	◆		◆		◆	◆	◆	◆	◆
Sarah Colandro, FASID, IIDA, LEED AP ID+C	Interior Design	◆	◆							◆		◆			◆		◆	
Mostafa Elmorsi, PhD, PE, SE	High-Rise Structural Specialist		◆	◆				◆	◆	◆	◆	◆		◆	◆		◆	
Jason Vollen, PhD, AIA	Research Development + Innovation (ILAB)			◆		◆			◆	◆	◆	◆	◆	◆	◆	◆	◆	
Alastair (Aly) MacGregor, CEng, LEED AP, FitWel	High Performance Building Engineer			◆		◆	◆		◆	◆	◆			◆	◆	◆		
Oriana Merlo	Workplace Strategy/WELL		◆					◆	◆	◆	◆	◆	◆	◆	◆			
Liliana Nuh, AIA	BIM Manager	◆	◆	◆	◆	◆	◆		◆	◆		◆	◆	◆	◆	◆	◆	
Lauren Swan, MLA	Resilience/Sea Level Rise		◆						◆									
Robert Salsbury, PE, LEED AP	MEP/FP	◆	◆	◆		◆	◆		◆	◆				◆			◆	
Luis Ramirez, PE	Structural Engineer/ Embodied Carbon	◆	◆	◆		◆			◆	◆		◆					◆	
Maxwell Stevens, CCSI, CDT, ESSD, LEED	Security/Low Voltage/ Risk Assessment		◆	◆	◆	◆		◆	◆	◆		◆			◆	◆	◆	
Jim Cowan, INCE	Acoustics		◆	◆		◆			◆	◆					◆		◆	◆
Carlos Garcia, PE	Transportation/Transit	◆	◆		◆				◆						◆			◆
James Karl, LEED AP BD+C, CCM	Construction Advisor		◆	◆		◆				◆		◆		◆	◆	◆	◆	

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1B. SPECIFIC INVOLVEMENT OF KEY STAFF IN SECTION F PROJECTS

The following section summarizes the A/E Team's involvement in the projects presented in Section F.

TIM BLAIR, AIA, LEED AP BD+C - DESIGN PROJECT MANAGER

Broward County Judicial Complex - Owner's Representative (with Weitz as part of CMA Team for Broward County). The 740,000 sq. ft. courts building occupies a 1.55-acre portion of the campus and the 20-story high-rise structure provides state-of-the-art courtrooms and office space. The new building includes 355,000 sq. ft. of administrative office space for several government agencies including the State Attorney, Clerk of Court and Court Administration. The building houses 74 courtrooms and hearing rooms for the County Criminal, Domestic Relations, Magistrates, Probate, County Civil, and Circuit Civil courts components. The building achieved LEED NC Gold certification.

ROSS WIMER, FAIA - LEAD DESIGN PRINCIPAL

Inglewood Basketball Entertainment Complex - Design Principal. The new Center includes a 17,600-seat basketball arena, practice facility and team offices. It is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse.

Sinar Mas Centre - Design Partner. The Centre's design incorporates strategies that resulted in a reduction in carbon emissions, water consumption and peak electrical demand. The design includes a 1,050-foot office tower and an adjacent hotel tower located above a mixed-use podium and subsurface parking. The project serves as a catalyst for the economical and architectural rejuvenation of this district of Shanghai.

Mashreq Bank Headquarters - Design Partner. The Masreq Tower was conceived to give the bank an unforgettable, yet classic and timeless identity on the Dubai skyline. The unique, transparent north facing courtyard elevations allow spectacular, open views during the day and transform into an iconic cube of light and transparency at night.

Great Window Tower - Design Partner. This super tall mixed-use tower was developed for a new district in the rapidly growing city of Nanchang. It is a significant destination and new urban landmark. The building's "great window," occupying the top third of the tower, orients the views from the main spaces of the hotel and asserts its presence from a distance.

MICHAEL KERWIN, AIA - DESIGN PRINCIPAL/ PROGRAMMER

3 MiamiCentral Brightline - Lead Design Architect. Provided conceptual and detailed design services for the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in downtown Miami located on a 1.89-acre site. The project includes 95,000 rentable sq. ft. of office space, a 35,000 rentable sq. ft. grocery store and 1,100 parking spaces to serve MiamiCentral and the adjacent historic Lyric Theater.

SAMUELE SORDI - ASSOCIATE ARCHITECT/PUBLIC SPACES INTERIORS

Istanbul Air Traffic Control Tower - Project Director. The ATC tower serves as a symbol and icon of the city, visible to over 90 million passengers who travel yearly through the Istanbul airport. Inspired by the nationally iconic tulip, the tower brings in influences from automotive and aviation design to create an aerodynamic shape that similarly optimizes a 360-degree view for the air traffic controllers. Pininfarina collaborated with AECOM.

Torre Designo - Provided artistic direction. Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 484,000 sq. ft. of office space and a 61,000 sq. ft. of lower retail level, offering a high-end, community-oriented campus, seeking to support the nearly 4,000 residents that live within the existing residential areas surrounding Torre Designo.

JASON VOLLEN, PHD, AIA - RESEARCH/DEVELOPMENT + INNOVATION (iLAB)

Inglewood Basketball Entertainment Complex - Oversaw the AECOM Team's parametric multi-criteria façade design studies for the new complex which is encased in a continuous bilateral structure driven by a three-dimensional elliptical form. This unique skin is derived from the flexible diamond structure of a basketball net stretched over the unifying shape of the ellipse.

LILIANA NUH, AIA - BIM MANAGER/VDC

3 MiamiCentral Brightline - BIM Manager. A new mixed-use project that will provide approximately 33,851 sq. ft. of commercial/retail space, 149,718 sq. ft. of shell office space comprised in six levels and a parking structure, 500,440 sq. ft. of housing and approximately 1,200 parking spaces. Liliana prepared the project BIM execution plan and BIM standards. She collaborated with all disciplines and managed all Revit BIM models. She performed clash detection at major deadlines utilizing Navisworks software and provided full BIM support to the team throughout the entire duration of the project. She assisted with model visualization and coordination during design and construction phases.

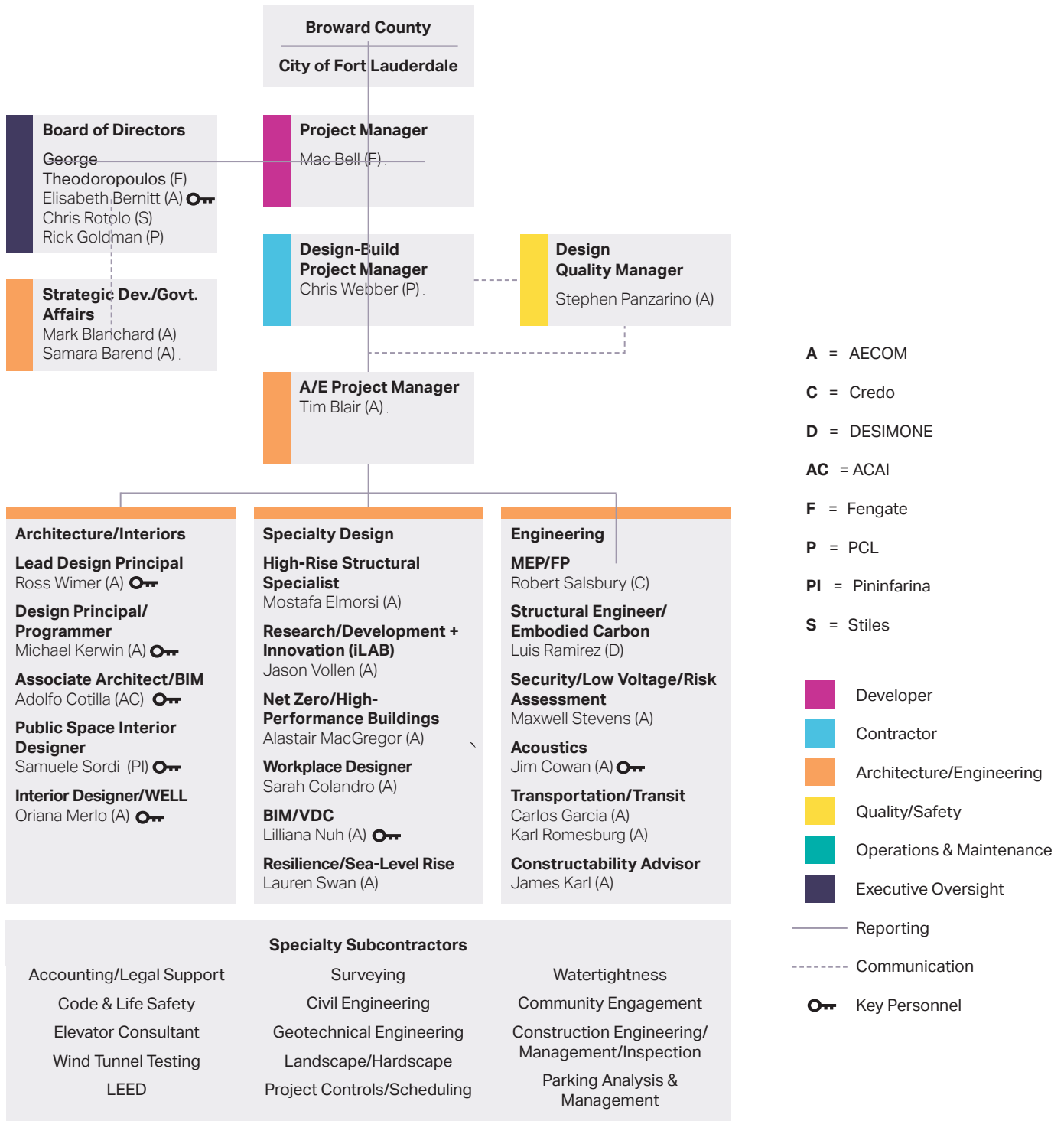
CARLOS GARCIA, PE - TRANSPORTATION/TRANSIT

Miami Intermodal Center - Earlington Heights Connector - Project Principal. Oversaw all transit planning, design and construction phase services for this complete finished line section composed of roadway, drainage, utilities, guideway structural and trackwork design, systems engineering (traction power, train control and communications) as well as architectural, building, landscaping, mechanical and electrical engineering services.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1C. ORGANIZATIONAL CHART

The following organizational chart highlights the structure of the A/E team.



1D. FLORIDA PROFESSIONAL LICENSES

Firm and staff licenses.

3/17/2021 Print

Related License Information

Licensee

Name: **KERWIN, MICHAEL H** License Number: **12800**
 Rank: **Architect** License Expiration Date: **02/28/2023**
 Primary Status: **Current** Original License Date: **05/01/1999**
 Secondary Status: **Active**

Related License Information

License Number	Status	Related Party	Relationship Type	Relation Effective Date	Rank	Expiration Date
	Current, Active	AECOM SERVICES, INC.	Qualifying Architect	07/11/2012	Architect Business Information	
	Current	AECOM TECHNICAL SERVICES, INC.	Qualifying Architect	07/11/2012	Architect Business Information	
	Current, Active	AECOM USA, INC	Qualifying Architect	07/11/2012	Architect Business Information	

CITY OF CORAL GABLES, FLORIDA
 LOCAL BUSINESS TAX RECEIPT
 ANNUAL FIRE INSPECTION FEE RECEIPT
 THIS IS NOT A BILL. DO NOT PAY.

CITY NO. 89000
 RECEIPT NO. 02-0000000
2020-2021

ISSUANCE NAME: AECOM TECHNICAL SERVICES INC. LOCATION: 2 ALHAMBRA PLZ
 ISSUANCE NAME: AECOM

CLASSIFICATION: 1 Unclassified Services 75 UNIT DESCRIPTION: PERSONNEL AMOUNT PAID: \$ 5,051.70

SQUARE FOOTAGE OF SPACE: 23800 BUSINESS TAX RECEIPT # 02-00000000
 ** This receipt does not constitute authority to begin operating at this location without a Certificate of Use and Inspection Approval **

Licensee

Name: **AECOM TECHNICAL SERVICES, INC.** License Number: **8115**
 Rank: **Registry** License Expiration Date:
 Primary Status: **Current** Original License Date: **01/22/1999**

Related License Information

License Number	Status	Related Party	Relationship Type	Relation Effective Date	Rank	Expiration Date
46656	Current, Active	CORNISH, KEVIN MICHAEL	Registry	01/29/2016	Professional Engineer	02/28/2023

State of Florida Department of State


I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 19, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Nineteenth day of January, 2021.



Randy Abee
Secretary of State

Tracking Number: 0010000130610

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.
<https://services.combiz.org/Forms/CertificateOfStatus/CertificateOfAuthentication>

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ARCHITECTURE & INTERIOR DESIGN

THE ARCHITECT HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES



BLAIR, TIMOTHY JAMES
 1350 PENNSYLVANIA AVE UNIT 210
 MIAMI BEACH FL 33139 4054

LICENSE NUMBER: AR006697
 EXPIRATION DATE: FEBRUARY 28, 2023
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STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ARCHITECTURE & INTERIOR DESIGN

THE ARCHITECT HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

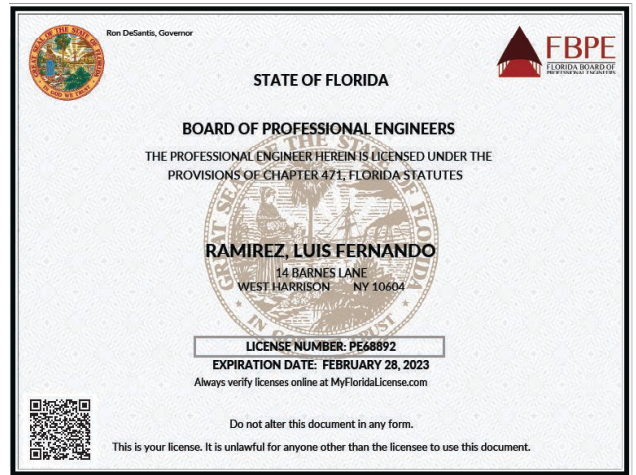
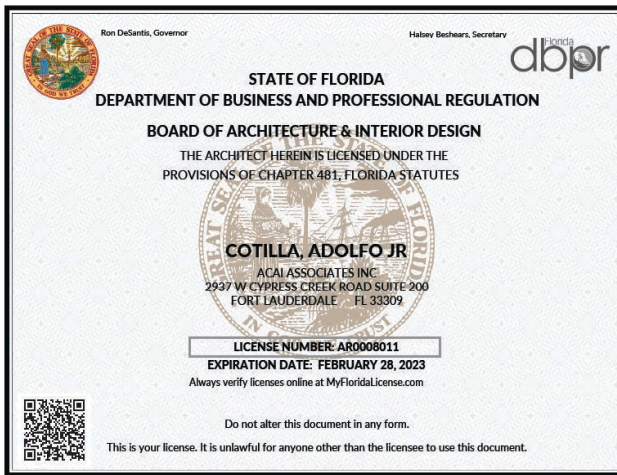


LAIS NUH, LILIANA XAVIER
 1877 S.W. 79TH AVE
 CUTLER BAY FL 33157

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11:08:18 AM 4/11/2021

Licensee Details

Licensee Information
 Name: SALSBUARY, ROBERT A. (Primary Name)
 Main Address: 5151 SW 190TH AVENUE
 SOUTHWEST RANCHES Florida 33332
 County: BROWARD

License Mailing:
 License Location:

License Information
 License Type: Professional Engineer
 Rank: Prof Engineer
 License Number: 40852
 Status: Current, Active
 License Date: 01/30/1996
 Expires: 02/28/2023

Special Qualifications Qualification Effective

Alternate Names

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11:12:21 AM 4/11/2021

Licensee Details

Licensee Information
 Name: GARCIA, CARLOS (Primary Name)
 Main Address: 17920 N W 10TH ST
 PEMBROKE PINES Florida 330290000
 County: BROWARD

License Mailing:
 License Location:

License Information
 License Type: Professional Engineer
 Rank: Prof Engineer
 License Number: 41908
 Status: Current, Active
 License Date: 08/28/1989
 Expires: 02/28/2023

Special Qualifications Qualification Effective

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1E. EVIDENCE OF KNOWLEDGE AND EXPERIENCE WITH FLORIDA BUILDING CODE, FEDERAL AND STATE FUNDED PROJECTS, AND ANY OTHER RELATED STATE, LOCAL MUNICIPAL AND JURISDICTIONAL AGENCIES

A LONG HISTORY OF WORKING SUCCESSFULLY WITH FORT LAUDERDALE AND BROWARD COUNTY

The A/E Team's portfolio demonstrates the ability to design complex and demanding projects. This signature project will benefit immediately from their detailed knowledge of the City's and County's procedures, policies and processes which will lead to a successfully completed project. The A/E Team brings extensive knowledge and experience with Florida Building Code, Federal and State-funded projects and any other related state, local municipal and jurisdictional agencies.

The A/E Team Lead Designer, AECOM, and its legacy companies (including Spillis Candela) have shaped the landscape of the South Florida community for over 90 years, contributing to the enhancement of Broward County's public services through projects for the Fort Lauderdale-Hollywood International Airport, Broward Center for the Performing Arts, Broward County Public Schools, City of Fort Lauderdale Judicial Complex and currently for the new Fort Lauderdale Police Headquarters.

In addition, the A/E Design Team Associate Architect, ACAI, brings extensive experience in Broward County. ACAI holds the Broward County BIM/VDC continuing service contract and has provided BIM/VDC consulting services for many projects from developing the BIM/VDC standards for Broward County Aviation Department at Fort Lauderdale-Hollywood International Airport, to serving as the BIM/VDC consultants on such high-rises as Porsche Tower, Mansions at Acqualina and the Broward County Family Courthouse.

CASE STUDY: BROWARD COUNTY JUDICIAL COMPLEX

As a major public building, this new facility presents a dignified image to the downtown through the use of elegant, yet durable materials. The building's design meets the strict FM Global standards and is designed to resist the effects of 140 mph (3-second gust) hurricane forces as required by the **Florida Building Code and ASCE 7-10, which is the defining wind code for Broward County**. The exterior envelope components, including glazing, solid wall components, doors, louvers and roofing have Miami-Dade County or State of Florida Notices of Acceptance NOAs which means they have been physically tested to resist specific wind pressures and can safely sustain the code-mandated impact of flying debris. Specific attention was paid to the elevated wind pressures which occur near building corners and eaves and to the torsional forces imposed upon the structure due to the non-uniformity of the impingement of the wind field during a hurricane event.



Broward County Judicial Complex, Fort Lauderdale, FL



Broward County Judicial Complex, Fort Lauderdale, FL

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1F. CLASS A HIGH-RISE COMMERCIAL OR GOVERNMENT BUILDING PROJECTS



The A/E Team will apply intelligence and lessons learned from their recent and relevant experience in creating tall building projects for both public and private development. These buildings include many spaces similar to those that The Sponsors anticipate here: memorable interior public spaces, active classrooms, advanced workplace settings as well as cutting-edge supporting technology, among many others.

GREENLAND GROUP MASTER PLAN

Near new airport in Chengdu, China
Commercial office/serviced apartments/
merchandise mart trading hall

GREENLAND COMPETITION MIXED-USE TOWER

Mianyang, China

380m tower office and hotel
with top floor observation deck



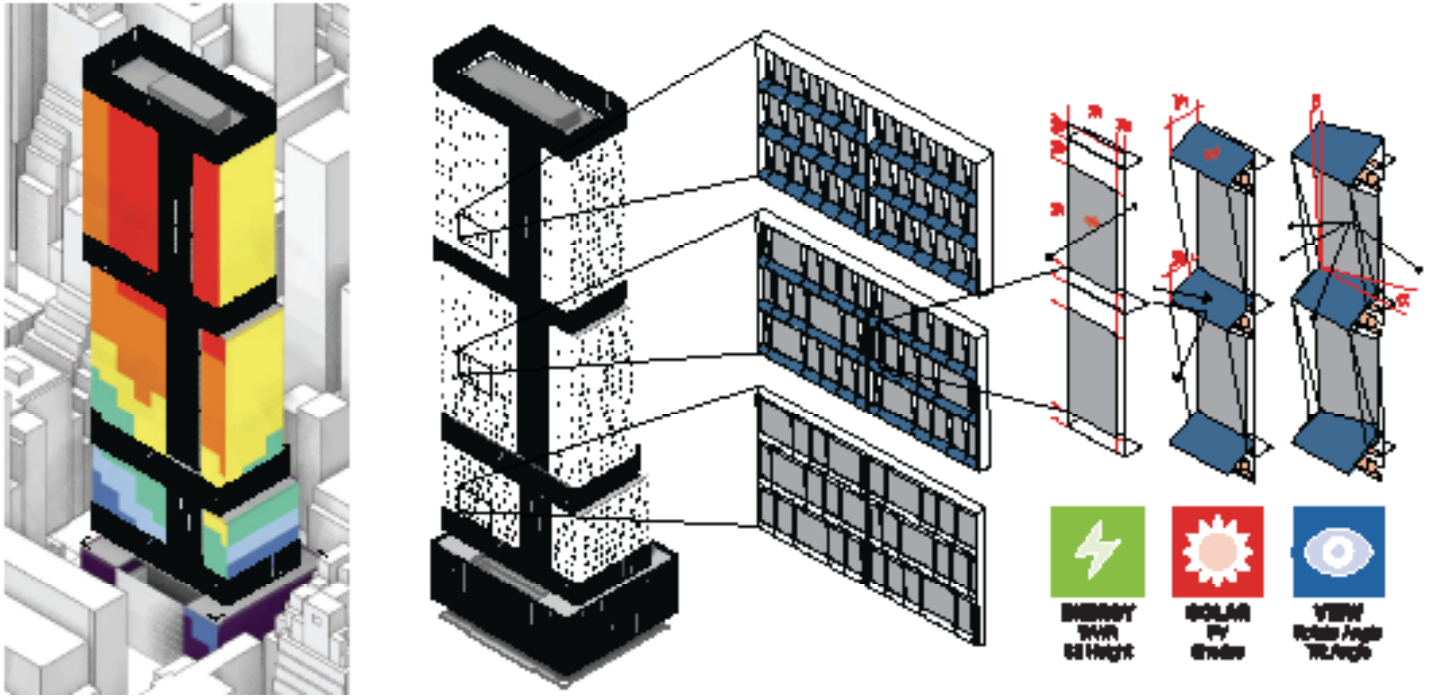
CONFIDENTIAL OFFICE TOWER

Concept design for a 840-foot-tall commercial office tower. This project explored a radical design and delivery process based on integrated interior planning, wellness, zoning, carbon reduction, vertical transportation and construction costing.

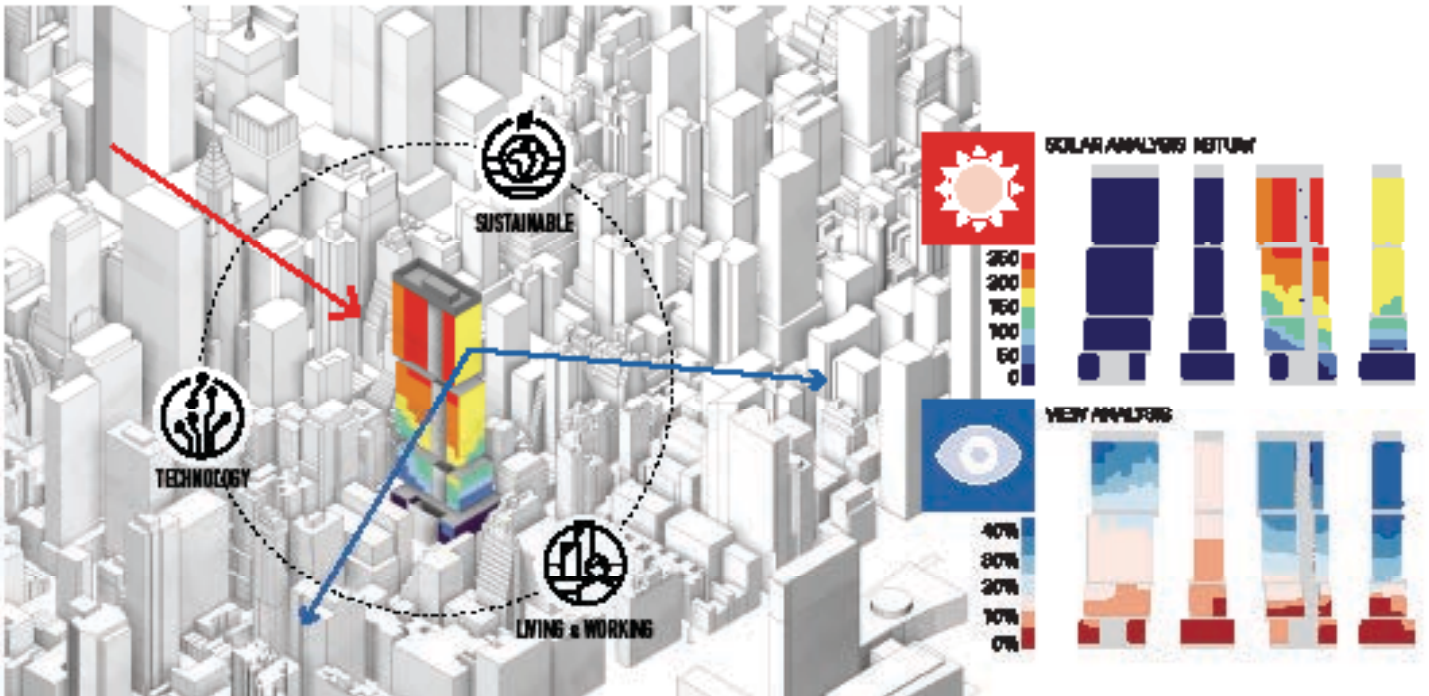
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FACADE OPTIMIZER – CONFIDENTIAL OFFICE TOWER

PERFORMANCE PARAMETERS

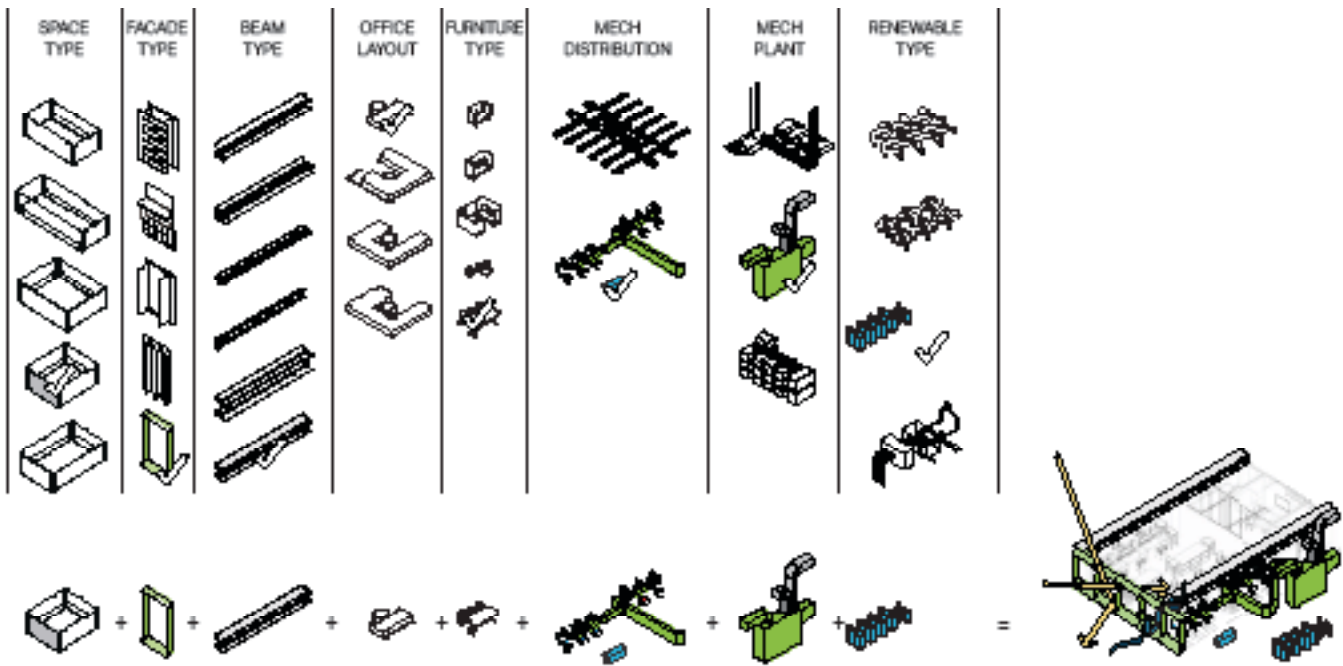


DESIGN PROPOSAL



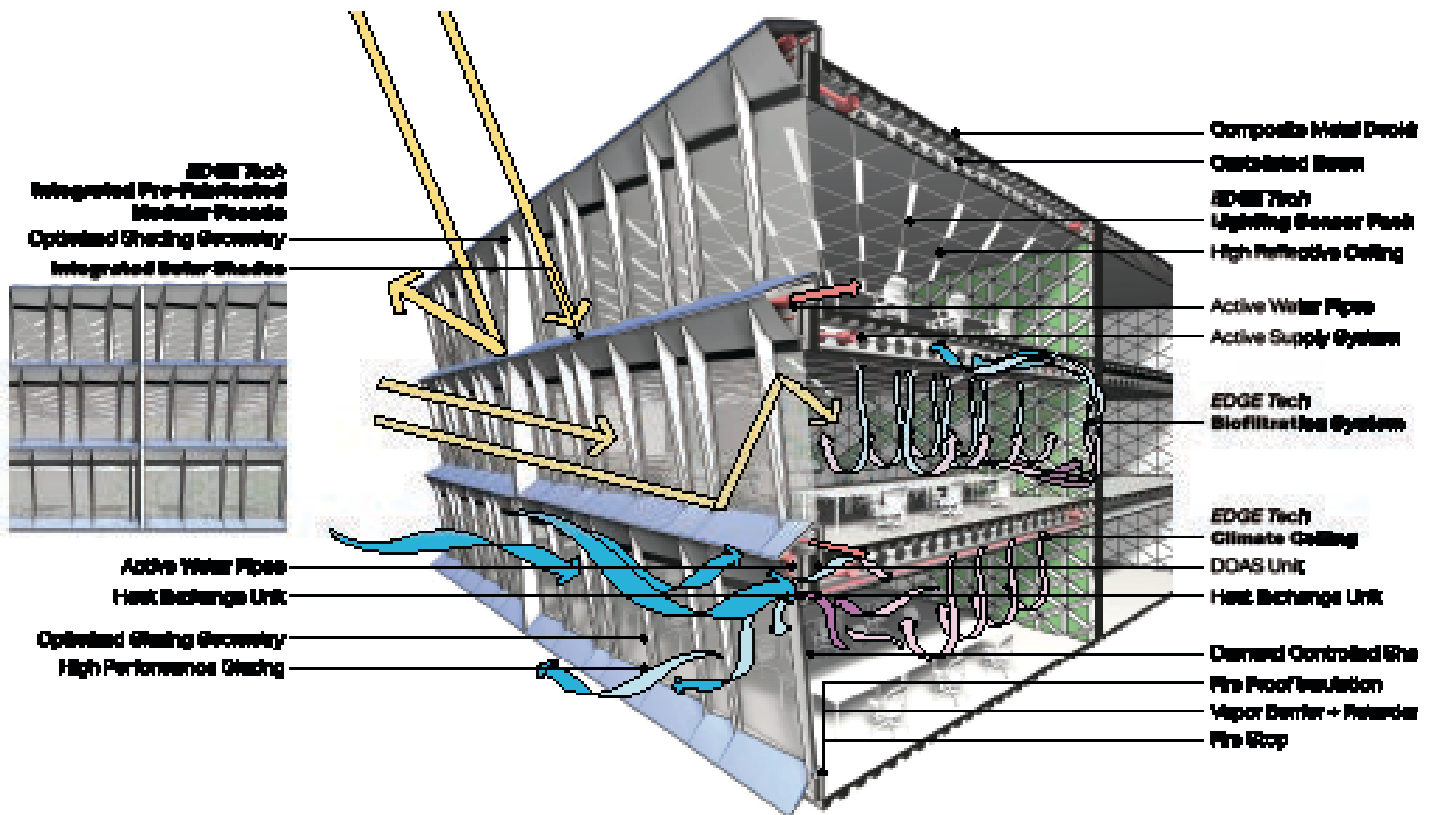
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INNOVATIVE APPROACH – CONFIDENTIAL OFFICE TOWER



INTEGRATED PRODUCT – CONFIDENTIAL OFFICE TOWER

BUILT TO DELIVER A BETTER WORLD



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TIAN FU TECH PARK MASTERPLAN AND OFFICE TOWERS

Concept design for gateway office tower.
This 820-foot-tall incubator office tower
is linked by a multi-story atrium populated
with gardens, cafes and media presentation
space. This project is a gateway to a district,
a country and a future.



CHENGDU JINLIN HOWARD JOHNSON HOTEL

Master planning, architectural design,
construction drawings and construction
supervision



NANNING DIWANG INTERNATIONAL FINANCE CENTER

Master planning, architecture and
SMEP engineering

DU HEADQUARTERS COMPETITON

Site planning and architecture



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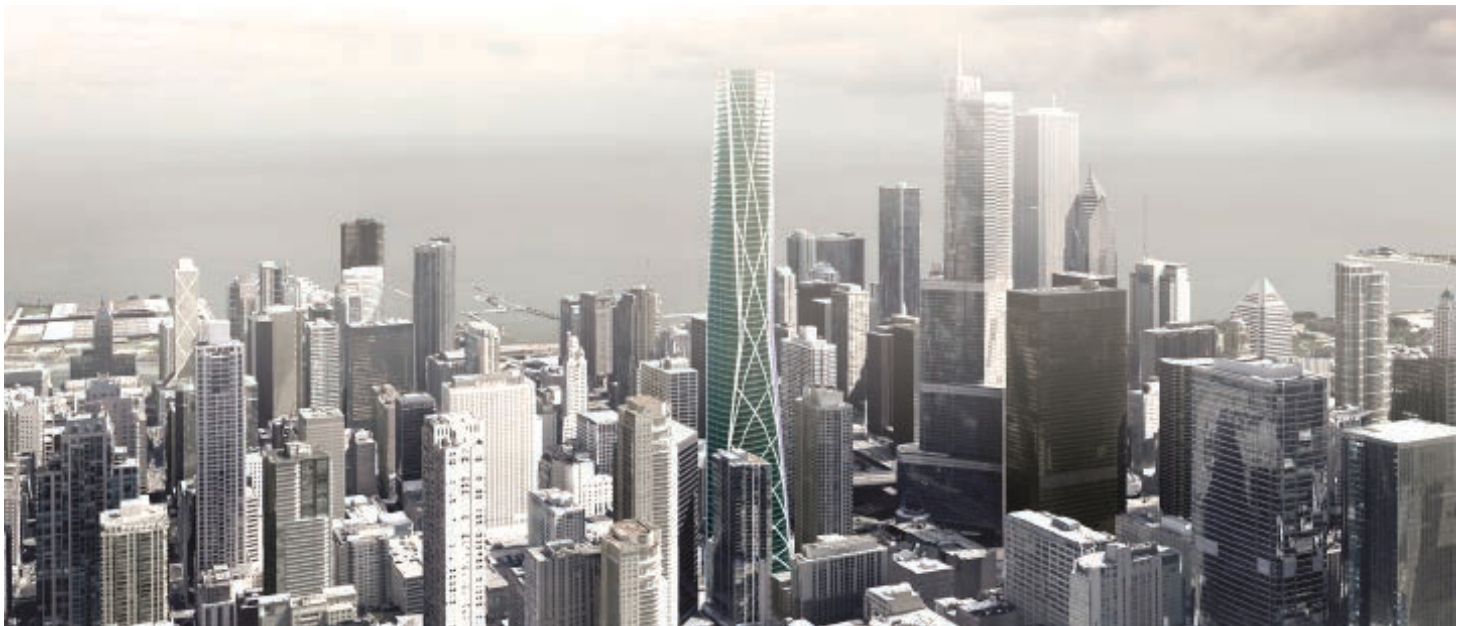
RED HOOK ATLANTIC BASIN STUDY MASTERPLAN

Master planning + concept architecture



CHICAGO TOWER NEAR MICHIGAN AVE

Conceptual design



30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



STATEN ISLAND TOWERS

New York, USA

POWERLONG

Design and technical support for the tower and mall facade. The project included rationalization of design geometry and optimization of exterior wall system in schematic design and design development phases.

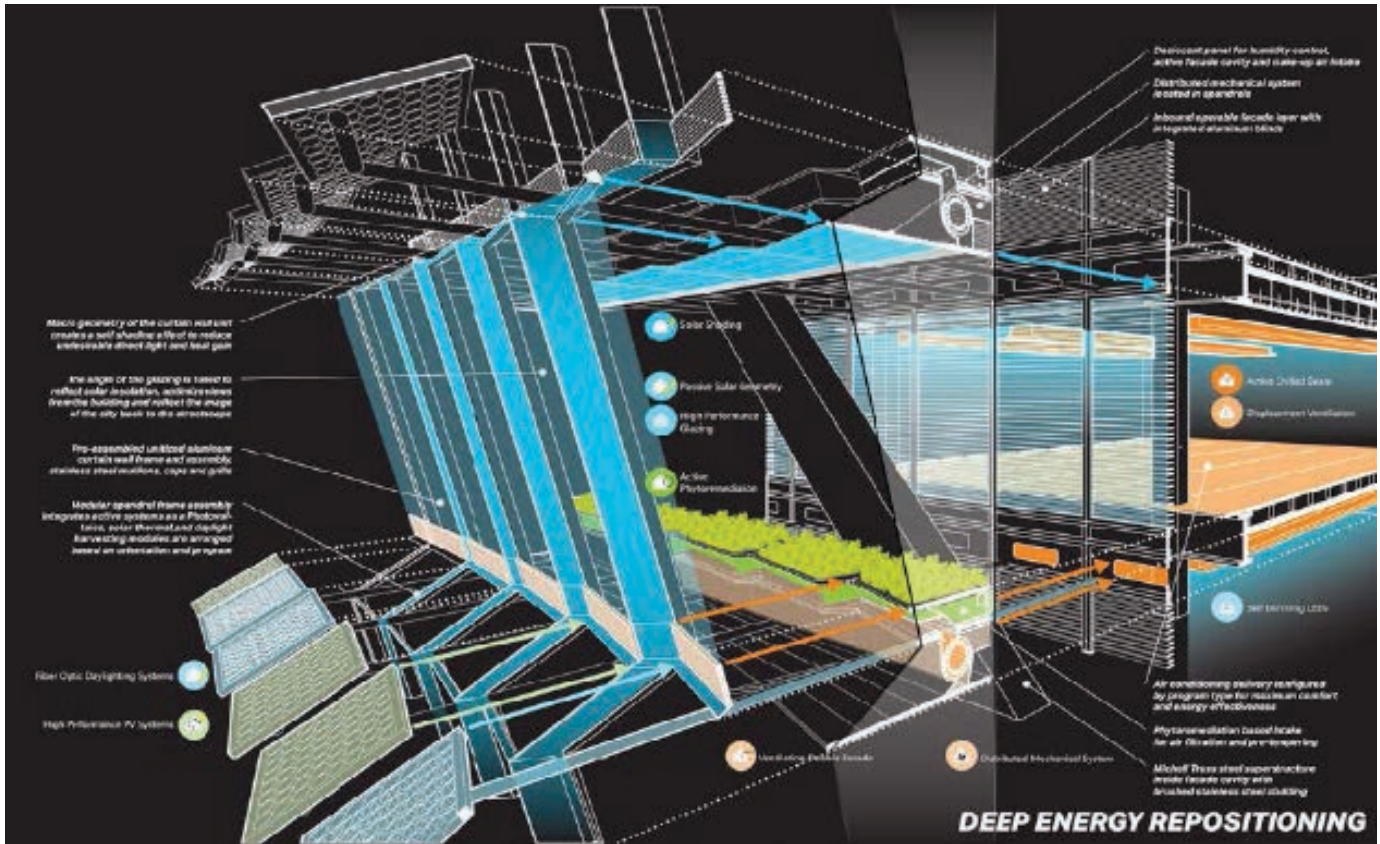


MET-LIFE EXPANSION

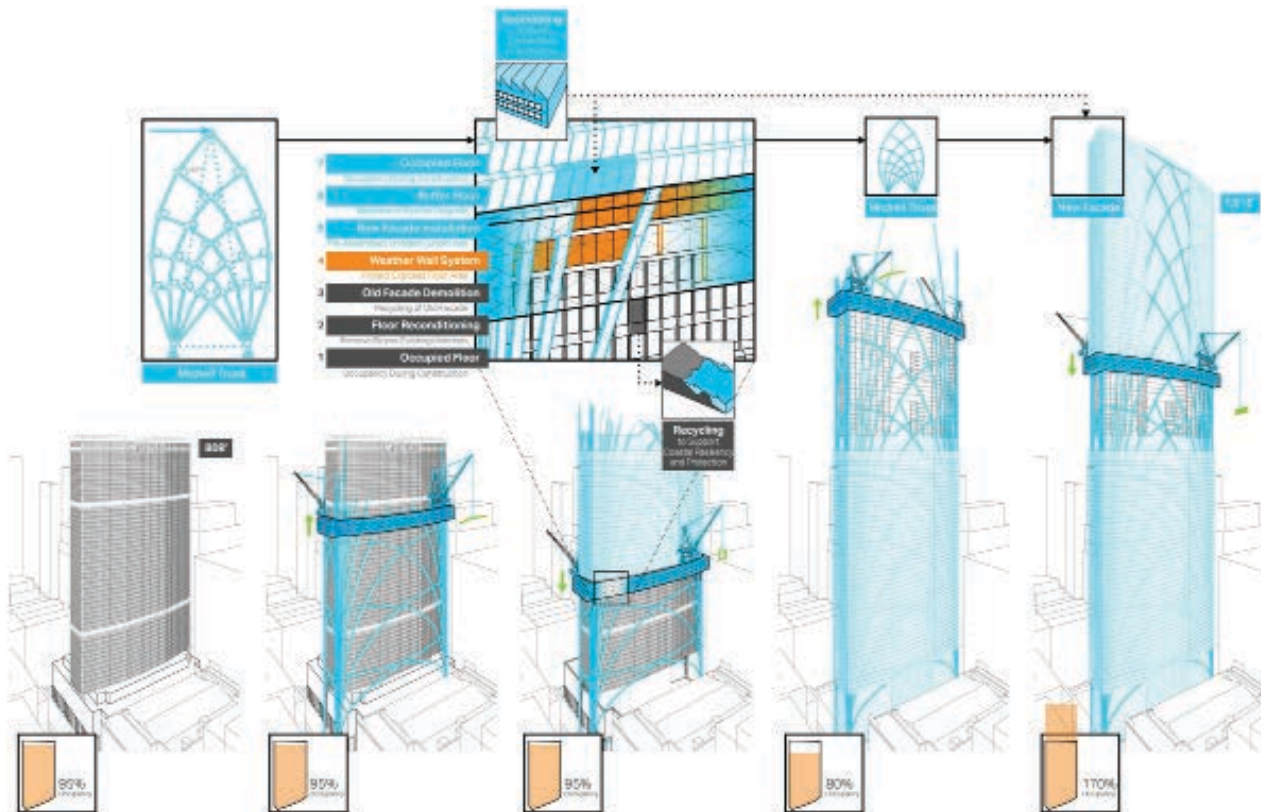
New York, USA

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

DEEP ENERGY REPOSITION – MET-LIFE EXPANSION



CONSTRUCTION SEQUENCING – MET-LIFE EXPANSION



30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

1G. LIFE SAFETY OCCUPANCY AND EGRESS STUDIES

The Project will promote freedom and provide security measures to safeguard the public and community leaders. Surveillance, screening and warning systems will be necessary, but the most critical aspect of security planning is the organization of circulation. Security planning will provide separate zones of movement for the public and government officials. The ability to handle all security requirements in a proactive manner is fundamental to government center planning.

Another security design measure involves the preparation of a comprehensive security master plan that looks not only at the building itself, but also at the surrounding environment. Studying security in a holistic manner will eliminate bottlenecks in traffic and the stand-off distance of vehicles coming close to the face of a building, thereby eliminating the need for special security elements and blast-resistant design.

Finally, the electronic security system will utilize a state-of-the-art access control system that provides flexibility to management regarding control access to various areas for designated staff. This will allow changes to certain staff without the need to replace expensive hardware.

AECOM will collaborate with SLS Consulting, Inc. (SLS) on the life-safety occupancy and egress studies. SLS is a fire protection and life safety consulting firm composed of engineers, architects and construction professionals who deliver creative life safety solutions both nationally and locally. SLS will work closely with the A/E team, The Sponsors and authorities having jurisdiction to confirm this project is a success from design phase through construction and close-out. At the core of SLS is their philosophy to believe, act and achieve with integrity. Their company approach and cutting-edge industry practices have garnered the recognition of clients from coast to coast. With their headquarters based in Coral Gables, SLS preforms building code consulting, fire protection, performance-based design, emergency planning and construction support services.

SLS brings extensive experience with complex, mixed-use buildings where the main scope of work is reviewing compliance with fire protection and life safety code standards, including but not limited to: occupancy load and egress capacity studies, review and implementation of high-rise requirements per code, fire resistance ratings separations where necessary, implementations of horizontal exiting strategies to comply with FBC Chapter 10 and alternative method approaches for compliance in creative architectural designs. In these buildings, SLS is also the designer of the smoke control rational analysis which includes determination of multi-zone airflow and contaminant transport analysis modeling using CONTAMW to determine the required smoke proof enclosure airflows per FBC 909.

1H. IT/LOW VOLTAGE SYSTEM TECHNOLOGIES AND PHYSICAL AND ELECTRONIC SECURITY SYSTEMS. INCLUDE: THREAT AND RISK ASSESSMENT (TARA)

IT/LOW VOLTAGE

The A/E Team believes that technology in a building works in concert with the building's physical design. Therefore, the best designed buildings and spaces offer more than great design; they make our lives easier and make the world a better place. AECOM's Technology Solutions Group develops custom solutions that enhance functionality, sustainability and efficiency by creating synergies between technology systems and buildings and spaces. Successful technology design begins with a coordinated approach that balances tomorrow's technology with the time-tested, robust solutions of today.

AECOM's architects, engineers, interior designers and technology consultants all work hand in hand within the same studios. They collaborate in real time, both in person and within the various BIM models and virtual collaboration tools. As a result, they offer real-time solutions and coordination of technology into the physical design of spaces.

At AECOM's core is an innovative and integrated approach to developing solutions for electronic security, cybersecurity, audiovisual, voice, data, converged networks, workplace solutions, Wi-Fi, in-building cellular, public safety and user experience. AECOM utilizes a smart building design approach that pursues the integration of traditional technologies with the emerging trends in IoT, beaconing, location tracking, collaboration, scheduling, workspace usage, lighting and environmental controls.

IT/LOW VOLTAGE

AECOM's Technology Solutions Group has a robust process for delivering integrated IT/low-voltage design. The AECOM Team Members will facilitate these decisions by providing options to best achieve the project goals. The design process is broken into four phases as follows:

- Due Diligence, Programming & Conceptual Design
- Schematic Design
- Design Development
- Construction Documents & Procurement

NOTABLE PROJECT CONSIDERATIONS

Budget: The A/E Team is committed to meeting the total cost of ownership goals for this project and keeping the design program in line with The Sponsors' budget. Analysis will be done to assess modularity and future growth to develop strategies to maintain cost control.

Schedule: The A/E Team will seek to partner with The Sponsor to facilitate the project. They will produce early specifications for anticipated long-lead items.

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Modular/Scalable Implementation: They align projected growth with cost-effective and maintenance-friendly solutions. Quality control is not a single event but rather a process which begins at project start and carries throughout the project.

PHYSICAL AND ELECTRONIC SECURITY

AECOM's security design group has deep knowledge and understanding of developing and designing highly complex, secure and effective security solutions for a wide cross section of local and federal government agencies within and outside the continental United States. Our projects range from providing detailed security assessments of existing sites and facilities to developing threat matrices of green field sites for future development. The security team consists of highly qualified consultants and designers with broad skill sets in the following areas:

- Engineering infrastructure that supports the devices and systems for the required security solutions from SCIFs to perimeter security
- Design using industry tools such as BIM 360 that present our design in an interactive environment
- Systems integration
- Technology insertion
- Commissioning services

The security team is certified by some of the largest security systems providers in the industry, such as access control manufacturers (e.g. Lenel and Software House), video management systems (e.g. Milestone, Genetec and Verint), screening systems, gun-shot detection systems, X-ray systems, intrusion detection systems, visitor management systems, biometrics systems and government-issued ID systems.

MEET OUR EXPERT: Max Stevens has extensive experience with network-based CCTV, smart card systems, access control, gates, barriers, physical security, duress systems, intercom systems, visitor management, biometric, redundant and standalone systems, site surveys, electrical testing and LAN/WAN protocols. He will lead our efforts related to threat and risk assessment (TARA).

THREAT AND RISK ASSESSMENT

AECOM's staff were among the original authors who developed "Engineering Security – Protective Design for High Risk Buildings," the Unified Risk Assessment methodology used by New York's City Metropolitan Transportation Authority (MTA) and the New York Police Department (NYPD).

AECOM recognizes the critical nature of the JGCC and their technical approach to meeting the program objectives reflects decades of experience in partnership with highly visible commercial and municipal clients providing holistic, comprehensive and responsible assessments of mission systems and networks, architecture, infrastructure and critical assets. AECOM specialists will review the existing conditions and environment, identify site-specific credible hazard scenarios, conduct TARA, evaluate performance criteria for mission survivability and provide recommended strategies based on their considerable experience. The TARA process allows AECOM to conduct a cost-benefit analysis of various mitigation strategies and consequently enables decision makers and end-users to select the most appropriate mitigation strategy.

The primary focus of AECOM's assessment mission will be to conduct all-hazards integrated, multidisciplinary, mission-survivability assessments focusing on supporting systems, networks, architectures, infrastructures and assets to facilitate mission survivability in the event of natural or man-made disasters.

CASE STUDY: Broward County Judicial Complex, Fort Lauderdale, Florida

The courthouse features state-of-the-art technology, including extensive audio-visual, teleconferencing and evidence presentation systems for the courtrooms and office spaces. Raised floor computer equipment server rooms with dedicated HVAC systems are provided for each agency. Multiple security systems are provided for the complex and integrated into the building. These include full entry screening with X-ray machines, walk-through metal detectors, optical turnstiles, extensive CCTV camera systems, duress alarm systems, perimeter intrusion detection and card access systems managed from two secure control rooms.



Security access point at the Broward County Judicial Complex

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

11. SPECIAL PUBLIC ASSEMBLY AREAS SUCH AS CHAMBER AREAS, COURTROOMS

Enduring and flexible, the design of a government center facility must embed long-term adaptability to meet the changing needs of The Sponsors. Anticipating future growth, accelerating automation and changing space utilization needs are essential and integral components of the planning process. Basic technology requirements will properly plan the location of conduits and boxes to allow for future flexibility. With government services becoming increasingly automated, counter areas and kiosks, generally the first stop in the government center, will be flexible and ergonomically designed.

Government center planning and design has changed dramatically over the past 15 years, as public buildings are once again the cornerstones of city making. Functionality, security, technology, sustainability and the impact of the contemporary workplace have created new design opportunities.

1J. DESIGN-BUILD OR INTEGRATED PROJECT DELIVERY (IPD)

AECOM has extensive experience in leading projects involving alternative delivery methods for public and private sector clients. They have been managing design-build (DB), CM-at-risk (CMAR) and public-private partnership (P3) projects for more than 20 years, including the first civic building in the United States delivered through an availability-payment-based P3. Additional details on the A/E Team's design-build and integrated delivery experience has been included in Section H-4-E.

CASE STUDY: Governor George Deukmejian Courthouse

The Governor George Deukmejian Courthouse is the first civic building in the United States delivered through an availability-payment-based P3. Under this agreement, Long Beach Judicial Partners (a project company of Meridiam Infrastructure) financed, designed and built the project, and will operate and maintain it as part of a private consortium for 35 years. Although the California Judicial Council's Administrative Office of the Courts technically owned the future building as soon as the land was acquired, they paid nothing until occupying the operational building in September 2013. They will continue to pay the project's capital and operations and maintenance costs over the contract period of 35 years.

Governor George Deukmejian Courthouse:

“ The combination of AECOM, the design expertise and the justice planning expertise that they have, was put together in such a way that it really maximized the site and made the most of the program. The team really addressed the aspirations of the court, which in short form is how you deal with thousands of people a day.”

– Clifford Ham, Judicial Council of California
Administrative Office of the Courts



Governor George Deukmejian Courthouse - Long Beach, CA

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

2.0 Specialized Experience, Knowledge and Capabilities

2A. LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) EXPERIENCE AND KNOWLEDGE

LEED Experience and Knowledge

AECOM possesses a mastery of the U.S. Green Building Council (USGBC) rating system and certification procedures, developed through their design of LEED-certified buildings, their strong relationship cultivated with the USGBC as LEED reviewers, and their LEED project management experience for various program types. This knowledge and way of thinking easily translates to many other certification programs and systems. AECOM has successfully incorporated sustainability measures from programs such as LABS 21, AGMBC, Green Guide for HealthCare (GGHC), AASHE STARS, ACUPCC and Living Building Challenge into their sustainability program.

AECOM staff have been teaching LEED New Construction (NC), Existing Building (EB), Commercial Interiors (CI) and other workshop modules to USGBC chapters and private organizations since 2003. A number of their personnel are also involved in LEED user groups for various industry specialties such as manufacturing and hospitality. AECOM has been a USGBC Platinum member since 2000, and actively participates in the USGBC's annual Greenbuild conference as speakers and panelists.

At the national level, AECOM has served on the USGBC core committees including the Research Committee and the LEED Steering Committee. **In 2008, they received the USGBC's Leadership Award for their research work in sustainability.** AECOM has acted as a trusted advisor to the USGBC and GBCI who consistently provides suggestions and information to improve the LEED review system. They have access to the USGBC and will engage with them on your behalf to facilitate the pursuit of LEED Gold or Platinum goes as smoothly as possible.

CASE STUDY: Broward County Courthouse Fort Lauderdale, Florida. The new courthouse was designed with sustainability in mind and is LEED Gold certified. The sustainable features include energy reductions of up to 25%, water use savings of up to 35%, on-site rain harvesting and water retention, recycling of up to 75% of construction waste, utilization of a green roof, the use of low emitting materials and finishes and a sustainability education program.



Broward County Judicial Complex Water Distribution System

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

CURRENT AND PAST PROJECTS USING LEED 4.1

As a partner to AECOM, Spinnaker Group is working with the current LEED Building Design + Construction (BD+C) rating system standard version 4 on numerous projects, and has been using the beta version 4.1 to upgrade specific LEED credits that would benefit this project. As version 4.1 is a beta version of LEED and not the current rating system standard, Spinnaker evaluates where there are benefits for each individual project to use the new beta version and where it would be better to use the current version 4. **For LEED BD+C version 4 projects, Spinnaker's team has certified or is currently working on the following projects:**

1. **Megastrom Kirkman Point II** - LEED BD+C: C&S certified, 5/17/18
2. **1515 S. Flagler** - LEED BD+C: new construction, in progress
3. **201 E. Las Olas** - LEED BD+C: C&S, in progress
4. **2340 Collins Avenue** - LEED BD+C: C&S, in progress
5. **2850 Tigertail Office** - LEED BD+C: C&S, in progress
6. **500 Alton Road Residential Tower** - LEED BD+C: NC, in progress
7. **500 Alton Road Retail** - LEED BD+C: NC, in progress
8. **830 Brickell** - LEED BD+C: C&S, in progress
9. **Aventura Office Gomez** - LEED BD+C: C&S, in progress
10. **1 Boca Commerce** - LEED BD+C: warehouse, in progress
11. **Chuck Pezoldt Park** - LEED BD+C: NC, in progress
12. **City Furniture Altamonte Springs** -- LEED BD+C: NC, in progress
13. **City Furniture Millenia** - LEED BD+C: NC, in progress
14. **City Furniture Plant City** - LEED BD+C: warehouse, in progress
15. **FIU SIPA 2** - LEED BD+C: NC, in progress
16. **Ft. Lauderdale Fire Station 13** - LEED BD+C: NC, in progress
17. **Lake Worth Maintenance** - LEED BD+C: NC, in progress
18. **Lauderhill Mass Transit** - LEED BD+C: NC, in progress
19. **Miami-Dade College School of Justice** - LEED BD+C: NC, in progress
20. **Miami-Dade County Fire Station 6** - LEED BD+C: NC, in progress
21. **Pompano Fire Station 24** - LEED BD+C: NC, in progress
22. **Smart Brickell** - LEED BD+C: NC, in progress
23. **Tampa U.S. CBP** - LEED BD+C: NC, in progress

RELEVANT EXPERIENCE

The following Spinnaker Group projects represent their most recent and relevant experience.

Broward County Judicial Complex, Fort Lauderdale, Florida: Spinnaker Group provided LEED consulting, building commissioning and energy modeling for this 64,000 sq. ft. judicial complex. The major renovation for Broward County achieved LEED Gold certification in 2018.

Village of Wellington Municipal Complex, Wellington, Florida: Spinnaker Group provided LEED consulting and building commissioning for this impressive two-story, 54,000 sq. ft. project that achieved LEED Gold certification in 2011.

Homestead City Hall, Homestead, FL: Spinnaker Group provided LEED consulting and building commissioning for this state-of-the-art, 83,841 sq. ft. governmental center which was awarded LEED Silver in 2016.

Young at Art Museum and Broward County Library, Davie, Florida: Spinnaker Group provided LEED consulting and building commissioning for this innovative and unique public-private partnership which achieved LEED Gold in 2012. The 56,500 sq. ft. project, constructed on 11.7 acres of publicly-owned land, serves, more than 300,000 children and adults annually and touches an additional 200,000 community members through a robust outreach program.



Young at Art Museum, Davie, FL

Lauderhill Mass Transit Center, Lauderdale, Florida: Spinnaker Group provided LEED consulting, building commissioning, and energy modeling for this 64,769 sq. ft. transit center. The 2,953 sq. ft. building construction project began construction in May 2020 and recently completed. Green features include: net-positive building at 107%; the bus fleet is entirely EV; and 100% of the rainwater is managed on site. The project is tracking LEED Gold certification.

City View Garage – Miami Design District, Miami, Florida: Spinnaker Group provided LEED consulting as part of the Miami Design District LEED for neighborhood development process. Spinnaker Group provided the assessment in order for City View Garage to meet the LEED building requirements. By providing easily accessible anchor parking spaces at the edges of the District's core, this seven-story, 286,481 sq. ft. parking facility reduces vehicle idle times by saving drivers from fighting through traffic to find parking.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

LEED PROFESSIONALS ON A/E DESIGN TEAM

AECOM is a recognized leader in sustainable development, assisting clients around the world in achieving their sustainability goals. They have more than 800 LEED-accredited professionals, 300 certified projects (with over 50% as Gold or Platinum) and are ranked by *Engineering News-Record* as one of the nation's top Green Design Firms.

The A/E Team includes six LEED accredited professionals to support this project:

- **Project Manager:** Tim Blair, AIA, LEED AP BD+C
- **Interior Designer:** Sarah Colandro, FASID, IIDA, LEED AP ID+C
- **High Performance Building Engineer:** Alastair MacGregor, CEng, LEED AP, FitWel
- **MEP/FP:** Robert Salsbury, PE, LEED AP
- **Security/Low Voltage/ Risk Assessment:** Maxwell Stevens, CCSI, CDT, ESSD, LEED Green Associate
- **Construction Advisor:** James Karl, LEED AP BD+C, CCM

ENERGY MODELING METHODOLOGIES

Energy modeling follows the latest version of ASHRAE 90.1 Appendix G. The baseline building uses code minimums for envelope, electrical and lighting systems. AECOM's building design attempts to meet and exceed the LEED prerequisite understanding that the largest percentage of LEED points originates from energy savings. Building orientation on site, massing and shading are maximized early during schematic design. Daylighting, LED lighting and associated controls are implemented for energy savings and occupant well-being. Mechanical designs will use low-flow fixtures, condensate water re-use, increased outside air, demand control ventilation, increased occupant control and detailed airflow design for increased occupant comfort.

The purpose of commissioning is to improve system design and operation by confirming necessary elements are designed, included, installed and functional before the close of the project.

Commissioning efforts begin during the design process and do not end until the building is ready to turn over to the owner. The commissioning agent (CxA) develops a commissioning plan to be implemented over the course of the project. The CxA reviews the Owner Project Requirements (OPR) and Basis of Design (BOD), providing comments as needed to improve operation, maintenance and system efficiency. The CxA reviews contract documents, provides comments and confirms comments have been incorporated. The CxA also develops and provides the contractor with pre-functional checklists (PFCs), provides functional performance testing (FPT) procedures for major equipment and attends testing. At the close of the project, the CxA confirms that the owner's system operators have received training on the systems, as well as operation and maintenance (O&M) documentation. Commissioning saves energy and avoids future call backs for items that are discovered during construction and testing. An experienced CxA brings a unique perspective to a project,

by highlighting common concerns and suggesting solutions and/or improvements based on past observations. AECOM selected an independent commissioning agent, Spinnaker Group, to participate on the A/E Design Team.

2B. LEED VERSION 4.1 OR LATEST VERSION

Evidence of our team's experience working with LEED Version 4.1 is included in "**current and past projects using LEED 4.1**" on the previous page.

2C. RESILIENCY

With unpredictable weather events, rising sea levels, natural disasters and man-made threats, government agencies have realized the pressing need for resiliency, meaning the ability of assets to withstand or quickly recover from any emergency. Resiliency includes cyber security and power redundancy to restore operations quickly in the event of an interruption.

AECOM is a national leader in infrastructure resiliency. They are designing sustainable power solutions and resiliency measures for New Jersey Transit, including a self-sustaining "micro power grid" to enable rapid restoration of power to the state's transit system in the event of an emergency. They also designed and managed post-superstorm Sandy anti-flooding resiliency measures for New York City Transit and other agencies, and are currently assisting the City of Miami Beach in similar efforts. The government center will be designed with Broward County's long-term sea-level rise strategy in mind, so the building will be functional both now and in the future as the surrounding areas change as part of adaptation to sea-level rise. This will also include consideration to future changes in FEMA requirements, as flood zones may change, as well as potential future increases in storm intensity and frequency.

MEET OUR EXPERT: Lauren Swan has worked in both public and private sectors with expertise in facilitation, design and strategic planning. Her background combined with her understanding of Comprehensive Code and the Unified Facilities Criteria will enable her to develop creative and resilient solutions to technical problems.

CASE STUDY: Broward County Courthouse Fort Lauderdale, Florida. The building's design meets the strict FM Global standards and is designed to resist the effects of 140 mph (3 second gust) hurricane forces that are required by the Florida Building Code and ASCE 7-10, which is the defining wind code for Broward County. The exterior envelope components, including glazing, solid wall components, doors, louvers and roofing have Miami-Dade County or State of Florida Notices of Acceptance (NOA's) which means they have been physically tested to resist specific wind pressures and can safely sustain the code mandated impact of flying debris. Specific attention was paid to the elevated wind pressures which occur near building corners and eaves and to the torsional forces imposed upon the structure due to the non-uniformity of the impingement of the wind field during a hurricane event.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

CASE STUDY: Fort Lauderdale Police Headquarters: Sea Level Rise Assessment

The City of Fort Lauderdale is in the process of designing a new police headquarters (Police HQ) to replace the existing aging and outdated police station, originally constructed in 1958. AECOM is leading the design of the new facility and, as a part of this effort, the project team has completed a sea level rise assessment in support of the City's Coastal Management Element of the Comprehensive Plan (Ordinance C-15-08). This ordinance focuses on identifying and adapting public investments and infrastructure at risk to sea-level rise impacts to increase the City's resilience capabilities. In summary, the Police HQ is vulnerable to temporary coastal flooding due to an extreme coastal storm event and is located in a Federal Emergency Management Agency (FEMA) designated Special Flood Hazard Area (SFHA) with a Preliminary Base Flood Elevation (BFE) of 6 feet (NAVD88). An assessment of the flood exposure at the site shows that the finished floor and parking lot preliminary design elevation of 8.0 feet (NAVD88) meets the City's requirements of FEMA BFE plus 1 foot of freeboard for existing conditions.

(Several) potential adaptation strategies may be applicable for the project design or as future adaptive measures to provide continued flood protection under higher sea level conditions in the future. Timing of implementation may require an evaluation of trade-offs associated with cost and feasibility of incorporation into the initial design vs. modifying facility components prior to anticipated flood exposure.

Physical Strategies

- Elevate the facility to be located above the FEMA preliminary BFE plus the sea level amount corresponding to the project design life to minimize the potential threat of sea level rise and storm surge

- Elevate key infrastructure components (e.g., electrical/mechanical equipment, back-up generator, etc.) at the site to be located above the FEMA Preliminary BFE plus the sea-level rise amount corresponding to the project design life to minimize the potential threat of sea-level rise and storm surge
- Install flood barrier or flood proofing along potential flood access points (e.g., doors, vents, etc.) to provide flood protection against the FEMA Preliminary BFE plus the sea-level rise amount corresponding to the project design life
- Construct perimeter flood protection around the site at a future date to provide protection against higher sea level conditions if and when they occur

Non-Physical Strategies

- Create emergency response plan for flood preparedness of the site in the event oncoming hurricanes that could cause on-site flooding at the facility, parking or roadway access
- Monitor implementation of coastal flood adaptation strategies incorporated into the design to understand effectiveness in addressing project risk
- Coordinate with FDOT or City of Fort Lauderdale Transportation Department to elevate primary arterials needed to maintain access to Police HQ
- Coordinate with regional climate change planning efforts (such as the Southeast Florida Regional Climate Change Compact) to monitor changing sea level conditions and best available sea-level rise projections



Impacts of flooding during a storm in Fort Lauderdale.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

2D. NET-ZERO

SUSTAINABILITY AND NET ZERO

The Project will only be successful if it reacts authentically to the changing and challenging South Florida environment, and if it creates a long-lasting, highly energy-efficient and materially sensitive setting. The A/E Team believes that this project – due to its ambitious goals, its program, and its position in the City – should be South Florida’s single most sustainable structure, creating a unique public teaching moment of resilient architecture, and ultimately setting a national standard for sustainable public architecture.

AECOM’s passion, commitment and highly evolved skill sets in environmental design, architecture and building engineering is demonstrated in their robust local focus on these issues. Tailored to the specific challenges of the South Florida environment, they bring special expertise in sea-level rise, windstorm design, coastal environments and energy-efficient architecture. They have extensive experience in leading institutions and municipalities in creating policies and guidelines for their facilities to withstand these challenges.

AECOM is engineering and managing some of the first Net Zero Energy projects in the nation.

Outside of LEED certification, AECOM is experienced in applying the five principles of Passive House which they seamlessly integrate into their high-performance design philosophy. Analyzing site and climate conditions is their standard practice to help inform massing and orientation. Their integrated team works together to provide highly controlled environments that deliver exceptional performance.

Net Zero means reducing the carbon emissions associated with a building’s usage and construction to zero or below. Thanks to the huge and varied demands required of them, government centers have a large carbon footprint from both construction and operation, although modern design and a decarbonized grid look to radically reduce operational

emissions in future. To achieve The Sponsors’ objectives, the A/E Team will look closely at the building structure, which has the most potential to reduce embodied carbon demands.

AECOM has completed a number of Net Zero energy capable projects and will work with The Sponsors at the initial visioning workshop to define what Net Zero means for this project and confirm the certification system type to be pursued. For all projects, AECOM reviews all certification systems that are available and relevant to the project and evaluates incorporating strategies and measures where they align with the agreed upon vision and goals for the project.

NET ZERO/HIGH PERFORMANCE INFRASTRUCTURE DESIGN

When buildings are designed to allow sunlight and fresh air into their interiors; where communities are configured to harvest rainwater and incorporate natural vegetation; where renewable energy is produced locally and used efficiently; these places are simply better in which to live and work and cheaper to operate. These buildings strengthen the health of the surrounding natural systems, which in turn, strengthens the inhabitants. Critically, they are fundamentally more resilient in the face of climate change and in the event of natural disasters. The convergence of all of these benefits is what is meant by high-performance design.

AECOM approaches high-performance design from the perspective that they must be proactive, creating a built environment that is energetically responsible, from both a fiscal and social perspective, and provides for superior human comfort to promote health, wellbeing and productivity. They understand that the delivery of a high-performance building can represent the future of a resilient and sustainable government center for The Sponsors. Their approach is, therefore, focused upon achieving solutions that create a synergy between design, cost and function to deliver a JGCC that is state of the art today and adaptable to be state of the art tomorrow. This will allow the facility to thrive effectively as a model long into the future.



Inglewood Basketball and Entertainment Center - Inglewood, CA

Inglewood Basketball and Entertainment Center | Designed for Environmental Performance

With California’s increasing energy performance requirements, performance-based design is the name of the game. AECOM’s high-performance building design incorporates key strategies for energy conservation, building form, lighting, mechanical (heating and cooling) and landscaping to achieve stringent California Energy Commission Net Zero requirements and a minimum LEED Gold certification with a high level of performance for energy optimization.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



Inglewood Basketball and Entertainment Center - Inglewood, CA

The A/E Team achieve these goals through an integrative interdisciplinary collaborative process that will optimize synergies from the initial concept discussions through to the final turn over that will lead to improvements in the functional program and process design, the selection of structural systems, the architectural expression and the ongoing operational costs. AECOM's integrated design philosophy demands a whole-system understanding and interdisciplinary collaboration across architecture, design planning, economics, building engineering and program construction management. **The key to this success is their ability to manage the complexity of the process of design and engineering through open communication between myriad disciplines using an integrated team approach.**

As buildings become increasing complex in their design and operational strategies, there is a need for an increasing level of advanced building analysis, simulation and prototyping during the design process to successfully deliver optimal energy performance solutions and water resource management. AECOM's High Performance Buildings Group will provide the necessary expertise to undertake advanced simulation and analysis, ranging from energy simulation to computational fluid dynamic (CFD) analysis of thermal comfort or airflow challenges to optimize the building's operational performance through the design process.

AECOM has experts in the various advanced energy simulation tools and the ASHRAE 90.1 (Energy Standard for Buildings Except Low-Rise Residential Buildings) and ASHRAE 189.1 (Standard for the Design of High-Performance Green Buildings) standards utilized by both LEED and the federal mandates to assess energy performance. Not only do they undertake the analysis of their own projects, but they are also regularly commissioned by USGBC to provide third-party review services as part of the LEED certification process. In addition to providing complete ASHRAE 90.1 and 189.1

analysis, AECOM's energy simulation specialists are able to provide a unique level of energy analysis, through AECOM's proprietary analysis, during the early conceptual design phases, avoiding the need of costly "bolt-on" solutions in order to hit a project's required sustainability and energy goals. Through this process, they are able to provide an integrated team with early energy information that can help guide the team to achieving the optimal synergies between energy performance, capital costs and operating costs.

Using the AECOM integrated approach to high-performance design, AECOM has the ability to quickly generate multiple design alternatives in real time - each one rated across a holistic range of sustainability indicators - to help clients determine the most cost-effective sustainability measures in support of total ownership costs (TOC).

Towards Net Zero: Total Energy Effectiveness Potential

AECOM views LEED certification as a critical step toward a healthy, sustainable and resilient building and they fundamentally believe that every new great building provides an opportunity to go beyond sustainability and participate in the health of the built environment. Their approach to healthy environment starts with a healthy building - one that uses resources effectively and provides for superior comfort - and whose architectural fabric reflects these ideals.

AECOM's High Performance Buildings Group are specialists in maximizing energy effectiveness and human comfort, a critical component on the pathway to the future where all buildings will strive to be Net Zero energy capable. AECOM's integrative high-performance design approach begins by understanding the climate resource, utilizing a robust decision-making platform and creating a healthier and more energy-efficient building form and plan; all of which are critical components to delivering buildings of the future.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



AECOM 1 Cal Plaza, WELL Consulting

2E. WELL BUILDING PRINCIPLES

The health and wellbeing of building occupants depends on a holistic, integrated understanding of potential impacts that influence health within the built environment. While some of the common known risks to our health today include airborne pollutants, poor diet, stress and lack of sleep, WELL research has found that buildings also have a profound impact on our bodily functions, ranging from our endocrine (hormone production) system through to our nervous system. Often, employees' health and resilience are compromised by stressors associated with distractions, poor posture, pollutants and poor internal conditions.

Launched in 2014, the WELL Building Standard™ is the world's first building certification that focuses exclusively on human health and wellness.

The WELL Building Standard™ is an international assessment method that encourages healthy eating choices and active lifestyles, and promotes natural light and a high standard of air quality, based on seven years of scientific, medical and architectural research.

Leading organizations are reaping the rewards from investment in comprehensive, holistic health and wellbeing programs, through increased employee engagement, a more productive workforce and healthier, more resilient staff. WELL is fast emerging as the premier benchmark for health and wellbeing in the workplace. In an increasingly competitive labor market, employee retention has become a prime focus for businesses and organizations that are increasingly making improvements geared to retaining and attracting employees.

AECOM works with companies to integrate health and wellness measures into design and operations and lead projects through the WELL certification process. They have a depth of understanding of topics covered in WELL through their specialist in-house expertise which includes – internal air quality, acoustic performance, daylight modeling and lighting design, procurement advice and water quality. This expertise includes experience in designing internal environments that perform in practice. For example, their acousticians undertake performance testing to confirm that the building performs according to the design intent, providing them with

excellent insight into how the design can affect the acoustics of a space. They consider that this experience is essential, as the WELL Standard™ requires that all buildings undergo performance verification after completion, and because key parameters (e.g. acoustic performance, water and air quality) are performance tested. **AECOM has a wealth of experience with health and wellbeing issues on their commercial office projects, including:**

AECOM 1 Cal Plaza, WELL Consulting: AECOM is currently pursuing WELL certification on its Los Angeles offices. This 122,700 sq. ft. fit-out is currently collecting information related to post-occupancy surveys and the nourishment requirements within WELL.

Beijing Luneng, Diaoyutai, WELL Consulting - Circadian Lighting Design: The project is composed of villas, serviced apartments, schools and commercial property. The main building is aiming for WELL Gold certification. The project design explores the relationship between the building and the health and wellness of the occupants. AECOM focused on biophilic design, as well as sustainability features pertaining to air, water, nutrition, light, health and comfort.

WELL Confidential Commercial Interiors Fit-out, London, UK - WELL Consulting: AECOM is currently working on a confidential WELL building assessment of a fit out project in London. The project has integrated wellness features such as biophilia, activity based workstations and low VOC products into the design.

AECOM Denver, WELL Consulting: AECOM is currently pursuing WELL certification on its Denver offices located in Greenwood Village, Colorado. This 280,000 sq. ft. fit-out of the space has integrated technical features to address WELL requirements pertaining to demand controlled ventilation, lighting zoning, and activity based incentive programs.

AECOM Cleveland, WELL Consulting: AECOM is currently pursuing WELL certification on its Cleveland offices. This 70,000 sq. ft. fit-out is currently working to implement change management best practices related to the nourishment requirements within WELL.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

WELL v2: Equitable, Local, Dynamic

WELL v2 builds upon the pioneering foundation of WELL v1, drawing from the community of users and practitioners, and from health and building researchers and experts around the world. **One of the main goals in developing WELL v2 was to drive equity into the very architecture of the standard.** This includes reducing barriers to entry, while maintaining WELL as a mark of true leadership. It also re-affirms and builds upon the scientific evidence base for effective health intervention through built spaces and organizational practices, focusing on the essential elements of what a healthy building must be and introducing new options for what a healthy building could be.

WELL v2 approaches the goal of globalization through a strategy of localization; taking into consideration regional health concerns, cultural norms and market realities. This new version of WELL will be regularly and proactively adapted to varying contexts and constructs, making it even more relevant and readily applicable to spaces and places across the globe.

Powerful Opportunities for Health Promotion

As designers, engineers, builders, operators and owners of buildings, we too are caretakers. We have an obligation to create spaces that move us—all of us—in the direction of health. Together, we can create spaces that inspire; spaces that are inclusive; spaces that allow us to flourish; spaces that help us become happier and healthier people. With every WELL project comes a powerful opportunity to catalyze our built spaces as mechanisms to deliver health and wellness benefits to all people within them.

The A/E Team will employ the following WELL principles in the development of the JGCC:

Equitable: Provide the greatest benefit to the greatest number of people, inclusive of all demographic and economic groups and with special consideration of groups of the least advantage or vulnerable populations.

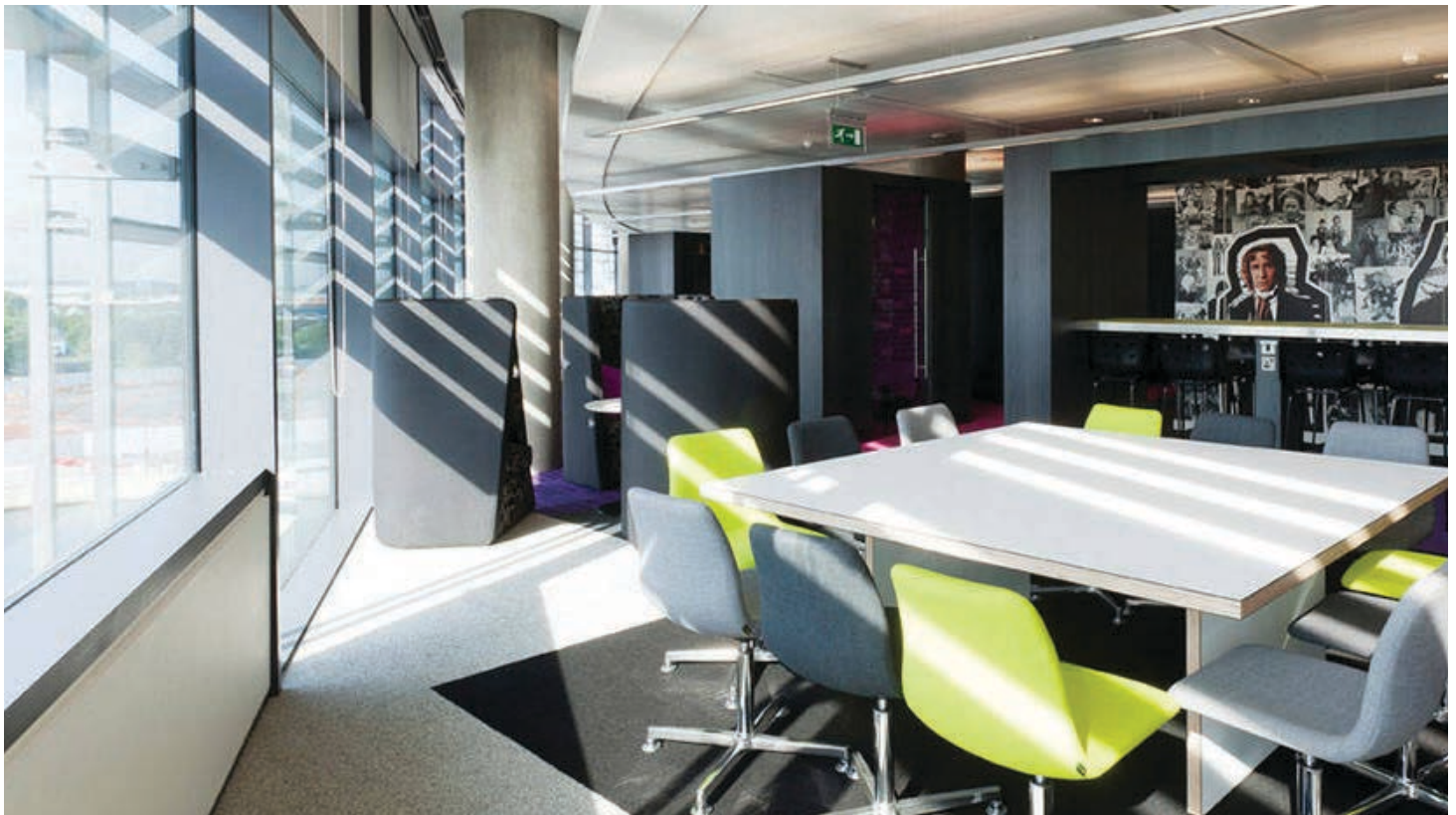
Global: Propose interventions that are feasible, achievable and relevant across many applications throughout the world.

Evidence-based: Undergirded by strong, validated research yielding conclusions that can reasonably be expected to receive acceptance by the scientific community.

Technically robust: Draw upon industry best practices and proven strategies, offering consistency in findings across the relevant field or discipline.

Customer-focused: Define program requirements through a dynamic process, with multiple opportunities for stakeholder engagement, and by tapping the expertise of established leaders in science, medicine, business, design and operations.

Resilient: Respond to advances in scientific knowledge and technology, continuously adapting and integrating new findings in the field.



WELL Building Standard promotes natural light and high standard of air quality

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

2F. ENHANCED AIR EXCHANGE MECHANICAL SYSTEMS

Recently, increased attention has been placed on pathogen control and general occupant health within the commercial workplace. The most important strategies for infection control are procedural and architectural, such as barriers, seating placement, entry control, occupant pathways and occupant behavioral policies. However, there are also HVAC strategies that can further reduce risk of aerosolized pathogen transfer. One strategy that should be employed is proper air distribution device selection and layout. By keeping air velocity within the breathing zones relatively low, drafts can be avoided that might otherwise blow contaminated droplets from one occupant toward another, as well as cause discomfort. A second strategy that should be employed is advanced air filtration. By using a filter with a rating of at least MERV14, 95% of droplet nuclei within the airstream can be captured. A third beneficial strategy that can be employed is UV lights within the air handling unit. UV lights are often installed in air handling units for the purpose of cooling coil disinfection, which can reduce required maintenance, extend cooling coil lifespan, and reduce microbe production within the air handling unit, while providing some reduction of microbes within the airstream. However, if additional UV lamps are installed, the intensity of UV light can be increased to provide substantial disinfection of the airstream as well. UV lighting systems as a form of air disinfection is currently more common in the healthcare market, but can they be installed anywhere and are not prohibitively expensive, complex or hard to maintain. UV lighting systems can also be designed to disinfect the upper part of occupied spaces (upper room UVGI) and not just air passing through the air handling units.

The first three strategies described above can be incorporated easily into traditional commercial HVAC design. However, additional measures can be taken for even further pathogen control with only a nominal departure from standard commercial design. The fourth strategy considered is compartmentalization. By providing a separate air handling unit or fan coil unit for each area, compartmentalization nearly eliminates mixing of air between areas served by different units. The fifth strategy is a minor increase in outdoor air flow rates. Outside air increases of about 30% above code requirements have been used to promote occupant well being and satisfaction. It should be noted that increasing outside air also increases energy use by the HVAC systems, since outside air requires additional conditioning. HVAC systems must be sized to handle increases in outside air, and they may require larger or more custom components.

If further pathogen control is desired, additional strategies are available, but may involve higher costs and/or a departure from standard commercial design. The sixth strategy considered is increasing air change rates. If air change rates are increased without inducing high velocity drafts, aerosolized pathogens are more likely to be drawn back to the air handling unit, where they can be filtered out and/or disinfected by UV lamps, before reaching another occupant. However, increasing air change rates will increase fan energy and may require use of a non-standard and more complex strategy, such as by-passing some air around the cooling

coil to avoid increasing the energy used to cool the air. The seventh strategy considered is supply 100% outside air locally to spaces with local cooling. By providing local cooling via variable refrigerant flow fan coil units or chilled beams, return air is eliminated and forced mixing of air between spaces does not occur. Only clean, pretreated outside air is supplied by the central dedicated outside air system (DOAS).

All of the above solutions can help to control pathogens within the airstream. Additional solutions, such as pressurization for directional airflow or isolation for chemical disinfection, are available and AECOM has commonly used them in research laboratory or operating room design, but some of these solutions may be cost prohibitive for a commercial installation. Heightened concern for pathogen control in the commercial workplace is relatively new and has received varying degrees of implementation. However, pathogen control in hospitals and laboratories is part of standard facility design. AECOM understands the issues and technologies required and has relevant experience with pathogen control in the healthcare and research laboratory market, as well as other market sectors. A few example projects include:

NHL and NBA Analysis and Recommendations: AECOM performed outside calculations to maximize air change rates for the National Hockey League (NHL) and National Basketball Association (NBA). The HVAC system was optimized to flush out air before, during and after all events, while still maintaining temperature, pressure and humidity requirements. ASHRAE building readiness guidelines serve as the standard for all mechanical workplace readiness plans. AECOM also analyzed various technologies for pathogen control that vendors advertised to these entities to determine their safety and effectiveness.

DeKalb County Schools Mechanical Study: AECOM performed a study for DeKalb County Schools which included analysis of pathogen control related recommendations. HVAC recommendations included UVC lighting systems in air handling units, enhanced filtration, increased outside air, maintaining an overall positive building pressure with respect to the outdoors and HEPA filtration units in lobbies. Plumbing recommendations included touchless bottle filling stations in lieu of drinking fountains, and touchless plumbing fixtures.

Panama City B304 South Renovations: AECOM designed HVAC systems for a renovation of an office space. Due to limited clearances above ceiling in the existing spaces, chilled beams were used for local space cooling and a dedicated outside air system with energy recovery to supply outside air and relieve excess building pressure. In addition to reducing required space for ductwork and equipment and allowing energy use reductions, these systems also eliminate forced air transfer between spaces.

Fort Lauderdale Police Headquarters: AECOM is designing HVAC systems with variable refrigerant flow fan coil units and a dedicated outside air system. These systems allow reduction of large indoor equipment and large ductwork,

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reduce energy usage and eliminate forced air transfer between spaces.

USDA George Washington Carver Campus: AECOM designed replacement HVAC systems for the campus buildings. Each air handling unit contained a UV lighting system for disinfection at the cooling coil.

Robley Rex VA Medical Center: This new 890,000 sq. ft., multi-story medical center included food service, administration offices, research laboratory, pathology laboratory, ICU, mental health, nuclear medicine, surgery, pharmacy and morgue. Relevant HVAC strategies included areas with 100% outside air systems, pressurization and/or directional airflow, increased air changes rates, enhanced filtration and compartmentalization for infection control.

San Francisco International Airport FAA, Air Traffic Control Tower: This 221-foot-tall air traffic control tower also included a three-story office building. HVAC systems included a variable refrigerant flow to provide localized cooling for each space without forcibly mixing air between spaces. A dedicated outside air system provided outside air to each space. To address pathogens in the air stream, all HVAC units were provided with filtration, UV light disinfection systems and photocatalytic oxidation.

US Air National Guard – 121st Airlift Wing, Hanger 885 B Renovation: This 54,800 sq. ft. administrative space was served by variable refrigerant flow providing separate cooling to each space and a dedicated outside air system (DOAS) supplying outdoor air to each space. These systems not only provide an energy efficient solution, but also compartmentalize cooling to each space and do not forcibly mix air between spaces. In addition, enhanced filtration was provided to mitigate jet fuel exhaust fumes.

Baltimore/Washington International Thurgood Marshall Airport: AECOM performed a study of the existing systems and made recommendations for mitigating pathogen distribution. Recommendations followed ASHRAE guidelines and included ultraviolet germicidal irradiation and increasing outside air dilution. The viability of available pathogen mitigation methods was analyzed and coordinated with existing equipment and new equipment that would be required. Rough order of magnitude costs were provided for each option analyzed.

NASA Langley Multiple Systems Laboratory: AECOM designed HVAC systems for a research facility including clean rooms with advanced filtration, high air change rates and directional airflow pressurization.

“ AECOM has expertly and successfully accomplished a great deal of projects at Langley upholding the quality standards established by the GSA Design Excellence Policies and Procedures...The AECOM Team has always taken challenges and varying requirements from the Government as opportunities to provide better program and design solutions while always being a steward for fiscal responsibility.”

— Anthony Dell’Arciprete, PE - GSA Project and Program Manager



National Aeronautics and Space Administration – Langley New Town Program, Hampton, VA

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2G. BIM CAPABILITIES AND EXPERIENCE

USING BIM TO IMPROVE COORDINATION

The A/E Team will institute the use of BIM early in the design phase of the project. This will provide the enhanced means to identify conflicts; thereby, increasing the opportunity to mitigate such issues early in the process and lower the risk of delays. The Team will use the BIM model to provide accurate and timely costs based on the long- term life cycle cost implications of various design decisions, including:

- **Building envelope** including high performance glazing and insulation
- **Energy efficient lighting**, controls and energy equipment (LEDs, thermal massing, solar gain, air tightness and EPR ratings)
- **MEP and plumbing** for full integration of building systems
- **Water recovery systems** (rain water harvesting and efficient faucets and toilets)

Prior to construction, the BIM model will drive comprehensive safety planning, identifying high-risk areas and implementing appropriate safety solutions. For example, the structural model will be analyzed for areas of fall exposure, allowing us to develop an optimal fall protection plan to maximize site safety. During design and construction, the BIM model will be used to communicate design updates, cost implications, logistic plans, site-specific conditions, schedule sequences and phasing schedules. Specifically, the model will be able to analyze crane swings, vehicular accessibility, material hoists, scaffolding, areas for crews to avoid during certain stages, and the possible effects of construction to nearby buildings.

The A/E Team will use BIM tools to provide the backdrop for the MEP/Fire Protection subcontractors to add their systems. Using Autodesk Navisworks Manage clash detection software, they will confirm that space validation and installation is fully coordinated and sequenced prior to construction.

During project closeout, the Team will update the MEP models to include all relevant equipment specifications and incorporate closeout documents to the Revit model. The A/E Team will also confirm final as-built specifications are incorporated into the model and transferred to O&M Team. A plant replacement strategy (for example, detailing plant replacement routes in/out of the facility) will be developed between the designers and the O&M Team; this strategy will inform the design, construction and operational solution for the facility and promote optimized life cycle planning.

The A/E Team will then be able to use the BIM system to track and manage the JGCC throughout the operations period with an inventory of all building equipment, maintenance schedule, replacement, life-cycle and other relevant information.

INCORPORATING NEXT GENERATION DESIGN TOOLS

In addition to a robust BIM model, The A/E Team has already begun building an augmented reality visualization of the project using Hololens. Providing a mixed-reality experience

via interactive holograms, the Hololens empowers the teams to more effectively work with clients and colleagues by expanding communication and capabilities. This tool allows both teams and clients to interact with and walk around a virtual model of the design, decreasing interpretation errors and increasing transparency. For P3 projects, the technology improves operational efficiency by streamlining and organizing the complex networks of information for managers into one system.

On complex design projects, risk management can be greatly enhanced using BIM. In a BIM-enabled risk management environment, a detailed 3D model is linked to a schedule to create a 4D model, which can be used for risk identification and mitigation. A 5D model adds the dimension of funding availability and burn rate. AECOM is proficient in the application of BIM enabled 4D/5D modeling and can provide this service if a design warrants its use. Lilia Nuh will lead this for the Team.

The A/E Team will collaborate with client and contractor to develop the project BIM execution plan with well-defined project workflow, BIM key contacts, BIM roles, team responsibilities, modeling scope, model structure, LOD matrix, collaboration procedures, project deliverables and facility data requirements.

AECOM is experienced in clash detection coordination and addressing clash reports utilizing Navisworks or BIM Glue software. This process helps to eliminate major system conflicts prior to installation, reducing errors, and hence costs, prior to commencement of construction. The A/E Team will work with the latest versions of Revit, Revit 2019 or higher.

CASE STUDY: Dadeland South Intermodal Station. The Dadeland South Intermodal Station project presented a complex design that was difficult to visualize. AECOM utilized 3D modeling software to prepare 3D models of the proposed station design that could be viewed as renderings, videos or an interactive 3D environment by using VR goggles. This allowed the Design Team to quickly immerse the client's management team in the proposed design and discuss project challenges and goals more efficiently. Also, a 3D printed model of the proposed station improvements was developed to discuss aspects of the station such as the canopy, BRT access ramps and passenger loading zones in a tangible way during coordination meetings.

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2H. VIRTUAL DESIGN AND CONSTRUCTION (VDC)

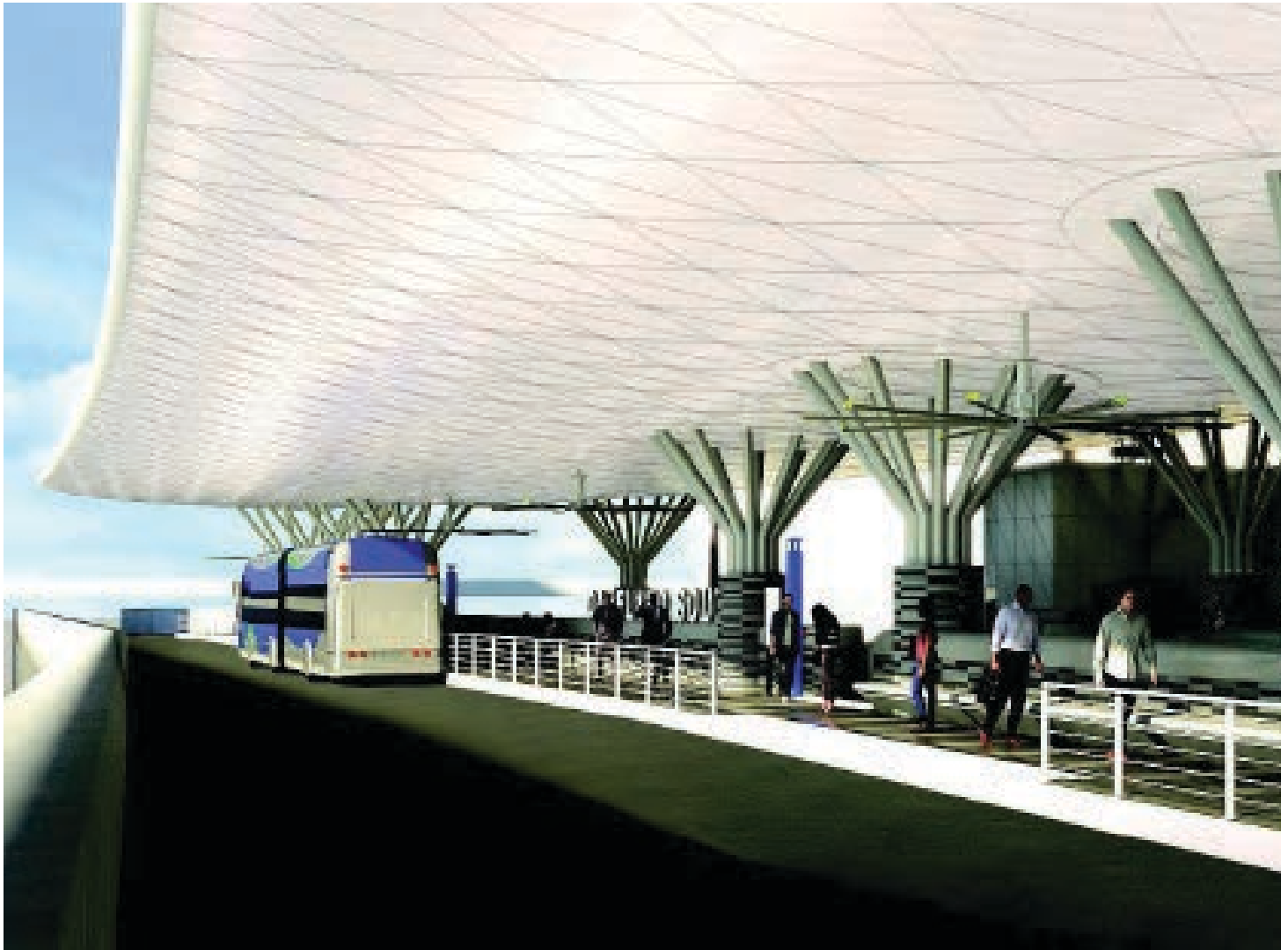
Virtual design and construction (VDC) is the management of integrated multi-disciplinary performance models of design and construction projects, including the product (i.e., facilities), work processes and organization of the design, construction and operation team. BIM plays a significant role in VDC. Above all, it supports decision-making processes. Design challenges can be easily presented to the project team or the client with the use of BIM. Moreover, it is used for construction planning for additional schedule information, i.e. 4D.

The A/E Team will utilize Virtual Design to improve coordination meetings during design and construction phases, reducing coordination time and integrating all virtual models to achieve this goal. Significant decisions concerning the project are made in real-time virtual 3D environment allowing the team to explore the project physical and functional characteristic digitally before it is built, greatly reducing conflicts and streamlining the design and construction process.

Furthermore, Virtual Design can be used not only for design and construction, but also for future building operations and maintenance. Other virtual tools such as 3D scanning (Scan to BIM) can be discussed during initial project meetings and can be utilized, if necessary.

2I. MODELS AND MODEL DATA

BIM models will be setup using BIM 360 Autodesk cloud. The A/E Team has full capabilities to use this cloud environment. All AECOM models will be setup in real-time collaboration in BIM 360. They will use either BIM Glue or Navisworks for Clash detection as required and at major submittal deadlines. Revit models folders/data organization will be written on the BIM execution plan and the team will follow these guidelines. The A/E Team can meet BIM Parametric information requirements such as Cobie, or any other facility data management requirements, if required. AECOM's BIM Manager will QA/QC the Revit models at major deadlines for model validation, information accuracy, BIM standards, parametric data input and other requirements.



Dadeland South Bus Terminal BIM – Miami, FL

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3.0 Past Performance

3A. CUTTING-EDGE NEXT GENERATION CIVIC AND GOVERNMENT FACILITIES

AECOM brings extensive experience in planning, design and construction administration of cutting-edge next-generation civic and government facilities and other similar complex facilities in the United States. AECOM is one of the few firms that can address all major design services required for a project — needs assessment, forecasting, programming, planning, architecture, building engineering, fire protection, environmental engineering, detection equipment and hardware, electronic security design, telecommunications and sustainability consultation, all with in-house personnel. Their leadership in multidisciplinary planning and design encompasses experience in hundreds of civic, public safety and criminal justice projects in the United States and abroad including government complexes, courthouses, detention and correctional facilities, public safety buildings, emergency operations/ communication centers and mission-critical facilities.

AECOM has deep contemporary experience in the design of high-rise buildings, government workplace settings, parking structures and transit centers. They offer a strategic approach to design and delivery, utilizing an integrated creative methodology, where all disciplines collaborate to introduce best practices adapted to the specific requirements of the DCP and to the unique aspects of the JGCC site. They propose carefully selected design and management talent from our local and global resources. Their key personnel, Ross Wimer (AECOM Lead Design Principal), Michael Kerwin (AECOM Design Principal), Samuele Sordi (Pininfarina Lead Designer), Adolfo Cotillo (ACAI Principal) and Tim Blair (Project Manager) all have extensive experience creating successful similar projects.

Cutting-Edge Solutions

In addition to our core design capabilities, AECOM offers a diverse and powerful set of unique specialty toolkits that can enhance the development of the JGCC. Their Strategy+ group, currently assisting Miami Dade College and other institutions and universities across the country, works to optimize real estate portfolios, incorporating new ways of working with advanced technology and data and creative alternatives for the use of learning environments across multiple settings and locations. In order to bring reliable metrics to the fore, Strategy+ employs business visioning, user surveys and research, utilization studies, change management, standards and guidelines development and pre- and post- occupancy evaluation.

AECOM's Technology Solutions Group develops custom solutions that enhance technological functionality, sustainability and efficiency in complex buildings by creating advanced synergies between technology systems and building spaces. This evolved approach to smart building technology design involves various infrastructure networks, electronic security, cybersecurity, audio-visual, voice, data, converged networks, workplace, laboratory and teaching

environments, and begins with a coordinated approach that balances tomorrow's technologies with time-tested robust solutions of today.

Integrated Research Development + Innovation Framework within a Global Multidisciplinary Practice (iLAB)

Research and development is the foundation that supports the making of the world around us – and an integral platform in solving the most complex challenges in the built environment. At AECOM, innovation is the focused and applied outcome of research and development towards making that world a better place. Innovation directly supports design and technical excellence, is a primary differentiator in the market, adds value to their clients and attracts and retains their top talent.

To transform their Buildings + Places global multidisciplinary practice and leverage the full potential of their talent, AECOM has established an integrated Research Development + Innovation (RDI) initiative, iLAB. **iLAB is a lean, distributed innovation laboratory focused on expanding the impact of innovation to elevate the practices and drive growth in the market sectors; applying innovative processes and solutions in support of their clients; and developing the internal culture of RDI focused on positioning Buildings + Places as a leader in advanced practice and innovation.**

iLab functions as a distributed framework integrated across all B+P Practices and Regions that leverages global talent alongside regional leadership to support four distinct impact areas: focused impact - integrate innovation directly into projects delivery; cultural impact - develop and support RDI projects within AECOM and with strategic partners that result in accelerating innovations; community impact – RDI activity dissemination to the broader external community; and process impact – standardization and automation of design processes on projects and across practices. Innovation is the vehicle by which AECOM differentiates and defines itself with their clients and is the backbone for design thinking. Through the iLAB initiative, they continue to develop AECOM's culture of excellence, create value for our clients, and operate as a global community of best-in-class practice.

Façade Engineering Team

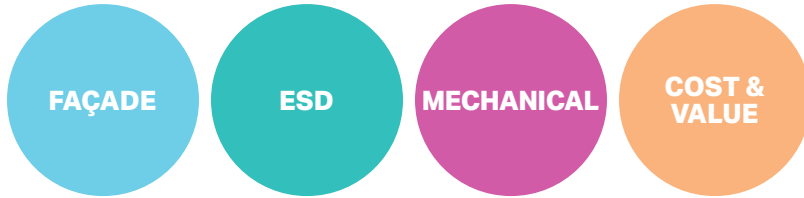
World-class façades demand a world-class team to deliver them. AECOM's specialized façade engineering group believes that building façades shape their views of architecture and the places that surround a building and can greatly influence the reputation of a city. Architects, developers, builders, planners and the public want façade designs that express pride, exude confidence and provide a pleasing aesthetic. World-class façade design and engineering meets the challenges of good architecture and good public planning - while providing more, including environmental sustainability, the economical use of resources and the comfort and safety of a building for its occupants.

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A-BOT: AECOM'S BUILDING OPTIMIZATION TOOL

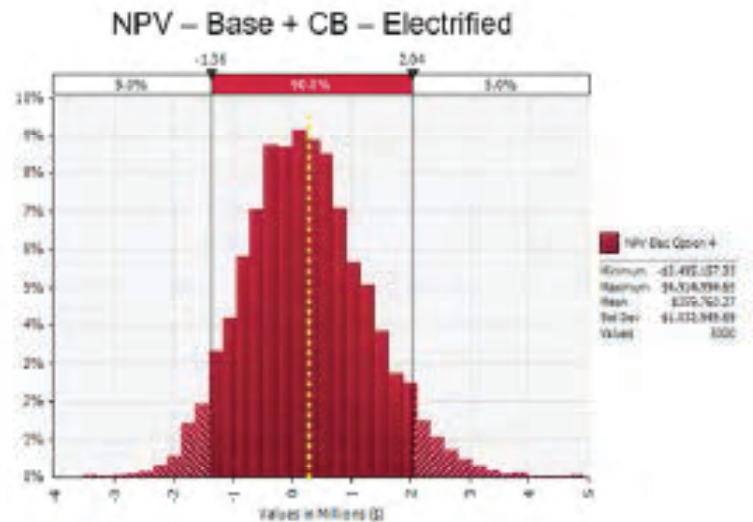
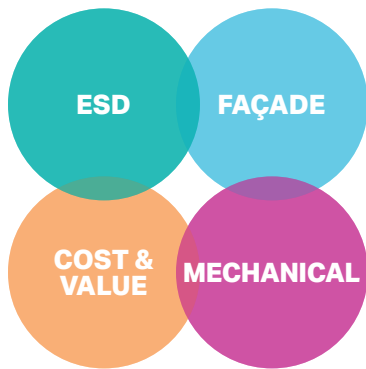
Façades, ESD and mechanical engineering impact each other and would benefit from an interactive workflow. These disciplines are often siloed, leading to sub-optimal design solutions.

Business as Usual Project Delivery



AECOM has developed an integrated multi-disciplinary workflow to answer the question "What is the most cost-effective combination of façade and HVAC" and provide optimized facades/HVAC solutions.

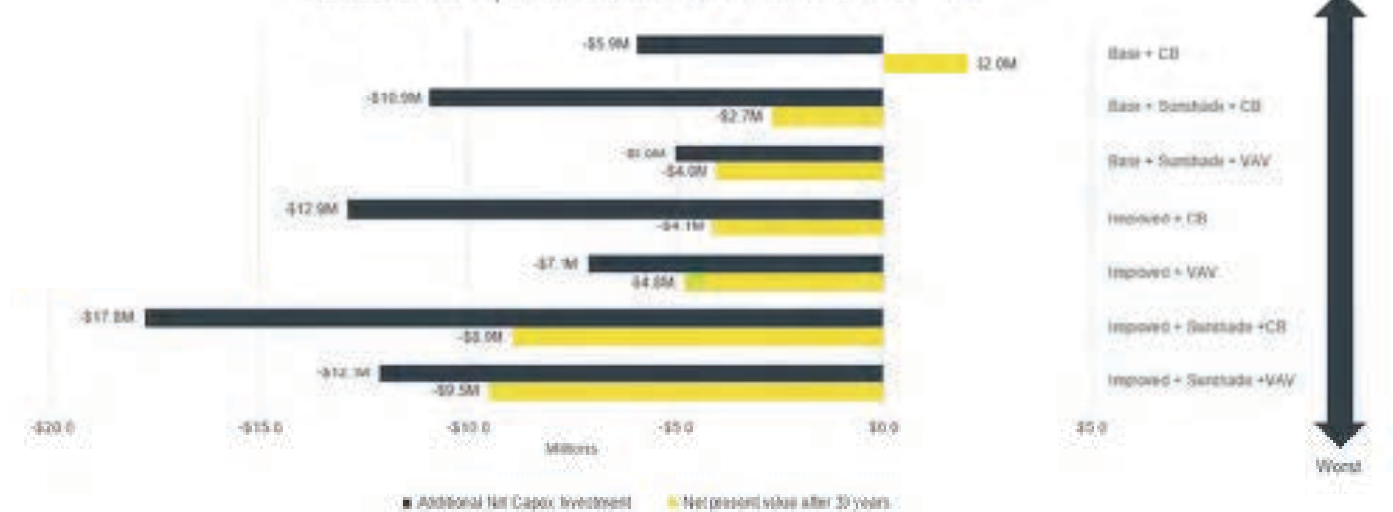
Where the Magic Happens: Integrated Design



Risk-based analysis models off-scenarios and tracks the sensitivity of the results to different inputs.

Different façade and HVAC combinations are modeled. Performance is measured in energy use, impacts on NLA NABERS and Green Star ratings and other factors. Cost and Net Present Value are used as a metric.

Additional Net Capex Investment & NPV Relative to Base + VAV



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Façade Engineering (continued)

AECOM will go beyond the traditional façade engineer's role, rigorously analyzing the building's overall performance objectives and tailoring the façade design to suit. Working to enable Ross Wimer's vision, the façade team will provide the technical support and know-how required to make the most-ambitious design a reality. AECOM incorporates effective maintenance systems so that the building envelope can maintain its high performance throughout the building's natural life.

Façades are becoming ever more complex, as new technology meets ever-higher expectations about how a building should perform. AECOM's science-based approach, coupled with privileged access to their specialists in related fields, gives the A/E Team a unique platform to innovate and explore new solutions. Their skills and experience cover all stages of the design process, from initial concept work and detailed design and procurement, through to in-factory and on-site inspections, to deliver innovative, well-engineered, cost-effective solutions.



Wujiba Greenland Headquarters - Kunming, China

CASE STUDY: Wujiba Greenland Headquarters - Kunming, China

The AECOM Façades Team has been appointed to provide façade engineering and consulting services for this 1,400 foot-tall mixed-use tower for a major urban complex in SW China, providing documentation to Chinese standards in both Chinese and English. Using parametric design tool Grasshopper with Rhino, combined with cold bent glass and cost studies, they successfully optimized the façade panelization to achieve the doubly curved design intent within the client's budget. The parametric study was further developed to incorporate batching the panels in order to group similar panels based on an adjustable tolerance.



Senate Building - Manila, Philippines

CASE STUDY: Senate Building - Manila, Philippines

AECOM was the winner of the Global Conceptual Design Competition for the new Philippine Senate Building in June 2018. The global competition sought designs that needed to meet four key criteria: instantly iconic and unique; constructible and feasible; sustainable and green; and functional and secure. Developer BCDA assisted the Philippine Senate in procuring an almost two hectare lot, located in a new, expansion area of the BGC district in Manila. Opening of the iconic new Senate Building is planned for July 2021 at the start of the next Congress.

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Optimizing Embodied Carbon in Structures and Façades

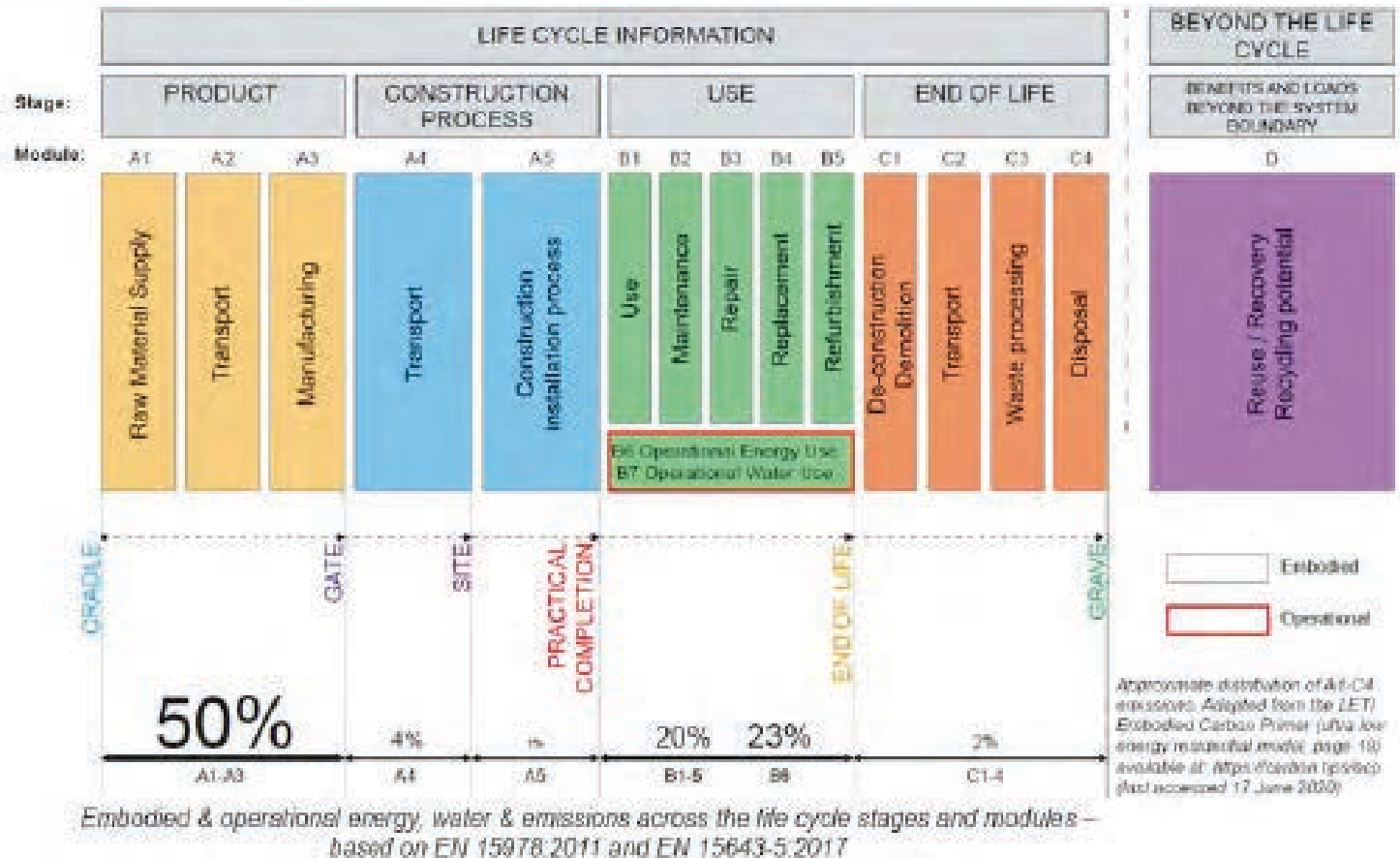
Current best practice in sustainable building design primarily focuses on reducing carbon emissions during the use stage of the building's life cycle. However, studies have shown that embodied carbon emissions from the building structure and envelope can represent more than the total carbon emissions during the building's operations.

With clients committed to providing carbon neutral grid energy in the near future, the focus on reducing total carbon emissions during a building's life cycle will shift to embodied emissions of materials used during construction. Most of these embodied emissions are contained in the building structure and building envelope.

Life cycle carbon analysis is typically carried out toward the end of the construction stage; this is much too late to allow any optimisation to occur. AECOM has now developed an early-stage workflow during Schematic Design to capture and measure embodied carbon emissions from both Structures and Facades. Their workflow allows for comparisons to be made between embodied and operational carbon emissions, so that the building's total carbon life cycle emissions can be reduced in the most effective way.



Components of Life Cycle Assessment (LCA)



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Parametric Modeling

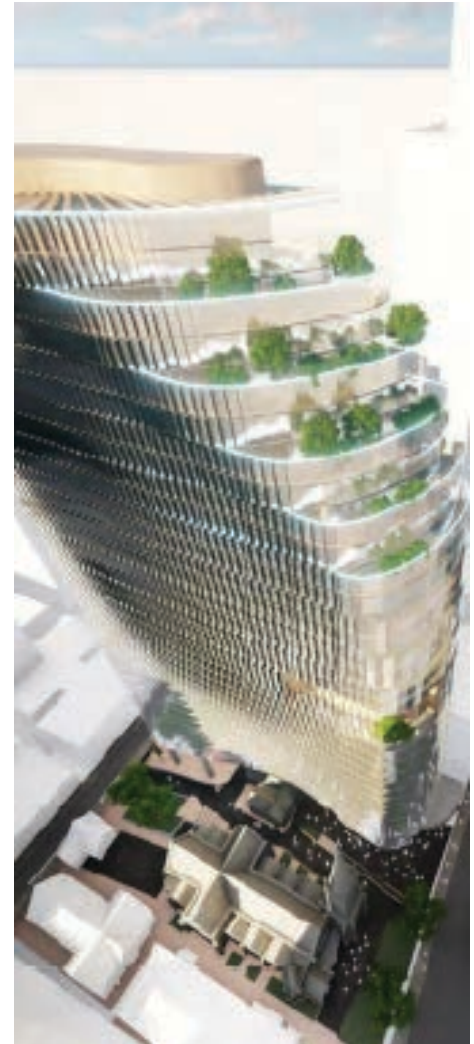
Parametric design is a powerful tool that allows AECOM to rethink the way they develop and solve engineering challenges encountered on projects. Parametric design is the combination of using parametric modeling with evolutionary solvers to help drive decision making in the design process.

Parametric modeling involves the creation of a model that can be transformed through a series of input parameters. These input parameters may be changed and thus affect the model. For example, an input parameter on a roof design may be the spacing of the roof trusses which if changed affects the applied loading and hence changes the required design of each individual truss.

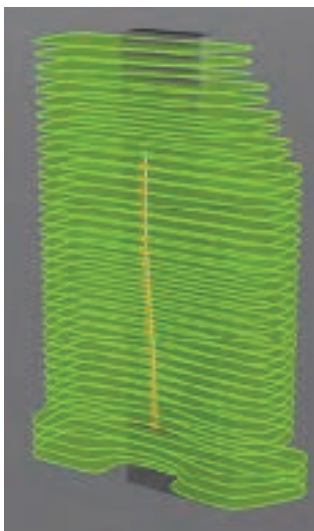
Evolutionary solvers may then be used to adjust the input parameters randomly in order to target specific output limits. Evolutionary solvers have the ability to generate thousands of output permutations. In the truss example, input parameters controlling member size and spacing can be adjusted randomly while assessing the output parameter for deflection in order to maximise the deflection within a certain limit. This allows for efficient forms of trusses to be developed.

Once carried out, AECOM can assess the merits of the options trialed by the model to inform the direction of the overall design. This approach allows them to offer optimal solutions for the projects that they work on.

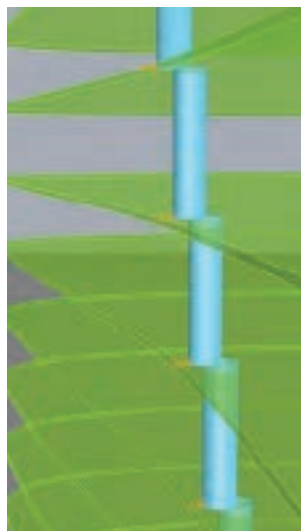
The office development at 130 Lonsdale Street, Melbourne incorporates a sloping façade that transitions in both plan and elevation along an organic curve. This resulted in each floor being slightly different to the floor below. It was a requirement for all columns to be positioned on the perimeter of the office floors in order to maximize the amenity of the internal fit-out for the project. Parametric modeling was used to optimize the positioning of the columns from the façade edge. To assist with construction, it was identified that it would be more cost effective to maintain consistent stepping arrangements of the columns over a number of levels. Parametric modeling assisted AECOM in refining the step arrangements of the columns in order to minimize the offset from the edge of the floor. Once the initial parametric model was set up, AECOM was able to develop a number of options for the columns in quick succession and present to the wider design team for consideration.



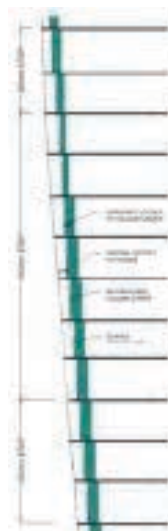
AECOM's façade engineering.



Parametric model with single column shown.



Parametric model close up of columns with offset measurement to slab edge.



Final outcome

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Similar Complex Facilities in the United States

AECOM brings extensive experience performing needs assessment, forecasting, programming, planning, design and project management services for cutting-edge next-generation civic and government facilities in the United States. They have designed and constructed innovative facilities and infrastructure for government clients around the world from state-of-the-art headquarters and military installations to complex, resilient infrastructure.



National Geo-Spatial Campus - Bethesda, Maryland



Joint Courts Complex for Pima County and City of Tucson, AZ

CASE STUDY: National Geo-Spatial Campus in Bethesda, Maryland. AECOM is the Designer of Record for the renovation of the former National Geo-Spatial Campus in Bethesda, Maryland into an 850,000 sq. ft. 39-acre award-winning Intelligence Community Campus (ICC-B), designed to house and promote collaboration among 16 intelligence community agencies in a single location. The campus consists of a newly designed Centrum Building that connects three of the renovated existing buildings: Roberdeau Hall, Erskine Hall and Maury Hall. This world class design meets the Mission requirements, while also providing an innovative, flexible and collaborative workplace for the occupying agencies and staff. Design enhancements embody a wide range of solutions for energy and water conservation, workplace flexibility as well as building and site amenities.

CASE STUDY: Joint Courts Complex for Pima County and City of Tucson, Arizona. This new courthouse complex, which consolidates judicial functions formerly housed in multiple locations into a single venue, was designed as a joint facility serving Pima County and the City of Tucson. Pima County departments accommodated by the new facility include the consolidated justice courts and associated court administration offices, constable's office, the office of the court-appointed counsel and public defender's offices. For the City of Tucson, the facility houses the city court, court administration and offices for the city prosecutor and public defender. The construction of the project was completed in two phases. Phase 1 included 250,000 sq. ft. of space to accommodate the County Justice Courts, Tucson City Courts, administrative offices, and other county needs. Also included in the first phase was a parking structure to accommodate 826 cars. Phase 2 added 150,000 sq. ft. of additional courts and administrative space the constable's offices and training spaces. AECOM provided a full range of services, including needs assessment studies, master planning, courts programming and planning services, urban design, architecture and interior design, vertical transportation, security/telecommunications design and construction administration.

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3B. EXPERIENCE ON PROJECTS OF SIMILAR NATURE, SCOPE AND DURATION

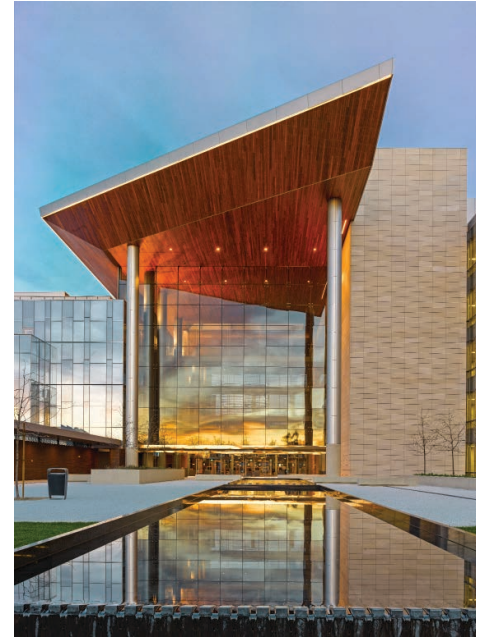
The A/E Team’s experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion has been included in Section F of the SF330. The A/E Team has identified experience with high-rise building projects that are critical, strategic high-performance buildings and buildings located within an urban district.



Broward County Judicial Complex



3 MiamiCentral - Brightline



George Deukmejian Federal Courthouse

P3 Cost Savings Compared to Traditional Procurement

PROJECT	SAVINGS	SAVINGS (\$)	TOTAL COST (\$)
Long Beach Courthouse	15%	52M	346M
UC Merced	12%	N/A	N/A
University of Kansas Campus	29%	100M	350M
Denver FasTracks	27%	300M	2,143M
Port of Miami Tunnel	50%	750M	1,500M
Ohio River Bridges (East End Crossing)	23%	228M	1,004M
Goethals Bridge	10%	150M	1,500M
I-4 Ultimate	35%	1,300M	3,714M
Presidio Parkway	23%	147M	635M
Purple Line Maryland	10%	600M	5,600M
PA Rapid Bridge Replacement	20%	200M	1,000M
635 (LBJ Freeway)	50%	1,300M	2,600M
Average	24.6%	5,174	20,676

Sources: Beacon Hill Institute, The Impact of Tax Exempt Financing on Public-Private Partnerships: A Dynamic Analysis
 P3 Council 2016, MTA 2016, PennDOT 2015, CODOT 2014, MccCown Gordon 2016, NCP3 2015.

*Total may not add due to rounding.

P3 Schedule Savings Compared to Traditional Procurement

PROJECT	FINAL COST (\$)	% OVER BUDGET	MONTHS LATE
VA, Las Vegas	585M	80%	86
VA, Orlando	616M	143%	61
VA, Denver	1,730M	188%	50
VA, New Orleans	1,035M	66%	14
UC, San Diego	943M	42%	Unknown
Big Dig, Boston	15,000M	150%	Double Plan
520 Bridge, Seattle	4,250M	10%	>18
Highway 99 Bertha, Seattle	TBD	TBD	>27

P3 Procurement

PROJECT	FINAL COST (\$)	% OVER BUDGET	MONTHS LATE
Humber Hospital, Toronto	1,750M	0%	0
CSEC, Ottawa	867M	0%	0
Long Beach Courts, Long Beach	339M	0%	0
Alberta Schools (2 Projects), Alberta	887M	0%	0
Durham Courts, Ontario	355M	0%	0
MGCS Data Center, Ontario	352M	0%	0
Toronto Detention Center, Toronto	764M	0%	0
Windsor Parkway, Ontario	1,786M	0%	1*
Miami Tunnel, Miami	68M/yr	0%	2*

*Note: While the Windsor Parkway and Miami Tunnel projects were late, all resulting costs, including financing costs, were borne by the private sector.

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

3C. OUTSTANDING SOLUTIONS AND OUTCOMES

AECOM has received hundreds of commendations and awards for the design of federal, DoD and civic facilities.

The following is a select list of design awards they have received:

NASA N232 Building, Good Design is Good Business Awards, Architectural Record Magazine and Business Week

NASA Langley Research Center Headquarters, GSA Real Property Innovation Award, Sustainability Category, Northern Virginia Chapter, American Institute of Architects Award of Merit in Institutional Architecture

Joint Interagency Training and Education Center, Honor Award in Concept Design category, West Virginia AIA

NASA New Town at Langley Research Center, Hampton, VA, GSA Project Management Awards, Excellence in Project Management

Intelligence Community Campus (ICC), three design awards including the Building Team Bronze Award from Building Design + Construction magazine

FBI Regional Administration Headquarters, Phoenix, AZ, 2013 Best Office, RED Awards (Real Estate & Development) AZRE

FBI Regional Administration Headquarters, Phoenix, AZ, 2011 Interiors Award, IIDA Southwest

Building Team of the Year Award, LAX, Los Angeles AIA Presidential Award

Air National Guard Readiness Center, Joint Base Andrews, MD, NAIOP MD/DC Chapter, Award of Excellence

NASA Langley Research Center Headquarters, NASA Blue Marble Award for Excellence in Energy and Water Management

FBI Regional Administration Headquarters, Phoenix, AZ, 2012 Award of Merit, Sustainable Development, Valley Forward, Phoenix

NASA Langley Research Center Integrated Engineering Services Building, U.S. Department of Energy 2015, Federal Energy and Water Management Award

Army National Guard Readiness Center, Craftsmanship Award - Concrete/Cast-in-Place Concrete (including formwork and reinforcement) Category, Washington Building Congress

Smithsonian Institution Mall-wide Water Reclamation Initiative, Engineering Excellence Honor Award, American Council of Engineering Companies, Metropolitan Washington

Los Angeles Police Department Police Administration Building, Building Team of the Year (Presidential Honor Award), American Institute of Architects; Merit Award for Built Architecture, Denver and Colorado Chapter of the American Institute of Architects, Community Impact Award, Los Angeles Cultural Affairs Commission

Smithsonian Institution's National Museum of Natural History Live Butterfly Pavilion, seven design awards including Brightest IDEA Interior Design Excellence Award, American Society of Interior Designers (ASID), Virginia Chapter ASID/IIDA

N232 Collaborative Support Facility, GSA Real Property Award for Green Innovation, Real Property Award for Green Innovation

NAS Patuxent River Naval Base 2035 Vision Plan, Honorable Mention, Area Development Plan, Federal Planning Division of the American Planning Association

George Deukmejian Federal Courthouse, Best Global Projects, Engineering News-Record Magazine, ULI Global Awards for Excellence, National Award of Merit, Design Build Institute of America



Award Winning George Deukmejian Federal Courthouse - Long Beach, CA

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3D. PARKING GARAGE AND PARKING MANAGEMENT TECHNOLOGY

AECOM and their partner THA Consultants, brings extensive experience in garage parking facilities including advanced parking management technology for similar projects throughout Florida.



Consolidated Rental Car Facility - Fort Lauderdale, FL

CASE STUDY: Fort Lauderdale/Hollywood International Airport - Consolidated Rental Car Facility, FL. AECOM provided complete architectural and engineering design services for a consolidated rental car parking facility at the Fort Lauderdale/Hollywood International Airport to meet the complex transportation demands of a fast-growing airport. The structure included retail and back of house space for 12 rental car companies and accommodates 9,000 cars and a full range of rental car concessions and visitor parking. Multiple connections to the existing terminals were achieved with a pedestrian bridge and a dedicated busway for shuttle buses and pedestrian linkage at grade. The garage consisted of five stories of rental car concessions and four stories of airport public parking on the top floors.



University of Kentucky Garage - Lexington, KY

CASE STUDY: University of Kentucky Garage, Lexington, Kentucky. THA Consulting, Inc. (THA) is excited to present the University of Kentucky Parking Garage, located in Lexington, Kentucky. This project is an example of a successfully delivered parking garage using a Public-Private Partnership (P3) approach. THA collaborated with architect Sherman Carter Barnhart, real estate specialist Signet Enterprises and contractor F.A. Wilhelm on this exciting mixed-use project that will help UK today and into the future.



Disney Springs Parking Garages - Orlando, FL

CASE STUDY: Disney Springs Parking Garages, Orlando, FL THA provided parking design for the two new parking decks at Disney Springs, totaling over 6,200 spaces. Each parking deck includes a state-of-the-art parking guidance system for directing patrons to available spaces, while also providing parking management features for managing the use of and enforcement of parking spaces. The massive parking decks include defined pedestrian pathways for leading patrons to Disney Springs, while keeping them separated from vehicular traffic. Both parking decks consist of cast-in-place, post-tensioned beam and slab construction to promote openness and enhance wayfinding. The award-winning decks also include parking technology that patrons can use in advance of their arrival to know where spaces exist.

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3E. MULTIMODAL MASS TRANSIT OPTIONS

AECOM offers extensive experience designing new facilities which integrate multi-modal transit options. In addition, their experience working with the FTA results in value-added service to their clients looking to include FTA funded transportation elements as a component of their new facilities.



3 MiamiCentral, Miami, FL

CASE STUDY: 3 MiamiCentral, Miami, FL.

3 MiamiCentral, developed for Brightline, is the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in Downtown Miami. The building's design supports ridership from the adjacent rail station and integrates public art to complement the changing urban environment. A defining landmark on our skyline, MiamiCentral includes a transit hub and rail station, two office buildings, twin apartment towers, retail shops and the city's first food hall. The station serves Brightline, a 235-mile network of rail lines connecting South Florida to Central Florida and to the existing Tri-Rail system.



Miami Intermodal Center, Miami, FL

CASE STUDY: Miami Intermodal Center, Miami, FL.

Connected to the Automated People Mover (APM) Station, the Central Station project encompasses a 27-acre site and consolidates Tri-Rail, Amtrak, Metro-Rail and bus passengers under one roof. The two at grade rail platforms measure 1,030 feet in length, each partially covered by an open web space frame canopy extending 800 feet long. Other components include a 3,000 sq. ft. bus depot with space for 6 bus berths serving intra-city bus service and a 1,500 sq. ft. bicycle center with men's and women's changing facilities and bicycle lockers catering to bicycle users. The elevated pedestrian concourse also functions as a passenger bridge to the future joint use development. At grade vehicular parking is provided for 400 vehicles.

The Miami Intermodal Center has received the following prestigious awards:

BOMA Southern Region Award for Government/Public Assembly Category, 2018

BOMA TOBY Award for Government/Public Assembly Category, 2018

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3F. DESIGN-BUILD/INTEGRATED DELIVERY

AECOM has completed numerous contracts as the designer, builder, planner, advisor, manager and design-builder. They are experienced in leading complex teams and managing overall construction quality, cost and schedule. Equally, they are experienced in serving as a strategic partner, delivering design and construction solutions informed by their integrated delivery platform.

U.S. P3 EXPERIENCE

- Quincy WWTP
- CPTC 91 Express Lanes
- SR 125 So. + Connectors
- Presidio Parkway
- Long Beach Courthouse
- Carlsbad Desalination Plant
- Beverly Hills WTP
- Rialto WWW Concession
- UC Merced
- SAN Terminal 1
- SANDAG Multi-Use facility
- North Tarrant Express
- SH 130 Segments 5-6
- SH 288 Toll Lanes
- Michigan Freeway Lighting
- I-75 Modernization
- Franklin WTP
- I-595 Corridor Improvements
- Port of Miami Tunnel
- Goethals Bridge
- LaGuardia Central Terminal
- Bayonne WW Concession
- US Route 35
- Midtown Tunnel
- PA Bundled Bridges
- GADOT Major Mobility Investment Program (MMIP)



CANADA P3 EXPERIENCE

- Regina Wastewater
- Sea-to-Sky Highway
- Kicking Horse Canyon (Phases 2&3)
- Edmonton Orbital (Seg 1)
- Northeast Calgary Ring Road
- Northeast Stoney Trail
- Northwest Anthony Henday Drive
- Edmonton Orbital (Seg 2)
- Northeast Anthony Henday Drive
- SE LRT (Valley Line)
- Toronto Pearson International Airport Air Rail Link
- Waterloo LRT
- GO East Rail Maintenance Facility
- Hurontario LRT
- Hamilton LRT
- Sheppard LRT
- Finch LRT
- Gordie Howe International Bridge
- Ottawa LRT (Phases 1&2)
- Highway 407
- Defense Canada P3 (National)
- Windsor Essex Parkway
- Highway 427
- Toronto Courthouse
- Confederation Bridge
- A30 Motorway
- A25 Montreal
- Stoney Compressed Natural Gas (CNG) Bus Garage
- Disco Road SSO Facility
- Metrolinx Stouffville Corridor Stations and Grade Separation

AECOM is experienced in design-build and P3 projects that require integration of a large design team and strong design leadership. Clients have recognized AECOM for delivering projects within the available funding on fast-track schedules. Unique to their ability to successfully deliver P3 projects, AECOM led the design of the first civic building and the first civil infrastructure availability payment P3s in the United States:

CASE STUDY: Governor George Deukmejian Courthouse, Long Beach, California. This was the first civic building in the U.S. delivered through an availability payment P3 contract and the first ever P3 in Los Angeles County. AECOM worked with the project team and stakeholders to design and prepare construction documentation to support an aggressive fast-track construction schedule. As a result of the team's collaboration, the project was completed on budget and 11 days ahead of schedule.

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4.0 Project Approach

THE A/E TEAM APPROACH TO THE PROJECT

This is a moment of great opportunity for Broward County and the City of Fort Lauderdale. With Civic Unity Partners' unique hyper-collaborative, team-based design approach to the project, we will create an unforgettable setting for the JGCC.

The Sponsors have an opportunity to create a global marquee project whose significance is represented in the iconic structure itself, a ground-breaking place that will forge opportunities for both the local government and the public to innovate.

AECOM's highly-evolved design approach can help the JGCC become the symbol of the extraordinary growth and civic success that The Sponsors deserve. Appropriately located at the most visible corner of the core of the City, the new iconic building will create a never-before-seen image on the skyline, raising the City's profile nationally and globally, spurring powerful collaborations between the two governments, providing an advanced workplace setting and propelling the The Sponsors to continue their dramatic rise to the top rank of the nation's urban centers.

AECOM will pursue this team approach employing the best resources of their integrated team partners. This interdisciplinary team, guided by Ross Wimer as Lead Design Principal and high-rise building expert, includes Pininfarina and AECOM's global experts, including our Workplace Design, Innovations Lab, High Performance Design and Façade teams, as well as our key local CBE/SBE/DBE professional collaborators with deep experience in design for the South Florida environment.

An unforgettable architectural statement at the most visible corner of the downtown will reflect the growing stature of The Sponsors, create an entirely new urban front door and mark a step forward in the remarkable evolution of a young and diverse place.

AECOM Understands Your Vision: The JGCC is an opportunity to maximize synergies between The Sponsors and to take advantage of the combined setting to exploit common infrastructural resources and shared amenity spaces. AECOM's collaborative design approach will merge architectural perspectives with workplace design, Net Zero strategies and the best high-performance technology, uniting the physical campus context into a gesture of contemporary civic planning and assimilating these modes of advanced civic thinking into one new integrated viewpoint more innovative than either could be by itself. The transparent and open design process will assist the The Sponsors in creating an unforgettable building that responds to your immediate need for a high-performance workplace.

THE A/E Team Will Deliver On The Sponsors' Ambitions:

We will create an iconic, memorable, high-performing and sustainable structure that brings administrators and the public together into a place that will be a symbol of City's and County's growth and a moment of pride for the entire community. To do that, AECOM will utilize a uniquely talented, global interdisciplinary team of designers and experts to create an inspiring image, wonderful indoor and outdoor environments, unique workplace settings, active, flexible meeting spaces and offices, beautiful council chambers with advanced technologies, and surprising, unscheduled and informal interstitial spaces that will be powerful settings for user groups to meet and collaborate.

AECOM is Uniquely Suited to Design the JGCC Building:

The A/E Team will take an inherently creative design-thinking approach that focuses deeply on the users' perspective of the spaces and reimagines the possibilities inherent in the program. Unlike other teams, AECOM brings a wealth of design experience and awareness not only in the context of governmental workplaces, but also from the design of related spaces for large governmental institutions, technology companies, military, science and other relevant groups. They will also invoke their own experience as a global advanced engineering platform to see the potential of this program in ways that no other candidate can.

The Sponsors' Success Fuels The A/E Team's Success:

AECOM has a vested interest in the success of Fort Lauderdale and Broward County. With offices only a few blocks away from the JGCC site, they have substantial experience designing for this unique context.

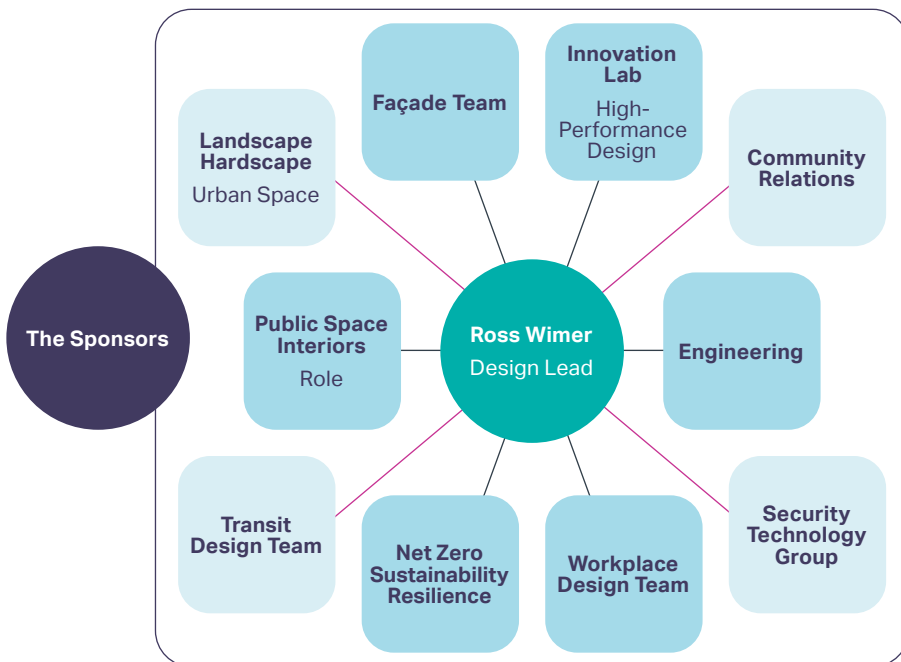


The City of Fort Lauderdale, FL

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PARTNERING WITH OUR DESIGN SUBCONTRACTORS

All members of Civic Unity Partners including The A/E Team subconsultants, The Developer, The General Contractor Developer and representatives of the The Sponsors will have a seat at the table during the creation of the design concepts. This hyper-collaborative method helps to guarantee the interdisciplinary power of the ideas they will create together.



HYPER-COLLABORATIVE DESIGN APPROACH

AECOM's goal will be to craft an open, transparent unified design and decision-making process for macro and micro design decisions and incorporation of input from The Sponsors.

Rigorous step by step events for the concept design process include:

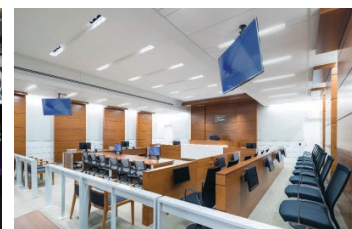
1. Collaborative interdisciplinary team assembled, led by Ross Wimer + design guidance team assembled from The Sponsors
2. "Hyper-collaboration" pre-design kick-off – all team members + The Sponsors representatives to provide foundations for concept alternatives
3. Concept creation by Ross Wimer + The A/E team: the "design story" guides all future work
4. The A/E Team develops concept alternatives – iterative opportunities for interaction with The Sponsors
5. Development of high-resolution, advanced design representations for benefit of The Sponsors (physical models, VR, animations, renderings, diagrams, renderings, plans, sections, narratives)
6. Development of interior public space and workplace concepts (iterative)
7. Development of high-performance engineering concepts (iterative)
8. Development of sustainable/resilience/Net Zero strategies (iterative)
9. Iterative presentations to The Sponsors to share development of concepts
10. Incorporation of input from The Sponsors
11. Concept design posted to community online outlet
12. Selected concept design development in detail
13. Final consolidated presentation
14. Voice of the client review

4A. OVERALL TEAM APPROACH TO STRATEGICALLY PLANNING THIS URBAN DEVELOPMENT PROJECT

AECOM has developed an A/E Team which understands that the JGCC is comprised of several unique occupancies, including **workplace, public assembly, transit and parking** in an urban environment.

Our team is comprised of experts in each of these typologies.

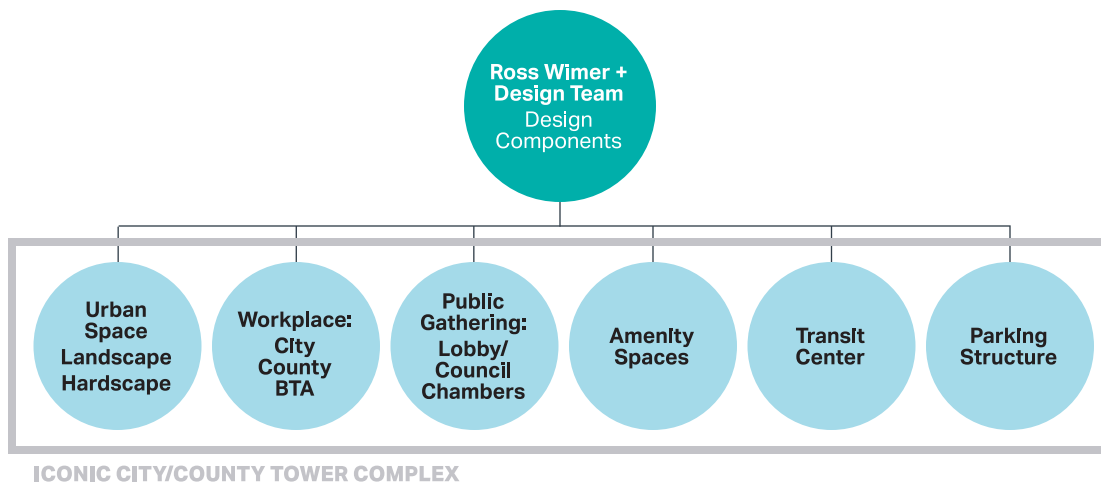
- **Workplace** – where public employees provide the services the community requires
- **Public Assembly** – where members of the public meet their public officials
- **Transit** – hub of the municipal bus system
- **Parking** – provides accessibility for works and the public



AECOM brings expertise in the required typologies.

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Design Components



AECOM will strategically plan this facility with a focus on **functionality and flexibility**. AECOM believes that only a typologically focused, powerful and transparent design approach can deliver a successful project; one that guards the scope and meets the design ambitions, schedule and budget goals. **Such a process requires several critical guiding activities:**

- **Assemble this highly diverse, experienced, fluent team** led by Ross Wimer, AECOM's Lead Principal Designer for office typologies similar to the JGCC buildings, Samuele Sordi of Pininfarina, and other expert team members and consultants whose capabilities include high-performance engineering, resilience, community relations, workplace design, programming, business model strategies and powerful project management built on open communication.
- **Begin with an open listening/learning process** to understand The Sponsors' goals and ambitions for the project: to gain insight into evolving stakeholder priorities that will guide the ultimate design and approach the project with a profound understanding that an office building for the JGCC is only as valuable as what it does to achieve The Sponsors' long-term goals.
- **Bring a collaborative and transparent culture** to project management for these typologies: where the A/E Team will work shoulder to shoulder with the City and County, partnering to solve inevitable challenges that arise in a years-long project with many unknowns; and managing the process in order to carefully guide scope, schedule and budget.
- **Produce a long-lasting, low maintenance, easily operable and highly sustainable administrative office setting** with high construction viability and sustainable environmental performance.
- **Follow a mission-driven design process** that goes beyond the simple creation of a passive backdrop for government administration but also responds to the long-term goals of The Sponsors.
- **Address the program challenges creatively through deep and open thinking** about the daily experience of the place. This must create spaces that are active collaborators in the workplace experience of users. This is where design becomes more than "how it looks" but "what it does," "how it performs" and "how it inspires."
- **Create an iconic beacon to communicate the public importance of this new memorable place** - a powerful and unique architectural statement reflecting the stature and importance of The Sponsors, suitable to its critical location at the front door of the urban core on Broward Boulevard, creating an entrance to a grand civic axis.
- **Create a living laboratory of creativity and innovation in public administrative space**, via flexible, beautifully designed, functional and secure public spaces and offices, all in a hub of public activity.
- **Create interactive interior and exterior spaces and circulation pathways** as well as interstitial spaces that encourage people to meet in informal and unscheduled settings to share and develop ideas in a context of social interaction.
- **Generate a building of such high quality that it spurs further development** along the west and north edges of the urban core.

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A STEP BY STEP APPROACH TO THE DESIGN OF THE JGCC

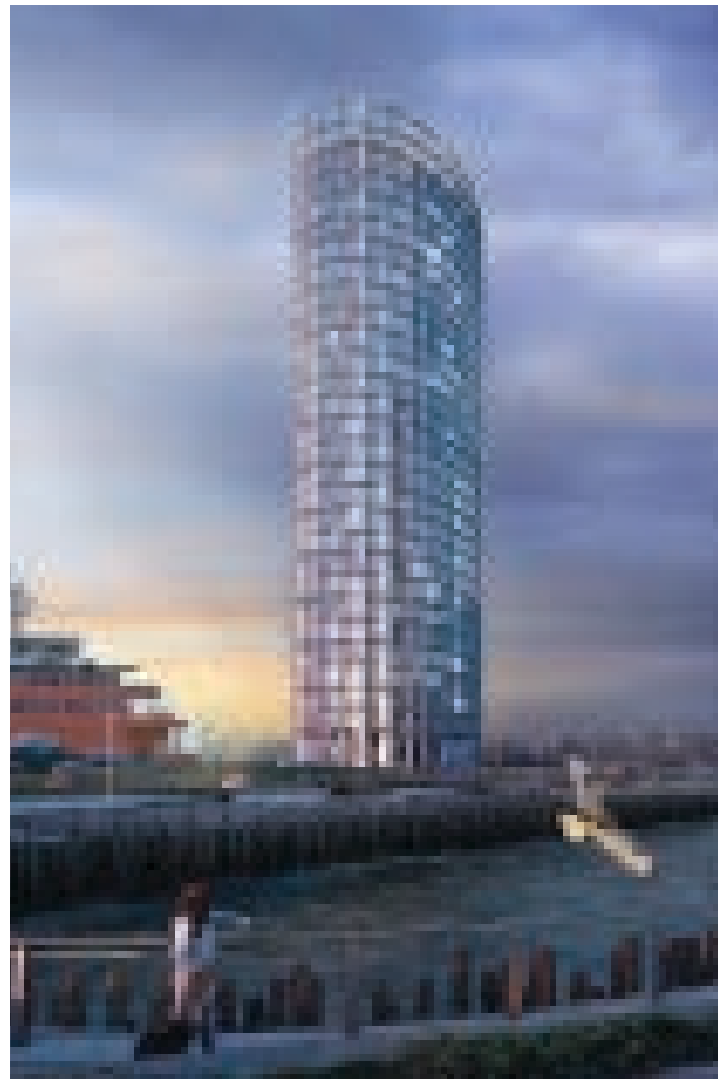
Tall buildings occupy prominent places in large urban centers around the world. The JGCC will impact the urban form of Fort Lauderdale by re-centering the City and bringing new energy and focus to its urban situation. The expansive role of tall buildings has increased the sensitivity to the impact these buildings have on their neighbors. The qualities of the JGCC in material reflectivity and density, floor-plate size and building height will become community issues as well as reflecting the interests of The Sponsors in developing the project. Human scale, connection to local culture and history, the influence of the design of the street and the regional context can all positively influence the design of the base of the building – as well as its unforgettable profile on the horizon.

The JGCC will have a considerable impact on the City's urban design and infrastructure. Building orientation and massing have the greatest impact on adjoining buildings. In addition, site access for parking, service vehicles, development of landscape and exterior urban space, and the influence of existing infrastructure of utilities and streets will all be carefully considered in the planning stages of the project. Because of the complex nature of the project, The A/E Team will work closely with local review agencies in the development of the design to respond to all of these influences.

BUILDING AESTHETICS AND EXPRESSION

Many considerations in the design of tall buildings are made in the context of a larger client team and the community. Each of these groups has concerns that influence the final form of the building:

- How the JGCC meets the sky and its symbolic form at a distance
- How the JGCC meets the ground and its clarity as an integral part of the larger urban context
- How people interact with the JGCC at both the large and small scale
- How the clarity of the JGCC's expression relates to The Sponsors' program and character of the City
- How the JGCC relates to its symbolic expression in terms of material and technology
- How the JGCC form has integrated structural, mechanical, electrical, conveyance and communication technologies and systems
- How the JGCC takes its place and role in the history of architecture
- How the JGCC is influenced by critical regionalism – in the ways it relates to local tradition, culture, materials and construction techniques



Tall buildings occupy prominent places in communities.

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THE ECOLOGICAL TALL BUILDING - PAST, PRESENT AND FUTURE

Each technological attribute of the JGCC will contribute to a forward thinking, high-performance, sustainable and resilient building. Sustainability is a critical physical and cultural goal. Physical sustainability requires that The A/E Team design all components of the JGCC comprehensively and responsibly. Cultural sustainability means designing a tower that merges past, present, and future into an architectural expression that is truly characteristic of the specific project, location and tradition. Consideration for the building’s future flexibility is important to facilitate long-term performance of a project, allowing a building to adapt to new technologies and uses.

RENEWABLE ENERGY

In the design of the JGCC, AECOM will explore the integration of renewable energy technologies, such as solar hot water heating, photovoltaics and integrated wind turbines. In considering renewable energy forms, design professionals must be mindful of current and foreseeable energy rates.

INTELLIGENT BUILDING SYSTEMS

Advanced building controls will increase energy conservation for the JGCC. Photosensors can dim electric lights in response to available daylight. Smart conference rooms, linked to their reservation schedules can be lighted and cooled only when occupied.

HEALTHY BUILDING

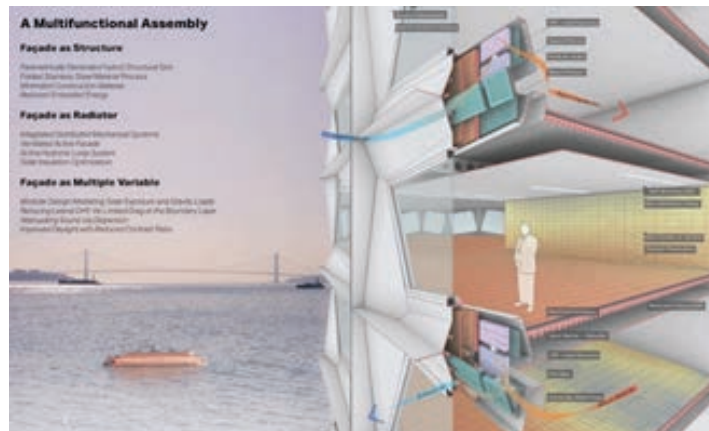
The materials specified for a project can negatively impact indoor air quality – a particularly difficult problem in South Florida. Adhesives, VOCs and other chemical compounds in carpets, paints and other materials and fittings require attention. Proper specification can limit the adverse, deleterious effects that off gassing has on occupant health.

MATERIALS AND EMBODIED ENERGY

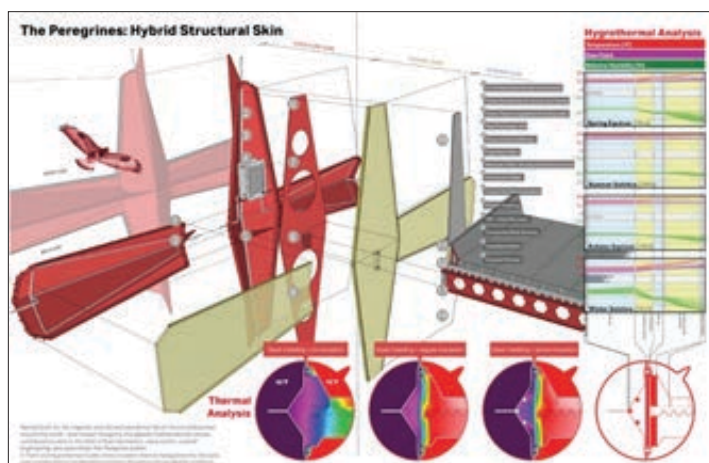
Building specifications for the JGCC will consider the embodied energy of materials and the energy used to produce a product, from raw material and resource extraction, to processing, to shipping and to installation. For example, specifying high-recycled content in steel reduces the need to manufacture new steel as well as diverting the old steel from the landfill.

FLOOR PLATE EFFICIENCY

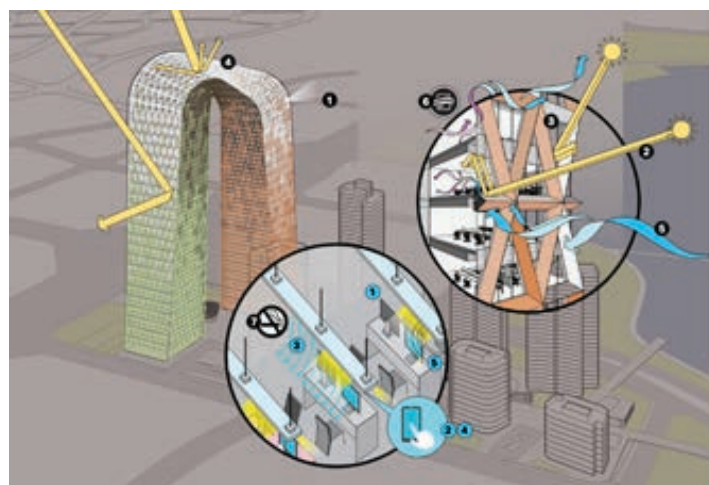
For the JGCC, the issue of building efficiency is a primary concern. In high rise office buildings, core configurations, core-to-perimeter dimensions and the location of risers and structural elements are major considerations affecting the overall efficiency and utility of the building. In buildings exceeding 30 stories in height, lateral (wind) bracing can have a major impact on the design of the building and its floor layout. Instead of responding to each of requirements individually, AECOM will carefully study each of these building systems organically, considering all disciplines together, to establish integration so as to minimize their impact on the floor layout.



Multifunctional façades technology



Hybrid structural skin technology



High-performance building technologies

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BUILDING STRUCTURE AND SKIN

For the JGCC, each structural system and skin system will have a physical relationship to the DCP, technology and natural conditions of the site. Whether designing in steel, concrete or glass, the natural properties of each material has its own set of possibilities. Scale, use, spatial flexibility and building program are the guiding principles in designing the primary and secondary support systems. The need for natural light, rain protection and solar protection provide the criteria for enclosure and modulation of the exterior form. AECOM will work to design the JGCC as a specific response to the South Florida climate, use and client, developing a skin system that will optimize its thermal and daylighting performance.

SYSTEMS

Through all the steps in the design process, the AECOM will refer closely to the Design Criteria Package which presents an extremely detailed guide to the design of the infrastructure of the JGCC.

STRUCTURAL SYSTEMS

In the JGCC, gravity loads will likely be of lesser concern than lateral (wind) loads. The challenge in the design of tall buildings is to integrate the structural systems into the overall floor plan design, while minimizing their impact on the layout. Supercolumns, tube and bundled tube designs, perimeter bracing, interior bracing and braced core designs are all considered to determine the ideal structural solution for the JGCC.

Structural design and tall buildings require an interactive approach between the structural engineers and the architects to incorporate each of the systems into the building, while minimizing their impact on floor plate efficiency. Furthermore, their impact on support building areas including parking and support space can be considerable. While functional considerations are important, the selection of the bracing system can also have a significant impact on a building's appearance and needs to be considered functionally and aesthetically before a final selection is made.

HVAC AND INDOOR AIR QUALITY

In mechanical design it will be critical for the JGCC to refer closely to the validated DCP and to select the appropriate type of air distribution systems (variable air volume systems, constant velocity ducted systems, fan coil, etc.) and return air systems. Their impact on floor-to-floor heights, building zoning based upon hours of operation and building exposure and the integration of smoke evacuation systems for fire protection will be essential for efficient operations. Additionally, air distribution and fire protection systems for specialized areas such as vaults, mainframe computer rooms and food service have an impact system choice.

The critical HVAC issues in the design of the JGCC in the South Florida environment will be air conditioning and cooling. Occupant loads, lighting and equipment loads usually necessitate air conditioning throughout the year. Because of this, economizer cycles take advantage of outdoor air



High-performance building technologies



Iconic profile on the skyline will generate a powerful identity for The Sponsors.

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temperatures that may generate real economies. These efficiency opportunities are evaluated as part of the building design process. Additionally, since these systems can be extremely expensive to operate, the long-term implication of their selection needs to be carefully evaluated. In each case, systems selections are made based upon considerations of efficiency, flexibility space requirements, first cost and operating costs.

FIRE PROTECTION

Fire protection systems in the JGCC will extend well beyond the mere provision of sprinkler systems. The special conditions presented include: smoke evacuation; fire protection zoning and redundancy; personnel, equipment and document safety and security; the design of gaseous suppression systems; and exiting design including stair tower pressurization. Special consideration will be given to the design of parking areas and their attendant fire containment and smoke exhaust considerations.

AECOM's architects and engineers will work closely with specialized consultants who have extensive experience in the design of these systems to carefully incorporate each of them within the building's design.

ELECTRICAL SYSTEMS

As specified in detail in the DCP, the electrical systems for the JGCC will be designed to support three specific considerations; power, lighting and data/telecommunications. The design of power systems includes the identification of special equipment for any specialized requirements, as well as the distribution of power to each major public space, workstation and office area. Typical and special loads are identified during the DCP validation process and throughout the design of the building, including: food service areas; mechanical and telecommunications equipment; data processing and specialty equipment; and general office areas. Critical areas requiring emergency power are also identified as part of this process; their demands are considered as part of sizing emergency equipment.

Data and communications systems have seen growth over the past decade and changes in systems continue to challenge building designers. Computers, faxes, LANs and video teleconferencing have placed tremendous demands on power and telecommunications systems and have increased the demand on electronic systems' reliability and flexibility. The proliferation of these technologies has placed new demands on systems and their integration, including consideration of capacity and flexibility, redundancy, serviceability and accessibility. Simple measures such as empty conduit and additional panel board capacity, and systems solutions such as consideration for raised floors, cellular floor decks and larger bus ducts provide the capacity and flexibility required to make changes quickly, as they become necessary.



High-performance building technologies

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BMS/DDC Systems

Building Management Systems/Direct Digital Control (or central building automation) systems provide monitoring and control of many of the building's systems. These BMS/DDC systems are extremely flexible and may incorporate any number of potential functions. They are limited only by the demands of the building owner and by their cost. BMS/DDC systems may control air handling systems, lighting, building equipment including boilers, cooling towers and air handlers and building security systems. They can monitor fire protection systems and can be tied into security systems to monitor access and systems utilization.

Understanding the Ambitions of the JGCC

The JGCC will become a vital node in the larger ecosystem of The Sponsors acting as the interface of the public and a transparent and responsive government, in the network of the areas other public institutions, and ultimately within the community at large. Its success will reflect success back on of all these elements.

AECOM understands design for local government

AECOM will focus its design approach on high-performance public spaces and workplaces to promote the Sponsors' successful performance of its public role. This will include working with the in-between spaces of the program to generate unscheduled working environments and promote "creative collisions," all in a hub where collaborative interaction is maximized. All of this will help The Sponsors to create an ideal version of local government.

The JGCC is primarily a place for work

AECOM's Workplace Practice will be dedicated to making the JGCC an advanced, high-performance office workplace – a great place to work. Their practice is dedicated to design excellence and an integrated approach to solving The Sponsors' complex workplace challenges in order to meet current and anticipated business objectives, and to make the complex a place that enhances the quality of the work that is performed there.

With a range of expertise from workplace strategy and design through project realization and post occupancy, AECOM's multi-disciplinary Workplace Team is adept at creating well-designed, high-performing spaces within the boundaries of identified standards and budgets.

The team will work with fresh eyes in a collaborative process with the rest of The A/E Team professionals leveraging past experience, best practices, and local knowledge to facilitate a successful outcome, with a constant dialogue among representatives from The Sponsors, The Developer and The General Contractor Developer.

The New Work Paradigm

AECOM is in the forefront of the national conversation about advanced workplace design. Work has been disrupted by the pandemic and by fundamental changes occurring across the spectrum of governments, businesses and institutions.

As workplaces change, the desire for work-life balance has given way to work-life overlap and an "always-on" culture, and a new demand by the worker to have flexibility in where they perform their work. Work now takes place anytime, anywhere, so many people now go into the office only when they have a specific reason. Demographics are also shifting, as there are now four generations in the workplace. The JGCC must support, sustain and adapt to their diverse needs and talents, while continuing to serve the fundamental purpose of the workplace—to foster constructive interaction and collaboration. They believe that the JGCC's work environment can drive productivity and enhance the employee experience. Our capabilities can enable the optimization of The Sponsors's real estate portfolio, incorporating new ways of working, technology, data and ideas for how to plan and use workspaces and learning environments across multiple work settings and locations.

Our workplace approach includes:

- Business Visioning
- User Research
- Utilization Studies
- Guidelines Development
- Change Management
- Pre- and Post-Occupancy Evaluation

AECOM uses various combinations of these capabilities to drive an integrated and effective workplace planning strategy.

Our workplace approach is:

- **Visionary and Goal Oriented:** AECOM supports not just how The Sponsors work today, but how they will and should work in the future
- **Fact-based:** Objective data on work patterns, work process, staff aspirations and business priorities inform the recommendations
- **Holistic:** AECOM will develop solutions that influence culture, work process, technology and space in a way that maximizes synergies
- **Iterative and Participative:** AECOM will evolve ideas through repeated interactions with The Sponsors stakeholders, giving them opportunities to engage, provide input and take ownership of the solution
- **Seamless:** Approach between architecture, workplace and interior design

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

THE A/E TEAM DESIGN PHILOSOPHIES AS THEY RELATE TO CRITICAL REGIONALISM AND LOCAL CONTEXT

// The term critical regionalism is not intended to denote the vernacular...If any central principle of critical regionalism can be isolated, then it is surely a commitment to place...(critical regionalism's) salient cultural precept is 'place' creation; the general model to be employed in all future development is the enclave-that is to say, the bounded fragment against which the ceaseless inundation of a place-less, alienating consumerism will find itself momentarily checked."

- Kenneth Frampton

https://marywoodarchtheory.files.wordpress.com/2013/10/prospects-for-a-critical-regionalism_kenneth-frampton.pdf

The theory of "critical regionalism" supports the richness of an authentic local architectural response and encourages the avoidance of the faceless universality of the form language of the international style that pursues a sameness across the globe. Critical regionalism resists both the imposed form language of functionalism and the superficial ornamentation of post-Modernism - all in the pursuit of the authenticity of a real "place" and an independence of intellectualized outside forces. This approach intends to provide an architecture rooted in a progressive tradition but tied intimately to its specific geographical and cultural context.

Critical regionalism opposes the lack of authentic localized design identity commonly found in the international and contemporary architecture - the notion that an architectural solution could exist anywhere. In critical regionalism, a successful architectural solution can exist only in its place.

In critical regionalism, the environment, or the "place," becomes more than a just a commodity - but one of the fundamental sources of the architectural response. A critical regionalist project is freed to achieve an authentic identity and avoid "universality and facelessness."

Thus, the JGCC should become a building that could only be in Fort Lauderdale - but informed by an architecture that has also never been seen in Fort Lauderdale.

This approach to an authentic design response requires a focus on the cultural and material history of a specific site. In the case of JGCC, a local response includes a focus on its position as a gateway to the core of downtown, the condition of frontality to Broward Boulevard, the proximity to the rail and its varied edges - some very public, some adjacent to unused land, solar orientation, etc.

In this unique approach, they treat the site, the climate and the cultural context as an ecosystem generating an authentic response. Their design will respond to:

- Unique local environmental conditions, especially solar and wind characteristics
- Unique energy demands deriving from the specific location of the site
- Material selections that come from the region
- Construction systems and approaches that are common to economy of the region
- An architectural response that acknowledges the cultural context of a young diverse energetic growing community
- A design expression that reacts to the open and transparent government system that it will house
- Site conditions, including specific responses to Topographic, climatological conditions, and sea-level rise.

Ultimately, it is AECOM's intention to create an authentically local, unique, functional, iconic and unforgettable JGCC as a great place - both interior and exterior - that could only exist in Fort Lauderdale in its form language, materiality and cultural response.



The JGCC should become a building that could only be in Fort Lauderdale

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4B. INTEGRATING NEEDS ASSESSMENT, PROGRAMMING AND DESIGN CRITERIA PACKAGE

INTEGRATING NEEDS ASSESSMENT, PROGRAMMING AND DESIGN CRITERIA PACKAGE

AECOM will use the facility needs assessments, and programming embedded in the Design Criteria Package as the road map to developing a design that takes advantage of the tremendous data gathering and strategic project planning that The Sponsors have performed. AECOM considers the DCP as a guide to the architectural interior design and construction for the entire project, and will establish key milestones throughout the process for reference back to the DCP to establish compliance with the basic ideas comprised there. We anticipate a process of iterative reviews by The Sponsors during all phases of the project to compare the design and construction phases against the validated DCP.

VALIDATION, INFORMATION COLLECTION & TYPES OF ENGAGEMENT

Facility needs assessments and information collection are incredibly important in AECOM's process, and include both quantitative and qualitative methods. We employ workplace performance surveys, pulse surveys and experience sampling to understand The Sponsors' overall performance values and perspectives as organizations. This process is layered with deeper engagement sessions, including workshops, focus groups and interviews beginning early on in the validation phase.

These engagements are specifically tailored to collect data that drives our calculation methodologies and plant the seeds in the change management process. Workshop and activity design is always tailored to answer our targeted questions for the session in an interactive format, which helps the participants feel engaged and enables us to collect high-quality and specific data.

Utilization and observational data, are as important as ever to gauge behavioral information in an analytical way and not rely on opinions. AECOM will draw on unbiased data by social network mapping, email analysis, meeting technology reports and historical output/productivity generation. By correlating this data with internal policy changes, external events and other environmental factors, AECOM can begin to see the behavioral changes and trends in your workforce.

AECOM's well-rounded collection of micro/macro and qualitative/quantitative data on user experience enables them to have a thorough picture of the diversity and depth of The Sponsors' workforce and which components are necessary to achieve success on the individual and organizational scale.



JGCC Design Criteria Package



JGCC Design Criteria Package

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4C. QUALITY ASSURANCE/QUALITY CONTROL SYSTEM

The A/E Team's integrated, collaborative approach and commitment to quality and efficient and effective oversight throughout project delivery is all about planning, communication and execution.

From day one, they will work towards a goal of zero defects. Their Lead Quality Manager will be an independent third party, appointed by The Developer. They will report directly to the Project Executive and will have authority to stop work on the site.

They will work side by side with the **Design Quality Manager, Stephen Panzarino**, and **Construction Quality Manager, Daniel Frohardt**. Together, they will create a Project-specific Quality Plan. This plan will be developed in collaboration with the County and the City at the kickoff meeting and will be a living document that will be reviewed at scheduled quality meetings. **Stephen Panzarino** will confirm logistics, prefabrication, modular construction, constructability and sequencing are incorporated into design documents.

The A/E Team's approach to Quality Assurance and Quality Control (QA/QC) will implement a strategy that includes factory inspections, off-site manufacture commitments, mock-up approvals for critical elements for The Sponsors' approval, integrated quality control, and joint room inspections undertaken collaboratively with the The Sponsors (over and above the mandated independent certifier inspections) to achieve a zero-defect completion. Furthermore, a quality sample benchmark finish will be undertaken and agreed with The Sponsors for final finishes.

During the Facilities Management phase, The A/E Team commits to implement an auditing program which will include clear KPIs and mystery shopper surveys, client and user satisfaction surveys, among others. Key assets will be tagged and incorporated into the operational BIM model to track maintenance, inspection and replacement. The building management software will feed directly and in real time into operational performance benchmarking and the maintenance and lifecycle strategy. All these features of the QC process and O&M auditing program will be incorporated into the asset Quality Plan.

Design Quality Control

Quality control is core to the services AECOM provides. Their process has proven successful on projects of this size and complexity. Their approach starts at the top with their **Project Manager, Tim Blair**, who will be accountable for the overall quality of services provided and working closely with our **Lead Design Principal, Ross Wimer**. This personal accountability for quality is the basis of a culture of quality at AECOM; they will infuse it into every level of performance by adapting AECOM's ISO 9001:2018-certified quality management system. Their team is committed to delivering a QA/QC program that provides a clear, efficient path to delivering a high-quality facility that will serve The Sponsors for years to come.

The A/E Team brings BIM implementation practices along with many other proven tools to monitor progress to help keep all projects on schedule and within budget, establishing project controls including scheduling support, budget management and document controls. Using innovative dashboard systems, The A/E Team brings best-in-class project management systems to confirm this project runs smoothly and moves expeditiously.



Civic Unity Partners Confirming Quality During Construction

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4D. BEST PRACTICES

The Sponsors' selection of an architect for the JGCC building is an enormous decision: it represents a critical moment in realizing your vision to create an unforgettable, iconic setting for collaboration, innovation and good government. They commit to you: The A/E Team will meet your vision by offering our most creative global high building team and a steadfast and painstaking management process to provide maximum value through:

- A deep understanding of how to achieve the Sponsors' goals for this project
- A talented and reliable global/local team with expertise in tall buildings, Net Zero energy systems, sustainability and resiliency
- A unique, transparent, interactive and mission-driven approach to design resulting in an unforgettable, iconic project worthy of its client and its setting
- Unparalleled expertise in the design of high-rise, high-performance collaborative settings for government workplaces
- A track record of high-quality delivery for both Fort Lauderdale and Broward County working shoulder to shoulder, beginning to end

To make the JGCC Net Zero, The A/E Team will pursue a design that uses:

- Reduced overall embodied carbon through careful material selections
- Passive solar building strategies
- Passive solar orientation
- Wind-shedding strategies
- Solar and/or wind energy
- High-performance energy systems
- Efficient "shape factor"
- Hyper insulation
- Reduced material replacement over the life cycle of the building

COMMITMENT TO INNOVATIVE DESIGN EXCELLENCE

AECOM's high-performance approach to architectural design and engineering is holistic: they believe that it is imperative to harness the energy flows in and around the built environments to improve the energy effectiveness and operating costs of their buildings and infrastructures, while significantly improving the human comfort of occupants.

The A/E Team excels at delivering sustainable and resilient buildings and infrastructure - mission critical for our high-performance approach where the long-term viability of the the JGCC will be measured by both the daily performance in providing the highest level of thermal and visual comfort for its occupants, as well as reduced energy utilization intensities and lifecycle operational costs.

Ultimately, our goal for the JGCC is to deliver a building that is state of the art today and tomorrow, with the imperative to serve as a leading performer well into the future - an approach that requires integration, flexibility, and adaptability as guiding principles and the ability to forecast changes in operation, maintenance and technology over time. AECOM recognizes that to achieve these goals they have integrate their high-performance specialists throughout the engagement process to bring the maximum potential value of the project to The Sponsors.

The A/E Team will bring the full array of technical sustainable design competencies to the JGCC. Driven by an integrated design approach, they focus on energy efficiency, pollution prevention, waste reduction and the use of recovered materials to support high-performance design, Net Zero and LEED certification – all necessary elements to develop and implement a project that showcases a robust response to energy effectiveness, human comfort and environmental stewardship.

BEST VALUE PRACTICES

When buildings are designed to allow sunlight and fresh air into their interiors; where communities are configured to harvest rainwater and incorporate natural vegetation; where renewable energy is produced locally and used efficiently; these places are simply better in which to live and work and cheaper to operate. These buildings strengthen the health of the surrounding natural systems, which in turn, strengthen ours. Critically, they are fundamentally more resilient in the face of climate change and in the event of natural disasters. The convergence of all of these benefits is what they mean by high-performance design and best value practices.

AECOM approaches high-performance design from the perspective that they must be proactive; creating a built environment for the JGCC that is energetically responsible, from both a fiscal and social perspective, and provides for superior human comfort to promote health, wellbeing and productivity. They understand that the delivery of a high-performance infrastructure building in this site can represent the future of a resilient and sustainable government center for The Sponsors. Their approach is therefore focused upon achieving solutions that achieve a synergy between design, cost and function in order to deliver a JGCC that is state of the art today and adaptable to be state of the art tomorrow, ultimately allowing this facility to thrive effectively as a model long into the future.

AECOM will achieve these goals through an integrative, interdisciplinary, collaborative process that will optimize synergies from the initial concept discussions through to the final turn over that will lead to improvements in the functional program and process design, the selection of structural systems, the architectural expression and the ongoing operational costs. Their integrated design philosophy demands a whole-systems understanding and interdisciplinary collaboration across architecture, design planning, economics, building engineering and program construction management; the key to this success is their

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ability to manage the complexity of the process of design and engineering through open communication between myriad disciplines using our integrated team approach.

RESILIENCY AND SUSTAINABLE ENVIRONMENTAL STEWARDSHIP

With unpredictable weather events, rising sea levels, natural disasters and man-made threats, government agencies have realized the pressing need for resiliency, meaning the ability of assets to withstand or quickly recover from any emergency. Resiliency includes cyber security and power redundancy to restore operations quickly in the event of an interruption. AECOM is a national leader in infrastructure resiliency. The JGCC will be designed with Broward County's long-term sea-level rise strategy in mind, so the building will be functional both now and in the future as the surrounding areas change as part of adaptation to sea-level rise. This will also include consideration to future changes in FEMA requirements, as flood zones may change, as well as potential future increases in storm intensity and frequency. Lauren Swan, an AECOM resiliency expert in South Florida, will assist with resiliency planning and design.

Below is an outline of the considerations The A/E Team is committed to evaluate throughout the process.

Carbon Commitment

- Net Zero building (LEED, battery storage and solar, geothermal, advanced metering)
- Building Performance (see our sections on Net Zero and High-Performance Design)

Nature based solutions

- Heat index
- Native/Naturalized plant materials

Resiliency/climate adaptation

- Combine with site analysis text from the sub
- Sea-Level Rise Assessments
- Adaptation Strategies/Physical
 - » Setting proper elevation for facility
 - » Setting proper elevation for key infrastructure
 - » Flood barriers and flood proofing
 - » Perimeter flood proofing
- Adaptation Strategies/Non-Physical
 - » Emergency response plan
 - » Coordination with agencies
 - » Monitor sea-level rise projections

New energy

- EV charging
- Intelligent facades
- Intelligent interior lighting systems

Community Impact

- Creating community spaces
- Connecting the community through public programming

The A/E Team are stewards of the built environment; they will approach the project with a design process that considers how the design, construction and long-term operations of the facility will incorporate sustainability. Although there are many environmental considerations as part of the building's design, a few noteworthy strategies may include:

- The building enclosure comprised of high performing materials to promote a sense of wellbeing for the occupants.
- Interior finishes selections with low VOCs to provide a healthier interior environment
- Landscape designed to significantly reduce or eliminate irrigation water usage
- Water supply is critical, proper design will conserve and harvest water where possible. Rainwater can be collected and harvested to reduce the need for irrigation
- Plumbing, selection of low flow fixtures and high efficiency water heating equipment
- HVAC, high-efficiency system selection. High-efficiency distribution. Environmentally friendly sealants and jacketing
- Low wattage LED lighting

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4E. APPROACH AND PAST SUCCESS USING DESIGN-BUILD OR PUBLIC-PRIVATE-PARTNERSHIPS

Civic Unity Partners has been engaged towards realizing your vision for the campus for over a year, with our first and most important goal being that the project be successfully executed. During this process, we have undertaken a robust analysis to determine the most effective delivery method to recommend for the County and City. A P3 model using a PDA process has proven to be the most expeditious and beneficial for the project as it will allow for Civic Unity Partners to establish a collaborative approach early with the County and City, while developing a long-term, performance-based contract.

Additionally, we have identified the following further benefits of the P3 delivery model:

AN OPTIMIZED DELIVERY PROCESS

Brings construction forward	<ul style="list-style-type: none"> • Spreads the cost of infrastructure investment over the lifetime of the asset.
On-time & on-budget delivery	<ul style="list-style-type: none"> • Payments are aligned to the delivery of project objectives.
Confirms that assets are properly maintained	<ul style="list-style-type: none"> • Well-designed P3s help maintain infrastructure by transferring maintenance obligations for a facility to the private partner. P3s require the public sector to invest in the full life-cycle of a project.
Cost savings through quality	<ul style="list-style-type: none"> • The P3 contract is focused on construction quality, as it is responsible for those costs many years down the road
Strong customer service orientation	<ul style="list-style-type: none"> • Private sector infrastructure providers sometimes rely on user fees from customers for revenue and thus have a strong incentive to provide superior customer service.
Enables public sector to focus on outcomes	<ul style="list-style-type: none"> • Properly structured P3s enable governments to focus on outcomes rather than inputs.

DESIGN BUILD APPROACH

The A/E Team is a strong and capable team whose participants have been carefully selected to bring the enthusiasm and expertise to deliver the Campus. Their approach is designed to generate a collaborative work environment for the entire project team, including The Sponsors campus users, third party stakeholders, community, consultants and subcontractors.

As designers and builders, AECOM and PCL will provide input and support through the PDA process, and lead the project through design, permitting and construction. Their history together includes over 156 projects, with seven delivered using the P3 delivery model. Together, they have learned how to deliver outstanding results. Their underlying management philosophy is to not only excel in customer satisfaction, but also in the satisfaction of their subcontractors, vendors and the communities.

Our Integrated Approach

As part of the proposal effort for the Campus, Civic Unity Partners has already worked together extensively. PCL, AECOM and Stiles will create a design with constructability and operability in mind, and with the goal to create efficiencies both in construction and for the duration of the building's operation. We have determined an indicative schedule and construction sequence, reviewed the site and developed a preliminary site plan, validated costs, and identified cost drivers in the design to provide the optimal scheme for The Sponsors.

On the following page, we provide our overall approach to progressing the design and construction of the Campus in an integrated manner, including bringing in local small and minority owned businesses.

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Instituting a Collaborative Process

In this proposal AECOM has made several assumptions and best assessments of The Sponsors' needs based on the DCP prepared by Zyscovich and Colliers. During the PDA phase, they will test and validate these criteria in the design to deliver a fixed price.

To confirm that cost, design and overall expectations align during this process, a core leadership group will shepherd the decision-making process using an integrated, transparent and collaborative approach. In conjunction with The Sponsors, Civic Unity Partners will lead a key early multi-day design charrette to communicate and drive consensus on the program as represented in the DCP, design concepts, review cost implications of early design selections, confirm alignment with the Sponsors' expectations and maximize cost savings.

Accelerating Decision Making

Traditional design processes are often highly sequential, where the design is modified and reviewed over a period of months or years before final approval is reached. To expedite this process and reach Financial Close within our expedited time frame, Civic Unity Partners recommends conducting a three-day "hypercollaboration" kick-off planning workshop/ design charrette (described in detail in Section 4.0 above) to quickly understand and agree upon the strategic functions of the building, and review/confirm the major components and guidelines of the Design Criteria Package:

Day 1: Introduce the individuals leading design and construction and illustrate the proposed execution means and methods Joint session with all stakeholders including department Heads, user groups and security staff to define and agree the goals and objectives

Days 2-3: Breakout sessions on specific design elements such as council chambers, individual department needs, exterior features, parking, maintenance and security

End of Day 3: The A/E Team presents a summary to all participants to confirm all needs have been captured and that design assumptions have been validated or corrected

Benefits of this approach: Although this is a design-focused meeting, construction and operations specialists will be essential participants. By hearing directly from stakeholders as they develop their approaches, they can make sure construction and operations issues are addressed, and provide greater alignment of cost with design by updating both in real time. With the Contractor present, The Sponsors will be able to better understand cost implications of design choices which will assist in prioritization of needs. Civic Unity Partners will also gain a better understanding of The Sponsors contractual processes, schedule constraints and functional needs.

PCL and AECOM have worked together as design-builders on 156 projects including seven using the P3 delivery method.



Community workshops



Alternatives analysis

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“Optionizing” to Deliver Better Solutions

From early meetings through project completion, Civic Unity Partners' design-build team will test alternative ideas and approaches, encourage thinking outside the box, and promote collaborative, creative and optimum solutions. This allows the team to develop the best strategies and solutions for constructability, economy and visual character.

As initial programming is confirmed, they will bring in trade partners such as mechanical, electrical, fire protection, exterior curtain wall, waterproofing, concrete, steel and interiors finishes. Their constructability input will give us real time market conditions and can also provide opportunities for innovation such as pre-fabrication or new market practices the team may not have considered.

Additionally, this approach also allows the trade partners to take ownership of their cost models. This sense of ownership is inherited through their participation and involvement throughout the design process to establish accountability and confirm price certainty.

Target Value Design (TVD) will be encouraged as a problem-solving approach to decision making. The TVD process uses set-based design to develop and evaluate multiple design options. The process of developing and researching options allows the team to pursue innovation in an effort to improve user satisfaction, safety, quality, schedule and cost. It also helps the team avoid assumption-based decision-making.

This allows the team to design to the budget, and identify multiple solutions that are desirable, feasible and viable given time and schedule constraints. This also prepares the team to make informed and sound decisions to optimize the final design selection.

Ensuring Seamless Coordination

Having focused early on determining the base design elements required for the project, The A/E Team will then follow a methodical, but integrated, design development process from there. After confirming The Sponsors' design criteria via the design charrette described above, they will finalize the design performance schedule, and assign identified tasks to the appropriate disciplines. An essential part of the design-build process will be the development of clear, concise plans and specifications and the careful monitoring of their development. By maintaining robust project controls during the design development process, The A/E Team will facilitate not only smooth design coordination, but also minimize the risk of scope and schedule creep, or omissions as the Campus moves into construction. AECOM will control each of these elements through careful attention to detail in the documents being prepared. Using their tried and tested internet-based Project Document Control (PDC) system, they will efficiently manage the exchange of drawings, specifications and project management tools, regardless of physical distance or corporate entity of participants. This site will provide centralized file sharing of all types; design documents, specifications, meeting minutes, reports, photo records, etc., accessible by The Sponsors.

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4F. STAKEHOLDER ENGAGEMENT/PUBLIC OUTREACH

AECOM understands that part of The Sponsors' great successes come from their deep links within the community. This project is another opportunity to strengthen these powerful connections, to its professional connections to local industry, and its immediate urban connection to the City of Fort Lauderdale, to Broward County, to South Florida and to the entire State of Florida. Fostering these relationships with the community can enhance the City and County, and with the A/E Team community outreach advisor, they commit to engaging with the community to facilitate the greater success of the project.

An effective public outreach plan for the JGCC should encompass diverse strategies and methods for maintaining positive engagement with all stakeholder groups, including residents, businesses, schools, offices and other impacted groups or individuals within the broader community.

Proactive and consistent communication with the community will help to establish a project narrative which focuses on positive outcomes, with the resulting benefits and enhancements to the area (community identity, aesthetic, safety, transportation, business opportunities, etc.) being continually reinforced throughout the duration of the project.

In order to establish a mutually-beneficial relationship between the JGCC and the surrounding community, The A/E Team approach to engagement must begin with defining the target audiences, establishing versatile means of communication that will most effectively reach those audiences, and developing the key messages required to achieve the project's outreach objectives.

OUTREACH OBJECTIVES

Objectives of the Public Involvement Plan (PIP) should aim to **Inform, Involve and Inspire** the surrounding community and stakeholder groups.

Inform: Raising awareness and increasing public understanding of the scope, potential impacts, and timing of the JGCC is essential to lay the groundwork for stakeholder support and minimize negativity throughout the duration of the project's construction and development.

Involve: Facilitating a process that promotes respect and openness to the diverse needs of the surrounding area can provide stakeholders with a sense of ownership and involvement, encouraging consensus on the value of the project despite any temporary impacts. Based on the most effective means of outreach, multiple mechanisms, tools and resources can be utilized to extend all possible opportunities for impactful participation and feedback. Multilingual communication must be prioritized to facilitate total inclusivity.

Inspire: For many major capital improvement projects, disruptions caused by ongoing construction can become the center of attention for impacted stakeholder groups, with the intended results and improvements falling out of focus.

Consistent promotion of the project's goals and intentions through a range of strategic communication materials and outreach channels will encourage area stakeholders to visualize the eventual benefits that the project will have on their community.

Consideration of the changing dynamics and restrictions on public interaction brought on by the COVID-19 pandemic is a necessary factor to be included in any current outreach strategy. To confirm effective engagement can develop regardless of fluctuating circumstances and social distancing guidelines, a greater level of focus must be given to providing a variety of avenues for communication, including virtual and digital platforms capable of distributing valuable information and capturing meaningful feedback.

MULTIFACETED AND COORDINATED ENGAGEMENT

At the initiation of the project, field assessments, data collection and other research methods used to establish a stakeholder database will be fundamental in deciding on the most effective outreach methods for achieving the project's outreach objectives. However, while the specific methods may vary based on a thorough analysis of the area and its stakeholders, these methods can be grouped into two essential segments of the overall strategy.

1. Production & Development- Informative and Outcome-Oriented

The production & development element of the public outreach strategy focuses on the development of targeted content and materials, as well as platforms for collecting feedback and maintaining lines of communication with the local community. These materials and platforms require consistent program messaging while sustaining sufficient flexibility to address key topics of importance, which may vary among the targeted groups.

Such materials include but are not limited to:

- Strategically placed signage
- Information materials and mailers
- Alert and advisory templates
- Visual aids and infographics
- Targeted social media content
- Website or landing page for updates and feedback
- Project newsletters and key stakeholder presentations

All materials developed will be multi-lingual as well as ADA compliant, accessible to all stakeholders regardless of primary language or potential disability.

2. Proactive Communication – Comprehensive and Adaptive

The proactive communication element of the public outreach strategy involves the development of standard operating procedures (SOPs) for interacting with area stakeholders, as well as overseeing the deployment of engagement plans customized for each in collaboration with the involved departments and/or contractors on site.

A dedicated community liaison will be assigned as the primary point of contact for the project, undertaking passive activities such as the handling of project inquiries, as well as more active and direct activities such as one-on-one communication with affected property owners and other high priority groups. Technical and group-based advisory meetings will be established where applicable in order to streamline input from stakeholders and encourage inclusion and representation across all demographics.

Other activities include but are not limited to:

- Direct grassroots outreach, (e.g. door-to-door distributions)
- Community meetings and events
- Progress briefings
- Virtual meeting coordination
- Project hotline and dedicated e-mail
- Surveys and other experiential data collection
- Management of online feedback channels
- Management of all phone-based hotlines and project e-mail addresses
- Preemptive lines of communication with prioritized groups

The public engagement team will include multilingual representatives to facilitate inclusivity.

COMMUNICATIONS TOOL KIT

The tools and resources used to achieve the project’s outreach objectives – to **Inform, Involve** and **Inspire** – must span across traditional and digital means and facilitate the effective inclusion of all stakeholders across the designated corridors.

This tool kit will also account for the potential of persistent social distancing concerns and limited public interaction due to the lingering COVID-19 pandemic. This can be accomplished by **leveraging several innovative virtual platforms** that provide opportunities for meaningful feedback and engagement regardless of fluctuating enthusiasm for public in-person gatherings. Due to uncertainty as to all stakeholders ability to use such virtual resources, alternative options for in-person meetings and engagement remain available.

PROJECT COMMUNICATIONS	STAKEHOLDER ENGAGEMENT	VIRTUAL ENGAGEMENT
Fact Sheets	Community Meetings	Virtual Rooms
Mailers	Public Workshops	Virtual Tours
Website	Walking Tours	Virtual Meetings
Social Media	Intercept Surveys	Recorded Presentations
Presentations	Business Associations	Project Vision Videos
Newsletters	Comment Cards	
Collateral Materials	Surveys/Polls	

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INNOVATIVE VIRTUAL ENGAGEMENT

VIRTUAL ROOMS

With AECOM's Virtual Platform, an interactive web-based tool designed for meaningful stakeholder engagement, a virtual event can be customized to mimic a traditional in-person event, with interactive materials like videos, maps, plans and demonstrations exhibited throughout. Feedback from attendees can be captured and saved for further analysis, and on-hand experts can answer any questions through the platform's chat function.



VIRTUAL TOURS

To get a sense of the eventual functions and benefits of the JGCC, virtual tours can help to encourage viewers to imagine the future of their community. Visual renderings coupled with Drone/UAV technology can provide a big-picture perspective, contributing to our efforts to inspire the community about mutual benefits and positive community outcomes involved with the project.



HERE WE CROSS THE BRIDGE INTO THE HISTORIC SHOPPES DISTRICT. VEHICLE SPEED AND CONGESTION IS REDUCED SLIGHTLY.



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 110 East Broward Boulevard, Suite 700			5. OWNERSHIP	
2c. CITY Fort Lauderdale			a. TYPE Corporation	
2d. STATE FL	2e. ZIP CODE 33301		b. SMALL BUSINESS STATUS Large	
6a. POINT OF CONTACT NAME AND TITLE Dan Levy, PG, Vice President Business Development			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
6b. TELEPHONE NUMBER 561.862.1117		6c. E-MAIL ADDRESS dan.levy@aecom.com		
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	2,699	1	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
06	Architect	1,104	4	C15	Construction Management	10
07	Biologist	213	3	C18	Cost Estimating; Cost Eng. & Analysis	8
08	CADD Technician	1,949	1	D02	Dams (Earth; Rock); Dikes; Levees	10
10	Chemical Engineer	194	1	D04	Design-Build – Preparation of RFPs	9
12	Civil Engineer	6,535	14	E02	Educational Facilities; Classrooms	10
15	Construction Inspector	1,274	1	E07	Energy Conservation; New Energy Sources	9
21	Electrical Engineer	1,011	1	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	1,166	5	E12	Environmental Remediation	10
24	Environmental Scientist	1,528	3	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
29	GIS Specialist	363	2	G04	GIS: Development, Analysis, & Data Conversion	8
30	Geologist	891	3	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
36	Industrial Hygienist	20	2	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	2	H09	Hospital; Medical Facilities	9
48	Project Manager [subset of other disciplines]	[8,450]	[20]	M05	Military Design Standards	7
57	Structural Engineer	1,523	3	O01	Office Buildings; Industrial Parks	9
58	Technician/Analyst	4,250	3	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
60	Transportation Engineer	1,486	10	P12	Power Generator; Transmission	10
				R06	Rehabilitation (Buildings; Structures; Facilities)	8
				S04	Sewage Collection, Treatment and Disposal	10
				S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
				T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10
	Other technical staff	21,437	7			
Total (all AECOM entities)		48,757	66			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)

a. Federal Work	10
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

b. DATE

01 January 2021

c. NAME AND TITLE

Mark Handley, PE, Senior Vice President, National Governments



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 2 Alhambra Plaza, Suite 900			5. OWNERSHIP	
2c. CITY Coral Gables	2d. STATE FL	2e. ZIP CODE 33134	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Pete Hernandez, Business Development Senior Manager			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 305.444.4691		6c. E-MAIL ADDRESS pedro.hernandez@aecom.com		7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	8	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
07	Biologist	213	3	C15	Construction Management	10
08	CADD Technician	1,949	8	C18	Cost Estimating; Cost Eng. & Analysis	8
12	Civil Engineer	6,535	10	D02	Dams (Earth; Rock); Dikes; Levees	10
15	Construction Inspector	1,274	2	D04	Design-Build – Preparation of RFPs	9
16	Construction Manager	739	3	E02	Educational Facilities; Classrooms	10
19	Ecologist	344	3	E07	Energy Conservation; New Energy Sources	9
21	Electrical Engineer	1,011	2	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	1,166	3	E12	Environmental Remediation	10
24	Environmental Scientist	1,528	4	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
30	Geologist	891	1	G04	GIS: Development, Analysis, & Data Conversion	8
37	Interior Designer	82	1	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
39	Landscape Architect	234	1	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	3	H09	Hospital; Medical Facilities	9
47	Planner: Urban/Regional	964	2	M05	Military Design Standards	7
48	Project Manager (subset of other disciplines)	[8,450]	[22]	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	6	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician/Analyst	4,250	5	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	7	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	1	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	21,894	19	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
				T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10
Total (all AECOM entities)						
48,757				92		

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million		
		5. \$1 million to less than \$2 million	10. \$50 million or greater		

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET One California Plaza, 300 South Grand Avenue			5. OWNERSHIP a. TYPE Corporation	
2c. CITY Los Angeles	2d. STATE CA	2e. ZIP CODE 90071	b. SMALL BUSINESS STATUS Large	
6a. POINT OF CONTACT NAME AND TITLE Stephen Polechronis, Senior Vice President Business Line Leadership			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
6b. TELEPHONE NUMBER 213.593.8100		6c. E-MAIL ADDRESS stephen.polechronis@aecom.com		
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	15	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	1,949	5	C15	Construction Management	10
12	Civil Engineer	6,535	38	C18	Cost Estimating; Cost Eng. & Analysis	8
14	Computer Programmer	56	1	D02	Dams (Earth; Rock); Dikes; Levees	10
15	Construction Inspector	1,274	4	D04	Design-Build – Preparation of RFPs	9
16	Construction Manager	739	13	E02	Educational Facilities; Classrooms	10
18	Cost Engineer/Estimator	913	5	E07	Energy Conservation; New Energy Sources	9
20	Economist	156	3	E09	Env. Impact Studies, Assessments or Statements	10
21	Electrical Engineer	1,011	6	E12	Environmental Remediation	10
23	Environmental Engineer	1,166	10	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
24	Environmental Scientist	1,528	12	G04	GIS: Development, Analysis, & Data Conversion	8
27	Foundation/Geotechnical Engineer	631	8	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
30	Geologist	891	11	H07	Highways; Streets; Airfield Paving; Parking Lots	10
37	Interior Designer	82	9	H09	Hospital; Medical Facilities	9
42	Mechanical Engineer	1,114	5	M05	Military Design Standards	7
47	Planner: Urban/Regional	964	24	O01	Office Buildings; Industrial Parks	9
48	Project Manager [subset of other disciplines]	[8,450]	[67]	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
57	Structural Engineer	1,523	2	P12	Power Generator; Transmission	10
58	Technician/Analyst	4,250	36	R06	Rehabilitation (Buildings; Structures; Facilities)	8
60	Transportation Engineer	1,486	3	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	21,385	164	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	374	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 7650 West Courtney Campbell Causeway			5. OWNERSHIP	
2c. CITY Tampa	2d. STATE FL	2e. ZIP CODE 33607-1462	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Srinivas Krishnaswamy, Senior Vice President Business Line Leadership			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 813.286.1711		6c. E-MAIL ADDRESS srini.kris@aecom.com		7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	6	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	1,949	18	C15	Construction Management	10
12	Civil Engineer	6,535	60	C18	Cost Estimating; Cost Eng. & Analysis	8
15	Construction Inspector	1,274	48	D02	Dams (Earth; Rock); Dikes; Levees	10
16	Construction Manager	739	6	D04	Design-Build – Preparation of RFPs	9
18	Cost Engineer/Estimator	913	13	E02	Educational Facilities; Classrooms	10
21	Electrical Engineer	1,011	10	E07	Energy Conservation; New Energy Sources	9
23	Environmental Engineer	1,166	8	E09	Env. Impact Studies, Assessments or Statements	10
24	Environmental Scientist	1,528	4	E12	Environmental Remediation	10
25	Fire Protection Engineer	45	1	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
27	Foundation/Geotechnical Engineer	631	3	G04	GIS: Development, Analysis, & Data Conversion	8
30	Geologist	891	4	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
39	Landscape Architect	234	8	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	9	H09	Hospital; Medical Facilities	9
47	Planner: Urban/Regional	964	17	M05	Military Design Standards	7
48	Project Manager [subset of other disciplines]	[8,450]	[88]	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	25	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician/Analyst	4,250	20	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	26	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	3	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	20,944	74	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	363	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	10
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

b. DATE

01 January 2021

c. NAME AND TITLE

Mark Handley, PE, Senior Vice President, National Governments



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 999 W. Town & Country Road			5. OWNERSHIP	
2c. CITY Orange			a. TYPE Corporation	
2d. STATE CA	2e. ZIP CODE 92868		b. SMALL BUSINESS STATUS Large	
6a. POINT OF CONTACT NAME AND TITLE Richard Marsch, RA, Vice President, Deputy Area Business Manager			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
6b. TELEPHONE NUMBER 714.567.2400		6c. E-MAIL ADDRESS richard.marsch@aecom.com		
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	16	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
07	Biologist	213	3	C15	Construction Management	10
08	CADD Technician	1,949	12	C18	Cost Estimating; Cost Eng. & Analysis	8
10	Chemical Engineer	194	4	D02	Dams (Earth; Rock); Dikes; Levees	10
12	Civil Engineer	6,535	61	D04	Design-Build – Preparation of RFPs	9
15	Construction Inspector	1,274	16	E02	Educational Facilities; Classrooms	10
16	Construction Manager	739	12	E07	Energy Conservation; New Energy Sources	9
21	Electrical Engineer	1,011	22	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	1,166	30	E12	Environmental Remediation	10
24	Environmental Scientist	1,528	20	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
27	Foundation/Geotechnical Engineer	631	7	G04	GIS: Development, Analysis, & Data Conversion	8
29	GIS Specialist	363	1	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
30	Geologist	891	27	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	17	H09	Hospital; Medical Facilities	9
47	Planner: Urban/Regional	964	18	M05	Military Design Standards	7
48	Project Manager [subset of other disciplines]	[8,450]	[114]	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	21	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician/Analyst	4,250	33	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	10	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	3	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	21,366	97	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	430	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)
PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 125 Broad Street, 15 th Floor			5. OWNERSHIP	
2c. CITY New York	2d. STATE NY	2e. ZIP CODE 10004	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Paul Storella, PE, Senior Vice President Business Line Leadership			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 212.984.7379	6c. E-MAIL ADDRESS paul.storella@aecom.com		7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	43	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	1,949	22	C15	Construction Management	10
12	Civil Engineer	6,535	57	C18	Cost Estimating; Cost Eng. & Analysis	8
15	Construction Inspector	1,274	11	D02	Dams (Earth; Rock); Dikes; Levees	10
16	Construction Manager	739	34	D04	Design-Build – Preparation of RFPs	9
18	Cost Engineer/Estimator	913	15	E02	Educational Facilities; Classrooms	10
21	Electrical Engineer	1,011	22	E07	Energy Conservation; New Energy Sources	9
23	Environmental Engineer	1,166	17	E09	Env. Impact Studies, Assessments or Statements	10
24	Environmental Scientist	1,528	17	E12	Environmental Remediation	10
27	Foundation/Geotechnical Engineer	631	4	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
30	Geologist	891	7	G04	GIS: Development, Analysis, & Data Conversion	8
37	Interior Designer	82	5	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
39	Landscape Architect	234	3	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	41	H09	Hospital; Medical Facilities	9
47	Planner: Urban/Regional	964	11	M05	Military Design Standards	7
48	Project Manager [subset of other disciplines]	[8,450]	[76]	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	37	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician/Analyst	4,250	36	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	4	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	5	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	20,907	108	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	499	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 1155 Elm Street, Suite 401			5. OWNERSHIP	
2c. CITY Manchester			a. TYPE Corporation	
2d. STATE NH	2e. ZIP CODE 03101		b. SMALL BUSINESS STATUS Large	
6a. POINT OF CONTACT NAME AND TITLE John Goudreault, PE, Associate Vice President Project Management			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
6b. TELEPHONE NUMBER 603.606.4800		6c. E-MAIL ADDRESS john.goudreault@aecom.com		
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
01	Acoustical Engineer	9	1	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
12	Civil Engineer	6,535	3	C15	Construction Management	10
14	Computer Programmer	56	1	C18	Cost Estimating; Cost Eng. & Analysis	8
19	Ecologist	344	3	D02	Dams (Earth; Rock); Dikes; Levees	10
22	Electronics Engineer	41	1	D04	Design-Build – Preparation of RFPs	9
23	Environmental Engineer	1,166	1	E02	Educational Facilities; Classrooms	10
24	Environmental Scientist	1,528	6	E07	Energy Conservation; New Energy Sources	9
30	Geologist	891	2	E09	Env. Impact Studies, Assessments or Statements	10
34	Hydrologist	44	4	E12	Environmental Remediation	10
42	Mechanical Engineer	1,114	1	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
48	Project Manager [subset of other disciplines]	[8,450]	[13]	G04	GIS: Development, Analysis, & Data Conversion	8
50	Risk Assessor	45	2	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
57	Structural Engineer	1,523	4	H07	Highways; Streets; Airfield Paving; Parking Lots	10
58	Technician/Analyst	4,250	3	H09	Hospital; Medical Facilities	9
60	Transportation Engineer	1,486	1	M05	Military Design Standards	7
				O01	Office Buildings; Industrial Parks	9
				P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
				P12	Power Generator; Transmission	10
				R06	Rehabilitation (Buildings; Structures; Facilities)	8
				S04	Sewage Collection, Treatment and Disposal	10
				S05	Soils & Geologic Studies; Foundations	8
	Other technical staff	29,725	3	S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
	Total (all AECOM entities)	48,757	36	S13	Storm Water Handling & Facilities	9
				T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	2. \$100,000 to less than \$250,000	3. \$250,000 to less than \$500,000	4. \$500,000 to less than \$1 million
b. Non-Federal Work	10	5. \$1 million to less than \$2 million	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
c. Total Work	10	9. \$25 million to less than \$50 million	10. \$50 million or greater		

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 1 Federal Street, 8th Floor			5. OWNERSHIP a. TYPE Corporation	
2c. CITY Boston	2d. STATE MA	2e. ZIP CODE 02110	b. SMALL BUSINESS STATUS Large	
6a. POINT OF CONTACT NAME AND TITLE Frank Sweet, Corporate Senior Vice President Business Line Leadership			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
6b. TELEPHONE NUMBER 617.723.1700		6c. E-MAIL ADDRESS frank.sweet@aecom.com		
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	21	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	1,949	24	C15	Construction Management	10
12	Civil Engineer	6,535	32	C18	Cost Estimating; Cost Eng. & Analysis	8
16	Construction Manager	739	4	D02	Dams (Earth; Rock); Dikes; Levees	10
18	Cost Engineer/Estimator	913	2	D04	Design-Build – Preparation of RFPs	9
20	Economist	156	1	E02	Educational Facilities; Classrooms	10
21	Electrical Engineer	1,011	2	E07	Energy Conservation; New Energy Sources	9
23	Environmental Engineer	1,166	9	E09	Env. Impact Studies, Assessments or Statements	10
24	Environmental Scientist	1,528	5	E12	Environmental Remediation	10
29	GIS Specialist	363	1	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
30	Geologist	891	2	G04	GIS: Development, Analysis, & Data Conversion	8
37	Interior Designer	82	3	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
42	Mechanical Engineer	1,114	5	H07	Highways; Streets; Airfield Paving; Parking Lots	10
47	Planner: Urban/Regional	964	5	H09	Hospital; Medical Facilities	9
48	Project Manager [subset of other disciplines]	[8,450]	[38]	M05	Military Design Standards	7
53	Scheduler	105	5	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	43	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician Analyst	4,250	31	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	5	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	1	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	22,422	64	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	265	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	



ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)
PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. UNIQUE ENTITY IDENTIFIER 003184462 (ATS HQ DUNS)
2b. STREET 4 North Park Drive, Suite 300			5. OWNERSHIP	
2c. CITY Hunt Valley			2d. STATE MD	2e. ZIP CODE 21030-1830
6a. POINT OF CONTACT NAME AND TITLE Alan Straus, Senior Vice President Operations Leadership			a. TYPE Corporation	
6b. TELEPHONE NUMBER 410.891.9274			6c. E-MAIL ADDRESS alan.straus@aecom.com	
8a. FORMER FIRM NAME(S) (If any) No firm name change during the last six years			8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
6. SMALL BUSINESS STATUS Large			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	1,104	13	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
07	Biologist	213	2	C15	Construction Management	10
08	CADD Technician	1,949	10	C18	Cost Estimating; Cost Eng. & Analysis	8
12	Civil Engineer	6,535	27	D02	Dams (Earth; Rock); Dikes; Levees	10
15	Construction Inspector	1,274	12	D04	Design-Build – Preparation of RFPs	9
16	Construction Manager	739	2	E02	Educational Facilities; Classrooms	10
21	Electrical Engineer	1,011	14	E07	Energy Conservation; New Energy Sources	9
23	Environmental Engineer	1,166	1	E09	Env. Impact Studies, Assessments or Statements	10
24	Environmental Scientist	1,528	4	E12	Environmental Remediation	10
27	Foundation/Geotechnical Engineer	631	2	G01	Garages; Vehicle Maint. Facilities; Parking Decks	7
28	Geodetic Surveyor	14	1	G04	GIS: Development, Analysis, & Data Conversion	8
38	Land Surveyor	87	1	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	7
39	Landscape Architect	234	2	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	1,114	12	H09	Hospital; Medical Facilities	9
47	Planner: Urban/Regional	964	2	M05	Military Design Standards	7
48	Project Manager [subset of other disciplines]	[8,450]	[37]	O01	Office Buildings; Industrial Parks	9
57	Structural Engineer	1,523	21	P05/P06	Planning (Community, etc.; Site, Installation & Project)	9
58	Technician/Analyst	4,250	18	P12	Power Generator; Transmission	10
60	Transportation Engineer	1,486	14	R06	Rehabilitation (Buildings; Structures; Facilities)	8
62	Water Resources Engineer	456	3	S04	Sewage Collection, Treatment and Disposal	10
	Other technical staff	22,479	35	S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S13	Storm Water Handling & Facilities	9
	Total (all AECOM entities)	48,757	196	T03	Traffic & Transportation Engineering	10
				W02/W03	Water Resources; Water Supply Treatment/Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE 01 January 2021
c. NAME AND TITLE Mark Handley, PE, Senior Vice President, National Governments	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (or Branch Office) NAME PININFARINA OF AMERICA CORP.			3. YEAR ESTABLISHED 2012	4. UNIQUE ENTITY IDENTIFIER 20-4235061
2b. STREET 501 BRICKELL KEY DRIVE, SUITE 200			5. OWNERSHIP	
2c. CITY MIAMI			a. TYPE Corporation	
2d. STATE FL		2e. ZIP CODE 33131		
6a. POINT OF CONTACT NAME AND TITLE CLAUDIO DA SOLLER, GENERAL MANAGER			b. SMALL BUSINESS STATUS	
6b. TELEPHONE NUMBER 305-424-1653			6c. E-MAIL ADDRESS c.dasoller@pininfarina.it	
8a. FORMER FIRM NAME(S) (If any) PININFARINA EXTRA USA CORP.			8b. YEAR ESTABLISHED 2006	8c. UNIQUE ENTITY IDENTIFIER 20-4235061


8a. FORMER FIRM NAME(S) (If any) PININFARINA EXTRA USA CORP.			8b. YEAR ESTABLISHED 2006	8c. UNIQUE ENTITY IDENTIFIER 20-4235061
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9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administration	1		A06	Airports; Terminals & Hangers; Freight Handling	1
06	Architect	5		G01	Garages; Vehicle Maintenance Facilities; Parking Decks	1
16	Interior Designer	1		H11	Hotels; Motels	2
37	Landscape Architect	1		I05	Interior Design; Space Planning	2
48	Project Manager	1		L03	Landscape Architecture	2
				O01	Office Buildings; Industrial Parks	3
				R04	Recreation Facilities (Parks, Marinas, etc.)	1
				R06	Rehabilitation (Bldgs; Structures; Facilities)	1
				P09	Product, Machine Equipment Design	5
				C03	Charting; Nautical and Aeronautical	2
	Other Employees	8				
Total		17				

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	6	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million
c. Total Work	7	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million		
		5. \$1 million to less than \$2 million	10. \$50 million or greater		

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 04/13/2021
c. NAME AND TITLE: CLAUDIO DA SOLLER, GENERAL MANAGER	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)


2a. FIRM (or Branch Office) NAME ACAI Associates, Inc.			3. YEAR ESTABLISHED 1985	4. UNIQUE ENTITY IDENTIFIER 161188289
2b. STREET 2937 W Cypress Creek Road - Suite 200			5. OWNERSHIP	
2c. CITY Fort Lauderdale		2d. STATE FL	2e. ZIP CODE 33309	
6a. POINT OF CONTACT NAME AND TITLE Adolfo J. Cotilla, Jr., President			a. TYPE Corporation	
6b. TELEPHONE NUMBER 954-484-4000		6c. E-MAIL ADDRESS adolfo@aecmworld.com		
8a. FORMER FIRM NAME(S) (If any)			8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER 16-118-8289

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administration	3		A06	Airports; Terminals & Hangers; Freight Handling	4
06	Architect	6		A11	Auditoriums & Theaters	5
08	CADD Technician	9		C09	Cold Storage; Refrigeration & Fast Freeze	2
15	Construction Inspector	3		C15	Construction Management/Administration	4
16	Interior Designer	2		E02	Educational Facilities; Classrooms	7
37	Landscape Architect	1		F02	Field Houses; Gyms; Stadiums	1
39	Landscape Architect	0		G01	Garages; Vehicle Maintenance Facilities; Parking Decks	6
48	Project Manager	3		G02	Gas Systems (Propane; Natural, etc.)	1
57	Structural Engineer	1		H09	Hospitals & Medical Facilities	6
				H10	Hotels; Motels	1
				I05	Interior Design; Space Planning	5
				J01	Judicial and Courtroom Facilities	5
				L01	Laboratories; Medical Research Facilities	6
				L03	Landscape Architecture	3
				L04	Libraries; Museums; Galleries	2
				O01	Office Buildings; Industrial Parks	3
				P06	Planning (Site, Installation & Project)	3
				P13	Public Safety Facilities	5
				R04	Recreation Facilities (Parks, Marinas, etc.)	5
				R06	Rehabilitation (Bldgs; Structures; Facilities)	3
	Other Employees	4		R12	Roofing	4
Total		32		W03	Water Supply; Treatment and Distribution	5

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	7	2. \$100,000 to less than \$250,000	9. \$25 million to less than \$50 million	10. \$50 million or greater	
c. Total Work	7	3. \$250,000 to less than \$500,000			
		4. \$500,000 to less than \$1 million			
		5. \$1 million to less than \$2 million			

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 3/30/2021
c. NAME AND TITLE Adolfo J. Cotilla, Jr., AIA	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)


2a. FIRM (or Branch Office) NAME CREDO Consulting Engineers, LLC.			3. YEAR ESTABLISHED 2007	4. UNIQUE ENTITY IDENTIFIER 223957336
2b. STREET 800 E Broward Blvd. Suite 601			5. OWNERSHIP	
2c. CITY Fort Lauderdale			2d. STATE FL	2e. ZIP CODE 33301
6a. POINT OF CONTACT NAME AND TITLE Irina Goldenberg, President			a. TYPE Partnership	
954-763-2246			b. SMALL BUSINESS STATUS FL MBE	
6c. E-MAIL ADDRESS irina@credo-engineers.com			7. NAME OF FIRM (If Block 2a is a Branch Office)	
8a. FORMER FIRM NAME(S) (If any)			8b. YEAR ESTABLISHED 14	8c. UNIQUE ENTITY IDENTIFIER 223957336

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
48	Project Manager	2		C06	Churches, Chapels	1
08	CADD Technician	2		C10	Commercial Building	2
21	Electrical Engineer	3		D07	Dining Halls, Clubs, Restaurants	2
42	Mechanical / Plumbing Engineer	2		E02	Educational Facilities; Classrooms	1
25	Fire Sprinkler / Plumbing Engineer	2		E03	Electrical Studies and Design	2
02	Administration	1		F03	Fire Protection	1
				G02	Gas Systems (Propane; Natural, etc.)	1
				H04	Heating, Ventilating, Air Conditioning	2
				H06	High-rise, Air-rights -Type building	2
				H07	Highways, Streets, Airfield Paving, Parking Lots	2
				H11	Housing (Residential, multi-family, apartment, condominiums)	3
				I01	Industrial Buildings; Manufacturing Plants	1
				L04	Libraries; Museums; Galleries	2
				L05	Lighting Interior (Display; Theater, Etc)	3
				L06	Lighting Exterior (Streets, Memorials, Athletic Fields, Etc.)	2
				O01	Office Building; Industrial Parks	2
				P07	Plumbing and Piping Design	2
				S06	Solar Energy Utilization	2
				S11	Sustainable Design	2
				S12	Swimming Pools	1
	Other Employees					
Total		12				

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	4	2. \$100,000 to less than \$250,000	9. \$25 million to less than \$50 million	10. \$50 million or greater	
c. Total Work	4	3. \$250,000 to less than \$500,000			
		4. \$500,000 to less than \$1 million			
		5. \$1 million to less than \$2 million			

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 04/13/2021
c. NAME AND TITLE Irina Goldenberg, President	



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: AECOM Technical Services, Inc.

Organization/Firm Name providing reference:

Long Beach Judicial Partners, LLC

Contact Name: Freddy Rayes

Title: CEO

Reference date: 04/02/2021

Contact Email: frayes@lb-jp.com

Contact Phone: 323-497-1967

Name of Referenced Project: Governor George Deukmejian Courthouse

Contract No.

Date Services Provided:

Project Amount:

#OCCM 081105

12/01/2010 to 09/09/2013

\$ 339,500,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

The Governor George Deukmejian Courthouse is the first civic building in the United States delivered through an availability-payment-based public private partnership. AECOM served as the designer of the 531,000 sqft complex.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: AECOM Technical Services, Inc.

Organization/Firm Name providing reference:

Brightline Trains, LLC

Contact Name: Alex Gonzalez Title: Dir.of Construction Reference date: 04/05/2021

Contact Email: alex.gonzalez@feci.com Contact Phone: (305) 345-2459

Name of Referenced Project: 3 Virgin MiamiCentral

Contract No. _____ Date Services Provided: 01/01/2015 to 12/01/2017 Project Amount: \$ 52,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

3 Virgin MiamiCentral is the first mixed-use tower to be completed at MiamiCentral, a new transit-oriented development in Downtown Miami. The building's design supports ridership from the adjacent rail station and integrates public art to complement the changing urban environment.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: AECOM Technical Services, Inc (Ross Wimer - Design Principal)

Organization/Firm Name providing reference:

Ballmer Group

Contact Name: Rachel Klasey Title: Project Ops Mgr Reference date: 04/02/2021

Contact Email: RKlasey@clippers.com Contact Phone: 213.267.1122

Name of Referenced Project: Inglewood Basketball and Entertainment Center, Inglewood, CA

Contract No. n/a Date Services Provided: 04/05/2017 to 08/07/2024 Project Amount: \$ 1,500,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

High performance building design incorporates key strategies for energy conservation, building form, lighting, mechanical (heating and cooling) and landscaping to achieve stringent Net Zero requirements and a minimum LEED® Gold certification with a high level of performance for energy optimization.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: **Pininfarina**

Organization/Firm Name providing reference:
Design International

Contact Name: **Davide Padoa** Title: **CEO** Reference date: **04/16/2021**
Contact Email: **davide.padoa@designinternational.com** Contact Phone: **+447887574862**

Name of Referenced Project: **Mall of Medina / Saudi Arabia**

Contract No. Date Services Provided: Project Amount:
05/30/2020 to 07/30/2020 \$ 140,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

The project consists of a family entertainment center, indoor and outdoor food court and retail, cinema, multi-use arena, leisure villas over 110,000 square meters of space offering innovative experiences to users. It is a 'destination of the future' aiming to provide a versatile and flexible use of spaces.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: **Pininfarina**

Organization/Firm Name providing reference:

Terra Capital Partners

Contact Name: **Leon Salame**

Title: **President**

Reference date: **03/31/2021**

Contact Email: **lsc@terragd.com**

Contact Phone: **+52 1 55 4359 1303**

Name of Referenced Project: **Torre Designo Office Towers; Bosque Real, Mexico**

Contract No.

Date Services Provided:

Project Amount:

PFA/33/16

12/23/2016 to 03/31/2021

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Pininfarina's architectural design concept for the office building encapsulates the two commercial towers featuring 45,000-square-meters of office space and a 5,700square-meter lower retail level, offering a high-end, community-oriented campus, seeking to support the nearly 4,000 residents that live within the existing residential areas surrounding.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: [ACAI Associates, Inc.](#)

Organization/Firm Name providing reference:

[Nova Southeastern University](#)

Contact Name: [Daniel Alfonso](#)

Title: VP of Facilities Management

Reference date:

Contact Email: djalfonso@nova.edu

Contact Phone: (954) 262-8835

Name of Referenced Project: [Alan B. Levan / NSU / Broward Center of Innovation \(Levan\)](#)

Contract No.

Date Services Provided:

Project Amount:

[305-803-7394](#)

[11/2019](#)

to

[06/2021](#)

[\\$ 11,000,000.00](#)

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

[Architect services, design, permitting, project management.](#)

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

[We have worked with ACAI on various projects and they have always performed well.](#)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: ACAI Associates, Inc.

Organization/Firm Name providing reference:

Nova Southeastern University

Contact Name: Dr. Fred Lippman

Title: Chancellor of HPD

Reference date: 4/16/21

Contact Email: flippman@nova.edu

Contact Phone: (954) 262-1501

Name of Referenced Project: NSU HPD Campus

Contract No.

Date Services Provided:

Project Amount:

1993

to

Ongoing

\$ 252,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

VARIOUS ARCHITECTURAL PLANS + CONTRACTS

Please rate your experience with the referenced Vendor:

Needs Improvement

Satisfactory

Excellent

Not Applicable

1. Vendor's Quality of Service

a. Responsive

b. Accuracy

c. Deliverables

2. Vendor's Organization:

a. Staff expertise

b. Professionalism

c. Turnover

3. Timeliness of:

a. Project

b. Deliverables

4. Project completed within budget

5. Cooperation with:

a. Your Firm

b. Subcontractor(s)/Subconsultant(s)

c. Regulatory Agency(ies)

Additional Comments: (provide on additional sheet if needed)

ACAI ASSOC. HAVE BEEN SUCCESSFULLY COMPLETING NUMEROUS ARCHITECTURAL PLANS + CONTRACTS WITH NOVA SOUTHEASTERN UNIVERSITY FOR WELL OVER TWENTY YEARS.

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Verified by: _____

Division: _____

Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: ACAI Associates, Inc.

Organization/Firm Name providing reference:

Jones Lang LaSalle Program Manager on behalf of Broward Health (BH)

Contact Name: Mark Fiford

Title: PM

Reference date: 04/16/2021

Contact Email: mark.fiford@am.jll.com

Contact Phone: 954-383-0748

Name of Referenced Project: Salah Foundation Children's Hospital Broward Health (BH)

Contract No.

Date Services Provided:

Project Amount:

BHMC Phase 1&2 CECH

12/2010

to

12/2020

\$ 75,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Planning, Design and Construction Administration for the Phase 1 and 2 Salah Foundation Children's Hospital.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

All ACAI participants were excellent in an integral delivery on all aspects. Look forward to next opportunity to have them as a project team player.

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: **Robert Salsbury PE**

Organization/Firm Name providing reference:

G. Alvarez Studio, Inc.

Contact Name: **Christian Vidal, AIA** Title: **Vice President** Reference date: **04/16/2021**

Contact Email: **cvidal@galvarezstudio.com** Contact Phone: **305.371.8400**

Name of Referenced Project: **City of Miami Police Department-Marine Patrol Office**

Contract No. Date Services Provided: Project Amount:

Job#151201 12/01/2015 to 08/15/2016

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Mr. Salsbury was and Engineer-of-Record and the Mechanical engineering design, performing all required HVAC Energy and load calculations; sizing equipment, ductwork, and piping.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

Excellent consulting partner!

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: **Robert Salsbury PE**

Organization/Firm Name providing reference:

McKenzie Construction

Contact Name: **Gilbert Atick, AIA**

Title: **Lead Architect**

Reference date: **04/16/2021**

Contact Email: **gilbert@buildmckenzie.com**

Contact Phone: **o 786-412-7341 x. 119**

Name of Referenced Project: **Rubell Museum, Miami, FL**

Contract No.

Date Services Provided:

Project Amount:

Job#160513

05/01/2016 to 08/15/2019

\$ 6,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Mr. Salsbury was responsible for the HVAC engineering design, performing all required HVAC Energy and load calculations; sizing equipment, ductwork, and piping.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

Very responsive and professional. A real pleasure to work with

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: **Robert Salsbury PE**

Organization/Firm Name providing reference:

G. Alvarez Studio, Inc.

Contact Name: **Christian Vidal, AIA** Title: **Vice President** Reference date: **04/16/2021**

Contact Email: **cvidal@galvarezstudio.com** Contact Phone: **305.371.8400**

Name of Referenced Project: **Simply Healthcare/Anthem Call Center, Miami, FL**

Contract No. **Job#150602** Date Services Provided: **06/01/2015 to 02/15/2016** Project Amount:

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Mr. Salsbury was responsible for the HVAC engineering design, performing all required HVAC Energy and load calculations; sizing equipment, ductwork, and piping.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

Excellent consulting partner!

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: DeSimone Consulting Engineering Group, DPC

Organization/Firm Name providing reference:

OKO Group

Contact Name: A. Oktay Cini

Title: COO

Reference date: 04/16/2021

Contact Email: aocini@okogroup.com

Contact Phone: 305-800-1000

Name of Referenced Project: 830 Brickell

Contract No.

Date Services Provided:

Project Amount:

01/01/2017

to

01/01/2022

Confidential

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Engineer of Record

Please rate your experience with the referenced Vendor:

Needs Improvement

Satisfactory

Excellent

Not Applicable

1. Vendor's Quality of Service

- a. Responsive
- b. Accuracy
- c. Deliverables

2. Vendor's Organization:

- a. Staff expertise
- b. Professionalism
- c. Turnover

3. Timeliness of:

- a. Project
- b. Deliverables

4. Project completed within budget

5. Cooperation with:

- a. Your Firm
- b. Subcontractor(s)/Subconsultant(s)
- c. Regulatory Agency(ies)

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1: Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: DeSimone Consulting Engineering, D.P.C

Organization/Firm Name providing reference:

Strategic Property Partners, LLC

Contact Name: Jorge Fuentes

Title: VP, Construction Manager

Reference date: 04/16/2021

Contact Email: jfuentes@spprealestate.com

Contact Phone: 813-993-0059

Name of Referenced Project: 1001 Water Street

Contract No.

Date Services Provided:

Project Amount:

01/01/2017 to 01/01/2022

\$106 MILLION Construction Cost

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Structural Engineering Services

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Services

a. Responsiveness

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

b. Accuracy

c. Deliverables

2. Vendor's Organization

a. Staff expertise

b. Professionalism

c. Turnover

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

3. Timeliness of:

a. Project

b. Deliverables

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4. Project completed within budget

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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5. Cooperation with:

a. Your Firm

b. Subcontractor(s)/Subconsultant(s)

c. Regulatory Agency(ies)

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: DESIMONE CONSULTING ENGINEERS

Organization/Firm Name providing reference:

Tutor Perini Corp.

Contact Name: Danny Hoisman

Title: SVP

Reference date: 04/16/2021

Contact Email: danny.hoisman@tutorperini.com

Contact Phone: +1 954 733 4211

Name of Referenced Project: Miami-Dade Probate Courthouse

Contract No.

Date Services Provided:

Project Amount:

10/09/2019 to Present

\$ 262,767,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Structural Engineering Services

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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3

GENERAL CONTRACTOR



3.1 - Professional Personnel



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1. ABILITY OF PROFESSIONAL PERSONNEL

The PCL/Stiles Construction Team has been structured a) to facilitate a collaborative working process between Sponsors, designers, builders and the owner/operators throughout the life of the project; and b) to drive key deliverables including permits and approvals, design management, schedule management, construction, equipment procurement, site integration and commissioning, in parallel and closely integrated processes. Dedicated personnel will be driving each of these key scopes, and will be accountable until the JGCC Project is successfully transferred to our partners for the operating period.

1.A KEY STAFF QUALIFICATIONS

PCL/Stiles understands from the successful delivery of 21 AFP/P3 projects, including 2 consolidated courthouses, that effective coordination of a multidisciplinary team depends on a shared project understanding and vision; effective project delivery framework with clear delineation of scope and accountability; efficient communications and fast-track decision making; and fostering an integrated and collaborative team culture through our proven Partnering Process. Teaming with trusted and like-minded partners provides a solid foundation for success.

Resumes can be found on pages 143 to 160 in this Section.

Overview of Key Design-Build Team Staff

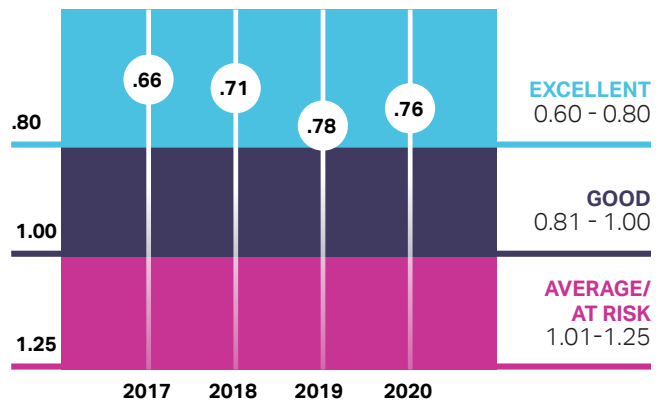
PROJECT ROLE	KEY STAFF	RESUME LOCATION
Project Director	Tom Valente	143
Project Manager	Chad Logan	147
Pre-construction Manager	Greg Kimmelman	149
General Superintendent	Frank Milen	153
BIM Manager	Jose Rivera	157

Safety Record

At PCL/Stiles, safety is at the core of everything we do and is one of our most central guiding principles. We promote and foster a culture where people truly care about one another and where everyone shares in our goal of zero incidents.

Our diverse project experience has shown us that each project brings a unique set of safety-related challenges. That’s why we begin each project by developing a project-specific Health, Safety, and Environment (HSE) plan. These plans identify hazards/hazard controls and required Personal Protective Equipment (PPE) and outline Emergency Response Plans (ERP). We are continually learning how to enhance our HSE plans, drawing best practices from our international experience and trends identified through our Safety Management System, which tracks and measures metrics related to safety on every PCL/Stiles project.

PCL EMR SAFETY RECORD



The success of PCL’s Integrated Safety Culture is evidenced by an EMR Rate consistently below industry average.

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TOM VALENTE

Project Director / PCL Construction Services, Inc.
27 years with firm / 27 years of relevant experience
Bachelor of Applied Science, Civil Engineering, University of Ottawa
OSHA-30 Hour
Professional Engineer Ontario, Canada

INTRODUCTION

Summary Overview for the Key Individual

Tom is a seasoned construction project director with a proven track record on P3/AFP, design build and CM at Risk projects, including the Quinte Consolidated Courthouse, multiple high-rise tower structures, convention centers and civic/government buildings. Tom's 27 years of experience allow him to navigate complex projects, foreseeing and solving construction challenges so that projects develop seamlessly from beginning to end. His technical expertise ensures exceptional project performance; he monitors schedule, costs, equipment, manpower, safety and quality, and assists in all aspects of project planning and estimate reviews. Mobility at PCL is one of our core values and we develop teams with relevant experience that accurately reflect the needs of our clients. Tom will relocate to South Florida from Orlando for the entirety of this project.

Role and Responsibilities on the JGCC Project

Tom will be the Design-Builder Project Director, responsible for leading the overall design and construction teams during RFP Step Two, PDA Negotiation, Design and Construction phases of the project. Upon notice to proceed to PDA, Tom will be PCL's day-to-day decision-making representative and will be a leader for team integration in order to achieve 100% design development and drive the construction process. His responsibilities include oversight of project administration, budget control and forecasting, construction scheduling, and quality control. Working closely with AECOM and other Civic Unity Partners team members, Tom will oversee preparation of the necessary documentation in time to achieve the required permits and approvals. Tom will be the main contact for PCL as the Design-Builder and will liaise with Project Co Project Director, O&FM team member(s), and external stakeholders.

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Quinte Consolidated Courthouse	P3 DBFOM Courthouse/ Government building	11/29/2013	Belleville, Ontario	\$114 M
150 Elgin Street Office Complex	CM@Risk Office Tower	8/31/2014	Ottawa, Ontario	\$121 M
American Dream	CM@Risk Entertainment/ Retail Complex	12/31/2020	East Rutherford, New Jersey	\$2 B
Government Conference Centre Rehabilitation	CM@Risk Federal building	2/28/2019	Ottawa, Ontario	\$189 M
Constitution Square, Phase III	CM@Risk Office Tower	5/16/2007	Ottawa, Ontario	\$90 M
Ottawa Convention Centre Redevelopment	Design Build Government/ Entertainment Complex	1/31/2012	Ottawa, Ontario	\$187 M

QUINTE CONSOLIDATED COURTHOUSE, BELLEVILLE, ON**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Construction Manager

OVERVIEW OF THE PROJECT

The Quinte Consolidated Courthouse is a public-private partnership project, launched to design, build, finance, and operate a new courthouse in Belleville, Ontario. The 171,146-square-foot building was designed to achieve LEED Silver certification, yet surpassed this and has achieved LEED Gold. The structure consists of six stories and a mechanical penthouse level. Eleven courtrooms serve both provincial and municipal courts, while parking is available both above and below ground. A large ceremonial plaza is in front of the courthouse, and there is an open atrium lobby and an interconnected first and second floor.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Tom led the design and construction team through an intensive collaborative design process, helping to drive the design to meet and exceed the project specifications. Project had many stakeholders including the multiple agencies to occupy the building, the compliance architecture team and the public authority, whom were all instrumental in the design process. The project included several mock-ups, including a full scale courtroom mock up construction off site including all AV, FFE etc...in order to allow all stakeholders and designers the opportunity to touch and feel the end product.

HOW THE PROJECT IS RELEVANT TO JGCC

Government courthouse with several different entities occupying all with different needs and requirements. Similar scope and complexity in terms of the collaborative design approach, heavy acoustic, security and quality requirements. Project included separate circulation for the public, prisoners and multiple levels of judiciary. DBFM/P3 delivery. Completed after April 2011. Highly urban project located in a city center. LEED certified project (Gold); BIM used during design and construction; includes parking garage for staff and judiciary as well as an underground entrance for transporting prisoners.



150 ELGIN STREET OFFICE COMPLEX, OTTAWA, ON

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Construction Manager

OVERVIEW OF THE PROJECT

This office development project located in an urban downtown core consists of a 513,438-sq. ft., 21-story office tower with two-story penthouse, plus three levels of underground parking for 213 vehicles. The building is a cast-in-place concrete structure with a curtain wall and precast concrete envelope. The public terrace on the seventh floor consists of a park-like setting with trees and plants, with a view of downtown Ottawa and the Rideau Canal. Unique features in the main lobby include a large interactive video wall, a backlit Onyx wall, and a wall clad in reclaimed wood from the Ottawa River. The project contains a heritage component, with the physical incorporation of historic Grant House (a home built in 1875) into the atrium of the development. The owner has incorporated sustainable components and initiatives as part of the design and operation of 150 Elgin Street, and has achieved a certification level of LEED Gold.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

As a trusted partner to our client, Tom led the design, budgeting and construction of the project with an open book and collaborative approach. At an appropriate time, the project moved to a Guaranteed Maximum Price with a shared savings component which allowed the project to return a significant value back to the client at completion. The building operators requested significant changes to the BMS system after the project had been bid out and construction had started. Tom facilitated discussions between the clients' operators, the development group and the subcontractors involved in order to achieve the successful implementation of the added systems with minimal cost and no schedule impact to the project.

HOW THE PROJECT IS RELEVANT TO JGCC

Class A High rise office building; Similar scope and complexity; Completed after April 2011; Highly urban project located in downtown Ottawa; LEED certified project (Gold); BIM used during design and construction; includes parking garage.



AMERICAN DREAM, EAST RUTHERFORD, NJ**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Construction Manager

OVERVIEW OF THE PROJECT

American Dream is a 98-acre site located at the Meadowlands Sports Complex in East Rutherford, New Jersey. It consists of a 1.3 million sq. ft. indoor amusement park, water park, core and connector building, an existing 2.5 million square foot Entertainment Retail Complex (ERC) with 481 thousand sq. ft. of new addition to the existing ERC. The project will consist of a Nickelodeon themed Amusement Park, featuring roller coasters and thrill rides. In addition, the project includes a Dream Works themed Water Park, with surfing wave pools, lazy river, and water slides. Other components include a Core Building that joins the two parks and will include common areas for circulation, locker rooms, food areas and back of house facilities. A connector building with an NHL-sized indoor ice rink which will serve as the entire facilities connection to the existing mall. The Entertainment Retail Center or existing mall complex renovation and addition includes an indoor ski hill, Legoland and Sea life aquarium, high end 'Collections' area, Performing Arts Center, theatres as well as new and expanded anchor 'boxes'.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Tom was the Construction Manager for this \$2B mega project. Tom oversaw 80 plus construction professionals and was responsible for estimating, cost control, scheduling, safety, quality and overall project delivery. Tom helped drive the subcontractors and designers to shift the building systems inside of the box trusses and columns so that they could be modularized. Using BIM modeling for all aspects of the work, the steel structure and the building systems of the Amusement Park and Water Park were designed and constructed as a modular build. Tom's team planned the mod yard space and coordinated the supply chain to develop a workable schedule. The structural mods were constructed in the mod yard and MEP components were incorporated and the entire mod was painted with all work taking place on the ground instead of 100' in the air. This process was not only safer, but also the BIM process and access advantages resulted in a higher quality product as well as resulted in a schedule saving.

HOW THE PROJECT IS RELEVANT TO JGCC

Complex construction with multiple construction types and solutions; Project size demonstrates ability to lead large, complex teams; Highly urban project; BIM used extensively during design and construction.





CHAD LOGAN

Project Manager / PCL Construction Services, Inc.
14 years with firm / 17 years of relevant experience
M.Eng. Civil/Structural Engineering, McGill University
B.Eng. Mining Engineering, Queen's University
Office Location: Miami (Florida Buildings)

INTRODUCTION

Summary Overview for the Key Individual

Chad has devoted 17 years to the construction industry, leading and managing teams as well as driving innovation and value. Chad brings deep understanding and experience working on large complex AFP/P3/DBFM projects in highly dense urban landscapes. Examples are the inner-city development Bridgepoint Health project; Milton District Hospital Expansion, and Toronto Pan Am Sports Centre (DBF). Mobility at PCL is one of our core values and we develop teams with relevant experience that accurately reflect the needs of our clients. Chad will relocate to South Florida for the entirety of this project.

Role and Responsibilities on the JGCC Project

Chad will act as Project Manager during the design and construction phases of the JGCC Project providing key on-site leadership for day-to-day decision making. His responsibilities will include contract administration, cost control, awarding subcontracts, works schedules, liaison with all members of the project team: clients, Prime Team members, subcontractors, and local community including authorities having jurisdiction. He will report directly to Tom Valente.

RELEVANT WORK HISTORY

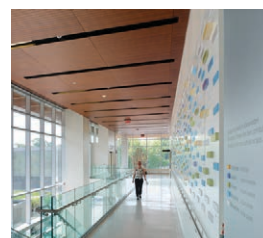
PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
Bridgepoint Active Healthcare	P3 DBFM government healthcare facility	10/27/2015	Toronto, Ontario	\$447 M
Milton District Hospital Expansion	P3 DBFM government healthcare facility	12/14/2017	Milton, Ontario	\$265M
RBC Centre	CM@Risk High Rise Office Tower	5/30/2010	Toronto, Ontario	\$408, M
Toronto Pan Am Sports Centre	P3 DBFM government sports facility	12/23/2015	Toronto, Ontario	\$190 M
MacDonald Block Reconstruction	P3 DBFM government operations facility	8/18/2025	Toronto, Ontario	\$847 M
Yonge Sheppard Centre Revitalization	CM@Risk renovation and 38-story vertical expansion	1/14/2021	Toronto, Ontario	\$250 M

BRIDGEPOINT ACTIVE HEALTHCARE, TORONTO, ON

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Project Manager

OVERVIEW OF THE PROJECT A complex, inner-city development, the P3 DBFM delivered Bridgepoint Active Healthcare project features a new 680,000-square-foot, state-of-the-art acute-care facility with 464 beds over ten floors. The LEED Silver project includes public roads, park lands, existing hospital relocation, and the restoration/ redevelopment of the historic Don Jail.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT As Project Manager, Chad was the conduit in leading and managing the team as well as driving innovation and value. In addition, Chad’s responsibility includes undertaking the day-to-day oversight of obtaining permits and SPA approval from the City. Chad’s focus included early works, envelope and controls project manager responsible for design development and subcontract management, including overall project reporting internally and externally.

HOW THE PROJECT IS RELEVANT TO JGCC Government project with several different entities occupying all with different needs and requirements. Similar scope and complexity in terms of the collaborative design approach, heavy acoustic, security and quality requirements. DBFM/P3 delivery. Completed after April 2011. Highly urban project located near an active interstate. LEED certified project (Silver); BIM used during design and construction; includes parking garage for staff and visitors.

MILTON DISTRICT HOSPITAL EXPANSION, MILTON, ON

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT Project Manager

OVERVIEW OF THE PROJECT This P3 DBFM delivery project adds 99 beds to the existing facility. The expansion added 330,000 sq. ft. of new patient-centered space, doubling its capacity to 129 inpatient beds, including 80 per cent single-patient rooms. The expansion achieved LEED Gold certification. This project was the first DBFM project in which PCL acted as Design-Build Contractor and also as Developer/Equity Investor, through PCL Investments Inc.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT As Project Manager for Permits and Approvals, Chad’s responsibility includes undertaking the day-to-day oversight of obtaining permits and SPA approval from the City of Milton. Chad performed a very similar role on Bridgepoint Health project, working in collaboration with the City. Chad’s focus included design manager responsibilities for overall design development with the project design team and stakeholders.



HOW THE PROJECT IS RELEVANT TO JGCC Government project with several different entities occupying all with different needs and requirements. Similar scope and complexity in terms of the collaborative design approach, heavy acoustic, security and quality requirements. Completed after April 2011; Highly urban project located a in city center); LEED certified project (Gold); BIM used during design and construction. Milton District Hospital Expansion, Milton, ON

RBC CENTRE, TORONTO, ON

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT Project Manager

OVERVIEW OF THE PROJECT Located in the heart of the downtown business district, the RBC Centre consists of a 43-story office tower adjoined to a 10-story podium and three levels of underground parking. The total built area is 1,775,000 sq.ft. and the building includes many special features including 100% emergency power, bomb blast design in the structure and curtainwall, and exposed concrete ceilings on every floor. The new tower achived LEED Gold certification.



HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT Chad was a key project manager on the RBC Centre, and with a background as a structural engineering designer, is a formidable resource for complicated structural builds. The RBC Centre team used BIM to pictorially show the schedule in great clarity regarding equipment selection and material movement. BIM was also used successfully to plan the mechanical and electrical services in the penthouse mechanical room, which allowed us to achieve our first major occupancy milestone.

HOW THE PROJECT IS RELEVANT TO JGCC High-rise Class-A office building. Complex construction with multiple construction types and solutions; Project size demonstrates ability to lead large, complex teams; Highly urban project in the downtown; LEED certified project (Gold); includes parking garage; BIM used extensively during design and construction for solution providing and cost saving opportunities.



GREG KIMMELMAN

Vice President of Pre-construction / Stiles Construction
25 years with firm / 34 years of relevant experience
Ft. Lauderdale, FL

Bachelor of Science, Construction Management, University of Florida

INTRODUCTION

Summary Overview for the Key Individual

Greg has been involved in many commercial assignments with roles in both pre-construction and construction. He has worked on commercial, office, retail, healthcare, automotive, emergency operations, residential and call center projects. He began in the field as an Assistant Superintendent, then became an Estimator / Field Assistant before joining a major construction company as an Estimator and Project Manager. Prior to joining Stiles, Greg established the South Florida office of a premier tilt-up concrete specialty contractor. He believes in listening closely to clients' needs and then translating what he hears into action, finding workable solutions that will satisfy customers.

Role and Responsibilities on the JGCC Project

As Pre-construction Manager, Greg holds executive-level responsibility as the head of the pre-construction department. He manages and mentors a team of project executives and oversees all pre-construction workload efforts to ensure quality, accuracy, and timeliness. Greg also makes sure that peripheral considerations are addressed in all construction budgets, such as adjacent properties, site constraints, and other technical means and methods not directly associated with the projects themselves.

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
201 Offices at The Main Las Olas	Mixed Use, Class-AAA Office Tower, Apartment Tower and Retail	11/11/2020	Fort Lauderdale, FL	\$213 M
Charles F. Dodge City Center	Multi-Use Municipal Building: City Hall, Commission Chambers, Administrative Offices, Civic Center, Emergency Operations Center, Art Gallery	04/04/2018	Pembroke Pines, FL	\$58 M
Terminals 2 & 4 Parking Facility at Port Everglades	Parking & Intermodal Facility with Pedestrian Bridge	12/29/2020	Fort Lauderdale, FL	\$118 M
City of Sunrise Municipal Complex	City Hall, Commission Chambers & Garage	Estimated at 3/2024	Sunrise, FL	\$59 M
The Alluvion	High-Rise, Urban Apartment Tower on Tight Site in Downtown	10/15/2020	Fort Lauderdale, FL	\$116 M
Ottawa Convention Centre Redevelopment	Design Build Government/ Entertainment Complex	1/31/2012	Ottawa, Ontario	\$187 M

201 OFFICE TOWER AT THE MAIN LAS OLAS

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Vice President of Pre-construction

OVERVIEW OF THE PROJECT

Stiles recently completed this exciting new project that spans an entire city block in Downtown Fort Lauderdale and features a 750,000, 25-story office tower and neighboring 770,000 GSF, 25-story, 341-unit apartment building. The residential tower includes a 640 space parking garage and 32,000 sq ft of retail space occupied by Publix Greenwise Market. This project represents a collaborative workplace inspired by cutting edge technology and today's most innovative business environments.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Greg took the lead during the Design Cost Assist/Target value Design phase to investigate various glazing systems. The client was hoping to achieve a certain aesthetic look but the system had to comply with South Florida Building Codes, Wind Load Requirements and not break the budget because the Proforma had already been set. In an effort to maximize value, Greg visited several glazing manufacturing facilities and made trips to see the product in place on completed office buildings. The result of Greg's analysis and efforts was a better design aesthetic achieved by reducing the precast. This created a more open looking glazing system and reduced the cost by more than \$400,000. (see attached pics)

HOW THE PROJECT IS RELEVANT TO JGCC

- Located in Downtown Fort Lauderdale
- High-Rise Office Tower
- Class-AAA
- Highly Urban Setting
- Utilized BIM throughout Pre-construction and construction
- Features a parking garage
- Pursing LEED GOLD Certification



CHARLES F. DODGE CITY CENTER

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Vice President of Pre-construction

OVERVIEW OF THE PROJECT

Stiles delivered a unique, award-winning multi-use facility that is home to the City Hall, Admin Offices, Emergency Operation Center, City Council Chambers, Art Gallery and a Civic Center totaling 190,000 sq. ft. . The City desired a beacon that would serve as a cornerstone of its Downtown area and offer residents a place to enjoy community activities. The innovative design offered an ideal solution, strategically merging a Civic Center and a City Hall, since the City did not have the budget to build two separate buildings.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Greg and his Pre-construction team were instrumental during the design phase in working with the Architect to perform constructability analysis and price exercises to ensure that the schemes to combine uses were within in budget.

HOW THE PROJECT IS RELEVANT TO JGCC

- Municipal Project
- Commission Chambers
- Administrative Offices for Various City Departments including City Manager, Utilities and Building Department
- Design-Build
- Repeat Client
- Utilized BIM throughout Design, Pre-construction and Construction
- On-Site Secure Server Room



“The Stiles team utilized **excellent project management skills** to problem solve any issue that arose during the construction of the facility. They exhibited thorough knowledge of architectural, structural, mechanical and electrical specialties that kept the project running smoothly, on schedule and with **minimal amount of site disruptions.**”

CHARLES F. DODGE,
CITY MANAGER, CITY OF PEMBROKE PINES

TERMINAL 2 & 4 PARKING GARAGE AT PORT EVERGLADES**ROLE OF THE KEY INDIVIDUAL ON THE PROJECT**

Vice President of Pre-construction

OVERVIEW OF THE PROJECT

This parking facility was recently completed by Stiles who was the Prime Contractor of a Joint Venture. This 1,000,000 sq. ft. Port Everglades Cruise Terminal Garage features 1800+ spaces. Construction was carefully phased and maintenance of traffic closely coordinated on this very tight site to mitigate disruptions to cargo ships, cruise ships and their passengers and the neighboring convention center, which all remained operational throughout the project. Unique to this project are 2 moving walkways in an air-conditioned pedestrian bridge that is elevated 50' in the air above an existing and occupied cruise terminal and solar arrays located on the top deck to reduce power consumption. This garage is pursuing parkSMART certification, which is a green building initiative specifically geared toward parking structures. This project will be the 4th parkSMART garage certified in the entire State of Florida. Stiles also involved in the construction of the Memorial Healthcare Systems garage located in Hollywood, Florida which is also parkSMART certified.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

During the Pre-construction phase, the team held numerous outreach events to ensure the 25% CBE Participation Goal was achieved. The team's efforts were so successful they actually exceeded the goal.

HOW THE PROJECT IS RELEVANT TO JGCC

- 5-Story Garage
- 1,000,000 SF
- 1,800+ spaces
- Intermodal Facility
- Built on a Very Tight Site
- Located in Fort Lauderdale
- Air-Conditioned Pedestrian Bridge Connector
- Solar Arrays on Top Level
- Exceeded County's Local Business Participation Goals through extensive outreach program
- Utilized BIM throughout Design, Pre-construction & Construction





FRANK MILEN

General Superintendent / Stiles Construction
40 years with firm / 15 years of relevant experience

Ft. Lauderdale, FL

Carpenter's Apprenticeship, South Florida Local Carpenter's Union 123
& New Jersey 1528

30-hr OSHA Safety Training | OSHA Safety Instructor | OSHA Ammonia Awareness
Journeyman Upgrade and Blueprint Reading Instructor | CPR & First Aid Certified
Fortlift Certified | Boom Lift up to 20' Certified | Scissor Lift Certified

INTRODUCTION

Summary Overview for the Key Individual

Frank has worked in the construction industry for 40 years, including 24 in South Florida. Before joining Stiles, he worked as a Project Superintendent, Project Manager, and Director of Construction with another reputable construction company. He was also the Superintendent of the Super Structure Division for a concrete company. Frank has extensive experience with projects such as secure facilities, retail plazas, high-rise office buildings and many public-sector projects. His expectations for quality, vast knowledge and experience, and strong working relationships assist Frank in exceeding the expectations of his clients.

Role and Responsibilities on the JGCC Project

As a General Superintendent, Frank oversees the team of superintendents who each in turn, oversee specific components of the projects. Interacting with clients, subcontractors and project managers, he works in the field to manage schedules, logistics, quality, safety, and record-keeping. Ultimately, Frank is responsible for the putting the work in place to complete the project on time and in keeping with the quality we deliver for each of our clients.

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
201 Offices at The Main Las Olas	Mixed Use, Class-AAA Office Tower, Apartment Tower and Retail	11/11/2020	Fort Lauderdale, FL	\$213 M
Charles F. Dodge City Center	Multi-Use Municipal Building: City Hall, Commission Chambers, Administrative Offices, Civic Center, Emergency Operations Center, Art Gallery	04/04/2018	Pembroke Pines, FL	\$58 M
501 Las Olas Square	Full exterior and interior renovation with new glazing, roof and MEP systems	11/30/2018	Fort Lauderdale, FL	\$6.4 M
NSU West Garage	Parking Facility on tight occupied site	8/1/2013	Davie, FL	\$8.4 M
Dolphin Stadium Expansion	300,000 SF, occupied reno & expansion of Dolphin Stadium	12/27/2007	Miami Gardens, FL	\$200,000

201 OFFICE TOWER AT THE MAIN LAS OLAS

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

General Superintendent

OVERVIEW OF THE PROJECT

Stiles recently completed this exciting new project that spans an entire city block in Downtown Fort Lauderdale and features a 750,000, 25-story office tower and neighboring 770,000 GSF, 25-story, 341-unit apartment building. The residential tower includes a 640 space parking garage and 32,000 sq ft of retail space occupied by Publix Greenwise Market. This project represents a collaborative workplace inspired by cutting edge technology and today's most innovative business environments.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

At the peak of the project, Frank oversaw a crew of 300+ workers during the worst of the Covid Pandemic and while focused on keeping the job secure during the racial injustice protests that occurred in Downtown Fort Lauderdale. He succeeded in keeping the job on schedule despite these challenges. Frank also oversaw the coordination of 55+ concrete pours that had to be timed carefully to avoid disruptions to businesses and residents in the dense urban setting of Downtown.

HOW THE PROJECT IS RELEVANT TO JGCC

- Located in Downtown Fort Lauderdale
- High-Rise Office Tower
- Class-AAA
- Highly Urban Setting
- Utilized BIM throughout Pre-construction and construction
- Features a parking garage
- Pursing LEED GOLD Certification



CHARLES F. DODGE CITY CENTER

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

General Superintendent

OVERVIEW OF THE PROJECT

Stiles delivered a unique, award-winning multi-use facility that is home to the City Hall, Admin Offices, Emergency Operation Center, City Council Chambers, Art Gallery and a Civic Center totaling 190,000 sq. ft. . The City desired a beacon that would serve as a cornerstone of its Downtown area and offer residents a place to enjoy community activities. The innovative design offered an ideal solution, strategically merging a Civic Center and a City Hall, since the City did not have the budget to build two separate buildings.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Due to the “grand hall” component of this building, the team determined that the most efficient way to construct the building was inside out, and top to bottom, which is the opposite of most structures. An elaborate truss system was assembled then 90’ tall tilt wall panels that were 12’ thick were raised into position.

HOW THE PROJECT IS RELEVANT TO JGCC

- Municipal Project
- Commission Chambers
- Administrative Offices for Various City Departments including City Manager, Utilities and Building Department
- Design-Build
- Repeat Client
- Utilized BIM throughout Design, Pre-construction and Construction
- On-Site Secure Server Room

“During the construction of the Charles F. Dodge City Center I had the great pleasure of working closely with Frank Milen. As the City’s Project Manager, it was obvious to me from the beginning stages of the project that **Frank shared our commitment to bring our residents the quality and value they expect and deserve** in a building which serves as not only as the seat of local government but as a gathering place for our community. **Frank was responsive to inquiries and requests, he was proactive to ensure the timely resolution of any issues that arose, made safety a clear priority and adhered to the project schedule.** He was highly professional, cooperative and flexible in management of our project.”

CHRISTINA SORENSEN, DIRECTOR, CITY OF PEMBROKE PINES



NSU WEST GARAGE

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

General Superintendent

OVERVIEW OF THE PROJECT

This 199,200 SF, 5-level, 570 space parking garage was successfully completed despite the challenges of constructing next to the occupied University School. This is our 3rd parking garage completed for Nova Southeastern University

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Frank and his team implemented a plan to begin building concurrently from both ends and then meet in the middle on a very aggressive fast track schedule and achieved early completion in only 87 work days despite weather delays.

HOW THE PROJECT IS RELEVANT TO JGCC

- Parking Garage
- Tight, Occupied Site
- Fast-Track
- Repeat Client





JOSE RIVERA

Director of Operational Excellence - Virtual Design & Construction (VDC) &
Building Information Modeling (BIM) / Stiles Construction
18 years with firm / 7 years of relevant experience

Ft. Lauderdale, FL

Masters of Business Administration in Global Management, NSU
Bachelor of Science in Architecture, FAU

INTRODUCTION

Summary Overview for the Key Individual

Prior to joining Stiles, Jose worked for a construction materials supplier as an operations manager where he was able to leverage his interest in 3D modeling while working on several premier projects including Miami International Airport North Terminal Development and the Marlin's Baseball Park. After joining Stiles' Virtual Design and Construction Department, Jose quickly rose the ranks from VDC Engineer to head of the entire department and eventually initiated our successful Operational Excellence program.

Role and Responsibilities on the JGCC Project

As Director of Operational Excellence Jose leads, facilitates and supports the Virtual Design & Construction Department with a focus on Building Information Modeling of all Stiles' projects. He explores and conducts the implementation of QA/QC initiatives, ensuring strategies are developed to improve and re-design systems and processes critical to safe, timely, and effective construction activities. Jose is responsible for the development; implementation and ongoing assessment of comprehensive performance improvement metrics and quality control/quality assurance initiatives within the construction division and communicating these initiatives to all levels of the organization. He participates in activities that facilitate collaboration and standardization of systems across all phases of construction and implementation of LEAN principles.

RELEVANT WORK HISTORY

PROJECT NAME	PROJECT TYPE	DATE COMPLETED	LOCATION	PROJECT VALUE
201 Offices at The Main Las Olas	Mixed Use, Class-AAA Office Tower, Apartment Tower and Retail	11/11/2020	Fort Lauderdale, FL	\$213 M
Charles F. Dodge City Center	Multi-Use Municipal Building: City Hall, Commission Chambers, Administrative Offices, Civic Center, Emergency Operations Center, Art Gallery	04/04/2018	Pembroke Pines, FL	\$58 M
Terminals 2 & 4 Parking Facility at Port Everglades	Parking & Intermodal Facility with Pedestrian Bridge	12/29/2020	Fort Lauderdale, FL	\$118 M
Dr. A.H McCoy Federal Office Building	High-Security Office Building, LEED Gold	2013	Jackson, MS	\$73 M
The Alluvion	High-Rise, Urban Apartment Tower on Tight Site in Downtown	10/15/2020	Fort Lauderdale	\$116 M

201 OFFICE TOWER AT THE MAIN LAS OLAS

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Director of Operational Excellence (VDC/BIM)

OVERVIEW OF THE PROJECT

Stiles recently completed this exciting new project that spans an entire city block in Downtown Fort Lauderdale and features a 750,000, 25-story office tower and neighboring 770,000 GSF, 25-story, 341-unit apartment building. The residential tower includes a 640 space parking garage and 32,000 sq ft of retail space occupied by Publix Greenwise Market. This project represents a collaborative workplace inspired by cutting edge technology and today's most innovative business environments.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Jose and his team conducted underground coordination between the structural and MEP trades to ensure that the foundations were not in conflict with the piping.

HOW THE PROJECT IS RELEVANT TO JGCC

- Located in Downtown Fort Lauderdale
- High-Rise Office Tower
- Class-AAA
- Highly Urban Setting
- Utilized BIM throughout Pre-construction and construction
- Features a parking garage
- Pursing LEED GOLD Certification



CHARLES F. DODGE CITY CENTER

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Director of Operational Excellence (VDC/BIM)

OVERVIEW OF THE PROJECT

Stiles delivered a unique, award-winning multi-use facility that is home to the City Hall, Admin Offices, Emergency Operation Center, City Council Chambers, Art Gallery and a Civic Center totaling 190,000 sq. ft. . The City desired a beacon that would serve as a cornerstone of its Downtown area and offer residents a place to enjoy community activities. The innovative design offered an ideal solution, strategically merging a Civic Center and a City Hall, since the City did not have the budget to build two separate buildings.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

The 3D modeling of this project highlighted a conflict with the building's beams and the spot lighting needed for the civic center stage. Had the design proceeded, the lighting system would have been completely obstructed. The team was able to raise beams above the lighting to avoid interference. This could not have been resolved once the building framework was in place. Identifying this conflict early was key to the success of the project and its end-user's experience.

HOW THE PROJECT IS RELEVANT TO JGCC

- Municipal Project
- Commission Chambers
- Administrative Offices for Various City Departments including City Manager, Utilities and Building Department
- Design-Build
- Repeat Client
- Utilized BIM throughout Design, Pre-construction and Construction
- On-Site Secure Server Room

"The Stiles team utilized **excellent project management skills** to problem solve any issue that arose during the construction of the facility. They exhibited thorough knowledge of architectural, structural, mechanical and electrical specialties that kept the project running smoothly, on schedule and with **minimal amount of site disruptions.**"

CHARLES F. DODGE,
CITY MANAGER, CITY OF PEMBROKE PINES



TERMINAL 2 & 4 PARKING GARAGE AT PORT EVERGLADES

ROLE OF THE KEY INDIVIDUAL ON THE PROJECT

Director of Operational Excellence (VDC/BIM)

OVERVIEW OF THE PROJECT

This parking facility was recently completed by Stiles who was the Prime Contractor of a Joint Venture. This 1,000,000 sq. ft. Port Everglades Cruise Terminal Garage features 1800+ spaces. Construction was carefully phased and maintenance of traffic closely coordinated on this very tight site to mitigate disruptions to cargo ships, cruise ships and their passengers and the neighboring convention center, which all remained operational throughout the project. Unique to this project are 2 moving walkways in an air-conditioned pedestrian bridge that is elevated 50' in the air above an existing and occupied cruise terminal and solar arrays located on the top deck to reduce power consumption. This garage is pursuing parkSMART certification, which is a green building initiative specifically geared toward parking structures. This project will be the 4th parkSMART garage certified in the entire State of Florida. Stiles also involved in the construction of the Memorial Healthcare Systems garage located in Hollywood, Florida which is also parkSMART certified.

HOW THE KEY INDIVIDUAL SPECIFICALLY CONTRIBUTED TO THE SUCCESS OF THE PROJECT

Jose's team determined that the fire sprinkler main and the plumbing rain water leaders were in conflict with each other. Changes were implemented prior to work starting in the field, avoiding costly delays and rework.

HOW THE PROJECT IS RELEVANT TO JGCC

- 5-Story Garage
- 1,000,000 SF
- 1,800+ spaces
- Intermodal Facility
- Built on a Very Tight Site
- Located in Fort Lauderdale
- Air-Conditioned Pedestrian Bridge Connector
- Solar Arrays on Top Level
- Exceeded County's Local Business Participation Goals through extensive outreach program
- Utilized BIM throughout Design, Pre-construction & Construction



1.B KEY STAFF, REFERENCE PROJECTS AND SIMILAR GOVERNMENT PROJECTS

Our project team is comprised of a seasoned staff, who bring the right mix of depth and experience to the table. Our team will be an extension of the Broward County Board of County Commissioners (Board) and the City of Fort Lauderdale City Commission, and will leverage our highly-relevant and recent experience to ensure that value is built into the final product.

Specifically, our team has been formed with your best interests in mind – bringing the best experience, and the right mix of talent. **Tom Valente** leads the team as Project Director. Tom is a 27 year veteran of PCL, moving across North America to take on our most difficult and high profile projects. Tom’s experience includes construction manager and project director roles on the P3 Quinte Courthouse (LEED Gold), the 150 Eglin Street Office Development (Class A high-rise) and the mega \$2B American Dream project near New York City, and numerous other government entity projects across the continent.

Chad Logan, project manager brings 14 years of experience at PCL, with three fully completed P3 projects (Bridgepoint Active Health, Milton District Hospital, and Toronto Pan Am Sports Center). Additionally his experience contains multiple high-rise structures including the Class-A RBC Centre Office Tower in downtown Toronto. Chad’s depth of experience includes

four years as a designer for a large structural engineering firm prior to PCL.

Working alongside Tom and heading up the Pre-construction effort will be **Greg Kimmelman**, VP of Pre-construction for Stiles. Stiles has one of the largest Pre-construction departments of any construction firm in South Florida. Greg and his team recently completed a Design Cost Assist analysis during the design phase of the recently completed 201 Offices at the Main Las Olas, a 740,000 SF, Class-AAA office tower. The team investigated various glazing systems to achieve a certain aesthetic look but still comply with South Florida Building Codes, Wind Load Requirements remain within budget. The result was an improved design aesthetic and a system that reduced the cost by more than \$400,000.

Specific Role and Responsibilities on projects including Class A high-rise commercial office or government building, multi-level parking structures, multimodal transportation facilities, green sustainable facilities, and other multidisciplined projects of similar scope and size, **are listed in the resumes for key staff.**

PROJECT ROLE	KEY STAFF	REFERENCE PROJECT INVOLVEMENT
Project Director	Tom Valente	<ul style="list-style-type: none"> • Quinte Consolidated Courthouse • 150 Elgin Street Office Complex
Project Manager	Chad Logan	<ul style="list-style-type: none"> • Bridgepoint Active Healthcare • Milton District Hospital Expansion • Toronto Pan Am Sports Center
Pre-construction Manager	Greg Kimmelman	<ul style="list-style-type: none"> • 201 Offices at the Main Las Olas • Charles F. Dodge City Center • Terminals 2 & 4 Parking Facility at Port Everglades
General Superintendent	Frank Milen	<ul style="list-style-type: none"> • 201 Offices at the Main Las Olas • Charles F. Dodge City Center • Terminals 2 & 4 Parking Facility at Port Everglades
BIM Manager	Jose Rivera	<ul style="list-style-type: none"> • 201 Offices at the Main Las Olas • Charles F. Dodge City Center • Terminals 2 & 4 Parking Facility at Port Everglades

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1.C ORGANIZATION CHART

This page illustrates the composition of the General Contractor Team in relation to the whole of the Civic Unity Partners Team.

We have assembled a team of construction experts with over 100 years of combined experience to successfully build this landmark project. This team has been carefully planned out with the expertise, knowledge and availability for the JGCC Project. All individuals who are listed on this org chart for the PCL/Stiles team are located in Florida, and are ready to begin work immediately. We are committed to providing you the best of the best. Providing expertise when it comes to budgeting, scheduling, and planning, while being responsive and communicative throughout the life cycle of a project.

- A = AECOM
- C = Credo
- D = DESIMONE
- AC = ACAI
- F = Fengate
- P = PCL
- PI = Pininfarina
- S = Stiles

- Developer
- Contractor
- Architecture/Engineering
- Quality/Safety
- Operations & Maintenance
- Executive Oversight
- Reporting
- - - - - Communication
- - - - - RFP Step Two
- 🔑 Key Personnel

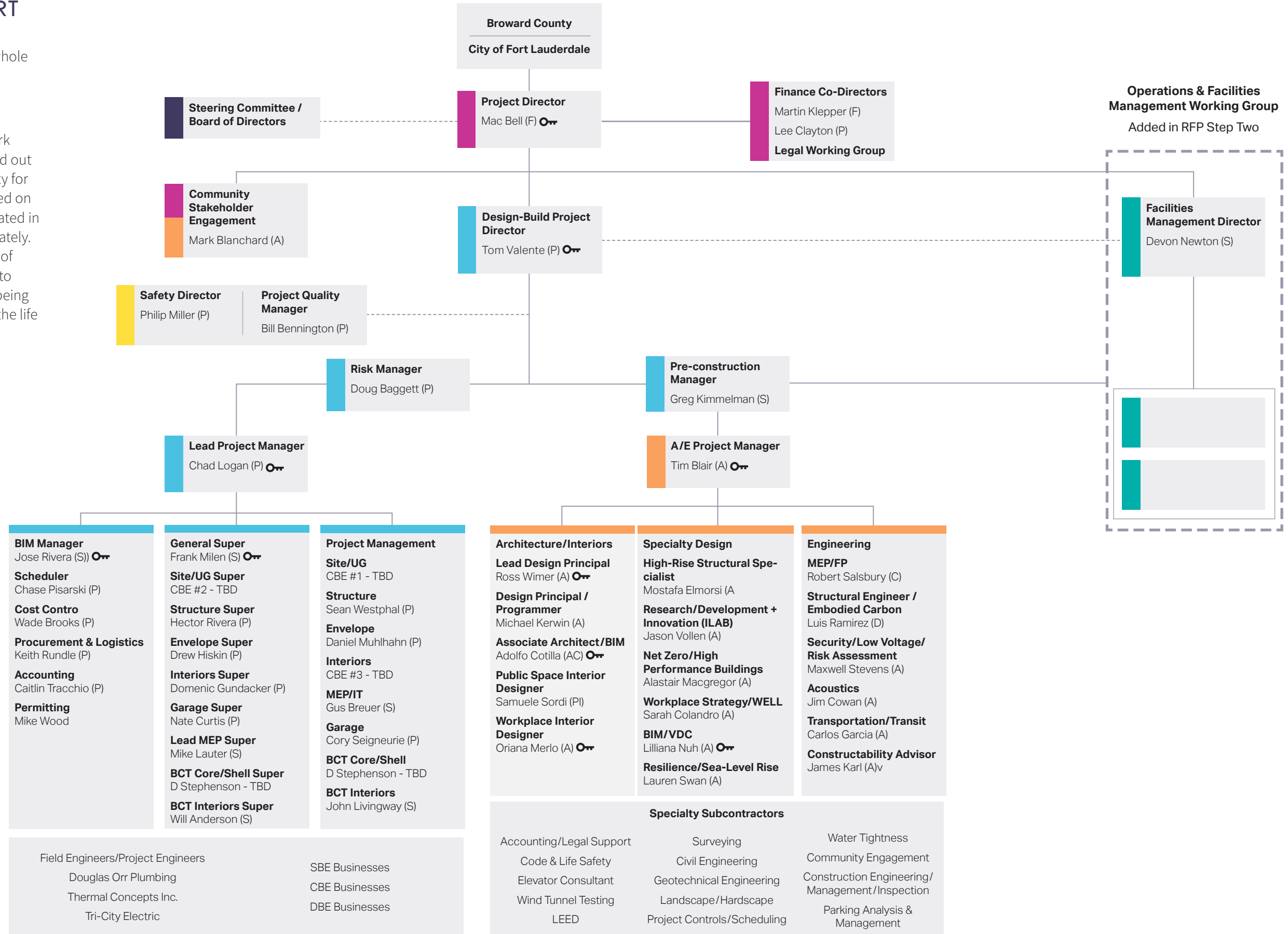


Figure 4: Organizational Chart of Proposed Team

Experience with Florida Building Code

PCL/Stiles is fortunate to have worked in the City of Fort Lauderdale for over 7 decades years and completed 13.5 Million sq. ft. of projects that were reviewed and inspected by the City’s building department and other governing agencies. This has given us keen insight into the processes by which the City requires the project to be inspected and closed out. Despite our long track record of success, we believe strongly in the need to have kickoff meetings with the City prior to the project’s start. It allows us to meet any new team members and understand any new procedures that are being initiated by the City.

Our experience has also given us the familiarity with what is required for permit revisions, shop drawing requirements and the close-out of permits and paperwork required for Substantial Completion and the Certificate of Occupancy. As we continue to adapt to aspects of COVID-19 precautions, PCL/Stiles has also worked with the City to use third Party inspectors

and virtual inspections when City inspectors were not available. This has been a very successful strategy and is an option we can discuss should the need arise in the future. PCL/Stiles was quick to implement new safety measures in response to Covid-19 on our jobsite and in our offices. We are proud to have received praise from several local agencies and Building Departments for proactively ensuring the safety of our staff, our subcontractors and the inspectors visiting our site. We have swiftly adapted to this “new normal” and continue to deliver numerous projects on their pre-pandemic critical paths despite interruptions and new challenges.

Our professionals have proven experience working with local, state and other regulatory agencies that govern the building/permitting process. By drawing on our expertise and tenured relationships with local and state agencies, we can engage all relevant agencies and expedite permits.

Our 70 years of combined experience building in Broward County and the City of Fort Lauderdale means we have long-standing relationships and familiarity working with the Florida Building Code, local building department and governing agencies. Expediting the permitting process will be key to on-time and on-budget results for this project. We will bring a comprehensive, proven, organized approach to permitting that will facilitate an efficient and effective schedule.



201 Office Tower at the Main Las Olas, Fort Lauderdale, Florida

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3.2 - Licensing



2. LICENSING



Ron DeSantis, Governor

Halsey Beshears, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

GOLDMAN, RICHARD MATTHEW

PCL CONSTRUCTION SERVICES, INC.
6700 FORUM DRIVE SUITE 100
ORLANDO FL 32821

LICENSE NUMBER: CGC1523408

EXPIRATION DATE: AUGUST 31, 2022

Always verify licenses online at MyFloridaLicense.com

Do not alter this document in any form.

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3.3 - Specialized Experience, Knowledge & Capabilities



3. SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES

As the construction leads for Civic Unity Partners, PCL/Stiles believe in ‘building for a sustainable world’. This is a philosophy and approach that goes far beyond achieving a LEED® checklist; it is an integrated and holistic operational framework with sustainability as a core value that is embraced across all operational dimensions of our companies. Both our firms are proud to have our commitment to building for a sustainable world recognized over the years through awards from the United States Green Building Council (USGBC), and other environmentally focused design and construction groups.

3.A LEED EXPERIENCE

Achieving high levels of sustainable and healthy building certification requires significant planning and coordination among the design, construction team members, building owners as well as independent Commissioning Agents. PCL/Stiles is most successful in achieving such certifications when the team is able to create a vision and set clear goals as early as possible in the project schedule. Starting early on sustainability allows us to capitalize on our internal network of experts who have experience in successfully implementing each of the referenced standards.

LEED V4 Experience

PCL/Stiles, there are committed to sustainability and the LEED® system as demonstrated by our rapid adoption

of the LEED® v4 rating system. This is evident in PCL’s recently completed Toronto Office Relocation project. The expression ‘walk the talk’ was a driving force behind PCL’s decision to use our Toronto district office relocation as a living lab for LEED® v4 construction. The vision and result is a sophisticated, contemporary office that exemplifies openness, flexibility, collaboration, digitization and, above all, sustainability. It has provided our company with a first-hand understanding of the rigorous standards of this new rating system.

Together, the Design-Build team of PCL/Stiles has achieved over 200 LEED certifications on our projects, representing over \$15 billion in construction value. Of these, 19 projects were certified Platinum, representing over \$2 billion in construction value.



HSBC Bank Revitalization, LEED® v4 Gold, Wired Gold, and WELL Certification

A fresh example demonstrating PCL’s understanding of LEED® v4 and green rating systems in general, is the HSBC Bank Place Revitalization project in Edmonton. This large-scale renovation includes a 20-story office building with basement, including interior demolition, structural modifications, full curtain wall replacement, mechanical and electrical systems replacement; and rehabilitation of a 9 story parking garage (with 2 levels below grade), including new exterior cladding. The project is targeting LEED® v4 Gold, Wired Gold, and WELL Certification.

PCL/Stiles’s LEED project experience includes nearly 100 projects in the Courthouse and Office market sector, with 11 LEED projects in these categories over \$300 M:

PROJECT NAME	LEED CERTIFICATION LEVEL	CONSTRUCTION COST
Communications Security Establishment Canada Office	Gold	\$ 1 B
160 Front Street West	Platinum	\$ 550.7 M
Maple Leaf Square	Certified	\$ 412.9 M
RBC Centre	Gold	\$ 408.3 M
Calgary City Centre Phase 2	Platinum	\$ 375.0 M
ICE District Block A	Gold	\$ 355.3 M
Bank of Canada - Head Office Renewal	Gold	\$ 344.3 M
Calgary City Centre	Platinum	\$ 324.8 M
EY Tower - 100 Adelaide Street West	Platinum	\$ 322.0 M
Centennial Place, Phase 1	Platinum	\$ 320.7 M
Manitoba Hydro Place	Platinum	\$ 305.3 M

WELL Building Standard

The WELL standard demands significant focus and attention from the contractor on indoor air quality, material selection, and waste reduction. Many of these requirements are similar to those in the LEED standard and there will be significant cross-over between the two. The Design-Build team of PCL/Stiles will work with our integrated design team as well as our Operations & Facility Management (O&FM) team member throughout the design process to identify gaps between the WELL and LEED standards while developing solutions to satisfy both sets of requirements.

The office staff and visitors of Joint Government Center Campus Project will benefit from PCL/Stiles’ extensive experience in deploying best practices in the field that support achievement of the WELL requirements. This includes envelope and building material protection, moisture and dust management, regular filter replacement, air flushes, and proper equipment selection.



Lake Nona Town Center Office Building II, Class-A, WELL Certified Facility

Directly comparable to the JGCC Project, PCL built the Lake Nona Town Center Office Building II which is a Class-A, WELL-certified facility that provides more than just a place to work – it offers a thoughtful environment designed to nurture and sustain hundreds of working professionals in Central Florida. Boasting 155,000 square feet on six stories, the building was constructed with the intention of optimizing light, movement, air, water and sound to maximize the health and wellbeing of building users. Civic Unity Partners will apply PCL’s lessons learned for the benefit of all users of the JGCC.

3.B SUSTAINABLE STRATEGIES DURING DESIGN AND CONSTRUCTION

Civic Unity Partners has the experience and demonstrated success of its team members who will all collaborate on identifying sustainability strategies specific to the JGCC Project. Design-Build team member PCL has completed over 50 tower projects, most on tight downtown sites that includes 3.7 million sq. ft. of LEED certified space. PCL has also delivered more than 30 courthouse projects directly comparable to the JGCC Project (new build + renovations) across North America. Design-build team member Stiles will bring their local experience building in South Florida to further inform targeted strategies for the Project, working alongside PCL.

Speaking specifically to a Class A High-rise Commercial Office or government Building with a Parking Garage, PCL's team will contribute relevant insight throughout the design and construction of the Project, as they have found that the majority of recent high-rise towers seek some level of LEED Certification. The JGCC will benefit from this broad experience with different design strategies and execution methods to achieve LEED goals, from energy to clean Air, from Environmental Product Disclosures to renewable power offsets.. At the earliest stages of tower design, PCL/Stiles will guide all Civic Unity Partners team members to investigate advanced sustainability strategies like airside and waterside heat recovery, parking ventilation heat reclamation, wastewater retention and reuse, air quality controls, lighting innovation, and more. Civic Unity Partners understands that addressing the needs of the of both Government tenants will require stakeholder, user and community engagement to develop a shared vision for green space and other critical social aspects of the Project.

The Design-Build team of PCL/Stiles brings the experience of over 350 LEED projects in North America over the past 20 years. Through this breadth of project work, our teams develop best practices and in-depth knowledge of successful sustainability actions that we use to continually improve our work. . Civic Unity Partners will share our expertise with the entire team as we work together to identify new solutions to meet the sustainability goals for the project.



PCL's EY Tower, Class AAA, LEED Platinum

EY Tower, Class AAA, LEED Platinum, 42 stories, 900,000 sq. ft.

PCL constructed the city's first Class AAA Office Tower designed to LEED Platinum Standards, completed in 2017.

The highest principles of sustainability are embodied in the property, including high performance building envelope and mechanical systems, on-demand fresh air, daylight and motion sensors, state-of-the-art lighting controls, bicycle storage, change rooms, showers and electric car parking.

SMART building goals achieved included:

- Enhancing well-being, productivity and occupant satisfaction
- Saving operational costs and increasing building safety and efficiency
- Establishing a more sustainable environment

PCL/Stiles' Sustainability strategy for the JGCC:

- Understanding Client Vision for sustainability and identify where these can be met on the LEED Scorecard.
 - Lead the team through a structured process to identify client priorities and vision that will inform development of a targeted strategy to meet those goals. in response
 - Connect broad vision to specific details of the LEED Scorecard and Building Scope.
- Investigate a variety of solutions to achieve stated targets or a stretch goal paired with cost and time impacts for higher levels of achievement
- Employ lessons learned on other available credits that may reduce cost or improve LEED score.
- Corporate Sustainable Construction Advisor (SCA) network – dedicated PCL/Stiles sustainability professionals across North America will bolster Civic Unity Partners' with:
 - LEED Approved Professionals with background in delivering the standard.
 - Participate in discussions/ reviews with GBCI (Green Building Certifications Inc)
 - Challenge rulings if needed providing back up, evidence of compliance, or alternate solutions.
 - Provide insight on new technologies that simplify or improve strategy for sustainability (e.g. High Rise Balcony Structural Thermal Breaks are fast becoming an important part of Low Energy and Low Carbon designs on high rise residential towers.)

The Design-Build team has developed our own processes and improved our approach for delivering the highest levels of green certification. We employ our custom templates for Construction Waste Management Plans, Construction Erosion and Sedimentation Plans, and Indoor Air Quality Management to meet LEED requirements. The Design-Build team will lead the material selection process to identify products that are regionally manufactured, that have recycled content, or that contain Forestry Stewardship Council (FSC) certified wood. PCL/Stiles will facilitate the collection of LEED material declaration forms, indoor air quality acceptance, and any other forms of documentation that are vital in achieving a LEED accreditation. Monthly LEED status reports will be published by PCL/Stiles for the client and consultants to assist with real-time tracking of project

sustainability performance. PCL/Stiles team members have a passion for sustainable construction that is evident on our work sites. Other strategies include:

- Construction Waste Diversion
- LEDs for temporary construction lighting, including tower cranes.
- Solar powered jobsite trailers.
- Hybrid electric-diesel equipment
- Timers for temporary lighting, including tower cranes, which keeps emergency egress lights on, without unnecessary lighting during off-hours.

Net Zero Energy

Civic Unity Partners will work with the owner to develop a clear definition of net zero energy for this project. The term “net zero” can have different meanings depending on client needs and goals. In general, a net zero energy building produces enough renewable energy to meet its own annual energy consumption requirements. Another option is to pursue a third-party net zero energy standard like LEED Zero Energy Certification, or the International Living Future Institute's Zero Energy Certification.

Achieving net zero energy will require consideration of how renewable energy can contribute. PCL/Stiles can provide on-site or off-site solar as part of the project, or through a separate third-party agreement as needed. We have built over 700MW of solar in North America and we can assist with arranging for solar through a power purchase agreement that would not require any upfront capital investment.

While achieving net zero doesn't directly address energy use on the jobsite, PCL/Stiles is a leader in using smart construction to reduce the impacts of our work. PCL and Microsoft have created a partnership to develop solutions and one of the outcomes is our Job Site Insights platform which monitors a wide variety of parameters including real-time temperature and humidity of job site conditions. By enabling real-time data capture and analytics regarding the condition of a job site, the PCL Job Site Insights platform aims to create environmental stewardship, job-site safety, operational efficiencies, productivity, and improved profitability at the face of the job site. We have the capability to monitor real-time energy usage onsite and actively optimize and manage our power.

3.C UTILIZATION OF BUILDING INFORMATION MODELING

Utilization of Technology

As a client-focused solution provider, PCL/Stiles' intent on every project is to not just meet our client's expectations but exceed them. Accomplishing this requires a focused and diligent approach to quality that continually pushes the bounds of what we can achieve in construction. We view technology as a tool that lets the project team work more efficiently, resulting in added value to daily deliverables, execution, and accuracy. This approach includes the BIM and Electronic Media Submittal Requirements as outlined in the RFQ and the BIM program for the project will be led by the Civic Unity Partners' Key Individual, Director of BIM/VDC, Jose Rivera, of Stiles Construction

Our technology repertoire includes a myriad of tools that typically perform one of three functions: capturing project data, managing data or transforming data so that project information can be more easily interpreted by the project team, trade partners and project stakeholders. Armed with the most current, accurate information, the project's decision makers can make informed choices that drive value for the project.

Tools like unmanned aerial vehicles (UAV) or drones, 3D laser scanners, robotic total stations, 360-degree photography and BIM 360 Field software are used to capture information about the project. Drones are flown over the project site as needed, to capture site project information like elevations and as-built conditions. 3D laser scanning technology records existing conditions prior to construction and produces information for as-builts as the project progresses. Robotic total stations use fixed perimeter survey prisms to perform layout tied to the construction model. Using 360-degree photography, teams can document work in place as the project progresses with a quick walk through the project site. BIM 360 Field software is used on tablet devices in the field to track work in place that requires follow up, with the ability to take photos tagged to their specific location within the project site. Depending on the needs of the project, each of these tools may be used to capture information that can be shared and processed to add value to the project.

Pre-construction / Estimating

Key to our efforts in the Pre-construction phase is the creation of a project specific Virtual Construction Plan. The Virtual Construction Plan includes detailed Level of

Development (LOD) requirements based on BIMForum LOD Specifications, with a similar model progression strategy as required by the project BIM requirements. Throughout our Pre-construction and estimating efforts a Power BI Model Progression Dashboard will be used, which allows visual of progress of model and quantity changes over time. The dashboard is also used to help ensure model / deliverables at each phase are to the required LOD. 4D models, which tie the BIM model to the project schedule are also created at this phase. These models allow the PCL/Stiles' team to graphically illustrate the schedule and validate key milestones.

Constructability Review

As part of the constructability review of the construction documents and 3D model, a list is prepared of potential issues to be shared and reviewed with the design team. Among these issues are:

- Clarifications
- Construction documents, Project Specifications and 3D model consistency
- Completeness of design intent
- Coordination of disciplines and ease of construction

A list of graphic illustrations with a short description of the location and potential conflict is prepared with owner and design team to help avoid potential cost impacts on the job. Included with the graphic may be a short recommendation which may involve construction administration, sequencing, means and methods, system integration, QA/QC and alternate methods/techniques.

Construction

Our process for Interference Management begins by preparing 3D models from the Design Team by removing nonessential elements that could weigh down the models. Subtrade participants are provided these models to use as basis for their layout. Subtrade models are combined with Structural and Architectural design models to begin Clash Detection within Autodesk Navisworks software. The process cycles through areas and floors of a building eliminating conflicts using a preset hierarchy during weekly meetings. Issues that require design input are flagged for RFIs and a design team representative participates in the weekly meeting to understand the issue and craft a more informed RFI response. Areas and Levels are signed off and released for 2D installation drawings for design review. The entire team shares information within the Project Management Software where all project documents

are stored. At Terminals 2 & 4 Garage at Port Everglades * BIM Coordination facilitated the prefabrication and installation of various trades at the 5th Floor Pedestrian Bridge which in addition to MEPF utilities included a moving walkway. Similarly, at Broward County Main Courthouse Complex - Various Renovations* The use of BIM Coordination facilitated the buildout of the space on the 17th Floor without critical impact to active Judicial spaces above and below. Our Teams' use of BIM Coordination at Broward Center for Performing Arts Renovation & Expansion * allowed for the seamless integration of the expansion scope by leveraging laser scan point clouds in conjunction with the design model to anticipate conflicts between the new and existing structure.

Transition into Operations

Successful turnover begins at the start of the project where we work with your Maintenance and Operations teams to determine which COBie data is most important. Those requirements become an integral part of our Virtual Construction Plan, setting the expectations for the entire team. Creating the required data starts with the design phase BIM Models and as the project progresses the PCL/Stiles' team and subtrades further condition those models to include all the required attributes. With the use of BIM 360 we can include further information such as installation and startup checklists.

3.D VDC PROJECT GOALS AND OBJECTIVES

Taking Accountability to Deliver the Right Solutions

Once Civic Unity Partners has been awarded the project, the virtual construction team and project leaders collaborate to produce a virtual construction plan for the project. This living document is continually updated throughout the project to best reflect the technology tools being used on the project and who is responsible for using them in each phase of the project, from design development through construction and turnover. With an understanding of the project scope, risks and your needs, the PCL/Stiles team identifies the technology resources, training and manpower needed to bring maximum value to the project.

Bringing enhanced value to a construction project using emerging technologies requires a commitment from all levels of the operations team staff and the virtual construction team. PCL/Stiles' field engineers are trained to fly drones, capture 360-degree photography, operate

laser scanners and robotic total stations and track any work requiring follow up through BIM 360 Field. The team's project engineers are responsible for maintaining PM4+ and coordinating with MEPF trades to ensure the proper document updates are being appropriately shared among teams. PCL/Stiles' virtual construction professionals maintain Cloud files and ensure modeling requirements are met while managing the distribution of all 2D and 3D files between the design team and MEPF coordination teams. Project managers are responsible for communicating project reports and use tools like Power BI to provide visual analysis of project progress and identify trends. Superintendents share site scans and as-built imagery to better communicate quality expectations and schedule/logistics considerations in the field.

Goal | Efficient Information Management: With project data being collected in the field and design and construction documents being updated and shared among teams, PCL/stiles must ensure this information is properly managed. All parties must be able to access the latest documents and be equipped with the most accurate field information. PCL/stiles uses tools like BIM 360 docs and PM4+ to manage contract documents, revisions and rfis so that the most current versions are being used in the field. BIM 360 docs functions as a cloud-based digital plan room, with all trade partners having access to the current live sync of contract documents available on their tablet devices. PM4+ manages and maintains workflows for the project's budget, contract documents and subcontracts, as well as site reports, submittals and rfis. Information management tools like these ensure quality data is maintained and shared, resulting in quality work in the field.

Goal | Best Fit Technology Utilization: As a construction company that leverages the latest technology, PCL/Stiles has integrated virtual design and construction workflows into the everyday work of our project teams, giving them the best tools for success. Our diligent planning combined with solid operation processes and carefully selected technology tools lead to safer execution, high productivity and better-quality work for the Sponsors. When evaluating new technologies for implementation on our projects we make sure that we choose them for reasons greater than merely their "cool" factor. These technologies must provide value to our clients and improve the cost, safety and quality of construction. Coordinated with our other construction services, virtual construction technologies allow us to improve planning, coordination, and communication within our project teams, with our clients and with our trade partners.

Goal | Navigating the New Normal: The COVID-19 pandemic has magnified the importance of virtual design and construction processes to allow project stakeholders to remotely and virtually access construction information vital to their role on the project. To limit the number of visitors to our jobsites we have increased the use of 360-degree photo and video documentation geotagged to the precise location on the jobsite, on the construction drawings, allowing teams to walk the job and observe any issues remotely. Construction teams have also been using augmented reality and HoloLens for field coordination walks to allow stakeholders to see everything they would see on a site walk in real time. This technology allows client and project teams to see issues in the field to determine which systems are located correctly, or where they will need to be located, even though they are not physically part of the field coordination walk.

Goal | Early Integration: PCL/Stiles' integrated approach begins during the design phase. We work collaboratively with design partners and subcontractors to identify and resolve conflicts and constructability issues that help drive down costs and ensure that the client's vision is maintained. Prior to construction, we create 4-D schedule animations to allow stakeholders to visualize the proposed construction sequence. The schedule animations often ignite discussions and identify potential issues within our project teams and with the Sponsors that would rarely occur during a review of a traditional Gantt chart schedule.

Goal | Rethinking Construction Execution: Once construction begins, PCL/Stiles leverages virtual construction methods to communicate with field staff, empowering them to apply virtual construction tools to increase field productivity, quality, safety, and eliminate unforeseen changes. Safety is paramount during construction and PCL/Stiles is modernizing HSE hazard inspections with a new mobile app that takes live photos during inspections and uses machine learning to help inspectors classify risks and categorize them quickly and accurately. This Lean initiative cuts down on paperwork and streamlines safety inspections, while storing information in a data hub that allows for safety trends to be analyzed and preventative measures taken before incidents occur.

Goal | Long Term Occupancy Success: Extending the use of these technologies beyond construction helps client's transition to sustainable occupancy. Delivering intelligent models assists in the operation and maintenance of facilities over their life cycle. These data-rich models quickly identify problems and enable facility management to resolve it. Previously clients received operations manuals for their facilities made up of hundreds of binders. For a service technician, finding the right size filter to change on a piece of equipment could take hours, almost like looking for a needle in a haystack inside a room full of binders. With an intelligent model, the service technician is able to type in and search for the piece of equipment inside the model and quickly pull up all of the information specific to the equipment that requires service.

3.4 - Past Performance



4. PAST PERFORMANCE

4.A EXPERIENCE WITH COMPARABLE PROJECTS

PCL/Stiles have delivered no fewer than 30 courthouse projects (new build + renovations) across North America, including two under the P3/AFP mode. In addition, PCL/Stiles have completed over 30 towers, most on tight downtown sites, including more than 7.5 Million sq. ft. of projects in downtown Fort Lauderdale. Stiles has just recently completed four tower projects within six city

blocks of each other in downtown totaling more than 3.7 Million sq. ft. and \$418 Million.

Our combined experience includes **eleven major projects completed utilizing the P3/AFP model in the office tower/courthouse market**, including multiple Class A high rises in downtown Fort Lauderdale. All were completed with on time and within budget – with repeat work continuing with these clients currently.

PROJECT NAME	LEED CERTIFICATION	CONSTRUCTION COST	DELIVERY METHOD
Communications Security Establishment Canada Long Term Accommodation Project	Gold	\$ 1,034,383,000	DBFM
MGS Data Centre	Gold	\$ 247,060,000	DBFM
Durham Region Courthouse	Gold	\$ 254,465,500	DBFM
Abbotsford Law Courts		\$ 119,222,500	DBFM
Quinte Consolidated Courthouse	Gold	\$ 113,575,000	DBFM
Archives of Ontario at York University	Silver	\$ 120,866,500	DBFM
Archives of Ontario - York Research Building		\$ 61,889,000	DBFM
York University Research Tower		\$ 63,303,000	DBFM
201 Offices at The Main Las Olas	Pursuing GOLD	\$ 105,626,000	CM@R & FM
Las Olas City Center	Gold EB	\$ 55,000,000	DBFM
200 Las Olas Circle	EB Certified	\$ 50,000,000	DBFM
Lake Shore Plaza II	Silver	\$ 17,000,000	DBFM
350 Las Olas Center		\$ 35,000,000	CM@R & FM
450 Las Olas Center		\$ 25,000,000	CM@R & FM

PCL/Stiles have a wealth of experience working on major projects with tight site conditions, many being within an urban core, **and more specifically in downtown Fort Lauderdale**. Rigorous site control procedures and good communication, are critical to ‘tight site’ construction management.

Other methodologies that PCL/Stiles utilize to operate effectively on tight construction sites include:

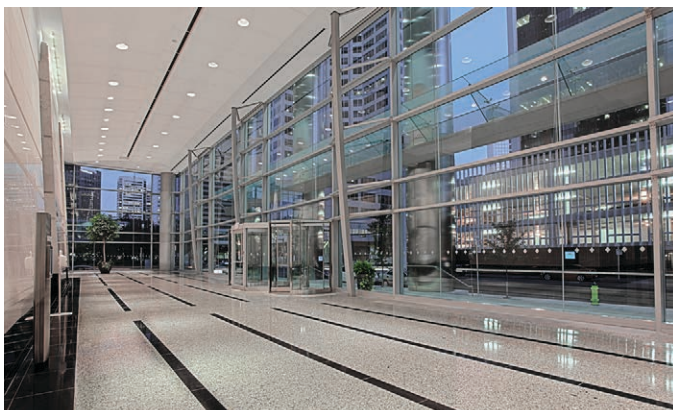
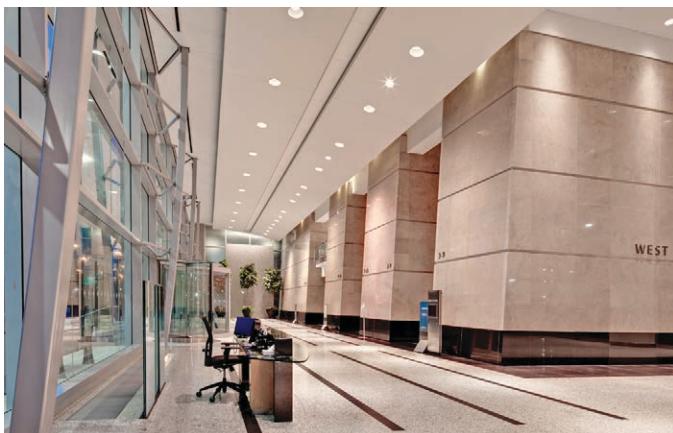
- Maximized site control plan (e.g. flexible hoarding);
- Hoisting plan coordinated with all site activities;
- Traffic-pedestrian management plan;
- Site appropriate security plan
- Off-peak hour and ‘just-in-time’ material delivery (reduces stockpiling)
- Concrete placing via mobile pumps
- Phased excavation (reduces stockpiling)
- Off-site trade offices + parking

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4. PAST PERFORMANCE

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GC Project #1 of 9

Project Owner

Oxford Properties Group, Inc.

Contact Name

Winston Jensen

Email

winston.jensen@brookfield.com

Phone

+1 (403) 770-7130

Project GSF:

1,350,795 sq. ft.

Total Project Cost:

\$266.3 million

Construction Start / Complete

Oct, 2006 / Apr, 2011

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

CM@Risk

Occupancy: Class AAA Office

Level of LEED Certification

Platinum

Number of Stories

40 stories, 5 level parking garage

Centennial Place

555 3rd Avenue SW, Calgary, AL T2P 5#9

Centennial Place East Tower is one of two office towers adding 1.2 million square feet of AAA office space to the landmark Eau Claire district in downtown Calgary. Phase 1 of the development called for a forty-story office building plus penthouse, five levels of underground parking, a loading dock, podium retail space with food court, a Plus 15 bridge, and exterior site work over the full city block.

The cast-in-place structure uses slab/slab band construction for the parking garage slabs, beam/girder construction for the tower slabs, and sits on a 10 foot deep raft footing believed to be the second largest continuous pour (346,083 cubic feet) of any foundation in North America at the time. Structural steel framing begins on the south half of level thirty-eight where large portal frames are used to transfer loads to the concrete columns below. The north east podium roof features a green roof and skylight, and the building envelope is double glazed aluminum framing curtain wall combined with pre-finished aluminum panels, stainless steel column covers and granite cladding. There are two escalators and twenty-two elevators servicing the parking garage, retail service area, tower service elevator and low/mid/high-rise banks. The interior finishes include granite flooring, limestone cladding, glass handrails, curved ceilings, and stainless-steel accessories/accents.

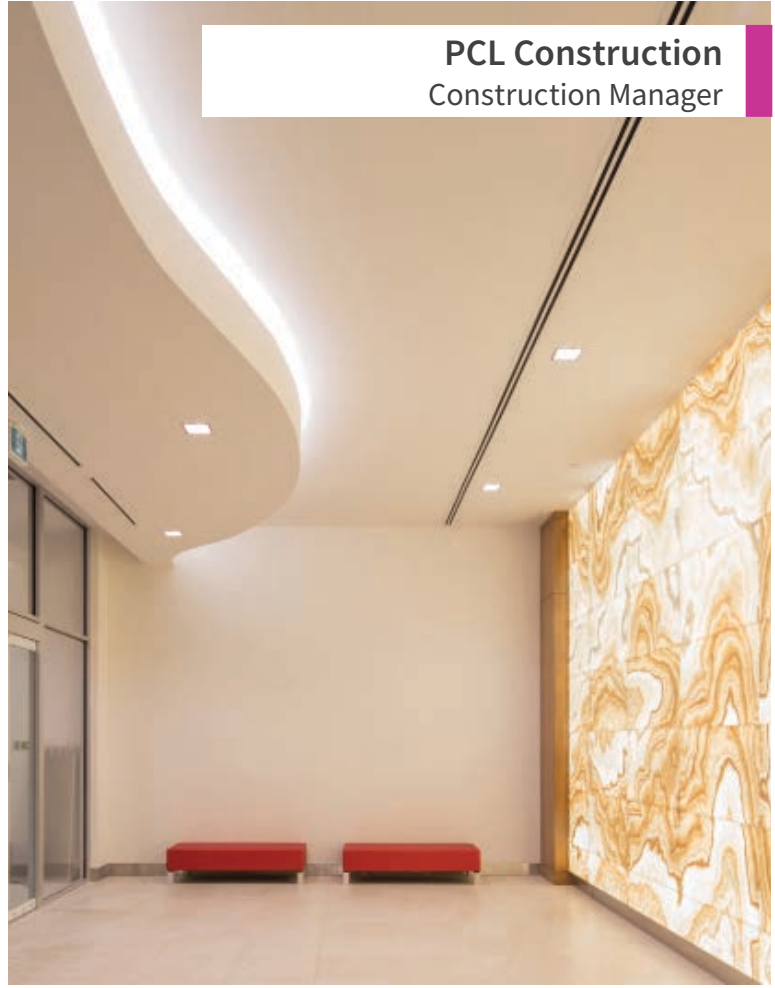
Centennial Place was built in the heart of a construction boom that saw record construction permit requests and a city-wide pace of growth that outpaced all other major Canadian centers. Leveraging experience and resources from other operations within the organization, PCL was able to allocate key staff, supervisors, and experienced workers to mitigate the effects of unprecedented shortages in all areas. PCL also used its global procurement experience to source materials and equipment from Asia, Australia, Europe, and parts of the USA.

Relevance to JGCC Project

- Major Construction Entity
- Similar Scope
- ≥ LEED 4.0
- Class A highrise
- Dense Urban Site
- BIM
- VDC
- Parking Garage
- Completed after 2011

"PCL excelled at being "team players" with all the Owner's consultants and representatives. Their attention to detail, conscientious effort in producing proper documentation and insistence on good workmanship contributed to the success of this large scale project."

Hans Rohmann, Project Manager
Smith + Anderson



PCL Construction
Construction Manager



GC Project #2 of 9

Project Owner

Morguard Investments Limited

Contact Name

Margaret Knowles

Email

mknowles@morguard.com

Phone

+1 (416) 720-7050

Key Staff (PCL)

Tom Valente, Construction Manager

Project GSF:

513,438 sq. ft.

Total Project Cost:

\$121.4 million

Construction Start / Complete

Nov, 2011 / Aug, 2014

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

CM@Risk

Occupancy: Class A Office

Level of LEED Certification

Gold

Number of Stories

21 stories, 3 level parking garage

150 Elgin Street Office Complex

150 Elgin Street, Ottawa, ON K2P 1L4

This office development project located in downtown Ottawa consists of a 513,438-sq. ft., 21-story office tower with two-story penthouse, plus three levels of underground parking for 213 vehicles.

The building is a cast-in-place concrete structure with a curtain wall and precast concrete envelope. The public terrace on the seventh floor consists of a park-like setting with trees and plants, with a view of downtown Ottawa and the Rideau Canal. Unique features in the main lobby include a large interactive video wall, a backlit Onyx wall, and a wall clad in reclaimed wood from the Ottawa River. The project contains a heritage component, with the physical incorporation of historic Grant House (a home built in 1875) into the atrium of the development. The owner has incorporated sustainable components and initiatives as part of the design and operation, to achieve a certification level of LEED (Leadership in Energy and Environmental Design) Gold.

The envelope of the building features high-efficiency insulation that reduces heating and cooling, while electronically controlled blinds, daylight-sensing light switches and other equipment control solar gain. The use of local materials reduces transportation energy costs; where feasible, recycled and reclaimed materials were used instead of new. Even the water systems are super-efficient: a large tank on the roof recycles and uses clean waste water and rainwater and recirculates it to washrooms and to irrigate the ground floor park.

Because of its tight downtown location, PCL spent a good deal of time communicating and cooperating with our various neighbours and the City of Ottawa. From managing delivery times to land after hours or during non-peak periods, to controlling construction noise in compliance with City by-laws, to adhering to a strict traffic management plan for access and egress of the site, PCL was a consummate good neighbor.

The project was adjacent to another heritage building, the First Baptist Church. To continue good relations with the Church, PCL, the owner, consultants and subcontractors initiated fund raising for the various charities that the Church supported. In addition the Church Hall and parking lot were rented for several of the safety lunches that PCL put on for the trades people on-site.

Relevance to JGCC Project

- Major Construction Entity
- Similar Scope
- ≥ LEED 4.0
- Class A highrise
- Dense Urban Site
- BIM
- VDC
- Transit
- Parking Garage
- Completed after 2011



Project #3 of 9

Project Owner

LO3 Investors, LLC

Contact Name

David Siegel, President of Stiles
Development

Email

David.siegel@stiles.com

Phone

954-627-9338

Key Staff (Stiles)

Greg Kimmelman, VP of Pre-
construction
Tim Miller, Project Executive
Frank Milen, Gen. Superintendent
Jose Rivera, Director of BIM/VDC

Project GSF:

Two towers: 740,000 sq. ft &
770,000 sq.ft.

Total Project Cost:

Mixed-Use Project: \$213 million total
\$105.6 million (office)
\$102.6 million (apts)
\$4.7 million (Greenwise Market)

Construction Start / Complete

July, 2018 / Oct, 2020

Completed on time: Yes, one day early

Completed within Budget: Yes

Project Delivery Method:

CM@Risk

Occupancy: Class AAA Office

Level of LEED Certification

LEED Gold targeted

Number of Stories

25 stories, but due to rooftop
equipment tower and 14' floor to floor
heights creating 10' clear ceilings the
building is actually closer to 35 stories

201 Offices at The Main Las Olas

201 E. Las Olas Blvd, Fort Lauderdale, FL 33301

Stiles recently completed this exciting new project that spans an entire city block in Downtown Fort Lauderdale.

The Main Las Olas features a 739,500, 25-story office tower featuring a 718 space garage and a neighboring 770,000 GSF, 25-story, 341-unit apartment building.

The residential tower includes a 640 space parking garage and 32,000 sq ft of retail space occupied by Publix Greenwise Market. This project represents a collaborative workplace inspired by cutting edge technology and today's most innovative business environments.

Relevance to JGCC Project

- Downtown Fort Lauderdale
- Major Construction Entity
- ≥ LEED 4.0
- Class A highrise
- Dense Urban Site
- BIM throughout design and construction
- Parking Garage



Project #4 of 9

Project Owner

City of Pembroke Pines

Contact Name

Christina Sorensen

Email

csorenson@ppines.com

Phone

954-392-2130

Key Staff (Stiles)

Greg Kimmelman, VP of Pre-construction

Tim Miller, Project Executive

Frank Milen, Gen. Superintendent

Jose Rivera, Director of BIM/VDC

Project GSF: 190,119 GSF

Total Project Cost:

\$58,148,267

Construction Start / Complete

Apr. 2015 / Apr. 2018

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

Design/Build

Occupancy: Class-B, Government

Level of LEED Certification

N/A

Number of Stories

5

Relevance to JGCC Project

- Municipal Project
- Commission Chambers
Administrative Offices for
Various City Departments
including City Manager,
Utilities and Building
Department
- Repeat Client
- Utilized BIM throughout
Design, Pre-construction and
Construction

Charles F. Dodge City Center

601 City Center Way, Pembroke Pines, FL 33025

Stiles delivered a unique, award-winning multi-use facility that is home to the City Hall, Admin Offices, Emergency Operation Center, City Council Chambers, Art Gallery and a Civic Center totaling 190,000 SF. The City desired a beacon that would serve as a cornerstone of its Downtown area and offer residents a place to enjoy community activities. The innovative design offered an ideal solution, strategically merging a Civic Center and a City Hall, since the City did not have the budget to build two separate buildings.

Prior to release for design, the Pre-construction team engaged in negotiations with the City Pembroke Pines to bring in cost savings ideas that would achieve the City's targeted budget while preserving the iconic façade the City had envisioned to be the pride of their community. We proposed more than 30 cost saving ideas. We worked with industry leader consultants to provide advice on efficiency of systems (i.e. performance lighting, audio visual), as well elevator traffic studies that would maintain high quality systems and omit nonessential ones. During Design Development and throughout the progress of the construction documents, we engaged in Design Cost Control services for the City where we addressed their requested scope alternates and continue our cost saving recommendations.

A total of \$3 Million in savings were agreed to, which allowed for money to be reallocated to the purchase of the 'slanted glass' look that gave the City Hall its iconic façade.

"The Stiles team utilized excellent project management skills to problem solve any issue that arose during the construction of the facility. They exhibited thorough knowledge of architectural, structural, mechanical and electrical specialties that kept the project running smoothly, on schedule and with minimal amount of site disruptions."

Charles F. Dodge,
City Manager, City of Pembroke Pines



GC Project #5 of 9

Project Owner

Infrastructure Ontario

Contact Name

Robert Price

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Phone

+1 (289) 221-3337

Key Staff (PCL)

Tom Valente, Construction Manager

Project GSF:

171,146 sq. ft.

Total Project Cost:

\$113.575 M

Construction Start / Complete

June 2011 / Nov. 2013

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

P3 DBFM

Occupancy: Government

Level of LEED Certification

Gold

Number of Stories

7

Quinte Consolidated Courthouse

15 Bridge Street, Belleville, ON K8P 0C7

PCL was the design builder on this P3 project and coordinated the design and construction and ensured compliance with the project requirements. Liaised with the project stakeholders to confirm design intent was followed. Managed and coordinated permitting, FF&E as well. The Quinte Consolidated Courthouse is a public-private partnership project, launched to design, build, finance, and operate a new courthouse in Belleville, Ontario. The 171,146-square-foot building was designed to achieve LEED Silver certification, yet surpassed this and has achieved LEED Gold. The structure consists of six stories and a mechanical penthouse level. Eleven courtrooms serve both provincial and municipal courts, while parking is available both above and below ground. A large ceremonial plaza is in front of the courthouse, and there is an open atrium lobby and an interconnected first and second floor.

A collaborative approach was introduced early on, and focusing on the client's needs enabled PCL to preserve both the project and the budget. Architecturally, the design of the Courthouse had to reflect the stature of the courts as an important social institution in the community, while achieving a prescriptive functional requirement to have three distinct, secure circulation zones. The three circulation systems had to be entirely independent and physically separate from each other.

The focal point of the public circulation area is the spacious main lobby, which was designed to commensurate with the scale and significance of the courthouse, while providing a functional waiting and meeting area for the public. It is from this point which the public can access the public services located all on six floors. The secure, private circulation system accommodates the passage of judiciary and authorized staff between judicial offices and courtrooms, conference/settlement rooms, judicial pre-trial rooms, retiring rooms and secures judicial parking. The basement of the courthouse is equipped with a fully functional maximum security detention area, with a state of the art CCTV monitoring and door access system. In-custody accused persons can be escorted securely throughout the building via completely separate circulation corridors, which is accessible to all courtroom floors via a custom, high security conveying system.

Relevance to JGCC Project

- P3 DBFM
- Similar Scope
- Collaborative Design Approach
- Dense Urban Site
- Multiple Project Sponsors and Sub Departments
- ≥ LEED 4.0
- Public Spaces Incorporated
- Public and Multiple Private/Employee Vertical Transportation Systems
- Heavy Acoustic Requirements
- BIM
- Completed after 2011



PCL Construction
P3 Design-Builder



GC Project #6 of 9

Project Owner

Infrastructure Ontario

Contact Name

Tom Martino

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Phone

+1 416 458-7401

Key Staff (PCL)

Clad Logan, Project Manager

Project GSF:

680,000 sq. ft.

Total Project Cost:

\$447.3 M

Construction Start / Complete

Aug. 2009 / Oct. 2015

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

P3 DBFM

Occupancy: Government Healthcare

Level of LEED Certification

Silver

Number of Stories

10

Bridgepoint Active Healthcare

14 St. Matthews Road, Toronto, Ontario M4M 2B5

A complex, inner-city development, the P3 DBFM delivered Bridgepoint Active Healthcare project in Toronto features a new 680,000-square-foot, state-of-the-art acute-care facility with 464 beds over ten floors. The LEED Silver project includes public roads, park lands, existing hospital relocation, and the restoration/redevelopment of Toronto's historic Don Jail into a modern-day hospital administration and education space (where the jail cells now serve as private offices). The site was designed to connect to the landscape creating an environment of wellness for patients and the community. Public and patient pathways throughout the site and building connecting Riverside Park east with a new public park in front of the Don Jail building provide means for patient and community interaction and integration.

The hospital was delivered under the Government of Ontario's Alternative Finance and Procurement (AFP) model which utilizes the strengths of private sector partners to modernize, upgrade, and expand Ontario's public infrastructure, while stimulating economic benefits such as job creation. PCL and consortia partners, partnered with Infrastructure Ontario and Bridgepoint Health to design, build, finance, and maintain the new facility for 30 years after completion. At the peak of construction, approximately 40 subcontractors and 450 workers were onsite daily. The Bridgepoint Hospital Redevelopment was touted by KPMG's Infrastructure 100 Report as one of the world's most interesting projects.

"Your team was thoughtful, professional and very engaged throughout the process. You also added creative energy and challenged us to rethink some important elements of the project. Because of all of those things and because of the relationship that we developed with you, through the RFP, we are delighted to have you as partners."

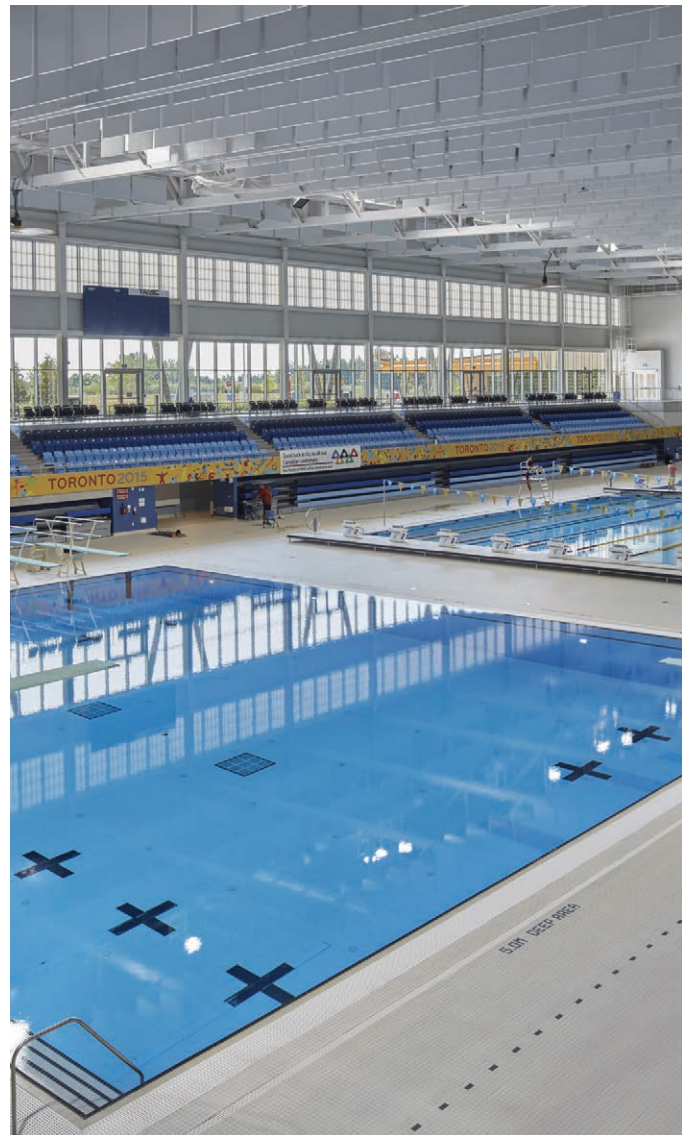
Marian Walsh, President & CEO
Bridgepoint Health

Relevance to JGCC Project

- P3 DBFM
- Major Construction Entity
- Similar Scope
- ≥ LEED 4.0
- Collaborative Design Approach
- Dense Urban Site
- BIM
- Completed after 2011



PCL Construction
Construction Manager



GC Project #7 of 9

Project Owner

Infrastructure Ontario

Contact Name

Nelson Oliveria

Email

nelson.oliveira@gtaa.com

Phone

+1 (416) 360-4000

Key Staff (PCL)

Chad Logan, Project Manager

Project GSF:

312,000 sq. ft.

Total Project Cost:

\$190.95 M

Construction Start / Complete

July 2012 / Dec. 2015

Completed on time:

Yes

Completed within Budget:

Yes

Project Delivery Method:

P3 DBFM

Occupancy:

Athletic Facility

Level of LEED Certification

Gold

Number of Stories

2

Toronto Pan Am Sports Centre

875 Morningside Ave., Toronto, Ontario

The P3 DBFM 312,000 square-foot TPASC includes two internationally-sanctioned 10-lane 50-metre pools, a dive tank and dry-land dive training facilities, a four-court gymnasium, an indoor running track, conditioning rooms, a high performance testing center, studio spaces, and a state-of-the-art fitness centre for members. The facility has doubled the number of Olympic-sized pools in the Greater Toronto Area. Moreover, with its other features, the Centre is the sole aquatics facility in the region that meets the latest international competition standards and is the first facility with the required warm-up pool.

The tight timelines and associated requirements for having the project ready in time for the Toronto 2015 Games was the main challenge associated with the financing. Lenders were not comfortable with the shorter than normal long-stop period and restrictions around the timing of posting the warranty letters of credit as a condition of reaching Substantial Completion. PCL's strong track record and robust security package ultimately provided the lenders with sufficient protection and comfort.

Relevance to JGCC Project

- P3 DBFM
- Similar Scope
- Collaborative Design Approach
- Dense Urban Site
- Multiple Entities with needs and requirements
- ≥ LEED 4.0
- Public Spaces Incorporated
- Heavy Acoustic Requirements
- BIM
- Completed after 2011

"The Toronto Pan Am Sports Centre was showcased to the world during the Toronto 2015 Pan Am/Parapan Am Games. PCL's work on this project exemplifies the high standards we set for Ontario's infrastructure program which enables projects of the highest quality to be delivered both on time and on budget. This state-of-the-art facility was the result of a successful partnership and is a prime example of the legacy the Games are leaving behind for both athletes and community members."

John McKendrick, Executive VP, Project Delivery
Infrastructure Ontario



PCL Construction
P3 Design-Builder



GC Project #8 of 9

Project Owner

Infrastructure Ontario

Contact Name

William Bailey

Email

bbailey@haltonhealthcare.on.ca

Phone

+1 (905) 338-4690 x6271

Key Staff (PCL)

Chad Logan, Project Manager

Project GSF:

330,000 sq. ft.

Total Project Cost:

\$265.9 M

Construction Start / Complete

Apr. 2015 / Dec. 2017

Completed on time:

Yes

Completed within Budget:

Yes

Project Delivery Method:

P3 DBFM

Occupancy:

Government Healthcare

Level of LEED Certification

Gold

Number of Stories

3

Milton District Hospital Expansion

7030 Derry Road, Milton, Ontario L9T 7H6

The P3 DBFM Milton District Hospital Expansion was built to meet the increasingly diverse care needs of one of Canada's fastest growing communities and accommodate the changing face of healthcare. It will ensure Milton residents gain improved access and receive the continued tradition of compassionate care close to home. PCL was contracted for both renovation and expansion scope of work for this hospital, which involved constructing a new building and connecting it to the existing hospital's three levels. This project was the first DBFM project in which PCL acted as Design-Build Contractor and also as Developer/Equity Investor, through PCL Investments Canada Inc.

The expansion added 330,000 sq. ft. of new patient-centered space, doubling its capacity to 129 inpatient beds, including 80 percent single-patient rooms for improved infection prevention and control, providing increased patient privacy and a brighter healing environment. The expansion has one floor below grade and two floors above grade with a mechanical penthouse on the roof and has achieved LEED Gold certification. Features of the new expansion include: modern emergency department, state-of-the-art diagnostic imaging department, surgical services, medical and surgical inpatient units.

The design of the facility includes diverse garden spaces throughout that animate, soften, reduce stress, and establish harmonious indoor/outdoor connections. There are three indoor courtyards fully enclosed within the building footprint, which employ raised planting beds and retaining elements that create visual interest and enhance privacy through reduced cross-visibility.

"The Milton project was a great project on so many different levels. The PCL team was exceptional and I believe that the challenges they overcame while dealing with an extraordinary schedule were nothing short of miraculous. All this was done while working with us as true partners without sacrificing quality."

Bill Bailey, VP Redevelopment
Halton Healthcare

Relevance to JGCC Project

- P3 DBFM
- Major Construction Entity
- Similar Scope
- ≥ LEED 4.0
- Collaborative Design Approach
- Dense Urban Site
- BIM
- Completed after 2011



Project #9 of 9

Project Owner

Broward County Seaport Engineering

Contact Name

Israel Rozental, AIA

Email

Irozental@broward.org

Phone

(954) 468-0198

Key Staff (Stiles)

Greg Kimmelman, VP of Pre-construction

Jose Rivera, Director of BIM/VDC

Project GSF:

1,000,000 SF

Total Project Cost:

\$117,979,172

Construction Start / Complete

Apr. 2019 / Dec. 2020

Completed on time: Yes

Completed within Budget: Yes

Project Delivery Method:

CM@Risk

Occupancy: Group S-2 – Parking Garage

Level of LEED Certification

Pursuing parkSMART Certification

Number of Stories

5

Terminals 2 & 4 Parking Facility at Port Everglades

2050 Eisenhower Blvd, Fort Lauderdale, FL 33301

This parking facility was recently completed by Stiles who was the Prime Contractor of a Joint Venture. This 1,000,000 sq. ft. Port Everglades Cruise Terminal Garage features 1800+ spaces. Construction was carefully phased and maintenance of traffic closely coordinated on this very tight site to mitigate disruptions to cargo ships, cruise ships and their passengers and the neighboring convention center, which all remained operational throughout the project. Unique to this project are 2 moving walkways in an air-conditioned pedestrian bridge that is elevated 50' in the air above an existing and occupied cruise terminal and solar arrays located on the top deck to reduce power consumption. This garage is pursuing parkSMART certification, which is a green building initiative specifically geared toward parking structures. This project will be the 4th parkSMART garage certified in the entire State of Florida. Stiles also involved in the construction of the Memorial Healthcare Systems garage located in Hollywood, Florida which is also parkSMART certified.

At the commencement of Pre-construction activities for the Port Everglades Parking Garage Project the team performed GPR scanning and located a series of pipes within the footprint of the proposed building. Nobody could identify these pipes until our teams performed an invasive "pot-holing" exercise to uncover them. Once uncovered our team determined that they were fuel lines that were not located accurately on previous as-built documents. After this discovery, some abandoned pipes had to be removed, but where the pipes were live and could not easily be relocated slight modifications were made to the foundation system of the garage. Without our proactive approach this finding later in the project could have had a major effect on budget and schedule.

Relevance to JGCC Project

- 5-Story Garage
- 1,000,000 sq. ft.
- 1,800+ spaces
- Intermodal Facility
- Built on a Very Tight Site
- Located in Fort Lauderdale
- Air-Conditioned Pedestrian Bridge Connector
- Solar Arrays on Top Level
- Exceeded County's Local Business Participation Goals through extensive outreach program
- Utilized BIM throughout Design, Pre-construction & Construction

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4.B DESIGN-BUILD/INTEGRATED PROJECT DELIVERY EXPERIENCE

EXPERIENCE ON

1,000+

DESIGN BUILD/IPD PROJECTS TOTALING

\$32B

PCL/Stiles capability in managing a large and complex design-build and/or IPD projects is reflected in our firm’s experience on more than 1,000 previous design-build projects and 5 IPD projects.

Bringing Value to the Process

Teaching individuals and providing project lessons learned throughout our company is a critical component of our overall success. Our value in design-build comes from using best practices to strengthen our partnerships with the project team. This transparency of thought (as well as cost) allows for solutions to be generated and ideas put forth to better the overall project for everyone. It can’t be one team going into their corner to protect one’s interested at the cost of others. This approach has proven successful time and again; projects succeed when we look after the holistic project, and they fail when we don’t. PCL/Stiles and our team members bring the knowledge and experience to lead this effort to prove our commitment to the project and our design-build partners.

Our vast design-build and IPD experience means our process is open and inclusive, allowing inspiration from all. We feel a tremendous responsibility to provide our clients with a journey that results in the creative fulfillment of their goals within the time and budgets identified.

We do this by working closely with you through an effective and time-tested process that includes on-site design workshops and internal design charettes using hand drawings and three dimensional computational design techniques to allow for a higher level of understanding by all.

4.C INTEGRATING MULTIMODAL TRANSPORTATION OPTIONS

PCL/Stiles is no stranger to integrating multimodal transportation options into our construction and/or planning and coordinating construction adjacent to multimodal facilities. These projects are definitely challenging, and require a contractor that not only knows how to properly plan and manage site logistics, but also one that knows how to deal with the surrounding neighbors and the local community. We are accustomed to the rigors and demands of working on urban infill projects and understand the complexities of developing workable Maintenance of Traffic (MOT) plans as well as scheduling just in time deliveries to ensure the flow of construction is not impacted.

We are very familiar with and have constructed and coordinated with and around railways, light rail systems, bus terminals and subways to name a few across North America. Right of way and aerial ROW will have to be taken into consideration when selecting hoisting equipment in and around the adjacent Brightline station. Existing Broward County bus terminal, vehicular and pedestrian traffic, along with adjacent parking garages and associated traffic will all be taken into consideration when formulating our MOT plan. Working in the Brickell Avenue ROW to construct the covered Transit Mall and the potential for a covered walkway to the proposed new light rail system will push construction further into the public realm environment which the PCL/Stiles team is very adept at and has a breadth of experience in. The key to integration is communication. BIM and other technologies will be utilized to coordinate, identify potential conflicts and integrate design and construction with adjacent transportation systems. Pictorial schedule/work plans and traffic plans will be prepared in conjunction with the City, County and all stakeholders and will be communicated regularly and clearly.

4.D VENDOR REFERENCE FORMS

Please see the following pages for our completed Vendor Reference Forms. For additional information as it relates to the projects, please see the project profiles at the beginning of this section.

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Joint Government Center Campus - PNC2122559R1

Reference for: **PCL Construction**

Organization/Firm Name providing reference:

Infrastructure Ontario

Contact Name: **Robert Price**

Title: **Sr. Project Manager**

Reference date: **03/25/2021**

Contact Email: **robert.price@infrastructureontario.ca**

Contact Phone: **(647) 296-8680**

Name of Referenced Project: **Quinte Consolidated Courthouse**

Contract No.

Date Services Provided:

Project Amount:

n/a

06/21/2011 to 11/29/2013

\$ 113,575,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

PCL was the design-builder on this P3 project and coordinated the design and construction and ensured compliance with the project requirements.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Joint Government Center Campus - PNC2122559R1

Reference for: **PCL Construction**

Organization/Firm Name providing reference:
Morguard Investments Limited

Contact Name: **Margaret Knowles** Title: **SVP Development** Reference date: **04/12/2021**

Contact Email: **mknowles@morguard.com** Contact Phone: **(416) 720-7050**

Name of Referenced Project: **150 Elgin Street Office Complex**

Contract No.	Date Services Provided:	Project Amount:
n/a	11/14/2011 to 08/31/2014	\$ 121,400,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

PCL was the CM@Risk contractor for this high-rise Class A office tower.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

Please see Additional Comments on second page

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Joint Government Center Campus - PNC2122559R1

Reference for: PCL Construction

Organization/Firm Name providing reference:

Formerly with Oxford Properties

Contact Name: Winston Jensen

Title: Vice President, Con

Reference date:

Contact Email: winston.jensen@brookfield.com

Contact Phone: (403) 770-7130

Name of Referenced Project: Centennial Place

Contract No.

Date Services Provided:

Project Amount:

n/a

10/23/2006

to

04/09/2011

\$ 266,330,958.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

PCL was the CM@Risk contractor for this high-rise Class AAA office tower.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Joint Government Center Campus - PNC2122559R1

Reference for: **PCL Construction**

Organization/Firm Name providing reference:
Infrastructure Ontario

Contact Name: **William Bailey** Title: **Sr. Vice President,** Reference date: **04/13/2021**

Contact Email: **bbailey@haltonhealthcare.on.ca** Contact Phone: **(905) 338-4690 x6271**

Name of Referenced Project: **Milton District Hospital Expansion**

Contract No.	Date Services Provided:	Project Amount:
n/a	04/15/2015 to 12/14/2017	\$ 265,900,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

PCL was the design-builder on this P3 project and coordinated the design and construction and ensured compliance with the project requirements.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Joint Government Center Campus - PNC2122559R1

Reference for: **PCL Construction**

Organization/Firm Name providing reference:

Infrastructure Ontario

Contact Name: **Nelson Oliveira**

Title: former Director of A Reference date:

Contact Email: **nelson.oliveira@gtaa.com**

Contact Phone: **(416) 427-3260**

Name of Referenced Project: **Toronto Pan Am Sports Centre**

Contract No.

Date Services Provided:

Project Amount:

n/a

07/11/2012 to 12/23/2015

\$ 190,900,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

PCL was the design-builder on this P3 project and coordinated the design and construction and ensured compliance with the project requirements.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

It was an exceptional experience working with the PCL team.

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Developer for Joint Government Center Campus

Reference for: Stiles Construction

Organization/Firm Name providing reference:

Shorenstein Properties

Contact Name: Steven Levy

Title: Operations Mgr

Reference date:

Contact Email: slevy@shorenstein.com

Contact Phone: 415-772-7013

Name of Referenced Project: 201 Offices at The Main Las Olas

Contract No.

Date Services Provided:

Project Amount:

not applicable

07/02/2018 to 10/27/2020

\$ 105,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

201 Offices at the Main Las Olas is a Class-AAA, 25-story, office tower totaling 747,000 SF and featuring a 718 space garage. This project represents a collaborative workplace inspired by cutting edge technology and today's most innovative business environments. This project is on track to achieve LEED Gold Certification.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Developer for Joint Government Center Campus

Reference for: [Stiles Construction](#)

Organization/Firm Name providing reference:

[City of Pembroke Pines](#)

Contact Name: [Christina Sorensen](#)

Title: Director

Reference date:

Contact Email: csorensen@ppines.com

Contact Phone: [954-392-2130](tel:954-392-2130)

Name of Referenced Project: [Charles F. Dodge City Center](#)

Contract No.

Date Services Provided:

Project Amount:

[RFP# AD-11-05](#)

[04/01/2015](#) to [04/04/2018](#)

[\\$ 47,277,703.00](#)

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Stiles delivered a unique, award-winning multi-use facility that is home to the City Hall, Admin Offices, Emergency Operation Center, City Council Chambers, Art Gallery and a Civic Center totaling 190,000 SF. The City desired a beacon that would serve as a cornerstone of its Downtown area and offer residents a place to enjoy community activities. The innovative design offered an ideal solution, strategically merging a Civic Center and a City Hall, since the City did not have the budget to build two separate buildings.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:			<input checked="" type="checkbox"/>	<input type="checkbox"/>
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

[Original project budget was \\$58,148,267. The final project cost was a result of direct owner purchases for tax savings and owner directed change orders.](#)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

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3.5 - Project Approach



5. PROJECT APPROACH

The PCL/Stiles Design Build team brings extensive experience to the Joint Government Center Campus (JGCC) which will be a symbol of dignity, respect and creativity and the gateway to the City of Fort Lauderdale and Broward County. As Civic Unity Partners' Design-Builder, PCL/Stiles will lead the integrated design subconsultants and construction subcontractors, and coordinate with the lead developer and Operations and Facilities Management teams. The Design Builder provides leadership and support through Pre-construction, design, permitting, and construction. Our underlying management philosophy is to excel in customer satisfaction, and in the satisfaction of our subcontractors, vendors and the communities that we work in.

5.A GC'S OVERALL APPROACH

Cost Estimating

To ensure that cost, design and overall expectations align during the PDA phase, our core leadership group will shepherd the decision-making process using an integrated, transparent and collaborative approach. In conjunction with the County and City, Civic Unity Partners will lead a key early multi-day design charrette to communicate and drive consensus on the design, review cost implications of design selections, ensure alignment with the County and City's expectations and maximize value. Our O&M Managers will provide input during the design phase on design elements and material selection to promote an optimized long-term operations and maintenance profile

PCL has been a fixture in Florida for over 30 years and in business for over 100 years. Stiles has been building in Broward County for over 70 years. The combined cost estimating expertise of the PCL/Stiles team incorporates vast set of historical data from across the continent as well as local knowledge. We will consult with your team to determine the best tools, format and breakdowns that suit your own reporting and funding needs and make communications clear and concise.

Our Pre-construction process involves the following best practices: [maybe make the below a graphic/ spice it up]

- Proactive budget management
- Design input services
- Peer review

Proactive Budget Management

As your Design-Builder, we do not wait until the design team invests time and resources to draft scope before we begin pricing of a milestone or control estimate. We

and our subcontractor teams proactively manage the designers to draft scope that is strictly within budgets for respective line items. We actively participate in design charrettes and workshops in order to understand design philosophy and sensitivity. We will work hand in hand with Civic Unity Partners' Design Lead, AECOM, and the City and County to oversee the progression of details and concepts to suggest cost effective solutions and work with the team on selection of materials and systems. This collaborative, real-time approach keeps the design and budget in line with the stated goals of the City and the County.

Design Input Services

We have teamed with design assist trade partners for major subtrade scopes such as mechanical, electrical, plumbing and curtainwall which will provide both cost and schedule input during the RFP and continue through the PDA process. We will also bring on other scope subtrades during the Pre-construction process to control costs and minimize construction cost risk. This is also an opportunity for our Certified Business (CBE) and minority partners to participate in the design development process. Our subtrade partners constructability input will provide real time market conditions and will also provide opportunities for innovation such as pre-fabrication or new market practices the team may not have considered which could potentially reduce the overall cost and/or schedule for the JGCC.

Peer Review

At key points in the development of the documents, PCL/Stiles will conduct peer reviews for constructability, cost, and schedule conformance. PCL in house corporate specialists will also be engaged in peer reviews throughout the design process.

Larry Karlson, PE, Structural Specialist

Larry is a 38-year structural engineer with a B.S. in Architectural Engineering from California Polytechnic University. He routinely brings value-based opportunities to structural reviews to benefit projects, owners and the long-term performance of buildings. His experience includes recent residential and mixed use towers in Orlando, Denver, Honolulu and Edmonton

Keith Williams, High Rise Specialist

Keith holds a Bachelor of Engineering Degree from the University of Liverpool and nearly 40 years experience in high rise structures. Since joining PCL 11 years ago, he has provided expert peer review to PCL teams on a series of high profile projects in Toronto, including 160 Front Street West in Toronto, a 46-story, 775 foot high commercial office tower featuring 1.2 million square feet of office space, 12,290 square feet of retail space and 339 parking stalls.

Cliff Ayling, Director of Elevating Devices

Cliff holds a degree from University of Toronto and is a licensed commercial elevator mechanic. Over his 40-year career, he has worked for several major elevator manufacturers including Schindler and MIRO. His expertise is to assist PCL teams with the evaluation, procurement and installation of high performing vertical circulation systems in high rise structures.

Scott Beckman, Director of Sustainability, LEED AP BD+C

Scott holds a Bachelor of Science degree in business administration and a Masters in Environmental Management from the University of Denver as well as Green Business Certification. Scott's role is to provide guidance and peer review on sustainability elements of the project.

Value Engineering

Our team will look for opportunities to provide you with valuable cost savings ideas without compromising design intent, quality nor long-term building operations. All elements of the design will be reviewed at a micro level for potential opportunities. We view value engineering as a unique opportunity to engage the innovative thinking and creative problem solving of our experts, the designers, the project sponsors and other stakeholders. The key is to achieve value for money and not just cut costs. We will look for alternative materials and/or systems that would provide equal or better performance at a lower cost. It will be done in the early stages of design

of the JGCC in order to allow for beneficial value decisions to be incorporated into the design without impacting quality.

We will model alternative solutions with rapid cost analysis of various design options. VE ideas will be priced, logged and tracked in the budget tracker which is a living document that gets updated as often as necessary for distribution to the team and discussed at design meetings. This tool allows you to understand the status of each VE item and the associated budget gains. The VE process contains many elements and phases such as teamwork, functional analysis, 'brainstorming' and cost-worth analysis.

Scheduling

PCL/Stiles knows that the site logistics plan plays an integral role in the overall project planning and costing for the JGCC Project. Using Lean initiatives, we will deliver the project through an integrated delivery approach that integrates people, systems, business structures and practices that collaboratively harness the talents of all team players and stakeholders to optimize project results, increase value to the project sponsors, reduce waste and maximize efficiency through all phases of design, fabrication, construction and turnover.

PCL/Stiles will use technology to ensure the schedule and sequence for the project is clearly understood by all. 4D scheduling, 3-week pictorial look aheads are just a few of the tools we employ. You will not have to read a multi-page detailed schedule to be able to understand the schedule and how the project is tracking against it.

Building Information Modelling (BIM)

Utilizing in-house BIM techniques will allow us to examine constructability issues and to coordinate the intricate structure, building envelope, vertical systems and MEP scopes to name a few. This process offers significant value early in the design to avoid downstream delays, RFI's, redesign and subcontractor coordination cost impacts. We use the BIM model to provide accurate and timely costs based on the long-term life cycle cost implications of various design decisions. Our team will communicate design updates, cost implications, logistic plans, site-specific conditions, schedule sequences and phasing. A BIM execution plan will be prepared which aligns with the designers and project sponsors which will assist in meeting design deliverable expectations.

Constructability Reviews

Formal constructability reviews will be conducted at each design milestone as well as informally during

Our principles for quality are similar to our Safety Management Practices. Quality issues are not a foregone conclusion and our quality target is zero deficiencies.

The Principles of PCL/Stiles' Quality Management Program are:

- Maintain a client focus and strive to exceed client expectations
- Exhibit leadership that creates and maintains an internal environment in which people can become fully involved in achieving clients' objectives
- Involve stakeholders in the planning, implementation, verification and improvement of quality at each stage of the project
- Utilize a process that enables desired results to be achieved more efficiently
- Identify, understand and manage interrelated processes as a system
- Maintain continual improvement of the overall performance as a permanent objective.

5.D APPROACH TO STAKEHOLDER ENGAGEMENT AND PUBLIC OUTREACH

As part of the Civic Unity team, PCL/Stiles will support Mark Blanchard of AECOM as the primary driver for public outreach for the project. Working with all of the Civic Unity team as well as the City and County, we'll help create the desired messaging to the community and work to get it out in a clear and concise manner. We will engage our minority partners to help identify and communicate opportunities that reach the entire community. Virtual 'fly by's', pictorial schedules are just a few of the technologies that will be employed.

Stakeholder Engagement

We take a "one team" approach that establishes an environment where each team member can influence, help define, and ultimately buy-in to defining project success. The establishment of trust within the team is a natural outcome of this process.

Early and frequent engagement between Broward County, the City of Fort Lauderdale, Civic Unity Partners' P3 Design-Build Team and other key stakeholders builds trust and buy-in. Design decisions are based on a common vision, well-defined information and consensus. We advocate for early and consistent participation from

decision-makers from across the project team. Below highlight the keys to our stakeholder coordination:

- Identify individual stakeholder and overall project goals and seek alignment.
- Timely communication and management of critical decision milestones.
- Allow all team members to gain early insight into program components, building maintenance needs, and operational process.
- Identify internal interface issues with potential for impacts to cost or schedule and proactively communicate to minimize impact.
- Take advantage of co-location to create an atmosphere of trust and partnering with the design and ownership teams.

Good Neighbor Approach

The most effective approach to achieving positive stakeholder/community relations is through direct and open lines of communication effected within a proactive strategy that seeks to identify and engage with community interests/issues early and before they develop into grievances.

PCL/Stiles' experience includes a wide variety of engagement and communication strategies: neighborhood newspapers, project newsletters, project website/Facebook page for posting notices, and attending/hosting community open-houses, among others. Our goal is to maintain create excitement around the project, and a harmonious relationship with the surrounding community.

5.E APPROACH AND PAST SUCCESS ON DESIGN-BUILD/IPD PROJECTS

Civic Unity Partners' P3 Design-Build Team brings decades of experience and relevant qualifications for the design and construction of a large-scale governmental administration facility. PCL will leverage their expertise from over 50 Public-Private Partnership (P3) projects completed or in progress totaling over \$15B, including the LAX ConRAC facility (with PCL Investments and Fengate as co-developers) Durham and Quinte Courthouses, and Communications Security Establishment Canada (NSA of the North). This experience allows us to understand the challenges

weekly design meetings will be scheduled to review and ensure the design remains on track. Our approach is to continually monitor the design for cost, constructability, review the levels of detail and ensure there are enough details to build the project efficiently. PCL/Stiles in house experts will participate in the formal constructability reviews as will our subtrade partners in addition to providing real time feedback during design meetings. This approach provides for scope specific experts and local knowledge to be applied to the design reviews.

Permitting

PCL/Stiles have extensive experience with urban permitting processes. Stiles is very involved in the Development Review Committee (DRC) approval process and with the development of the design for traffic controls around the site. This includes safety concerns related to sidewalk closures and covered walkways, which is the method most preferred by the City. We have experience navigating the Revocable License for street and sidewalk closures, roadwork and anything else in the Right of Way, which can be a very complicated process involving a significant amount of planning and understand of how the “package” is routed through the City and County during the approval process.

We are also very knowledgeable about the specific life safety requirements when constructing in Fort Lauderdale that deviate from many other municipalities. In particular, the smoke control systems must be carefully analyzed to ensure that it complies. Stiles is privileged to enjoy a long-standing relationship with the City’s Fire Division. This also carries through to our knowledge of the certification and inspection processes involved with the acceptance of the systems.

Our team includes an experienced permit expeditor to ensure that the team is able to navigate seamlessly through the permitting processes and to provide clear understanding of the documentation and timing requirements of each required permit.

Bidding

The P3 procurement is all about risk transfer and mitigation from the project sponsors to the development group. Accordingly, PCL/Stiles will be responsible for cost certainty at the time of Financial Close. It is anticipated that not all of the project scopes will have been fully designed and bid out by that time. We will leverage our exclusive design assist trade partners to be accountable for their respective budgets which will retire a large portion of the cost and schedule risk for the

project. Community and inclusivity will be a part of their contractual requirements and will also be a key factor in the award of any packages that are bid out. Scopes of work will be reviewed for ‘right sizing’ and will be de-bundled to allow certified, minority and disadvantaged businesses opportunities to be awarded work on the project. Mentoring and teaming opportunities will be encouraged. Preference will be given to local firms wherever possible.

PCL/Stiles bid process starts with the Project Documents. We will prepare a bid package manual for each bid package. The manual will include technical specifications and drawings prepared by the design team as well as incorporate bidding requirements, standard subcontract and purchase order conditions, project schedule and specific scope inclusions. Pre bid conferences will be held for each bid package to ensure full understanding of the project and the scope of work. Detailed bid reviews and recaps will be created for each bid package to ensure full compliance and inclusion with the scope of work.

5.B GC PROJECT APPROACH TO DELIVER CONSTRUCTION SERVICES

Coordinating and Constructing Multi-Level Facilities

PCL and Stiles have extensive experience coordinating and constructing high rise structures in urban settings. Getting the structure up and getting the building closed in are key milestones for multi-level facilities that will drive the cost and schedule for this monumental project for the City and the County. PCL/Stiles will work with our subtrade partners to select the best formwork system based on the design and floor plate dimensions and ability to cycle as quickly as possible from one level to the next. Tower cranes and man/material hoists will be selected after careful review of equipment and materials to ensure capacities are appropriate. Having the appropriate type and quantity of equipment to get men and material up and into the building is key to obtaining the best bid prices from subtrades as well as to maintaining the schedule. The site plan will locate these vertical elements in order to achieve a smooth flow of deliveries with minimal disruption to the adjacent neighbors. Placing booms will be used for concrete placement to improve pour times over conventional crane buckets. Deliveries will be scheduled ‘just in time’ using a virtual delivery board to avoid congestion on the site. As the structure proceeds up the building and

shoring is removed, the exterior skin and interior rough ins will commence.

Specialized Systems

Elevators, smoke control systems, security, audio/visual and lightning protection are just a few of the specialized systems the JGCC Project will include. As the Design Build team, PCL/Stiles brings a wealth of experience with these systems which is also supplemented by our in house subject matter experts and subtrade/CBE partners. High performance curtainwall and solar panels will also be important aspects of the project. Elevators and curtainwall will be procured early in the process in order to ensure the structural elements make appropriate accommodations. Shafts, embeds and other ancillary materials will be coordinated early into the structure.

Parking Garages

Concrete work is key to achieving a durable parking structure product. PCL/Stiles experience with constructing parking garages will be put to use in determining formwork systems and locating construction joints to achieve an efficient construction program. Since the concrete is likely to be the floor finish, special attention to quality will be taken, including but not limited to: concrete cover, steel reinforcing details and finishing requirements. Plumbing, security and parking systems will need to be integrated and coordinated. An added complication for the JGCC Project is the desire to be able to convert the garage into office space in the future. This will require higher floor to floor heights as well as making provisions for future MEP.

Urban Settings

Having completed more than 7 Million square feet of work in Downtown Fort Lauderdale, Stiles has a true grasp of how to approach high-rise construction in a dense, urban environment. Some of the challenges our team will work to overcome are maintenance of traffic along this busy corridor particularly given that Broward Boulevard is under FDOT jurisdiction and coordinating tie-ins to the City's utilities.

PCL/Stiles understands that disruptions to the existing neighborhood must be planned for, communicated, and executed seamlessly. We will work closely with the City/County and all stakeholders to develop a schedule and logistics plan that accounts for critical events, peak and non-peak work hours, traffic patterns, and activities for these facilities to ensure minimal disruptions. Weekly

work plans will be prepared and distributed showing potential impacts on the adjacent community.

We will develop a Vibration and Noise Mitigation Plan to monitor earth movement and noise within a 350' or more perimeter from the site boundaries. As required, the team will conduct Pre-construction surveys of existing structures including conducting a crack study and videotaping and/or laser scanning existing conditions that will be monitored by a third party throughout construction. The noise mitigating plan will follow the City's noise ordinances and will include use of low decibel backup alarms for use on heavy equipment, guidelines as per OSHA noise regulations.

As this project will be actively using and/or modifying City/County roadway and traffic patterns, appropriate traffic control plans need to be implemented. The highest priority is everyone's health and safety, while continuing our work flow with minimal disruption to the public traffic flow.

Accreditations

LEED, Net Zero and Well building requirements are important goals to your vision for the new JGCC. These requirements will be an important output of the early design charrettes. Individual program score cards will be developed early in the Pre-construction process based on the Design Criteria Package and the RFP documents by our sustainability consultant and in conjunction with the City and the County to ensure that the targetted levels of certification are in line with your stated goals. We will treat the associated reference guides (LEED etc..) as a part of the specifications and ensure that requirements which correspond to the project's scorecards are included in the final documents. A complete and accurate documentation of the environmental, energy and health performance objectives over the course of construction of this important project is the key to successful program implementation. PCL/Stiles will prepare a LEED/Net Zero/Well building report that provides a convenient format for up-to-date submittals to consultants (and eventually to the certification group). This report helps to monitor the ongoing and new environmental, energy and health performance related activities on site each week. These submittals will eventually provide the proof of the performance declarations which were made in the initial certification applications.

Commissioning

The commissioning process is the first step to successful turnover and completion of a project. PCL/Stiles will commence preparation of the commissioning plan at the outset of design development and will elicit input from the City and the County as well as from the Facilities Management partner for the project. Our approach to the commissioning plan is that it is a living document that is revised and refined as the design progresses, and as the contract documents are prepared.

The plan will address the following:

- Commissioning Team: Defines the roles and responsibilities of the team members.
- Commissioning Task Matrix: The task matrix provides an overview that identifies the major commissioning activities and the associated roles and responsibilities.
- Commissioning Scope of work: This describes in detail the scope of work, the roles and responsibilities and identifies the equipment and systems to be commissioned and defines the related commissioning specification requirements.
- Commissioning Forms: A description of the checklist and test forms to be completed.

Transitioning from Existing to New Facilities

As a Design Build team that has delivered many P3 and DB projects, we know that successful closeout is planned from the earliest phase of the project. Accordingly, PCL/Stiles will prepare a Project Completion and Closeout Checklist early on and prepare a schedule for the closeout of the project for review with the designers, FM group and project sponsors.

PCL/Stiles know that as construction professionals, we are often most remembered for the things we do or don't do at the end of a project. It is important to us that the City and County's last experience with us leaves a great impression. To that end, our approach to moving and transitioning is to be as accommodating as possible. We will work with the City and the County to determine their requirements and constraints related to their move in process and help create a transition plan that meets those requirements. We will endeavor to work with City and County furniture and other vendors as well as the Authorities Having Jurisdiction to ensure that access to the building can be facilitated as early as possible. Our FM partners will assist us and the City/County in preparing a transition plan that is seamless and welcoming to the staff into their new home. We will

coordinate security, elevator use and other requirements with the project sponsors and FM providers.

5.C QA/QC SYSTEM

The JGCC will be a monument to the dignity and respect of the City and the County and will be a symbol of the heart of the community. As such, the project demands a high level of quality. Our integrated, collaborative approach and commitment to quality and efficient and effective oversight throughout Project Delivery is all about planning, communication and execution.

From day one, we will work towards a goal of zero defects. Our lead Quality Manager will report directly to the Project Executive and will have the authority to stop the work on site. They will work side by side with the Design Quality Manager to create a project-specific quality plan. This plan will be developed in collaboration with the developer, the lead Architect, the County and the City at the kickoff meeting and will be a living document that will be reviewed at scheduled quality meetings. The quality managers will ensure that logistics, prefabrication, modular construction, constructability and sequencing are incorporated into design documents.

Our approach for Quality Assurance and Quality Control will implement a strategy that includes factory inspections, off-site manufacture commitments, mock-up approvals for critical elements for Client approval, integrated quality control, and joint room inspections undertaken collaboratively with the County and City (over and above the mandated independent certifier inspections) to achieve a zero defect completion.

On the P3 Durham Consolidated Courthouse project, a full courtroom mock-up was built off-site for a standard courtroom. There was ample opportunity for the design team, owner and many users to visit the mock-up. As a result many changes were made to the courtroom design, in particular to improve sight lines. The mock-up was so detailed that we were able to test the accessibility of the Jury Box for compliance with the new-to-courthouse accessibility specifications; In this same way, PCL was able to test the functionality of the required moveable public rail. In both examples, lessons learned from early mock-ups were incorporated back into the design process.

inherent in designing and building Fort Lauderdale’s new iconic urban heart, under a P3 delivery.

PCL/Stiles is well versed in the delivery of design and construction services in a P3 environment, having successfully closed or completed over 50 public-private partnership projects, totaling over \$15B, across North America and Australia in the last 20 years.

Since the JGCC is being provided under a P3 delivery process, this project demands a design-builder that fully understands the distinction between a relatively straightforward design-build execution and the complex intricacies of a full DBFOM project execution. One of the most notable distinctions with P3 execution occurs during the management of the design-build process.

Examples of differentiators that PCL brings to the management of this process include an understanding of the following unique characteristics of P3 execution:

- Owner/User Group interactions are a significant part of design development decisions.
 - Our P3 project references will confirm that PCL truly excels at this better than our competitors.
- PCL understands that to accrue the full benefits of a P3 procurement, extensive coordination with the Facility Management team is required during design development.
 - Equipment selected by the FM may not have the lowest initial CAPEX. However, with extensive coordination with the design team, equipment selected will lead to optimized energy management and the lowest Net Present Value.
- Interface with Project Co, its lenders and advisors is fundamental
 - PCL has been able to secure A- rating for large projects, while many other general contractors cannot.
- PCL has been successfully executing P3 projects for over 20 years.
 - Being in both the Developer and Design-Builder boxes on numerous P3 projects confirms PCL’s long-term commitment to our clients.

- P3 Delivery Staff Experience
 - Our Alternative Financing & Procurement group works solely on P3 pursuits and subsequently awarded projects

Collaboration

Drawing upon lessons learned and best practices from numerous past P3/DBFM projects, PCL understands the importance of collaborative P3 project coordination and has developed a disciplined approach for the entire Design-Build team. It’s critical for all team entities to have clear lines of communication and a firm understanding of their risks and responsibilities. To achieve this level of coordination, Over the years, PCL has developed P3 specific contractual agreements to harmonize project communications. As Design-Builder we will have a direct relationship with the Civic Unity Partners box, under a Design-Build Agreement (DBA) that flows down from the Developer’s Project Agreement (PA) with the client. Provisions of both the PA and the DBA subsequently flow down from the Design-Builder to our subtrade partners through P3 specific subcontract agreements and to our Architect through a P3 Subcontract for Design. All design subconsultants are similarly subcontracted directly to the Architect. Similar to the Design-Builder, the Facility Manager will be contractually tied directly to the Civic Unity Partners box. However, to ensure clear lines of communication with the Design-Builder, PCL and the FM will enter into a dotted-line Interface Agreement that addresses the specific risks and responsibilities of each party in advance of, and after, Financial Close is achieved. Utilizing our proven P3 delivery processes, we will develop a strong, collaborative team culture that optimizes individual expertise to creates a consolidated unified team.

Clarity of Scope and Design Intentions

PCL always implements a Design Strategy Kick-off Session (“DSKS”) to build a thorough Project understanding and get all team members quickly up to speed with the public authority’s Project Agreement (PA) and project scope requirements – before any design activities commence. Within two days of issuance of these requirements, a ‘Reading Responsibility Matrix’ will be developed and distributed, assigning all sections to appropriate key team members who are the team’s subject matter experts on the topic. Within two weeks of issuance, a full day DSKS is convened with the designer, developer, and facility management (FM) providers, along with all construction team representatives to review all

observations together, to discuss design strategy and a go-forward design deliverables plan. At the end of the DSKS all team members will have a clear understanding of the client’s vision, key Project objectives and a united go-forward strategy allowing the Design Team to move forward with confidence.

Structured Internal Team Meetings

Civic Unity’s integrated Design and Construction team will follow a structured meeting process developed specifically by PCL for DBFM projects. This meeting structure includes a 2 hour weekly ‘Core Design Team Meeting’ including representatives from design (architecture: planning and interior design; mechanical/ electrical and integrated IT; structure; civil; landscape/ urban planning), FM, construction, and equity, as a forum to communicate design progress to key team leaders.

Detailed design discussions and project strategies are then discussed in Focus Group Meetings where participants go into detail on all relevant aspects of design, permitting, FM and Operations, construction and transition planning issues. With the ultimate goal being to deliver state-of-the-art facilities, while maximizing value for lowest cost, this degree of integration is critical to streamlined project delivery and – for complex integrated projects such as the JGCC - to ‘fail-proof’ the commissioning.

FOCUS GROUP MEETING	PARTICIPANTS
Architectural & Facility Planning	PCL, Stiles, AECOM, DeSimone, and Credo
Integrated Systems Group	PCL, Stiles, AECOM, Credo, Thermal Concepts, Stiles, FM, and Commissioning Agent
Building Exterior	PCL, Stiles, AECOM, and DeSimone
Site Development / Public Realm	PCL, Stiles, AECOM, CES and 300 Engineering
Structural	PCL, Stiles, AECOM, and DeSimone
LEED/ Sustainability	PCL, Stiles, AECOM, Credo, Thermal Concepts, Stiles, FM, and Commissioning Agent

PCL/Stiles plays a key role in the design management process focusing on design quality, design coordination, compliance, permits and approvals, along with additional direction and oversight from PCL/Stiles’ dedicated Design Process Manager. Civic Unity’s FM Services partner will also provide representation within the Design Team

to focus on suitable long-term construction practices, material, and equipment selection, as well as energy optimization strategies. Construction and Services partner integration in the Design Team is necessary to achieve the rigorous demands inherent to the DBFOM delivery model.

FM Integration

A significant challenge facing the Design-Build Team will be to accommodate the long-term performance requirements of the JGCC, within the constraints of a long-term fixed priced/date certain contract, as any decisions made during the design development phase affect all members of Civic Unity Partners over the life of the Project. Not only does the Design Team need to develop a clear understanding of constructability impacts (cost, schedule, compliance) and logistical challenges associated with the project site and its various constraints, it also needs to integrate inputs from the FM team to deliver an optimal long-term design solution. Having delivered numerous comparable P3 projects, PCL has developed several specific solutions to achieve such design excellence.

The optimal approach to deliver facility management and operations services under the P3 DBFOM model is to ensure that the FM is engaged as an integral member of the design and construction team from the beginning of the project, and through to commissioning and transition, thereby ensuring that a true “whole of life” approach is taken. Our experience from several DBFOM precedents has taught us that – to ensure long term success – the FM approach needs to combine all disciplines from first principles.

3.6 - Workload of the Firm



6. WORKLOAD OF THE FIRM

PCL Construction Services, Inc.

PCL has the capacity to undertake the JGCC Project. We have the local resources and bonding capacity to handle multiple large projects at any given time. We are accustomed to large volumes of work, always ensuring to keep our clients first and focusing on a solution provider mentality. PCL never takes on more work than we can handle, with not only 200+ local staff members, but if a staffing challenge were to ever occur, our firm shares resources of over 4,500 employees in over 30 offices.

List of Project Completed in the Last 5 Years (Florida Buildings Group)

PROJECT NAME	CITY	STATE
American Dream	East Rutherford	New Jersey
BGT 2016 Attraction	Tampa	Florida
BP-456 Airside 1 & 3 Apron Rehabilitation	Orlando	Florida
BP-S126 STC, P-1 Early Sitework Enabling Package	Orlando	Florida
Camping World Stadium - EDC Prep	Orlando	Florida
Caribbean Beach Resort	Lake Buena Vista	Florida
Central Texas Medical Center MEP Infrastructure Upgrades	San Marcos	Texas
CitiTower	Orlando	Florida
CitiTower Self-Perform Concrete	Orlando	Florida
City of Orlando - Packing District Park	Orlando	Florida
City of Orlando - UCF Pipe Upgrades	Orlando	Florida
CT8/CT10 Landside Modifications	Port Canaveral	Florida
DHS Merchandise Shops	Orlando	Florida
Disney Beach Club Resort - 2013 Room Renovation	Lake Buena Vista	Florida
Disney Boardwalk Villas Room Renovation 2014	Lake Buena Vista	Florida
Disney Coronado Springs Resort Lobby Renovations	Orlando	Florida
Disney Hollywood Studios Project H17	Bay Lake	Florida
Disney Magic Kingdom - Project MK-1	Lake Buena Vista	Florida
Disney Skyliner (The Italian Job)	Bay Lake	Florida
Disney Springs	Lake Buena Vista	Florida
Disney's Riviera Resort (Project 88-2)	Lake Buena Vista	Florida
Don Cesar Public Space & Beach House Suites Renovations	St. Petersburg Beach	Florida
Don Cesar Public Spaces and Beach House Renovation 2019	St. Pete Beach	Florida
Dr. Phillips Center for the Performing Arts	Orlando	Florida
Eola Park Centre Lobby & 2nd Floor Renovation	Orlando	Florida
EPCOT Project 87	Lake Buena Vista	Florida
Epperson Ranch Lagoon	Wesley Chapel	Florida
GOAA T-1288 Landside A USO Construction	Orlando	Florida
Golden Oak Summerhouse Renovation	Orlando	Florida

PROJECT NAME	CITY	STATE
Grand Cypress Model Room	Orlando	Florida
Grand Floridian Citricos Restaurant Dining Room Enhancements	Bay Lake	Florida
Gulfstream Poly 5 Infrastructure Control & MCC Building	Freeport	Texas
Harbor Beach Marriott Ocean Ballroom Renovation	Ft. Lauderdale	Florida
Harbor Beach Marriott Pre-construction	Ft. Lauderdale	Florida
Hilton Rialto	Melbourne	Florida
Hollywood Studios - Project Red	Bay Lake	Florida
Host Hotels - Hurricane Repair Work	Miami	Florida
Iberia Bank Renovation	Orlando	Florida
Jaleo Restaurant at Disney Springs	Lake Buena Vista	Florida
JW Marriott at Bonnet Creek	Orlando	Florida
JW Marriott at Bonnet Creek - Self Perform	Orlando	Florida
JW Marriott Bonnet Creek Garage Modifications	Orlando	Florida
Kingstown Reef Phase 2	Orlando	Florida
KSC DNC Dome Ride Pre-construction	Titusville	Florida
Lake Nona Parcel 10 Resort & Spa	Orlando	Florida
Lake Nona Town Center - Parking Garage G Sitework	Orlando	Florida
Lake Nona Town Center Office Building 2	Orlando	Florida
Landmark Center One - Atrium Renovation	Orlando	Florida
Landshark Bar & Grill - Daytona Beach	Daytona Beach	Florida
LEGOLAND NY Precon	Goshen	New York
Lift Orlando, Inc., Owner's Representative Services	Orlando	Florida
Lincoln Plaza Roof Drains	Orlando	Florida
Magic Kingdom Verandah Backstage Rehab	MK Bay Lake	Florida
Marco Island Hilton - 11th Floor Build Back	Marco Island	Florida
MCO - BP-466 Landside AHU HVAC NTC Various Levels	Orlando	Florida
MCO - GOAA BP-462 Taxiways	Orlando	Florida
MCO BP-447 Main Ticket Lobby Modifications	Orlando	Florida
Medmen Work Orders 2020	Eustis	Florida
Nashville Entertainment District - Pre-construction	Nashville	Tennessee
Nashville Yards Early Work	Nashville	Tennessee
Odom Solar	Berlin	Georgia
Orange County Convention Center (OCCC) North/South Building	Orlando	Florida
Orlando International Airport - South Terminal C, Phase 1	Orlando	Florida
Orlando World Center Marriott Adult Pool and Meeting Rooms Precon	Orlando	Florida
OWC Marriott Market Pantry Renovation	Orlando	Florida
Pandora - Disney Springs	Lake Buena Vista	Florida
Planet Hollywood Renovation	Lake Buena Vista	Florida
Pleasant Hill Voluntary Preschool Pre-construction Services	Poinciana	Florida
Project 611 - Completion Package	Orlando	Florida

PROJECT NAME	CITY	STATE
Project Next Destination	Orlando	Florida
Rapid Emery Hamilton Drainage Improvements	Orlando	Florida
RCAI - Salt Restaurant	Amelia Island	Florida
Ritz Naples Tower Precon	Naples	Florida
Ritz-Carlton Amelia Island Lobby Bar Renovation	Amelia Island	Florida
Ritz-Carlton Naples - Beach Ballroom & Golf Lobby Bar Renovation	Naples	Florida
Ritz-Carlton Naples Golf - Precon	Naples	Florida
Ritz-Carlton Naples Parking Garage	Naples	Florida
Ritz-Carlton Naples Parking Garage - Precon	Naples	Florida
Ritz-Carlton Naples Work Orders 2019	Naples	Florida
SeaWorld Orlando 2017 Precon	Orlando	Florida
SeaWorld Orlando 2017 Precon	Orlando	Florida
SeaWorld's Infinity Falls	Orlando	Florida
SFL - Ritz-Carlton Naples Model Room	Naples	Florida
Shula's Restaurant Renovation 2018	Lake Buena Vista	Florida
STK Orlando	Lake Buena Vista	Florida
Swan & Dolphin 2016 Work Orders	Lake Buena Vista	Florida
Swan & Dolphin 2017 Work Orders	Orlando	Florida
Swan & Dolphin 2019 Work Orders	Lake Buena Vista	Florida
Takumi-Tei Restaurant at Disney's Epcot	Lake Buena Vista	Florida
The Grove - Phase 1	Winter Park	Florida
The Italian Job Self-Perform Concrete	Lake Buena Vista	Florida
The Piazza Hotel Precon	Tampa	Florida
UCF 582 Downtown Parking Garage	Orlando	Florida
UCF Band Building	Orlando	Florida
UCF Spectrum Stadium Repairs	Orlando	Florida
United Airlines MCO South Hangar Repairs	Orlando	Florida
Universal Orlando - Project 942	Orlando	Florida
Universal Project 533 - Foundation Package	Orlando	Florida
Universal Project 791	Orlando	Florida
Universal Project 791 Self-Perform Concrete	Orlando	Florida
Walt Disney World Resort Disney's Beach Club Villas Hardgood Renovation	Lake Buena Vista	Florida
Walt Disney World Resort Disney's Yacht Club Resort Hardgood Renovation	Lake Buena Vista	Florida

Projects in Progress with Anticipated Completion Dates (Florida Buildings Group)

PROJECT NAME	COMPLETION DATE
Ritz-Carlton Naples Golf Resort Pool Expansion	5/2/2021
OWCM Falls Pool Replacement	8/31/2021
Imagine Resort Hollister Pre-construction	9/24/2021
Disney's Polynesian Resort Entrance, Porte Cochere & Monorail Building Renovation	9/29/2021

PROJECT NAME	COMPLETION DATE
Project H	11/5/2021
Sherwin Williams Project Riptide	12/1/2021
South Florida Water Management District Okeechobee Field and Services Station Relocation	12/1/2021
OWCM Meeting Room & Aquatics	12/29/2021
PortMiami Cruise Terminal F	12/31/2021
Silicon Ranch Arlington Solar Project (20MW)	1/6/2022
Ritz-Carlton Naples Tower Expansion and Guest Room Renovation	12/16/2022
Project 905	12/23/2022
The Evermore Flats	4/26/2023
Grand Cypress Hotel	4/27/2023

Stiles Construction

Stiles Construction is fortunate to have a deep roster of seasoned construction professionals. None of projects that will be built concurrently will impact our ability to provide Broward County and the City of Fort Lauderdale with the highest quality construction and level of commitment on the Joint Government Center Campus project. We are ready, willing, able to hit the ground running on these important projects.

List of Project Completed in the Last 5 Years

PROJECT NAME
Fort Lauderdale Audi
El Dorado Furniture Cutler Bay
El Dorado St. Petersburg
El Dorado Calle Ocho
The Amaray Apartments
Broward Animal Care & Adoption Facility
Lexus of Pembroke Pines Renovations
Memorial Regional Hospital Design/Build Garage***
Charles F. Dodge City Center
Aqua II at Pelican Isle
Phil Smith Kia
Graybar Warehouse Improvements
Paramount Condominiums
MODS Kinetic & Science Park
Fresh Market at CoralWood
South Motors Infiniti
Hollywood Circle Apartments and Circ Hotel
City Furniture/Ashley Furniture at Beacon Lakes
Shops at Beacon Lakes
Belmont Village
501 Las Olas Square

PROJECT NAME

Canvas Condominium
Toyota of Hollywood
Gunther Volvo Coconut Creek
Gunther Volvo Delray
Seaglass at Bonita Bay
The Laureat Apartments
Gunther Mazda
201 Las Olas Office Tower
The Alluvion Apartments
Novo Apartments at the Main Las Olas
Monarch Town Center
Terminals 2 & 4 Parking Facility at Port Everglades**

Projects in Progress with Anticipated Completion Dates

PROJECT NAME	COMPLETION DATE
City of Sunrise Municipal Complex	TBD
Southeastern Freight Lines	September 2021
Dade County Federal Credit Union	December 2021
Broward County Various Judicial Projects **	TBD
Midtown Apartments	January 2023
Miami Lakes AutoMall	August 2021
WXEL Renovations	March 2021
The Stables at Villages of Golf Shoppes	February 2022

** Stiles Pirtle Joint Venture Project

*** Stiles Thornton Joint Venture Project



B

**GENERAL SUBMITTAL
REQUIREMENTS**



B.1 - Questionnaire



Developer for Joint Government Center Campus

Vendor Questionnaire	Civic Unity Partners, LLC
1. Legal business name:	Civic Unity Partners, LLC
2. Doing Business As/ Fictitious Name (if applicable):	Civic Unity Partners
3. Federal Employer I.D. no. (FEIN):	NONE
4. Dun and Bradstreet No.:	NONE
5. Website address (if applicable):	NONE
6. Principal place of business address:	2275 UPPER MIDDLE RD. E. SUITE 700 OAKVILLE, ON L6H 0C3, CANADA
7. Office location responsible for this project:	708 Main Street, 10th Floor, Houston, TX, 77002
8. Telephone no. Fax no.	Phone: +1 832 294 8992 Fax: N/A
	9. Type of business (check appropriate box): <input type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input checked="" type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	M21000003288
11. List name and title of each principal, owner, officer, and major shareholder:	11. List name and title of each principal, owner, officer, and major shareholder: FENGATE US1, LLC PCL BROWARD COUNTY INC.
	12. Authorized Contact(S) For Your Firm: Your Firm: Civic Unity Partners, LLC Name: Mac Bell Title: Managing Director, Infrastructure Investments E-mail: mac.bell@fengate.com Telephone No.: 416.224.4440 Your Firm: Civic Unity Partners, LLC Name: Vernita Tsang Title: Vice President E-mail: vernita.tsang@fengate.com Telephone No.: 416.224.4441

Developer for Joint Government Center Campus

Vendor Questionnaire	Civic Unity Partners, LLC
	<p>13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
	<p>14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
	<p>15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
	<p>16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
	<p>17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Civic Unity Partners, LLC
	<p>18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
	<p>19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
	<p>20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Fengate Asset Management		
1. Legal business name:	Fengate Capital Management Ltd.		
2. Doing Business As/ Fictitious Name (if applicable):	Fengate		
3. Federal Employer I.D. no. (FEIN):	NONE		
4. Dun and Bradstreet No.:	NONE		
5. Website address (if applicable):	www.fengate.com		
6. Principal place of business address:	2275 Upper Middle Road East, Suite 700 Oakville, Ontario, L6H 0C3 Canada		
7. Office location responsible for this project:	708 Main Street, 10th Floor, Houston, TX, 77002		
8. Telephone no. Fax no.	832-294-8992 N/A		
9. Type of business (check appropriate box): (Ontario, Canada) <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top; padding: 5px;"> <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify </td> <td style="width: 50%; vertical-align: top; padding: 5px;"> <input type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify </td> </tr> </table>		<input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify	<input type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify
<input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify	<input type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify		
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/			
12. Authorized Contact(S) For Your Firm: Your Firm: Fengate Asset Management Name: Mac Bell Title: Managing Director, Infrastructure Investments E-mail: Mac.Bell@fengate.com Telephone No.: 416.224.4440			
13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			

Developer for Joint Government Center Campus

Vendor Questionnaire

Fengate Asset Management

14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.

- Yes
 No

15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.

- Yes
 No

16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.

- Yes
 No

17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.

- Yes
 No

Developer for Joint Government Center Campus

Vendor Questionnaire

Fengate Asset Management

18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.

Yes

No

19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.

Yes

No

20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.

Yes

No

Developer for Joint Government Center Campus	
Vendor Questionnaire	PCL Investments Inc.
1. Legal business name:	PCL Investments Inc.
2. Doing Business As/ Fictitious Name (if applicable):	N/A
3. Federal Employer I.D. no. (FEIN):	N/A
4. Dun and Bradstreet No.:	N/A
5. Website address (if applicable):	www.pcl.com
6. Principal place of business address:	2201 Bristol Circle, Oakville, Ontario, L6H0J8
7. Office location responsible for this project:	Oakville, Ontario
8. Telephone no. Fax no.	905-276-7600 905-276-4324
9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (Alberta Province of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County) <input type="checkbox"/> Other – Specify _____	
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	
12. Authorized Contact(S) For Your Firm: Your Firm: PCL Investments Inc. Name: Lee Clayton Title: SVP Global Strategic Initiatives E-mail: lclayton@pcl.com Telephone No.: 905-276-7600	
13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. Yes/ No	
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. Yes/ No	
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. Yes/ No	
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. Yes/ No	
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. Yes/ No	

18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.

Yes/No

19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.

Yes/No

20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.

Yes/No

Developer for Joint Government Center Campus

Vendor Questionnaire	PCL Construction Services, Inc.
1. Legal business name:	PCL Construction Services, Inc.
2. Doing Business As/ Fictitious Name (if applicable):	
3. Federal Employer I.D. no. (FEIN):	84-0957552
4. Dun and Bradstreet No.:	926363276
5. Website address (if applicable):	www.pcl.com
6. Principal place of business address:	2000 South Colorado Blvd, Suite 2-500 Denver, CO 80222
7. Office location responsible for this project:	301 East Las Olas Boulevard, Suite 230 Fort Lauderdale, FL 33301
8. Telephone no. Fax no.	(305) 697-1417
9. Type of business (check appropriate box): Colorado <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify	9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	P11389
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Richard Goldman Title: Vice President & District Manager E-mail: RGoldman@pcl.com Telephone No.: (407) 948-6824 Name: Eric Nixon Title: Sr. Manager, Finance & Administration E-mail: ENixon@pcl.com Telephone No.: (407) 361-8077	12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.: Name: Title: E-mail: Telephone No.:

Developer for Joint Government Center Campus

Vendor Questionnaire	PCL Construction Services, Inc.
<p>13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	PCL Construction Services, Inc.
<p>18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Stiles Corporation
1. Legal business name:	Stiles Corporation
2. Doing Business As/ Fictitious Name (if applicable):	Stiles Construction
3. Federal Employer I.D. no. (FEIN):	65-0036314
4. Dun and Bradstreet No.:	05-376-5699
5. Website address (if applicable):	www.stiles.com
6. Principal place of business address:	301 E. Las Olas Blvd. Fort Lauderdale, FL 33301
7. Office location responsible for this project:	Fort Lauderdale, FL
8. Telephone no. Fax no.	954-627-9150
9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input checked="" type="checkbox"/> General Partnership (State and County Filed In) <input checked="" type="checkbox"/> Other - Specify	9. Type of business (check appropriate box): <input type="checkbox"/> Corporation (specify the state of Incorporation) <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	K19000
12. Authorized Contact(S) For Your Firm: Your Firm: Stiles Construction Name: Timothy O. Moore Title: President E-mail: tim.moore@stiles.com Telephone No.: 954-627-9150 Name: David Lowery Title: Director of Public Projects E-mail: david.lowery@stiles.com Telephone No.: 954-562-4004	12. Authorized Contact(S) For Your Firm: Your Firm: Stiles Construction Name: Timothy O. Moore Title: President E-mail: tim.moore@stiles.com Telephone No.: 954-627-9150 Name: David Lowery Title: Director of Public Projects E-mail: david.lowery@stiles.com Telephone No.: 954-562-4004

Developer for Joint Government Center Campus

Vendor Questionnaire	Stiles Corporation
<p>13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Stiles Corporation
<p>18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	AECOM Technical Services, Inc.
1. Legal business name:	AECOM Technical Services, Inc.
2. Doing Business As/ Fictitious Name (if applicable):	
3. Federal Employer I.D. no. (FEIN):	95-2661922
4. Dun and Bradstreet No.:	003184462 (ATS HQ DUNS)
5. Website address (if applicable):	www.aecom.com
6. Principal place of business address:	2 Alhambra Plaza Suite 900 Coral Gables, Florida 33134
7. Office location responsible for this project:	Same as above
8. Telephone no. Fax no.	Tel: (305) 444-4691 Fax: (305) 447-3580
9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) - CALIFORNIA <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify	9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) - CALIFORNIA <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Limited Liability Company (LLC) <input type="checkbox"/> Limited Partnership <input type="checkbox"/> General Partnership (State and County Filed In) <input type="checkbox"/> Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	F95000004014
12. Authorized Contact(S) For Your Firm: AECOM Technical Services, Inc. Mark Blanchard Vice President mark.blanchard@aecom.com 305-704-6426	12. Authorized Contact(S) For Your Firm: AECOM Technical Services, Inc. Tim J. Blair, AIA, LEED AP BD+C Managing Principal tim.blair@aecom.com 305-716-5145

Developer for Joint Government Center Campus

Vendor Questionnaire	AECOM Technical Services, Inc.
<p>13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	AECOM Technical Services, Inc.
<p>18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input type="checkbox"/> Yes</p> <p><input checked="" type="checkbox"/> No</p>
<p>19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response.</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>	<p><input checked="" type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>

B.2 - Standard Certifications



STANDARD CERTIFICATIONS

Developer should complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of Sponsors' request. Failure to timely submit may affect Developer's evaluation.

If a response requires additional information, the Developer should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed and attached responses will become part of the procurement record. It is imperative that the person completing the Developer Standard Certification Form be knowledgeable about the proposing Developer's business and operations.

Cone of Silence Requirement Certification:

The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Developers, Board of County Commissioners, County staff, City Commissioners, City staff, and Unified Direct Procurement Authority (UDPA) members.

Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures.

After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the County's Director of Purchasing or designee (or those listed in the solicitation). The Cone of Silence terminates when the Unified Direct Procurement Authority (UDPA) takes action which ends the solicitation.

The Developer hereby certifies that: (check each box)

- The Developer has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and
- The Cone of Silence is currently in effect for this solicitation for all Broward County Board of County Commissioners (County), City of Fort Lauderdale Mayor and Commissioners (City), County and City Commissioners' staff, County Administrator, Deputy County Administrator, Assistant County Administrators, and their respective support staff, or any "Affected Person" (as defined in the Cone of Silence Ordinance), appointed by County to evaluate or recommend selection in this RFQ process, City Manager, Deputy City Manager, Assistant City Manager, and their respective support staff, or any "Affected Person" (as defined in the Cone of Silence Ordinance), appointed by City to evaluate or recommend selection in this RFQ process, with the further restriction that the members serving as the UDPA (County and City Commissioners), may not initiate contact with a Developer or Developer's representative while the Cone of Silence is in effect..
- The Developer agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:

Awards of all competitive solicitations may only be made to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establishing a continuing drug-free awareness program to inform its employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The offeror's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Giving all employees engaged in performance of the contract a copy of the statement required by

subparagraph 1;

4. Notifying all employees, in writing, of the statement required by subparagraph 1, that as a condition of employment on a covered contract, the employee shall:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of the employee's conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or of any state, for a violation occurring in the workplace NO later than five days after such conviction.
5. Notifying Sponsors' in writing within 10 calendar days after receiving notice under subdivision 4.b above, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;
6. Within 30 calendar days after receiving notice under subparagraph 4 of a conviction, taking one of the following actions with respect to an employee who is convicted of a drug abuse violation occurring in the workplace:
 - a. Taking appropriate personnel action against such employee, up to and including termination; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency; and
7. Making a good faith effort to maintain a drug-free workplace program through implementation of subparagraphs 1 through 6.

The Developer hereby certifies that: (check box)

- The Developer certifies that it has established a drug free workplace program in accordance with the above requirements.

Lobbyist Registration Requirement Certification

The Developer certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Developer, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Developer hereby certifies that: (select one)

- It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.
- It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances

It is a requirement of this solicitation that the names of any, and all, lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist: John M Milledge
Lobbyist's Firm: John M. Milledge PA
Phone: (954) 671-8640
E-mail: John@jmma.com

Name of Lobbyist: **Matt Sacco**
Lobbyist's Firm: **Rubin, Turnbull & Associates**
Phone: **954.448.0134**
E-mail: **matthew@rubinturnbull.com**

Name of Lobbyist: **Eric Johnson**
Lobbyist's Firm: **Johnson Strategies**
Phone: **1.508.272.2892**
E-Mail: **contact@JohnsonStrategies.net**

Non-Collusion Certification:

Developer shall disclose, to their best knowledge, any Sponsors' officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Developer's business, who is in a position to influence this procurement. Any Sponsors' officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

The Developer hereby certifies that: (select one)

- The Developer certifies that this offer is made independently and free from collusion; or
- The Developer is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Developer must include a list of name(s), and relationship(s) with its submittal.

Public Entities Crimes Certification:

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted Developer list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted Developer list.

The Developer hereby certifies that: (check box)

- The Developer certifies that no person or affiliates of the Developer are currently on the convicted Developer list and/or has not been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Developer hereby certifies that: (check each box)

- The Developer, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the

Scrutinized Companies that Boycott Israel List; and

- The Developer, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- If awarded the Contract, the Developer, owners, or principals will immediately notify the Sponsors' in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

Contractor's Certificate of Compliance with Non-Discrimination Provisions of the Contract:

Pursuant to City of Fort Lauderdale Ordinance Sec. 2-187(c), Developer [Contractor] must certify compliance with the Non-Discrimination provision of the ordinance.

The Developer shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").
2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the Sponsors to pursue any remedy stated below or any remedy provided under applicable law.
3. The Sponsors may terminate this Agreement if the Contractor fails to comply with Section 2-187.
4. The Sponsors may retain all monies due or to become due until the Contractor complies with Section 2-187.
5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

- The Developer agrees to comply with the requirements of the Non-Discrimination Provisions.

I hereby certify the information provided in the Standard Certifications:

Vernita Tsang
Vernita Tsang (Apr 19, 2021 15:18 EDT)

Officer, Vice President April 21, 2021

*AUTHORIZED SIGNATURE/NAME

TITLE

DATE

Developer Name:

* I certify that I am authorized to sign this solicitation response on behalf of the Developer as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Developer. As the Developer's authorized representative, I attest that any

and all statements, oral, written or otherwise, made in support of the Developer's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Developer's response may be used as a basis for rejection, rescission of the award, or termination of the contract by the UDPA and may also serve as the basis for debarment of Developer pursuant to of the Broward County Procurement Code and City of Fort Lauderdale Ordinance. I certify that the Developer's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Developer agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

B.3 - Submittal Bond Requirement



Civic Unity Partners acknowledges the requirements of the Submittal Bond upon Notice of Shortlist.

B.4 - Additional Requirements



Civic Unity Partners understands that the Sponsors will provide additional requirements for shortlisted respondents to address during Step 2.

B.5 - Litigation History Form



Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Telephone Number: _____

Developer Name/ Developer Team Member: Civic Unity Partners, LLC

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Telephone Number: _____

Developer Name/ Developer Team Member: Fengate Capital Management Ltd.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Telephone Number: _____

Developer Team Member: PCL Investments Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: _____ Email: _____ Telephone Number: _____

Developer Name/ Developer Team Member: PCL Construction Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input checked="" type="checkbox"/> Stiles Corporation dba Stiles Construction
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	CACE19015918, Stiles Corporation v. Parabens Group, LLC 8/1/2019
Name of Court or other tribunal	Broward County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Breach of Contract, currently in mediation
Brief description of the Subject Matter and Project Involved	Project: Sawgrass North Commercial Plaza This case involves an existing claim of Breach of Contract. Parabens Group LLC hired Stiles to build a strip mall. Parabens Group and Stiles entered into a construction Agreement on March 8, 2018 to build the Sawgrass North Commercial Plaza. Stiles hired subcontractors and commenced the construction process after receiving Notice to Proceed and other documents from Parabens. Stiles submitted its first application for payment after a month of Work which was payable on June 2018. Parabens failed to pay Stiles in accordance with the terms of the construction Agreement. Stiles tried various times to settle the payment with Parabens out of court. Parabens stopped all work and has not issued payment. Stiles filed a Breach of Contract dispute on August 8, 2019 which has not been settled.
Disposition of Case	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/>
(Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>Miguel Angel Brizuela.PA</u> Email: <u>info@brizuelalaw.com</u> Telephone Number: <u>305-954-6195</u>

Developer Name/ Developer Team Member: Stiles Construction

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input checked="" type="checkbox"/> Stiles Corporation dba Stiles Construction
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Case No.: 19-CA-007956 Beaumont Electric Co. Inc. v. Stiles Corporation 11/26/2019
Name of Court or other tribunal	20th Judicial Circuit Court, Lee County
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Breach of Contract, Dismissed due to the fact that plaintiff could not prove their case
Brief description of the Subject Matter and Project Involved	Project: Seaglass Bonita Bay Condominium This current case is about a contract amount dispute. Stiles was the general contractor for the Seaglass at Bonita Bay project. Stiles hired Beaumont Electric to do the electrical work at the project. Stiles and Beaumont Electric disagreed on the final subcontract sum for Beaumont. Beaumont fi led a claim of lien and Stiles issued a transfer lien bond to discharge the Beaumont lien. Beaumont Electric fi led this claim to demand a judgment to foreclose its claim of lien on the transfer lien bond. Stiles answered the complaint by negating all claims presented by Beaumont.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input checked="" type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>Steven Vincent Blount</u> Email: <u>info@blountlaw.com</u> Telephone Number: <u>239-592-4815</u>

Developer Name/ Developer Team Member: Stiles Construction

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/> Stiles Corporation dba Stiles Construction
Party	Developer is Plaintiff <input checked="" type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	Case No.: 2020CA006511, Stiles Corporation v. Jacob Industries LLC 6/17/2020
Name of Court or other tribunal	15th Judicial Circuit Court, Palm Beach County
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Show Cause dispute pursuant to F.S. 713.21 Closed – Notice of Voluntary Dismissal w/Prejudice entered on 7/30/2020 Stiles filed the lawsuit to contest (as a matter of law) the claim of lien filed by Jacobs. They (Jacobs) did not hire an attorney. They chose to engage with us to resolve the claims on the project (both monetary and scope) which resulted in a reasonable and amicable resolution. We then filed the voluntary dismissal.
Brief description of the Subject Matter and Project Involved	Project: Woodfield Apartments This was a breach of contract dispute. Stiles filed sued to recover damages due to Jacob's failure to perform including failure to make payment to their sub-subcontractors which resulted in various sub-subcontractors claims of lien. Following the dispute resolution prescribed in our subcontract agreement (Mediation), we settled our differences with Jacob on the final subcontract amount. We paid some of Jacob's outstanding debts to sub-subcontractors and they paid others. We received all Final Releases of Lien and appropriate recorded Satisfaction of Lien and then we filed a notice of voluntary dismissal with prejudice.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input checked="" type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>not applicable. See note above**</u> Email: _____ Telephone Number: _____

Developer Name/ Developer Team Member: Stiles Construction

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input checked="" type="checkbox"/> Stiles Corporation dba Stiles Construction
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Case No.: 2020CA010996, Loveland Electric II LLC v. Stiles Corporation; 10/09/2020
Name of Court or other tribunal	15th Judicial Circuit Court, Palm Beach County.
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	Project: Woodfield Apartments This is a breach of contract case. We notified Loveland (and Loveland's surety) that we were not satisfied with their performance and that due to their failure to perform, including their failure to deliver materials on a timely basis to maintain the contract schedule, Stiles incurred additional costs, delays in achieving our substantial completion dates and other damages. We notified Loveland that we were going to withhold payment until such time that we were able to mutually reconcile all our damages. In response, they recorded a claim of lien. Loveland then filed suit for breach of contract, to enforce the claim of lien and for undue enrichment. We disputed all claims and moved to follow the dispute resolution in the subcontract. Pursuant to the dispute resolution method of our subcontract agreement, we are in the mediation process to try to resolve our differences and agree to a mutually beneficial solution
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>Vincent F. Vacarella, P.A.</u> Email: <u>vincent@v-law.net</u> Telephone Number: <u>954-703-2150</u>

Developer Name/ Developer Team Member: Stiles Construction

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Bilmar Limited Partnership v. 7-11, Inc., Antea Group, AECOM, Kevin Booten, Enviroprobe Integrated Solutions, Inc.; Case No. 19-C-249; Filed 3/19/2019
Name of Court or other tribunal	Circuit Court of Kanawha County, West Virginia
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Negligence
Brief description of the Subject Matter and Project Involved	Plaintiff alleges damages incurred to property during the removal of an underground gas storage tank on the property.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Law Offices of John W. Alderman, III _____ Email: <u>johnalderman94@gmail.com</u> Telephone Number: <u>304.531.8029</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Case #: 5:20-cv-00084-KKC; Bizzack Construction, LLC v. AECOM Technical Services, Inc. et al.; Filed: February 13, 2020
Name of Court or other tribunal	U.S. District Court Eastern District of Kentucky
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	Contractor claims additional costs alleged to arise from errors in design of a bridge
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Ward Hocker & Thornton, PLLC (William H. Partin, Jr.) Email: <u>wpartin@whtlaw.com</u> Telephone Number: <u>859.422.6000</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

Note: AECOM Technical Services, Inc. does not believe that this matter is a “material” case. However, in a good faith effort to comply with the County’s request, we provide the following information.

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There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input checked="" type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	AECOM Technical Services, Inc., as a partner of Civic Unity Partners vs. Broward County, Florida Filed: 12-19/2019
Name of Court or other tribunal	Circuit Court of the 17th Judicial Circuit, Broward County, Florida
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Declaratory Relief
Brief description of the Subject Matter and Project Involved	Declaratory relief sought as to the confidentiality of a P3 proposal.
Disposition of Case	<input checked="" type="checkbox"/> Pending Settled Dismissed
(Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Judgment Developer/ Developer Team Member’s Favor Judgment Against Developer/ Developer Team Member If Judgment Against, is Judgment Satisfied? Yes No

Opposing Counsel	Name: <u>Andrew Meyer; Michael Kerr; Jeff Siniawsky</u> <u>Rene Harrod</u> Email: <u>ameyers@broward.org; mkerr@broward.org;</u> <u>jsiniawsky@broward.org; rharrod@broward.org</u> Telephone Number: _____
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Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Central Texas Highway Constructors, LLC v. AECOM Technical Services, Inc.; Case No. 23881/MK; Filed 8/18/2018
Name of Court or other tribunal	International Court of Arbitration
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Negligence and Breach of Contract
Brief description of the Subject Matter and Project Involved	Professional negligence and breach of contract dispute arising from design services on a transportation project.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>N/A</u> Email: <u>N/A</u> Telephone Number: <u>N/A</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Colonial Pipeline Company v. Metropolitan Nashville Airport Authority and AECOM Technical Services, Inc.; Case No. 3:20-cv-00666; Filed 7/31/2020
Name of Court or other tribunal	United States District Court for the Middle District of Tennessee Nashville Division
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Site Clean-up Costs
Brief description of the Subject Matter and Project Involved	Cody Mitchell is a seconded employee at the Nashville Airport (MNAA) under our Staff Augmentation contract. One of Cody's responsibilities as directed by MNAA was to be a resource to TDOT for their work regarding relocation of an adjacent State Route. As a part of the TDOT work, they requested access inside the Airport Operations Area (AOA) for investigative drilling. As TDOT's designated liaison, Cody was asked to schedule a runway closure, and make arrangements for the drilling. According to GIS information provided by the airport, Colonial's pipeline appeared to be 80 feet away. When TDOT began to drill they hit Colonial's pipeline resulting in a spill. Colonial is suing for the clean-up costs.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Colonial: Wearen Hughes; Brian Dobbs; Drew Goddard, Bass, Berry & Sims, Nashville MNAA: Paul Davidson, Michael Brett, Waller, Nashville TDOT: General Counsel John Reinbold

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	County of San Bernardino v. Skanska USA Civil West, et al.; Case No. CIVDS1913509; Filed 5/29/2019
Name of Court or other tribunal	Superior Court of San Bernardino County, California
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Negligence and Breach of Contract
Brief description of the Subject Matter and Project Involved	Complaint alleging defective and non-conforming work which resulted in construction related issues on a railroad grade separation project in Devore, San Bernardino County.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Procopio, Cory, Hargreaves & Savitch, LLP (C. Ramseyer)_ Email: <u>craig.ramseyer@procopio.com</u> Telephone Number: <u>858.720.6300</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	East Kentucky Power Cooperative v. AECOM Technical Services, Inc.; Case No. 5:18-cv-00437-JMH; Filed 6/7/2018
Name of Court or other tribunal	E.D. Kentucky
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	East Kentucky Power Cooperative alleges that ATS did not design an external haul road used to access the bottom of EKPC's Spurlock Station coal ash landfill in Maysville, Kentucky in accordance with the parties' contract or professional standards. ATS disputes EKPC's allegations and contends that ATS acted consistent with the applicable industry standard of care and scope of work authorized by EKPC.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Frost Brown Todd, LLC (Keith Moorman) _____ Email: <u>kmoorman@fbtlaw.com</u> Telephone Number: 859.244.3231 _____

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Flatiron West, Inc. v. City of Oakland v. AECOM; Case No. RG19041029; Filed 1/29/2021
Name of Court or other tribunal	County of Alameda, Rene C. Davidson Court House
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Delay and Errors
Brief description of the Subject Matter and Project Involved	The contractor (Flatiron West) has sued the City of Oakland for unpaid fees. The City contends that the unpaid fees were incurred as a result of delays and errors by the Contractor while contemporaneously cross-complaining against the ATS/TY Lin Joint Venture, and ATS and TY Lin individually (collectively the "JV"), that any such delays not caused by the Contractor, are the result of professional negligence on the part of the JV.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Myers, Nave, Riback, Silver & Wilson _____ Email: <u>Email Unknown – Eric Firstman and Ian Johnson</u> Telephone Number: <u>510.808.2000</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input checked="" type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	Case #: 1:19-CV-0281-WJM-KLM; AECOM Technical Services, Inc. v. Flatiron AECOM LLC; Filed October 2, 2019
Name of Court or other tribunal	District of Colorado
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	Project's Design Builder, Flatiron AECOM, LLC alleges entitlement to damages from Insured. The allegations assert that the Insured breached its contractual obligations in preparing pre-bid design documents upon which the Claimant's bid was based. The Claimant asserts that a design error is responsible for increased costs. Specifically, Claimant asserts that it did not include various inlets and underground piping in its bid due to the omission of these items from the pre-bid design documents prepared by the Insured.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Beltzer Bangert & Gunnell, LLP (Bret R. Gunnell) _____ Email: <u>bret@bbglawgroup.com</u> Telephone Number: <u>720.576.7225</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	JH Kelly, LLC v. AECOM Technical Services, Inc.; Case No. 192600; Filed 1/29/2019
Name of Court or other tribunal	Shasta County Superior Court, California
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	Claims for cost overruns and delays arising out of an EPC project to replace compressor station on PG&E's gas transmission line.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: <u>Stoel Rives LLP (Mario Nicholas)</u> Email: <u>mario.nicholas@stoel.com</u> Telephone Number: <u>503.224.3300</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	LM Heavy Civil Construction, LLC v. Port of Palm Beach District; Case No. 50217CA005376; Filed 5/10/2019
Name of Court or other tribunal	Palm Beach County, Florida
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	Port received claim from its contractor alleging delays and disruptions due to errors in design. Port denies the contractor's allegations but to the extent it if found liable alleges that AECOM should be liable.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Ferenick Libanoff Brandt Bustamante & Goldstein _____ Email: ilibanoff@flblawyers.com (Ira Libanoff) _____ Telephone Number: <u>858.720.6300</u> _____

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input checked="" type="checkbox"/> Developer is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	AECOM Technical Services, Inc. v. Professional Service Industries, Inc.; Case Number 8:18-cv-2981-T-02TGW; Filed 11/14/2018
Name of Court or other tribunal	United States District Court, Middle District of Florida, Tampa Division
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract
Brief description of the Subject Matter and Project Involved	Damages for breach of contract.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Unknown _____ Email: <u>Unknown</u> _____ Telephone Number: <u>Unknown</u> _____

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Shop-A-Minit Markets Family Partnership v. 7-11 Inc., Antea Group, AECOM, Kevin Booten, Enviroprobe Integrated Solutions, Inc.; Case No. 18-C-1113; Filed 8/31/2018
Name of Court or other tribunal	Circuit Court of Kanawha County, West Virginia
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Negligence
Brief description of the Subject Matter and Project Involved	Plaintiff alleges damages incurred to property during the removal of an underground gas storage tank on the property.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Law Offices of John W. Alderman, III _____ Email: <u>johnalderman94@gmail.com</u> Telephone Number: <u>304.531.8029</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Shop-A-Minit Markets Family Partnership v. 7-11, Inc., Antea Group, AECOM, Enviroprobe Integrated Solutions, Inc.; Case No. 19-C-251; Filed 3/19/2019
Name of Court or other tribunal	Circuit Court of Kanawha County, West Virginia
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Negligence
Brief description of the Subject Matter and Project Involved	Plaintiff alleges damages incurred to property during the removal of an underground gas storage tank on the property.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Law Offices of John W. Alderman, III _____ Email: <u>johnalderman94@gmail.com</u> Telephone Number: <u>304.531.8029</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

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Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	SJTA v. Sambe v. AECOM et al.; Case No. ATL-L-001012-18; Filed 9/4/2019
Name of Court or other tribunal	Superior Court of New Jersey, Atlantic County
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Breach of Contract and Negligence
Brief description of the Subject Matter and Project Involved	AECOM was the designer of record for the Atlantic City International Airport Aircraft Rescue and Firefighting Station. The building is a two story 40,000 square foot building. SJTA, AECOM's client, has sued Sambe Construction, the construction contractor, and in turn Sambe has sued all contractors and designers on the project. Allegations in the complaint pertain to leak activities and claims related to the HVAC system.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Leary, Bride, Mergner & Bongiovanni, PA (Christina Sirico)_ Email: <u>csirico@lbmblaw.com</u> Telephone Number: <u>973.539.2090</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	Slade Jordan & JWS Restoration v. AECOM Technical Services, Inc.; Case No. 19963; Filed 10/26/2018
Name of Court or other tribunal	District Court, Nolan County, Texas
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Damages
Brief description of the Subject Matter and Project Involved	Multi-plaintiff PBC exposure case related to a remediation project at an abandoned refinery in West Texas owned by Anadarko Petroleum Corporation. Anadarko hired ATS to serve as "Compliance Supervisor" to design, engineer, implement and supervise compliance with safety standards.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Stewart D. Matthews _____ Email: <u>attorney@accidentlawyer.legal</u> Telephone Number: <u>972.954.6115</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

Litigation History Form

The completed and signed form should be returned with the Developer's submittal. If not provided with submittal, the Developer must submit within three business days of request. Failure to provide form timely will impact review of Developer's qualifications.

There are no material cases for this Developer/Developer Team Member; or

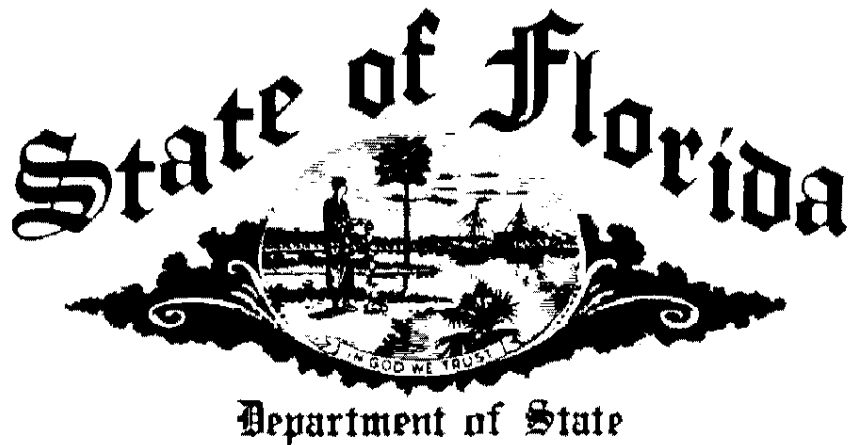
Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input checked="" type="checkbox"/>
Party	Developer is Plaintiff <input type="checkbox"/> Developer is Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	United States of America v. AECOM, Emergency Response Program Management Consultants, AECOM Technical Services, Inc., AECOM Recovery, and Louisiana Department of Education; Case No. 2:16-cv-15092-EEF-KWR; Filed 7/28/2020
Name of Court or other tribunal	Eastern District of Louisiana
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	Alleged Inflated Estimates
Brief description of the Subject Matter and Project Involved	AECOM project specialists are alleged to have inflated estimates in project worksheets prepared for FEMA after Hurricane Katrina, thereby causing FEMA to obligate more funding for disaster victims.
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer/ Developer Team Member's Favor <input type="checkbox"/> Judgment Against Developer/ Developer Team Member <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Assistant United States Attorney, Zack Williams_ Email: <u>Unknown</u> Telephone Number: <u>Unknown</u>

Developer Name/ Developer Team Member: AECOM Technical Services, Inc.

B.6 - Authority to Conduct Business in Florida





State of Florida

Department of State

I certify the attached is a true and correct copy of the application by CIVIC UNITY PARTNERS, LLC, a Delaware limited liability company, authorized to transact business within the state of Florida on March 23, 2021 , as shown by the records of this office.


I further certify the document was electronically received under FAX audit number H21000116506. This certificate is issued in accordance with section 15.16, Florida Statutes, and authenticated by the code noted below.

The document number of this limited liability company is M21000003288.

Authentication Code: 821A00006076-032321-M21000003288-1/1

Given under my hand and the
Great Seal of the State of Florida,
at Tallahassee, the Capital, this the
Twenty-third day of March, 2021




Secretary of State

**APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO TRANSACT BUSINESS
IN FLORIDA**

IN COMPLIANCE WITH SECTION 605.0902, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA:

1. CIVIC UNITY PARTNERS, LLC
(Name of Foreign Limited Liability Company; must include "Limited Liability Company," "L.L.C.," or "LLC.")

(If name unavailable, enter alternate name adopted for the purpose of transacting business in Florida. The alternate name must include "Limited Liability Company," "L.L.C.," or "L.L.C.")

2. Delaware
(Jurisdiction under the law of which foreign limited liability company is organized)

3. _____
(FEI number, if applicable)

4. --- upon filing ---
(Date first transacted business in Florida, if prior to registration.)
(See sections 605.0904 & 605.0905, F.S. to determine penalty liability)

5. 2275 Upper Middle Rd. E. Suite 700
(Street Address of Principal Office)

6. 2275 Upper Middle Rd. E. Suite 700
(Mailing Address)

Oakville, ON L6H 0C3, Canada

Oakville, ON L6H 0C3, Canada

7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name: C T Corporation System

Office Address: 1200 South Pine Island Road

Plantation, Florida 33324
(City) (Zip code)

Registered agent's acceptance:

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

By: C T Corporation System
Laura R Broderick
(Registered agent's signature)

Laura R. Broderick
Assistant Secretary


8. For initial indexing purposes, list names, title or capacity and addresses of the primary members/managers or persons authorized to manage [up to six (6) total]:

<u>Title or Capacity:</u>	<u>Name and Address:</u>	<u>Title or Capacity:</u>	<u>Name and Address:</u>
<input type="checkbox"/> Manager	Name: <u>Fengate US I, LLC</u>	<input type="checkbox"/> Manager	Name: <u>PCL Broward County Inc.</u>
<input checked="" type="checkbox"/> Member	Address: <u>2275 Upper Middle Rd. E</u> <u>Suite 700</u>	<input checked="" type="checkbox"/> Member	Address: <u>2000 S. Colorado Blvd., #2-500</u>
<input type="checkbox"/> Authorized	<u>Oakville, ON L6H 0C3, Canada</u>	<input type="checkbox"/> Authorized	<u>Denver, Colorado 80222</u>
Person	_____	Person	_____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____
<input type="checkbox"/> Manager	Name: <u>Vernita Tsang</u>	<input type="checkbox"/> Manager	Name: <u>Gregory Calhoun</u>
<input type="checkbox"/> Member	Address: <u>2275 Upper Middle Rd. E</u> <u>Suite 700</u>	<input type="checkbox"/> Member	Address: <u>2275 Upper Middle Rd. E</u> <u>Suite 700</u>
<input type="checkbox"/> Authorized	<u>Oakville, ON L6H 0C3, Canada</u>	<input type="checkbox"/> Authorized	<u>Oakville, ON L6H 0C3, Canada</u>
Person	_____	Person	_____
<input checked="" type="checkbox"/> Other <u>Vice President</u>	<input type="checkbox"/> Other _____	<input checked="" type="checkbox"/> Other <u>Vice President</u>	<input type="checkbox"/> Other _____
<input type="checkbox"/> Manager	Name: _____	<input type="checkbox"/> Manager	Name: _____
<input type="checkbox"/> Member	Address: _____	<input type="checkbox"/> Member	Address: _____
<input type="checkbox"/> Authorized	_____	<input type="checkbox"/> Authorized	_____
Person	_____	Person	_____
<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____	<input type="checkbox"/> Other _____

Important Notice: Use an attachment to report more than six (6). The attachment will be imaged for reporting purposes only. Non-indexed individuals may be added to the index when filing your Florida Department of State Annual Report form.

9. Attached is a certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (If the certificate is in a foreign language, a translation of the certificate under oath of the translator must be submitted)

10. This document is executed in accordance with section 605.0203 (1) (b), Florida Statutes. I am aware that any false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S.


Signature of an authorized person

Vernita Tsang

Typed or printed name of signee

Delaware

The First State

*I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF
DELAWARE, DO HEREBY CERTIFY "CIVIC UNITY PARTNERS, LLC" IS DULY
FORMED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD
STANDING AND HAS A LEGAL EXISTENCE SO FAR AS THE RECORDS OF THIS
OFFICE SHOW, AS OF THE TWENTY-THIRD DAY OF MARCH, A.D. 2021.*

*AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN
ASSESSED TO DATE.*




Jeffrey W. Bullock, Secretary of State

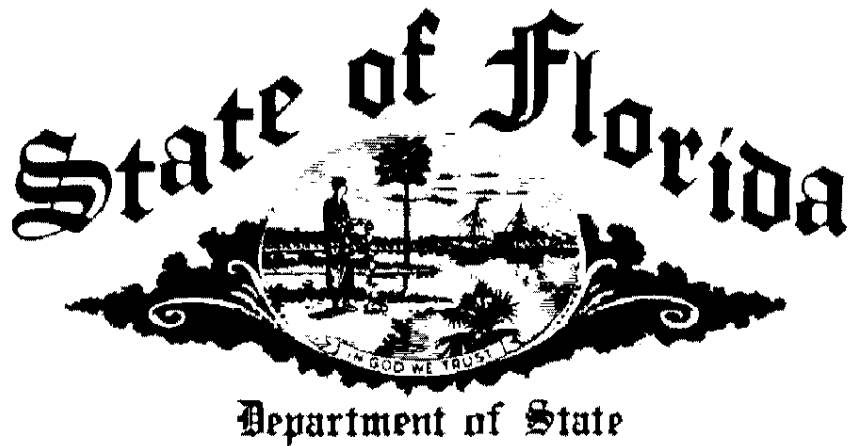
5400587 8300

SR# 20211002482

You may verify this certificate online at corp.delaware.gov/authver.shtml

Authentication: 202797843

Date: 03-23-21



I certify from the records of this office that CIVIC UNITY PARTNERS, LLC, is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on March 23, 2021.

The document number of this limited liability company is M21000003288.

I further certify that said limited liability company has paid all fees due this office through December 31, 2021, and its status is active.


I further certify that said limited liability company has not filed a Certificate of Withdrawal.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code, 821A00006076-032321-M21000003288-1/1, noted below.

Authentication Code: 821A00006076-032321-M21000003288-1/1

Given under my hand and the
Great Seal of the State of Florida,
at Tallahassee, the Capital, this the
Twenty-third day of March, 2021




Secretary of State

B.7 - Insurance Requirements



Jennifer Garza
Vice President



Marsh USA, Inc.
2929 Allen Parkway, 25th Floor
Houston, TX 77019
832-421-2373
Jennifer.garza@marsh.com
www.marsh.com

April 9, 2021

Broward County and City of Fort Lauderdale
115 South Andrews Avenue
Fort Lauderdale, FL 33301

Re: Joint Government Center Campus Project (Developer and/or Team) Insurance Confirmation

In the event PCL Construction Services, Inc. is awarded the above noted project, Marsh USA, Inc. anticipates no obstacles in providing the required insurance coverages as outlined in the Insurance Requirements.

Type of Insurance	Amount(\$)
Builder's Risk	<p>Builder's Risk can be procured in the amount equal to a reasonable, commercially-available limit considering the size and scope of the project.</p> <p>Insured Master Builder's Risk policy form includes coverage equivalent to LEG 2</p>

Marsh USA, Inc. sees no issue in providing PCL Construction Services, Inc. any other reasonable insurance with regards to this project. Should you require anything further please do not hesitate to contact us.

Sincerely,

Jennifer Garza

Jennifer Garza
Vice President

ENDORSEMENT # 5

This endorsement, effective 12:01 a.m., 7/1/2019 forms a part of
Policy No. US00075798CA19A
issued to PCL Construction Enterprises, Inc.
by XL Insurance America, Inc.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DEFECTS WORDING ENDORSEMENT (XL Catlin LEG 3/06)

This endorsement modifies insurance provided under the following:

MASTER BUILDERS RISK INSURANCE POLICY

SECTION A – PROPERTY COVERAGE, 4. EXCLUSIONS, (c), (vii) cost of making good, is deleted in its entirety and replaced by the following.

(vii) cost of making good:

All costs rendered necessary by defects of material, workmanship, design, plan or specification and should damage (which for the purposes of this exclusion shall include any patent detrimental change in the physical condition of the “Insured Property”) occur to any portion of the “Insured Property” containing any of the said defects, the cost of replacement or rectification which is hereby excluded is that cost incurred to improve the original material, workmanship, design, plan or specification.

For the purpose of the policy and not merely this exclusion it is understood and agreed that any portion of the “Insured Property” shall not be regarded as damaged solely by virtue of the existence of any defect of material, workmanship, design, plan or specification.

All other terms, conditions, limitations and exclusions of this policy remain unchanged.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
04/09/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Central, Inc. Chicago IL Office 200 East Randolph Chicago IL 60601 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A/C. No.): (800) 363-0105		
	E-MAIL ADDRESS:		
INSURED PCL Construction Services, Inc. 6700 Forum Drive Suite 100 Orlando, FL 32821 USA	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Indian Harbor Insurance Company		36940
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
INSURER F:			

Holder Identifier :

COVERAGES CERTIFICATE NUMBER: 570086979425 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION						EACH OCCURRENCE AGGREGATE
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> A PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT
A	Env Contr Prof			CE0744694804 CPX742008707 SIR applies per policy terms & conditions	07/01/2020	07/01/2021	Per Claim/Aggr \$10,000,000 Per Claim/Aggr \$20,000,000 SIR \$25,000

Certificate No : 570086979425

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RE: P3 Project.
 See attached Addendum for Professional and Pollution Schedule of Limits.

CERTIFICATE HOLDER

CANCELLATION

Broward County and City of Fort Lauderdale 115 South Andrews Avenue Fort Lauderdale FL 33301 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---



AGENCY CUSTOMER ID: 570000034016

LOC #:

ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY Aon Risk Services Central, Inc.		NAMED INSURED PCL Construction Services, Inc.	
POLICY NUMBER See Certificate Number: 570086979425		EFFECTIVE DATE:	
CARRIER See Certificate Number: 570086979425	NAIC CODE		

ADDITIONAL REMARKS

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
 FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance**

Professional/Pollution Limits Schedule

Carrier: Indian Harbor Insurance Company
 Policy Term: 07/01/2020 to 07/01/2021
 Each Pollution Condition: \$5,000,000
 Aggregate Limit of Liability: \$5,000,000
 SIR: \$500,000

Integrated Excess Policy
 Policy Number: CPX742008707
 Carrier: Indian Harbor Insurance Company
 Policy Term: 07/01/2020 to 07/01/2021

Coverages:

Professional Liability
 Each Claim (Inclusive of Legal Expense): \$20,000,000
 Aggregate Each Annual Period (Inclusive of Legal Expense): \$20,000,000

Pollution Liability
 Each Pollution Condition (Inclusive of Legal Expense): \$20,000,000
 Aggregate (Inclusive of Legal Expense): \$20,000,000



CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: MARSH USA INC., 540 W. MADISON, CHICAGO, IL 60661
INSURER(S) AFFORDING COVERAGE: INSURER A: Old Republic Insurance Company, INSURER B: Indian Harbor Insurance Company
INSURED: PCL Construction Services, Inc., 6700 Forum Drive, Suite 100, Orlando, FL 32821

COVERAGES CERTIFICATE NUMBER: CHI-009828248-01 REVISION NUMBER: 3

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with 8 columns: INSR LTR, TYPE OF INSURANCE, ADDL INSD, SUBR WVD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liability, and Workers Compensation.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Broward County and City of Fort Lauderdale are included as Additional Insured (except Workers' Compensation) where required by written contract. This insurance is primary and non-contributory over any existing insurance and limited to liability arising out of the operations of the named insured subject to policy terms and conditions.

CERTIFICATE HOLDER CANCELLATION

Form for Certificate Holder and Cancellation. Certificate holder: Broward County and City of Fort Lauderdale. Cancellation notice: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED AND PRIMARY AND NON-CONTRIBUTORY ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

SCHEDULE

Designated Person(s) or Organization(s):

Any person or organization with whom you have agreed, through written contract, agreement or permit, executed prior to the loss, to provide additional insured coverage.

- A. SECTION II – COVERED AUTOS LIABILITY COVERAGE**, paragraph **1. Who Is An Insured** is amended to include the person(s) or organization(s) shown in the above Schedule as an additional “insured”, but only with respect to “accidents” arising out of your work while being performed for such person(s) or organization(s).
- B.** The following is added to the **Other Insurance** Condition in the Business Auto Coverage Form and the **Other Insurance – Primary And Excess Insurance Provisions** in the Motor Carrier Coverage Form and supersedes any provision to the contrary:

This policy's Covered Autos Liability Coverage is primary to and will not seek contribution from any other insurance available to the “insured” person(s) or organization(s) shown in the above Schedule provided that:

1. Such “insured” is a Named Insured under such other insurance; and
2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to such “insured”.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET NOTIFICATION TO OTHERS CANCELLATION

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

SCHEDULE

Number of Days Notice: 120

Person or Organization: All certificate holders where notice of cancellation is required by written contract with the named insured subject to the following procedures:

We will mail or deliver notification that such coverage part has been cancelled to each person or organization shown in an accurate schedule provided to us by the first named insured at inception of the policy or as periodically updated. Notice will be mailed or delivered as soon as practicable after an accurate list of names and addresses is provided to us by the first named insured in response to our request.

- A.** If we cancel this Policy by written notice to the first Named Insured for any reason other than nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation:
- 1.** To the name and address corresponding to each Person or Organization shown in the above Schedule, and
 - 2.** At least 10 days prior to the effective date of the cancellation, as advised in our notice to the first Named Insured, or the longer Number of Days Notice if indicated in the above Schedule.
- B.** If we cancel this Policy by written notice to the first Named Insured for nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation to the name and address corresponding to each Person or Organization shown in the above Schedule at least 10 days prior to the effective date of such cancellation.
- C.** If notice as described in paragraphs **A.** or **B.** of this endorsement is mailed, proof of mailing will be sufficient proof of such notice.

CA 768 001 0718

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POLICY NUMBER:

COMMERCIAL AUTO
CA 04 44 10 13

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

This endorsement modifies insurance provided under the following:

AUTO DEALERS COVERAGE FORM
BUSINESS AUTO COVERAGE FORM
MOTOR CARRIER COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Named Insured: PCL Construction Enterprises, Inc.

Endorsement Effective Date: 07/01/20

SCHEDULE

Name(s) Of Person(s) Or Organization(s):

Any person or organization to whom or to which you are required to provide additional insured status or additional insured status on a primary, non-contributory basis, in a written contract or written agreement executed prior to the loss, except where such contract or agreement is prohibited by law.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The **Transfer Of Rights Of Recovery Against Others To Us** condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "accident" or the "loss" under a contract with that person or organization.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BROAD FORM ADDITIONAL INSURED COVERAGE

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART/FORM

- A. SECTION II – WHO IS AN INSURED** is amended to include as an insured any person or organization who you are required to add as an additional insured on this policy under a written contract or written agreement.
- B.** The insurance provided to the additional insured applies only to "bodily injury", "property damage" or "personal and advertising injury" covered under **SECTION I – COVERAGES, COVERAGE A, BODILY INJURY AND PROPERTY DAMAGE LIABILITY** and **SECTION I – COVERAGES, COVERAGE B, PERSONAL AND ADVERTISING INJURY LIABILITY**, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused:
1. In whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf; or
 2. Solely by acts or omissions of the additional insured, if coverage for sole acts or omissions of the additional insured is required by written contract or written agreement, and resulting from:
 - a. Your ongoing operations; or
 - b. "Your work" completed as included in the "products-completed operations hazard", performed for the additional insured at the location designated and described in the schedule.
- C.** However, regardless of the provisions of paragraphs **A.** and **B.** above:
1. We will not extend any insurance coverage to the additional insured person or organization:
 - a. That is not provided to you in this policy; or
 - b. That is any broader coverage than you are required to provide to the additional insured person or organization in the written contract or written agreement; and
 2. We will not provide limits of insurance to the additional insured person or organization that exceed the lower of:
 - a. The limits of insurance provided to you in this policy; or
 - b. The limits of insurance you are required to provide in the written contract or written agreement.

GL 768 008 0718

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- D. The insurance provided to the additional insured does not apply to:
1. "Bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering or failure to render any professional architectural, engineering or surveying services including:
 - a. The preparing, approving, or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders or drawings and specifications; and
 - b. Supervisory, inspection, architectural or engineering activities.
- E. The additional insured must see to it that:
1. We are notified as soon as practicable of an "occurrence" or offense that may result in a claim:
 2. We receive written notice of a claim or "suit" as soon as practicable; and
 3. A request for defense and indemnity of the claim or "suit" will promptly be brought against any policy issued by another insurer under which the additional insured may be an insured in any capacity. This provision does not apply to insurance in which the additional insured is a named insured, if the written contract or agreement requires that this insurance be primary and non-contributory.
- F. For the coverage provided by this endorsement:
1. The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 4. Other Insurance, a. Primary Insurance:**

This insurance is primary insurance with respect to our coverage for the additional insured person or organization, where the written contract or written agreement requires that this insurance be primary and noncontributory. In that event, we will not seek contribution from any other insurance policy available to the additional insured on which the additional insured person or organization is a named insured.
 2. The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 4. Other Insurance, b. Excess insurance:**

This insurance is excess over:

Any of the other insurance, whether primary, excess, contingent or on any other basis, available to an additional insured, in which the additional insured on our policy is also covered as an additional insured by attachment of an endorsement to another policy providing coverage for the same "occurrence", claim or "suit". This provision does not apply to any policy in which the additional insured is a named insured on such other policy and where our policy is required by written contract or written agreement to provide coverage to the additional insured on a primary and non-contributory basis.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET NOTIFICATION TO OTHERS CANCELLATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART/FORM

SCHEDULE

Number of Days Notice: 120

Person or Organization: All certificate holders where notice of cancellation is required by written contract with the named insured subject to the following procedures:

We will mail or deliver notification that such coverage part has been cancelled to each person or organization shown in an accurate schedule provided to us by the first named insured at inception of the policy or as periodically updated. Notice will be mailed or delivered as soon as practicable after an accurate list of names and addresses is provided to us by the first named insured in response to our request.

- A.** If we cancel this Policy by written notice to the first Named Insured for any reason other than nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation:
1. To the name and address corresponding to each Person or Organization shown in the above Schedule, and
 2. At least 10 days prior to the effective date of the cancellation, as advised in our notice to the first Named Insured, or the longer Number of Days Notice if indicated in the above Schedule.
- B.** If we cancel this Policy by written notice to the first Named Insured for nonpayment of premium, we will mail or deliver a copy of such written notice of cancellation to the name and address corresponding to each Person or Organization shown in the above Schedule at least 10 days prior to the effective date of such cancellation.
- C.** If notice as described in paragraphs **A.** or **B.** of this endorsement is mailed, proof of mailing will be sufficient proof of such notice.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

PRIMARY NON-CONTRIBUTORY ENDORSEMENT

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART/FORM

SCHEDULE

Person or Organization: All persons or organizations as required by contract or agreement

Location and Description

of Covered Operations: All locations as required by contract or agreement

For the purposes of the coverage provided by this endorsement:

The following paragraph is added to **SECTION IV - COMMERCIAL GENERAL LIABILITY CONDITIONS, 4. Other Insurance, a. Primary Insurance:**

This insurance is primary insurance with respect to coverage provided for an additional insured Person or Organization named in the above Schedule, where the written contract or written agreement requires that this insurance be primary and noncontributory. In that event, we will not seek contribution from any other insurance policy available to the Person or Organization on which the Person or Organization is a Named Insured.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF SUBROGATION (BLANKET) ENDORSEMENT

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART/FORM

The following is added to **SECTION IV - COMMERCIAL GENERAL LIABILITY CONDITIONS, 8. Transfer Of Rights Of Recovery Against Others To Us:**

If you are required by a written contract or agreement, which is executed before a loss, to waive your rights of recovery from others, we agree to waive our rights of recovery. This waiver of rights shall not be construed to be a waiver with respect to any other operations in which the insured has no contractual interest.

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

BLANKET NOTIFICATION TO OTHERS CANCELLATION

THIS ENDORSEMENT MODIFIES INSURANCE PROVIDED UNDER THE FOLLOWING:

WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

SCHEDULE

NUMBER OF DAYS NOTICE: 120

PERSON OR ORGANIZATION: ALL CERTIFICATE HOLDERS WHERE NOTICE OF CANCELLATION IS REQUIRED BY WRITTEN CONTRACT OR AGREEMENT WITH THE NAMED INSURED SUBJECT TO THE FOLLOWING PROCEDURES:

WE WILL MAIL OR DELIVER NOTIFICATION THAT SUCH COVERAGE PART HAS BEEN CANCELLED TO EACH PERSON OR ORGANIZATION SHOWN IN AN ACCURATE SCHEDULE PROVIDED TO US BY THE FIRST NAMED INSURED AT INCEPTION OF THE POLICY OR AS PERIODICALLY UPDATED.

NOTICE WILL BE MAILED OR DELIVERED AS SOON AS PRACTICABLE AFTER AN ACCURATE LIST OF NAMES AND ADDRESSES IS PROVIDED TO US BY THE FIRST NAMED INSURED IN RESPONSE TO OUR REQUEST.

- A. IF WE CANCEL THIS POLICY BY WRITTEN NOTICE TO THE FIRST NAMED INSURED FOR ANY REASON OTHER THAN NONPAYMENT OF PREMIUM, WE WILL MAIL OR DELIVER A COPY OF SUCH WRITTEN NOTICE OF CANCELLATION:
1. TO THE NAME AND ADDRESS CORRESPONDING TO EACH PERSON OR ORGANIZATION SHOWN IN THE ABOVE SCHEDULE AND
 2. AT LEAST 10 DAYS PRIOR TO THE EFFECTIVE DATE OF THE CANCELLATION, AS ADVISED IN OUR NOTICE TO THE FIRST NAMED INSURED, OR THE LONGER NUMBER OF DAYS NOTICE IF INDICATED IN THE ABOVE SCHEDULE.

FORM A

IL 10 (12/06) OLD REPUBLIC INSURANCE COMPANY

- B. IF WE CANCEL THIS POLICY BY WRITTEN NOTICE TO THE FIRST NAMED INSURED FOR NONPAYMENT OF PREMIUM, WE WILL MAIL OR DELIVER A COPY OF SUCH WRITTEN NOTICE OF CANCELLATION TO THE NAME AND ADDRESS CORRESPONDING TO EACH PERSON OR ORGANIZATION SHOWN IN THE ABOVE SCHEDULE AT LEAST 10 DAYS PRIOR TO THE EFFECTIVE DATE OF SUCH CANCELLATION.
- C. IF NOTICE AS DESCRIBED IN PARAGRAPHS A. OR B. OF THIS ENDORSEMENT IS MAILED, PROOF OF MAILING WILL BE SUFFICIENT PROOF OF SUCH NOTICE.

FORM A

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WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

WC 00 03 13

POLICY NUMBER: **MWC 313940 20**

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

SCHEDULE

ALL PERSONS AND/OR ORGANIZATIONS THAT ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT WITH THE INSURED, EXECUTED PRIOR TO THE ACCIDENT OR LOSS, THAT WAIVER OF SUBROGATION BE PROVIDED UNDER THIS POLICY FOR WORK PERFORMED BY YOU AND FOR THAT PERSON AND/OR ORGANIZATION.

DATE OF ISSUE: **07-16-20**

B.8 - USDOT Funding Supplement, B.9 - Public Art, B.10 - Tie Breaker Criteria



Civic Unity Partners understands that the Sponsors will provide additional requirements for shortlisted respondents to address during Step 2.

DEVELOPER'S COMPLETED AND ACTIVE PROJECTS

Completed and active projects that Developer has managed within the past five years.

PROJECTS MANAGED SINCE 2016	ASSET TYPE	FINANCIAL CLOSE / INVESTMENT START
Fengate - Infrastructure Division		
Prince George's County Public Schools P3 Bundle	PPP	Dec-2020
Macdonald Block Campus, (with PCL Investments)	PPP	Aug-2019
Central Long Term Care	PPP	Jun-2019
EWR Consolidated Rental Car Facility	PPP	May-2019
ONroute Service Centres	PPP	May-2019
LAX Consolidated Rental Car Facility, (with PCL Investments)	PPP	Dec-2018
Central Utilities Block	PPP	Sep-2018
Edmonton Valley Line LRT	PPP	Feb-2016
Emily Carr University of Arts & Design	PPP	Feb-2015
Saskatoon Civic Operations Centre	PPP	Dec-2014
Jim Pattison Outpatient Centre and Surgical Care	PPP	Sep-2014
Brampton City Hall Renewal Project Southwest Quadrant	PPP	Jul-2014
Kingston Providence Care Hospital	PPP	Nov-2013
Oakville-Trafalgar Memorial Hospital	PPP	Jul-2011
Elgin County Courthouse	PPP	Jun-2011
St. Joseph's Regional Mental Health Care	PPP	Mar-2011
Parkwood Institute for Mental Health Care	PPP	Mar-2011
Waypoint Centre for Mental Health Care	PPP	Jan-2011
Surrey Memorial Hospital	PPP	Dec-2010
Waterloo Region Courthouse	PPP	Mar-2010
Centre for Addiction and Mental Health	PPP	Dec-2009
Toronto South Detention Centre	PPP	Oct-2009
Woodstock General Hospital	PPP	Oct-2008
Sault Area Hospital	PPP	Aug-2007
William Osler Health Centre	PPP	Dec-2006
Ecotex Healthcare Linen Service LP	Healthcare	Sep-2016
Amadeus Wind	Contracted Power	Dec-2020
Freepport Energy Center	Contracted Power	Sep-2020
TowerCom Development Portfolio	Digital Infrastructure	Sep-2020
Weaver Wind	Contracted Power	Oct-2019
PowerFin Portfolio	Contracted Power	May-2018
Greengate Development Partnership	Contracted Power	Apr-2018
Grand Valley Wind Farm Phase III	Contracted Power	May-2017
Sault Ste. Marie Solar	Contracted Power	Feb-2017
SSM Solar Portfolio	Contracted Power	Feb-2017

PROJECTS MANAGED SINCE 2016	ASSET TYPE	FINANCIAL CLOSE / INVESTMENT START
San Juan Mesa Wind	Contracted Power	Jun-2016
Hydromega (Kapuskasung)	Contracted Power	Jan-2016
Sunningdale Solar	Contracted Power	Feb-2014
Sunderland Solar	Contracted Power	Jan-2013
Green Soldiers One	Contracted Power	Sep-2012
Harrison Hydro	Contracted Power	Oct-2007
PCL Investments		
St. Paul's Hospital & Health Campus	PPP	2021
Gatineau Archives Facility	PPP	2019
Energy Services Acquisition Program (ESAP)	PPP	2019
MacDonald Block Campus, (with Fengate)	PPP	2019
Cornerbrook Hospital	PPP	2019
Abbotsford Law Courts	PPP	2018
LAX Consolidated Rental Car Facility, (with Fengate)	PPP	2018
CAMH Phase 1C Hospital	PPP	2017
Winnipeg Bus Rapid Transit	PPP	2016
Stoney Transit Facility	PPP	2016
Mackenzie Vaughan Hospital	PPP	2016
Milton Hospital	PPP	2015

DEVELOPER'S CURRENT BIDS

CURRENT BIDS

Fengate - Infrastructure Division

Joint Government Center Campus, (w/ PCL Investments)
Fort Lauderdale, Florida

Rapid Mass Transit Solution for the North Corridor,
Miami-Dade, Florida

Inglewood Transit Connector, Los Angeles, California

SFMTA Potrero Yard Modernization Project,
San Francisco, California

Santa Clara Valley Water P3, San Francisco, California

Virginia Solar, Virginia, USA

599 Tremblay Rd Office and Mixed-Use Project,
(w/ PCL Investments) Ottawa, Ontario

Thunder Bay Correctional Centre, (w/ PCL Investments)
Thunder Bay, Ontario

South Branch Wind, Ontario, Canada

CURRENT BIDS

PCL Investments

Joint Government Center Campus, (w/ Fengate)
Fort Lauderdale, Florida

LA Convention Centre, Los Angeles, California

Aloha Stadium, Maui, Hawaii

Halifax Infirmary Expansion, Halifax, Nova Scotia

599 Tremblay Rd Office and Mixed-Use Project,
(w/ Fengate) Ottawa, Ontario

Portage La Prairie WWTP, Winnipeg, Manitoba

Thunder Bay Correctional Centre, (w/ Fengate)
Thunder Bay, Ontario

NHS South Niagara Hospital, Niagara Falls, Ontario