

The Hunt Companies

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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)	Supplier Product Code:	First Offer -	1 / project	Y
Supplier Total					\$0.00

The Hunt Companies

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

Attachments

Hunt-Amber_JGCC_RFQ_FINAL.pdf



**CLEAR VISION.
TOTAL COLLABORATION.
BEST VALUE.**



**Developer for Joint Government
Center Campus (Step One)**

Solicitation PNC2122559R1

April 21, 2021

“Eye of the Needle” Concept



April 20, 2021

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

Re: Solicitation PNC2122559R1

The Hunt/Amber led consortium, named *Joint Government Center Partnership* (“JGCP”), is pleased to submit this Statement of Qualifications (“SOQ”) in response to the UDPA Solicitation PNC2122559R1 Step One Request for Qualifications (“Solicitation”) for the Joint Government Center Campus (the “Project”).

We acknowledge receipt of Addendum No. 1 and confirm that this SOQ complies with all of the requirements in the Solicitation, including the Addendum.

We look forward to this journey with the City of Fort Lauderdale and Broward County and delivering this generational Project to enhance your community while acting as your faithful stewards of your community’s precious assets.

Very truly,

A handwritten signature in blue ink, appearing to read 'Rodney Moss', is written over a light blue rectangular background.

Rodney Moss
Sr. Vice President
Hunt Companies, Inc.



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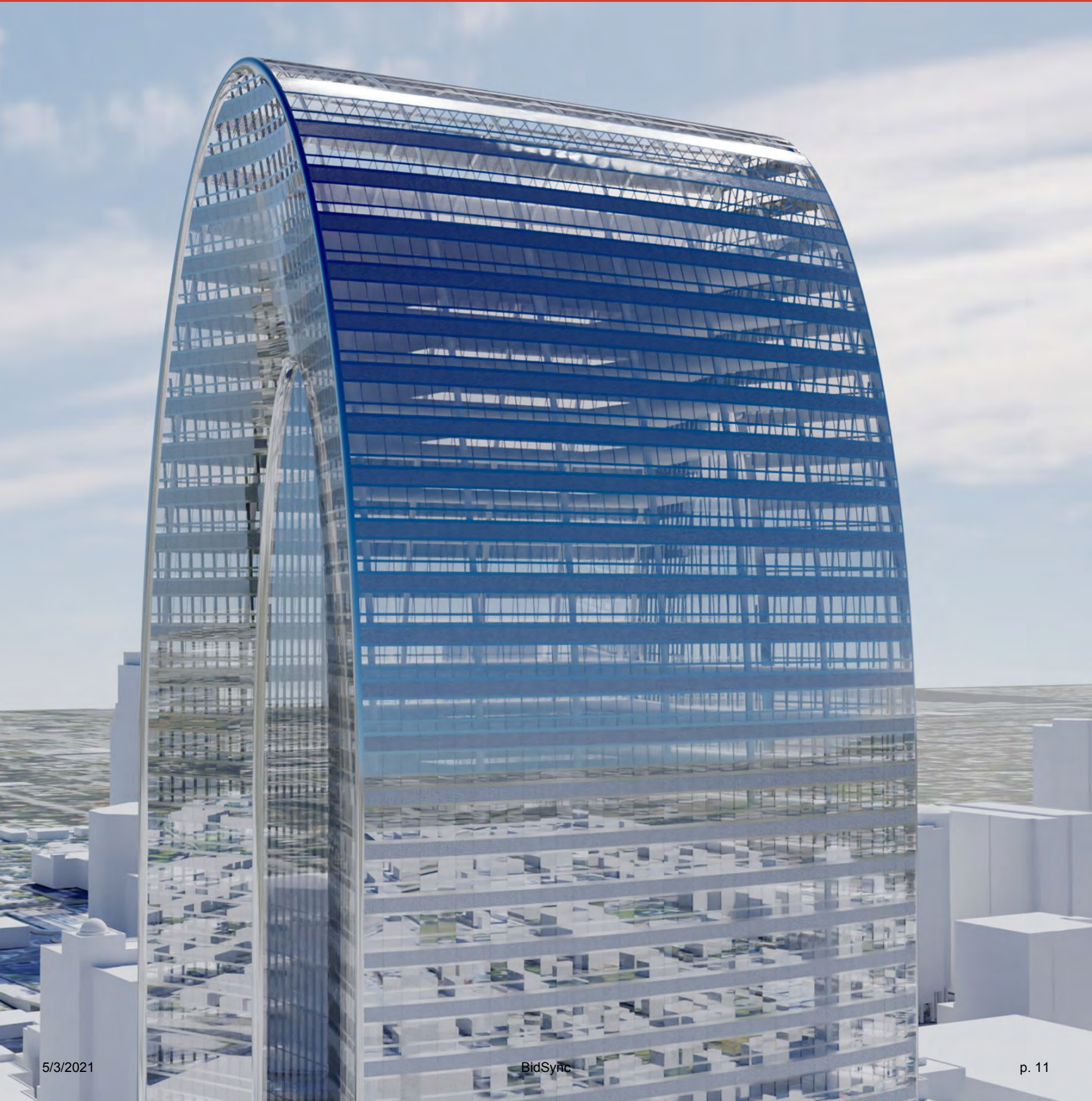
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EXECUTIVE SUMMARY



**“Eye of the Needle” Concept
A New Icon for Fort Lauderdale**

EXECUTIVE SUMMARY

Introduction



For over two years, our team has listened to the commissioners and staff to gain your individual and collective vision and expectations for the Joint Government Center Campus. Your objectives are understood, and our mission is clear. **We are here to deliver the best public building in America to the citizens of Broward County and the City of Fort Lauderdale** - while leaving a tangible legacy of economic prosperity for the local community.

We present to you this Executive Summary and our RFQ Response to be your Team for the Joint Government Center Campus. Our world-class team has been assembled for each facet of the project scope - develop, design, build, finance, and maintain. Our entire team will be singularly focused on delivering value. We know that if we put that aspiration first, above all else, the rest of what we do will be successful.

We recognize this project is about more than just creating a lasting, sustainable and iconic building. Every member of the Joint Government Center Partnership (JGCP) team understands at our core that spending taxpayer dollars requires higher standards of job growth and economic opportunities for small businesses, both geographically and racially. Furthermore, to achieve the level of trust needed for those outcomes, we must be as diverse as the community we serve and be actively connected to those constituents. To that end, our team includes

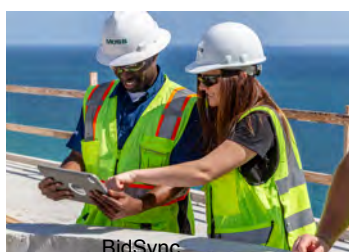
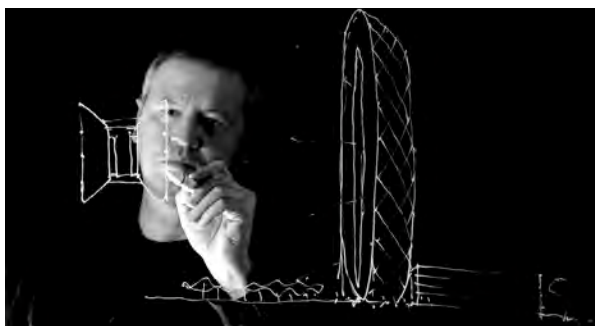
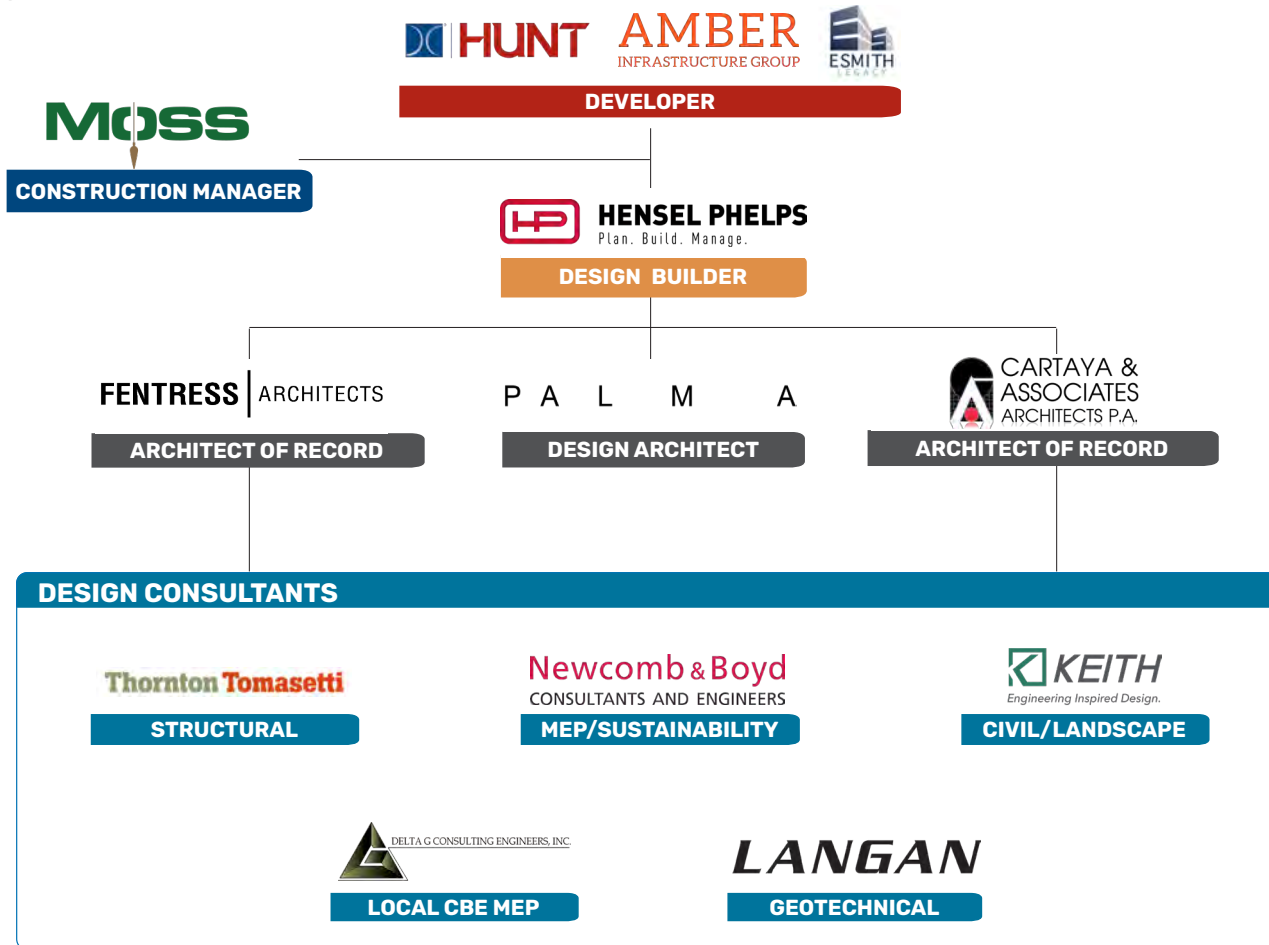
Emmitt Smith, a nationally recognized developer of diverse and vibrant communities; Mario Cartaya, the most-established local CBE architect; and Dodie Keith, principal of the most prominent woman-owned engineering firm in South Florida. As integral components of our development team, Emmitt, Mario, and Dodie provide vital insight and leadership to ensure that **diversity and inclusion are at the forefront of every decision we make.**

Our pre-development programming includes a functional framework for maximizing CBE participation, and we will not proceed to financial close until both commissions are satisfied that we have fully exhausted the available CBE capacity. As you have directed in the RFQ, we intentionally have not exclusively committed construction scopes to any CBE firms because that commitment would violate your trust, potentially limit opportunities and be inappropriate at this juncture. However, when the time comes, we will be relentless in maximizing opportunities for as many CBEs as possible at every contractual tier. We see diversity and inclusion as vital and welcome components of our fiduciary and social responsibilities - and the right thing to do.

Our team is ready to be your partner today. We already live and work here in Broward County and Fort Lauderdale, and are uniquely qualified to deliver the best public building in America built by local people, and directly benefiting the local community.

YOUR TEAM

Organization




HUNT/AMBER

by the numbers

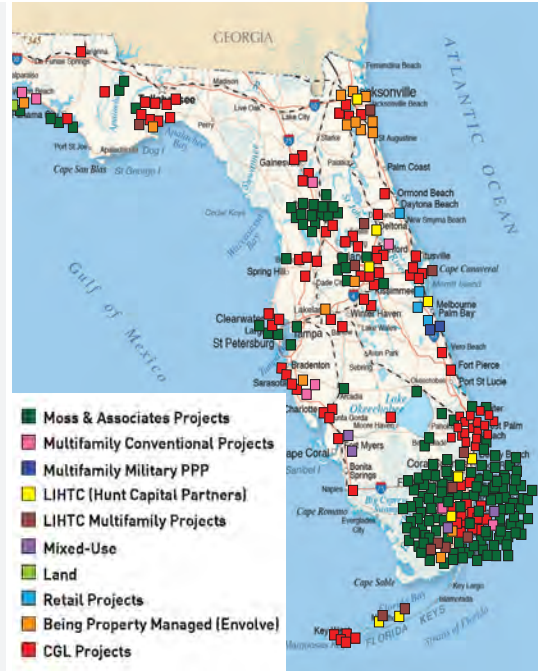
Hunt and Amber are early pioneers of Progressive P3 delivery as a process that transfers risk from the public sector while maximizing opportunity for community needs. Because Progressive P3 delivery is relatively new, we simply understand it better than our competition. From the inception of our work on social public-private partnerships, with federal military housing in the U.S. and the advent of publicly listed and sovereign infrastructure funds, we have held ourselves to the highest standards of conduct and transparency for so long that they are part of our DNA.

44%  **36%**
Minority  Women
Hunt Employees

 **\$8.2 BILLION**
Financing Raised for
U.S. P3 Projects

 **\$12.4 BILLION**
Global Infrastructure
Assets Managed by Amber

 **27.5**
Million SF Commercial Space
Developed or Design-Built



16.8 
Million SF Public Facilities
Maintained by CGL

 Hunt's Footprint
Covers **50** States
& **7** Countries

 Completed **\$2 BILLION / 5 GW** Solar Construction

EJ SMITH

by the numbers



 **\$2 BILLION**
Capital Raised for Solar
and 5G Broadband

 **2022**
Florida Office
Opening

25+ YEARS 
Florida Experience from
the Leadership Team

 Driven to Foster a
Healthy & Diverse
COMMUNITY

 **MASTER DEVELOPER**
of \$1.6 Billion Science & Technology
Park (P3 in Baltimore)

LEADING MEMBER 
of National Minority Supplier
Development Council (NMSDC)
National Minority Supplier
Development Council

HENSEL PHELPS

by the numbers



**GOVERNMENT OFFICE
GREEN BUILDING CONTRACTOR**

by Engineering News-Record

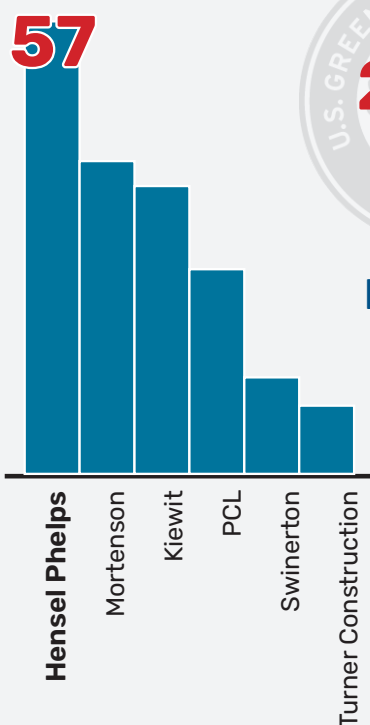


#2 IN STATE

GOVERNMENT FIRMS

by Building Design + Construction

MORE DBIA AWARDS THAN ANY OTHER GC



**#4
DESIGN-BUILD FIRM
IN THE UNITED STATES**

by Engineering News-Record



\$37 BILLION

IN DESIGN-BUILD & P3 PROJECTS



**#5
GREEN BUILDING
CONTRACTOR**

by Engineering News-Record

**100%
EMPLOYEE OWNED**



56%

Diversity in
our local staff



**2020 RECIPIENT OF ABC NATIONAL
DIVERSITY EXCELLENCE AWARD**



DESIGN TEAM: PALMA

International Signature Design Architect



Jo Palma

AIA OAA MRAIC
Founder + Design Partner



**CRAIN'S
CHICAGO 2020
BUSINESSES
CHAMPIONING
DIVERSITY
AND
INCLUSION**

 **30+**
Design Awards



Built Work On
5
Continents



DESIGN TEAM: FENTRESS

Design-Build Architect



\$5.8 Billion
Government Projects



\$6.5 Billion
Design-Build Projects

40 Year

History

With Hensel Phelps



550 AIA

Design Awards



\$4.1 Billion

Design-Build Projects
with Hensel Phelps



Curtis Fentress, FAIA

Thomas Jefferson Award
for Public Architecture
American Institute of Architects

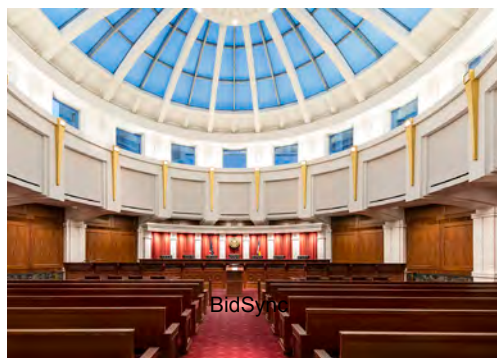
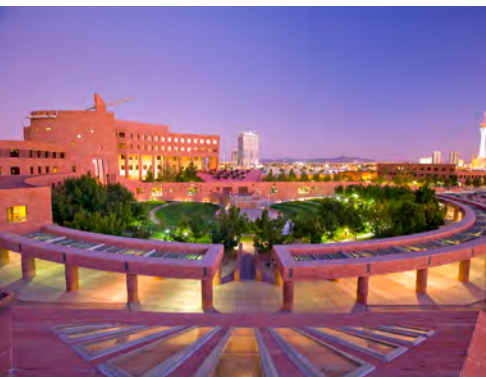


**CLARK COUNTY
GOVERNMENT CENTER**

25-YEAR AWARD, 2020
AMERICAN INSTITUTE OF
ARCHITECTS



LEED Platinum
Projects



DESIGN TEAM: CARTAYA

Local Architect Expertise

Cartaya knows Broward County, having lived and worked here since 1975. They are familiar with the permitting requirements as well as the officials who review them, and understand the community needs and local climate. As such, they will act as a local expert and community design advocate/ambassador on our team. They will ensure that our design becomes not just an iconic edifice but a building reflecting the uniqueness, history, and value of the City of Fort Lauderdale and Broward County.



60
Design-Build
Projects



42 Years
in Fort Lauderdale
& Broward County



**EXTENSIVE
PARKING
GARAGE DESIGN
EXPERIENCE**
Including Solar
Powered



100+
Buildings directly for Broward
County and City of Fort
Lauderdale Municipalities



600
Buildings throughout
the County and City



FASTER. BETTER. CHEAPER.

Our Approach

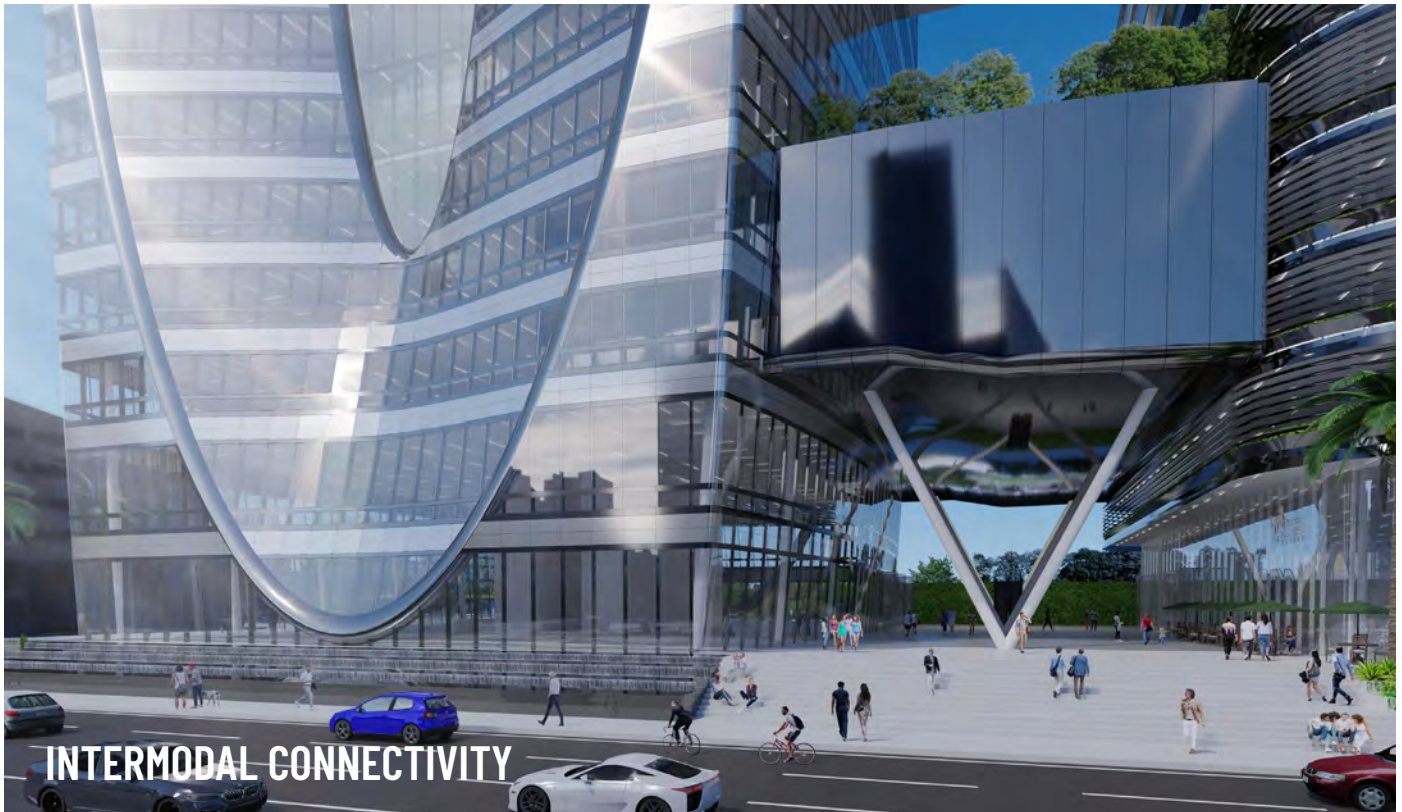
We have included two preliminary conceptual designs on the cover and throughout the section divider pages to showcase our team's capability and flexibility. Both concepts fully comply with the Design Criteria Package and enhance the iconic nature of the design that the County and City are ultimately looking for as the gateway to the newly envisioned downtown master plan. Our purpose in creating two distinct designs this early in the process is to demonstrate that **we are both creative and completely flexible in our signature design approach to meet the County and City's aesthetic vision**, while also still achieving a cost and energy efficient design. As we progress through the procurement process and dialogue with the County and City, we intend to converge quickly on the preferred design so that our design development efforts are as focused and efficient as possible for all project stakeholders.



PRELIMINARY DESIGN OPTIONS

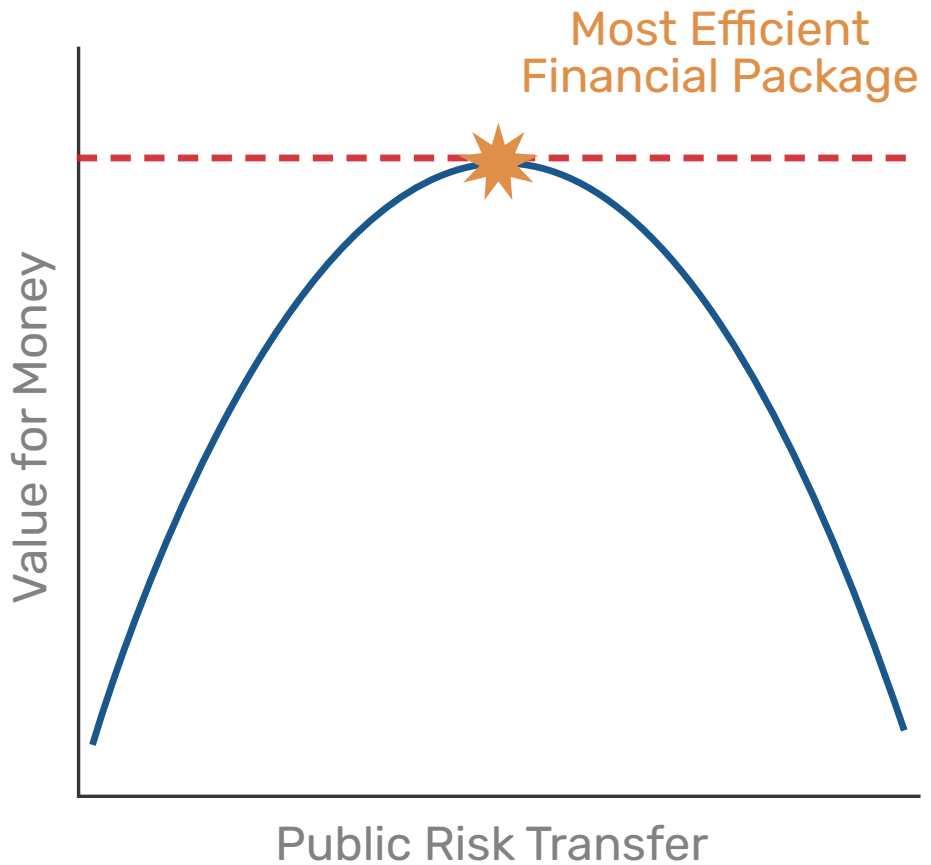


GREAT PUBLIC SPACES.



FIDUCIARY / CAPITAL AGNOSTIC

Fiduciary is a big word. Our competitors shy away from it because putting the **taxpayers' interests before our own** requires a highly specialized group of people with a unique set of processes, transparently delivering complete and objective information every day. To be a **trusted and responsible partner**, we must live up to those same public-focused expectations that are required of the Commissioners and staff. If we do not, then we cannot achieve the level of trust and confidence and alignment with you that are imperative to successfully execute this project.

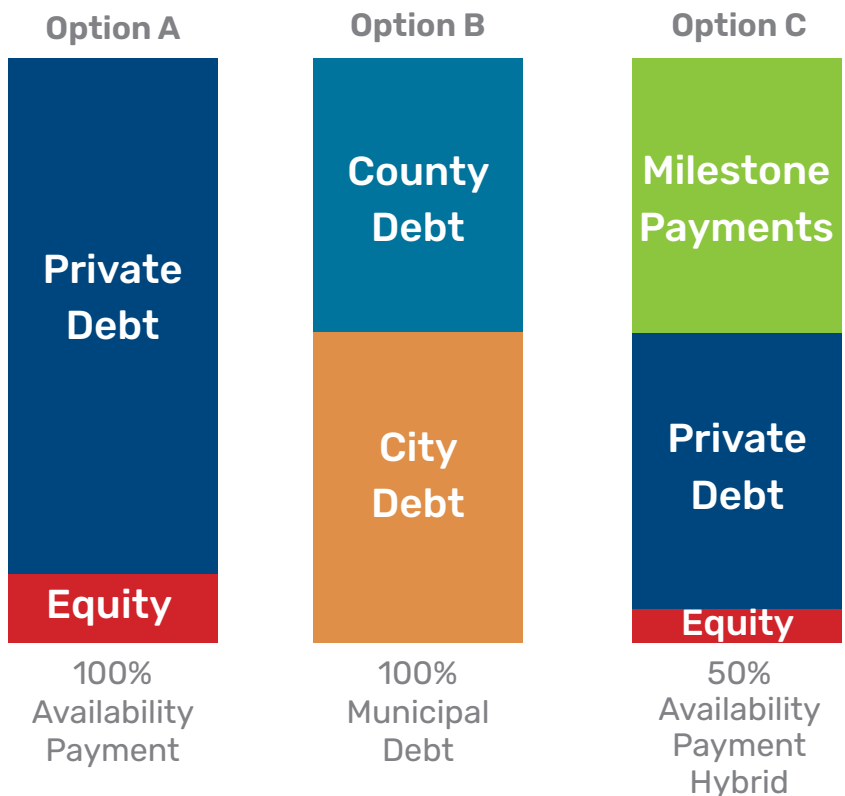


RISK DRIVES COST OF CAPITAL.

OUR JOB IS TO
HELP YOU FIND THE
BEST SOLUTION.

Our approach is to be an efficient extension of your resources to leverage every opportunity on behalf of the public, and be directly accountable for the joint success of the project. When those behaviors and expectations are set from the top at the outset, challenges become opportunities rather than problems, and are solved efficiently, productively and **with the best value for the taxpayers.**

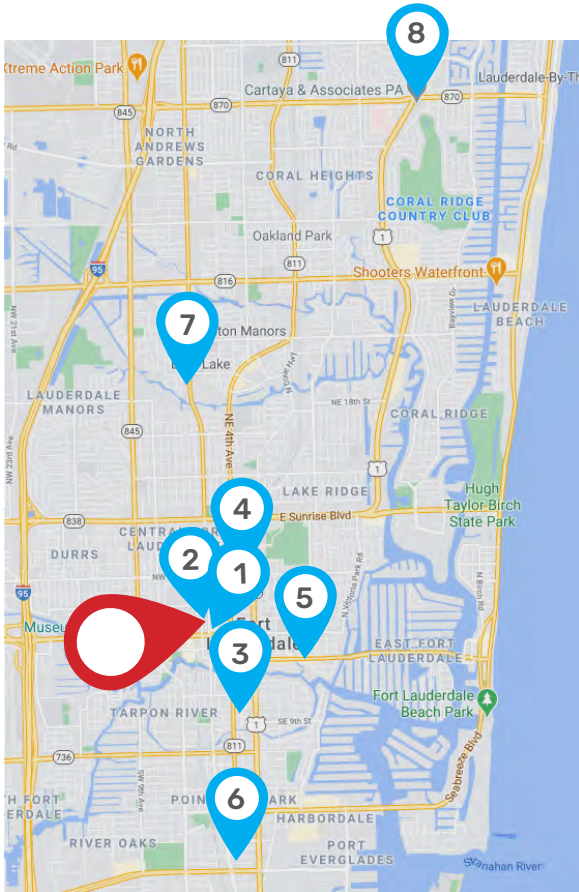
Public Risk Transfer



WE ARE ALREADY HERE AND READY TO START THIS PROCESS WITH YOU

Aside from having the best in class at every level of our Joint Government Center Partners consortium, perhaps what is most notable about our team is that **we are already here in Fort Lauderdale and ready to start!**

Our Development, Design, and Construction team are as local as local can be. **We live, work, and pay taxes in this community and have a personal sense of responsibility and obligation to our fellow neighbors.** As your partner, we will deliver a Joint Government Center that is not only world-class and state of the art, but also sustainably, socially and fiscally responsible to our fellow residents.



- 1 **Thornton Tomasetti** = 0.2 Mile
- 2 **LANGAN** = 0.3 Mile
- 3 **HENSEL PHELPS** = 1 Mile
Plan. Build. Manage.
- 4 **DELTA G CONSULTING ENGINEERS, INC.** = 1 Mile
- 5 **HUNT** = 1.5 Miles
- 6 **KEITH** = 2 Miles
Engineering Inspired Design.
- 7 **MOSS** = 2.5 Miles
- 8 **CARTAYA & ASSOCIATES ARCHITECTS P.A.** = 7 Miles



OUR MISSION IS CLEAR: WE ARE HERE TO DELIVER THE BEST PUBLIC BUILDING IN AMERICA.

The following sections are a comprehensive approach to the RFQ deliverables. We look forward to continuing this journey with the City and County and developing a long-lasting partnership that brings this extraordinary vision for your Joint Government Center to life.

I. PROJECT APPROACH

DEVELOPER



A. DEVELOPER'S UNDERSTANDING OF PROJECT



Design Concept for JGCC, PALMA

A. PREDEVELOPMENT PHASE

The right people with the right process equipped with the right information will achieve the right results. The mission of the predevelopment phase is to

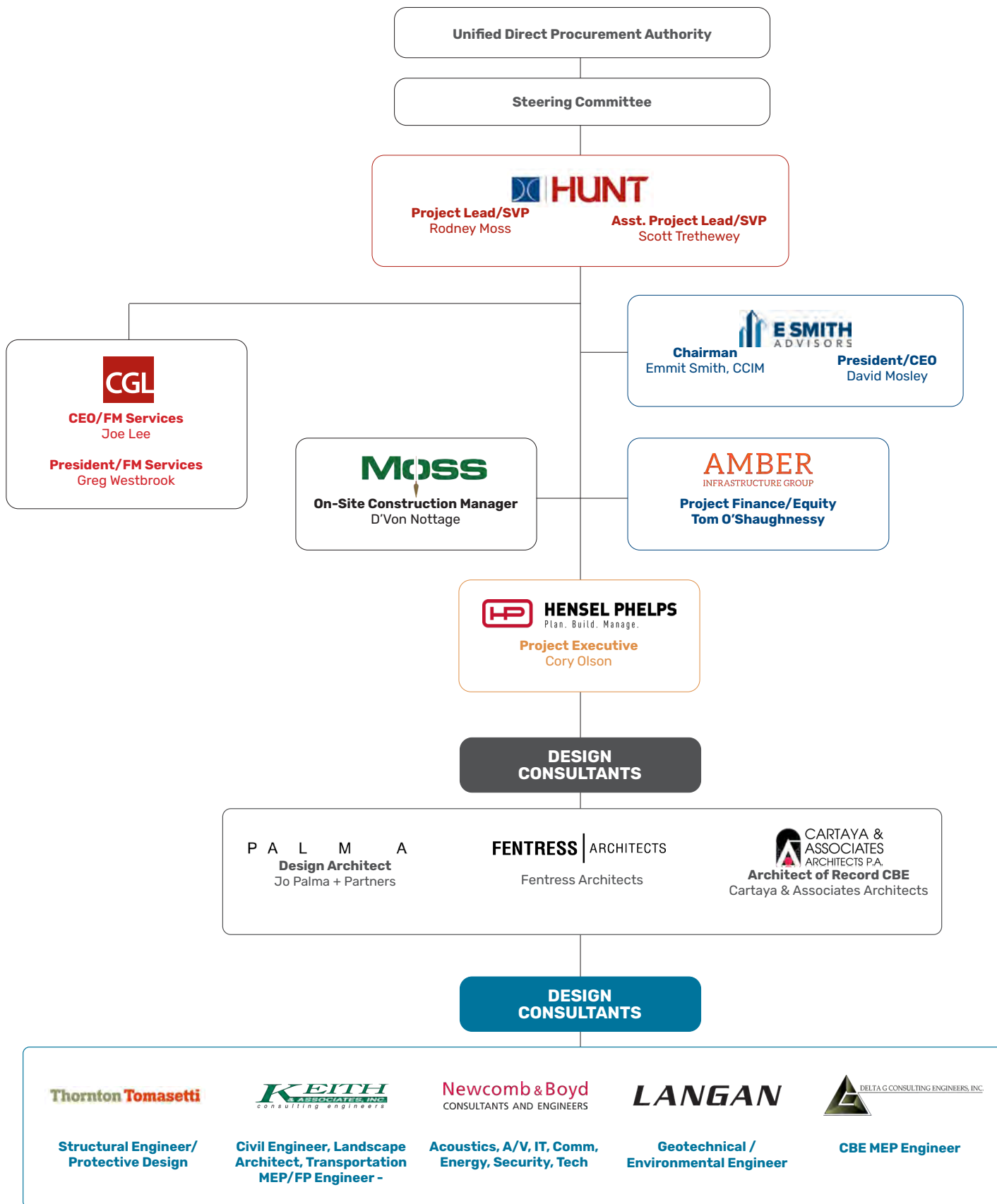
1. **Optimize the design and the total cost of ownership**
2. **Accurately determine the construction and lifecycle costs and schedule**
3. **Eliminate risk where possible and optimize the allocation of remaining where it cannot be eliminated**
4. **Accurately model the financing options and select the one that achieves the project goals at the lowest overall cost to the City/County**
5. **Draft the project agreements to reflect all of the above decisions and**
6. **Compete the debt, project insurance, and the subcontractor scopes to achieve maximum competition with the lowest contingencies in the pricing and maximum practical CBE participation.**

Those objectives executed collaboratively with the City/County and their advisors in the order listed will achieve financial close in the shortest possible time, build the critical trusted relationships, adequately protect all parties, and poise the project for success over the life of the agreements.

With the right subject matter experts on board and senior leadership from all of the stakeholders setting a clear path with clear expectations of utmost transparency and collaboration and total commitment to provide all necessary resources, the process execution and information flow will be successful.

The predevelopment phase involves four integrated task teams (**technical, financial, legal, and insurance/performance security**), each with distinct task team workstreams who are responsible to provide accurate information and timely decisions to the other three teams as inputs to their concurrent workstreams.

B. TEAM STRUCTURE



A partnering session with all of the stakeholders as early as possible after execution of the Pre-Development Agreement (“PDA”) establishing the detailed schedule of activities to get to financial close and the rules of engagement is essential to build team trust and alignment and, most importantly, the fiduciary culture that is essential for the duration of the project.

The four task teams are overseen by a steering committee of senior leadership from the City, County, Developer, and Design Builder to hold the teams accountable for their behaviors and outputs and to resolve critical issues timely that cannot be resolved by the task teams.

The core project team from Hunt/Amber, the design-builder, and the design team will co-locate in an office as close to the project site and the City/County offices as possible. A partnering session with all of the stakeholders, as early as possible after execution of the Pre-Development Agreement (“PDA”), establishing the detailed schedule of activities to get to financial close and the rules of engagement is essential to build team trust and alignment and, most importantly, the fiduciary culture that is essential for the duration of the project.

The PDA will establish development agreement heads of terms, affordability limits, and a detailed schedule of values for design, outside legal, and other advisors necessary to reach financial close. Hunt/Amber will fund those costs through financial close, when they will be audited by the City/County and reimbursed from closing proceeds.

We expect the time to reach financial close to be nine months and the cost to be approximately \$14 million. The nine-month predevelopment phase is divided into three separate milestones based on the design deliverables (which are, in architecture parlance, known as SD, 50% DD, and 100% DD) and the supporting construction estimate deliverable, which must be reviewed and approved by the steering committee before progressing to the next phase. An approved 100% DD design is necessary to provide a Guaranteed Maximum Price (“GMP”) with competitive bids from the major trades with reasonable contingencies for financial close. **We will not proceed to financial close until the CBE participation is sufficiently confirmed and deemed adequate by the City and County CBE offices.**

a. Schematic Design/Affordability Phase

a) Property Acquisition

One of the first priorities is determining the value and feasibility of acquiring additional land to the north or east that will 1) allow a prominent public plaza at the building entry; 2) provide structural separation of the transit center and Transportation Department building and enhance the traffic impact and flow of buses; and 3) allow the most efficient design and location for the central plant and back of house (including the EOC and data center). That early decision will allow the site investigation, structural and mechanical design, and permitting to proceed unimpeded and without the risk of wasted time and cost.



Brickell Flatiron, On-Site General Contractor,
Moss & Associates,

The project should not be hamstrung by eminent domain litigation on final resolution of valuation because FECl should execute a possession and use agreement to allow the project design to proceed concurrently with minimal risk. Hunt/Amber navigated a similar issue on the Travis County Courthouse and achieved a superior design and capability for future expansion that otherwise were not achievable and concurrently met all of the design deliverable target dates without wasted effort.

b) Bus Terminal Swing Space

Relocation of the interim bus terminal (so that the existing terminal can be demolished and foundations for the new building can commence) is the critical path enabling work once financial close is achieved. Therefore, decisions on location and temporary terminal design must commence as early as possible during the pre-development period so that the design is fully stamped and permitted at financial close for construction to start immediately.

c) Site Utility Survey/Geotechnical Investigation

The new enabling utility work and rerouting of utilities on site, necessary to construct the foundations also will be on the critical path following financial close. To design the utilities, we will need to conduct a precise Utility Survey to determine size and location of current utilities on and near the site and the appropriate off site connection points. Similarly, a comprehensive geotechnical investigation will be performed as soon as the civil and structural engineer can determine the locations of borings they believe are sufficient to perform their design. Depending on the quality of and length of time since the County's prior environmental study, a Phase 1 environmental may also be needed for any new parcels acquired (and ultimately a Phase 2, if the north additional parcel is used because we understand the southeast corner once was a dry cleaner). We do not anticipate any hazmat abatement will be required to start excavation on the critical path office building foundations.

Like the interim bus terminal design and utility surveys, all of this site investigation activity will need to start immediately after execution of the PDA so that the information is available to the civil and structural designers to make critical path progress on their designs, and accurately converge on a GMP.

d) Program Validation

The Zyscovich program in the DCP is an important and presumptively accurate starting point for the procurement effort and baseline for discussions after award, but, even if the building ultimately has the same floor plate design and adjacencies shown in the DCP, as a matter of professional practice, the designers must validate the Zyscovich program with intensive charrettes involving all of the user groups/departments. This deeper dive into the unique space and functionality needs (such as chambers, data center/communications, elevators, child care, cafeteria, and security) will ensure that the final massing diagrams and adjacencies are sufficiently accurate to begin the schematic design.

Because the team is co-located in a single working environment, communication and decision making are efficient and accurate.



NATO Headquarters, Architect, PALMA

An important initial step before the design begins in earnest is to conduct tours with a core group of City/County leaders and staff of the most analogous buildings in the country in order to fully understand City/County expectations for function, appearance, and sustainability for the complex, including integration of the transit center and public plaza. We recommend that the group, at a minimum, tour the following:

Salesforce Transit Center, San Francisco, CA:

Thornton Tomasetti provided structural design, sustainability and protective design services for Salesforce Transit Center, a new transit terminal topped by a 5.4-acre public park. The project, awarded through a design and development competition, transforms the neighborhood and centralize transportation for the region, as part of an overall redevelopment plan for the city of San Francisco. The project features a large roof top park, open to the public and has achieved LEED Gold certification.

World Trade Center, New York, NY: A collection of Class A office buildings, in a masterplan setting that integrates public space and connects to the complex, multi-layered transit system of the City. We can discuss what buildings would be most beneficial to visit in terms of scale and high-security features.

Hudson Yards, New York, NY: A master-planned, mixed-use development, that created a new public destination for live-work-play in NYC. It features 2 Class A office towers (one of them is LEED Gold certified). It brands itself as “a connected community” and “a city for the future”.

Benjamin P. Grogan and Jerry L. Dove Federal Building Miramar, FL: The award-winning and highly-secure Class A Federal Office Building includes multiple buildings and a parking garage. Heavy sustainable

measures and BIM enhanced quality design and construction.

Colorado Judicial Center, Denver CO: The complex is comprised of a five-story courthouse and a twelve-story office building, establishing a home to the Colorado Supreme Court and State Court of Appeals. The Judicial Center is certified LEED Gold, making it one of the most sustainable courthouse complexes in the United States.

e) Initial Modeling

While most of the early schematic phase involves the technical workstream, the financial team, including the City and County financial advisors, will be collaboratively developing the finance model scenarios and lifecycle risk and scope assumptions so that the models are ready for the cost and schedule inputs for the capital expenditures or “capex” and operating expenditures or “opex” from the technical team as the design evolves. These models will be the basis for analysis of the Weighted Average Cost of Capital (“WACC”) and affordability and approved as part of each milestone deliverable before the next level of design spend occurs.

Because of the critical early alignment on the modeling scenarios, the decisions on the inputs and the convergence on the scenario that appears to provide the best value to the City and County occur relatively early in the PDA process. When that model is sufficiently accurate (in roughly 3 months after award), it becomes the baseline assumption for purposes of initial drafting of the project agreements and competing the debt rates and terms.

b. Design Development Phase

a) Preconstruction/Design Assist

At the end of the 100% Schematic Design phase, Hensel Phelps will provide a square foot estimate with a 7% design contingency and detailed assumptions that



Benjamin P. Grogan and Jerry L.
Dove Federal Building, General
Contractor, Hensel Phelps

Our team has the experience and expertise to conceptually model the facility management staffing cost, as well as lifecycle cost, so that the optimum solution can be determined as early as possible.

describe the basis for the estimates and provide the direction for the design team as it moves into the Design Development phase. Because our team is co-located in a single working environment, communication and decision making are efficient and accurate. When the estimating process transitions from square foot estimates into detailed estimates of quantities and specifications, design assist feedback from certain critical trade partners is essential to identify the design decisions that drive means and methods and provide the most accurate cost. Typically, these trades are structure, building skin, and MEP. Competitive bidding of these trades at 50% Design Development is an art to say the least; however, in this instance, we will also have the advantage of the detailed Design Criteria Package previously developed by Zyscovich. The proposals from these trade partners essentially are detailed estimates of what they infer from the incomplete design documents; but, through a series of one-on-one meetings with the trade partners, the Hensel Phelps' preconstruction and design team is able to converge the bidders to a uniform detailed scope and schedule that everyone believes accurately represents the final scope with minimum contingencies.

After bids are received, tabulated, and recommendations are approved by the developer and the City/County representatives, the critical design-assist subcontracts are awarded. Their subcontracts require them to actively participate in the design process and be responsible to assist Hensel Phelps in managing the design to incorporate industry best practices, avoid scope creep, and hold the price and assumptions reflected in their subcontracts.

At the conclusion of the 50% Design Development deliverable, the design builder reduces its contingency to 5%. After the design-assist trade partners are on board and integrated into the design process, the 100% Design Development documents that fully communicate the scope of the project are then issued for competitive bid to all of the major trades. Those bids are then analyzed (but not necessarily awarded) and the appropriate costs for 80% plus of the scope of the project are included in the 100% DD estimate with a 3% contingency that then becomes the basis for the Guaranteed Maximum Purchase Price. All of the bid openings and estimate preparation are performed transparently with the City/County staff, their advisors, and the developer so that ambiguity in scope, price, schedule, and CBE commitment is eliminated.

b) Energy Model/LEED Plan

Sustainability and energy performance are essential to the City/County, vision for this project. Thus, the strategy to achieve those aggressive targets must be developed early and evaluated at each design deliverable with lifecycle cost analysis so that the whole life cost, not the initial capex cost, become the basis for design decisions.

Solar heat loads (including shading strategies) often drive structural and skin design. Also, the energy performance (and thus maintenance cost and Return on Investment of the higher skin cost) of solar panels integrated into the building skin also must be determined as early as



Social Security Administration National Support Centers, Architect, PALMA

possible. Therefore, as with the financial model, the energy and water models must be developed early and updated at each design deliverable and then compared to the requirements of LEED and WELL Building. The LEED scorecard with Platinum point targets will be developed as early as possible with the MEP consultants and the LEED consultant and will drive the design throughout the process so that 1) the LEED points and level of certification committed in the Development Agreement are sufficiently certain and 2) that the City/County understands the whole-life cost tradeoffs (capex vs. opex) associated with the aspirational Platinum certification. At each design/estimate deliverable (i.e., SD, 50%DD, and 100%DD), the LEED scorecard will be updated and assumptions modified so that the City/County officials understand the LEED point consequences of the scope and cost decisions.

c) Permitting

Financial close will be dependent on certification by an independent engineer that the necessary permits to start and complete construction either have been issued or there is no foreseeable contingent event that could affect their issuance. In addition, the City/County will hold themselves to the same or higher standards to which they hold their site plan applicants. This effectively means that the four-step Site Plan Development permit process under Section 47-24-2 of the Fort Lauderdale Code will need to be complete with the permit in hand or with only administrative action remaining before financial close in 9 months. Therefore, each step of permit process must be carefully timed with each design deliverable and comment and response periods executed without repeated review cycles or hearings. To achieve

this objective, the developer will utilize experienced local land use attorneys, designers, and permit consultants to ensure that comments or questions are anticipated as much as possible and incorporated before the official submittal.

d) Facilities Management Plan / Lifecycle Budget / Handback Criteria

Allocation of risk for lifecycle replacement cost and building performance to the developer are complex questions in the final determination of cost of capital, performance security, and facilities management services. Our team has the experience and expertise to conceptually model the facility management staffing cost, as well as lifecycle cost, so that the optimum solution can be determined as early as possible.

Compared to the usual path of waiting for the design to be complete, the FM and lifecycle plan are vetted several times during design by our in-house CGL experts so that the final FM and lifecycle plan are the most efficient possible. Furthermore, if transferring building energy performance and cost risk is under consideration, the building energy model also is required to develop baseline performance, reserves, and performance penalties. When the cost information for the various risk allocation and reserve scenarios is sufficiently developed, it must be modeled to establish the availability payment and performance penalty structure for purposes of financial close.

The debt provider will require that the facilities management risks either be retained by the developer (which will increase amount and perhaps cost of equity) or transferred to the FM contractor (which will increase



The Basel, Architect, PALMA

Trade coordination will occur in a fully accurate BIM model managed by Hensel Phelps on site VDC engineer so that above ceiling space limitations and all slab penetrations are fully understood and signed off by the trades prior to commencing work.

the cost of services and performance security). Recent precedent deals are instructive as the market has evolved and recognized that over-transferring lifecycle risk can erode value for public partners. The first principles set out at the beginning of this section are equally applicable to the lifecycle analysis. People, process, and information are the key determiners of the outcomes. If the performance incentives and penalties are properly structured to ensure that the right people, process, and information are always in place, the outcomes are the same with a lower cost of risk transfer. Transferring the full financial risk only serves to add cost without materially enhancing the outcome. CGL has recently advised Howard County Maryland and the State of Alabama on this issue and, at the appropriate time, will make a compelling case for not fully transferring financial risk of the lifecycle cost.

e) Insurance/Performance Security

The project insurances are a critical component of the project risk allocation and, similar to debt and trade contractors, should be vigorously competed just before financial close, when the information is sufficiently complete to do accurate underwriting and determination of appropriate limits and deductibles/risk retentions. Debt providers tend to be very prescriptive and rely on third-party advisors to establish the coverage limits and terms too late in the process and then require that all coverages be bound at financial close. Consequently, this workstream often delays financial close as the parties negotiate with carriers. Hunt/Amber’s unmatched experience with the insurance markets and innovative terms that are commercially available will allow us to begin this workstream much earlier and more effectively so that when the debt provider is selected, the optimum insurance terms and limits are established and pricing and reserves are accurately captured in the GMP without delaying financial close.

Similar to insurance structures, performance security limits and terms can greatly affect cost and need to be optimized to avoid over-transfer of risk (caused by requesting excessive or redundant security) while ensuring that the instruments are sufficiently liquid to ensure timely response in the event of a default. Hunt/Amber has two industry leaders in P3 insurance and performance security innovation in Scott Trethewey and Rodney Moss, who have structured programs on some of the most complex P3 transactions in the U.S.

f) GMP/Financial Close

At the end of the Predevelopment Phase, when the design-builder’s Guaranteed Maximum Price and schedule have been reviewed and accepted by Hunt/Amber, we add remaining scope (e.g., FF&E, 3rd party quality control and commissioning, facilities management services, project insurance, financing costs, and developer fee and contingency) to the model, then the comprehensive document and financial model are presented to the City/County for review and comment. A third-party financial auditor is retained to certify the accuracy of the model and consistency with the terms of the project agreements. Once the model is finalized, the project agreements are finalized with all of the



Broward County Judicial Complex, Architect, Cartaya & Associates Architects CBE

financial terms (e.g., construction milestone schedule, availability payment schedule, handback reserves) and outside counsel for the UDPA, the lender, developer, design-builder, FM provider, and guarantor (if any) each provide opinions as to the enforceability of the various agreements.

When finalized and executed by the parties, all of the project documents and exhibits are escrowed pending financial close and funding confirmation from the required sources. The audited PDA costs are reimbursed to Hunt/Amber and issuance costs paid to the lender as part of the closing disbursement. Hunt/Amber intends to issue notice to proceed with construction to Hensel Phelps and EJ Smith the next day. The separate FTA approvals and funding for the BCT Building and Bus Terminal will require a separate path in advance of financial close, but will be a condition of financial close with the lenders.

C. CONSTRUCTION PHASE

Many of the topics that could be discussed here as part of the Construction Phase approach are addressed in Section C. below. Therefore, we are limiting our response here to topics not specifically raised elsewhere in the RFQ.

a. Construction Documents/Building Permits

Our permitting strategy will facilitate a “fast-track” completion of the design so that critical path construction will not be impeded by the permitting process. Civil and structural construction design for the office building and garage will be 100% complete at financial close so that demolition of the bus terminal, utilities, and foundations will commence immediately

after financial close. Hensel Phelps will have a full-time design manager on site ensuring that the interior design is completed and permitted by floor or groups of floors to support construction.

Mockups of critical building elements, including the exterior skin, public restrooms, security screening, and chamber dais, will be established in the specifications and constructed as early as possible (and off site as necessary) to ensure that all of the details and standards of fit and finish are clear prior to full scale fabrication and construction on site. Trade coordination will occur in a fully accurate BIM model managed by Hensel Phelps on site VDC engineer so that above ceiling space limitations and all slab penetrations are fully understood and signed off by the trades prior to commencing work. Mechanical rooms and other congested spaces will be toured virtually by CGL’s facilities management team to ensure clearances necessary for efficient maintenance are achieved.

b. Subcontract Purchasing

All of the trade scopes of work not procured as design assist prior to financial close will be competitively bid and purchased within 60 days of the issuance of 100% construction documents. The bid package opening and award decisions shall be conducted transparently and with the involvement of the developer and City/County procurement to ensure that CBE goals, apprenticeship program requirements, and other objectives are achieved with every trade package. The schedule of values will be managed as part of the monthly reporting process and line item is contracted so that the financial performance of the project is clear each month and reported and certified to the City/County and the lenders.

The process of building the CMMS begins at least a year before the project is complete so that all training and manufacturer's O&M data and warranties are loaded into the system and is fully functional before the FM Services provider assumes control of the system.

c. Furniture and Equipment ("FF&E") Coordination and Procurement

In addition to the design-build contract, Hunt/Amber will have a separate contract with CGL as the FF&E manager with the responsibility to design, procure, and install the FF&E. The FF&E manager will establish scope and budget during the pre-development period in a detailed matrix of distinct room types with furniture to be installed in each room. The FF&E manager contract, detailed budget, and scope matrix are included in the GMP as exhibits. As the design progresses, the matrix is updated to reflect the design and specific furniture functionality needed.

When the scope in the matrix is sufficiently complete and correlates to the completed design, the entire package is competitively bid to furniture manufacturers/dealers with the responsibility to coordinate the dimensions and electrical connections with the design team prior to construction of the space so that the discrepancies and need for rework are minimized. In addition, the design team is responsible to ensure that the FF&E electrical scope is captured in the design drawings to avoid certificate of occupancy issues with the AHJ's.

The FF&E manager's scope also will include the public art, which will be curated according to applicable City/County processes in design competitions to attract the best designs from local artists that fit the design and function of the site and the building. The art will include interior monumental art and light fixtures in the public spaces as well as outdoor pieces in the public plaza and transit center entrances.

D. OPERATIONS PHASE

a. Interface Agreement

The rights and obligations related to demonstration of system performance and "acceptance" of the building from Hensel Phelps by the FM services provider (which, depending on the optimum finance structure, may not be CGL) will be defined by an interface agreement. The agreement will specify for each area and system the specific condition or performance level under which the FM services provider is obligated to take over operation. The operations and maintenance staffing levels specified in the agreement must be in place and participate in the training and commissioning 60 days before the planned date for turnover.

b. Maintenance Management System

The Computerized Maintenance Management System ("CMMS") is the foundation for efficient execution of preventative maintenance and staff management. Every device and piece of equipment requiring maintenance is tagged with a QR code and managed on a handheld system that schedules planned preventative maintenance to maximize its life and avoid expensive and disruptive unplanned repairs. The system provides detailed data and analytics to measure the effectiveness of the maintenance strategy and budget performance. The process of building the CMMS begins at least a year before the project is complete so that all training and manufacturer's O&M data and warranties are loaded into the system and is fully functional before the FM Services provider assumes control of the system.

The CMMS provides the "what, when, who, and where" for the entire scope of building maintenance activities. CGL also employs the "how" with an additional technical



Marriott Marquis Washington, General
Contractor, Hensel Phelps

solution as a companion to the CMMS called the CGL MobilMind. This system provides instant institutional knowledge through a handheld device providing videos and manuals instantly to the technician. Safety protocols for the maintenance activity also are prescribed through CGL MobilMind for the technician executing the work order. Both the CMMS and CGL MobilMind are strategic, core technology platforms for the operations that drive process and, thus, quality, safe, and efficient outcomes.

c. Performance Incentive Regime

As discussed above, CGL has considerable recent experience advising public owners on performance incentive regimes and analyzing the level of risk transfer that incentivizes the desired outcomes (but does not over transfer risk) and, thus create artificial balance sheet and performance security requirements. These artificial risk transfer mechanisms become prohibitive for considerably less expensive, but equally qualified, local firms to participate in the O&M program.

Given the lofty targets of “net zero” and LEED Platinum, building energy performance, specifically the solar panel performance on the building faces, could be a challenge to transfer to any FM provider because the solar skin systems are relatively unproven and will be very expensive to replace or retrofit if they fall short (i.e, the entire operation will be from a swing stage on the outside of the building).

d. Lifecycle Replacement/Handback Criteria

The project agreement will specify the percentage of useful life remaining in every distinct system and finish. Over a 30 year concession period there will be a minor rehabilitation schedule every 5 years and a major system rehabilitation scheduled approximately every 10 years so that, at the end of the agreement term, the handback criteria are achieved. Reserves for those system replacements will be determined based on financial close year dollars and escalated with a benchmark inflation. The escalation risk transfer and performance security backstopping the risk is another one of the issues that usually results in an over transfer of risk to the FM provider and needs to be carefully negotiated in the project agreements.

II. MITIGATING KEY ISSUES OR RISKS

DEVELOPER



"The Bookends" Concept
Dynamic Public Space

II. MITIGATING KEY ISSUES/RISKS



Pembroke Pines City Center, Architect, Cartaya & Associates

A. Parent Guarantee

The RFQ specifies a parent guarantee from the developer, but does not provide detail on the scope and amount of the guarantee. A guarantee only would be appropriate if the project funding consists of 100% public debt, and the transaction effectively is a Design-Build-Construction Finance in which there is no equity and the full scope of the project is not covered by the design-builder's payment and performance bond. In that case, the parent guarantee is to provide recourse for payment and performance of the FF&E and the other incidental scope required in the project agreement and would be limited to the amount of the Development Fee.

In the event there is equity and private debt, there is no need for a guarantee because the safeguards are built into the lender recourse structure that allows the lender to step in and replace the developer and cure the default to avoid a default on its obligations to the City/County. A parent guarantee on top of protections provided in the debt/equity structure would be prohibitively expensive because it would require the equivalent of an equity cash reserve within the developer's balance sheet because of the contingent liability. Furthermore, it would be limited in amount and in recourse with (debt and equity being primary) and likely would not add material additional performance security to the County and City.

B. CBE Participation

We fully understand that this project must create as much economic opportunity for CBE's as possible, including incubating startup businesses and leaving a legacy of business growth, particularly in the African American community. When discussing this internally and with trade partners, we often use the analogy of a four-legged stool with the legs representing cost/schedule, quality, safety, and local economic opportunity. All four legs are equally important, and we will not be successful if we fall short on any of them. All four objectives require relentless focus and, although they sometimes are at odds with one another, one cannot be given priority over the others. We are committed to push beyond the obvious and easy and create solutions and capacity at every contract tier that have not previously existed within the City of Fort Lauderdale and Broward County.

C. Construction Apprenticeship Program

This project likely will be the first major project built under the County's new minimum 12% apprenticeship requirement adopted in mid-2020. By our rough calculations, at peak manpower, this project will require approximately 1,000 craftsmen, of which at least 120 will be apprentices. Attracting and maintaining that level of new workforce to a single project across every trade and tier will be a significant challenge and needs to be an integral part of the project trade purchasing and planning. Each trade's certified payrolls will be monitored and managed monthly to verify compliance.

D. Transit Station Integration

The collective vision for this project is that it will be the new gateway for the new Fort Lauderdale City Center master plan and that it will need to flow commuters in and out of the rail station and bus terminal in a secure and inviting way with well-planned wayfinding and attractive features. FECL and the other transit stakeholders will be integrated into the design process so that the form and function of the train station (whether elevated or a tunnel) and the migration paths within the project will be seamless. Because the modified train station and government center design and construction may not occur in the optimum sequence for the other, the coordination of the design and the means and methods of construction will need to be planned so that the connection will require as little disruption to the other project as possible.



Pembroke Pines City Center, Architect, Cartaya & Associates Architects CBE

E. Cost Escalation/Scope Creep

As we currently are observing with steel and lumber prices (approximately 70% increase since August 2020), cost escalation is a significant risk to this project given the scope and duration, particularly as the economy recovers in 2022 with pent up demand. Historically, when this level of market volatility occurs, we see the contingency on contingency phenomenon with every contracting tier attempting to predict the market price in 12 to 24 months and attempting to protect themselves from losses until the material is actually procured and the real escalation (or lack thereof) is known.

On large projects built in previous economic cycles such as this, well-capitalized owners and developers occasionally have reserved raw material and manufacturing capacity for certain commodities (i.e., structural steel, steel pipe, copper cable and pipe, aluminum extrusions, and glass) by placing orders with the manufacturers as early as possible and then dictate the material cost to the contractors to include in their bids to mitigate the inflation and schedule risk and to consolidate the contingency in a transparent manner that avoids windfalls to the trades in the event the anticipated escalation does not occur.

We will thoroughly analyze every strategy to avoid escalation during the PDA period and make recommendations on which, if any, commodities the trades could procure in advance and store until needed. Off-site stored material is a significant issue with lenders because of perceived risk of not being able to

control the material for which it has paid and get it to the site in the event of a default. The cost escalation strategy and proposed lender protections will be included in the debt competition to minimize the risk of the lender dictating terms after selection.

A similar problem can occur with fast-track design build where some trades are procured as design-assist with the responsibility to assume all scope that may be inferred from the incomplete documents and others are procured only when the drawings are 100% complete. Occasionally, the inferred scope is assumed to be the minimum required because the bid still must be competitive. When the actual design is completed above the minimum assumed or the other trades require something that could not have been inferred, there is a risk of "scope creep" and change orders, which always should be avoided if possible.

Hensel Phelps' experienced estimators familiar with design-build and design-assist procurement have a variety of solutions to address the issue, one of which is to create "remaining to buy" budgets within each trade budget to address the scope they know is not included in the subcontractor's bid because it is not included on the drawings, but would not be cost effective to require the subcontractor to include. Another strategy is to get the subcontractor to provide a detailed bill of material included in their bid, compare the bidders' bills of material, and require them to adjust their final bids to reflect the estimator's best judgment of the eventual scope with a unit price adjustment in the event the actual quantity is different.



U.S. Embassy (London), Structural & Blast
Engineer, Thornton Tomasetti

F. Differing Site Conditions

Contractors and their sureties will not assume the risk of unforeseeable site conditions. Therefore, Hunt/Amber and the City/County must jointly determine the most effective allocation of the potential risks once a very thorough site investigation and utility survey are conducted during the pre-development phase. If those surveys are sufficiently robust by engineers familiar with the site to create the necessary foreseeability and Hensel Phelps' ability to reasonably determine the scope and cost, then the retained risk of differing site conditions should be very low and should be limited to minor adjustments to elevations and routing of utilities.

Because the site currently is paved and has an operational bus terminal, the ability to conduct the level of investigation and testing may be limited. If possible, the bus terminal could be relocated and demolished under a pre-financial close enabling work funding so that destructive testing may be performed as part of the demolition of the bus terminal. If we are unable to advance conduct the destructive testing needed, we do not recommend that we proceed to financial close until the site conditions can be determined. This was the bet that the Denver Airport took when it retained the risk of the pre-existing foundations in its Great Hall project and elected to proceed to financial close, only to determine after closing that the schedule and cost assumed in the finance structure was not feasible when the actual foundation conditions were discovered.

G. Building Dry-in and Humidity Control

Efficient construction of tall buildings requires that insulation, drywall, and other moisture sensitive materials be installed prior to full enclosure of the building and circulation of conditioned air. To allow the sequence of work to flow up the building in the most efficient flow of trades will require Hensel Phelps to subdivide the building and potentially building systems into sections of floors and integrate temporary dry-in and dehumidification measures so that construction on the floors below can progress with minimum risk from water intrusion. When the construction requires conditioned air, the mechanical systems must be designed to only serve the floors that are enclosed, but the return air ducts cannot be utilized to avoid contamination. Therefore, the system must be planned to use only outside air as supply without recirculation into the AHU's. Humidity must be carefully monitored and temporary dehumidification units be on standby to locally dehumidify the air as necessary to maintain the required levels.

H. Noise Management/Night Work

Simultaneous construction of a 30,000 SF floor for at least 28 stories and erecting the building skin invariably will require night construction operations. Fort Lauderdale's noise ordinance prohibits construction operations between 10 pm and 8 am, unless the City Commission approves a noise management plan based on certain required findings, including that the plan balances the need for

the public improvement and impact to adjacent properties and that the noise is mitigated to the extent possible. The noise must be continuously monitored and provide direct and real time to the City's system to ensure compliance with the plan.

Because noise restrictions can dictate schedule and cost, Hensel Phelps will develop the noise management plan during the pre-development period and obtain approval before financial close. The approved noise management plan will be included in all trade bid packages and in the project agreements as an exhibit to avoid any ambiguity on the requirements and limitations.

I. FTA Funding and Contract Separation

The BCT building and bus terminal will require entirely separate approvals, procurement, contracts, administration, and accounting/audit because of the federal funding requirements, which cannot be commingled with the remainder of the scope. We also assume that the scope directly related to the transit station also may include separate funding structures and may need to be similarly separated. The difficulty of separation will be exacerbated if the BCT building is on top of the garage and the bus terminal is below the garage and thus inherently integrated into the garage structure, elevators, and building MEP systems.

This, in part, is why we have structured our team to have EJ Smith Enterprises, owned by Emmitt Smith, act as the sub-developer and possibly the design-builder of the BCT building and terminal with complete separation of contracts, bonding, and accounting and with no overlap of staffing or remuneration. Depending on whether an adjacent parcel is acquired as the site most appropriate for the bus terminal, the BCT building and terminal construction could substantially mitigate the risk of affecting the Joint Government Center finance and construction. In any event, Emmitt Smith's team would be fully supported by Hunt as the master developer and seamlessly integrated into the overall development effort.

J. Risk Register Process

On our Travis County Courthouse project, Hunt and Hensel Phelps have made risk identification and mitigation analysis an integral part of the project culture among the entire project team. We utilize a risk register (see next page) that is developed by the full team in a focused charrette with separate registers for each phase – design, construction, commissioning/FF&E, and operations. The risk register is a standing agenda item for the bi-weekly Quality Control (QC) meeting, and the QC task team is responsible for managing the register to keep it current and the mitigation strategy and scoring relevant. We have included a sample page of the current Travis County risk register to demonstrate the some of the risks encountered on that project and the mitigation strategies used.



1144 15th Street, Denver, CO, General Contractor, Hensel Phelps

Amber is a subsidiary of Hunt and will act as both Developer and Lead Equity Member.

Travis County Civil and Family Courts Facility - Risk Register

January 9, 2019

Risk Rating Ranges	Low (≤ 15)	Moderate (16 - 25)	High (26 - 35)	Very High (36 - 50)
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Key to Risk Identification:

Planning risk includes:

- land acquisition
- utilities
- permitting/integration

Assessment Scoring Key	1	2	3	4	5
Probability Impact	<10%	11-35%	36-64%	65-89%	90-99%
Cost Impact	\$10,000 to \$300k	\$300k to \$600k	\$600k to \$1.2M	\$1.2M to \$2M	>\$2M
Schedule Impact	< 1 Week	1-2 Weeks	2-4 Weeks	4-6 Weeks	>6 Weeks

Identification				Assessment				Retained/Managed Risk			
Risk ID	Risk Identification and Description			Cost Impact	Schedule Impact	Probability Impact	Risk Rating	Risk Owner(s)	Management Strategy	Mitigation Actions	
	Description	Cause	Effect	1 to 5	1 to 5	1 to 5	Prob × (Cost +)			Action Item	Action By (Project Phase)
1.01	Accuracy and sufficiency of the RFP design specification	RFP specification contains inconsistent or insufficient requirements for final design	The building does not meet the user groups' needs or expectations, which can lead to disputes	5	5	5	50	Jeremi Henry Rodney Moss	Review and edit RFP specification for consistency with design and GMPP at appropriate intervals	Revise and approve specifications at each design milestone and incorporate into GMPP submissions	1. 100% SD - 10/23/18 2. 50% DD - 11/21/18 3. 100% DD -
1.02	Incorporating RFP design criteria in the RFP into the final design (criteria compliance review)	Designers fail to incorporate requirements into the design	The building does not meet the user groups' needs or expectations, which can lead to disputes	5	5	5	50	Marc Nightwine Ash Bajaj	Design reviews with checklists derived from most current specification	Internal design charette and notated checklist with each discipline one week prior to each design submission	1. 100% SD - 10/23/18 2. 50% DD - 11/21/18 3. 100% DD - 1/16/19
1.03	Defining the review and approval processes for the public stakeholders	User groups do not participate in or approve design decisions	The building does not meet the user groups' needs or expectations, which can lead to disputes	5	5	5	50	Mark Gilbert Rodney Moss	User group participation in design charettes and review of VR/mockups	Establish milestone County design review charettes to review and sign off on 50% DD and 100% DD designs prior to finalization of GMPP submissions	1. 100% SD - 10/23/18 2. 50% DD - 11/21/18 3. 100% DD -
1.04	Acquisition of alley and holdout parcel	The holdout parcel and alley are not acquired in time to allow critical path design to occur on schedule	Delays to the GMPP and redesign costs	5	5	4	40	Stuart Thomajen Rodney Moss	Continuous communication with McNally and City until all consents and approvals are obtained	1. Amend ENA for holdout/alley 2. Execute PSA with McNally 3. Meet with Tovo re vacation 4. Submit alley vacation application 5. Create consolidated survey and conduct title policy reviews	1. 9/10/18 2. 9/11/18 3. 9/10/18 4. 9/24/18 5. 10/15/18
1.05	Existing utilities location and capacity (including AE vault)	Utility size and location not properly coordinated in the planning	Utility cost and schedule not included in the GMPP	5	5	4	40	Ash Bajaj John Pelham	Coordination with each utility regarding project requirements	1. Submit SDP application 2. Coordinate utilities with Burt 3. Finalize Guadalupe WW relo 4. Finalize San Antonio electrical relo 5. Finalize X-former vault/feeds 6. Need to verify with IMEG that IMEG coordinated with AE for their requirements for proper ductbank sizing.	1. 9/27/18 2. 10/05/18 3. 10/05/18 4. 10/21/18 5. 11/07/18
1.06	Lifecycle cost analysis (including integrated planning for central systems)	Selection of equipment and finishes without accurate lifecycle cost information	Increased O&M costs and inaccurate projection of O&M costs	5	5	4	40	Joe Lee Gabe Stock Jaime Miller	Lifecycle analysis of equipment and material selections at each design submission	1. 50% SD LCCA 2. 100% SD LCCA 3. 50% DD LCCA 4. 100% DD LCCA	1. 10/15/18 2. 11/15/18 3. 1/15/19 4. 3/1/19
1.07	Exterior curtainwall design (schedule, unitized, paint finish, permanence) and the energy and STC implications	Industry backlog and subcontractor selection can result in unproven assemblies (sound, water, and air leakage)	Delays to construction and defective work/warranty claims	5	5	4	40	Jeff Clancy Marc Nightwine, Luis Santi-Merayo	Selection of proven subcontractor using proven and tested assemblies with intensive QA/QC	1. Selection of design-assist subcontractor 2. Use envelope consultant to peer review at 100% DD 3. 3rd party QA at mockup and first work for each skin condition	1. 100% SD - 10/23/18 2. 50% DD - 11/21/18 3. 100% DD - 1/16/19

Sample page of the Travis County Risk Register

III. DEVELOPER'S MANAGEMENT APPROACH

DEVELOPER



III. DEVELOPER'S MANAGEMENT APPROACH



Contra Costa, Architect, Fentress
Architects/General Contractor,
Hensel Phelps

Amber is a subsidiary of Hunt and will act as both Developer and Lead Equity Member. To the extent Hunt resources or guarantees are necessary, they will be fully integrated with Amber in every respect as a parent company would provide supportive resources to a subsidiary. Therefore, we do not discuss Hunt and Amber separately in the narrative response regarding management approach.

A. LEADING THE CONSORTIUM

Hunt/Amber's management approach is very centralized and hands-on. Rodney Moss, who reports directly to the President of Amber, will be leading the consortium on site in Fort Lauderdale starting at award of the PDA through construction. As an attorney and engineer with 30 years of experience in large, complex projects, Rodney will be leading the technical and legal workstreams and will have full authority to make decisions on behalf of the consortium. Scott Trethewey, also a senior leader at Hunt who has lived in Broward County for 21 years and Fort Lauderdale for 6 years, will be on site assisting Rodney and overseeing the performance security workstream. Tom O'Shaughnessy, who also reports directly to the president of Amber will be leading the financial workstream. Joe Lee, CEO of CGL FM services, will be leading the operations workstream. In short, there will be no decision or organizational commitment on the project that will need to be made outside of Hunt's core leadership team.

As a sub-developer to Hunt/Amber and reporting to Rodney, EJ Smith Enterprises will be responsible for the development of the 150,000 SF BCT building and the bus terminal. Eugene Walker, president of EJ Smith Construction Company, who Rodney has known for more than 15 years, will be leading the daily affairs for EJ Smith.

Moss & Associates, also a Hunt company, with headquarters in Fort Lauderdale, will provide construction management resources on site reporting to Rodney and Scott when construction starts and will provide daily project administration and inspection during construction.

Cory Olson, Hensel Phelps' Regional Operations Manager in Fort Lauderdale, will be leading the design-build team and managing the preconstruction and construction team directly. Cory's team in Fort Lauderdale has successfully completed numerous public sector projects in South Florida and have recently worked directly for the County at FLL International Airport and for the City at the Fort Lauderdale Aquatic Complex, which will serve them well in understanding the processes and expectations for each entity. Hunt/Amber, Moss, and Hensel Phelps already have fully integrated their processes and systems on Travis County Courts Facility and have a deep understanding of each other's organizations and exactly what will be required to deliver the Joint Government Center successfully. There will be no learning curve to immediately implement the project administration and execution platform.

B. KEY DEVELOPER RESUMES



RODNEY MOSS

Senior Vice President | Hunt

EDUCATION

Texas A&M University
Bachelor of Science, Mechanical
Engineering

Cumberland School Of Law
Juris Doctorate

INDUSTRY INVOLVEMENT

AIAI Board Member

AIAI Law & Legislative Committee
Chair

LENGTH OF SERVICE

4 Years With Hunt
30 Years In Industry

PROFILE

Rodney leads the progressive P3 development business unit at Hunt. With a development career spanning three decades, and degrees in both engineering and law. Over the last decade, since he began drafting P3 enabling legislation and related guidelines for state and local governments (including Florida), Rodney has helped public entities navigate the complexities of social infrastructure, understand the risks, and adopt comprehensive solutions. Rodney's guidance and expertise on all of the project delivery options has allowed public sector officials throughout the U.S. learn how to identify their ideal delivery scenario, build a solid business case, and provide the highest value to their tax base.

Rodney is widely recognized as the thought leader on progressive P3 processes in social infrastructure and has pioneered many of the solutions that make it ideal for the Joint Government Center. Just as he was privileged to do on Travis County courthouse, Rodney is committed to be on site full time in the colocation office during the predevelopment period to make sure the four workstreams are hitting on all cylinders and the decisions are made timely and effectively.

As former Chief Legal Officer for Balfour Beatty and Managing Director of the Construction Services Group at Aon, Rodney is especially passionate about risk assessment and mitigation. In the span of his almost 30 years in the industry, there is no risk scenario that Rodney has not observed first hand.

RELEVANT EXPERIENCE

GOVERNMENT BUILDING

Travis County Civil and Family Courts Facility

Austin, TX | P3 | 448,000 SF | 12 Stories
\$344 Million | Role: Project Executive

A consortium led by an affiliate of Hunt was selected by the Travis County Commissioners Court to develop a 448,000 SF civil and family courthouse facility. The County has been working on plans to replace the Heman Marion Sweatt Courthouse, which opened in 1931, for more than a decade. In February 2019, the County solicited proposals from private partners interested in both providing land for the project

and providing a building meeting the County's performance specifications. Through this competitive process, Hunt was selected by unanimous vote of the Commissioners in July 2018 to move forward under a pre-development agreement. The project financing closed on schedule in April 2019 and construction permits were issued within ten days. The building is anticipated to be LEED Gold.

MIXED-USE

The Austonian

Austin, TX | Mixed-Use | 770,533 SF
\$340 million | Role: Project Executive

At 607 feet, the 56-story, 770,533 SF Austonian was an extraordinary challenge for the developer, designer, and contractor because of the recession headwinds that made a traditional bank loan unavailable after the project started. Rodney was part of the project executive team assigned to manage the project and

was responsible for negotiating (and re-negotiating) the contracts and subcontracts that allowed the project to stay on track and to otherwise mitigated the risk of a high rise condominium on a dense site with an international developer. The project was completed on time and within the budget.



SCOTT TRETHEWEY

Managing Director | Hunt

PROFILE

Scott supports the development and design of effective strategies that mitigate project risk and deliver successful results. With a career in the construction industry spanning more than 30 years, Scott brings a wealth of knowledge and leadership capability to assist Rodney in leading the team and ensuring success. Scott is the regional team leader based in Fort Lauderdale responsible for Progressive P3 strategies for Hunt/Amber in the southeast.

A renowned expert in risk management, Scott encourages an intentional approach to risk that propels clients through the unique nuances of Progressive P3 Delivery. In addition to assisting Rodney in leading the technical worksteam, Scott will lead the insurance/performance security workstream for the project to ensure that the optimum solutions are delivered in time for financial close and throughout the project. Scott's unmatched ability to anticipating challenges provides multiple benefits, including substantial risk reduction and variability of financial outcomes, certainty of schedule, reduced project costs, and enhanced efficiency of financial structures.

Scott has personally been involved in the successful completion of over \$9.5 billion of commercial construction during his career as Chief Financial Officer and Executive Vice President of Risk Management for Moss & Associates and Centex Construction Group (now Balfour Beatty). As Chief Operating Officer of Aon's North American construction practice, Scott was responsible for the oversight and management of \$2.2 billion in annual premium for construction clients and infrastructure projects. Scott was actively involved in building Aon's Alternative Project Delivery platform supporting Public Owners and General Contractors engaged in P3 project delivery.

Scott is a respected member of the Design Build Institute of America's Risk Management, Insurance, and Safety Committee and has previously served as National Chair of the AGC Risk Management Committee. He is a nationally recognized subject matter expert and principal speaker at AGC, ABC, CFMA and IRMI events.

EDUCATION

College of William and Mary
Bachelor of Business Administration,
Accounting

CERTIFICATION & LICENSES

Florida Resident Insurance License
– 0220 General Lines (Prop & Cas):
W415086

AWARDS & ACCOLADES

Principal Speaker at AGC, ABC, CFMA,
and IRMI events

INDUSTRY & COMMUNITY INVOLVEMENT

AGC Surety Bonding Committee,
Member

AGC Risk Management Committee,
Member

Design Build Institute of America's
Risk Management, Insurance, and
Safety Committee, Member

AGC's Risk Management Committee,
National Chair 2005-2008

LENGTH OF SERVICE

3 Years With Hunt
30 Years In Industry



TOM O'SHAUGHNESSY

Head of U.S. | Amber Infrastructure

EDUCATION

Birmingham University
Economics BA (Hons)

CERTIFICATION & LICENSES

CFA Charterholder
CF28 (Systems and Controls)

LENGTH OF SERVICE

15 Years With Hunt/Amber
15 Years In Industry

PROFILE

Tom O'Shaughnessy leads Amber's U.S. infrastructure investment activities and is one of Amber Infrastructure's founding members. Tom has over fifteen years of experience in development, advisory and execution in the infrastructure sector. Tom has delivered critical civic infrastructure under progressive procurement models in the U.S. as well as under traditional and non-traditional procurement models globally. Tom's specialism in renewable and sustainable investments has helped deliver pioneering energy projects for a variety of clients and optimize the environmental and social benefits of the projects he has helped to develop.

Based in New York as the leader of Amber's finance and legal teams, Tom will lead the finance workstream for the project and interface with the financial markets and the financial and legal advisors to ensure that the optimum financing and risk allocation solution is implemented. Tom has represented publicly traded and sovereign infrastructure investment funds throughout his career with unparalleled success.



EMMITT SMITH, CCIM

Chairman | E Smith Advisors

PROFILE

University of Florida, Bachelor of
Health and Human Performance

PROFESSIONAL AFFILIATIONS

Certified Commercial Investment
Member (CCIM) Designation

YEARS EXPERIENCE

12 years

PROFILE

Emmitt Smith, CCIM, is Chairman of his namesake company, E Smith Advisors, a partnership with Newmark Knight Frank (NKF). Mr. Smith used his 12 years of experience as a real estate professional, and industry knowledge earned through his CCIM certification, to create a premier real estate development solutions and services provider that is bringing a new level of integrity, innovation and insight to the commercial real estate industry. As Chairman, his role includes new business and client relationship development, overall company vision execution and service strategy development.

In partnership with NKF, E Smith Advisors is part of a global network with operations in more than 400 offices worldwide offering clients a wide array of commercial development services, with customized solutions that maximize returns for investors, tenants and landlords. The firm offers an integrated service platform to a diverse portfolio of clients and, as a minority-owned business, offers an inclusive company culture. Both E Smith Advisors and NKF excel at creating customized solutions that take the intricate, unique needs of each client into account, a shared methodology that make the two firms perfect partners.

Prior to joining forces with NKF to form E Smith Advisors, Mr. Smith served as Chairman of E Smith Legacy Holdings, a position he holds today. E Smith Legacy Holdings combines development and construction knowledge and experienced professionals to create, finance and execute unique solutions for public clients.

A visionary and servant-leader, Mr. Smith recognized the need to expand services to meet clients' ever-changing and unique requirements. Today, the firm offers an integrated service platform that includes everything from development and construction to brokerage and finance.

Prior to his career in commercial real estate, Mr. Smith enjoyed an illustrious career as a running back in the National Football League with the Dallas Cowboys and Arizona Cardinals, earning such accolades as the NFL's All-Time Leading Rusher, Super Bowl XXVIII MVP, and induction to the NFL Hall of Fame.



JERIMI HENRY

Vice President of Development | Hunt

EDUCATION

University of Texas at Austin
Bachelor of Science, Civil Engineering

Concordia University Texas
Master of Business Administration

CERTIFICATION & LICENSES

Registered Professional Engineer/
TX/98316

INDUSTRY & COMMUNITY INVOLVEMENT

Association for the Improvement of
American Infrastructure

American Society of Civil Engineers

Construction Management
Association of America

LENGTH OF SERVICE

1 Year With Hunt
21 Years In Industry

PROFILE

Jerimi Henry is Vice President of Development in Hunt's progressive P3 development group. In this role, she is responsible for managing infrastructure investment and development projects for a range of public sector clients. With over two decades of civil engineering, infrastructure, and construction industry experience, Jerimi has built a career specializing in guiding public owners with complex programs through important, data-driven decisions.

Jerimi's critical oversight role with the Travis County Courts Facility in Austin, Texas marked the beginning of Progressive P3 delivery in the United States for large scale, social infrastructure projects. Prior to joining Hunt, she oversaw the development of the comprehensive program and detailed design criteria package for the Travis County Courts Facility, which incorporated the needs for 18 County departments. She also led the County's advisory team through the process of finding a development partner to deliver land and a purpose-built facility utilizing progressive development. She was recognized for her contributions to the county with a letter of commendation from County leaders. This experience makes Jerimi uniquely positioned and qualified to understand the challenges public servants face when embarking on a project such as the Joint Government Center, and she will bring the same fastidious dedication to ensuring this project meets and exceeds the goals of County and City officials and staff.



JOE LEE

CEO/FM Services | CGL

EDUCATION

Auburn University, Bachelors of Civil Engineering

CERTIFICATION & LICENSES

Registered Professional Engineer

LENGTH OF SERVICE

28 Years With CGL
41 Years In Industry

PROFILE

CGL FM Services is led by Mr. Joe Lee, a registered Professional Engineer, who is known for being the first person in the U.S. to hold a system-wide contract for contracted facilities maintenance services for a state judicial agency. Joe has pioneered the contracted maintenance model that most States use today. For the JCC, Joe will provide executive leadership and oversight for the full duration of the program.

Joe's delivery model ensures security, prolongs the life of significant capital expenditures, and lowers the operating and energy costs of the maintained facility. His system of incorporating maintenance and energy efficiencies into the planning and design of a facility can be implemented to lower the overall facility Total Cost of Ownership.

Joe's justice project portfolio represents more than 24 million SF. He has worked on more than 40 projects that are larger than 100,000 SF.



D'VON NOTTAGE

Senior Project Manager | Moss

PROFILE

Florida International University,
Master of Science in Environmental
Engineering

Florida International University,
Bachelor of Science, in Civil
Engineering

College of the Bahamas, Associate's
in Architecture

LICENSES/REGISTRATIONS

Construction Association of South
Florida (CASF), Member

Associated Builders and Contractors
(ABC), Member

YEARS EXPERIENCE

16 years

PROFILE

As Senior Project Manager for Moss, D'Von is the primary on-site administrative leader who works closely with all project parties to ensure the overall success of the project during the preconstruction, construction, and closeout phases. D'Von will oversee day-to-day contract administration; enforce implementation of safety programs; and develop, monitor and update project schedules and costs in order to ensure overall compliance with approved budgets.

D'von has 16 years of construction industry experience, all of them with Moss. His experience includes retail, government offices, and resorts, all in south Florida.



GREG WESTBROOK

President/FM Services | CGL

EDUCATION

Georgia Institute of Technology,
Masters of Business Administration

University of Phoenix, Bachelors of
Business Management

CERTIFICATION & LICENSES

CFA Charterholder
CF28 (Systems and Controls)

LENGTH OF SERVICE

10 Years With CGL
23 Years In Industry

PROFILE

Greg has extensive experience in facilities operations, working within corrections, justice, and critical environments throughout his career. He understands how to enhance staff and equipment productivity, building performance, and cost efficiencies. Greg's expertise is in delivering facility management maintenance solutions for critical environments and secure justice facilities. Greg has worked on more than 225 secure justice projects that total more than 20 million square feet. Greg has worked with numerous clients that have more than ten locations with concurrent service, including the Georgia Statewide Facility Maintenance Contract with more than 230 locations across the state.



Cayan Tower, Architect, PALMA

C. COORDINATING TECHNICAL TEAMS

The core project technical team, including senior representatives of the civil, structural, and MEP engineers, will be co-located in a project office near the jobsite throughout the PDA period and 100% DD effort to ensure daily, real time coordination and decision making. Hensel Phelps preconstruction design manager, Trevor Hamilton, will be leading Hensel Phelps' technical team for the Joint Government Center. Trevor will be assisted by Jeff Clancy, who led the preconstruction effort on Travis County. Until we understand how integrated the BCT building and bus terminal design will be with the Joint Government Center, we are withholding a decision on whether the design of that scope under EJ Smith should be performed by a separate design team to avoid additional coordination complexity.

Because the design will be performed and coordinated in a BIM model, Hensel Phelps VDC Manager, Maurice Clarke, will be managing his counterparts from the various disciplines as a technical sub-team to ensure that all of the protocols are followed and the BIM model is accurate and conflicts are resolved real time.

Typically, there is an "all hands" design coordination meeting on site weekly with each action item tracked to resolution by discipline. There are sub-teams formed as necessary to ensure the issues are resolved timely. During the critical path site development permit process, a sub-team is assigned specifically to the permitting comments to ensure those are addressed as quickly as possible. That team often involves land use counsel and specialized permit consultants to ensure the responses are as thorough as possible.

D. DAY-TO-DAY PROJECT MANAGEMENT

All day-to-day reporting during the anticipated nine-month PDA period will be through the workstream process (all of which will report to the steering committee) so that issues are resolved at the lowest possible level. All workstreams will have City/County representatives and will meet at least weekly to resolve issues and provide a report to the steering committee, which will meet as necessary, but not less than monthly, to review progress and resolve issues.

Once financial close is achieved and construction begins, the project management and reporting is led by Hensel Phelps in a weekly OAC meeting, also attended by City/County project managers, with a monthly report to Hunt/Amber providing a comprehensive status of the project. Hunt/Amber then drafts a separate monthly report on the entire project, including the status of the overall budget and schedule. The developer's report is provided to the lender's independent engineer for review and certification. Once that certification process is complete, the report is provided to the lenders for funding of the construction draw and to the City/County project managers and auditors for review.

The operations phase reporting will similarly be a weekly meeting among City/County FM representatives and the FM team with a monthly report to Hunt/Amber providing a comprehensive status of the project operations. Hunt/Amber then drafts a separate report, including status of the overall budget and performance, which is provided to the lender's independent engineer for review and certification. Once the certification process is complete, the report is provided the lenders for funding of the draw and to the City/County project managers and auditors for review. Any performance penalty accounting is reviewed for deductions from the Availability Payment within this reporting process.

E. SCHEDULE AND COST MANAGEMENT

Once the GMP and baseline schedule are established at financial close, schedule and cost are managed daily. Hensel Phelps reports all uses of contingency as they arise to Hunt/Amber and Moss. Similarly, any modifications to baseline schedule logic must be reviewed by Hunt/Amber and Moss before they are incorporated. All of those cost and schedule events occurring within the month are discussed in the Hensel Phelps and Hunt/Amber monthly reports. Any material slippage in a schedule milestone (typically 10 working days) or significantly over budget line item requires a recovery plan and a meeting of the steering committee to review and approve the plan.

A finance/accounting sub-task team will be formed after financial close with City/County finance and audit representatives, lender representatives, and Hunt/Amber controllers, who will be responsible to manage any issues that arise in the monthly draw process. Similar to the other task teams, the finance/accounting task team will be responsible to escalate issues that it cannot resolve to the steering committee for timely resolution as necessary.

F. DOCUMENT MANAGEMENT

During the PDA and construction phase, all documents are managed within Hensel Phelps' Trimble project management system so that a comprehensive record of project documentation is centrally maintained. Access permissions are easily maintained to provide access

to the appropriate folders for the City/County project managers, auditors, lenders, Moss' CM representatives, designers, and any other person that needs direct access to the project documentation. When the project is accepted and turned over, Hensel Phelps provides the entire record within the original file structure to the Hunt/Amber and the County for management within their respective systems.

CGL provides a similar maintenance management system platform during the operations phase. Depending on the system the City/County facilities people already use, CGL would utilize the same platform. These systems provide a comprehensive solution to manage work orders, personnel, and cost and provide reporting and analytics to measure performance.

G. CONTRACT MANAGEMENT

All contracts and monthly payments also are managed during the predevelopment and construction phases within Hensel Phelps' project management system and likewise are accessible to the City/County project management auditors and lenders. The financial management occurs within the monthly invoicing and reporting process, including releases of liens, contingency use, certified payrolls, and CBE status.

H. CHANGE MANAGEMENT

All changes to the contracts after financial close are managed as Cost Events, which are assigned specific numbers and projected cost, within the Hensel Phelps project management system. The monthly reporting tracks each of those events as they progress through their evolution to contract change orders, with each having a distinct file for all supporting documentation, including the change proposal negotiations. When Cost Events become Change Orders, the final executed changes have a distinct file referencing the Cost Events that they encompass for traceability and audit. All changes to the budget and use of developer contingency over \$100,000 or changes to the project milestone dates typically will require lender and its Construction Monitor and City/County project managers' review and approval.



Fred D. Thompson Federal Building and U.S. Courthouse, Architect, Fentress Architects/General Contractor, Hensel Phelps/MEP/FP Engineer, Newcomb & Boyd

I. CONSTRUCTION MANAGEMENT

D’Von Nottage and Moss’ other on site construction management representatives will attend all appropriate meetings during construction and commissioning and be responsible to bring to Hunt/Amber’s immediate attention any concerns. The Moss representatives will continuously monitor actual progress against the baseline schedule and confirm schedule logic and reporting. The Moss CM representatives also will manage the transition from construction to operations starting approximately one year prior to completion so that all interfaces, including training, O&M manuals, and required approvals and certifications are obtained.

J. DESIGN MANAGEMENT

Design management (until issuance of the 100% CD’s) occurs in the design coordination meeting through the criteria compliance log and design action log, which are organized by discipline. The design action log is a living document that records status and decisions weekly. Once the 100% CD’s and building permits are issued, the design changes are managed with the RFI and Design Bulletin process. RFI’s provide the initial documentation of the design decisions and changes and are distributed and electronically posted with clouds to the current construction set within Hensel Phelps’

project management system. Periodically, as the RFI’s accumulate or major design changes occur, Fentress and Cartaya will issue Design Bulletins updating the permit set of documents and stamped so that they can be submitted to the AHJ’s for approval or inspections as required.

K. QUALITY CONTROL/ASSURANCE

Hensel Phelps and Hunt/Amber will develop a comprehensive QC plan, which will include a detailed matrix of all inspections for each definable feature on the project and any AHJ required inspections (concrete, FF/FL, post tensioning, etc.). A QA/QC task team led by Hensel Phelps’ on site QC manager will be responsible to execute the QC plan and hold weekly meetings to monitor the inspection results, identify QC trends, and address any non-conforming work. Hunt/Amber will hold the contracts with all third-party QA inspectors, including enhanced commissioning and building envelope testing required by LEED. Those third-party firms, as well as the City/County inspector leads, will be integrally involved in the weekly QC task team meetings and reporting. As discussed above, the QC task team will be responsible for identifying emergent risks and managing the Risk Register process, including assigning responsibility for risk mitigation action items.



Dubai Office Towers, Architect, Fentress Architects

L. RISK MANAGEMENT

Hunt/Amber's internal brokerage team will lead the overall risk management process, including developing and procuring the project insurances and ensuring that the carriers are actively involved in peer reviews and inspections. Depending on the finance structure, the City/County risk management personnel and carriers (such as FM Global) also will be involved in commenting on and approving the design to ensure compliance with their requirements. The risk management program also will be reviewed and approved by the lender's insurance advisor prior to financial close.

After financial close when all of the insurances are placed, every trade contractor will be enrolled in the Owner Controlled Insurance Program and oriented on the program requirements and reporting prior to being allowed on site. The risk management team will periodically review the Risk Register and Hensel Phelps' loss prevention plan to ensure that all appropriate measures to prevent a loss are in place and effective. In the event of a loss, Hunt/Amber's brokerage team will lead the carrier notification and loss investigation so that claims are presented and paid as early as possible.

M. OPERATIONS

CGL will have an on-site facilities management team managing the day-to-day operations of the facility. Hunt/Amber also will have an asset manager assigned to manage the budget and the execution of FM services to ensure compliance with the terms of the development agreement and lender agreements. The Hunt/Amber asset manager will be responsible to provide detailed monthly reporting to the City/County and the lenders and escalate any issues that need to be resolved to the steering committee.

N. LIFECYCLE MAINTENANCE

CGL will manage preventative maintenance on the Maintenance Management System, including the schedule for the maintenance, work orders, and trend analysis. All unplanned outages or maintenance issues will be carefully analyzed and corrective action plans implemented. The FM services contract will have a performance penalty regime to incentivize timely and complete repairs that may affect building operation.

For major system replacements that will be scheduled and budgeted in the FM services agreement at financial close, performance of those systems will be closely monitored to determine the exact timing and scope of replacement so that impact on the building operation is minimized.

IV. PROJECT FINANCIAL APPROACH

DEVELOPER



IV. PROJECT FINANCIAL APPROACH



Our obligation is to transparently provide objective advice as a fiduciary to the County/City throughout the predevelopment period and drive the financial markets on behalf of the City/County to provide the lowest possible cost of debt and equity.



Aventural Hotel, General Contractor, Hensel Phelps

A. Financial Structures for the Project

Hunt/Amber have spent significant time considering the financial structures contemplated for the Project and are uniquely able to describe the benefits and considerations of each option. Hunt/Amber have raised \$8.2 billion in debt and equity for energy, infrastructure, and real estate projects in the U.S. and have \$4.9 billion in funds under management outside of the U.S. Hunt and its affiliated companies have closed over 200 P3 transactions over the past 33 years.

Hunt/Amber believe that the City/County are right to consider a number of options for financing of the Project and create a robust but flexible process for securing financing that will be capable of adapting to prevailing market conditions during finalization of the Project design. Hunt/Amber have extensive experience of running financing competitions, including public sources of funding, during the development phase of projects. Recent examples of these activities include;

1. raising £500m (\$595 million USD) in partnership with the UK government to finance 52 schools through the UK "Aggregator"
2. raising \$340m under a Progressive Development Agreement for the Travis County Courts Facility
3. raising £1.5bn (\$1.7 billion USD) of green bonds, a £75m (\$89 million USD) green USPP and a £160m Sustainability Linked RCF for the Thames Tideway project

While Hunt and Amber have access to highly competitive sources of capital within our own group, we believe the role as project Developer should be completely agnostic on the financial structure for the project at the outset. Until it is time to assume risk by requesting commitments from funding sources, our role is to be the County/City trusted ally to ensure that the taxpayer receives this iconic project in the fastest and most cost effective way possible. In our view, a Developer's role is to transparently provide objective advice as a fiduciary to the City/County throughout the predevelopment period and navigate the financial markets on behalf of the City/County to provide the lowest possible overall cost of capital while allowing for the optimal allocation of risk between the parties. We have to make the business case in total collaboration with the City/County financial advisors throughout the process so that, when the City and County Commissioners asked to approve the project and financial close, they have total confidence that they are approving the most fiscally prudent financing structure available at the time of financing the Project.

We understand that, by considering three options – an availability payment structure, a traditional muni-finance structure (whereby the City and County will provide the complete financing), and a hybrid structure in which the transaction is structured with availability payments with the Sponsors contributing substantial milestone payments during construction- the City/County will be able to assess the relative cost of capital and optimal risk transfer achieved under each option. We have experience in the successful delivery of each of these

A number of key points that we feel are important for the City/County to consider as they weigh their financing are as follows below.

- After GASB 87 in December 2019, Government must account for its “right to use” the facility, and its right to own at the end of the debt is dispositive that there is no balance sheet difference in traditional municipal financing and private financing.
- Risk drives cost of capital above a risk free rate of US Treasuries or other benchmark, but municipal debt does not reflect the project risk and, therefore, is artificially low unless it is adjusted for project risks.
- The cost of private debt capital is the same as public debt if it is adjusted for risk and the perceived additional cost of private debt represents the risk transfer from the lenders to the developer to achieve the same risk adjusted rates.
- Risk in a transaction only can be 1) retained; 2) transferred; or 3) eliminated; thus, the only way to reduce the overall cost of capital is to transfer risks to the parties best able to manage them.
- There are three buckets of risk that can be eliminated or mitigated that can affect the cost of capital -- 1) development; 2) completion; and 3) lifecycle.
- Risk that cannot be eliminated should be transferred to the party best able to manage it. When it cannot be effectively managed by either party, risk either should be shared among the parties at a level that incentivizes all parties to provide cost effective solutions when it occurs or, when possible, transferred to an insurance company for a cost effective rate.
- Over transferring and under transferring risk erodes value. The goal in the finance structure is to find the optimum level of risk transfer that maximizes the value for money for the taxpayer.

options and can provide detailed insight gained on these relevant examples.

The beauty of progressive delivery in a P3 structure is that it allows the parties to align and fully analyze and either eliminate risk (where possible) and cost effectively allocate remaining risk from the earliest possible stage so that the risk adjusted cost of capital is as low possible. When a design-build-construction finance (i.e., without equity, but with performance security) is selected as the preferred approach, only the development risk and completion risk are transferred to the developer, which is roughly half the total quantum of risk in a complex project and is reflected in the development and design-build fees and performance security/insurances. Under either option that utilizes an availability payment, the appropriate risk transfer over the life of the Project will be an important consideration. Successfully creating long term alignment of interests and risk (and thus also of the capital) to drive the delivery of best-in-class service and operation of the facility is the central role of the developer under these options.

Even if interim milestone payments during construction are utilized, the risk transfer effectively is the same as long as the final milestone payment is substantial enough to deal with the completion risk, and the capitalized interest cost (reflecting the risk) on the construction loan is lowered. When a full availability payment structure with equity and no municipal debt is utilized, the development and completion risk transfer effectively is the same, but the lifecycle risk (or roughly the other half of the risk quantum) is being allocated, to the extent not eliminated, to the developer. The role of debt and equity in a long term financing with lifecycle risk that they accept in the project agreements is to cost efficiently transfer their risk to an operator or to an insurance company and create resiliency in the capital structure to absorb the probable risk to the extent not transferred.

In addition to the optimal risk transfer, under both availability payment structures (i.e., hybrid with milestone payments or traditional P3 finance without milestone payments), consideration must be given to the security provided to capital sources, their rights under termination scenarios, compensation due as



Colorado Judicial Complex, Architect, Fentress Architects

result of certain events, and the control that the City/County would have over modifications to the facility. A milestone structure can often complicate such issues, but these are relatively simple to address by an experienced developer through past precedent and well considered documentation.

The issues for the City/County elected officials and staff in deciding the finance structure are:

- Can and will they provide the same rigor and discipline in risk elimination and cost effective transfer as long term debt and equity provide?
- Will the lifecycle risk simply be retained and not well managed because of the mistaken belief often is that government manages its risk better than others?
- Government rarely achieves the same outcome – a phenomenon called “optimism bias.” Another false premise is that government balance sheets and reserves accurately reflect the risk it retains.
- If the reserves and balance sheets reflected the risk and government was incentivized to reduce the risk in the same manner as long term debt and equity, then the outcomes theoretically would be the same, but so would the cost of ownership.

As discussed below, the art of figuring out the optimum finance structure is jointly developing a hybrid solution utilizing lower cost municipal debt that creates the

same rigor and discipline and lowest cost of ownership outcomes without over or under transferring the risk. At the end of the day, achieving the lowest cost of ownership is about driving behaviors and creating key performance indicators that measure effectiveness and performance incentives and create accountability for performance, rather than full recourse when something does not go as planned.

B. Private Lenders and Equity Providers

For the purposes of this discussion, we will refer to equity and debt as both taxable and tax exempt debt. We also include sub-debt as a form of equity in a tax exempt transaction. Although they are structurally different and provide returns differently, they operate sufficiently the same for the purpose of this discussion.

Private lenders and equity provide the recourse and drive the disciplined behaviors and accountability, throughout the development and operating periods, for outcomes discussed above because reserves and their profit is on the line. Fund managers deploying equity are paid an asset management fee to make their investor’s money as smart as possible and to make the returns they have targeted. Debt wants to transfer risk to equity so it can offer competitive rates, and equity wants to take risk that it can manage so that it can deploy more and earn a higher return. That debt to equity gearing usually is the same whether the capital deployed is 100% of the asset value or 50%.

There is a point, however, where, due to milestone payments, the size of the O&M component relative to the total availability payment increases and may cause issues related to operational leverage. This means that the equity buffer is no longer sufficient to absorb the rating agency O&M stress tests thus requiring us to de-lever which subsequently may result in a less than optimal capital structure. Determining this will require an in-depth analysis of the Facilities Management scope and the amount of milestone payments together with the rating agency stress tests.

Given Hunt/Amber’s experience in structuring numerous deals working together with all leading rating agencies, we are uniquely well placed to perform this analysis. Hunt/Amber’s role is to determine the tipping point of the ratio of private equity and debt that provides the most efficient risk transfer and, thus, accountability for outcomes at the lowest combined cost with public debt.

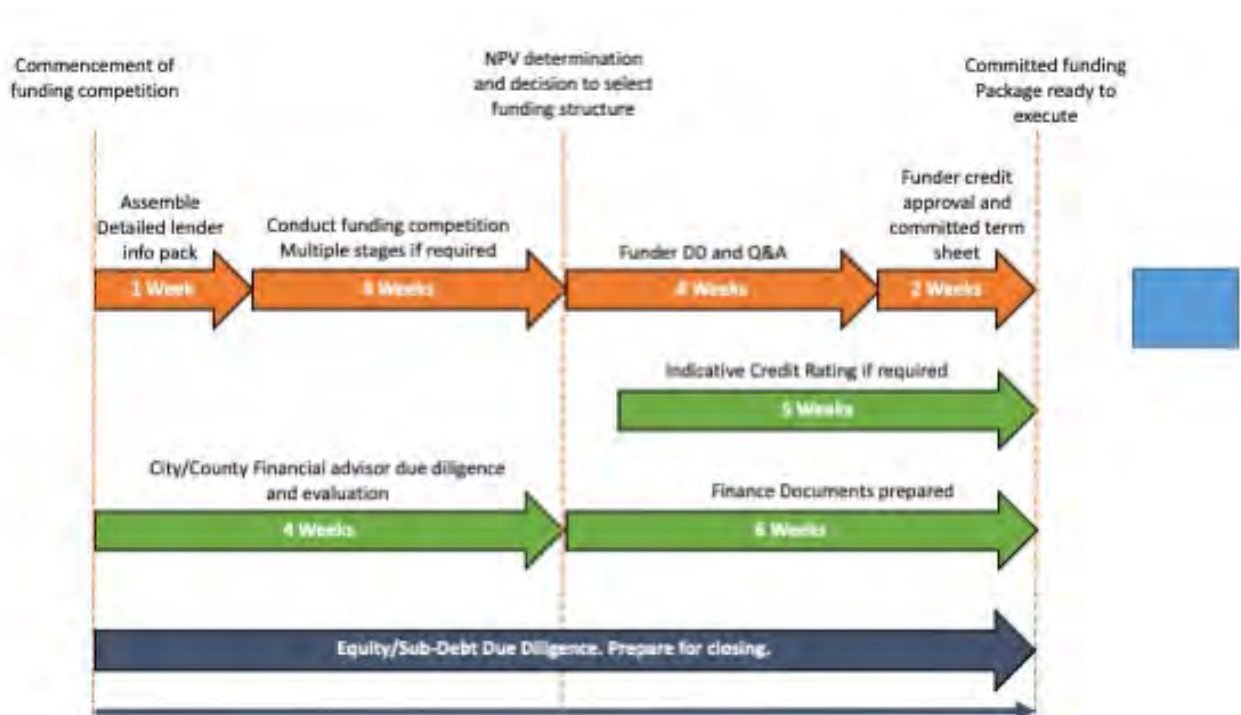
Our strategy would be to work with the City/County financial advisors to determine the optimum allocation of risk, draft the framework agreements, and then transparently compete the debt at the appropriate time so that lender underwriters do not have excessive control over financing terms and transactional costs and so that the potential lenders are forced to account for the lower risk in the transaction by the funding competition to win the deal. As discussed above, at the outset of the PDA period, we will jointly craft the model scenarios and assumptions with the City/County financial advisors that show the NPV of each funding alternative and use market soundings with best of class debt investors to converge on the one that all believe will provide the best value for the taxpayer. The project documents will be drafted by lender counsel (who ultimately will be assigned to the most competitive debt provider) reflecting the consensus scenario and requesting that lenders bid the issuance costs and the rates.

At the end of this process, the answer on the optimum financing achieving the most efficient long term risk transfer should be clear. If it is not clear, we will back up and repeat the process based on a slightly different scenario until it is clear. This process runs parallel to the design development by the technical workstream over the 9-month PDA period. An indicative process is shown in the diagram below:

C. Three Options to Financing and Funding

Our approach is that we will fix our equity return with assumptions at award thereby neutralizing any incentive for or perception of bias in the advice provided. After award, as discussed in B. above, our approach would be to model all three (or more) scenarios with market-based information until we have a consensus among all of the financial advisors that we have converged on the financing strategy that is most likely to provide best overall value for money.

We will not commit to a finance strategy until the debt for the specific strategy is transparently competed and WACC and NPV for each scenario can be determined with accuracy for comparison. Because there would be no equity in Scenario iii. and the FM cost likely would not reflect balance sheet risk of inaccuracy in lifecycle replacement cost, at a minimum, for the 100% municipal debt scenario to serve as a Public Sector Comparator, it would have to be adjusted by the cost of the lifecycle reserves, cost of equity and performance security, and cost of debt reflecting lifecycle risk.





Arena Tower, Architect, PALMA

A. NO MILESTONE PAYMENTS

Without milestone payments, the most significant differences in approach would be the capitalized interest cost incurred and possibly slightly higher interest rates reflecting the full capex exposure from the completion risk. We do not believe that the debt-to-equity ratio required by the lenders will be significantly different without milestone payments.

B. APPROXIMATELY 50% OF THE PROJECT AS MILESTONE PAYMENTS; OR

With 50% milestone payments, the size of the debt and therefore amount of equity would be reduced by half. Similarly, the capitalized interest costs incurred by the Project Company would be approximately half, but the municipal debt cost for the milestone payments less interest will need to be added to understand the delta. We believe that the County funding milestone payments with its AAA rated debt would provide a clean separation of the County and City debt obligations and cost of capital and capitalized interest. The availability payment would then have to be allocated within the model to the City debt and the shared cost of maintenance, lifecycle reserve funding, and the cost of equity, which spans across the entire risk.

C. 100% OF THE PROJECT COST AS MILESTONE PAYMENTS

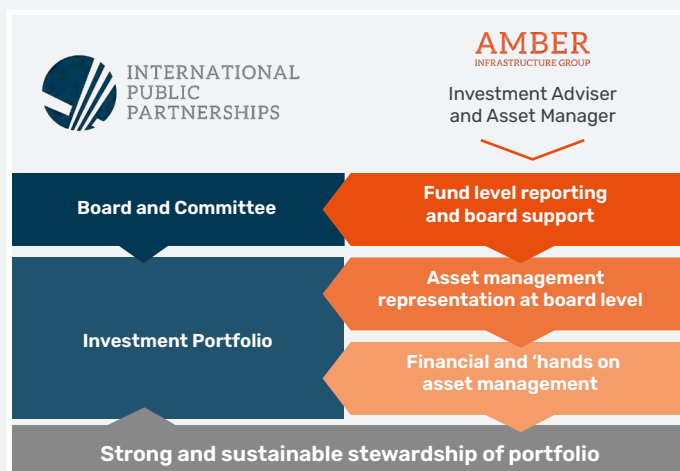
With 100% of the design, construction, and FF&E costs paid as milestone payments, there should be no need for equity, and the loan would be a variable interest loan with a hedge instrument to achieve a fixed rate. The loan facility would be sized based on the largest milestone payment and interest modeled based on the construction spend between milestones so that the loan balance effectively goes to zero at each milestone payment with unused line fees for the months the loan is below the loan amount. Retention of 10% would be held from each monthly construction payment such that the final milestone payment is not financed by the construction loan. The retention amount, along with the design-builder's performance bonds, project insurances, and any other security required from the developer for scope outside of the design-build, addresses the development and completion risk transfer in lieu of equity.

The facilities management contract similarly could transfer performance risk for routine preventative maintenance and repairs through an availability payment with a performance penalty regime and performance security from acceptance through a period less than 10 years, when the first major MEP system refurbishment would occur. Properly structured, that facilities management contract effectively could provide almost the same outcomes (but not risk transfer) as long term debt and equity.

D. Teaming Structure or Organization

Because our Developer/Equity/FM Provider all are under the same corporate parent, we do not anticipate any material differences in the teaming structure or organization other than perhaps the number of equity participants (given the amount of equity that may be necessary) and the FM provider in Scenario i. if the desired risk transfer for lifecycle risk needs to be on the FM provider’s balance sheet.

Amber Infrastructure is the investment advisor to International Public Partnerships (“INPP”), a FTSE 250 infrastructure company listed on the London Stock Exchange. INPP is an experienced, long-term investor in project financed infrastructure projects. As of December 31, 2019 INPP had a market capitalization of around \$3.2bn (£2.4bn) and investments in 160 long-term and availability-revenue based PPP/P3 project. INPP has provided an Equity Support Letter included as [Appendix]. As a specialist greenfield developer, Amber has originated the majority of the P3 projects into which INPP has invested and owns under similar processes and circumstances to the proposed Project.



Amber’s role as manager of INPP

E. Concepts for Innovation

Hunt/Amber strongly believe that the financing plan should be robust, yet flexible. As a result, the plan should be based on tried and tested concepts (such as a well-structured, two-stage debt competition), but also facilitate improvements and enhancements that may benefit the City/County.

There are a number of areas where innovation in the approach to the creation of the financing structure may benefit the overall outcome. Examples include;

A. THE USE OF GREEN BONDS

The creation of highly energy efficient infrastructure can obtain premium debt pricing through the use of green bonds. Green bonds often require additional up-front work during the placement and ongoing reporting requirements.

B. ESCO PARTICIPATION

The inclusion of an ESCO (Energy Services Company) to undertake and underwrite energy savings may isolate the City/County, equity providers, and the FM contractor from risk resulting in enhancements in the overall financing cost of the project.

C. USE OF DSRF / EQUITY BRIDGE OR LC LINES

Through a highly optimized debt competition, maximum benefit can be gained from ancillary credit instruments such as Debt Service Reserve Facilities (“DSRF”), Equity Bridge Facility, and Letters of Credit to replace reserve accounts and enhanced debt features including delayed draw features and back ended equity contributions. These instruments often can be used to improve the overall cost of capital, and, while not necessarily innovative in their own right, can be an effective element of a well-run debt competition.



Marriott Marquis Washington, General Contractor, Hensel Phelps

D. PROJECT ESG CREDENTIALS

Projects that are capable of demonstrating strong Environmental, Social, and Governance characteristics also can obtain premium pricing. The verification and ongoing reporting requirements related to demonstrating the ESG credentials of a project to a suitable level to obtain preferential pricing is significant. Amber is rated A+ in UN-backed Principles for Responsible Investment (“UN PRI”) Strategy and Governance, and Infrastructure Modules.

The LEED Platinum/Net Zero strategy, specifically the integrated on site solar panels and off site solar and potentially battery storage also will provide opportunity for the financial approach under the Biden infrastructure plan’s focus on incentivizing green energy investment and private green energy capital.

E. APPRAISAL, CONSIDERATION AND USE OF GRANTS / FEDERAL AND BESPOKE PRIVATE FUNDING SOURCES

Similarly, given the transit emphasis in the Biden infrastructure plan and the simplification of the TIFIA process (i.e., a 1.5% loan with a 5-year deferral for of up to 49% of the cost deep foundations and surrounding surface infrastructure and platforms), the portions of the project that are integral to the transit line could be substantially enhanced by federal subsidies in addition to the bus terminal and BCT building.

F. EARLY COMMODITY PROCUREMENT/ BENCHMARKING RISK

In addition, de-risking construction material commodity pricing and the multiple layers of contingencies caused by the current volatility could be an innovative financing solution. However, the strategy will be complex and will involve substantial capital outlay for materials that may not used in fabrication and installed for years after purchase. If lifecycle replace and refurbishment risk is transferred, the benchmarking scheme to avoid transferring unforeseeable inflation will be essential. Recently, this has become a significant issue in achieving financial close on similar transactions.

Overall Hunt/Amber is well placed to drive innovation during the development process. Hunt/Amber have a committee dedicated to innovation and emerging trends relevant to infrastructure. Our experts undertake targeted research that examines the potential for new investment and optimization of existing opportunities. Where our research leads to unproven opportunities, Hunt/Amber frequently will invest its own capital in demonstrating proof of concept in projects we believe in. This has led, for example, to our creation of innovative financing solutions for Battery Storage, Energy Efficiency, and Renewables projects globally that were not available in the market at the time. While these examples will not all be relevant here, we have no doubt that our culture of constant improvement and innovative thinking will benefit the financing structure and Project.

V. FINANCIAL STATEMENTS

DEVELOPER & EQUITY MEMBERS



“The Bookends” Concept
World-class Design in Fort Lauderdale skyline

V. FINANCIAL STATEMENTS



Lehigh County Courthouse, Architect, CGL

All financial statements have been submitted in the Confidential Materials per the following statutes and subsections asserting exemption from Public Records.

- FL Trade Secret Statutes, cited in relevant part as Section 688.002, Florida Statutes
- Section 812.081, Florida Statutes; *Sepru Corp v. Fla. Dep't of Environmental Protection*, 839 So. 2d 781 (Fla. 1st DCA 2003)(trade secrets exempt from public records requests), including additional protections if it is a Public Works Project.

VI. ADDITIONAL FINANCIAL INFORMATION

DEVELOPER



VI. ADDITIONAL FINANCIAL INFORMATION

All additional financial information has been submitted in the Confidential Materials per the following statutes and subsections asserting exemption from Public Records.

- FL Trade Secret Statutes, cited in relevant part as Section 688.002, Florida Statutes
- Section 812.081, Florida Statutes; *Sepro Corp v. Fla. Dep't of Environmental Protection*, 839 So. 2d 781 (Fla. 1st DCA 2003)(trade secrets exempt from public records requests), including additional protections if it is a Public Works Project.



Met Square, Developer, Hunt

VII. PAST/CURRENT PERFORMANCE

DEVELOPER



VII. PAST/CURRENT PROJECTS

Appendix – Project Financial Experience Form

PROJECT 1 of [7]	
Project Name	Travis County Courthouse
Project Address	1700 Guadalupe Street
Owner/Developer	Owner/Client: Travis County
City and State	Austin, Texas
Owner's Contact Name, Email, and Phone	Diana Ramirez - diana.ramirez@traviscountytx.gov - 512-854-9694
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Role on Project
Rodney Moss	Project Executive
If not already listed, name of the Architect	Gensler
PROJECT DATA	
Project Gross Square Footage	448,000 sf
Total Project Cost	\$333,174,325
Type of Project	Social Infrastructure - Courthouse
Project Delivery Method	Progressive P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	
Construction Type	New Construction
Occupancy Classification	
Level of LEED Certification	Gold - pending certification
Number of Stories	12 + 1 level below grade + mechanical penthouse
Design Start Date	July 2018
Construction Documents Completion Date	100% CDs completed August 2019
Construction Start Date, Substantial Completion Date, or Current Status	Construction started April 2019 and is on-going
Was the project completed on time? If not, why?	Will be complete in 2022. Progressing on-schedule.
Client/User Initial Construction Budget	\$263,967,527 (construction only)
Final Construction Cost	Anticipated to be completed within the GMP
Was the project completed within budget? If not, why?	60% complete progressing under budget, with minimal contingency used.
INSTRUCTIONS: At least one reference must be provided for each Project. Proposed Team members for this RFQ cannot be used as references for the above Project.	
Name	Diana Ramirez
Current Address of Reference	700 Lavaca, Suite #1560, Austin, TX 78701
Current Phone Number of Reference	512-854-9694
Reference's Employer	Travis County
Reference's Title/Position	Director, Economic Development & Strategic Investments
Role of the Named Reference in the Project	Project Manager during PDA period
Email Address of Reference	diana.ramirez@traviscountytx.gov
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	A consortium led by an affiliate of Hunt was selected by the Travis County Commissioners Court to develop a 448,000 gross square feet tower structure, underground staff and public parking, and an elevated, outdoor public plaza.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	This large progressive P3 project is similar in scale and scope. Given the urgency of the project, the delivery method Travis County used was very innovative and created enormous value for the taxpayer. The beauty of this design-build delivery is that the parties were able to advance the critical path of the project at the developer's risk without issuing debt or financially committing the County until it was satisfied that it had achieved its cost and schedule objectives. The project went from no site and only a space program with a performance specification to financial close and starting construction in nine months.

TRAVIS COUNTY

Civil and Family Courts Facility



RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- Urban Environment
- Traffic Control
- Completed in the last 10 years
- DBF with Milestone Payments
- Design-Build
- High-Rise Building
- Class A Office Building
- High Performance Security Systems
- Multi-Story Parking Structure
- Multiple Towers
- Government Center
- Administration Offices
- Public Assembly/Plaza Areas
- LEED Gold Certification
- BIM Project
- Multiple End Users

OTHER TEAM MEMBERS INVOLVED:

- Amber
- CGL
- Hensel-Phelps
- Moss & Associates

Value for Sponsors

The progressive delivery method, including property acquisition after award, was almost identical to the JGCC in complexity and scale and was delivered by Hunt/Amber and Hensel Phelps with extraordinary trust and relationships with our government partner.

Project Description

Hunt was selected by the Travis County Commissioners Court to develop a 448,000 gross square-foot civil and family courts facility. **Hunt partnered with Hensel Phelps to design build the project.**

This Progressive P3 Project was **nominated for three national P3 awards** in 2020, including social infrastructure project of the year. The facility currently is **3 months ahead of schedule** and is scheduled to complete in late 2022.

For more than a decade, Travis County has been working on plans to provide a new facility for the majority of the functions that are currently housed in the Heman Marion Sweatt Courthouse, which opened in 1931 and is no longer suitable to meet the needs of the rapidly growing county.

In February 2018, the Travis County Commissioners Court voted to solicit proposals from private partners interested in both putting up land for the project and providing a building meeting the County's detailed design and performance specifications. Through this competitive process, **TCCDP was selected in July 2018 by unanimous vote of the Commissioners Court** to enter into exclusive negotiations to outline key business terms, project milestones and financing structures. The final development agreement was approved and executed in March 2019 and established the Guaranteed Maximum Purchase Price

The site plan includes the following:

- Community plaza
- A state-of-the-art Law Library and Self-Help center
- Gathering spaces for attorney-client conferences
- Space for short-term child drop-off center for those using the courts'
- Dedicated, appropriate spaces for child testimony
- 4-level underground parking garage with 400 spaces

(GMPP), payment milestones and project schedule. The facility is currently under construction.

The location is approximately six blocks from the County's core functions and easily accessible from all parts of the County, making it a very efficient site for the new courts facility. The **new LEED Gold certified courts facility** will accommodate the office needs of 18 Travis County Departments and will house 25 courtrooms, including 15 jury courtrooms, six non-jury courtrooms, one child protective services courtroom, one special proceedings courtroom and two State of Texas IV-D hearing rooms.

Street activation focused on walkability and public engagement with 18-foot sidewalks, tree plantings, benches and bike racks. Despite the pandemic, the project has progressed **on schedule and under budget, with savings used to enhance the building finishes and technology.**

The County determined prior to closing that the delivery method allowed the Project to be completed two years faster at approximately 15% lower cost than other, more traditional, delivery methods after considering the development and completion risk it was able to transfer.

The new Civil and Family Courts Facility is scheduled to open in late 2022.

Appendix – Project Financial Experience Form

PROJECT 2 of [7]			
Project Name	Victoria Schools		
Project Address	15 schools across 12 sites in Victoria		
Owner/Developer	100% INPP, an Amber advised fund		
City and State	Melbourne, Victoria, Australia		
Owner's Contact Name, Email, and Phone	Martyn Jackson		
Other Key Personnel from your Overall Team who worked on the Referenced Project			
Key Individual	Role on Project		
	Martyn Jackson – Project Co Representative		
	Tom Owen – Asset Manager		
If not already listed, name of the Architect	Clarke Hopkins		
PROJECT DATA			
Project Gross Square Footage	School	Designed Enrolments Numbers	Square Footage
	Armstrong Creek Primary School	400	38,437
	Armstrong Creek Special School	208	76,908
	Bannockburn primary school component	475	41,441
	Bannockburn secondary component	720	78,845
	Casey Central East Primary School	475	41,441
	Cranbourne South West Primary School	475	41,441
	Epping North Primary School	475	41,441
	Heather Grove Primary School	475	41,441
	Mernda Central Primary school component	400	38,437
	Mernda Central Secondary component	880	78,845
	Mernda South Primary School	400	38,437
	North Geelong Special Developmental School	168	35,811
	Pakenham South West Primary School	400	38,437
	Point Cook South P-9 School	550	58,706
Torquay North Primary School	400	38,437	
Total Square Footage across all schools: approx. 728,505			
Total Project Cost	AUD \$350m		
Type of Project	Education		
Project Delivery Method	P3		
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	The FM company provide 24/7 help desk, maintenance, cleaning and other services to the project and receive annual FM fees of AU\$9m (escalated at CPI).		
Construction Type	Design and Construct		
Occupancy Classification	Availability Payment with mechanism for uplift based on a peak patronage for each school.		
Level of LEED Certification	LEED is not applicable in Aus however the schools are designed in accordance with recognized Aus standards and benchmarks, as defined in Green Star or other recognized documents.		
Number of Stories	N/A		
Design Start Date	October 2015		
Construction Documents Completion Date	December 2017		
Construction Start Date, Substantial Completion Date, or Current Status	Operational		
Was the project completed on time? If not, why?	Yes		

Client/User Initial Construction Budget	A\$324m
Final Construction Cost	A\$324m
Was the project completed within budget? If not, why?	Yes
INSTRUCTIONS: <i>At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.</i>	
Name	Wayne Alford
Current Address of Reference	33 St Andrews Place East Melbourne VIC 3002 Australia
Current Phone Number of Reference	+61 413 336 476
Reference's Employer	Victorian School Authority
Reference's Title/Position	Director Major Projects
Role of the Named Reference in the Project	Director Major Projects
Email Address of Reference	Wayne.Alford@education.vic.gov.au
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Amber, as Investment Adviser to INPP, was the successful bidder for the Victorian Department of Education and Training to design, build, finance and maintain 15 schools across 12 sites. Amber brought together the successful consortium for the project.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	Victoria Schools is a P3 project with a total project cost over \$300m. Amber was responsible for the design, construction and operation of the project.

VICTORIA SCHOOLS

Melbourne, Australia



Project Description

Design, building, financing and maintenance of 15 schools across Victoria's fastest growing metropolitan and regional communities. Construction commenced in November 2015 and was completed in December 2017.

Each school as a "Community Hub". This is both a physical space in addition to the educational area requirements that the school can also enjoy, but outside school hours YMCA deliver childcare and maximize its use by community groups. CERES provide teaching support to augment environmental programs run by each school under the State's ResourceSmart program.

Financing Structure

Watpac Construction designed and built the schools and Spotless provides facilities management. With the support of the YMCA and the Melbourne-based Centre for Education and Research in Environmental Strategies (CERES), additional community facilities and programs have been incorporated into each design, transforming every school into a community hub. The Project reached financial close in October 2015. Project revenues are availability based over the 25-year concession term. Construction commenced in November 2015 and was completed in December 2017. Amber anticipates a return on its investment fully in line with its experience on other comparable projects.



RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- Design, construction and operation

OTHER TEAM MEMBERS INVOLVED:

- Amber - bid sponsor and project manager delivery and operations

The project delivers predictable and high-quality cash flows backed by the credit of the State of Victoria which is rated AAA by both S&P and Moody's.

Value for Sponsors

The project demonstrates Amber's ability to deliver under a traditional two stage procurement model and provide competitively priced capital along with a highly optimized design solution. The project involved a highly structured procurement process, including the requirement to commit funders prior to the finalization of design. Amber continues to manage the assets, which are now constructed. INPP is the investor in the project.

Appendix – Project Financial Experience Form

PROJECT 3 of [7]	
Project Name	Alberta Schools
Project Address	Edmonton and Calgary, Canada
Owner/Developer	100% INPP, an Amber advised fund
City and State	Edmonton and Calgary, Canada
Owner's Contact Name, Email, and Phone	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Role on Project
Tom O'Shaughnessy	Project Oversight as a member of Amber's Executive Committee
If not already listed, name of the Architect	Bird Construction and Graham Construction
PROJECT DATA	
Project Gross Square Footage	116,130 sqm
Total Project Cost	CAD \$634m
Type of Project	Education
Project Delivery Method	P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	CAD \$3.1m plus CAD \$1.365m life cycle value (average) per year
Construction Type	Design and construct
Occupancy Classification	N/A
Level of LEED Certification	Silver
Number of Stories	N/A
Design Start Date	September 2008
Construction Documents Completion Date	June 2010
Construction Start Date, Substantial Completion Date, or Current Status	Operational
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	N/A
Final Construction Cost	CAD \$41.2m
Was the project completed within budget? If not, why?	Yes
INSTRUCTIONS: At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.	
Name	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Current Address of Reference	-
Current Phone Number of Reference	-
Reference's Employer	-
Reference's Title/Position	-
Role of the Named Reference in the Project	-
Email Address of Reference	-
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	The project involved the design, build, finance, operation and ongoing asset management of the 18 schools. The project company (wholly owned by INPP, an Amber advised fund) was responsible for arranging the financing, for providing project management services, and for integrating the performance and delivery of all subcontractors working on the project, including construction and operations. Design and construction of the schools was completed on budget and one month ahead of schedule. Upon construction completion, a 30 year service period commenced in which the project company is responsible for maintaining and life-cycling the building.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	Alberta Schools is a P3 project with a total project cost over \$300m. The project is used by public authorities in its capacity as school buildings. Amber was responsible for the design, construction, and operation of the project. The project achieved LEED Silver standard.

ALBERTA SCHOOLS

Edmonton and Calgary, Alberta, Canada



RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- LEED Silver
- Used by public authorities
- Design, construction and operation
- 1,126,883 sf
- Financial Close September 2008

OTHER TEAM MEMBERS INVOLVED:

- Amber
- Province of Alberta
- Alberta Infrastructure

Project Description

Design, build, finance and operation by INPP, an Amber advised fund, of 9 new schools in Edmonton, Canada and 9 new schools in Calgary, Canada, with space to educate more than 12,000 students.

The school design consists of a core area, with additional modular units that can be moved between schools according to demographics and demand.

The Alberta Schools project has been recognized in several awards, including by CCPPP (11th National Awards for Innovation and Excellence), by Project Finance Magazine (2008 North American Social Infrastructure Deal of the Year), by the Government of Alberta (2008 Premier's Award of Excellence Gold Recipient), and by Summit Magazine (2008 Leadership in Public Procurement Award).

Financing Structure

The project involved the design, build, finance, operation and ongoing asset management of the 18 schools.

The project company (wholly owned by INPP, an Amber advised fund) was responsible for arranging the financing, for providing project management services, and for integrating the performance and delivery of all subcontractors working on the project, including construction and operations. **Design and construction of the schools was completed on budget and one month ahead of schedule.** Upon construction completion, a 30 year service period commenced in which the project company is responsible for maintaining and life-cycling the building. Revenues are availability-based and paid by the Province of Alberta. **The Province of Alberta estimates the project's value for money saving at \$118 million on a Net Present Value (NPV) basis**, as the project will cost \$634 million over the 32-year concession, whereas the Province had estimated its cost at \$752 million without private participation.

Value for Sponsors

Amber's Alberta Schools program was widely recognized for its innovation and financing and delivery efficiency in a tough financing and construction market that has performed with excellence into operations.

Appendix – Project Financial Experience Form

PROJECT 4 of [7]	
Project Name	Thames Tideway Tunnel
Project Address	Multiple sites across London
Owner/Developer	INPP, an Amber advised fund is a 16% shareholder
City and State	London, United Kingdom
Owner's Contact Name, Email, and Phone	Chris Morgan
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Role on Project
Chris Morgan	Board Observer
If not already listed, name of the Architect	West Section: JV of BAM Nuttall, Morgan Sindall and Balfour Beatty Group Central Section: JV of Ferrovial Agroman UK and Laing O'Rourke Construction East Section: JV of Costain, Vinci Construction Grands Projets and Bachy Soletanche
PROJECT DATA	
Project Gross Square Footage	N/A
Total Project Cost	£4.1 bn
Type of Project	Waste water
Project Delivery Method	Regulated Asset Base ('RAB') model
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	N/A
Construction Type	
Occupancy Classification	N/A
Level of LEED Certification	N/A
Number of Stories	N/A
Design Start Date	Planning approved in 2014
Construction Documents Completion Date	Financial Close occurred in 2015
Construction Start Date, Substantial Completion Date, or Current Status	As at 31/12/20, construction works were over 60% complete. Completion is estimated for March 2025.
Was the project completed on time? If not, why?	N/A
Client/User Initial Construction Budget	£3.4bn
Final Construction Cost	N/A
Was the project completed within budget? If not, why?	N/A
INSTRUCTIONS: At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.	
Name	Andy Mitchell CBE FREng
Current Address of Reference	-
Current Phone Number of Reference	0203 934 5800
Reference's Employer	Tideway
Reference's Title/Position	Chief Executive Officer
Role of the Named Reference in the Project	CEO
Email Address of Reference	Andy.Mitchell@tideway.london
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Amber formed the Bazalgette Consortium with leading institutional investors and following a competitive process, Ofwat awarded the consortium a license to design, build, commission, finance and maintain the Thames Tideway Tunnel. On an ongoing basis, INPP has representation on the Board and several board committees.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The Thames Tideway Tunnel has a total project cost over \$300m. Tideway is one of the largest and most complex infrastructure projects currently under construction in Europe. There are multiple project sites located across London including in the city center.

THAMES TIDEWAY TUNNEL

London, United Kingdom



Project Description

The Thames Tideway Tunnel (Tideway) is a new investment in the London sewer network, which will carry sewage and storm water discharges from the existing sewage network. London's Thames Tideway improvements will significantly reduce polluting discharges in a typical year by about 37 million cubic meters, resulting in a healthier river for London's citizens and wildlife. London currently relies on a 150-year old sewer system built for a population less than half its current size.

A 25km long, 7.2m diameter tunnel running up to 65 meters below the river Thames, replacing the Thames as a "sewer of last resort". The Thames Tideway Tunnel will transport overflow sewage to a pumping station located at Abbey Mills (East London) before final treatment in Beckton Sewage Treatment Works. The project has an estimated asset life to 2150.

Financing Structure

In a financing mechanism now referred to in the industry as 'the Tideway model', Amber helped the UK water regulator Ofwat, Thames Water, and the UK Government create a new licensing regime and complex contractual structure to fund the tunnel. The innovative model means the landmark project can be delivered at a cost to water billpayers significantly less than if it were to be procured via a typical utility model. Investors receive long dated, inflation linked revenues and, for one of the first times for a project of this size, the investment yields during construction. This is a market-opening transaction and the innovative procurement template developed by Amber will continue to be used for major public procurement projects.

There are effective risk sharing arrangements in place between contractors, equity investors, consumers, and the UK government. Investors are granted a degree of protection in a range of downsides including abandonment, overspend, adverse insurance markets or increased debt costs. There is a long initial regulatory period, with investors asked to bid a fixed return that will remain in place until 2030.

The tunnel is being built under three separate construction contracts, each covering a distinct physical section of the network. Construction activities are expected to complete in 2025. The tunnel will cost £4.1bn to complete, and an additional £1.1bn has already been spent by Thames Water for preparatory works.

The team worked closely with the rail authorities Infrabel and NMBS during the construction phase to maximize passenger usage on commencement of operations.

Value for Sponsors

One of the largest global infrastructure projects, the Thames Tideway Tunnel was a collaboration between the UK government, who initiated the project including design, and the private sector. The financing model was bespoke for the project and demonstrates that a highly optimized financing structure can be created through a collaborative approach.

RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership

OTHER TEAM MEMBERS INVOLVED:

- Amber Infrastructure
- Bazalgette Consortium (includes INPP, Allianz, Dalmore, DIF and Swiss Life)
- Thames Water
- Ofwat
- Department for Environment, Food & Rural Affairs
- Infrastructure and Projects Authority

Appendix – Project Financial Experience Form

PROJECT 5 of [7]	
Project Name	Diabolo Rail
Project Address	Zaventem, Belgium
Owner/Developer	100% INPP (an Amber advised fund)
City and State	Brussels, Belgium
Owner's Contact Name, Email, and Phone	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Role on Project
Tom O'Shaughnessy	Project Oversight as a member of Amber's Executive Committee
If not already listed, name of the Architect	TUC RAIL
PROJECT DATA	
Project Gross Square Footage	N/A
Total Project Cost	EUR €290m
Type of Project	Transport
Project Delivery Method	P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	€5,125m per year Operation and maintenance services
Construction Type	Design and construct
Occupancy Classification	N/A
Level of LEED Certification	N/A
Number of Stories	N/A
Design Start Date	Oct 2007
Construction Documents Completion Date	June 2012
Construction Start Date, Substantial Completion Date, or Current Status	Operational
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	€290m
Final Construction Cost	€290m
Was the project completed within budget? If not, why?	Yes, the project came in under its development cost budget.
INSTRUCTIONS: At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.	
Name	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Current Address of Reference	-
Current Phone Number of Reference	-
Reference's Employer	-
Reference's Title/Position	-
Role of the Named Reference in the Project	-
Email Address of Reference	-
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	The project involved building and financing a rail link over a five-year construction period and thereafter maintaining it over a concession period of 35 years. Amber's direct involvement with stakeholders ensured design changes and construction claims were kept to an absolute minimum, avoiding costly delays. Thanks to proactive management and negotiations with contractors during construction, Amber secured lower construction costs which reduced the amount of senior debt required. It therefore saved financing costs over the operational life of the project, further enhancing returns over the original forecast. On an ongoing basis, the asset manager provides value add asset management. For example, the team worked closely with the rail authorities Infrabel and NMBS during the construction phase to maximize passenger usage on commencement of operations. These initiatives led to higher than forecast passenger numbers on commencement of operations.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	Diabolo Rail is a P3 project with a total project cost over \$300m. The project has a transport focus. Amber was responsible for the design, construction, and operation of the project.

DIABOLO RAIL

Brussels, Belgium



RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- Transport focus
- Design, construction and operation
- Financial Close September 2007

OTHER TEAM MEMBERS INVOLVED:

- Infrabel NV – Belgian railway infrastructure provider
- NMBS NV – Belgian railway operator

Project Description

Diabolo is a **P3 strategic rail transportation asset** linking Brussels airport with Belgium's national rail network. The project involved building and financing a rail link over a five-year construction period and thereafter maintaining it over a concession period of 35 years. The aim of the Diabolo project is to make Brussels Airport a fully-integrated part of the national rail network and allow access to high-speed trains, such as Amsterdam-Brussels-Paris and NS Hispeed trains to serve the Airport.

Financing Structure

INPP, an Amber advised fund, holds a 100% stake in the project to build and finance the airport section over a five-year period and operate for a further 35 years.

The project receives a combination of fixed availability income, paid by the Belgian railway infrastructure provider Infrabel NV and non-fixed price passenger based income, paid by Belgian railway operator NMBS NV.

Amber's direct involvement with stakeholders ensured design changes and construction claims were kept to an absolute minimum, avoiding costly delays.

While Amber had negotiated a fixed price construction contract, Amber's active management led to savings in the financing and SPV costs. This meant the project **came in under its development cost budget**. The lower development cost meant the project was **able to prepay a portion of senior debt early**, saving financing costs over the operational life of the project.

The team worked closely with the rail authorities Infrabel and NMBS during the construction phase to maximize passenger usage on commencement of operations.

Value for Sponsors

The Diabolo's connection with a multi-modal hub at an international airport is very similar to both of the tunnel and raised platform solutions that the City and County are exploring for the JGCC.

Appendix – Project Financial Experience Form

PROJECT 6 of [7]	
Project Name	Reliance Rail
Project Address	Main office - 11/46 Market St, Sydney NSW 2000 Depot - 154 Manchester Rd, Auburn NSW 2144
Owner/Developer	33% INPP (an Amber advised fund)
City and State	Sydney, New South Wales, Australia
Owner's Contact Name, Email, and Phone	Martyn Jackson
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Role on Project
Tom O'Shaughnessy	Executive Committee
If not already listed, name of the Architect	NA
PROJECT DATA	
Project Gross Square Footage	151,000sqft maintenance shed with 7 maintenance roads, plus additional shunting and storage roads.
Total Project Cost	AUD \$2.4bn
Type of Project	Transport
Project Delivery Method	P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	Downer EDI Rail provide full maintenance services on the Waratah fleet at an annual cost of AUD \$104m
Construction Type	Design and Construct by Downer in Joint Venture with Hitachi and manufactured in China
Occupancy Classification	Sydney Trains make an availability payment on the basis of the trains being available, irrespective of passenger number or timetable
Level of LEED Certification	N/A although GRESB rating of 94/100
Number of Stories	N/A
Design Start Date	Nov 2006
Construction Documents Completion Date	~Feb 2013
Construction Start Date, Substantial Completion Date, or Current Status	Operational
Was the project completed on time? If not, why?	The project was delayed due to supply, manufacturing, and State variation issues
Client/User Initial Construction Budget	Train sets & spares – AUD \$1,860m Maintenance depot – AUD \$220m
Final Construction Cost	Downer outturn costs for Train set and spares was estimated to be AUD \$2,300 (Downer wrote down AUD \$440m related to the Waratah train manufacturing works)
Was the project completed within budget? If not, why?	Increased costs arose from the demanding technical specification of the trains and the difficulty in managing projects of this size and complexity. Material contract and management support was provided by equity providers, including INPP represented by Amber. It is important to note that despite cost escalation challenges, the Waratah train is the States best performing and most popular train.
INSTRUCTIONS: At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.	
Name	References can be provided on request and on satisfaction of disclosure requirements related to the project
Current Address of Reference	-
Current Phone Number of Reference	-
Reference's Employer	-
Reference's Title/Position	-

Role of the Named Reference in the Project	-
Email Address of Reference	-
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	The Amber team were responsible for the financing, designing, manufacturing and maintenance of the fleet. The primary responsibility of Reliance Rail is to maximise availability, reliability and operational performance of the Waratah fleet, achieve strong safety performance and deliver on sustainability objectives
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	Reliance Rail is a P3 project with a total project cost over \$300m. The project has a transport focus. Amber was responsible for the design, construction and operation of the project.

RELIANCE RAIL

New South Wales, Australia



Project Description

Reliance Rail involves the financing, designing, manufacturing and maintenance of next-generation, electrified “Waratah” train sets serving Sydney in New South Wales (NSW), Australia.

The project consists of the provision of 78 new train sets and 2 spare Trailer Driver Cars (comprising 626 train cars in total) to the NSW government and the operator of the Sydney rail network, now named Sydney Trains.

Financing Structure

The project is a public private partnership (PPP) investment and **generates a fully availability-based revenue stream extending to 2044** with the counterparty being Sydney Trains, Sydney’s suburban passenger rail operator, part of Transport for New South Wales, an executive agency of the New South Wales government.

The scope of this PPP project is broader than the delivery of the 626 cars – **the largest rolling stock order ever ordered by an Australian rail operator**. It includes a contract to maintain the fleet, as well the associated design, construction and maintenance of a technologically advanced maintenance center, and the provision of simulators for crew training. These were completed and have been operating since 2010 and the fleet of trains was delivered into full operational service in 2014.

Maintenance is provided at a purpose-built 16,000 sqm facility in Sydney’s west and the Waratah Train simulator system is housed at Sydney Trains’ Training College in Sydney.

RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- Transport focus
- Design, construction and operation

OTHER TEAM MEMBERS INVOLVED:

- Amber
- Sydney Trains, part of Transport for New South Wales an executive agency of the New South Wales government

Value for Sponsors

Amber’s role in developing the rail technology and the full array of maintenance and training for a new rail system similarly will add value to the integration of the new Fort Lauderdale City Center transit station with FECL’s system.

Appendix – Project Financial Experience Form

PROJECT 7 of [7]	
Project Name	Royal Children’s Hospital
Project Address	50 Flemington Road Parkville, Victoria 3052
Owner/Developer	100% INPP (an Amber advised fund)
City and State	Melbourne, Victoria, Australia
Owner’s Contact Name, Email, and Phone	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual	Steve Scott – Project Company Representative
Tom O’Shaughnessy-Project Oversight as a member of Amber’s Executive Committee	Martyn Jackson – Bid phase team
If not already listed, name of the Architect	The architects engaged were Billard Leece Partnership and Bates Smart
PROJECT DATA	
Project Gross Square Footage	2.1 million sq ft
Total Project Cost	AUD \$1.1bn
Type of Project	Health
Project Delivery Method	P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	The FM company provide engineering and maintenance services to the project and receive annual FM fees of AU\$14m (escalated at CPI). Life cycle costs average out at AU\$17m over the remaining term of the agreement, escalated at CPI
Construction Type	Design & Construct
Occupancy Classification	N/A
Level of LEED Certification	Not applicable in Au. RCH has a 5-star Healthcare Rating
Number of Stories	10 levels including 5 occupied levels, 3 parking levels, 1 helicopter pad level.
Design Start Date	The design process commenced in response to an output specification provided by the State. Following appointment as Preferred Bidder, the design process continued.
Construction Documents Completion Date	December 2011
Construction Start Date, Substantial Completion Date, or Current Status	Operational
Was the project completed on time? If not, why?	Technical completion achieved 3 months early. However, hospital elected to commence on program.
Client/User Initial Construction Budget	\$1.1bn
Final Construction Cost	\$1.1bn
Was the project completed within budget? If not, why?	Yes
INSTRUCTIONS: <i>At least one reference must be provided for each Project. Proposed Teammembers for this RFQ cannot be used as references for the above Project.</i>	
Name	References can be provided on request and on satisfaction of disclosure requirements related to the project.
Current Address of Reference	-
Current Phone Number of Reference	-
Reference’s Employer	-
Reference’s Title/Position	-
Role of the Named Reference in the Project	-
Email Address of Reference	-
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Members of the Amber team were involved in the bidding, contractual negotiations, financial close, design, construction of the project and are responsible for the ongoing asset management of RCH.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	Royal Children’s Hospital is a P3 project with a total project cost over \$300m. As a hospital, the project is a multi-storied building used by the public authorities. The project site is located in Melbourne city center. Amber was responsible for the design, construction and operation of the project.

ROYAL CHILDREN'S HOSPITAL

Melbourne, Australia



Project Description

RCH is the major specialist pediatric hospital in Victoria, Australia, and its care extends to children from Tasmania, southern New South Wales and other states around Australia and overseas. This **award-winning** A\$1.4bn Australian project involved the design, construction, facilities management and financing of The Royal Children's Hospital in Melbourne, a children's hospital on the site adjacent to the existing hospital, the refurbishment of selected existing hospital buildings, the erection of temporary accommodation structures and transitional services.

Included in this project is the Murdoch Children's Research Institute (MCRI). This is the largest child health research institute in Australia and **one of the top three worldwide for research quality and impact.**

Financing Structure

The project was procured as a Public Private Partnership. The Project Company engaged a Tier 1 construction company that took on the Design and Construction obligations of the contract on a fixed price and time engagement.

A major Facility Management Company was engaged for the delivery of engineering and maintenance services for the operational phase, including life cycle costs. Like the D&C element, the FM Company has been engaged on a 25-year basis on a fixed price contract.

The entire facility was delivered three months ahead of program and within budget and has been fully operational since November 2011.

Project revenues are availability-based. The public sector client is The Government of the State of Victoria.

Amber also manages the provision of various services throughout the 25-year operating phase of the Project in accordance with the services specifications.

Value for Sponsors

As one of the premier health sites in Australia this extremely important facility was delivered on time and on budget. Complex stakeholder management expertise is expected to be of benefit to Sponsors.

RELEVANCE TO JGCC:

- Over \$300 Million
- Public-Private Partnership
- Used by public authorities
- Multi-story building
- Project site located within the city center
- Design, construction and operation

OTHER TEAM MEMBERS INVOLVED:

- Amber
- The Government of the State of Victoria, through the Department of Health and Human Services, is the contracting party.



Completed and Active Projects Managed in the Past Five Years - Hunt

Ahuimanu	Retail	Kauai, Hawaii	Complete	2019	Asset Management Developer	<p>Kilauea Lighthouse Village is a new 42,000 square foot mixed-use development geared to service both the local and tourist communities, and enhance an area recognized as one of the top destination sites on the island of Kauai. The leasing and development team is striving to secure a mix of unique and essential services, such as a bank, pharmacy, restaurant, fitness center, small retailers, and office space that would provide improved convenience and quality to Kilauea. The existing plantation-style architecture of Kilauea exudes a historic small town appeal that has been meticulously incorporated into the development's unique green building and sustainable design features. Live work units with living quarters above ground floor business spaces will also bring a flexible lifestyle option that is consistent with sustainable development. Kilauea Lighthouse Village hopes to enhance the local community by serving as a central gathering place for all to shop and socialize.</p>
<p>A consortium led by Hunt was selected by the City of Annapolis to tear down and rebuild the Hillman Garage and redevelop City Dock. Annapolis Mobility and Resilience Partners (AMRP) is a consortium of 10 companies that will oversee the redevelopment. The project will revitalize an aging parking structure at the end of its functional life and protect the city's prime downtown waterfront from flooding and rising sea levels. The plan is expected to be completed by spring 2024. Under the terms of the pre-development agreement, AMRP agreed to design, build, finance, operate and maintain a new garage. It will also design, build and finance resiliency infrastructure at City Dock.</p>						



Catalyst Houston	Multi-Family Market Rate	Houston, Texas	Complete	2018	Asset Management Developer	<p>Catalyst Houston towers 28 stories above Minute Maid Park and is bounded by Texas Avenue, Austin Street, Prairie Street and La Branch Street. The apartments will be within walking distance to major employment centers, like the Hess and Hines towers, as well as attractions such as Discovery Green Park and the Toyota Center.</p> <p>The project team includes Pepper Construction as construction manager and Ziegler Cooper Architects is leading the design. The project broke ground in November 2014.</p> <p>Catalyst is a response to over one hundred thousand downtown employees who desire to live in a Class AA luxury property.</p> <p>The Catalyst Houston development is a new luxury, 28-story high-rise multifamily development consisting of 359 residential units, structured parking for 550 vehicles, as well as 7,400 square feet of ground-floor retail space which includes the new home of a Houston institution, Irma's Restaurant. Residents have access to conveniences such as a 24-hour door staff, state-of-the-art fitness center, cybercafé, multi-purpose club room with demonstration kitchen, and a guest suite.</p>
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						<p>Cimarron is a premier, master-planned Community in El Paso, Texas. The largest master-planned community of its kind in the El Paso area, the property is located in the foothills of the Franklin Mountains of El Paso's Westside. Cimarron is unique in that it was master-planned, from concept to construction, and follows the principles of Smart Growth – including environmental protections and covenants not found in traditional residential developments. Cimarron sets a new standard for innovative community design.</p> <p>This sprawling community comprises over 850 acres of natural rolling foothills and features approximately 2,000 sites for homes and 350 apartment units; over 100 acres of preserved open space which includes 15 parks, landscaped medians, and walking paths to nature trails and parks; over seven miles of biking and walking trails; 125 acres of retail, commercial and office space; and an elementary school. The three core components of Cimarron consist of retail and commercial properties, urban properties, and mountain residential properties.</p>
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Circa Central Avenue	Multi-Family Market Rate	Phoenix, Arizona	Complete	2019	Asset Manager Developer	Hunt, Ryan Companies, and Tilton Development formed a joint venture to acquire a 1.56 acre, fully-entitled, transit-oriented, urban infill development site in the rapidly growing Central Avenue Corridor of Phoenix. Circa Central Avenue is a 227-unit, 6-story luxury apartment property, situated at the Central and McDowell light rail station, immediately north of the Phoenix CBD. Due to its walkable character and connectivity, the Central Corridor has experienced recent growth in destination-oriented restaurants and residential population. A rooftop pool, fitness center, outdoor chef's kitchen and a sports bar are some of the amenities.
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						The project involves the design, build, finance, operation and maintenance of a 640 space parking garage along with the construction of sections of the City's pioneering urban RiverWalk. The project, which is part of the City's masterplan to reinvigorate its downtown Mill District, will provide much needed civic amenities to facilitate further development in the area. The City engaged the Amber and Hunt teams through a Progressive Development Agreement, which provided the City with a guaranteed maximum price for the project. The agreement includes a 26-year lease of the newly constructed parking garage to Amber. Through the Progressive Development Agreement, the City was able to optimize the design and delivery schedule while significantly reducing the procurement risk and expense.
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Falcon Hill Aerospace Research Park	Commercial	Salt Lake City, Utah	In Progress		Asset Management Construction Management Design Developer Finance Master Planning	This \$1 billion project consists of 550 acres of freeway frontage land located on the west side of Hill AFB. The land is owned by the federal government but is part of an Enhance Use Lease ("EUL") program in which underutilized land owned by the military is leased to private developers under long-term lease agreements. The term lease granted is 50 years and the private developer will design, build, finance, operate and maintain commercial office buildings, hotels, retail facilities and restaurants on the site. The commercial buildings are located both inside and outside Hill AFB. The EUL program is designed in a way that will benefit both the private developer and long-term goals of the military.
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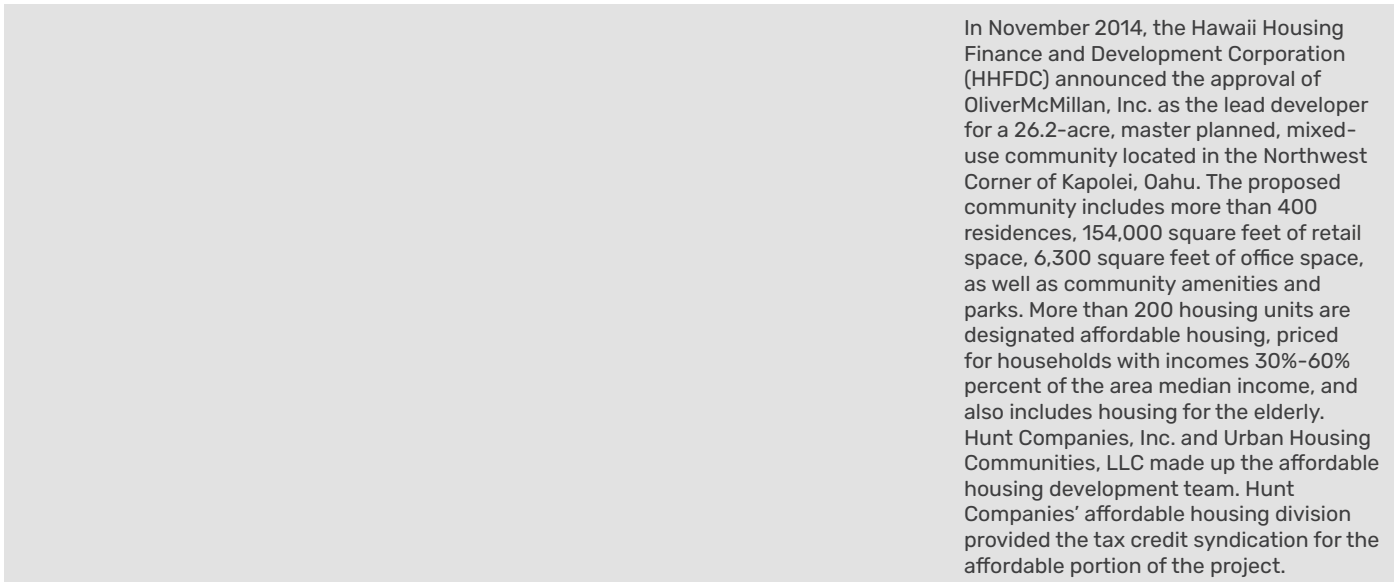
Flint Mine	Renewable generation	NY	Pre-Construction	2023	Developer	Pathfinder utility scale renewable energy project under New York State's RES
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HACEP RAD Development	Affordable Multi-family Housing	El Paso, Texas	Complete	2017	Construction Management Design Development Options Development/ Finance Historic Preservation Rehabilitation	<p>In December 2013, the Department of Housing and Urban Development approved HACEP's application to convert 6,100 units through the Rental Assistance Demonstration (RAD) initiative. RAD allows public housing agencies to leverage public and private debt and equity in order to rehabilitate the public housing stock. This is critical given the \$25.6 billion backlog of public housing capital improvements.</p> <p>HACEP selected Hunt as its development partner for Phase I in 2014. This public-private partnership demonstrates a successful way forward towards improving public housing and offering a more sustainable solution for the city of El Paso and its residents.</p>
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Herndon Homes	Affordable Multi-family Housing	Atlanta, Georgia	In Progress	Asset Management Construction Manager at Risk (CMAR) Design/Build/ Finance/ Maintain (DBFM) Developer Investment Management Property Management	<p>The Atlanta Housing Authority, Hunt and Torti Gallas have created a Master Plan for this 700-unit mixed-income community that creates an intimate, walkable village atmosphere with a maximum amount of pedestrian access throughout the site to anchor institutions and mass transit.</p> <p>The AHA and Hunt have partnered to transfer the former Herndon Homes site into a new, mixed-use, mixed-income community. The project covers more than 12 acres to redevelop an urban community with a variety of housing types, commercial facilities, retail, and community spaces, a new fitness center and retail spaces throughout.</p>
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In November 2014, the Hawaii Housing Finance and Development Corporation (HHFDC) announced the approval of OliverMcMillan, Inc. as the lead developer for a 26.2-acre, master planned, mixed-use community located in the Northwest Corner of Kapolei, Oahu. The proposed community includes more than 400 residences, 154,000 square feet of retail space, 6,300 square feet of office space, as well as community amenities and parks. More than 200 housing units are designated affordable housing, priced for households with incomes 30%-60% percent of the area median income, and also includes housing for the elderly. Hunt Companies, Inc. and Urban Housing Communities, LLC made up the affordable housing development team. Hunt Companies' affordable housing division provided the tax credit syndication for the affordable portion of the project.



Logan Square	Multi-Family Market Rate	Chicago, Illinois	Complete	2019	Developer Equity Partner	Hunt Companies and Savoy Development formed a joint venture to acquire a 0.70 acre, transit-oriented, urban infill development site in the burgeoning Logan Square neighborhood of Chicago, to construct a 138-unit, 6-story multifamily rental community, with approximately 9,326 square feet of ground-floor retail space and a 2,000 square foot public park. The Project is ideally located in Logan Square, one of Chicago's most popular and fastest gentrifying neighborhoods and will be one of the first few new multifamily developments in the submarket since the 1970's.
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Mission Ridge is a 4,700 acre Master-planned community In East El Paso, Texas. When complete, the community will consist of six distinct neighborhoods, 4,700 acres of residential space, 209 acres of commercial and office space; more than 6,000 home sites, 16 parks totaling 38 acres, miles of biking and walking trails, and 25 open space access points.

Mission Ridge has established building standards for homes to ensure that well designed homes complement and enhance the well designed neighborhoods. Because a high quality living experience is more than just good neighborhood design, strong partnerships have been forged with El Paso's premier builders of quality homes. All of the custom and semi-custom homes represent a collaboration of 14 local builder partners.

Mission Ridge is conveniently located near the Eastlake exit of I-10; a premier location and future home to many neighborhood commercial amenities and convenience retail. These retailers will include stores offering neighborhood necessities such as dry cleaners, coffee shops, sandwich shops, banks, a grocery store, restaurants, and entertainment possibilities.

Noma	Multi-Family Market Rate	North Miami Beach, Florida	Complete	2017	Developer Equity Partner	Hunt Companies and EDEN Multifamily purchased a 2.85 acre site located on the eastern border of the City of North Miami Beach Florida, known as NOMA. NOMA is ideally located in the East side of NMB, adjacent to two of the most highly trafficked streets in north Miami-Dade County - close to all major employment sectors and transportation corridors. The development is an 8-story, 354-unit multifamily building with lobby and live/work/retail on street level. Additional ground level amenities includes a pool, outdoor sports lounge, dog walk area and grooming station, fitness center, and boardwalk along canal frontage. The development includes a 576-space secured parking garage.
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This mixed-use community is thoughtfully designed around a central town center; connected with an extensive network of walking and biking trails. It also features over 230 acres of open space, a 70-acre business park, a 20-acre regional park, and a 55-acre dry forest preserve. Located on Hawaii's majestic Big Island, Palamanui is sited to enhance the magnificent ocean views.

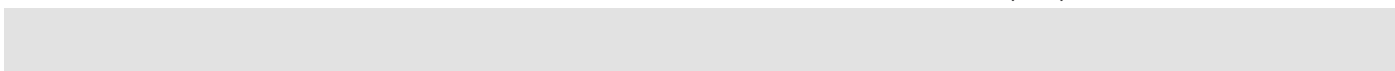
Over the next twenty years, Palamanui will offer 1,116 new homes with a variety of lifestyle options from affordable multifamily units to luxurious single-family homes and expansive estate lots. Palamanui will be a mixed-use community around a central town center connected by an extensive network of walking and biking trails. The centerpiece of Palamanui, the Town Center, is a vibrant mix of multifamily residential, retail, commercial, hotel, restaurants and services creating a small town ambiance.

Robert Hitch Village	Affordable Multi-family Housing	Savannah, Georgia	Complete	2018	Conceptual Design Construction Design Concepts Land Planning Master Planning	<p>The Housing Authority of the City of Savannah, GA (HAS) and Hunt Companies, Inc. partnered to revitalize the Robert Hitch Village, a distressed public housing development, under the Department of Housing and Urban Development's Choice Neighborhoods program. The partnership revitalized two traditional public housing developments, Wessels and Blackshear, in the same community under HUD's Rental Assistance Demonstration (RAD) initiative and 9% LIHTC.</p> <p>As part of the project, the former Robert Hitch Village public housing site and the Wessels and Blackshear neighborhoods were transformed into a mixed-income, mixed-use community including more than 500 homes, creating a vibrant neighborhood.</p>
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Hunt was selected to develop a new public services center (PSC) for the City of San Marcos using progressive P3 delivery that will provide 155,000 SF of purpose-built space and allow over a dozen service teams from the City Public Works and General Services departments to consolidate into a single location. The PSC consists of admin, utility, and crew buildings, a warehouse, storage yard, fleet vehicle parking, and an ~500KW rooftop photovoltaic system. The facility also will include mission-critical City vehicle dispatch and an Emergency Operations/Training Center. The new PSC will provide modernized facilities that will allow the departments to streamline their work processes and improve the delivery of services to the City's residents. The new PSC is anticipated to be complete in Fall 2021.



Sanctuary 331	Multi-Family Market Rate	Santa Rosa, Florida	Complete	2018	Developer Equity Partner	The 264-unit three-story garden-style apartment complex located in the Emerald Coast of the Florida Panhandle on the Choctawhatchee Bay received its final certificate of completion in April 2018. The 264-unit project is market-rate housing and consists of 126 one-bedroom and 138 two-bedroom units in 11 three-story walk-up buildings with a fully equipped, 3,700 square foot clubhouse. Site amenities include a resort-style zero-entry pool, heated whirlpool, dog park, fitness center, yoga room, car wash, and detached garages. The property is financed with a HUD 221(d) (4) construction loan. The Sanctuary at 331 completed its lease-up reaching 95% occupancy in less than 9 months.
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Spartanburg Housing	Multi-Family Affordable	Spartanburg, South Carolina	Complete	2017	Architectural Design Services Design Developer Development/ Finance	In 2017, The Spartanburg Housing Authority partnered with Hunt for the Rental Assistance Demonstration (RAD) conversion of 338 residential units in 7 public housing communities. Hunt managed the acquisition and substantial rehabilitation of the 338 units across seven sites, converting them to properties assisted with long-term, project-based vouchers or project-based rental assistance under Section 8. By using the RAD program, SHA was able to address its backlog of needed repairs by borrowing against the converted properties to make the needed repairs. The project received an award of Tax Exempt Bond Volume Cap and 4-percent LIHTC financing. The financial structure ensured the RAD supported debt and the LIHTC equity was sufficient to complete the financial closing for the project. The equity for this project was secured by Hunt Capital Partners, a leader in the multifamily investment industry with a focus on affordable housing and investments utilizing Federal and State Low-Income Housing, Federal Historic and Solar Tax Credits.
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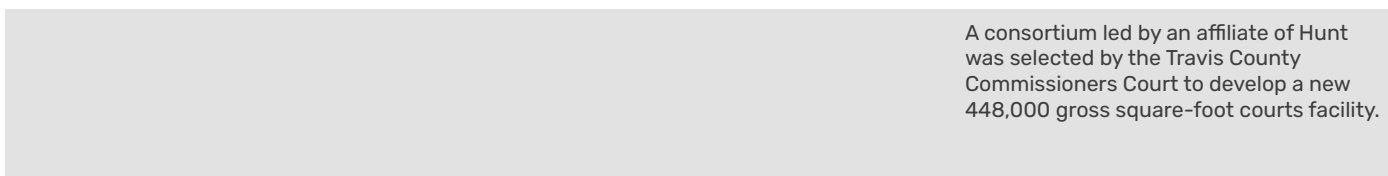
					Architectural Design Services Construction Management Design Design/ Planning Development/ Finance Facility Maintenance Interior Design Land Planning Master Planning	In December 2015, Hunt completed the progressive P3 development of the Texas A&M Maritime Academy Hall on the Texas A&M Galveston campus. Hunt, in partnership with Texas A&M University, provided development and construction management services for design, finance, site and vertical construction. Moss & Associates, a Hunt company, was the general contractor, and the building's architecture was completed by PGAL – a Houston based A&E firm. Construction of the residence hall began on June 30, 2014. The building is comprised of six floors with a 612-midshipmen bed capacity. In addition to residence space, the building has four classrooms, various office spaces, cadet lounges, dining retail space, fully equipped laundry facilities, two 2-bedroom apartments for Residence Life staff, and a beautiful exterior Midshipmen Main Deck.
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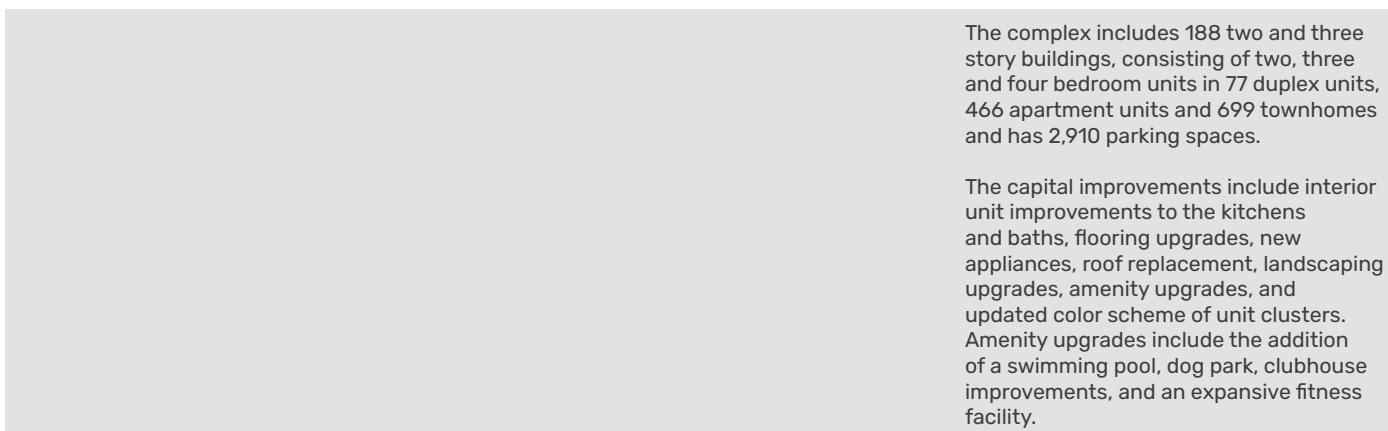
Thames Tideway Tunnel Project	Infrastructure	London, UK	In Progress	Design Build Operate Maintain	<p>The Tideway Tunnel (Tideway) is a £4.2bn investment in the sewer network that will carry sewage and stormwater discharges from the London sewage network. It will be a 25km long, 7.2m diameter tunnel running up to 65 meters below the river Thames effectively replacing the Thames as a “sewer of last resort.” The Thames Tideway Tunnel will transport overflow sewage to a pumping station located at Abbey Mills (East London) before final treatment in Beckton Sewage Treatment Works.</p> <p>The tunnel will be built under three separate construction contracts, each covering a distinct physical section of the network. Construction activities are expected to complete in 2024.</p>	
The DeSota	Multi-Family Market Rate	Sarasota, Florida	Complete	2018	Developer Equity Partner	<p>The Catherine, a 19-story residential tower, incorporates high design elements modeled after a boutique hotel and includes 300 luxury apartments.</p> <p>Hunt’s construction services division and StreetLights joint ventured to construct the building which was designed by Austin-based Rhode Partners.</p> <p>Developed by Hunt and Carter, USA, and completed in 2018, the project was a newly developed 180-unit, class AA luxury, high rise apartment complex located in affluent Downtown Sarasota, Florida. Hunt invested \$10.5 million of equity alongside a Philadelphia based money manager and was Co-General Partner with Carter.</p> <p>The land was acquired in January 2016 to take advantage of a new zoning ordinance in Sarasota, allowing higher density projects on smaller lots not allotted to previous developers.</p> <p>The project began in early 2016 and was completed on schedule and below budget in just 19 months. Heavy emphasis on branding and marketing resulted in strong pre-leasing and allowed for a fast lease-up in just over one year.</p> <p>Hunt developed this 281 luxury multifamily apartment community, located at 1705 North Greenville Avenue in Richardson, Texas. Its affiliate, Moss led construction. The property is situated within the Dallas-Fort Worth metroplex and home to the Telecom Corridor®. The 4.98-acre site is located near the North Central Expressway and Campbell Road, providing easy access to North Central Expressway and two DART rail stops. There is a high concentration of nearby restaurants, retail centers, major employers, and recreational facilities that residents can walk to and enjoy.</p>



The Oaks at North Intown	Multi-Family Affordable	Albany, Georgia	Complete	2016	Architectural Design Services Conceptual Design Construction Construction Budget and Cost Estimates Construction Management Design Development/ Finance Land Planning Landscape Architecture Master Planning"	<p>Hunt Companies and Boulevard Group teamed up to partner with the Housing Authority of Albany, Georgia, to design and redevelop two existing housing communities, McIntosh Homes and Golden Age, along with a new housing community known as Oaks at North Intown.</p> <p>Overall, the RAD project includes over 350 housing units on two separate locations that offers mixed income and senior housing with sustainability at the forefront. The development is expected to pursue LEED-Neighborhood Development for the site and EarthCraft certification for the buildings.</p> <p>Hunt and Boulevard Group worked with the surrounding community and all stakeholders to identify the community's retail needs. As part of the development, a community space was built to allow staff members to work from as well as offer a gathering area and other amenities for residents.</p>
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University of Hawaii Atherton	Higher Ed	Oahu, Hawaii	In Progress		Design Developer Finance	<p>Hunt Development Group plans to redevelop the former YMCA of Honolulu Atherton property under a progressive P3 delivery into a \$58 million mixed-use student housing and innovation and entrepreneurship center under a public-private partnership with the University of Hawaii and the University of Hawaii Foundation.</p>
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						<p>The complex includes 188 two and three story buildings, consisting of two, three and four bedroom units in 77 duplex units, 466 apartment units and 699 townhomes and has 2,910 parking spaces.</p> <p>The capital improvements include interior unit improvements to the kitchens and baths, flooring upgrades, new appliances, roof replacement, landscaping upgrades, amenity upgrades, and updated color scheme of unit clusters. Amenity upgrades include the addition of a swimming pool, dog park, clubhouse improvements, and an expansive fitness facility.</p>
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Wakea Garden Apartments	Multi-Family Affordable	Kapolei, Hawaii	Complete	2019	Asset Management Developer General Contractor (GC) Master Planning	<p>As part of Hunt’s effort to redevelop and revitalize nearly 540 acres of the former Naval Air Station Barbers Point in Kalaeloa, Hunt took on the renovation of the former Bachelor Officer Quarters (BOQ) and revived it into Wakea Garden Apartments with 100 one-bedroom apartments.</p> <p>The project scope, completed in June 2015, entailed an entire rehabilitation and renovation of the building, and represents a unique redevelopment opportunity to extract value from the existing improvements and create 100 reserved housing rental units under the Hawaii Community Development Authority guidelines. These 100 units free up approximately 300 market rate housing units.</p>
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						<p>Hunt and WestStar are developing and Moss is the general contractor on a new multi-tenant, multi-level “Class AA” office building in downtown El Paso, which will serve as Hunt’s Corporate Headquarters. When complete in 2021, WestStar Tower, a multi-tenant, multi-level LEED® certified “Green Building” will be the tallest building in El Paso at over 313 feet high. The overall project will include approximately 264,000 rentable square feet of true Class-AA space, and 12,000 square feet of ground-level amenity space. The building will offer approximately 850 parking spaces in an integrated garage.</p> <p>WestStar Tower was approved as a Texas Enterprise Zone project in 2019.</p>
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VA Clinic	Healthcare	Honolulu, Hawaii	In Progress		Developer	<p>Hunt was selected to develop and construct a new 88,675 square-foot, \$100 million veterans’ outpatient facility in Kalaeloa under a progressive P3 delivery structure. The team, comprised of local Hawaii entities, was selected through a competitive procurement process. The Veterans Administration (VA) awarded the lease to locate the Advanced Leeward Outpatient Healthcare Access (ALOHA) project at Kalaeloa under a 15-year lease. When completed, the ALOHA Project will be a new 88,675 square-foot multi-specialty VA clinic that will provide primary care, mental health care, x-ray, laboratory, diagnostic, pharmacy, and specialty care for 25,000 veterans in the area. Groundbreaking will take place in late 2021.</p>
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Completed and Active Projects Managed in the Past Five Years - Amber

OFTO - Westermost Rough	Energy transmission	Yorkshire, England	Operational	2016	Funder Asset Manager	The offshore transmission asset connects the Westermost Rough offshore wind farm to the national grid and is a key component in supporting the UK transition towards a low carbon economy. This is the sixth Offshore Transmission Owner (OFTO) License awarded to INPP under the competitive tender process managed by energy regulator Ofgem, for the licensing of high voltage transmission links with offshore wind farms in Great Britain.
<div data-bbox="1166 865 1495 1348"> <p>The project is an Australian PPP contract to design, build, finance, operate and maintain a light rail network between Broadbeach and Helensvale, providing a public transportation system for the City of Gold Coast and linking with the heavy rail network that provides direct access to Brisbane. The Gold Coast G: Link light rail system has become a resounding success in terms of passenger numbers and changing the way that people move around the city.</p> </div>						
Aggregator - Batch 5 Debt	Education	UK	Operational	2016	Funder Asset Manager	PSBP is a centrally procured programme run by the Education Funding Agency on behalf of the Department for Education. The Aggregator is the first of its kind to be procured by UK Government, and represents a new funding vehicle from institutional investors for infrastructure investment. Amber is the lead investor into the UK's Priority Schools Building Programme ('PSPB') providing financing across five investment tranches to over 40 schools.



Clyde Gateway East	Commercial urban development	Glasgow, Scotland	Operational	2017	Funder Asset Manager	In 2017 SPRUCE provided a c.£1m senior debt facility to Clyde Gateway Developments Limited to fund the creation of a 27,000 sq ft manufacturing and engineering unit at the Clyde Gateway East industrial site in the east end of Glasgow.
						In 2017 SPRUCE provided a c.£9m senior debt facility to CSG Blenheim House Limited, a special purpose vehicle sponsored by Chris Stewart Group. CSG Blenheim House was set up to acquire, expand and refurbish a c37,000 sq ft Grade A office with 18 basement and external car parking spaces located in east central Edinburgh.
Dalmore House	Commercial urban development	Glasgow, Scotland	Operational	2017	Funder Asset Manager	In 2017 SPRUCE provide a c.£8m senior debt facility to Tarn Crag Limited, a subsidiary of commercial property market investor Praxis (Holdings) Limited, to refurbish Dalmore House, a vacant office building in central Glasgow.
						INPP has a 7.25% interest in National Grid's gas distribution networks (GDNs), acquired as part of the Quad Gas Group consortium's initial purchase of a 61% interest in the GDNs on 31 March 2017 (now known as Cadent). The Consortium made a further investment in 2019 increasing its ownership to 100%.
Offenbach Police	Police Authority	Offenbach, Germany	Under construction	2017	Funder Asset Manager	PPP project for design, build, finance, operate and maintain of the new police center building for South-East Hesse in Offenbach, Germany.



Airband	Digital	UK	Under construction/operational	2018	Funder Asset Manager	Founded in 2009, Airband is an internet service provider bringing high speed broadband to homes, business and industry in rural and hard-to-reach areas. Since its inception, it has connected over 3,000 rural businesses and 440 homes, helping to drive productivity, connect communities and reduce the digital divide in the UK.
Toob	Digital	UK	Under construction	2018	Funder Asset Manager	toob is a Fibre-to-the-Premises network operator seeking to exploit infrastructure re-use to deploy across towns and cities.
London Borough of Croydon Tranche II	Sustainable energy	London, England	Operational	2018	Funder Asset Manager	MEEF and LEEF have provided finance for an Energy Performance Contract ('EPC') at Epsom and St Helier University Hospitals NHS Trust as part of an initiative to upgrade aging infrastructure across its estate.
Roehampton University	Sustainable energy	London, England	Under construction	2018	Funder Asset Manager	LEEF provided corporate loan finance to complement the Council's other funding sources and deliver a range of energy efficiency projects within Croydon's Capital Programme.
Roehampton University	Sustainable energy	London, England	Under construction	2018	Funder Asset Manager	In August 2018 LEEF funded the ECMs on Roehampton's state-of-the-art media hub.



Cadworks	Commercial urban development	Glasgow, Scotland	Under construction	2018	Funder Asset Manager	In September 2019, SPRUCE reached financial close on a mezzanine debt facility with FORE Partnership in respect their Cadworks development at Cadogan Street, Glasgow. The SPRUCE funding will allow FORE to deliver up to 95,000 sq ft of modern Grade A space across 10 floors.
						The offshore transmission asset connects the Dudgeon offshore wind farm to the national grid and is a key component in supporting the UK transition towards a low carbon economy. Dudgeon represents the seventh Offshore Transmission Owner (OFTO) License awarded to INPP under the competitive tender process managed by energy regulator Ofgem, for the licensing of high voltage transmission links with offshore wind farms in Great Britain.
Epsom & St Helier Tranche II	Sustainable energy	London, England	Under construction	2019	Funder Asset Manager	MEEF provided finance for an Energy Performance Contract ('EPC') at Epsom and St Helier University Hospitals NHS Trust with Triodos Bank.
London Borough of Richmond	Sustainable energy	London, England	Under construction	2019	Funder Asset Manager	MEEF finances low carbon streetlighting to help the Borough meet its Climate Emergency Declaration.
Livingston Trade Park	Commercial urban development	Livingstone, Scotland	Operational	2019	Funder Asset Manager	SPRUCE has financed industrial and trade counter accommodation. The scheme will ensure a minimum 9.41% decrease in CO2 emissions over 2010 Buildings Regulations. The green initiatives include low air permeability design, EV charging points, high performance building fabric and secure cycle parking.



SPRUCE finance has been used to refurbish the building to a modern Grade A standard and to add a further 10,000 sq ft of space. The building includes a number of green measures including 4 EV charging points and bike racks for 120 bikes.

Argyle Street	Commercial urban development	Glasgow, Scotland	Operational	2019	Funder Asset Manager	In September 2019, SPRUCE entered into a senior debt facility with an Osborne+Co managed project company in respect the demolition and site enabling works at its site in Argyle Street, Glasgow. The SPRUCE funding will be used to fund the demolition works currently ongoing at the site as well as site preparation works for the subsequent development of a 270,000 sq ft Grade A office development.
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PSBP is a centrally procured programme run by the Education Funding Agency on behalf of the Department for Education. The Aggregator is the first of its kind to be procured by UK Government, and represents a new funding vehicle from institutional investors for infrastructure investment. Amber is the lead investor into the UK's Priority Schools Building Programme ('PSPB') providing financing across five investment tranches to over 40 schools.

STR	Energy	Rotterdam, Netherlands	Operational	2020	Funder Asset Manager	Contracted marine fuel blending and storage terminal located in the Port of Rotterdam, the busiest port in Europe with connectivity to the wider Amsterdam-Rotterdam-Antwerp ('ARA') industrial cluster.
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						<p>The Scottish “Hub” initiative commenced in 2012 and represents the Scottish Government’s approach to the provision of new community accommodation projects through the appointment of delivery and funding partners to 5 geographically exclusive ‘Territories’. Hub East Central Scotland is one of these Territories. Projects are delivered under a PPP-style availability structure.</p>
Cargounit	Transport	Poland	Operational	2020	Funder Asset Manager	<p>Cargounit is the Three Seas Initiative Investment Fund’s first investment. It is the largest independent locomotive leasing company in Poland and is the sixth largest rolling stock company in Europe.</p>
						<p>Greenergy Data Centers (‘Greenergy’) is the Three Seas Initiative Investment Fund’s first digital investment. Greenergy is a data center platform aiming to service the compute and storage needs of the Three Seas region.</p>
London Borough of Enfield	Sustainable energy	London, England	Under construction	2020	Funder Asset Manager	<p>MEEF provided £15 million to the London Borough of Enfield (‘Enfield’) to part-finance the construction of their Meridian Water Heat Network which will supply over 10,000 new homes and businesses with low carbon heat and hot water.</p>
London Borough of Southwark	Sustainable energy	London, England	Under construction	2020	Funder Asset Manager	<p>MEEF funds innovative retrofit of district heating scheme with water source heat pumps supporting Southwark’s green recovery.</p>
Zenobe Energy	Sustainable energy	London, England	Operational	2020	Funder Asset Manager	<p>MEEF provided finance to Zenobe Energy to install a charging infrastructure solution at a bus depot operated by Abellio London, in Walworth.</p>

					SPRUCE provided a senior debt facility to a Bywater Properties led speculative refurbishment of office and ground floor retail space at the Category B listed property on Sauchiehall Street, Glasgow.	
South Gyle	Commercial urban development	Edinburgh, Scotland	Under construction	2020	Funder Asset Manager	SPRUCE provided a senior debt facility to a Parabola Properties controlled SPV to fund the speculative development of c85,000sq ft of Grade A office space (with ground floor food and beverage units) at South Gyle, West Edinburgh. The office building is the first phase of Parabola's masterplan to deliver 637k sq ft of Grade A office space across 7 buildings as well as associated parking, leisure and retail facilities and private housing.
						SPRUCE provided a senior debt facility to 6AQ Limited, a company controlled by Singaporean developer Solutino Limited to fund the speculative refurbishment of c70,000 sq ft of Grade A office space in central Glasgow, bringing a disused building back into economic use.



Projects Completed in the Last 5 Years

Project Name	Project Owner	Amount
American Airlines Hospitality Center	Dallas, Texas	\$18,510,776.14
AT&T SW Entry Slab	AT&T, Dallas, Texas	\$17,660.00
AT&T Edison CW Riser Replacement Phase II - Reno	AT&T, Dallas, Texas	\$103,320.00
AT&T Mayfield Parking Lot - Arlington	AT&T, Dallas, Texas	\$347,775.20
AT&T Fuel Line Concrete Collars, So Akard	AT&T, Dallas, Texas	\$14,000.00
AT&T WT Hawthorn	AT&T, Dallas, Texas	\$42,890.00
AT&T Crosswalk at 3400 Plano Parkway	AT&T, Dallas, Texas	\$66,157.68
AT&T Discovery CM	AT&T, Dallas, Texas	\$22,800,000.00
AT&T 3400 Plano Parkway Parking Addition PH 1 - Reno	AT&T, Dallas, Texas	\$439,057.70
AT&T Lasater Road Hut	AT&T, Dallas, Texas	\$29,470.00
Austin Bergstrom International Airport - Terminal/Apron Expansion and Improvements	Austin Bergstrom International Airport, Austin, Texas	\$7,551,081.52
Baylor University L. Herrington School of Nursing Academic Building	Baylor University, Dallas, Texas	\$488,112.00
Bluebonnet North Tarrant Express (NTE) Bridge Structures and Retaining Walls	Bluebonnet North Texas P3 / TxDOT, Texas	\$1,779,732.77
BNSF Phase IV Office Building	BNSF Railroad, Ft Worth, Texas	\$817,489.00
Ridgemont Drive New Street & Landscape	City of Allen, Texas	\$1,638,492.05
Tower Drive/Cattle Barn 2 Renovation & Milking Parlor	City of Ft Worth, Ft Worth, Texas	\$1,500,306.00
Residential Concrete Pavement Repair Zone I3 North	City of Plano, Plano, Texas	\$4,500,000.00
Plano Sand & Salt	City of Plano, Plano, Texas	\$1,278,000.00
City of Richardson Annual Pavement Repair for Collector Roads	City of Richardson, Richardson, Texas	\$817,472.49
Texas Live! Entertainment Venue - Concrete Turn Key	Cordish Companies, Arlington, Texas	\$5,396,977.00
Dallas County Records Building Complex	Dallas County, Dallas, Texas	\$861,140.00
Frisco Multi-Use Special Events and Sports Facility	Dallas Cowboys, City of Frisco, Frisco, Texas	\$3,626,639.00
Dallas Love Field - Pedestrian Bridge Enabling Work	Dallas Lovefield Airport, Dallas, Texas	\$593,353.01



DFWIA - Terminal Parking Garage	DFW International Airport, Dallas/Ft Worth, Texas	\$14,120,556.00
DFWIA - Bus and General Vehicle Maintenance Facility	DFW International Airport, Dallas/Ft Worth, Texas	\$272,014.12
DFWIA - Terminal E General Work	DFW International Airport, Dallas/Ft Worth, Texas	\$1,374,128.40
DFWIA - West Airfield Drive / Mid-Cities Blvd Expansion	DFW International Airport, Dallas/Ft Worth, Texas	\$191,000.00
DFWIA - Consolidated Headquarters (JV) SAS	DFW International Airport, Dallas/Ft Worth, Texas	\$1,850,349.00
DFWIA - Rehabilitate East Side Chiller Plant	DFW International Airport, Dallas/Ft Worth, Texas	\$80,424.60
DFWIA - Rehabilitate Trig Lake Dam	DFW International Airport, Dallas/Ft Worth, Texas	\$1,150,855.00
DFWIA - Runway 17C Foundation for FLS Shelter	DFW International Airport, Dallas/Ft Worth, Texas	\$875,020.00
DFWIA - Terminal A Flyover Bridge & Trip Bridge Retro	DFW International Airport, Dallas/Ft Worth, Texas	\$1,107,553.52
DFWIA - Terminal E Satellite Ramp Improvements	DFW International Airport, Dallas/Ft Worth, Texas	\$275,197.09
DFWIA - Terminal E Jet Bridge	DFW International Airport, Dallas/Ft Worth, Texas	\$426,030.00
Toyota Corporate Headquarters P3 Parking Garage	One Toyota North America Headquater, Plano, Texas	\$15,622,547.42
Parkland WISH Clinic Interior Buildout / Medical/Surgery Clinic Building	Parkland Hospital, Dallas County, Texas	\$329,380.00
Parkland Med Surg Clinic Building Core & Shell	Parkland Hospital, Dallas County, Texas	\$8,750,354.68
Parkland Hospital - Maple Street Garage	Parkland Hospital, Dallas County, Texas	\$23,000,000.00
FM 1388 Kaufman County - Kings Creek Bridge	TxDOT, Texas	\$1,378,335.00
University Texas @ Arlington Parking Garage	University of Texas Arlington Campus, Arlington, Texas	\$1,173,086.00
University Texas @ Dallas Parking Structures - Phase IV	University of Texas Dallas Campus, Dallas, Texas	\$1,184,273.00
UT Southwestern Medical Center West Campus Phase 1 Academic Building	UT Southwestern, Dallas, Texas	\$1,302,100.00
UTSW South Campus Vivarium	UT Southwestern, Dallas, Texas	\$200,655.00



Current Active Projects

Project Name	Project Owner	Amount
UTSW - Brain Building	UT Southwestern, Dallas, Texas	\$1,200,000.00
DFWIA - Northeast End-Around Taxiway	DFW International Airport, Dallas/Ft Worth, Texas	\$1,789,811.87
DFWIA - Skylink Restrooms Renovations	DFW International Airport, Dallas/Ft Worth, Texas	\$500,000.00
Dallas Love Field Repairs	Dallas Lovefield Airport, Dallas, Texas	\$250,000.00
Methodist Charlton Hospital Additions & Renovations	Methodist Hospital, Dallas, Texas	\$11,000,000.00

Projects Currently Pursuing

None.



Marriott Marquis Washington, General Contractor, Hensel Phelps

Projects Currently Pursued

Hunt currently has one pending RFP for a 20-acre, \$300 million development in partnership with the City of Austin, TX. The development scope includes purchasing excess land owned by the City and partnering to re-develop the neighborhood with approximately 450 affordable housing units, 450,000 GSF office, and a number of community benefits, including a child care center, clinic, and park.

EJ Smith is currently developing the Science and Technology Park at Johns Hopkins in Baltimore, MD as a 20-year mixed use revitalization project with funding from city, state, and federal agencies.

EJ SMITH'S UPCOMING VENTURES INCLUDE:

Solar Project Financing

EJ Smith Construction in partnership with 413 Solutions, LLC is aligned with a strategic partner to provide \$2B in capital financing to bring solar solutions and 5G technology to disadvantaged communities and school districts. There are (4) planned projects estimated at \$500M value.

West Main Master Plan - Pensacola FL

EJ Smith Enterprises and the Dawson company were selected to be the master developer for the West Main Master Plan by Studer Properties. The project centers around developing the parcels at Community Maritime Park and the former Emerald Coast Utilities Authority property downtown Pensacola, FL. The proposed build is estimated to be a \$500M investment that consists of 234-unit mixed-income, market rate, senior-focused and luxury apartments, and retail.

Eagle Crossing Joint Venture- Freeport, FL

EJ Smith Enterprises as part of a joint venture will co-develop 1,400 acres for mixed-use development valued at \$300M

B. BONDING CAPACITY



10825 E Geddes Ave.
Centennial, CO 80112-4591

Phone Number (720) 200-8412
Fax Number (720) 200-8398

April 8, 2021

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

RE: Solicitation PNC2122559R1
Developer for Joint Government Center Campus (JGCC)

To Whom It May Concern:

Travelers Casualty and Surety Company, Hartford, CT, (NAIC #19038, A.M. Best rating A++, XV) a subsidiary of The Travelers Companies, Inc., is licensed in the State of Florida and listed on the United States Department of Treasury's Listing of Approved Sureties. Travelers has extended surety credit to Hensel Phelps Construction Co. (Hensel Phelps) and its affiliated companies for more than 60 years in connection with contracts aggregating billions of dollars. It is our opinion that Hensel Phelps is one of the most outstanding design-build and general construction organizations in the United States. Their skill, integrity, and financial responsibility are unquestioned.

Our established work program for Hensel Phelps authorizes this organization to bid contracts with performance and payment bond obligations in excess of \$750 Million per project as part of a total \$9 Billion aggregate backlog of work. Hensel Phelps has sufficient bonding capacity available for construction of the captioned project, coincidentally with current and anticipated workloads. Should Hensel Phelps enter into a contract with the Developer, it is our present intention to provide performance and payment bonds as required by the Construction Agreement between Hensel Phelps and the Developer.

Please note this authorization is subject to our standard underwriting throughout the proposal process, including a review of acceptable bond forms, contract financing, contract terms, and other standard underwriting considerations.

If you have any questions please contact the surety company or the surety agent:

Kris Fox, Travelers Casualty and Surety Company
10825 E Geddes Ave., Centennial, CO 80112-4591, (800) 525-8552

Royal Lovell, Flood and Peterson
P.O. Box 578, Greeley, CO 80632, (800) 356-2295

Sincerely,

Kelly T. Urwiller
Attorney-in-Fact



April 15, 2021

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

**RE: Hunt Companies, Inc. - Developer Prequalification/Submittal Bond
Solicitation PNC2122559R1**

To Whom It May Concern:

Hunt Companies, Inc. is a highly regarded and valued client of Travelers Casualty and Surety Company of America. Hunt Companies is capable of providing Submittal Bonds with an aggregate program in excess of \$50 million. Travelers Casualty and Surety Company of America is rated A.M. Best A++ (Superior), Class XV and is licensed to do business in all 50 states.

In our collective opinions, Hunt Companies, Inc. is one of the best managed and professionally run development companies in the United States with the requisite capabilities to successfully complete a wide variety of commercial construction projects. Hunt Companies, Inc. also has a wonderful track record of exceeding their Clients' expectations.

Should Hunt Companies, Inc. be shortlisted for the second step of Solicitation PNC2122559R1, we do not anticipate difficulty in providing the specified Submittal Bond in the amount of \$500,000. The decision to issue the Submittal Bond is a matter between Hunt Companies, Inc. and Travelers Casualty and Surety Company of America, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing of the project. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

In addition to the referenced Submittal Bond, Travelers Casualty and Surety Company of America (subject to letter provided on behalf of Hensel Phelps) will be providing the Performance and Payment Bonds for Hensel Phelps should the Hunt Companies be selected at the completion of Step Two of Solicitation PNC2122559R1. These bonds will be equal to the final construction contract value and comply with Florida Statutes. The bonds will also include Dual Obligatee Riders for the benefit of Hunt Companies as Project Developer and the UDPA, City of Fort Lauderdale and Broward County.

If we can provide additional information, please do not hesitate to contact our office. Travelers Casualty and Surety Company of America fully supports Hunt Companies, Inc. in this pursuit.

Sincerely
Travelers Casualty and Surety Company of America

By: 
Name: Zoran Joksimovic
Title: Associate Account Executive



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

POWER OF ATTORNEY

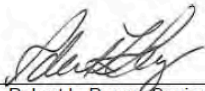
KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Zoran Joksimovic** of **Orlando Florida**, 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 **17th** day of **January**, **2019**.



State of Connecticut

City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the **17th** day of **January**, **2019**, 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 said Companies 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**




Anna P. Nowik, 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

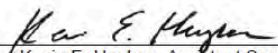
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice 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 **15th** 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 this Power of Attorney is attached.**



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 **Kelly T Urwiller** of **GREELEY** Colorado 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 17th day of January, 2019.



State of Connecticut

City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the 17th day of January, 2019, 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 said Companies 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




Anna P. Nowik, 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 8th 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 this Power of Attorney is attached.



U.S. Treasury Underwriting Limitations

A LEADER IN THE SURETY INDUSTRY

Travelers July 1, 2020 through June 30, 2021

Travelers Casualty and Surety Company of America	\$212,368,000
Travelers Casualty and Surety Company	\$670,641,000
Other Travelers Companies	\$1,723,380,000
Total	\$2,606,389,000

Travelers offers substantial capacity and solid financial strength

For more than 100 years, Travelers has been a leader in the surety industry. We have a combined Treasury listing of \$2.6 billion and top rating agencies have consistently provided our primary surety underwriting company, Travelers Casualty and Surety Company of America, with high marks for financial strength.

travelers.com/contractsurety

Travelers Casualty and Surety Company of America and its property casualty affiliates. One Tower Square, Hartford, CT 06183

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BEST'S CREDIT REPORT

Best's Credit Rating Effective Date
November 05, 2020

Analytical Contacts

Elizabeth Blamble
Senior Financial Analyst
Elizabeth.Blamble@ambest.com
+1(908) 439-2200 Ext. 5603

Michael J. Lagomarsino, CFA, FRM
Senior Director
Michael.Lagomarsino@ambest.com
+1(908) 439-2200 Ext. 5810

Information

[Best's Credit Rating Methodology](#)

[Guide to Best's Credit Ratings](#)

[Market Segment Outlooks](#)

Financial Data Presented

The financial data in this report reflects the most current data available to the Analytical Team at the time of the rating. Updates to the financial exhibits in this report are available here: [Best's Financial Report](#).

Travelers Casualty and Surety Company of America

AMB #: 003609 | **NAIC #:** 31194 | **FEIN#:** 06-0907370

Ultimate Parent: AMB # 058470 - The Travelers Companies, Inc.

Best's Credit Ratings

Financial Strength Rating (FSR)

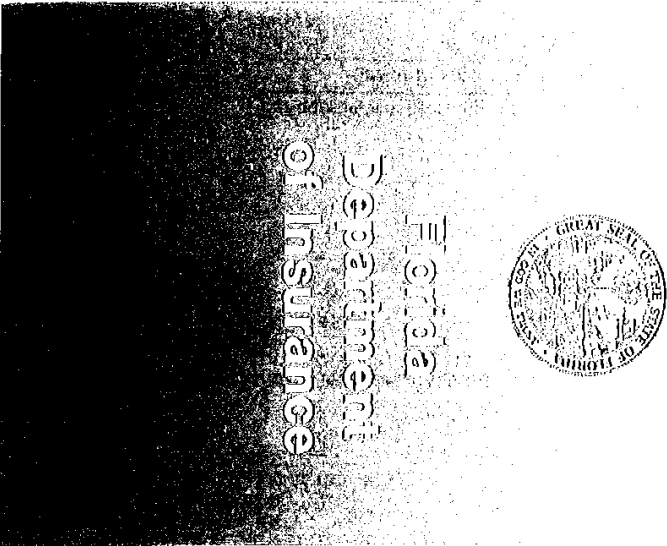
A++
Superior
Outlook: Stable
Action: Affirmed

Issuer Credit Rating (ICR)

aa+
Superior
Outlook: Stable
Action: Affirmed

Assessment Descriptors

Balance Sheet Strength	Strongest
Operating Performance	Very Strong
Business Profile	Favorable
Enterprise Risk Management	Appropriate



**TRAVELERS CASUALTY AND
SURETY COMPANY OF AMERICA**

Is hereby authorized to transact
insurance in the State of Florida.

This certificate signifies that the company
has satisfied all requirements of the
Florida Insurance Code for the issuance
of a license and remains subject to
all applicable laws of Florida.

Date of Issuance: October 23, 1985
No. 97-06-0907370

A handwritten signature in black ink, appearing to read "Bill Nelson", is written over a horizontal line.

Bill Nelson
Treasurer and Insurance Commissioner



March 29, 2021

FLORIDA DEPARTMENT OF STATE
Division of Corporations

AMBER INFRASTRUCTURE LLC
ONE HARBOR DRIVE STE 101
SAUSALITO, CA 94965US

Qualification documents for AMBER INFRASTRUCTURE LLC were filed on March 26, 2021, and assigned document number M21000003574. Please refer to this number whenever corresponding with this office.

Your limited liability company is authorized to transact business in Florida as of the file date.

The certification you requested is enclosed. To be official, the certification for a certified copy must be attached to the original document that was electronically submitted and filed under FAX audit number H21000122860.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Apply today with the IRS online at:

<https://sa.www4.irs.gov/modiein/individual/index.jsp>

Please notify this office if the limited liability company address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please contact this office at the address given below.

Sharon D Franklin
Regulatory Specialist II
Registration Section
Division of Corporations

Letter Number: 621A00006529

P.O BOX 6327 - Tallahassee, Florida 32314

State of Florida



Department of State

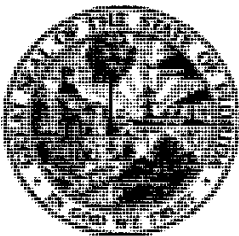
I certify the attached is a true and correct copy of the application by AMBER INFRASTRUCTURE LLC, a Delaware limited liability company, authorized to transact business within the state of Florida on March 26, 2021 , as shown by the records of this office.

I further certify the document was electronically received under FAX audit number H21000122860. 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 M21000003574.

Authentication Code: 621A00006529-032921-M21000003574-1/1

Given under my hand and the
Great Seal of the State of Florida,
at Tallahassee, the Capital, this the
Twenty-ninth day of March, 2021



Ronald R. Lee
Secretary of State

H21000122860 3

COVER LETTER

**TO: Registration Section
Division of Corporations**

SUBJECT: AMBER INFRASTRUCTURE LLC

Name of Limited Liability Company

The enclosed "Application by Foreign Limited Liability Company for Authorization to Transact Business in Florida," Certificate of Existence, and check are submitted to register the above referenced foreign limited liability company to transact business in Florida.

Please return all correspondence concerning this matter to the following:

Name of Person

Capitol Services - Corporate Filings Team

Firm/Company

515 East Park Avenue 2nd Fl

Address

Tallahassee, FL 32301

City/State and Zip Code

susanne.smith@huntcompanies.com

E-mail address: (to be used for future annual report notification)

For further information concerning this matter, please call:

_____ at (**855**) **498 - 5500**
Name of Contact Person Area Code Daytime Telephone Number

MAILING ADDRESS:

Division of Corporations
Registration Section
P.O. Box 6327
Tallahassee, FL 32314

STREET ADDRESS:

Division of Corporations
Registration Section
Clifton Building
2661 Executive Center Circle
Tallahassee, FL 32301

Enclosed is a check for the following amount:

Please make check payable to: **FLORIDA DEPARTMENT OF STATE**

- \$125.00 Filing Fee
- \$130.00 Filing Fee & Certificate of Status
- \$155.00 Filing Fee & Certified Copy
- \$160.00 Filing Fee, Certificate of Status & Certified Copy

H21000122860 3

H21000122860 3

**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. AMBER INFRASTRUCTURE 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 "LLC.")

2. DELAWARE
(Jurisdiction under the law of which foreign limited liability company is organized)

3. 26-3583075
(FEI number, if applicable)

4. 04/12/2021
(Date first transacted business in Florida, if prior to registration.)
(See sections 605.0904 & 605.0905, F.S. to determine penalty liability)

5. One Harbor Drive, Suite 101
(Street Address of Principal Office)

6. One Harbor Drive, Suite 101
(Mailing Address)

Sausalito, CA 94965

Sausalito, CA 94965

7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name: Capitol Corporate Services, Inc.

Office Address: 515 East Park Avenue 2nd Fl

Tallahassee, Florida 32301
(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.



Krista Abair, Asst. Secretary on behalf
of Capitol Corporate Services, Inc.

(Registered agent's signature)

H21000122860 3

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]:

Title or Capacity: **Name and Address:**

Manager Name: Ambor Asset Management Holdings Limited

Member Address: One Harbor Drive, Suite 101

Authorized Sausalito, CA 94965

Person _____

Other _____ Other _____

Title or Capacity: **Name and Address:**

Manager Name: Thomas O'Shaughnessy

Member Address: One Harbor Drive, Suite 101

Authorized Sausalito, CA 94965

Person _____

Other _____ Other _____

Manager Name: _____

Member Address: _____

Authorized _____

Person _____

Other _____ Other _____

Manager Name: _____

Member Address: _____

Authorized _____

Person _____

Other _____ Other _____

Manager Name: _____

Member Address: _____

Authorized _____

Person _____

Other _____ Other _____

Manager Name: _____

Member Address: _____

Authorized _____


Person _____

Other _____ 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

Thomas O'Shaughnessy, Authorized Person

 Typed or printed name of signer

H21000122860 3

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "AMBER INFRASTRUCTURE 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-SIXTH DAY OF MARCH, A.D. 2021.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "AMBER INFRASTRUCTURE LLC" WAS FORMED ON THE EIGHTH DAY OF AUGUST, A.D. 2007.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN PAID TO DATE.



4404646 8300

SR# 20211059764

You may verify this certificate online at corp.delaware.gov/authver.shtml

A handwritten signature in black ink, appearing to read "JBULLOCK", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

Authentication: 202833006

Date: 03-26-21

H21000122860 3

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), Broward County, Florida

2. PUBLIC NOTICE DATE

March 10, 2021

3. SOLICITATION OR PROJECT NUMBER

PNC2122559R1

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Curtis Fentress, FAIA, RIBA

5. NAME OF FIRM

Fentress Architects, Ltd

6. TELEPHONE NUMBER

303-809-6393

7. FAX NUMBER

303-722-5080

8. E-MAIL ADDRESS

fentress@fentressarchitects.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

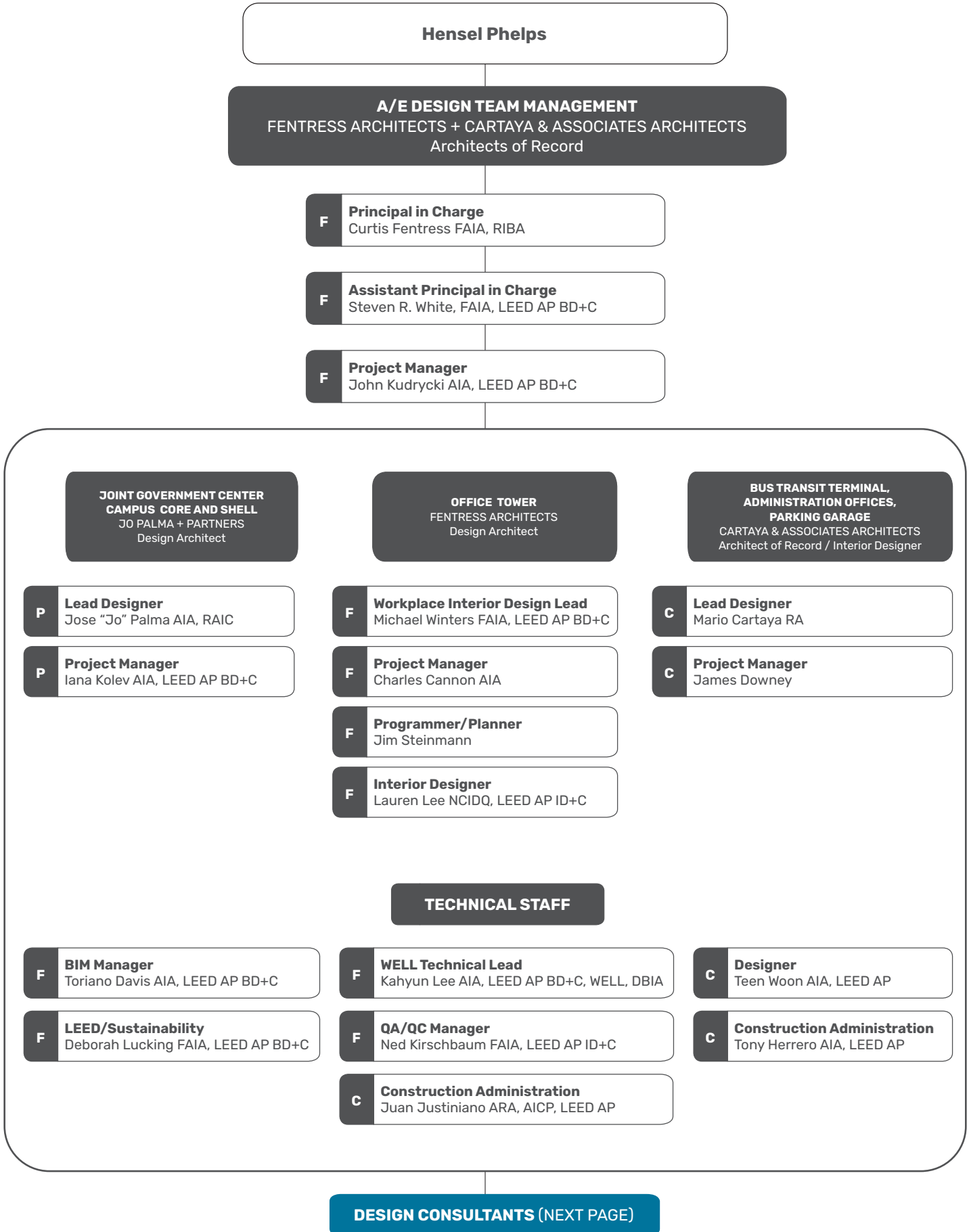
	(Check)			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUBCON-TRACTOR			
a.	X			Fentress Architects, Ltd <input type="checkbox"/> CHECK IF BRANCH OFFICE	421 Broadway Denver, Colorado 80203	Architect of Record Interior Designer - Office Tower
b.			X	Jo Palma + Partners Corporation <input type="checkbox"/> CHECK IF BRANCH OFFICE	1146 West Kinzie Street, Suite 102 Chicago, Illinois 60642	Design Architect - Core and Shell - Joint Government Center Campus
c.			X	Cartaya & Associates Architects PA <input type="checkbox"/> CHECK IF BRANCH OFFICE	2400 East Commercial Boulevard Suite 201 Fort Lauderdale, Florida 33308	Architect of Record CBE and I Interior Designer Bus Terminal, Administration Office and Parking Garage
d.			X	Thornton Tomasetti <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	101 NE Third Avenue, Suite 1170 Fort Lauderdale, Florida 33301	Structural Engineer / Protective Design
e.			X	KEITH <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	2312 South Andrews Avenue Fort Lauderdale, Florida 33060	Civil Engineer, Landscape Architect, Traffic Engineer
f.			X	Langan Engineering and Environmental Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	110 East Broward Boulevard Suite 1500 Fort Lauderdale, Florida 33301	Geotechnical and Environmental Engineer

C. PROPOSED TEAM
(Complete this section for the prime contractor and all key subcontractors.)

	(Check)			9. FIRM NAME <input type="checkbox"/> CHECK IF BRANCH OFFICE	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUBCON-TRACTOR			
g.			X	Newcomb & Boyd <input type="checkbox"/> CHECK IF BRANCH OFFICE	303 Peachtree Center Avenue, NE Suite 525 Atlanta, Georgia 30303	Mechanical, Electrical, Plumbing, Fire Protection, Energy and Sustainability, Acoustics, Audio Visual, Communications, Security
h.			X	Delta G Consulting Engineers <input type="checkbox"/> CHECK IF BRANCH OFFICE	707 NE 3rd Avenue, Suite 200 Fort Lauderdale, Florida 33304	BCE MEP Engineer - Bus Transit Terminal, Administration Offices, Parking Garage

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

✓ (Attached)



D. ORGANIZATIONAL CHART OF PROPOSED TEAM

(Attached)



ADDITIONAL CONSULTANTS TO BE ADDED DURING PHASE II

Digital Data Coordination
Exterior Wall Maintenance
Fire, Life, and Safety
Fountain/Pool
Graphics, Wayfinding, Statutory
Graphics

Food Service Consultant
Specialty Lighting
Vertical Transportation
Waste Management
Wind Engineering

Code and Life Safety
Parking Consultant
Commissioning

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Curtis Fentress, FAIA, RIBA	13. ROLE IN THIS CONTRACT A/E Design Team Management Principal in Charge	14. YEARS EXPERIENCE	
		a. TOTAL 49	b. WITH CURRENT FIRM 41

15. FIRM NAME AND LOCATION (City and State)
Fentress Architects, Ltd., Denver, Colorado

16. EDUCATION (Degree and Specialization) Honorary Doctor of Fine Arts Bachelor of Architecture North Carolina State University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #17770 plus 48 additional states
---	--

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Curt is an internationally acclaimed architect with a portfolio of public projects worth over \$43 billion. In 2019, he was conferred the honorary degree of Doctor of Fine Arts from North Carolina State University. In 2010, he was the recipient of the American Institute of Architects' Thomas Jefferson Award, considered the highest honor in public architecture worldwide. He remains at the forefront of civic design and is consistently recognized for his innovative design portfolio.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Ralph L. Carr Colorado Judicial Center Denver, Colorado	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If applicable) 2012

a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
695,767 sf, \$202.9 million, 5 and 12 stories, LEED Gold. The complex is comprised of a five-story courthouse and a twelve-story office building, establishing a home to the Colorado Supreme Court and State Court of Appeals. The courthouse features three courtrooms: two for the Court of Appeals and one for the Supreme Court. The Judicial Center is certified LEED Gold, making it one of the most sustainable courthouse complexes in the United States. Role: Principal in Charge of Design

(1) TITLE AND LOCATION (City and State) Johnson County Courthouse Olathe, Kansas	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020

b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
350,000 sf, \$193.2 million, 7 stories, Designed to LEED Gold and WELL. The high-functioning, public service-oriented, high-rise courthouse addresses accessibility, security, and circulation concerns. Home to the Tenth Judicial District Court and District Attorney, the courthouse will provide 28 courtrooms with the ability to expand to 34. The building includes a law library, court support, inmate staging, secure parking, court administration, public lobby, and security. Role: Principal in Charge of Design

(1) TITLE AND LOCATION (City and State) Dubai Mixed-Use Development Dubai, United Arab Emirates	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If applicable) 2012

c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
1,883,684 sf, \$327 million, 57 and 54 stories, 12 floors of offices. This high-rise development is divided into two towers situated on top of a four-story podium that includes lobbies for the hotel, offices, and apartments, including retail gift shops, restaurants, ballroom, meeting rooms, and a spa. The 57-story hotel houses hotel guest rooms and luxury service apartments, while the 54-story apartment tower houses 12 office floors and 34 floors of rental apartments. Role: Principal in Charge of Design

(1) TITLE AND LOCATION (City and State) Arraya Center Office Tower Kuwait City, Kuwait	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable) 2009

d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
645,600 sf, \$78 million, 60 stories, 4 levels of parking. This high-rise development is divided into two towers situated on top of a four-story podium that includes lobbies for the hotel, offices, and apartments, including retail gift shops, restaurants, ballroom, meeting rooms, and a spa. The 57-story hotel houses hotel guest rooms and luxury service apartments, while the 54-story apartment tower houses 12 office floors and 34 floors of rental apartments. Role: Principal in Charge of Design

(1) TITLE AND LOCATION (City and State) Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2019

e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: Principal in Charge of Design

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Steven White FAIA, LEED AP BD+C	13. ROLE IN THIS CONTRACT A/E Design Team Management Assistant Principal in Charge	14. YEARS EXPERIENCE	
		a. TOTAL 25	b. WITH CURRENT FIRM 5

15. FIRM NAME AND LOCATION (City and State)
Fentress Architects, Ltd., Washington, DC

16. EDUCATION (Degree and Specialization) Bachelor of Architecture, College of Design Bachelor of Environmental Design, North Carolina State University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - 6 states
--	---

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Steve's portfolio includes significant additions to the public realm, and required an abundance of attention to design, a keen ability to build consensus among numerous and sometimes divergent stakeholders, and the vision to understand how architecture can singularly unit historic and contemporary form. He has led design teams for numerous buildings that include contextually response design and careful detailing. He has helped link our profession more closely to the public.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, 6 stories, Designed to LEED Gold and SITES Silver. The new federal courthouse for the GSA will include space for the U.S. District Court, Probation, U.S. Marshals Service, Office of the U.S. Attorney, and a GSA/PBS Field Office. Located on 3.4 acres, it will provide eight courtrooms, eleven judges chambers, and underground structured parking. Role: Principal in Charge	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) U.S. Courthouse Huntsville, Alabama	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2024	CONSTRUCTION (If applicable) 2024
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 123,000 sf, \$68 million, 3 stories, Targeted LEED Gold, SITES Silver. New U.S. Courthouse includes five courtrooms and six judges' chambers and will provide workspace for several other federal agencies, including the U.S. Marshals Service, U.S. Attorney's Office, and U.S. Probation and Pretrial Services, plus 26 secured parking spaces. Role: Principal in Charge/Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Finance Street Office Building Beijing, China	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2014	CONSTRUCTION (If applicable) 2014
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 850,000 sf, 11 stories, LEED Gold. The building is a Class A commercial office building, designed to attract high-end financial institutions.. The 11-story structure provides a contextually relevant response to the adjacent historic National Political Consultative Conference Hall. Role: Project Manager and Architect while at Hartman-Cox	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) 505 Ninth Street NW Washington, DC	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2007	CONSTRUCTION (If applicable) 2007
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 459,000 sf, \$50 million, 10 stories, 3 parking levels. Multi-use, multi-function office building located between the White House and the Capitol. The ground floor and atrium serve as the conferencing center which hosts national and international level and policy events weekly. The site also falls within the Downtown Arts District requiring arts and retail uses. Role: Project Manager/Architect while at Hartman-Cox	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Maryland Court of Appeals Annapolis, Maryland	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2026	CONSTRUCTION (If applicable) 2026
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 215,307 sf, \$90 million, 5 stories, 80 secure parking spaces, Target LEED Silver. The facility will house the Court of Appeals, the Court of Special Appeals, the State Law Library (including 300,000 volumes), and other Judiciary Units. The state of the art facility will include the relocation and rehabilitation of the original 19th century Court of Appeals courtroom.. Role: Principal in Charge	<input checked="" type="checkbox"/> Check if project performed with current firm	

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	
John Kudrycki AIA, LEED AP BD+C		A/E Design Team Project Manager		a. TOTAL 38	b. WITH CURRENT FIRM 32
15. FIRM NAME AND LOCATION (City and State) Fentress Architects, Ltd., Denver, Colorado					
16. EDUCATION (Degree and Specialization) Bachelor of Architecture Lawrence Institute of Technology			17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #97089 plus 6 additional states		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) John has been project manager or job captain in the technical production of over \$3 billion dollars in construction. As a specialist in public work, John brings an intense and proven focus on the management of large-scale public and private projects. His background includes specialization in projects that must be constructed in and around operational facilities.					
19. RELEVANT PROJECTS					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida		PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2019		
a.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
	1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: Project Manager				
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Los Angeles International Airport Tom Bradley International Terminal Expansion , Los Angeles, California		PROFESSIONAL SERVICES 2012	CONSTRUCTION (If applicable) 2012		
b.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
	1,200,000 sf, \$1.4 billion, LEED Gold. The terminal expansion transformed one of the busiest airports with a design that dramatically enhances passenger experience and re-establishes the airport as a modern U.S. gateway in a competitive global market. The modernization improves passenger experience, providing airlines with gates and concourses that accommodate new generation aircraft and captures the vibrant spirit of the city. Role: Project Manager				
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
North Las Vegas City Hall and Civic Plaza North Las Vegas, Nevada		PROFESSIONAL SERVICES 2011	CONSTRUCTION (If applicable) 2011		
c.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
	211,000 sf, \$95 million, 9 stories, LEED Gold. The nine-story building includes multi-use spaces, administrative offices, work spaces, kitchen/dining area, permitting and development service center, 300-seat council chamber, conference/lecture halls, retail space, 600 parking spaces, and two-acre Civic Plaza. The plaza consists of an open-air amphitheater and is a focal point for special events. Role: Project Manager				
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
1999 Broadway High-Rise Office Tower Denver, Colorado		PROFESSIONAL SERVICES 1985	CONSTRUCTION (If applicable) 1985		
d.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
	865,000 sf, \$55 million, 42 stories. Recipient of AIA Mountain States 25-year award. The 42-story office building was designed to respect the integrity of the historic landmark Holy Ghost Church, work with the constraints of a tight triangular site, and offer an exciting urban space for pedestrian use. Role: Project Manager				
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
FORSCOM/USARC Command Headquarters Office Building Fort Bragg, North Carolina		PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable) 2009		
e.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
	708,000 sf, \$304.2 million, LEED Gold. Serving 2,500 personnel, the design is intended to create a sense of grandeur and stateliness deserving of two major independent command headquarters. The building includes required adjacencies and Anti-Terrorism Force Protection. The SCIF was designed and constructed as a secure area with restricted access that stores and processes classified information. It includes a large auditorium, briefing room, central utility plant, secure data telecom systems, emergency operations, disaster recovery center, installation processing node, and a Director of Information Management in a functional and efficient layout. Role: Project Manager				

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Michael Winters FAIA, LEED AP BD+C	13. ROLE IN THIS CONTRACT Office Tower - Interiors Workplace Interior Design Lead	14. YEARS EXPERIENCE	
		a. TOTAL 44	b. WITH CURRENT FIRM 41

15. FIRM NAME AND LOCATION (City and State)
Fentress Architects, Ltd., Denver, Colorado

16. EDUCATION (Degree and Specialization) Master of Architecture University of Colorado Denver Bachelor of Architecture University of Wisconsin	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #96644 plus 7 additional states
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Michael has touched the lives of millions of people with his commitment to innovative and sustainable design. His vision and ability helped resolve complex design challenges on several signature projects. Michael has an extensive history managing design and ensuring client requirements are incorporated while securing close coordination between design consultants.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida	2019	2019
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Clark County Government Center Las Vegas, Nevada	1995	1995
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 350,000 sf, \$48.2 million. The four-building complex consists of a six-story county administration building, three one-story buildings for the county commissioners' chambers, multi-purpose community facility, and central plant. The arrangement of the buildings creates a clear diagram conceived as a series of buildings and events around an exterior civic space. Role: Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Kuwait Business Town - 3 High-Rise Towers Al Sharq, Kuwait	2010	2010
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 678,150 sf, \$75 million. 26-29 stories. Kuwait Business Town is a unique design of four towers 26-29 stories tall. Each building has a four-sided silicon curtainwall, glazing with silver glass, and a two-sided silicon curtainwall glazing with blue glass. The street floor is primarily lobby space and will have additional retail space. Role: Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
1999 Broadway High-Rise Office Tower Denver, Colorado	1985	1985
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 865,000 sf, \$55 million, 42 stories. Recipient of AIA Mountain States 25-year award. The 42-story office building was designed to respect the integrity of the historic landmark Holy Ghost Church, work with the constraints of a tight triangular site, and offer an exciting urban space for pedestrian use. Role: Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
North Las Vegas City Hall and Plaza North Las Vegas, Nevada	2011	2011
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 211,000 sf, \$95 million, 9 stories, LEED Gold. The nine-story building includes multi-use spaces, administrative offices, work spaces, kitchen/dining area, permitting and development service center, 300-seat council chamber, conference/lecture halls, retail space, 600 parking spaces, and two-acre Civic Plaza. The plaza consists of an open-air amphitheater and is a focal point for special events. Role: Lead Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Charles Cannon AIA	13. ROLE IN THIS CONTRACT Office Tower - Interiors Project Manager	14. YEARS EXPERIENCE	
		a. TOTAL 31	b. WITH CURRENT FIRM 25

15. FIRM NAME AND LOCATION (City and State)

Fentress Architects, Ltd.

16. EDUCATION (Degree and Specialization)

Bachelor of Architecture
University of Louisiana

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

Registered Architect - 7 states

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Charles contributes and manages the firm's large-scale courts, civic, museums, and government portfolio, valued at \$2.2 billion. He understands the importance of owner input and integrates the needs and ideas of the client into the final design. He has an extensive history of managing the development of construction documents, ensuring client requirements are incorporated throughout the design, while preserving the overall intent. He has experience in quality control procedures necessary in coordinating design efforts with all Design Team members.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Ralph L. Carr Colorado Judicial Center Denver, Colorado	2012	2012
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 695,767 sf, \$202.9 million, 5 and 12 stories, LEED Gold. The complex is comprised of a five-story courthouse and a twelve-story office building, establishing a home to the Colorado Supreme Court and State Court of Appeals. The courthouse features three courtrooms: two for the Court of Appeals and one for the Supreme Court. The Judicial Center is certified LEED Gold, making it one of the most sustainable courthouse complexes in the United States. Role: Principal in Charge of Design		
Norfolk Consolidated Courts Complex Norfolk, Virginia	2018	2018
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 315,195 sf, \$100.8 million, 8 stories, LEED Silver. The new eight-story courts complex consolidated the General District, Circuit, Juvenile Court, Domestic Relation Court, associated clerks, and related agencies. The complex has 24 courtrooms, support facilities, secure parking, and direct prisoner access to the existing jail. It also includes a beautifully landscaped plaza and provides space for city gatherings. Role: Project Manager		
Sacramento City Hall Sacramento, California	2005	2005
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 301,000 sf, \$55.4 million. The new administration building embraces the historic building with its curving facade and defers to the ceremonial character of the existing City Hall. A new plaza was created between the two buildings creating a warm and inviting outdoor public space. A stately ceremonial lobby was created with a two-story elliptical space. Role: Project Manager		
California Department of Education Headquarters Sacramento, California	2002	2002
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 460,000 sf, \$93 million, 6 stories, LEED Gold, LEED EB O&M Platinum. The six-story office building was designed to be environmentally sensitive, sustainable, efficient, and with exceptional indoor air quality. In 2006, the building was recognized as the first state-owned building in the country to receive LEED EB Platinum. The team developed 145 strategies for sustainable enhancements, incorporating 110. Role: Project Manager		
East County Hall of Justice Dublin, California	2017	2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 196,000 sf, \$135.1 million, LEED Silver. The justice center includes a new five-story courthouse for the Superior Court of California and County of Alameda with 13 courtrooms and associated support spaces and facilities, new two-story County of Alameda judicial building, and central lobby/security screening common entrance area that secures both buildings. Role: Project Manager		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Lauren Lee NCIDQ, LEED AP ID+C	13. ROLE IN THIS CONTRACT Office Tower - Interiors Interior Designer	14. YEARS EXPERIENCE	
		a. TOTAL 33	b. WITH CURRENT FIRM 29

15. FIRM NAME AND LOCATION (City and State)

Fentress Architects, Ltd.

16. EDUCATION (Degree and Specialization)

Bachelor of Arts, Art History | University of Colorado
Associates, Interior Design | Arapahoe Community College

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

NCIDQ Certification #26910
LEED Accredited Professional

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Lauren is an expert at coordinating interior space plans with architecture to achieve the best possible space plan from the outside in. She has extensive knowledge of materials, their properties, appearance, wear and performance, and is skilled in product selection and design criteria related to sustainable design and LEED certification. She is dedicated and committed to providing an inspired design while meeting complex program requirements for various user groups.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Clark County Government Center Las Vegas, Nevada	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 1995	CONSTRUCTION (If applicable) 1995
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 350,000 sf, \$48.2 million. The four-building complex consists of a six-story county administration building, three one-story buildings for the county commissioners' chambers, multi-purpose community facility, and central plant. The arrangement of the buildings creates a clear diagram conceived as a series of buildings and events around an exterior civic space. Role: Interior Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, 6 stories, Designed to LEED Gold. The new federal courthouse for the GSA will include space for the U.S. District Court, Probation, U.S. Marshals Service, Office of the U.S. Attorney, and a GSA/PBS Field Office. Located on 3.4 acres, it will provide eight courtrooms, eleven judges chambers, and underground structured parking. Role: Interior Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2019
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: Interior Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Johnson County Courthouse Olathe, Kansas	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 350,000 sf, \$193.2 million, 7 stories, Designed to LEED Gold and WELL. The high-functioning, public service-oriented, high-rise courthouse addresses accessibility, security, and circulation concerns. Home to the Tenth Judicial District Court and District Attorney, the courthouse will provide 28 courtrooms with the ability to expand to 34. The building includes a law library, court support, inmate staging, secure parking, court administration, public lobby, and security. Role: Interior Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Contra Costa County Administration Building Martinez, California	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 108,909 sf, \$102.4 million, Designed to LEED Gold. The four-story administration building houses office space for county departments, large assembly chamber, employee spaces, offices, conference rooms, work stations, and support spaces for the county. The two-story EOC includes a training lecture hall and serve as a planning and media center for the sheriff's department. Role: Interior Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Jim Steinmann	13. ROLE IN THIS CONTRACT Office Tower - Interiors Programmer/Planner	14. YEARS EXPERIENCE	
		a. TOTAL 48	b. WITH CURRENT FIRM 48

15. FIRM NAME AND LOCATION (City and State)
Fentress Architects/Steinmann Facility Development Consultants, Kings Beach, California

16. EDUCATION (Degree and Specialization) Bachelor of Science, Industrial Management Purdue University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) N/A
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Leading the programming phase, Jim has developed facility programs and design criteria for 27 government office projects ranging up to 600,000 square feet, 26 floors, and averaging over 350,000 square feet. He has provided facility management consulting services for over 400 clients throughout his career. Jim has developed facility programs and space plans for 47 government office/ courts projects including 13 city and 11 county government centers.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Ralph L. Carr Colorado Judicial Center Denver, Colorado	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If applicable) 2012
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 695,767 sf, \$202.9 million, 5 and 12 stories, LEED Gold. The complex is comprised of a five-story courthouse and a twelve-story office building, establishing a home to the Colorado Supreme Court and State Court of Appeals. The courthouse features three courtrooms: two for the Court of Appeals and one for the Supreme Court. The Judicial Center is certified LEED Gold, making it one of the most sustainable courthouse complexes in the United States. Role: Programmer/Planner	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Norfolk Consolidated Courts Complex Norfolk, Virginia	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) 2018
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 315,195 sf, \$100.8 million, 8 stories, LEED Silver. The new eight-story courts complex consolidated the General District, Circuit, Juvenile Court, Domestic Relation Court, associated clerks, and related agencies. The complex has 24 courtrooms, support facilities, secure parking, and direct prisoner access to the existing jail. It also includes a beautifully landscaped plaza and provides space for city gatherings. Role: Programmer/Planner	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Al-Farwania and Al-Jahra Court Complex Kuwait City, Kuwait	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2014	CONSTRUCTION (If applicable) 2014
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,360,000 sf, \$250 million, 14 stories each. The court complex has 160 courtrooms with accompanying administrative and governmental services distributed between two 14-story buildings. Majestic public steps draw visitors to the entries and glass walls intricately designed with local vernacular-derived geometric patterns. The grand public hall in each building is the symbolic and functional focus of the courthouse immediately establishing clear, intuitive wayfinding. Role: Programmer/Planner	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Clark County Government Center Las Vegas, Nevada	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 1995	CONSTRUCTION (If applicable) 1995
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 350,000 sf, \$48.2 million. The four-building complex consists of a six-story county administration building, three one-story buildings for the county commissioners' chambers, multi-purpose community facility, and central plant. The arrangement of the buildings creates a clear diagram conceived as a series of buildings and events around an exterior civic space. Role: Programmer/Planner	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) San Joaquin County Administration Building Stockton, California	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable) 2009
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 250,000 sf, \$92.7 million, 6 stories, LEED Gold. The building consolidated 16 different support and service departments, facilitating ease in government access, and increasing efficiency for county residents. The design is a contemporary, forward-looking, civic destination that is respectful of Stockton's historic downtown fabric. Accommodating 500 staff, the new building was designed for up to 750 employees. Role: Programmer/Planner	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Toriano Davis AIA, LEED AP BD+C, NOMA	13. ROLE IN THIS CONTRACT BIM Manager	14. YEARS EXPERIENCE	
		a. TOTAL 24	b. WITH CURRENT FIRM 5
15. FIRM NAME AND LOCATION (City and State) Fentress Architects, Ltd., Washington, DC			
16. EDUCATION (Degree and Specialization) Bachelor of Science, Architecture, Magna Cum Laude Howard University		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect LEED Accredited Professional	

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Toriano has extensive project and BIM management experience leading complex, multi-disciplinary teams. Toriano will assist in providing project management services. He has over 26 years of experience in the profession, 12 of which he has been working with Building Information Modeling (BIM). As a dedicated Lead BIM Manager, Toriano has used the technology to: improve project visualization; increase coordination; reduce RFIs and change order requests; and increase productivity by reducing rework.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, 6 stories, Designed to LEED Gold and SITES Silver. The new federal courthouse for the GSA will include space for the U.S. District Court, Probation, U.S. Marshals Service, Office of the U.S. Attorney, and a GSA/PBS Field Office. Located on 3.4 acres, it will provide eight courtrooms, eleven judges chambers, and underground structured parking. Role: BIM Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) U.S. Courthouse Huntsville, Alabama	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2024	CONSTRUCTION (If applicable) 2024
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 123,000 sf, \$68 million, 3 stories, Targeted LEED Gold, SITES Silver. New U.S. Courthouse includes five courtrooms and six judges' chambers and will provide workspace for several other federal agencies, including the U.S. Marshals Service, U.S. Attorney's Office, and U.S. Probation and Pretrial Services, plus 26 secured parking spaces. Role: BIM Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Norfolk Consolidated Courts Complex Norfolk, Virginia	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) 2018
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 315,195 sf, \$100.8 million, 8 stories, LEED Silver. The new eight-story courts complex consolidated the General District, Circuit, Juvenile Court, Domestic Relation Court, associated clerks, and related agencies. The complex has 24 courtrooms, support facilities, secure parking, and direct prisoner access to the existing jail. It also includes a beautifully landscaped plaza and provides space for city gatherings. Role: BIM Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Royal Norwegian Embassy Addition and Renovation Washington, DC	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2022	CONSTRUCTION (If applicable) 2022
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 30,000 sf, \$19.5 million, Designed to LEED Silver. The Royal Norwegian Chancery is part of a campus that includes the historic 1931 ambassador's residence and landscaped grounds. The English Neo-Renaissance residence is the second foreign service mission to be constructed in the United States, and is adjacent to the Naval Observatory and the Vatican Embassy. The modern addition is expressive of the culture and ideas of the people of Norway. Role: BIM Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) National Museum of Intelligence and Special Operations Ashburn, Virginia	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2024	CONSTRUCTION (If applicable) 2024
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 67,000 sf, \$48 million. The Museum commemorates America's greatest untold story—the Office of Strategic Services (OSS). Through symbolic imagery and immersive experience, the design recognizes the OSS men and women who served during the genesis of American espionage, celebrates their accomplishments, and educates the public about the preservation of freedom. Role: BIM Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

<p>12. NAME Deborah Lucking FAIA, LEED AP BD+C</p>	<p>13. ROLE IN THIS CONTRACT LEED/Sustainability</p>	<p>14. YEARS EXPERIENCE</p> <table border="1"> <tr> <td data-bbox="959 184 1230 275"> <p>a. TOTAL 42</p> </td> <td data-bbox="1235 184 1523 275"> <p>b. WITH CURRENT FIRM 25</p> </td> </tr> </table>		<p>a. TOTAL 42</p>	<p>b. WITH CURRENT FIRM 25</p>
<p>a. TOTAL 42</p>	<p>b. WITH CURRENT FIRM 25</p>				
<p>15. FIRM NAME AND LOCATION (City and State) Fentress Architects, Ltd., Denver, Colorado</p>					
<p>16. EDUCATION (Degree and Specialization) Bachelor of Architecture National University of Singapore</p>		<p>17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - 2 states LEED Accredited Professional</p>			
<p>18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) As Fentress' Director of Sustainability, Deborah has managed over 7 million square feet of LEED projects. Deborah focuses on civic projects increasingly aware of the impact these buildings have on the environment and the community. She led the effort to solidify the firm's sustainability approach.</p>					

19. RELEVANT PROJECTS

<p>(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee</p>	<p>(2) YEAR COMPLETED</p> <table border="1"> <tr> <td data-bbox="959 667 1230 737"> <p>PROFESSIONAL SERVICES 2021</p> </td> <td data-bbox="1235 667 1523 737"> <p>CONSTRUCTION (If applicable) 2021</p> </td> </tr> </table>		<p>PROFESSIONAL SERVICES 2021</p>	<p>CONSTRUCTION (If applicable) 2021</p>
<p>PROFESSIONAL SERVICES 2021</p>	<p>CONSTRUCTION (If applicable) 2021</p>			
<p>a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 275,000 sf, \$146.2 million, 6 stories, Designed to LEED Gold and SITES Silver. The new federal courthouse for the GSA will include space for the U.S. District Court, Probation, U.S. Marshals Service, Office of the U.S. Attorney, and a GSA/PBS Field Office. Located on 3.4 acres, it will provide eight courtrooms, eleven judges chambers, and underground structured parking. Role: LEED/Sustainability</p>				
<p>(1) TITLE AND LOCATION (City and State) Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida</p>	<p>(2) YEAR COMPLETED</p> <table border="1"> <tr> <td data-bbox="959 938 1230 1003"> <p>PROFESSIONAL SERVICES 2019</p> </td> <td data-bbox="1235 938 1523 1003"> <p>CONSTRUCTION (If applicable) 2019</p> </td> </tr> </table>		<p>PROFESSIONAL SERVICES 2019</p>	<p>CONSTRUCTION (If applicable) 2019</p>
<p>PROFESSIONAL SERVICES 2019</p>	<p>CONSTRUCTION (If applicable) 2019</p>			
<p>b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: LEED/Sustainability</p>				
<p>(1) TITLE AND LOCATION (City and State) Nature Research, DENR Office Building, and Parking Structure Raleigh, North Carolina</p>	<p>(2) YEAR COMPLETED</p> <table border="1"> <tr> <td data-bbox="959 1205 1230 1270"> <p>PROFESSIONAL SERVICES 2009</p> </td> <td data-bbox="1235 1205 1523 1270"> <p>CONSTRUCTION (If applicable) 2009</p> </td> </tr> </table>		<p>PROFESSIONAL SERVICES 2009</p>	<p>CONSTRUCTION (If applicable) 2009</p>
<p>PROFESSIONAL SERVICES 2009</p>	<p>CONSTRUCTION (If applicable) 2009</p>			
<p>c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 378,701 sf, \$105 million, parking structure, LEED Platinum. The complex consists of the Nature Research Center which re-imagines the idea of the museum as a building type by creating an interactive space filled with natural light and opportunities for hands-on learning. It also includes a five-story office building, ground level retail and restaurant, parking structure, and 10,000-square-foot green roof. Role: LEED/Sustainability</p>				
<p>(1) TITLE AND LOCATION (City and State) Ralph L. Carr Colorado Judicial Center Denver, Colorado</p>	<p>(2) YEAR COMPLETED</p> <table border="1"> <tr> <td data-bbox="959 1472 1230 1537"> <p>PROFESSIONAL SERVICES 2012</p> </td> <td data-bbox="1235 1472 1523 1537"> <p>CONSTRUCTION (If applicable) 2012</p> </td> </tr> </table>		<p>PROFESSIONAL SERVICES 2012</p>	<p>CONSTRUCTION (If applicable) 2012</p>
<p>PROFESSIONAL SERVICES 2012</p>	<p>CONSTRUCTION (If applicable) 2012</p>			
<p>d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 695,767 sf, \$202.9 million, 5 and 12 stories, LEED Gold. The complex is comprised of a five-story courthouse and a twelve-story office building, establishing a home to the Colorado Supreme Court and State Court of Appeals. The courthouse features three courtrooms: two for the Court of Appeals and one for the Supreme Court. The Judicial Center is certified LEED Gold, making it one of the most sustainable courthouse complexes in the United States. Role: LEED/Sustainability</p>				
<p>(1) TITLE AND LOCATION (City and State) Contra Costa County Administration Building Martinez, California</p>	<p>(2) YEAR COMPLETED</p> <table border="1"> <tr> <td data-bbox="959 1738 1230 1803"> <p>PROFESSIONAL SERVICES 2020</p> </td> <td data-bbox="1235 1738 1523 1803"> <p>CONSTRUCTION (If applicable) 2020</p> </td> </tr> </table>		<p>PROFESSIONAL SERVICES 2020</p>	<p>CONSTRUCTION (If applicable) 2020</p>
<p>PROFESSIONAL SERVICES 2020</p>	<p>CONSTRUCTION (If applicable) 2020</p>			
<p>e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 108,909 sf, \$102.4 million, Designed to LEED Gold. The four-story administration building houses office space for county departments, large assembly chamber, employee spaces, offices, conference rooms, work stations, and support spaces for the county. The two-story EOC includes a training lecture hall and serve as a planning and media center for the sheriff's department. Role: LEED Sustainability</p>				

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Kahyun Lee AIA, LEED AP BD+C, WELL, DBIA	13. ROLE IN THIS CONTRACT WELL Technical Lead	14. YEARS EXPERIENCE	
		a. TOTAL 10	b. WITH CURRENT FIRM 10

15. FIRM NAME AND LOCATION (City and State) Fentress Architects, Ltd., Denver, Colorado
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16. EDUCATION (Degree and Specialization) Master of Architecture, Taubman College of Architecture and Urban Planning Bachelor of Architecture, Yonsei University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - 2 states LEED Accredited Professional WELL DBIA
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) In her nine years with Fentress, Kahyun has participated in many significant projects including government centers, convention centers, aviation, and civic projects. She is a LEED Accredited Professional, is WELL certified, and is a Design-Build Institute professional. Her LEED, sustainability, and WELL experience will provide additional expertise in the sustainable design of the project.
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19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Miami Beach Convention Center Expansion and Renovation Miami Beach, Florida	2019	2019
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,435,000 sf, \$515.5 million, LEED Silver. Selected from eight national design firms, Fentress' design was inspired by sleek modern designs incorporating natural elements of the ocean, beach, and underwater life. The project includes ballrooms, conference/meeting rooms, contiguous exhibit space, kitchen/food service, and loading docks. The Center will be the most technologically advanced center in the U.S. Over six acres of parking will be transformed into a public park. Role: Job Captain	<input checked="" type="checkbox"/> Check if project performed with current firm	
East County Hall of Justice Dublin, California	2017	2017
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 196,000 sf, \$135.1 million, LEED Silver. The justice center includes a new five-story courthouse for the Superior Court of California and County of Alameda with 13 courtrooms and associated support spaces and facilities, new two-story County of Alameda judicial building, and central lobby/security screening common entrance area that secures both buildings. Role: Job Captain	<input checked="" type="checkbox"/> Check if project performed with current firm	
Orlando International Airport South Terminal C Orlando, Florida	2022	2022
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 2,696,994 sf, \$3.02 billion, Designed to LEED Silver. The South Terminal C project features a Town Square and Palm Court interior. A central theme of the Boulevard connects civic areas and provides a unique customer experience. The Boulevard reinforces the campus vision through purposeful landscape and unifying elements such as imaginative multi-media areas and dynamic concessions. Passengers will get the Orlando Experience without leaving the airport. Role: Job Captain	<input checked="" type="checkbox"/> Check if project performed with current firm	
St. Louis County Courthouse and Juvenile Detention Facility Expansion and Renovation , Clayton, Missouri	2016	2016
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 916,000 sf, \$108 million, LEED Silver. The six-story project consists of the renovation of the current courts building, new addition to the courts building including new courts, administrative space, and juvenile detention administration space and beds. The facility includes 43 courtrooms, general office space, customer service areas, juvenile detention, 64 detention sleeping cells, educational space, conference /meeting rooms, public spaces, storage, and operational support areas. Role: Job Captain	<input checked="" type="checkbox"/> Check if project performed with current firm	
Broward County Convention Center and Hotel Expansion and Renovation . Fort Lauderdale, Florida	2023	2023
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 570,000 sf, \$417 million, LEED Gold, Public-Private Partnership. Adjacent to the Intercoastal Waterway, the design establishes an iconic destination and a world-class convention center including a large public plaza featuring restaurants, waterfront boardwalk, small amphitheater, and public artwork. The convention center includes an exhibit hall, ballroom/multi-function room, and meeting rooms. Role: Job Captain	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

<p>12. NAME Jose "Jo" Palma AIA, RAIC</p>	<p>13. ROLE IN THIS CONTRACT Lead Designer - Office Tower Core and Shell</p>	<p>14. YEARS EXPERIENCE</p> <table border="1"> <tr> <td data-bbox="963 184 1234 275"> <p>a. TOTAL 21</p> </td> <td data-bbox="1234 184 1516 275"> <p>b. WITH CURRENT FIRM 3</p> </td> </tr> </table>		<p>a. TOTAL 21</p>	<p>b. WITH CURRENT FIRM 3</p>
<p>a. TOTAL 21</p>	<p>b. WITH CURRENT FIRM 3</p>				
<p>15. FIRM NAME AND LOCATION (City and State) Jo Palma + Partners Corporation, Chicago, Illinois</p>					
<p>16. EDUCATION (Degree and Specialization) Master of Architecture University of Toronto</p>		<p>17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #99871 Plus Illinois and New York</p>			
<p>18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) American Institute of Architects (AIA), Member; NCARB; Ontario Association of Architects Royal Architecture Institute of Canada (RAIC)</p>					

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
<p>North Atlantic Treaty Organization (NATO) Headquarters Brussels, Belgium</p>	2017	2017	
<p>a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm 269,097 sf, \$1.23 billion. The facility brings into one workspace the diplomatic and military delegations from the 29 Allied Nations, together with NATO civilian and military staff, in total accommodating 4,000 people. Role: Lead Design Architect while at SOM</p>			
<p>Cayan Tower Dubai, United Arab Emirates</p>	2013	2013	
<p>b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm 1,194,794 sf, \$272 million. Cayan Tower is the world's tallest true twisting building located along the Dubai Marina, an icon to the marina's skyline clearly visible along the gulf. Role: Lead Design Architect while at SOM</p>			
<p>150 Holborn London, United Kingdom</p>	2021	2021	
<p>c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm 190,000 sf. Class A headquarters office building. As a BREEAM Outstanding certified project, it incorporates affordable housing, public retail, food and beverage, and tenant amenities. Role: Lead Design Architect while at Perkins + Will</p>			
<p>Arena Tower London, United Kingdom</p>	2016	2016	
<p>d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm 1,237,849 sf, \$200 million. The sinuous mixed-use tower is a beacon for the 2.7-hectare site located immediately south of Canary Wharf, within the Isle of Dogs district. Role: Lead Design Architect while at SOM</p>			
<p>R3 Towers Fort Lauderdale, Florida</p>	2025	2025	
<p>e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm The R3 Towers consist of two, 30-story apartment buildings on a 2.42-acre site. The residential community brings pedestrian-friendly public space along the south bank of the New River, completing the Riverwalk in line with the City's master plan guidelines. Role: Lead Design Architect</p>			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

<p>12. NAME Iana Kolev AIA, LEED AP</p>	<p>13. ROLE IN THIS CONTRACT Project Manager - Office Tower - Core and Shell</p>	<p>14. YEARS EXPERIENCE</p> <table border="1"> <tr> <td data-bbox="961 184 1235 279"> <p>a. TOTAL 15</p> </td> <td data-bbox="1240 184 1523 279"> <p>b. WITH CURRENT FIRM 3</p> </td> </tr> </table>		<p>a. TOTAL 15</p>	<p>b. WITH CURRENT FIRM 3</p>
<p>a. TOTAL 15</p>	<p>b. WITH CURRENT FIRM 3</p>				
<p>15. FIRM NAME AND LOCATION (City and State) Jo Palma + Partners Corporation, Chicago, Illinois</p>					
<p>16. EDUCATION (Degree and Specialization) Master of Architecture Technical University of Kaiserslautern</p>		<p>17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #99811 Plus Illinois</p>			
<p>18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) American Institute of Architects (AIA) Member; NCARB, LEED AP AIA Chicago, Practice Management KC, Co-Chair Commercial Real Estate Executive Woman (CREW), Member</p>					

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
<p>North Atlantic Treaty Organization (NATO) Headquarters Brussels, Belgium</p>		2017	2017
<p>a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 269,097 sf, \$1.23 billion. The facility brings into one workspace the diplomatic and military delegations from the 29 Allied Nations, together with NATO civilian and military staff, in total accommodating 4,000 people. Role: Project Architect while at SOM</p>	<input type="checkbox"/> Check if project performed with current firm		
<p>(1) TITLE AND LOCATION (City and State) Social Security Administration National Support Center Urbana, Maryland</p>		2014	2014
<p>b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 285,000 sf, \$500 million, LEED Gold. The campus is set on a 63-acre site and meets stringent sustainability and security criteria. Role: Project Architect and Project Manager while at SOM</p>	<input type="checkbox"/> Check if project performed with current firm		
<p>(1) TITLE AND LOCATION (City and State) 707 Fifth - Manulife Place Calgary, Alberta</p>		2017	2017
<p>c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 811,954 sf, \$181 million. The 30-story Class A office tower integrates a Calgary light rail transit (LRT) station at the ground-level plaza, provides parking for 130 bicycles and 400 vehicles, and a direct link to Calgary's covered walkway system. Role: Senior Project Manager while at SOM</p>	<input type="checkbox"/> Check if project performed with current firm		
<p>(1) TITLE AND LOCATION (City and State) University of North Carolina Genome Science Building Chapel Hill, North Carolina</p>		2013	2013
<p>d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 210,000 sf, \$110 million, LEED Gold. The building adds inviting new classrooms and laboratories while improving pedestrian access between the university's historic north campus and its medical school. Role: Project Architect while at SOM</p>	<input type="checkbox"/> Check if project performed with current firm		
<p>(1) TITLE AND LOCATION (City and State) R3 Towers Fort Lauderdale, Florida</p>		2025	2025
<p>e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE The R3 Towers consist of two, 30-story apartment buildings on a 2.42-acre site. The residential community brings pedestrian-friendly public space along the south bank of the New River, completing the Riverwalk in line with the City's master plan guidelines. Role: Managing Director</p>	<input checked="" type="checkbox"/> Check if project performed with current firm		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Mario Cartaya RA	13. ROLE IN THIS CONTRACT Bus Transit Terminal, Administration Offices, Parking Garage Senior Architect CBE	14. YEARS EXPERIENCE	
		a. TOTAL 45	b. WITH CURRENT FIRM 42

15. FIRM NAME AND LOCATION (City and State)
Cartaya and Associates Architects, 2400 E. Commercial Boulevard, Suite 201, Fort Lauderdale, FL 33308

16. EDUCATION (Degree and Specialization) University of Florida (Master's of Building Construction) University of Florida (Bachelor of Architecture)	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect -Florida#AR0007787 NCARB Registration #34447 Uniform Building Code Inspector's License
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
American Institute of Architects, AV Med Health Plans Board of Directors, Broward Workshop, National Council of Architectural Registration Boards, Congressional Record Entry - House of Representatives, Honoring Cartaya & Associates' 40th Anniversary, Hon. Debbie Wasserman Schultz, May 2019, "Mario Cartaya Scholar Award" Broward College Annual Scholarship for Architectural Students

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Pembroke Pines City Center , Pembroke Pines, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2017	CONSTRUCTION (If applicable) 2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
a. 173,630 sf. The design includes a civic center with a 3,500-seat acoustically designed performing arts / banquet / exhibition grand hall, a full-service kitchen, performing dressing and green rooms, an exquisitely designed grand lobby, and the administrative offices for the City. The stand-alone 6,000-square-foot commission chambers building will serve as the legislative venue for the elected officials. A 10,000-square-foot art gallery will define the north end of the complex. These three buildings surround a multi-media-ready community plaza where the elected officials and the community can celebrate designated and important times of the year. Role: Principal Architect		
(1) TITLE AND LOCATION (City and State) Village of Islamorada Administrative Center and Public Safety Headquarters , Islamorada, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If applicable) 2011
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
b. 13,647 sf. The project features a three-story office and conference facility as well as Fire Station #21 The one-story fire station includes two vehicle bays, four sleeping quarters, a full kitchen, exercise room and hazmat decontamination chamber. A fire watch call center, public lobby and private copy and records areas are shared with the Village Police Department. Their portion of the building hosts the police captain's office, sergeant's office and regional officer's workroom, as well as a conference room and roll call room. The second floor supports the planning department and features a reception area, 15 Building Department offices, conference room, and telecom center. The building is designed with sustainable and energy-efficient architecture. Role: Principal Architect		
(1) TITLE AND LOCATION (City and State) Broward College A. Hugh Davis Parking Garage and Extension , Davie, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008/2010	CONSTRUCTION (If applicable) 2008/2010
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
c. 307,054 sf. This new 1,000-car, five-level precast concrete parking garage located on the Broward College and FAU Davie Campus. This project includes a new entry archway spanning a redesigned thirtieth avenue ceremonial boulevard as the Western Gateway to the campus. The expansion of the +/-113,000-square-foot parking garage extension was designed to blend seamlessly into the south facade of the existing Broward College parking garage. The addition was constructed to replace +/-300 surface parking stalls in order to provide the Broward College campus with a required retention pond to be located on the southwest boundary of the site. The parking extension provided a net gain of 378 spaces, including additional handicap spaces and additional exterior parking. Role: Principal Architect		
(1) TITLE AND LOCATION (City and State) Miramar City Hall , Miramar, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2005	CONSTRUCTION (If applicable) 2005
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
d. 87,000 sf. The Miramar City Hall sits at a site in the heart of the City. It is the focal point of the new Miramar Town Center and new symbol of the City of Miramar. The building houses the City's governmental offices as well as the Planning, Zoning, Building, and Engineering departments. The buildings' design is a timeless, dignified, structure surrounding the formal user friendly Civic Plaza. The City Hall and Plaza create a community focus where the government and its constituents meet in a relaxed and stately ambience. Lush landscaping, cloisters, arcades, pedestrian lights, seating areas, and fountains further reinforce the human scale and traditional neighborhood design of this project, creating a complex worthy of celebrating self-governance. Role: Principal Architect		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME James Downey	13. ROLE IN THIS CONTRACT Bus Transit Terminal, Administration Offices, Parking Garage Project Manager CBE	14. YEARS EXPERIENCE	
		a. TOTAL 36	b. WITH CURRENT FIRM 5

15. FIRM NAME AND LOCATION (City and State)
Cartaya and Associates Architects, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) Palm Beach Community College – Associate’s of Architecture Weymouth Vocational Technical High School 1979-81 - Structural Drafting and Design	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) N/A
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
American Institute of Architects, American Institute of Certified Planners, Executives’ Association of Fort Lauderdale, Port Everglades Association

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Pembroke Pines City Center , Pembroke Pines, Florida	2017	2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. 173,630 sf. The design includes a Civic Center with a 3,500-seat acoustically designed performing arts / anquet / exhibition grand hall, a full-service kitchen, performing dressing and green rooms, an exquisitely designed grand lobby, and the administrative offices for the City. The stand-alone 6,000-square-foot Commission Chambers building will serve as the legislative venue for the elected officials. A 10,000-square-foot art gallery will define the north end of the complex. These three buildings surround a multi-media ready community plaza where the elected officials and the community can celebrate designated and important times of the year. Role: Construction Administration		
The Main , Fort Lauderdale, Florida	2021	2021
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. 401,357 sf. The Main will become the City of Fort Lauderdale’s newest modern icon, providing tenants with a workplace inspired by the latest technology. The project is comprised of Class A offices, retail spaces and a plaza for tenants and visitors alike, this site will captivate neighborhood boutiques, restaurants and nightlife to become the new heart of Fort Lauderdale and establish Broward College as a driver of business and the community. Amenities will include proximity to mass transit options, a central location in downtown Fort Lauderdale, LEED certification, covered and secured parking, a Sky Deck for events and gatherings, a ground-floor high-end restaurant, column-free floor plates and various smart technologies throughout. Role: Construction Administration		
Professional Consultant Services, Building Projects at FLL and HWO , Fort Lauderdale, Florida	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. Cartaya and Associates is providing architectural services for Broward County Aviation Department as part of a continuing services contract. Services include pre-design, programming, design, construction administration and resident project representative services for new building construction and modifications, alterations and improvements to existing buildings, structures, offices and accessory buildings that are landside and airside at the airports. Role: Construction Administration		
Miramar Police Headquarters , Miramar, Florida	2016	2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm d. The City of Miramar Police Headquarters and retail area is a part of the Miramar Town Center Master Plan as designed by our firm. This facility is a three-story wrap-around structure surrounding the Town Center Parking Garage. The building’s Mediterranean style-inspired exterior design compliments the Miramar City Hall and Cultural Arts Center buildings. The first level of this 80,000-square-foot building consists of a pedestrian friendly retail area with an arch covered exterior sidewalk facing City Hall Promenade and the pedestrian/automobile entrance to the building. The second and third floor houses the City’s Police Department including a sally port entry, holding areas, offices, conference rooms and investigative facilities. This secure building is designed to be bullet-proof inside and outside and withstand Category 5 hurricane events. Role: Construction Administration		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

<p>12. NAME Juan Justiniano RA, AICP, LEED AP BD+C</p>	<p>13. ROLE IN THIS CONTRACT Bus Transit Terminal, Administration Offices, Parking Garage Construction Administration</p>	<p>14. YEARS EXPERIENCE a. TOTAL 35</p>	<p>b. WITH CURRENT FIRM 21</p>
<p>15. FIRM NAME AND LOCATION (City and State) Cartaya and Associates Architects, Fort Lauderdale, Florida</p>			
<p>16. EDUCATION (Degree and Specialization) Texas Tech University (Bachelor's of Architecture - Structures) Georgia Institute of Technology (Master's in City Planning) ~ Fulbright Scholar</p>		<p>17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #94371; AIA # 30063757 American Institute of Certified Planners #141945 LEED AP Building Design + Construction #10476514</p>	
<p>18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) American Institute of Architects, American Institute of Certified Planners, Executives' Association of Fort Lauderdale, Port Everglades Association</p>			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
<p>Pembroke Pines City Center, Pembroke Pines, Florida</p>		<p>PROFESSIONAL SERVICES 2017</p>	<p>CONSTRUCTION (If applicable) 2017</p>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
a.	<p>173,630 sf. The design includes a Civic Center with a 3,500-seat acoustically designed performing arts / banquet / exhibition grand hall, a full-service kitchen, performing dressing and green rooms, an exquisitely designed grand lobby, and the administrative offices for the City. The stand-alone 6,000-square-foot Commission Chambers building will serve as the legislative venue for the elected officials. A 10,000-square-foot art gallery will define the north end of the complex. These three buildings surround a multi-media-ready community plaza where the elected officials and the community can celebrate designated and important times of the year. Role: Project Manager</p>		
<p>(1) TITLE AND LOCATION (City and State) Village of Islamorada Administrative Center and Public Safety Headquarters, Islamorada, Florida</p>		<p>PROFESSIONAL SERVICES 2011</p>	<p>CONSTRUCTION (If applicable) 2011</p>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
b.	<p>13,647 sf. The project features a three-story office and conference facility as well as Fire Station #21 The one-story fire station includes two vehicle bays, four sleeping quarters, a full kitchen, exercise room and hazmat decontamination chamber. A fire watch call center, public lobby and private copy and records areas are shared with the Village Police Department. Their portion of the building hosts the police captain's office, sergeant's office and regional officer's workroom, as well as a conference room and roll call room. The second floor supports the planning department and features a reception area, 15 Building Department offices, conference room, and telecom center. The building is designed with sustainable and energy-efficient architecture. Role: Project Manager</p>		
<p>(1) TITLE AND LOCATION (City and State) Broward College A. Hugh Davis Parking Garage and Extension, Davie, Florida</p>		<p>PROFESSIONAL SERVICES 2008/2010</p>	<p>CONSTRUCTION (If applicable) 2008/2010</p>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
c.	<p>307,054 sf. This new 1,000-car, five-level precast concrete parking garage located on the Broward College and FAU. Davie Campus. This project includes a new Entry Archway spanning a redesigned thirtieth avenue ceremonial boulevard as the Western Gateway to the campus. The Expansion of the +/-113,000-square-foot parking garage extension was designed to blend seamlessly into the South facade of the existing Broward College parking garage. The addition was constructed to replace +/-300 surface parking stalls in order to provide the Broward College campus with a required retention pond to be located on the SouthWest boundary of the site. The parking extension provided a net gain of 378 spaces, including additional handicap spaces and additional exterior parking. Role: Project Manager</p>		
<p>(1) TITLE AND LOCATION (City and State) Miramar City Hall, Miramar, Florida</p>		<p>PROFESSIONAL SERVICES 2005</p>	<p>CONSTRUCTION (If applicable) 2005</p>
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
d.	<p>The 87,000-square-foot Miramar City Hall sits at a site in the heart of the City of Miramar. It is the focal point of the new Miramar Town Center and new symbol of the City of Miramar. The building houses the City's governmental offices as well as the Planning, Zoning, Building, and Engineering departments. The Buildings' design is a timeless, dignified, structure surrounding the formal user friendly Civic Plaza. The City Hall and Plaza create a community focus where the government and its constituents meet in a relaxed and stately ambience. Lush landscaping, cloisters, arcades, pedestrian lights, seating areas, and fountains further reinforce the human scale and traditional neighborhood design of this project, creating a complex worthy of celebrating self-governance. Role: Project Manager</p>		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Teen Woon AIA, LEED AP BD+C	13. ROLE IN THIS CONTRACT Bus Transit Terminal, Administration Offices, Parking Garage Designer	14. YEARS EXPERIENCE	
		a. TOTAL 35	b. WITH CURRENT FIRM 4

15. FIRM NAME AND LOCATION (City and State)
Cartaya and Associates Architects, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) Montana State University, Master of Architecture Montana State University, Bachelor of Architecture	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #AR91592 LEED Accredited Professional BD+C # 77704
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
American Institute of Architects, Guest Critic for Florida Atlantic University's Architecture Program, Broward Cultural Council Public Art and Design - Panel & Member, Gold Coast Opera - Member of the Board

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Midrise Broward County Judicial Center Renovation Fort Lauderdale, Florida	2016	n/a
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm a. 62,113 sf. LEED Gold, COBie. Work included the complete renovation of the Broward County Judicial Complex Midrise building which houses five County Departments in 62,113 square feet of programmed space. This project met the requirements for LEED Gold certification as well as implemented COBie through BIM (Revit) to facilitate future system management by the Broward County Facilities Maintenance Department. Construction began on this project after Teen had the prime firm. Role: Project Architect		
South Regional Courthouse Design Study Fort Lauderdale, Florida	2020	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. The primary objective of SRCH Pre-Design Analysis is to develop a full program and to research, explore and provide various alternatives for the best redevelopment uses of the Broward County owned property. The Scope of work includes the development of space programming for thirteen (13) departments, research, a massing study with pre-conceptual design massing diagram for space programming, existing site analysis and site survey. The pre-conceptual design features include the building facing north to harvest northern sunlight; a central courtyard to connect pedestrians, parking garage, employees, and visitors to a single secured point of entry; parking adjacent to the Courthouse and accessible to the front entrance without requiring street crossing (with overhead weather protection); creating a separate entrance for other Broward County Administrative Offices directly accessible from the garage and building entrance courtyard; and a pedestrian bridge from the third level of parking to provide direct access to designated entrance of Broward County Administrative Offices. Role: Architect/project manager		
Fort Lauderdale Aquatic Center Renovations Fort Lauderdale, Florida	2020	In Progress
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm c. Our redesign of the Fort Lauderdale Aquatic Center will include new Olympic quality competition pools and diving facilities along with various other renovations to the complex. The design attempts to return this local gem to its once international stature. It aims to provide the City of Fort Lauderdale with an iconic structure worthy of its past history and present importance. Role: Project Architect/Manager		
JAFCO Respite and Residential Center Sunrise, Florida	2014	2014
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm d. JAFCO Respite and Residential Center for Children with Development Disabilities consists of three, 4,200-square-foot private one-story residential homes with open floor plan layouts and a 48,000-square-foot support facility divided into three wings of the building: Administrative, Therapy and Multipurpose. A centralized lobby connects the three wings to the entrance. Role: Project Architect		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Tony Herrero AIA, LEED AP BD+C	13. ROLE IN THIS CONTRACT Bus Transit Terminal, Administration Offices, Parking Garage Construction Administration CBE	14. YEARS EXPERIENCE	
		a. TOTAL 41	b. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (City and State)
Cartaya and Associates Architects, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) Master of Science, Architecture and Urban Design, Columbia University Bachelor of Architecture, University of Miami Associates, Miami-Dade Community College	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect - Florida #10651 Licensed Interior Designer Florida Virginia Registered Architect LEED AP BD+C
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
National Council of Architectural Registration Boards (NCARB), U.S. Green Building Council Member (USGBC)

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Broward County Judicial Complex , Fort Lauderdale, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2017	CONSTRUCTION (If applicable) 2017
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE a. The project consists of a new courthouse building to accommodate the needs of the civil and family courts. The BCJC presents itself as a strong civic landmark through the use of multiple architectural strategies. The L-shaped tower massing allows for the public to look down on the civic space, in addition to views towards the south and east which face the beaches of Fort Lauderdale. It includes the County Clerk's office, County administrative offices, judicial offices, Sheriff Department offices, adult and juvenile holding cells, evidence and fire arms storage as well as office and retail space. Role: Construction Administration	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Port Everglades Terminal 2 and 4 Parking Deck Expansion and Roadway Improvements , Fort Lauderdale, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE b. Broward County is in the process of planning a new hotel and the expansion of the convention center at the Northport area of Port Everglades. The Cartaya and Associates Design Team was selected to design a new 1,900-car parking garage serve Cruise Terminals 2 and 4 and a pedestrian bridge. To enhance the cruise passenger experience, a ground transportation area (GTA) is also being designed. Additionally, new traffic routing to access and egress the new garage will alleviate congestion along the adjacent Port access roadway and reduce delays for other terminal-bound traffic. Role: Construction Administration/Architect	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) FLL Terminal 2 In-Line Baggage Screening System and Ticket Lobby Renovation , Fort Lauderdale, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2015
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE c. As part of a design-build team, responsible for planning, interior design, preparation of construction documents, QA/QC and construction administration phase services for the retrofit of passenger Terminal 2 to accommodate a state-of-the-art In-Line Baggage Screening System. The scope includes coordination with multiple airlines, county, federal agencies, contractors and sub-consultants. Building alterations and additions to provide a new EDS room, CBRA room, TSA OSR/MUX room, BHS Control room, TSA Breakroom, North offices, existing office space refurbishing, ticketing offices, ticket lobby counter area, passenger security screening queuing and concession modifications. Role: Architect/Project Manager	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Miramar Police Headquarters , Miramar, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2016	CONSTRUCTION (If applicable) 2016
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE d. The Police Headquarters and retail area is a part of the Miramar Town Center Master Plan. This facility is a three-story wrap-around structure surrounding the Town Center Parking Garage. The building's Mediterranean style inspired exterior design compliments the Miramar City Hall and Cultural Arts Center buildings. The first level of this 80,000-square-foot building consists of a pedestrian friendly retail area with an arch covered exterior sidewalk facing City Hall Promenade and the pedestrian/automobile entrance to the building. The second and third floor houses the City's Police Department including a sally port entry, holding areas, offices, conference rooms and investigative facilities. This secure building is designed to be bullet-proof inside and outside and withstand Category 5 hurricane events. Role: Construction Administration	<input checked="" type="checkbox"/> Check if project performed with current firm	

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	
Derek Wassink PE, RA, SI, LEED AP		Structural Engineer Principal		a. TOTAL 33	b. WITH CURRENT FIRM 5
15. FIRM NAME AND LOCATION (City and State) Thornton Tomasetti, Fort Lauderdale, Florida					
16. EDUCATION (Degree and Specialization) MCE, Structural Engineering, Villanova University BSE, Architecture and Engineering, Princeton University			17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer Florida #55303 Licensed Special Inspector-Florida, Registered Architect-New York, LEED AP		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Derek joined Thornton Tomasetti in 2015 with more than 30 years of experience in structural design, project management and coordination, and business development. His experience includes municipal, residential, healthcare, education, hospitality and parking structures. Derek is both a licensed engineer and an architect, which gives him insight how, as a structural engineer, he can assist architects to achieve their goals.					
19. RELEVANT PROJECTS					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Fort Lauderdale New Police Headquarters Fort Lauderdale, Florida		PROFESSIONAL SERVICES 2023	CONSTRUCTION (If applicable) 2023		
a.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
572,000 sf. Structural engineering for a three-story, 200,000-square-foot new police headquarters building with a 372,000-square-foot parking garage containing a shooting range. Role: Structural Engineer					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Miami-Dade Civic Courthouse , Miami, Florida		PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable)		
b.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
Structural engineering services through design development for a 23-story building with a grand jury suite, jury assembly room and 46 courtrooms. The courthouse will also include 50,000 square feet of office and administrative space for the Clerk of Court, food services, and secured parking. Role: Structural Engineer					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Margaritaville Hotel and Resort , Hollywood, Florida		PROFESSIONAL SERVICES 2015	CONSTRUCTION (If applicable) 2015		
c.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
950,000 sf. Structural engineering and threshold inspection services for an 18-story concrete hotel with grand lobby and retail on floors one and two; parking on levels three through eight, event amenities on the ninth floor, recreation amenities including a pool on the 11th floor, and seven floors of hotel rooms. Role: Structural Engineer					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Sunrise City Hall , Sunrise, Florida		PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020		
d.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
100,000 sf, LEED Certified. Structural engineering for a new, LEED Certified municipal office building with 800-space parking garage and water amenity park with an amphitheater expansion and a new roof. Role: Structural Engineer					
(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED			
Coral Springs Municipal Complex , Coral Springs, Florida		PROFESSIONAL SERVICES 2017	CONSTRUCTION (If applicable) 2017		
e.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm		
73,500 sf. Structural design of a five-story municipal office building, which houses chamber of commerce meeting rooms and city officials administration offices. The building features a structural steel grand stair and exterior steel canopy supported by Y-shaped columns. The four-story, parking garage will accommodate 600 cars. Connecting the two structures is a 70-foot-long structural steel pedestrian bridge. Role: Structural Engineer					

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Brad Malmsten PE	13. ROLE IN THIS CONTRACT Structural Quality Assurance / Quality Control Leader	14. YEARS EXPERIENCE	
		a. TOTAL 20	b. WITH CURRENT FIRM 20

15. FIRM NAME AND LOCATION (City and State)
Thornton Tomasetti, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) Master of Science, Engineering, Manhattan College Bachelor of Science, Engineering, University of Michigan	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Florida #71012
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Brad Malmsten has more than 20 years of experience in the design and delivery of concrete and steel structural systems. He joined Thornton Tomasetti's New York office in 2001 and moved to the Miami office in 2010. Brad's background includes domestic and international tall and supertall mixed-use towers, transformative renovations, long-span structures, hospitals, educational and municipal facilities. He leads the firm's Structural Engineering practice in Florida.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
City of Coral Springs City Hall, Coral Springs, Florida	2018	2018
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 65,000 sf. Structural design of a five-story municipal office building, which will house a central energy plant and a post office. An above-ground parking garage will accommodate 300 cars. Design elements also include a rooftop garden, artwork, public transit shelters, fountains, street furniture, and ornamental paving. Role: Quality Assurance/Quality Control Leader	<input checked="" type="checkbox"/> Check if project performed with current firm	
Sunny Isles Beach Government Center Annex, Sunny Isles Beach, Florida	2017	2017
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 114,000 sf. Structural design services for a consisting of a five-story middle school and nine-story civic and commercial building. A 50-foot cantilever will "float" over the school on one side, and a similar portion will float over a plaza on the opposite side. Role: Quality Assurance/Quality Control Leader	<input checked="" type="checkbox"/> Check if project performed with current firm	
30 Hudson Street, New York, New York	2019	2019
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Structural design of a 780-foot, 42-story office tower with an eight-story podium. The LEED NC-certified project included a 13-story multipurpose building, a 10-story glass Crystal Hall connecting the two buildings and four levels of below-grade parking. Role: Quality Assurance/Quality Control Leader	<input checked="" type="checkbox"/> Check if project performed with current firm	
Elysee, 720 NE 23rd Street, Miami, Florida	2021	2021
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 500,000 sf. Structural engineering services for a 57-story residential tower. The building will include parking, amenities and a pool deck. Role: Quality Assurance/Quality Control Leader	<input checked="" type="checkbox"/> Check if project performed with current firm	
Okan Tower, Miami, Florida	Ongoing	Ongoing
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Structural engineering for a 68-story mixed-use tower with 31 residential levels including 13 floors for hotel use, five levels of office space, eight levels of parking, and a number of levels dedicated to other amenities. Role: Quality Assurance/Quality Control Leader	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Peggy Van Eepoel PE, FSEI	13. ROLE IN THIS CONTRACT Protective Design Principal	14. YEARS EXPERIENCE	
		a. TOTAL 20	b. WITH CURRENT FIRM 20

15. FIRM NAME AND LOCATION (City and State) Thornton Tomasetti, Washington, DC

16. EDUCATION (Degree and Specialization) ME, Structural Engineer, Massachusetts Institute of Technology BS, Civil Engineering, Polytechnic University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer in 4 states
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Peggy leads our Washington, D.C. office and is a senior principal in the Protective Design & Security practice there. Peggy has been involved in the design and structural hardening of more than 200 buildings, including facilities for the U.S. Department of State, General Services Administration, Department of Defense and Veterans Administration. Her diverse portfolio also includes master-planned facilities, office buildings, educational facilities, laboratories, military housing, courthouses, museums and hospitals. Peggy develops appropriate and practical protective-design approaches for new construction, renovations and historic restorations.

19. RELEVANT PROJECTS

a.	(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) 2021
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, Design-Build, pursuing LEED Gold and SITES Silver. Structural engineering and protective design for a new federal courthouse for the General Services Administration that includes space for the U.S. District Court, Probation, U.S. Marshals Service, Office of the U.S. Attorney, and a GSA/PBS Field Office. Located on 3.4 acres, the new courthouse will provide eight courtrooms, eleven judges chambers, and underground structured parking. Role: Protective Design Principal	<input checked="" type="checkbox"/> Check if project performed with current firm	
b.	(1) TITLE AND LOCATION (City and State) U.S. District Courthouse, Pensacola, Florida	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 70,000 sf, \$25 million. Structural, blast and façade engineer for the repair and alteration of an existing five-story courthouse. The GSA Design Excellence project involved retrofit of façade and structure, including new blast resistant windows and supporting structure, addition of a secure lobby, design to prevent a progressive collapse and replacement of the standing seam metal roof and addressing water intrusion issues. Project designed to meet P100, ISC Security Criteria and Florida Hurricane requirements. Role: Protective Design Principal	<input checked="" type="checkbox"/> Check if project performed with current firm	
c.	(1) TITLE AND LOCATION (City and State) U.S. Courthouse, Anniston, Alabama	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 63,000 sf. Structural engineering and protective design for a new courthouse with parking. The new facility consists of two courtrooms and three judges' chambers. The courthouse will also house U.S. Department of Justice trial preparation personnel. Role: Protective Design Principal	<input checked="" type="checkbox"/> Check if project performed with current firm	
d.	(1) TITLE AND LOCATION (City and State) E. Barrett Prettyman Courthouse, Washington, D.C.	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2004	CONSTRUCTION (If applicable) 2004
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Vulnerability assessment and physical security design for new high-profile structure with rotunda, following GSA criteria for progressive collapse and other hazards. Role: Protective Design Principal	<input checked="" type="checkbox"/> Check if project performed with current firm	
e.	(1) TITLE AND LOCATION (City and State) Albemarle County Courts Complex, Charlottesville, Virginia	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2023	CONSTRUCTION (If applicable) 2023
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Structural engineering and protective design services for major renovations and expansions to the historic Albemarle County Courthouse and former Opera House. Scope includes provision of new courtrooms in the existing historic structure, and for a new 27,000-square-foot, two-story annex to provide two additional courtrooms, with associated judge's chambers, basement parking and administrative support spaces for the District Court. Role: Protective Design Principal	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Paul Weinberg PLA, ASLA	13. ROLE IN THIS CONTRACT Civil/Landscape Principal in Charge	14. YEARS EXPERIENCE	
		a. TOTAL 21	b. WITH CURRENT FIRM 3

15. FIRM NAME AND LOCATION *(City and State)*
KEITH, Fort Lauderdale, Florida

16. EDUCATION <i>(Degree and Specialization)</i> Bachelor of Science, Landscape Architecture Michigan State University	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Professional Landscape Architect - Florida #LA6666804
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
Paul is a multi-talented designer and team leader who has been based in South Florida since 2000. During this time, he has worked with a variety of significant public and private sector projects including urban parks, hotels, campuses, plazas, mixed-use development, entertainment districts, streetscapes, waterfront and residential projects that provide meaning and purpose to the community. He has a unique understanding of how to create immersive, authentic and memorable spaces that create place identity to bring vitality to each district. He is committed to a team-based approach that delivers creative, thought-provoking solutions tailored to the distinct character of each project. This collaboration starts with the multi-disciplinary approach at KEITH and builds to include other partners, consultants, and co-collaborators.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
City of Hollywood Arts and Cultural Center Hollywood, Florida	2021	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
a. KEITH is providing services associated with the redevelopment and renovations for the Cultural Arts Center in the City of Hollywood, Florida including expansion of the building and reconfigured parking lot. KEITH is assisting with the site plan and site development for all of the onsite improvements. Services include surveying and mapping, civil engineering services including paving, grading and drainage, water distribution and sanitary sewer plans, stormwater prevention, hardscape and paving, landscape design, and irrigation design, as well as construction observation. Role: Civil/Landscape Principal		
Fast Forward Fort Lauderdale Design and Construction Manual Fort Lauderdale, Florida	2018	
b. KEITH collaborated with Brooks + Scarpa in developing a manual to set the tone for future development with an emphasis on resilient planning and design. Key elements include assessment of sea level rise, mobility planning, landscape architecture elements, CPTED principles and over development patterns. KEITH was responsible for planning, landscape architecture and assistance with community/stakeholder input and research. Role: Civil/Landscape Principal		
Fort Lauderdale Aquatics Center Fort Lauderdale, Florida	Ongoing	
c. The center is situated on a man-made pier extending approximately 600 feet into the Intracoastal Waterway. The City of Fort Lauderdale and its CRA sought to renovate the facility and ensure it meets aquatic competition requirements. The original intent of the project was to restore the Aquatic Center, ensuring that it remain as one of the icons of Fort Lauderdale Beach. The project expanded to include two new structures: a 27-meter diving platform and a multi-purpose building. KEITH is providing surveying, subsurface utility engineering, planning, landscape architecture, and civil engineering services. Role: Civil/Landscape Principal		
South Regional Courthouse Hollywood, Florida	2018	
d. The primary purpose of this Pre-Design Phase is to develop a full program and to research, explore, and provide various alternatives for the best redevelopment uses of this Broward County-owned property to maximize the needs of the users and the civic needs of the community, including programming, code analysis, massing, ADA and security enhancements, and passive design strategies. KEITH provided the boundary and topographic survey, subsurface utility engineering, and landscape architecture for this project. KEITH is serving as the subconsultant to Cartaya Architects, managing a multi-disciplinary team. Role: Civil/Landscape Principal		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Stephen Williams, Sr. PE	13. ROLE IN THIS CONTRACT Senior Civil/Transportation Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 40	b. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION *(City and State)*
KEITH, Fort Lauderdale, Florida

16. EDUCATION <i>(Degree and Specialization)</i> Bachelor of Science, Civil Engineering University of Florida	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Professional Engineer - Florida #32090
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
Stephen has been engaged in civil and transportation engineering design and construction in South Florida since 1970. He has served as the record engineer for numerous transportation, utility, water management, municipal, aviation, recreation, roadway and land development (governmental, residential, mixed-use and commercial) projects in South Florida. These include projects at Florida's Turnpike, Miami International and Fort Lauderdale-Hollywood International Airports and multiple projects for the local municipalities, school districts and universities. Projects have included roadway and site engineering design and analysis (paving, grading, drainage, water and sanitary sewer design and construction administration) for both private and governmental clients. Notably, Stephen developed a SWMM EXTRAN computer model for the 55,000-acre Indian River Farms Water Control District.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
Charlotte Burrie Civic Center Pompano Beach, Florida	2020	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. KEITH provided civil engineering, permitting, landscape architecture and construction administration and coordination services for the 8,712-square-foot Charlotte J. Burrie Community/ Civic Center location at 2669 North Federal Highway in Pompano Beach's Cresthaven neighborhood. The Civic Center was designed with multipurpose meeting spaces for civic, social, and recreational activities, easy pedestrian access with ADA compliance, porte-cochère entrance for inclement weather protection, and 48 vehicular and 20 bicycle parking spots. The interior of the Civic Center includes a lobby/prefunction area, reception area, administrative offices, small conference room, large assembly space accommodating up to 250 people, fixed platform performance stage, warming kitchen, storage areas, and two activity rooms. The Civic Center building is LEED certified. The engineering requirements include providing LEED templates, permitting, engineering plans including water and sewer, onsite paving, grading and drainage, signing and pavement marking, stormwater pollution prevention, bidding assistance and construction observation. Role: Civil/Transportation Engineer		
Dyer Federal Building and Courthouse Miami, Florida	2019	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. Miami-Dade College awarded this project which entailed the remodeling, renovation, and selective restoration and preservation of the National Historic David W. Dyer U.S. Courthouse. Built in 1933 the building was listed in the National Register of Historic Places in 1983. The building was closed in 2008 and has remained unoccupied. The Dyer Building is composed of a three-story structure with a partial basement and a partial mezzanine. The renovation/remodel included approximately 162,250 gross square feet into classrooms, event venues, library spaces, open student collaboration spaces, offices and other related college spaces including the structural modifications required to achieve the new program spaces. KEITH provided civil engineering services including water and wastewater design and permitting. Given the historic nature and history of the building, laser scanning services were also provided. Through the laser scanning process, highly accurate and long-range lasers are used to capture visible reality. Existing conditions are therefore documented, and the data can be used to create accurate as-builts, as well as being incorporated into a Building Information Model (BIM). Role: Civil/Transportation Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Kelli Schueler PLA, LEED AP	13. ROLE IN THIS CONTRACT Director of Landscape Architecture	14. YEARS EXPERIENCE	
		a. TOTAL 16	b. WITH CURRENT FIRM 3

15. FIRM NAME AND LOCATION (City and State)
KEITH, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) Bachelor of Science, Landscape Architecture Oklahoma State University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Landscape Architect - Texas #2959
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Kelli is a landscape architect and dedicated project manager who provides planning, design, and project management services for a wide variety of project types through all phases of the development process. Her knowledge of the local environment, native species, and sustainable best practices is combined with a creative approach that is detail oriented, ensuring designs are implemented efficiently and precisely. Her skills include project management, team leadership, production management, construction documentation and observation, regulatory approval, and LEED documentation and sustainable strategies.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
City of Hollywood Arts and Cultural Center Hollywood, Florida	2021	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
a. KEITH is providing services associated with the redevelopment and renovations for the Cultural Arts Center in the City of Hollywood, Florida including expansion of the building and reconfigured parking lot. KEITH is assisting with the site plan and site development for all of the onsite improvements. Services include surveying and mapping, civil engineering services including paving, grading and drainage, water distribution and sanitary sewer plans, stormwater prevention, hardscape and paving, landscape design, and irrigation design, as well as construction observation. Role: Landscape Architect		
Charlotte Burrie Civic Center Pompano Beach, Florida	2020	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
b. KEITH provided civil engineering, permitting, landscape architecture and construction administration and coordination services for the 8,712-square-foot Charlotte J. Burrie Community/ Civic Center location at 2669 North Federal Highway in Pompano Beach's Cresthaven neighborhood. The Civic Center was designed with multi-purpose meeting spaces for civic, social, and recreational activities, easy pedestrian access with ADA compliance, porte-cochère entrance for inclement weather protection, and 48 vehicular and 20 bicycle parking spots. The interior of the Civic Center includes a lobby/prefunction area, reception area, administrative offices, small conference room, large assembly space accommodating up to 250 people, fixed platform performance stage, warming kitchen, storage areas, and two activity rooms. The Civic Center building is LEED certified. The engineering requirements include providing LEED templates, permitting, engineering plans including water and sewer, onsite paving, grading and drainage, signing and pavement marking, stormwater pollution prevention, bidding assistance, and construction observation. Role: Landscape Architect		
Deerfield Beach City Hall Deerfield Beach, Florida	2019	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
c. The City of Deerfield Beach has requested a design criteria package (DCP) for the renovations of Deerfield Beach City Hall to create updated efficiency in parking, logistics, and water system. These plans include the rework of the existing site plan to incorporate concrete curbing and additional building of 726 square feet on the west side abutting NE 2nd Avenue, location of signage in parking areas, development of code compliant civil and landscape plans, analysis and adjustments of storm water system, and coordination of FPL wire relocation as well as coordination with City and MEP engineer for fire sprinkler water line design. KEITH is serving as the sub consultant managing a multi-disciplinary team, providing peer review of the design and construction documents for the landscape architecture and civil engineering elements. In-house services include planning, landscape architecture, civil engineering, surveying and traffic engineering services. This was a collaborative effort with Kenneth R. Carlson-Architect, PA, BBM Structural Engineers, Inc., and Kramm Consulting. Role: Landscape Architect		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Lori Treviranus PE	13. ROLE IN THIS CONTRACT Vice President of Transportation	14. YEARS EXPERIENCE	
		a. TOTAL 19	b. WITH CURRENT FIRM 4

15. FIRM NAME AND LOCATION (City and State)
KEITH, Orlando, Florida

16. EDUCATION (Degree and Specialization) Bachelor of Science, Civil Engineering University of Florida	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Florida #73684
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Lori has nearly 20 years of experience in civil engineering, providing the highest quality infrastructure and facility solutions to transportation agencies, local governments, private developers, and institutional clients. She is experienced in roadway design, intersection development, super-elevation transitions, roadway modeling, cross-sections, pedestrian/bike paths, master planning, hydrology/hydraulic studies, cost estimation, stormwater control plans preparation, drainage and utility design, NPDES permitting, and SWPPP preparation and implementation. In addition, she is familiar with the surveying aspect of civil engineering and has experience working with sustainable designs. Typical scopes of work she has been responsible for include acquisition and due diligence tasks, creation of conceptual plans, and assistance with funding throughout the project phases and public outreach activities.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Downtown Davie Student Housing Davie, Florida	2019	
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm This mixed-use student housing development consists of 870 student housing rooms, six live/work units, 35,400 square feet of ground floor commercial use, and a seven-story parking garage all located on a 9.59-acre site fronting two main corridors within the Town of Davie's Downtown Griffin Corridor District. The KEITH team provided survey, planning, civil engineering, traffic engineering and planning, and utility coordination services. This project is ongoing. Role: Transportation Principal		
Traffic, Roadway, and Civil Engineering Fort Lauderdale, Florida	2019	
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm As a subconsultant, the KEITH Team provided geospatial engineering, civil engineering, landscape architecture, and construction administration services for various Broward County traffic and roadway projects. Projects included: Pine Island Road to Southgate Boulevard; CEI Services for Oakland Park Boulevard; Design services for SE 2nd Avenue Crosswalk Improvements; Lauderhill Mall Transit Signalization; Wiles Road at Coral Springs Drive Improvements; Sistrunk Boulevard Pedestrian Lighting; CEI services for MLK Boulevard and Blount Road; Davie Road Extension; and CEI Services for Taft Street and Park Road, among many others. Role: Transportation Principal		
Permanent Garage TNC Operation Fort Lauderdale, Florida	Ongoing	
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm KEITH is providing services for design, engineering, and resident project representative services during construction for airport utility and pavement projects. These projects are a grouping of substantially similar construction, rehabilitation, or renovation activities. The work being performed is located landside and airside at the Fort Lauderdale-Hollywood International Airport and North Perry Airport. Role: Transportation Principal		
Youth Sports Complex Pompano Beach, Florida	Ongoing	
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm The Youth Sports Complex project is a planned 10-acre multi-sport complex, as a part of the City of Pompano Beach GO Bond initiative. KEITH is currently designing to include several new multi-purpose fields, a community center with event rooms, and landscaped paths. The property is located adjacent to Centennial Park and the historic Sample-McDougald House, so the architecture has been sensitive to both the historic home's vernacular, as well as the community's desire for a cutting-edge sports facility. Role: Transportation Principal		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Pramod Choudhary PE, PTOE	13. ROLE IN THIS CONTRACT Director of Traffic Engineering	14. YEARS EXPERIENCE	
		a. TOTAL 26	b. WITH CURRENT FIRM 1

15. FIRM NAME AND LOCATION (City and State)
KEITH, Orlando, Florida

16. EDUCATION (Degree and Specialization) Master, Transportation Engineering, University of Central Florida Bachelor of Science, Civil Engineering, Birla Institute of Technology	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Florida #61641 Professional Engineer - Georgia #38262
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Pramod has over 26 years of extensive experience in Transportation Planning and Traffic Operations and Management. Pramod has strong project management capabilities reflected through the successful handling of a wide range of traffic, transportation, and roadway design projects in Florida, Georgia, Texas, Louisiana, California, Puerto Rico, and the Grand Bahamas. He manages projects on time, within budget, and to the client's complete satisfaction. Areas of expertise include traffic operations and corridor studies, transportation planning studies, traffic and toll plaza simulation, interchange operational analysis, PD&E studies, safety studies, roadway lighting design, signal design, bicycle and pedestrian plans, parking studies, design traffic and equivalent single axle load, travel time and delay studies, and traffic engineering support for various FDOT Districts, Counties, and Cities.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Police Headquarters Fort Lauderdale, Florida	Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. As subconsultant, KEITH provides survey, sub-surface utility locating, planning, civil engineering, and landscape architecture services for the Fort Lauderdale Police Headquarters. The Police Headquarters will be built in phases. 1) Parking Garage (including Firing Range) and perimeter landscape buffers to residential neighborhoods; 2) Initial Site Development: SW 13th Avenue extending up to existing Fleet Maintenance Facility; Restriping of existing surface parking; and Replacement of Radio Tower; 3) Demolition of outparcel residential buildings and Construction of new Police Headquarters (including Central Plant); 4) Demolition of existing Police Headquarters and portion of Fleet Maintenance Facility (if not able to demolish entire facility); 5) Final Site Development: Extension of SW 13th Avenue to Broward Boulevard; Create Linear Park along Broward Boulevard; and Remove all surface parking and outparcel buildings as possible. Role: Traffic Engineering		
Sears Town Fort Lauderdale, Florida	Ongoing	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. KEITH is providing services associated with the development of three parcels of land in Fort Lauderdale, generally known as Sears Town. The project is set within the RAC zoning in Fort Lauderdale and is positioned to be a signature development within the City. The project will include a series of high rise towers, parking structures, and a series of connected public realm areas that will create the atmosphere at the ground level. KEITH is providing site plan approval with the City of Fort Lauderdale. KEITH has included services for planning, civil engineering, traffic engineering, and landscape architecture. Role: Traffic Engineering		
Bonita Springs Community Development Bonita Springs, Florida	2014	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm c. Pramod was responsible for managing and supporting the City staff by providing traffic engineering services related to development and growth. Assisted the City in developing guidelines for traffic impact studies. He represented the City on various committees and coordination meetings with various agencies and stakeholders. Role: Traffic Engineering		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Mark Mitchell	13. ROLE IN THIS CONTRACT Director of Subsurface Utility Engineering	14. YEARS EXPERIENCE	
		a. TOTAL 22	b. WITH CURRENT FIRM 8

15. FIRM NAME AND LOCATION (City and State)
KEITH, Fort Lauderdale, Florida

16. EDUCATION (Degree and Specialization) N/A	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) N/A
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
As a Director of Subsurface Utility Engineering for KEITH's Utilities Division, Mark is responsible for scheduling and supervising field crews, conducting utility field meetings, utility records research, conflict analysis, and determining if additional utility investigation is needed for assigned projects in South Florida. He completed projects from beginning phases to final delivery; which included preparing and submitting fee proposals, coordinating with clients, being able to setup projects for field crews and conducting field visits when trouble shooting is required; download and process collected data; performed quality control and finalize for delivery while keeping clients informed on a daily basis. His experience also includes creating DTM's, Topo's, Tin Models, PNC's and Test Hole summary spread sheets. Mark provides a liaison between designers, utility agencies and owners on behalf of clients to provide utility coordination services, providing documentation, inter-coordination and maintenance of files of all activities for each utility agency.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
City Hall Building Department Wing Expansion Parkland, Florida	2019	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. KEITH was the prime consultant serving as Owner's Rep and providing civil engineering, planning, surveying and subsurface utility engineering services. The engineering design included approximately 160 linear feet of gravity sewer, 230 linear feet of water main, restoration of the parking lot, paving and grading and stormwater pollution plan. Additionally, KEITH developed the site plan conjunction with the architect. The survey effort included a topographic survey that located all the above ground improvements in addition to all of the native tree species. As part of our Owner's Rep services, KEITH was responsible for assisting with the bid admittance, construction observation and certification, and project coordination to ensure compliance with the approved plans and specs. Role: Subsurface Utility Engineer		
Fire Station No. 7 and EMF Hallandale Beach, Florida	2019	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. KEITH provided civil engineering, landscape architecture, and SUE services. Responsibilities included: preparation of landscape and irrigation plans; water saving irrigation components with a 'smart' controller and incorporation of a rain sensor; preparation of documents and attendance at City DRC, AAC and Planning and Zoning meetings; pre-application meeting with agencies having jurisdiction; prepare bidding and construction documents, design plans, supplementary contract requirements, technical specifications and cost estimates; provide assistance for LEED BD+C rating and processing; provide construction engineering/management services; project close-out. Role: Subsurface Utility Engineer		
Miami-Dade College Medical Campus Kendall, Florida	2020	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm c. As a part of our continuing services contract, KEITH is providing subsurface utility engineering for the Miami Dade College Medical Campus in Kendall, Florida. Horizontal designation services include horizontally marking known tone able and non-tone able underground utilities that are represented on as-built plans, above ground appurtenances, and other miscellaneous utility records. Known non-conductive utilities and/or structures are marked utilizing Ground Penetrating Radar (GPR). Role: Subsurface Utility Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Donny Walker PE, RCDD	13. ROLE IN THIS CONTRACT MEPF, Acoustics, AV, IT, Low Voltage, Technology - Partner-in-Charge	14. YEARS EXPERIENCE	
		a. TOTAL 25	b. WITH CURRENT FIRM 21

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Bachelor of Electrical Engineering, Fiber Optics and Electrical Systems for Buildings	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Georgia and Michigan Registered Communications Distribution Designer (RCDD)
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
With an impressive portfolio of more than 40 design-build projects, 15 new judicial facilities, over 20 high-rise buildings, and 10 mixed-use complexes, Donny is skilled in the many project elements of the Broward County Government Center. Additionally, Donny led the technology designers of the The Kendeda Building for Innovative Sustainable Design, which achieved **Living Certification for the Living Building Challenge 3.1, with net-zero energy requirements**. In 2017 Donny was awarded Progressive Consulting Engineer of the Year by ControlTrends for Demonstrated Industry Leadership in Advancing the Smart Building. He was named a Partner in 2016.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee	2018	Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 275,000 sf, \$146.2 million, Design-Build, Pursuing LEED Gold. A high-rise federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, the US Marshals Service, the US Attorney's Office, the US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for 55 vehicles. Role: Lead Technology Consultant		
Pinellas County Justice Center Annex Building Specialty Systems, Clearwater, Florida	2019	Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 169,560 sf, \$58.6 million, Design-Build. Specialty systems, including mechanical system noise control and architectural acoustics, for a four story annex building addition, including a connector to the H-Wing Building for family court functions. Additionally, renovation of the courthouse including the Clerk of the Court, Sheriff's locker room, jury assembly, and the H-Wing. Role: Partner in Charge		
Nathan Deal Judicial Center Specialty Systems, Atlanta, Georgia	2017	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 200,000 sf, \$110 million. Acoustics, lighting, security, and court technologies for a high-rise judicial complex. Role: Partner in Charge		
Redstone Arsenal Von Braun Complex - Phase III Huntsville, Alabama	2009	2011
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 836,000 sf, \$223.1 million, LEED Certified. Design-Build. A high-rise office building and conference facility supporting the Missile Defense Agency and United States Army Space and Missile Defense Command activities at Redstone Arsenal. The facility also contains multiple SCIF facilities, three Special Access Program Facility hotels, a Tier I data center, a 580-seat cafeteria and full service kitchen, fitness center, and an 800-seat auditorium. Role: Communications Engineer		
Georgia Institute of Technology Coda, Atlanta, Georgia	2017	2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 650,740 sf, \$187.2 million, LEED Platinum. Acoustical, audio-visual, security, communications and intelligent building systems for Coda as well as fit-up of floors 5-16. The high-rise, mixed-use , multi-tenant building supports fiber connectivity to the 100,000-square-foot Georgia Institute of Technology data center and high performance computing system. In addition to office space, Coda features research laboratories and retail space. The complex also has a 310,560-square-foot, 580-vehicle parking deck. Role: Partner in Charge		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Jason M. Conner PE	13. ROLE IN THIS CONTRACT MEP Project Manager	14. YEARS EXPERIENCE	
		a. TOTAL 21	b. WITH CURRENT FIRM 12

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Master of Science, Building Construction: Integrated Project Delivery Systems Bachelor of Science, Electrical Engineering Technology Bachelor of Science, Electrical Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Florida #85863 Plus Georgia, Louisiana, Montana, North Carolina, and South Carolina; LEED AP, BD+C
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Jason has 21 years of experience in electrical engineering design and project management. He has held electrical engineering responsibilities for more than 100 projects. Jason, who is currently a Lieutenant Commander in the United States Naval Reserve, has significant mastery of projects for governmental clients.

19. RELEVANT PROJECTS

a.	(1) TITLE AND LOCATION (City and State) Norfolk Southern Headquarters, Atlanta, Georgia	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 750,000 sf, \$575 million, pursuing LEED Certification. A corporate headquarters facility with two high-rise office towers, ground level retail, and a parking deck. The headquarters includes 470,000 square feet of Class A office space, a 45,000-square-foot full-service kitchen and seating, a 37,000-square-foot 24/7 Tier 3 dispatch center, a 18,750-square-foot fitness center, and a 30,500-square-foot daycare. Role: Electrical Engineer	<input type="checkbox"/> Check if project performed with current firm	
b.	(1) TITLE AND LOCATION (City and State) Federal Data Center, Confidential Location	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2019
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 100,000 sf, \$100 million. A Tier III data center supporting the US Marshal Service, the District Attorney, the Bureau of Prisons, and the Treasury Department. The facility has complex power and cooling infrastructure with a backup power system to support 5.4MW of load. Role: MEP Project Manager	<input type="checkbox"/> Check if project performed with current firm	
c.	(1) TITLE AND LOCATION (City and State) Children's Healthcare of Atlanta Brookhaven Support Buildings, Atlanta, Georgia	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2020
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 600,000 sf, pursuing LEED Gold. The Support Buildings encompass two, high-rise towers on the 45-acre healthcare campus. The Class A office buildings serve as CHOA's Administrative hub and include two cafeterias, a fitness center, conferencing space, and a multi-level, above-grade parking deck. Role: Electrical Engineer	<input type="checkbox"/> Check if project performed with current firm	
d.	(1) TITLE AND LOCATION (City and State) Douglas County Adult Detention and Law Enforcement Center Douglasville, Georgia	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2011	CONSTRUCTION (If applicable) 2012
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 547,000 sf, \$95 million, LEED Certified. The Douglas County Adult Detention and Law Enforcement Center includes 1,488 inmate beds in medium and maximum security areas, inmate kitchen and laundry facilities, an infirmary, and mental health, medical, and clinical space. The center features a 10,250-square-foot indoor firing range with twelve 75-foot lanes, a control room, a weapons cleaning room, staff offices and a lobby. The firing range is humidity-controlled and exhaust-filtered for lead residue removal. The facility also accommodates the Sheriff's office, law enforcement staff, detention administration, and training/support/dispatch areas. Sustainable features include sun shading, daylighting, lighting controls, high efficiency central equipment, building skin optimization, energy recovery, and environmentally friendly materials. Role: Electrical Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
e.	(1) TITLE AND LOCATION (City and State) Eglin Air Force Base Explosives Ordnance Disposal Training Complex Buildings, Eglin, Florida	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2013	CONSTRUCTION (If applicable) 2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 54,000 sf, \$18 million, Design-Build. Facilities comprising the Explosives Ordnance Disposal Training Center include the 15,110-square-foot Core Training Building and the 26,630-square-foot Ground and Tools and Methods Division Training Facility. Additional work includes a 6,160-square-foot addition to, and 6,100-square-foot renovation of, a dining hall. Role: Project Manager and Electrical Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Trevor Wolf PE, LEED AP	13. ROLE IN THIS CONTRACT Mechanical Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 7	b. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Master of Science, Mechanical Engineering, Focus in Thermal Systems Bachelor of Science, Mechanical Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Georgia and Montana LEED AP, BD+C
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
An experienced mechanical engineer, Trevor has designed mechanical systems for more than 40 projects, including design-build courthouses, Class A office complexes, and LEED buildings.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee	2018	Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
a. 275,000 sf, \$146.2 million, Design-Build, pursuing LEED Gold. A high-rise federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, the US Marshals Service, the US Attorney's Office, the US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for 55 vehicles. Sustainable features include high efficiency oil free chillers, enthalpy wheel energy recovery units, demand controlled ventilation, and waterside economizer. Role: Project Manager and Mechanical Engineer		
U.S. Courthouse, Huntsville, Alabama	In Design	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
b. 130,000 sf, \$65 million, Design-Build, pursuing LEED Gold. Conceptual design and bridging documents for a federal courthouse, including five courtrooms, the US Marshals Service, the US Attorney's Office, the US Probation and Pretrial Services, Grand Jury suite, and 341 Hearing suite. The complex includes an 11,700-square-foot parking area, supporting 25 vehicles. Sustainable features include high efficiency oil free chillers, high efficiency cooling towers, enthalpy wheel energy recovery units, demand controlled ventilation, and waterside economizer. Role: Project Manager and Mechanical Engineer		
Albemarle County Courts Complex Addition and Renovations, Charlottesville, Virginia	In Design	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
c. 90,880 sf, \$42.5 million. Renovation of, and 45,000 square foot addition to, the historic Levy Opera House to include courts, offices, and courthouse operations. Role: Project Manager and Mechanical Engineer		
Navy Federal Credit Union Heritage Oaks Campus Expansion, Buildings 7 and 8, Parking Decks, CEP 2 Expansion, Pensacola, Florida	2019	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
d. 1,136,000 sf, LEED Certified. A multi-building expansion of the campus. This final phase of a multi-year master plan includes the 490,000-square-foot Building 7, 156,000-square-foot Amenities Building, 490,000-square-foot Building 8, two 2,270-car parking decks, expansion of central equipment plant, and extension of the campus utilities. Buildings 7 and 8 are high-rise call centers with supporting training, conference, and breakrooms. Building 7 also contains a fitness center, security operations center, and health clinic. The Amenities Building includes a 300-seat auditorium, multiple training rooms, production studio, and café which includes a large kitchen and an 800-seat dining area. 10,000 employees . Role: Mechanical Engineer		
SAS Institute, Inc. Building A and Building Q Cary, North Carolina	2016	2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
e. 636,920 sf, \$184.5 million, LEED Gold. Building A is a ten-story high-rise office building with 990 individual offices, multiple two-story atria, conference rooms, e-learning space, 700 seat cafe, training center, and video gaming lounges. Building Q is a seven-story high-rise research and development office building with 650 individual offices, a "Grab and Go" food service area, three two-story atria, and conference rooms. Role: Mechanical Engineer		

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	
Vince Lord PE, LEED AP		Electrical Engineer		a. TOTAL 30	b. WITH CURRENT FIRM 26
15. FIRM NAME AND LOCATION <i>(City and State)</i> Newcomb & Boyd, LLP - Atlanta, Georgia					
16. EDUCATION <i>(Degree and Specialization)</i> Bachelor of Electrical Engineering			17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Professional Engineer - Florida #82998 Plus Alabama, Georgia, North Carolina, and Tennessee LEED AP		
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> Accomplished in designing the range of facilities, including mixed-use developments, Vince has notable expertise in the electrical engineering challenges inherent in complex design-build projects for government agencies. His project portfolio features 16 LEED certified projects. Vince often presents on topics concerning electrical systems and building design to undergraduate students and others in the design community.					
19. RELEVANT PROJECTS					
a.	(1) TITLE AND LOCATION <i>(City and State)</i> Confidential Client Campus Expansion, Atlanta, Georgia		(2) YEAR COMPLETED		
			PROFESSIONAL SERVICES In Design	CONSTRUCTION <i>(If applicable)</i>	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm			
348,000 sf, \$200 million, pursuing Fitwel and Net-Zero Energy. Expansion of a research campus including a multi-story office building, a laboratory material handling facility, a parking deck, and equipment additions in the central utility plant to support the expansion. Sustainable elements include a PV array. Role: Electrical Engineer					
b.	(1) TITLE AND LOCATION <i>(City and State)</i> University of North Carolina at Chapel Hill Marsico Hall Chapel Hill, North Carolina		(2) YEAR COMPLETED		
			PROFESSIONAL SERVICES 2011	CONSTRUCTION <i>(If applicable)</i> 2014	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm			
343,000 sf, \$153.9 million, pursuing LEED Silver. A high-rise research facility including laboratories for drug discovery and delivery, and a campus district energy plant. Sustainable features include a district energy plant with heat recovery chillers, a runaround loop energy recovery system, variable volume laboratory controls, a non-potable water system, low flow plumbing fixtures, and laboratory equipment water saving options. Role: Electrical Engineer					
c.	(1) TITLE AND LOCATION <i>(City and State)</i> United States General Services Administration Tomochichi Courthouse Annex, Savannah, Georgia		(2) YEAR COMPLETED		
			PROFESSIONAL SERVICES 2019	CONSTRUCTION <i>(If applicable)</i> Under Construction	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm			
37,000 sf, \$23 million, Design-Build, pursuing LEED Gold and SITES Silver. Addition of the Savannah United States Courthouse Annex for the Tomochichi United States Courthouse. The building, located in the historic district of Savannah, houses one United States Bankruptcy courtroom, as well as office space for United States Bankruptcy courts and the United States Probation Office. The design enables future conversion of the Probation Office to a second courtroom. Role: Electrical Engineer					
d.	(1) TITLE AND LOCATION <i>(City and State)</i> Midtown Union, Atlanta, Georgia		(2) YEAR COMPLETED		
			PROFESSIONAL SERVICES 2019	CONSTRUCTION <i>(If applicable)</i> Under Construction	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm			
633,730 sf, \$213 million, pursuing LEED Silver. A high-rise, mixed-use development for MetLife, including 614,850 square feet of shell Class A office space, 18,880 square feet of shell retail space, and parking for 1,900 vehicles. Role: Electrical Engineer					
e.	(1) TITLE AND LOCATION <i>(City and State)</i> Georgia World Congress Center Convention Hall Expansion Atlanta, Georgia		(2) YEAR COMPLETED		
			PROFESSIONAL SERVICES 2018	CONSTRUCTION <i>(If applicable)</i> 2020	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm			
275,000 sf, \$55 million. Expansion of the Georgia World Congress Center to connect Building B and C through additional exhibition space. The addition includes 110,000 square feet of convention hall space, 48,000 square feet of meeting rooms, and a 10,000-square-foot lobby. Clerestories provide abundant natural light to the space. The expansion also features a 30,000-square-foot rooftop terrace with event, exhibition, and reception space. The terrace offers 360-degree views of the Atlanta skyline. Upon completion, the Georgia World Congress Center will provide more than one million square feet of contiguous exhibit space. Role: Electrical Engineer					

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Mark Azarraga	13. ROLE IN THIS CONTRACT Plumbing Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 12	b. WITH CURRENT FIRM 12

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization)
Bachelor of Science, Mechanical Engineering Technology

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
N/A

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Mark's responsibilities have included the design of more than 50 projects, including government facilities. With experience as the plumbing engineer of the Kendeda Building for Innovative Sustainable Design at Georgia Tech (achieved **Living Certification for the Living Building Challenge 3.1, with net-zero energy requirements.**) and Dalney Office Building (**Net-Zero Ready**) at Georgia Tech, Mark is also conversant in the complex design of plumbing systems for sustainable buildings.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	2018	Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. 275,000 sf, \$146.2 million, pursuing LEED Gold. A high-rise federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, US Marshals Service, US Attorney's Office, US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for 55 vehicles. Sustainable features include high efficiency oil free chillers, enthalpy wheel energy recovery units, demand controlled ventilation, and waterside economizer. Role: Plumbing Engineer		
California Military Department Headquarters Rancho Cordova, California	2018	Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. 285,700 sf, \$130 million, targeting Net-Zero. A headquarters complex for the California Military Department, including the 233,000-square-foot headquarters building, 25,000-square-foot Emergency/Network Operations Center, 26,000-square-foot warehouse, and 3,000-square-foot Visitors Center. Role: Plumbing Engineer		
Navy Federal Credit Union Heritage Oaks Campus Expansion, Buildings 7 and 8, Parking Decks, CEP 2 Expansion Pensacola, Florida	2019	2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm c. 1,136,000 sf, LEED Certified. A multi-building expansion of the campus. This final phase of a multi-year master plan includes the 490,000-square-foot Building 7, 156,000-square-foot Amenities Building, 490,000-square-foot Building 8, two 2,270-car parking decks, expansion of central equipment plant, and extension of the campus utilities. Buildings 7 and 8 are high-rise call centers with supporting training, conference, and breakrooms. Building 7 also contains a fitness center, security operations center, and health clinic. The Amenities Building includes a 300-seat auditorium, multiple training rooms, production studio, and a café which includes a large kitchen and an 800-seat dining area. 10,000 employees. Role: Plumbing Engineer		
Redstone Arsenal Von Braun Complex - Phase III Huntsville, Alabama	2009	2011
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm d. 836,000 sf, \$223.1 million, Design-Build, LEED Certified. A high-rise office building and conference facility supporting the Missile Defense Agency and United States Army Space and Missile Defense Command activities at Redstone Arsenal. The facility also contains multiple SCIF facilities, three Special Access Program Facility hotels, Tier I data center, 580-seat cafeteria and full service kitchen, fitness center, and 800-seat auditorium. Role: Plumbing Engineer		
North Carolina Department of Health and Human Services Campus Phase 1 , Raleigh, North Carolina	In Design	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm e. 420,000 sf, \$250 million. Phase I of a high-rise office building for 2,300 staff members relocating from the Dorothea Dix campus, including a 7,000-square-foot data center, 1,500-square-foot disaster recovery room, campus central utility plant, and structured parking. Role: Plumbing Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Andrew Strack PE, CFPS	13. ROLE IN THIS CONTRACT Fire Protection Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 9	b. WITH CURRENT FIRM 2

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Master of Science, Mechanical Engineering Bachelor of Science, Mechanical Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer, Georgia Professional Fire Protection Engineer (FPE) - Georgia Certified Fire Protection Specialist (CFPS)
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Experienced in performing extensive code research, including ICC codes and NFPA codes and standards, Andrew has notable experience with life-safety occupancy and egress. His responsibilities have included fire protection engineering for over 6,400,000 square feet of new and renovated facilities, including courthouses and government complexes, office buildings, and mixed-use developments.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) Under Construction
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, Design-Build, pursuing LEED Gold. A high-rise federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, US Marshals Service, US Attorney's Office, US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for 55 vehicles. Sustainable features include high efficiency oil free chillers, enthalpy wheel energy recovery units, demand controlled ventilation, and waterside economizer. Role: Fire Protection Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) U.S. Courthouse , Huntsville, Alabama	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES In Design	CONSTRUCTION (If applicable)
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 130,000 sf, \$65 million, Design-Build, pursuing LEED Gold. Conceptual design and bridging documents for a federal courthouse, including five courtrooms, US Marshals Service, US Attorney's Office, US Probation and Pretrial Services, Grand Jury suite, and 341 Hearing suite. The complex includes an 11,700-square-foot parking area, supporting 25 vehicles. Sustainable features include high efficiency oil free chillers, high efficiency cooling towers, enthalpy wheel energy recovery units, demand controlled ventilation, and waterside economizer. Role: Fire Protection Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) California Military Department Headquarters Rancho Cordova, California	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) Under Construction
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 285,700 sf, \$130 million, Design-Build, targeting Net Zero. A headquarters complex for the California Military Department, including the 233,000-square-foot headquarters building, 25,000-square-foot Emergency/Network Operations Center, 26,000-square-foot warehouse, and 3,000-square-foot Visitors Center. Role: Fire Protection Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Gateway Mixed-use Development , Minneapolis, Minnesota	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) Under Construction
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,218,740 sf, \$250 million. A high-rise, mixed-use development including 516,500 square feet of Class A offices , 280-key Four Seasons Hotel, four floors of residential units and 205,500 square feet of structured parking. Role: Fire Protection Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION (City and State) Emory Healthcare Winship at Midtown , Atlanta, Georgia	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) Under Construction
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 463,500 sf, \$297 million, LEED Silver, targeting an Energy Use Intensity (EUI). The high-rise Cancer Institute features 110 inpatient beds, central plant expansion, 450-vehicle parking deck, and two-story pedestrian bridge linking the cancer center with the general hospital via a multi-level connector. Role: Fire Protection Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Brendan Gardes PE, CEM, LEED AP	13. ROLE IN THIS CONTRACT Energy and Sustainability Manager	14. YEARS EXPERIENCE	
		a. TOTAL 18	b. WITH CURRENT FIRM 6

15. FIRM NAME AND LOCATION (City and State)

Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization)

Master of Engineering, Mechanical Engineering
Bachelor of Science in Mechanical Engineering

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

Professional Mechanical Engineer - Georgia
Professional Electrical Engineer - Georgia
LEED AP, Fitwel Ambassador, Certified Energy Manager (CEM), Certified Energy Auditor (CEA), Certified GeoExchange Designer (CGD), Certified High-Performance Building Design Professional (HBDP)

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

With a focus on sustainability and optimization, Brendan has received multiple certifications from leading industry organizations focused on energy use and sustainable practices. Brendan strives to understand the client and their core business needs, provide optimal sustainable solutions, and meet project timelines. He was named one of 2019's 40 under 40 winners by Consulting-Specifying Engineer.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	California Military Department Headquarters Rancho Cordova, California	2018	Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	285,700 sf, \$130 million, Design-Build, targeting Net Zero. A 233,000-square-foot headquarters, operations center, warehouse, and Visitors Center. Sustainable elements include a radiant heating and cooling system, and a 180,00- square-foot photovoltaic system. Role: Energy and Sustainability Engineer		
b.	Georgia Institute of Technology The Kendeda Building for Innovative Sustainable Design , Atlanta, Georgia	2018	2019
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	47,000 sf, \$18.6 million. A living-learning laboratory. Sustainable features include radiant cooling and heating, daylight harvesting, automatic externally operated shades, natural ventilation, rainwater harvesting, condensate recovery, Dedicated Outside Air System, high efficiency envelope, demand control ventilation, occupancy sensors, and photovoltaics. This facility achieved Living Certification for the Living Building Challenge 3.1, with net-zero energy requirements. Role: Energy and Sustainability Engineer		
c.	Confidential Client Campus Expansion , Atlanta, Georgia	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	348,000 sf, \$200 million, Design-Build, pursuing Fitwel and Net-Zero Energy. Expansion of a research campus including a multi-story office building, lab material handling facility, parking deck, and equipment additions in the central plant to support the expansion. Sustainable elements include a PV array. Role: Energy and Sustainability Engineer		
d.	Courvoisier Centre Sustainability Improvements , Miami, Florida	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	345,570 sf. Sustainability, efficiency, and intelligent building improvements for two Class A office buildings. The scope includes evaluation of LEED EBOM, WELL, and Fitwel for certification pursuit, energy analysis and optimization of existing and proposed envelope and systems, and intelligent building upgrades to provide tenants with a better, more holistic, and immersive experience. Role: Energy and Sustainability Engineer		
e.	Redstone Arsenal OSB1 & Central Utility Plant Federal Bureau of Investigation , Huntsville, Alabama	2020	Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	320,000 sf, \$150 million, Design-Build, pursuing LEED Silver. A four-story, high security office building—50 percent of which is SCIF, and a central plant for the entire complex. This project is pursuing EPACT and GBI Guiding Principles. Role: Energy and Sustainability Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Jessica Clements INCE-USA	13. ROLE IN THIS CONTRACT Acoustical Consultant	14. YEARS EXPERIENCE	
		a. TOTAL 16	b. WITH CURRENT FIRM 7

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization)
Master of Science, Building Sciences, Architectural Acoustics
Bachelor of Science, Applied Physics

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)
N/A

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Jessica has significant experience in architectural acoustics, sound isolation, mechanical system noise and vibration control, and acoustical testing. Through designs that combine acoustic and aesthetic concepts, Jessica creates atmospheres that enhance communication and form a functional, beautiful space.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) Under Construction

a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
275,000,000, \$146.2 million, Design-Build, pursuing LEED Gold. A **high-rise** federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, the US Marshals Service, the US Attorney's Office, the US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for fifty-five vehicles. Role: Acoustical Consultant

(1) TITLE AND LOCATION (City and State) United States General Services Administration San Antonio United States Courthouse Court Technology, San Antonio, Texas	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES In Design	CONSTRUCTION (If applicable)

b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
230,530 sf, \$117.5 million, Design-Build, pursuing LEED Gold. Court technology systems for the San Antonio United States Courthouse. Role: Acoustical Consultant

(1) TITLE AND LOCATION (City and State) Sarasota South County Courthouse Special Technology Systems, Venice, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) Under Construction

c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
87,800 sf, \$34.2 million, pursuing LEED Certified. Acoustics for Phase I of a 27,800-square-foot, four-courtroom courthouse. Phase II consists of the renovation of the 60,000-square-foot R.L. Anderson Building and campus. Role: Acoustical Consultant

(1) TITLE AND LOCATION (City and State) Navy Federal Credit Union Heritage Oaks Campus Expansion, Buildings 7 and 8, Parking Decks, CEP 2 Expansion, Pensacola, Florida	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2020

d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
1,136,000 sf. Architectural acoustics and mechanical system noise control for a multi-building expansion of the Heritage Oaks campus. The Amenities Building includes a 300-seat lecture auditorium, conference and training spaces, production and recording studio, fitness center, and 800-seat dining facility. Buildings 7 and 8 are **high-rise** call centers with supporting training and conference spaces and an open work space. Building 7 also houses a fitness center and health clinic. **10,000 employees.** Role: Acoustical Consultant

(1) TITLE AND LOCATION (City and State) Georgia Institute of Technology Coda Intelligent Buildings and Low Voltage Systems, Atlanta, Georgia	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2017	CONSTRUCTION (If applicable) 2019

e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm
650,740 sf, \$187.2 million, LEED Platinum. Acoustics for Coda, as well as the fit-up of floors 5-16. The **high-rise, mixed-use,** multi-tenant building supports fiber connectivity to the 100,000-square-foot Georgia Institute of Technology data center and high-performance computing system. In addition to office space, Coda features research laboratories and retail space. The complex also has a 310,560-square-foot, 580-vehicle parking deck. Role: Acoustical Consultant

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Kris Kuipers CTS-D, CTS-I	13. ROLE IN THIS CONTRACT Audio-Visual Consultant	14. YEARS EXPERIENCE	
		a. TOTAL 39	b. WITH CURRENT FIRM 24

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Electrical Engineering Control and Computer System Technical Theatre Studies Technical Theatre Studies	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Certified Technology Specialist (CTS-D and CTS-I) by AVIXA
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Kris, who has significant experience with government and judicial, has written industry guidelines and presented on trends in the audio-visual industry at national and international conferences. His responsibilities have included audio-visual systems design and project management on over 360 projects, including 15 design-build projects and over 30 new judicial facilities.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	Fred D. Thompson Federal Building and U.S. Courthouse Nashville, Tennessee	2018	Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$146.2 million, Design-Build, pursuing LEED Gold. A high-rise federal courthouse for Middle Tennessee's United States District Court offices and related operations. The building features eight courtrooms, eleven chambers, the US Marshals Service, the US Attorney's Office, the US Probation and Pretrial Services, and Grand Jury suite. The complex includes an underground parking area for fifty-five vehicles. Role: Audio-Visual Consultant	<input checked="" type="checkbox"/> Check if project performed with current firm	
b.	U.S. Courthouse , Huntsville, Alabama	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 130,000 sf, \$65 million, Design-Build, pursuing LEED Gold. Conceptual design and bridging documents for a federal courthouse, including five courtrooms, US Marshals Service, US Attorney's Office, US Probation and Pretrial Services, Grand Jury suite, and 341 Hearing suite. The complex includes an 11,700-square-foot parking area, supporting 25 vehicles. Role: Audio-Visual Consultant	<input checked="" type="checkbox"/> Check if project performed with current firm	
c.	United States General Services Administration San Antonio United States Courthouse Court Technology , San Antonio, Texas	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 230,530 sf, \$117.5 million, Design-Build, pursuing LEED Gold. Court technology systems for the San Antonio United States Courthouse. Role: Project Manager and Audio-Visual Consultant	<input checked="" type="checkbox"/> Check if project performed with current firm	
d.	Nathan Deal Judicial Center Specialty Systems , Atlanta, Georgia	2017	2020
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 200,000 sf, \$110 million. Court technologies for a high-rise judicial complex housing the Supreme Court, Court of Appeals and other court agencies and judicial functions. The complex includes parking for 300 cars. Role: Audio-Visual Consultant	<input checked="" type="checkbox"/> Check if project performed with current firm	
e.	Lake County Courthouse Audio-Visual and Acoustics Tavares, Florida	2010	2015
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 300,000 sf, \$40 million. Audio-visual systems for a high-rise county courthouse including jury assembly, two hearing rooms, 15 courtrooms and one special proceedings courtroom. Role: Project Manager and Audio-Visual Consultant	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Igor Shvets RCDD, LEED AP	13. ROLE IN THIS CONTRACT Communications Consultant	14. YEARS EXPERIENCE	
		a. TOTAL 12	b. WITH CURRENT FIRM 12

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Bachelor of Science, Electrical Engineering Technology	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Communications Distribution Designer (RCDD) LEED AP
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Igor exhibits leadership and expertise in the design and implementation of low voltage systems. His experience encompasses numerous government complexes, including office buildings and military facilities. Igor's accomplishments can be attributed to his belief that success is not a measure between yourself and your peers, but that it is the measure of your former self against who you are today.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Georgia Institute of Technology Coda Intelligent Buildings and Low Voltage Systems, Atlanta, Georgia	2017	2019
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 650,740 sf, \$187.2 million, LEED Platinum. Communications for Coda and fit-up of floors 5-16. The high-rise, mixed-use , multi-tenant building supports fiber connectivity to the 100,000-square-foot Georgia Institute of Technology data center and high performance computing system. In addition to office space, Coda features research laboratories and retail space. The complex also has a 310,5- square-foot, 580-vehicle parking deck. Role: Communications Consultant		
Fort Bragg FORSCOM Headquarters, Fayetteville, North Carolina	2009	2011
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 690,000 sf, \$288 million, Design-Build. Outside plant fiber optic cable distribution for redundantly fed unclassified networks serving the high-rise FORSCOM Headquarters, Installation Processing Node, Network Enterprise Center and Disaster Recovery Center. Fiber core POP for classified networks and fiber optic distribution design was also provided to support base connectivity. Role: Communications Consultant		
Shaw Air Force Base ARCENT Third Army Headquarters Building, Sumter, South Carolina	2009	2012
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 360,000 sf, \$103 million, Design-Build, LEED Gold. The high-security complex comprises three components—the Command and Control Facility, Headquarters, Headquarters Company and Tactical Vehicle Maintenance Facility. The 320,000-square-foot, two-story C2F includes large-plate open office spaces, has a raised floor throughout the building, and supports 1,500 personnel from the major staff groups. The C2F is classified for Open Secret Storage and includes an 11,300-square-foot SCIF facility with SAP and STO spaces. The 25,000-square-foot HHC supports 50 personnel from the staffing groups, and the 15,000-square-foot TEMF includes repair bays, administrative offices, and a secure storage area, and supports 15 personnel. Role: Communications Consultant		
SAS Institute, Inc. Building A and Building Q Cary, North Carolina	2016	2019
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 636,200 sf, \$184.5 million LEED Gold. Building A is a 10-story high-rise office building with 990 individual offices, multiple two-story atria, 45 conference rooms, e-learning space, 700-seat cafe, training center, and video gaming lounges. Building Q is a seven-story high-rise research and development office building with 650 individual offices, "Grab and Go" food service area, three two-story atria, and 30 conference rooms. Role: Communications Consultant		
Emory Healthcare Winship at Midtown, Atlanta, Georgia	2019	Under Construction
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 463,500 sf, \$297 million, pursuing LEED Silver. The high-rise Cancer Institute features 110 inpatient beds, central plant expansion, 450-vehicle parking deck, and two-story pedestrian bridge linking the cancer center with the general hospital via a multi-level connector. Role: Communications Consultant		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME David Duda PE, CPP, CSC, PSP, LEED AP	13. ROLE IN THIS CONTRACT Security Consultant	14. YEARS EXPERIENCE	
		a. TOTAL 39	b. WITH CURRENT FIRM 36

15. FIRM NAME AND LOCATION (City and State)

Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization)

Associate, Electrical Engineering Technology

17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)

Professional Engineer - Georgia, North Carolina, Oregon
Board Certified in Security Management (CPP) by ASIS Int'l
Board Certified Security Consultant (CSC) by ASIS Int'l
Board Certified Physical Security Professional (PSP) by ASIS Int'l
LEED AP

18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

David has notable experience in the design of special low voltage systems for buildings including security, video surveillance, intercom, communications systems, as well as addressing facility hardening and antiterrorism issues. He has presented and published widely on topics relating to facility security, sustainability, communications and audio-visual use. Whether preparing vulnerability assessments or designing specialized security systems, the technical details that make for an automated and highly functional system are David's passion.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	U.S. Courthouse, Huntsville, Alabama	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	130,000 sf, \$65 million, Design-Build, pursuing LEED Gold. Conceptual design and bridging documents for a federal courthouse, including five courtrooms, US Marshals Service, US Attorney's Office, US Probation and Pretrial Services, Grand Jury suite, and 341 Hearing suite. The complex includes an 11,700-square-foot parking area, supporting 25 vehicles. Role: Security Engineer		
b.	United States General Services Administration San Antonio United States Courthouse Court Technology, San Antonio, Texas	In Design	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	230,530 sf, \$117.5 million, Design-Build, pursuing LEED Gold. Court technology systems for the San Antonio United States Courthouse. Role: Security Engineer		
c.	Pinellas County Justice Center Annex Building Specialty Systems, Clearwater, Florida	2019	Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	169,500 sf, \$58.6 million, Design-Build. Specialty systems for a four-story annex building addition, including a connector to the H-Wing Building for family court functions. Additionally, renovation of the courthouse including the Clerk of the Court, the Sheriff's locker room, jury assembly, and the H-Wing. Role: Security Engineer		
d.	Douglas County Adult Detention and Law Enforcement Center, Douglasville, Georgia	2011	2012
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	547,000 sf, \$95 million, LEED Certified. The Douglas County Adult Detention and Law Enforcement Center includes 1,488 inmate beds in medium and maximum security areas, inmate kitchen and laundry facilities, infirmary, and mental health, medical, and clinical space. The center features a 10,250-square-foot indoor firing range with 12 75-foot lanes, control room, weapons cleaning room, staff offices, and lobby. The firing range is humidity-controlled and exhaust-filtered for lead residue removal. The facility also accommodates the Sheriff's office, law enforcement staff, detention administration, and training/support/dispatch areas. Role: Security Engineer		
e.	Sarasota South County Courthouse Special Technology Systems, Venice, Florida	2020	Under Construction
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE	<input checked="" type="checkbox"/> Check if project performed with current firm	
	87,800 sf, \$34.2 million pursuing LEED Certified. Security systems for Phase I of a 27,800-square-foot, four courtroom courthouse. Phase II consists of the renovation of the 60,000-square-foot R.L. Anderson Building and campus. Role: Project Manager and Security Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Patrick Mihalik LC	13. ROLE IN THIS CONTRACT Lighting Designer	14. YEARS EXPERIENCE	
		a. TOTAL 15	b. WITH CURRENT FIRM 14

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Bachelor of Architecture Bachelor of Arts, Theatre	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Lighting Certified (LC) by the National Council on Qualifications for the Lighting Professions
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
With a diverse portfolio of office buildings, mixed-use facilities, judicial complexes, and sustainable projects, Patrick is knowledgeable in creating effective lighting design to encompass function and beauty.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
United States General Services Administration San Antonio United States Courthouse Court Technology, San Antonio, Texas	In Design	
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 230,530 sf, \$117.5 million, pursuing LEED Gold. Court technology systems for the San Antonio United States Courthouse. Role: Lighting Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Nathan Deal Judicial Center Specialty Systems, Atlanta, GA	2017	2020
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 200,000 sf, \$110 million. Lighting for a high-rise judicial complex housing the Supreme Court, Court of Appeals and other court agencies and judicial functions. The complex includes parking for 300 cars. Role: Lighting Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
SAS Institute, Inc. Building A and Building Q, Cary, North Carolina	2016	2019
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 636,920 sf, \$184.5 million LEED Gold. Building A is a ten-story high-rise office building with 990 individual offices, multiple two-story atria, 45 conference rooms, e-learning space, 700-seat cafe, training center, and video gaming lounges. Building Q is a seven-story high-rise research and development office building with 650 individual offices, "Grab and Go" food service area, three two-story atria, and 30 conference rooms. The lighting design includes special lighting for paintings, sculptures, and other artistic architectural elements. LED lighting is utilized throughout the building in the offices and, corridors, and conference rooms. Occupancy sensors, BAS interfaces, and time clocks are all used to minimize building lighting power usage during unoccupied hours. Role: Lighting Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Georgia World Congress Center Convention Hall Expansion, Atlanta, Georgia	2018	2020
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 275,000 sf, \$55 million. Expansion of the Georgia World Congress Center to connect Building B and C through additional exhibition space. The addition includes 110,000 square feet of convention hall space, 48,000 square feet of meeting rooms, and 10,000-square-foot lobby. Clerestories provide abundant natural light to the space. The expansion also features a 30,000-square-foot rooftop terrace with event, exhibition, and reception space. Role: Lighting Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Navy Federal Credit Union Heritage Oaks Campus Expansion, Buildings 7 and 8, Parking Decks, CEP 2 Expansion, Pensacola, Florida	2019	2020
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 1,136,000 sf, LEED Certified. A multi-building expansion of the campus. This final phase of a multi-year master plan includes the 490,000-square-foot, high-rise Building 7, 156,000-square-foot Amenities Building, 490,000-square-foot, high-rise Building 8, two 2,270-car parking decks, expansion of central equipment plant, and extension of the campus utilities. Upon completion of Building 8, the Heritage Oaks Campus provides space for 10,000 employees . Role: Lighting Designer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Todd Mowinski, PE	13. ROLE IN THIS CONTRACT Mechanical Engineer of Record	14. YEARS EXPERIENCE	
		a. TOTAL 23	b. WITH CURRENT FIRM 23

15. FIRM NAME AND LOCATION (City and State)
Newcomb & Boyd, LLP - Atlanta, Georgia

16. EDUCATION (Degree and Specialization) Bachelor of Mechanical Engineering	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer - Florida #83722 Plus Georgia; LEED AP, BD+C
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
With over 20 years of experience in mechanical engineering design, project management, and partner-in-charge responsibilities on more than 270 facilities, Todd has particular expertise in the area of sustainability. Todd served as MEP lead for the The Kendeda Building for Innovative Sustainable Design, which achieved **Living Certification for the Living Building Challenge 3.1, with net-zero energy requirements**. He has presented to international conferences on sustainability in HVAC design and has also published on the topic. In his free time, Todd enjoys expressing his creativity through playing the drums and restoring Jeeps. Todd was named a Partner in 2016.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Georgia Institute of Technology The Kendeda Building for Innovative Sustainable Design, Atlanta, GA	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2018	CONSTRUCTION (If applicable) 2019
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE a. Partne-in-Charge: D/B. A living-learning laboratory supporting the study and promotion of sustainability in the Southeast. Sustainable features include radiant cooling and heating, daylight harvesting, automatic externally operated shades, natural ventilation, rainwater harvesting, condensate recovery, a Dedicated Outside Air System, a high efficiency envelope, demand control ventilation, occupancy sensors, and photovoltaics. This facility will pursue Living Certification for the Living Building Challenge 3.1, with net-zero energy requirements . 47,000 SF, \$18,600,000.		<input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Navy Federal Credit Union Heritage Oaks Campus Expansion, Buildings 7 and 8, Parking Decks, CEP 2 Expansion, Pensacola, FL	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2019	CONSTRUCTION (If applicable) 2020
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE b. Energy & Sustainability Lead: A multibuilding expansion of the campus. This final phase of a multiyear master plan includes the 490,000 square foot, high-rise Building 7, a 156,000 square foot Amenities Building, the 490,000 square foot, high-rise Building 8, two 2,270-car parking decks, expansion of central equipment plant, and extension of the campus utilities. Upon completion of Building 8, the Heritage Oaks Campus provides space for 10,000 employees . This project achieved LEED Certified certification. 1,136,000 SF		<input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Midtown Union Hotel, Atlanta, GA	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2021	CONSTRUCTION (If applicable) Under Construction
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE c. Partner-in-Charge: A high-rise 205 key boutique, lifestyle hotel including a restaurant, expo kitchen, bar and terrace, prefunction spaces, and meeting spaces. 175,570 SF, \$53,812,130.		<input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Georgia Institute of Technology Technology Square, Atlanta, GA	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2002	CONSTRUCTION (If applicable) 2004
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE d. Mechanical Engineer: The mixed-use Technology Square complex comprises a 252 key hotel with 21,000 SF of meeting and dining space for 322 conferees; a 149,000 SF Global Learning Center; the 188,000 SF Ernest Scheller Jr. College of Business; the 75,000 SF Economic Development Institute; 60,000 SF of retail space; and a 1,553 car parking deck. The Ernest Scheller Jr. College of Business achieved LEED Silver certification. 1,106,500 SF, \$121,340,000.		<input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Municipal Court of Atlanta, Atlanta, GA	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2002	CONSTRUCTION (If applicable) 2004
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE e. Mechanical Engineer: The Municipal Court of Atlanta houses ten courtrooms and twelve different law enforcement agencies, and includes a 300 car parking deck. 216,000 SF, \$32,500,000.		<input checked="" type="checkbox"/> Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Matthew E. Meyer PE, D.GE	13. ROLE IN THIS CONTRACT Geotechnical and Environmental Principal In Charge	14. YEARS EXPERIENCE	
		a. TOTAL 25	b. WITH CURRENT FIRM 25

15. FIRM NAME AND LOCATION *(City and State)*
Langan Engineering and Environmental Services, Inc., Fort Lauderdale, Florida

16. EDUCATION <i>(Degree and Specialization)</i> MS, Civil Engineering (Geotechnical) Virginia Polytechnic Institute BS, Civil Engineering, The Citadel	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Professional Engineer - Florida #54630 Plus WV, VA, GA, CT, NY, TX Diplomate of the Academy of Geo-Professionals
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
Adjunct Professor at Florida International University – Department of Civil Engineering - (2004-2005); Deep Foundation Institute (DFI) Trustee - Board Member, Past-Chair of ACIP and DD Pile Committee and Past Trustee Liaison, Trustee Liaison to Industry Wide Working Platform Working Group, Past Trustee Liaison to Soil Mixing Committee, Prior Member of DFI Sustainability Committee; ASCE and Geo-Institute.

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
Conrad Hotel and Residences, Fort Lauderdale, Florida	2008	2017
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm This development consisted of a stepped 15- to 25-story high rise tower on the Atlantic Ocean. The team implemented a variable length augercast piling system to minimize settlements and allow cost-effective implementation of a deep foundation system in variable geologic conditions. Role: Geotechnical and Environmental Principal		
One Thousand Museum, Miami, Florida	2020	2020
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm This project was the first high-rise building in the Western Hemisphere designed by Zaha Hadid. This ultra-luxury residential building rises 62 stories and tops out at 710-feet-tall. The project fronts historic Biscayne Boulevard in the heart of Downtown Miami. Langan provided geotechnical and environmental services in support of the project. Role: Geotechnical and Environmental Principal		
Rise at Flagler Village, Fort Lauderdale, Florida	2019	2019
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Rise is a 238-unit, 30-story tower with an attached eight-story parking garage and ground-floor retail. The 1.3-acre site was previously occupied by one-story commercial buildings. Langan provided geotechnical engineering services including subsurface exploration, engineering study and foundation design recommendations, dewatering consultations, construction administration and oversight during installation and load testing of pile foundations. Role: Geotechnical and Environmental Principal		
Miami Children’s Courthouse, Miami, Florida	2014	2015
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 225,000 sf, LEED Certified. The 11-story building houses family and traditional courts, social services and other agencies. It contains courtrooms, holding cells, judges’ chambers, and offices. Langan provided subsurface exploration, geotechnical engineering and foundation recommendations, and pavement design criteria. Langan recommended cost-effective, medium-length, high capacity augercast piles to provide support for the building. Role: Geotechnical and Environmental Principal		
Community Life Center - First Baptist Church of Fort Lauderdale, Fort Lauderdale, Florida	2005	2005
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Design and construction of a two-story community center abutting existing structures. Langan provided geotechnical design recommendations including over-excavation and backfilling operations to support the structure on shallow foundations. Langan observed backfilling procedures and performed density testing to confirm compliance with project specifications. Role: Geotechnical and Environmental Principal		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Carlos H. Ortiz PE	13. ROLE IN THIS CONTRACT Geotechnical Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 24	b. WITH CURRENT FIRM 19
15. FIRM NAME AND LOCATION <i>(City and State)</i> Langan Engineering and Environmental Services, Inc., Fort Lauderdale, Florida			
16. EDUCATION <i>(Degree and Specialization)</i> MBA, University of Florida M.S., Civil Engineering Georgia Institute of Technology B.S., Civil Engineering Syracuse University		17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Professional Engineer - Florida #60496	
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> American Society of Civil Engineers (ASCE), Associate Member; ASCE Geo-Institute, Member; ULI			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
Hard Rock Hotel and Casino, Hollywood, Florida	2020	2020
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm a. The project consisted of a 40-story guitar-shaped hotel tower, expansions to existing casino and retail facilities, expansion to existing parking garage, new stand-alone parking garage structure, new meeting facility, and miscellaneous structures. As the geotechnical engineering consultant and engineer-of-record (EOR), Langan performed an initial subsurface investigation and provided foundation recommendations for all proposed structures. Foundation recommendations included ACIP pile diameters with varying capacities depending on structural loading, as well as shallow foundation alternatives with and without ground improvement for the smaller structures. Langan also prepared technical specifications for the ACIP test pile and load testing program, as well as provided additional interaction with potential contractors throughout the bidding process. Role: Geotechnical Engineer		
Fort Lauderdale Aquatic Center, Fort Lauderdale, Florida	Ongoing	N/A
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm b. This project involves the demolition and new construction of all swimming pools, new grandstand seating for spectators, new public restrooms, and new teaching pool. As part of the design-build team, Langan provided support during the submittal process and is currently engaged as the geotechnical EOR. Langan conducted a subsurface investigation and delivered the geotechnical engineering study report with recommendations. Other services include engineering observations and reports on ACIP pile installation and load testing, engineering observations and reports on ACIP production pile installations, and CA. Role Geotechnical Engineer		
City of Hollywood Police Headquarters, Hollywood, Florida	Ongoing	N/A
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm c. The new Police HQ will be approximately 120,000 square feet, with structured parking for approximately 350-450 vehicles and a high, first-floor bay for large vehicle storage. The facility will include all functions including training and gun range, property and evidence, quartermaster, patrol, holding cells, detective units, recruitment, administration and public information. Langan is providing geotechnical, environmental, traffic, and surveying services for this project. Role: Geotechnical Engineer		
Las Olas Corridor Improvements, Fort Lauderdale, Florida	2020	
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm d. This project consists of the construction of a five-level parking garage at the NW corner of S Birch Road and E Las Olas Boulevard as well as support structures, porte cochere, and water features at the SE corner of E Las Olas Boulevard. Langan provided design phase geotechnical services and observation/monitoring during pile load testing and pile installations. Role: Geotechnical Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Stephen Bender PE, LEED AP	13. ROLE IN THIS CONTRACT Mechanical Engineer Project Manager	14. YEARS EXPERIENCE a. TOTAL 18 b. WITH CURRENT FIRM 10	
15. FIRM NAME AND LOCATION (City and State) Delta G Consulting Engineering, Inc., Fort Lauderdale, Florida			
16. EDUCATION (Degree and Specialization) Bachelor of Science, Mechanical Engineering		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Professional Engineer Florida #58998 Plus New Jersey	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) LEED AP			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)		(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Treetops Park New Guardhouse, Miramar, Florida		2006	
a.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE New guardhouse at Broward County Park. Delta G provided mechanical, electrical, and plumbing for new building. Role: Project Engineer		<input checked="" type="checkbox"/> Check if project performed with current firm
Galleria Valet Kiosk, Fort Lauderdale, Florida		2009	
b.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE New valet booth at Fort Lauderdale Galleria Mall. Services provided included mechanical and electrical services for the new booth. Role: Project Engineer		<input checked="" type="checkbox"/> Check if project performed with current firm
Plantation Police Department, Plantation, Florida		2006	
c.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 16,000 sf. Project included a renovation to an existing police station. Services included the design of mechanical systems. Role: Project Engineer		<input checked="" type="checkbox"/> Check if project performed with current firm
Promenade at Lyons, Coconut Creek, Florida		2008	
d.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 308,521 sf, LEED Registered. A new retail and town center. Services provided included full mechanical, electrical, plumbing, and fire protection. Role: Project Engineer		<input checked="" type="checkbox"/> Check if project performed with current firm
Gables Wilton Park, Wilton Manors, Florida		2009	
e.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE 241,038 sf, LEED Certified. Project included an office building, residential, and retail space. Services included full mechanical, electrical, and plumbing. Role: Project Engineer		<input checked="" type="checkbox"/> Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Craig Bozeman	13. ROLE IN THIS CONTRACT Electrical Engineer	14. YEARS EXPERIENCE	
		a. TOTAL 37	b. WITH CURRENT FIRM 12
15. FIRM NAME AND LOCATION <i>(City and State)</i> Delta G Consulting Engineering, Inc., Fort Lauderdale, Florida			
16. EDUCATION <i>(Degree and Specialization)</i> Associates of Science, Electrical Engineering		17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> N/A	
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i>			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
Broward County Judicial Center Storage Room #1791 Fort Lauderdale, Florida	2012	2013
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Services included detailed construction documents for fire sprinkler systems with coordination with regulatory agencies and building departments for permitting. Role: Project Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Broward County West Regional Broward Sheriff's Office Remodel , Fort Lauderdale, Florida	2011	2012
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE 2,100 sf. The project included converting existing office space into offices for Broward County Sheriff. Role: Project Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Broward Sheriff's Office Juvenile Center Fort Lauderdale, Florida	2008	2009
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Services included detailed construction documents for mechanical, electrical, and plumbing systems with specifications and coordination with regulatory agencies and building departments for permitting. Role: Project Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
North Broward Detention Center , Fort Lauderdale, Florida	2014	2014
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Building 11 Pods A, B, C, and D. There were 64 return air chases in which four EMT conduits penetrate the floor slab. Our involvement included providing plans and details as needed to support replacement of the damaged section of piping, conductors, etc. Services provided included the design of mechanical systems. Role: Project Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	
Broward County Judicial Center Midrise Building Renovation Fort Lauderdale, Florida	2013	2018
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Project included a complete demolition and renovation of an existing 60,000-square-foot space using GIM to Level 300. The project was phased as needed to accommodate the occupied building that needed to remain fully functional during construction. Services included full mechanical, electrical, and plumbing engineering services. Role: Project Engineer	<input checked="" type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Ricardo Torres	13. ROLE IN THIS CONTRACT Plumbing Designer	14. YEARS EXPERIENCE	
		a. TOTAL 30+	b. WITH CURRENT FIRM 5
15. FIRM NAME AND LOCATION (City and State) Delta G Consulting Engineering, Inc., Fort Lauderdale, Florida			
16. EDUCATION (Degree and Specialization) Bachelor of Arts, School of Architecture		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) N/A	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	Lauderhill Fire Station #30 , Lauderhill, Florida	2017	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Project consisted of the preparation of a Design Criteria Package for the mechanical, electrical, plumbing, and fire protection services for a new fire station. Role: Plumbing Designer		
b.	U-Health Plantation Women's Center , Plantation, Florida	2015	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Services included design of mechanical, electrical, plumbing, and fire protection design services for the renovation of the second floor at the U-Health facility to accommodate a new Women's Center. Plumbing Designer		
c.	Miramar Fire Station #107 , Miramar, Florida	2016	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 13,800 sf, LEED. Services provided included mechanical, electrical, plumbing, and fire protection design for this building. Role: Plumbing Designer		
d.	Fort Lauderdale-Hollywood International Airport Modernization of Terminal 1, Concourse A , Fort Lauderdale, Florida	2017	2018
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 270,000 sf, \$400,000. Design services included mechanical, electrical, plumbing, and fire protection services for the systems at the new Concourse A expansion to existing Terminal 1. The project is an expansion of Southwest Airlines and the Broward County Aviation Department as required for permit and code compliance. Services included detailed construction documents, specifications, and coordination with regulatory agencies and building departments for permits. Role: Plumbing Designer		
e.	North Fork Elementary School , Fort Lauderdale, Florida	2017	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Services included preparation of detailed construction documents for mechanical, electrical, plumbing, and fire protection systems with specification and coordination with regulatory agencies and building departments to gain the proper permits for construction. Services also included construction administration. Role: Plumbing Designer		

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

20. EXAMPLE PROJECT
KEY NUMBER

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

The Fentress|Palma|Cartaya Design Team has extensive project experience that is similar in nature, size, and scope to the Broward County Government Center. We have highlighted 10 projects that we feel best represent the team's experience in this section.

Firm	Project Name/ Location	Completed in the last 10 years	Over \$300 million	On Time / On Budget	Delivery Method	Phased Project	High-Rise Building	High-Performance Building	Located in Urban District	Class A Office Building	Complex Mixed-Use Building	Multi-Story Parking Garage	Multiple Towers	Government Center	Administration Offices	Courtrooms/Commission Chambers	LEED Certification	BIM Project	Stakeholder Engagement
FA	Ralph L. Carr Colorado Judicial Center <i>Denver, CO</i>	X		X	CM GC	X	X	X	X	X	X		X	X	X	X	G	X	X
FA	Johnson County Courthouse <i>Olathe, KS</i>	X		X	DB		X	X	X		X			X	X	X	G	X	X
P	NATO Headquarters <i>Brussels, Belgium</i>	X	X	X	CM GC	X	X	X	X	X	X	X		X	X	X	C	X	X
P	SSA National Support Center <i>Urbana, MD</i>	X	X	X	DB		X	X		X	X			X	X		G	X	X
CA	Miramar City Hall and Police Headquarters <i>Miramar, FL</i>	X		X	DB			X			X			X	X	X	G		X
CA	Pembroke Pines City Hall <i>Pembroke, FL</i>	X		X	DB			X			X			X	X	X			X
FA	Miami Beach Convention Center <i>Miami Beach, FL</i>	X	X	X	CM GC	X		X	X		X					X	S	X	X
FA	Dubai Mixed-Use Project <i>Dubai, UAE</i>	X	X	X	DBB	X	X	X	X		X	X	X		X	X			
P	Manulife Place <i>Calgary, Alberta</i>	X		X	CM GC		X	X	X	X	X	X					G	X	X
P	Cayan Tower <i>Dubai, UAE</i>	X	X	X	CM GCS		X	X			X	X						X	X

KEY:

FA = Fentress Architects
P = Palma Global
CA = Cartaya Architects CBE

DESIGN DELIVERY:

DB = Design-Build
CMGC = Construction Manager/General Contractor
DBB = Design Bid Build
P3 = Public Private Partnership

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

1

21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Ralph L. Carr Colorado Judicial Center, Denver, Colorado	2012	2012

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER
State of Colorado	John Gossett	720-625-5810

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, & cost)

The Ralph L. Carr Colorado Judicial Center establishes the Judiciary as the third and equal branch of Colorado's state government along with the Executive and Legislative branches. Completing Colorado's Civic Center, the Judicial Center visually unifies the architecture of the three branches and represents the dignity of the courts. The state's judicial department had for 30 years been housed in a building geographically near the state capitol building, yet it was indistinguishable as a judicial or civic building. The design imperative was therefore to create a Judicial Complex that is unmistakably a courthouse and a place that celebrates the Judiciary's importance to our democracy.

The complex is comprised of a five-story courthouse and a twelve-story office building for the Colorado Supreme Court and State Court of Appeals. The courthouse features three courtrooms—two for the Court of Appeals and one for the Supreme Court. The building's vertically stacked courtrooms rise from the Court of Appeals to the Supreme Court, reflecting the dignity and importance of the judicial process. A law library and interactive learning center transcend the confines of the common judicial building to give the public a direct link to the building.

Located prominently on Denver's Civic Center Park, the Judicial Center is set among Colorado's most significant public buildings. The building stands prominently among neighboring neo-classical structures, striking a balance between traditional and modern design. The park-facing façade curves gently, harmonizing the plaza with adjacent green space.

Behind the colonnade, the building's glass façade signals the transparency and openness of a democratic government. As visitors and public servants enter they are greeted by a four-story sky-lit public atrium. Ascending a grand stair adjacent to the main atrium, visitors are rewarded with a framed view of the State Capitol.

The Judicial Center is certified LEED Gold—making it one of the most sustainable courthouse complexes in the United States. Sustainable features include a green roof for filtering rain water, a photosensitive daylight harvesting illumination, a state-of-the-art, highly efficient mechanical system, and locally sourced materials. The complex makes substantial use of durable and recycled materials, while remaining 30 percent more energy efficient than standards demand.



Relevance to JGCC

- Completed in the last 10 years
- On Time / Within Budget - 60 days ahead of schedule
- CMGC
- Phased Project
- High-Rise Building
- High-Performance Building
- Located within an Urban District
- Complex Mixed-Use Building
- Multiple Towers
- Government Center
- Administration Offices
- Public Assembly Areas
- LEED Certification - Gold
- Programming
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

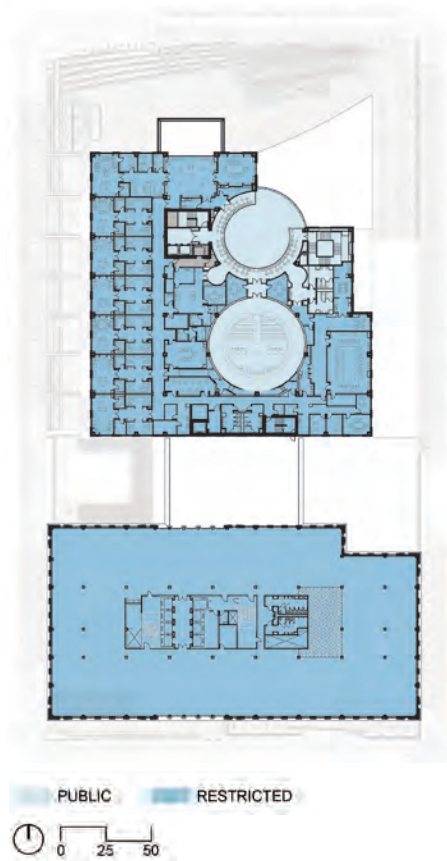
a.	(1) FIRM NAME Fentress Architects, Ltd.	(2) FIRM LOCATION (City and State) Denver, Colorado	(3) ROLE Design Architect / Architect of Record
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

1

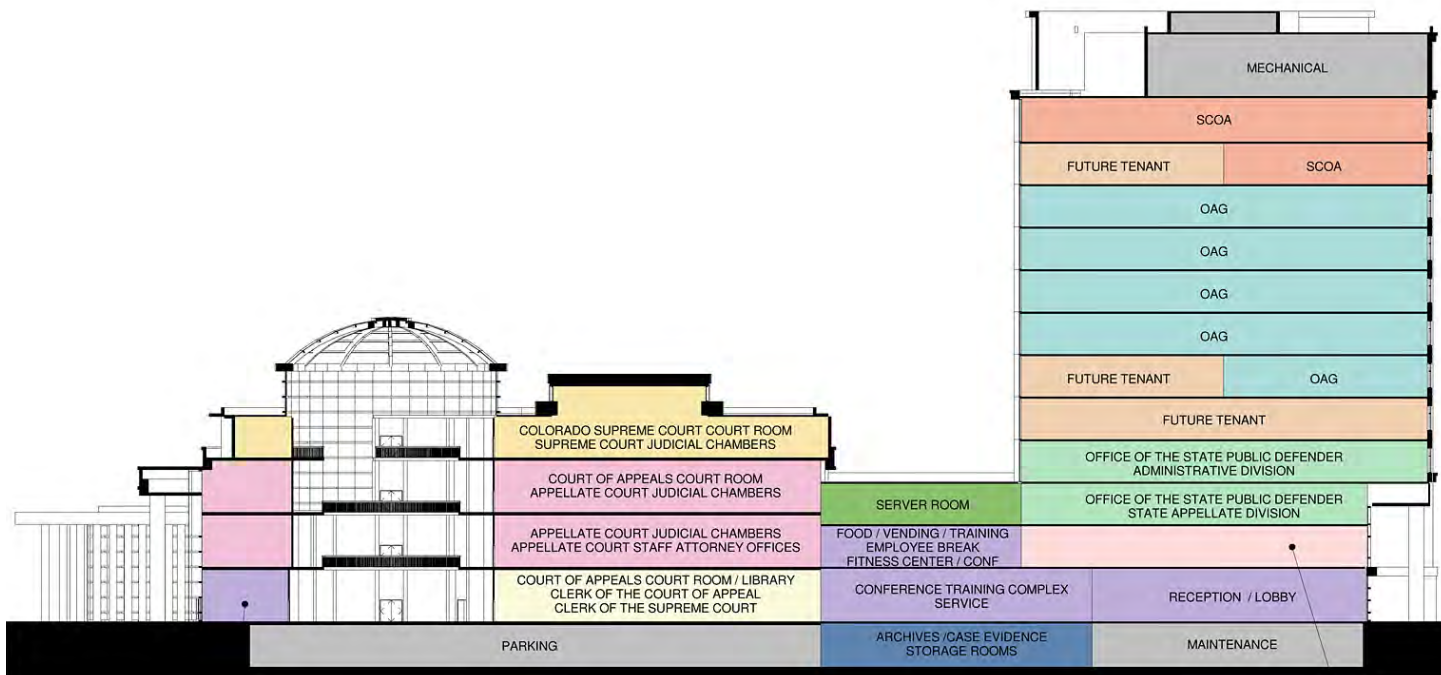
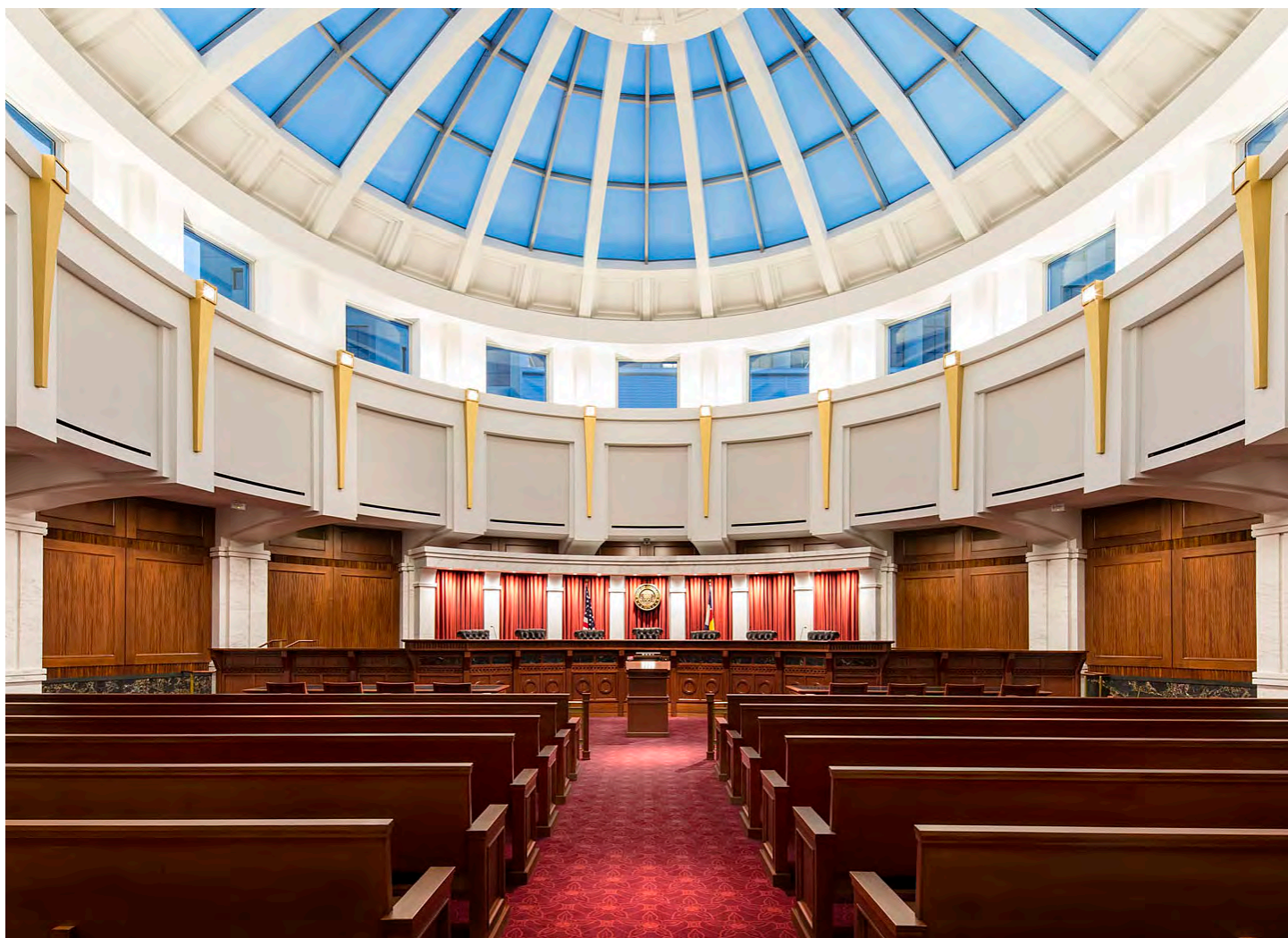


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1



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20. EXAMPLE PROJECT
KEY NUMBER

1



F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

2

21. TITLE AND LOCATION (City and State) Johnson County Courthouse , Olathe, Kansas	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2020	CONSTRUCTION (If applicable) 2020

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Johnson County, Kansas	b. POINT OF CONTACT NAME Danni Livingston	c. POINT OF CONTACT TELEPHONE NUMBER 913-715-1106
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

Creating a new civic anchor adjacent to Olathe City Hall, the Johnson County Courthouse creates a unified judicial center by consolidating the court's facilities into a single building that expresses the importance of justice and the Rule of Law. In addition to the new courthouse, the project includes the development of a north parking lot site and redevelopment of the existing courthouse site into a public green space—establishing a new civic park. Sited to face the civic park, the new courthouse is open and easily accessible to the public.

The new courthouse replaces the outdated existing courthouse which was built in 1951, and successfully meets the County's goals of exemplary civic architecture, sustainability, accessibility, and flexibility.

The seven-story, 140-foot-tall courthouse includes 28 courtrooms, District Attorney offices, and expandable space for additional courtrooms to serve all functions of the Tenth Judicial District Court.

Responding to the site and specific nature of courthouse design, the courthouse's form and organization utilizes a sensitive design approach to meet the overall requirements and facilitates pedestrian movement around Olathe's civic center. The curving form of the building is designed to be a visual end to the Cherry Street civic center

corridor and ease the seven-story bulk of the building away from the street. Simple design gestures integrates efficient functions for users.

Notable design features include a curving Kansas-limestone wall that signifies the main entrance to the building and welcomes visitors to the site. A unique program element called the "Emporium of Justice" serves as the courthouse's main lobby where visitors enter, pass through security, and orient themselves to their destination within the building.

The open, accessible design also contributes to the transparency in government, by making public functions located on the first and second floors visible to visitors as they exit security check. Public art commissioned by Los Angeles-based Ball-Nogues Studio was integrated into the overall process and is displayed at the main entrance.

Designed to last 75 years, the courthouse will accommodate Johnson County's expected growth of 10,000 residents per year, and to fulfill its goal to reduce energy use by 30 percent. The building is pursuing LEED Gold and incorporates principles of the WELL Building Standard. Biophilic design concepts including views, visual connections to nature, natural forms, patterns, and materials were important drivers to the exterior and interior design.



Relevance to JGCC

- Completed in the last 10 years
- On Time / Within Budget
- Design-Build
- High-Rise Building
- High-Performance Building
- Located within an Urban District
- Complex Mixed-Use Building
- Government Center
- Administration Offices
- Public Assembly Areas
- LEED Certification - GOLD and WELL Principles
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Fentress Architects, Ltd.	(2) FIRM LOCATION (City and State) Denver, Colorado	(3) ROLE Design Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

2

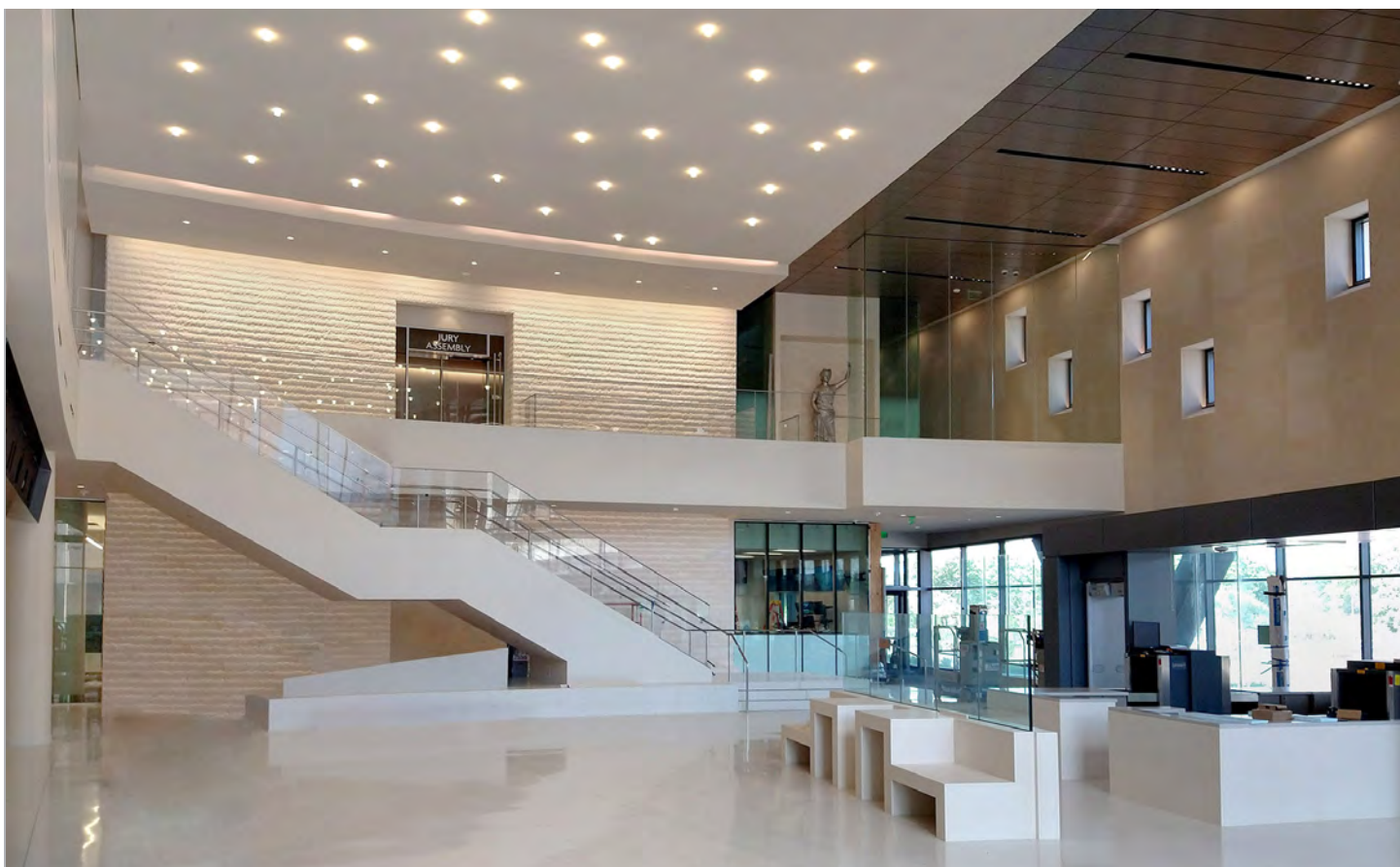


**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
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2

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20. EXAMPLE PROJECT
KEY NUMBER

2



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(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

3

21. TITLE AND LOCATION (City and State)

22. YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (If
applicable)

North Atlantic Treaty Organization (NATO) Headquarters
Brussels, Belgium

2017

2017

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER
NATO

b. POINT OF CONTACT NAME
Lieven Vanheste

c. POINT OF CONTACT TELEPHONE NUMBER
+32477898096

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

The design for the North Atlantic Treaty Organization Headquarters evokes fingers interlaced in a symbolic clasp of unity—symbolizing NATO's changing mission from opposition and prevention to unification and integration. The building provides each member nation with embassy level security and privacy while also offering communal spaces where delegates can convene. Flexible office layouts and shared amenities yield an office urbanism that brings together 29 member countries and 40 partner nations.

The 41-hectare campus includes a highly secure data center and 2,690,978 square feet of office, conference center, press center, and a recreational facility. The new headquarters has been designed and built with the environment in mind. It will reduce energy use due to extensive thermal insulation, solar-glazing protection and advanced lighting systems. The windows installed in the building allow it to take maximum advantage of natural light, reducing consumption of electricity. State of-the-art "cogeneration" units provide most of the electricity and heating used on site. A geo-thermal heating and cooling system uses the constant temperature beneath the surface of the ground to provide heat

during the winter and to cool the building in summer. A system of rainwater collection and storage supply 90 percent of the water needed for the bathrooms, cleaning, and landscaping.

The headquarters is situated on the campus serviced by multiple lines of public transit. The Belgian rail company operates a railway service from two stations on the NATO HQ campus while two tram lines also provide stops on the campus. Bus services connect the headquarters to the airport, city center, and other major train stations in Brussels.



Relevance to JGCC

- Completed in the last 10 years
- Over \$300 Million
- High-Performance Building
- Phased Project
- Class A Office Building
- Complex Mixed-Use Building
- Multi-Story Parking Structure
- Located within an Urban District
- Integration of Multi-Modal Mass Transit
- Government Center
- Administration Offices
- Assembly Areas
- LEED Certification
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	Jo Palma + Partners Corporation ("PALMA")	Chicago, Illinois	Design Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
KEY NUMBER

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

3

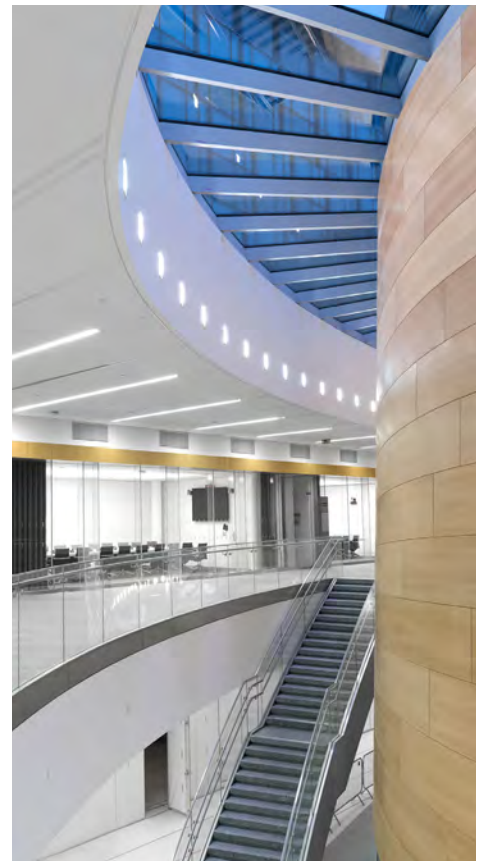
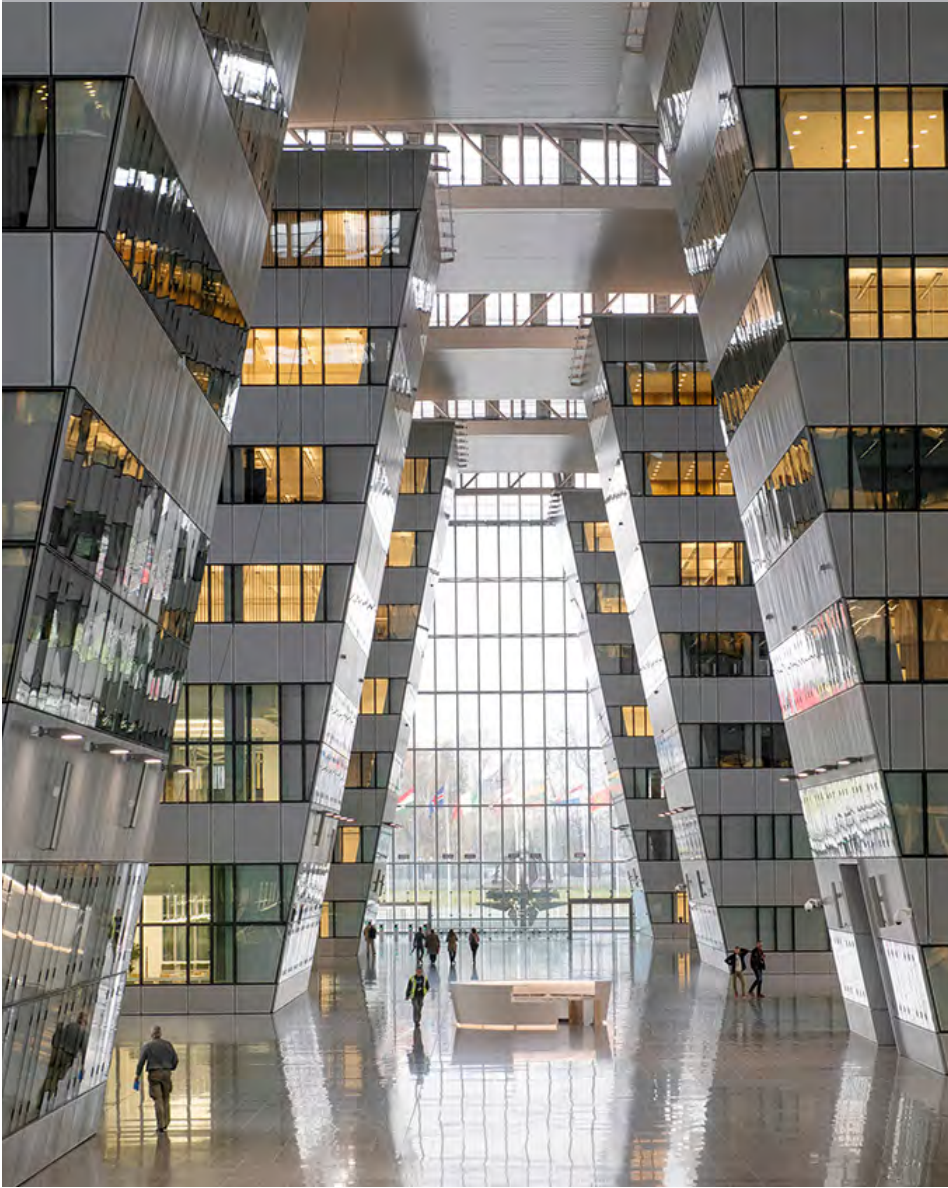


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3

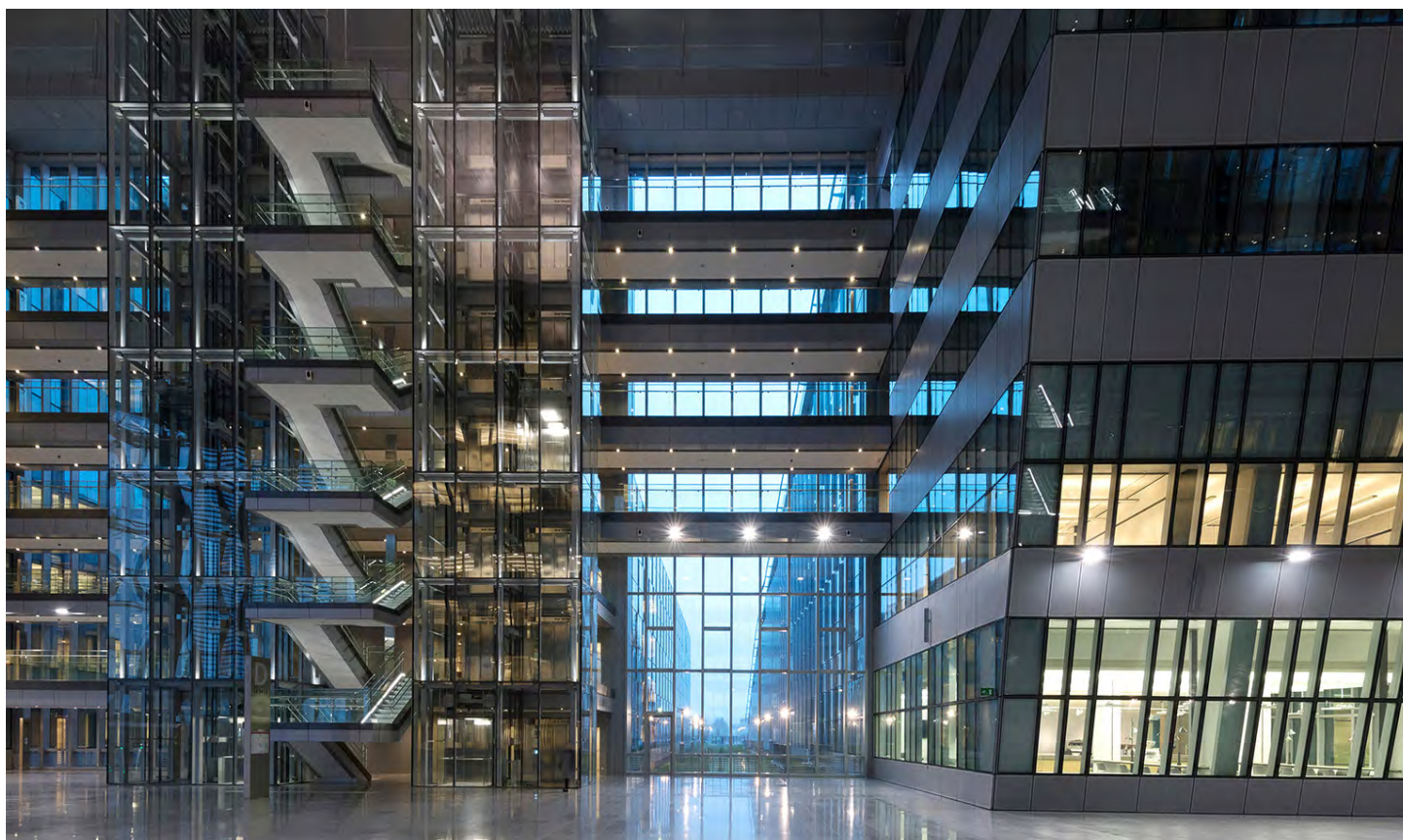


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20. EXAMPLE PROJECT
KEY NUMBER

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3



F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

4

21. TITLE AND LOCATION (City and State)

22. YEAR COMPLETED
PROFESSIONAL SERVICES CONSTRUCTION (If applicable)

Social Security Administration National Support Center
Urbana, Maryland

2014

2014

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER

GSA Mid-Atlantic Region

b. POINT OF CONTACT NAME

Ed Meyers

c. POINT OF CONTACT TELEPHONE NUMBER

+1 215-446-4615

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

In order to expand and future proof its service to the American People, the Social Security Administration (SSA) required a new home for its primary data center. Set on 63 acres outside Washington, D.C., the LEED Gold-certified National Support Center (NSC) met this need, conforming with stringent sustainability and security standards with a refined, enduring design.

A Class A, two-story office building provides a welcoming environment for visitors and staff along with incorporating the campus' command center and meeting facilities. A curving, dual-winged data center houses critical back-of-house operational infrastructure. Five acres of the site were reforested as

part of the project while the entire site features native grasses and vegetation. Vital resource preservation elements were utilized, including low-irrigation meadows, photovoltaic panels that generate approximately 1 MW of electricity, and a rainwater harvesting and filtration system.

A progressive design-build arrangement streamlined design and construction, incorporating Building Information Modeling (BIM) delivery process. As a result, the project was delivered ahead of schedule and on budget, and was awarded a Design Honor Award in Engineering in 2016 by the General Services Administration.



Relevance to JGCC

- Completed in the last 10 years
- Over \$300 Million
- High-Performance Building
- Design-Build
- Class A Office Building
- Complex Mixed-Use Building
- Government Center
- Administration Offices
- LEED Certification
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

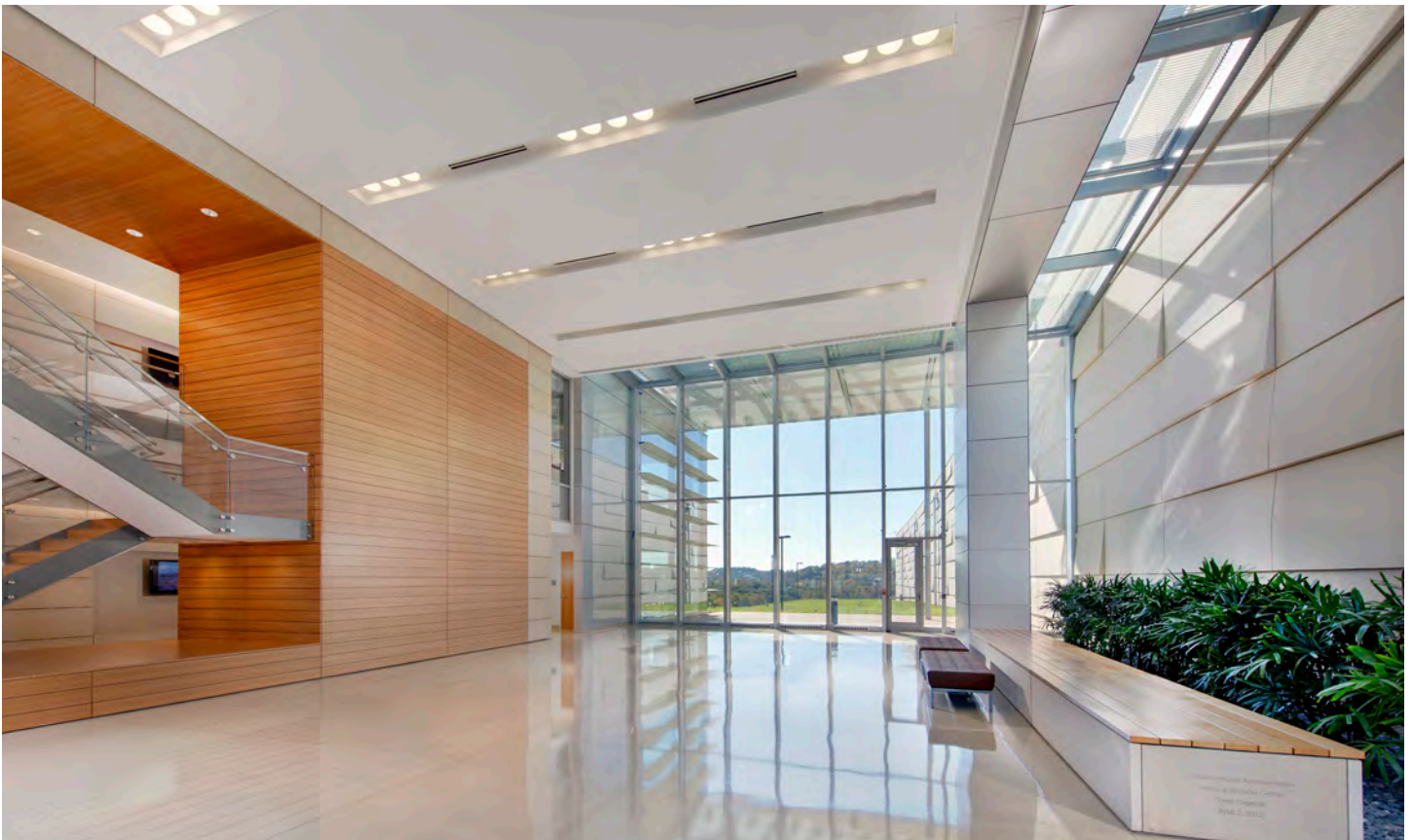
	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	Jo Palma + Partners Corporation ("PALMA")	Chicago, Illinois	Design Architect
b.	Hensel Phelps	Greeley, Colorado	Design Builder

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
KEY NUMBER

4



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20. EXAMPLE PROJECT
KEY NUMBER

4

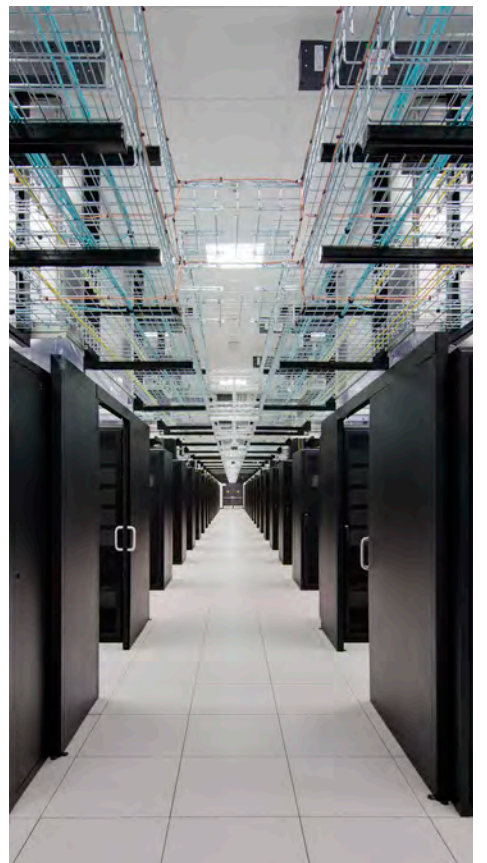
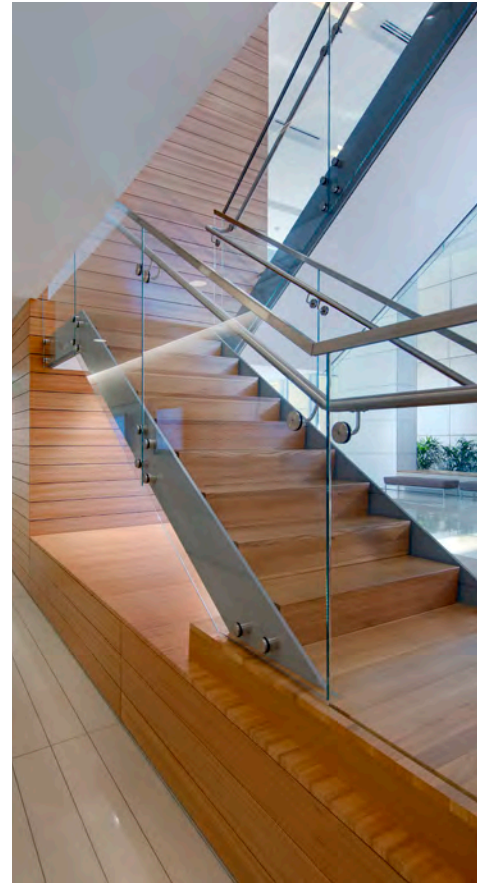


**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

20. EXAMPLE PROJECT
KEY NUMBER

4

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)



**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

5

21. TITLE AND LOCATION (City and State)

Miramar Town Center City Hall and Police Headquarters
Miramar, Florida

22. YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
2005/2016	2005/2016

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER

City of Miramar

b. POINT OF CONTACT NAME

Daryll Johnson, Cons Administrator

c. POINT OF CONTACT TELEPHONE NUMBER

954-602-3302

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

The 54-acre Town Center is the Jewel of Miramar and involves a mix of civic, cultural, office, retail, and residential uses, oriented around pedestrian-friendly amenities. Cartaya and Associates Architects (CBE) was the architect for the City Hall, Building Services Center, Miramar Performing Arts and Cultural Arts Park, Miramar Police Headquarters, Retail Space, Miramar Library, and the Civic Plaza which are clustered to create a community focus where the government and its constituents meet in a relaxed and stately ambience. This project was featured in *The Wall Street Journal*.

The 87,000-square-foot Miramar City Hall sits at a site in the heart of the City of Miramar. It is the focal point of the Miramar Town Center and new symbol of the City of Miramar. The building houses the City's governmental offices as well as the Planning, Zoning, Building, and Engineering departments.

The building's design is a timeless, dignified, structure surrounding the formal user-friendly Civic Plaza. The City Hall and Plaza create a community focus where the government and its constituents meet in a relaxed and stately ambience. Lush landscaping, cloisters, arcades, pedestrian lights, seating areas, and fountains further

reinforce the human scale and traditional neighborhood design of this project, creating a complex worthy of celebrating self-governance.

The City of Miramar Police Headquarters and retail area facility is a three-story wraparound structure surrounding the Town Center Parking Garage. The building's Mediterranean-style-inspired exterior design compliments the Miramar City Hall and Cultural Arts Center buildings.

The first level of this 80,000-square-foot building consists of a pedestrian-friendly retail area with an arch-covered exterior sidewalk facing City Hall Promenade and the pedestrian/automobile entrance to the building.

The second and third floors house the City's Police Department including a sallyport entry, holding areas, offices, conference rooms, and investigative facilities. This secure building is designed to be bullet-proof inside and outside and withstand Category 5 hurricane events. The facility is LEED Gold Certified and includes a radio room, media center/communications, storage, backup power, and restrooms.



Relevance to JGCC

- Completed in the last 10 years
- Design-Build
- LEED Gold
- Phased Project
- Complex Mixed-Use Building
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Cartya and Associates Architects CBE	(2) FIRM LOCATION (City and State) Fort Lauderdale, Florida	(3) ROLE Prime Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

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20. EXAMPLE PROJECT
KEY NUMBER

5



**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

20. EXAMPLE PROJECT
KEY NUMBER

5

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KEY NUMBER

5



F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

6

21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Pembroke Pines City Center, Pembroke Pines, Florida	2017	2017

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER City of Pembroke Pines	b. POINT OF CONTACT NAME Frank Ortis, Mayor	c. POINT OF CONTACT TELEPHONE NUMBER 954-450-1020
--	--	--

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, & cost)

The new Pembroke Pines City Center includes a 173,630-square-foot Civic Center/City Hall with a 3,500-seat acoustically designed performing arts, banquet, exhibition grand hall, full service kitchen, performing dressing and green rooms, exquisitely designed grand lobby, and administrative offices for the City.

It is designed to withstand a Category 5 hurricane event and contains a 3,000-square-foot, state-of-the-art Emergency Operations Center Headquarters (EOC). The EOC includes 50 workstations for Emergency Response Personnel, 10-monitor main display wall, 400-square-foot, 20-seat conference/situation room, and is fully sourced by an emergency generator. This EOC is the emergency response hub for the entire city including Fire Department, Police Department, Civil Engineers, and Emergency Response team as well as being capable of assisting neighboring cities.

The City Center also includes a stand-alone 6,000-square-foot Commission Chambers building which serves as the legislative venue for the elected officials. and a 10,000-square-foot art gallery which defines the north end of the complex. These three buildings surround a multi-media-

ready community plaza where the elected officials and the community can celebrate designated and important times of the year. The entire complex was designed using green practices and good neighbor context.

The design of the buildings is modern and timeless. The 180-foot-long and 70-foot-high wall of glass separating the Civic Center from the Community Plaza provides for great views into and out of the building and also signify the transparency between those who govern the City and the governed. The glass wall has a northern exposure in order to minimize heat gain into the building, and allows enough light into the building minimizing the need of electric lighting.

The Commission Chambers is designed with a visual and physical access to the Community Plaza. The Commission Chamber's human scale design reflects the issues discussed at the Commission meetings and the decisions affecting each person of the community in a very human way. The Art Gallery faces the Community Plaza as well. It is composed of prefunction and function spaces along with a flexible floor plan layout and a state-of-the-art lighting system.



Relevance to JGCC

- Completed in the last 10 years
- Design-Build
- Phased Project
- Complex Mixed-Use Building
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- Stakeholder Engagement

2016 South Florida Business Journal Structures Award - Best Public/Civic Project

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Cartya and Associates Architects CBE	(2) FIRM LOCATION (City and State) Fort Lauderdale, Florida	(3) ROLE Prime Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

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**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

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KEY NUMBER

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**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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(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

7

21. TITLE AND LOCATION (City and State)

Miami Beach Convention Center Expansion and Renovation
Miami Beach, Florida

22. YEAR COMPLETED

PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
2019	2019

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER

City of Miami Beach

b. POINT OF CONTACT NAME

Jimmy Morales

c. POINT OF CONTACT TELEPHONE NUMBER

305.673.7070

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

Over twelve acres of green space have been integrated with the transformation of the Miami Beach Convention Center (MBCC). Located just two blocks from the ocean in South Beach, compliance with strict FEMA guidelines aimed to safeguard against future hurricanes and flooding, and ambitious green building strategies significantly contribute to the MBCC's extraordinary resiliency and status as one of the most technologically-advanced buildings in the U.S. Construction of this transformation, which impacted all 1.435,000 square feet of the facility, was completed in less than three years. During that time, MBCC remained operational and hosted over 40 shows and included a record 83,000 attendees to Art Basel.

The façade's fluid rhythm highlights key features of the local environment and places an emphasis on rolling ocean waves. Over 500 unique aluminum fins are affixed to the exterior curtain-wall. In traditional architecture, each fin would have been detailed by hand and laboriously redrawn with each modification. The utilization of state-of-the-art parametric software, however, seamlessly interfaced with design and documentation models employed such as Rhino, Grasshopper, Revit, and Inventor to provide accurate, real time updates.

Swooping curves, glistening white columns, and subdued lighting

throughout the facility draw inspiration from Miami's famed Art Deco District. Interior finishes that emulate receding water, sea foam, and local coral reef patterns paired with the replacement of nearly all mechanical and electrical systems with high-efficiency products revitalized the MBCC, which was built in 1957 and last updated in 1989.

In total, 263,000 square feet of interior space was added, including a 60,000-square-foot grand ballroom—big enough to double as a cavernous dance club complete with dramatic lighting—and a 20,000-square-foot rooftop ballroom designed to host VIP events. Over 127,000 square feet of additional meeting space was added to the facility.

MBCC incorporates a plethora of technological innovations, including hurricane-resistant connections in the facade, raised floors made of composite metal decks that respond to rising sea levels, elevation of critical building systems to the second floor to keep the building operational during hurricanes, installation of two pump stations for stormwater treatment, and a 245 percent increase in the campus' pervious surface area. Additional infrastructure improvements include new digital signage and broadband upgrades that allow for real time streaming of meetings.



Relevance to JGCC

- Completed in the last 10 years
- Over \$300 Million - \$515.5 Million
- South Florida Code Compliant
- Addresses Resiliency Issues in South Florida
- Integration of Multi-Modal Mass Transit
- On Time / Within Budget
- Phased Project
- High-Performance Building
- Located within an Urban District
- Complex Mixed-Use Building
- Public Assembly Areas
- LEED Certification - Silver
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

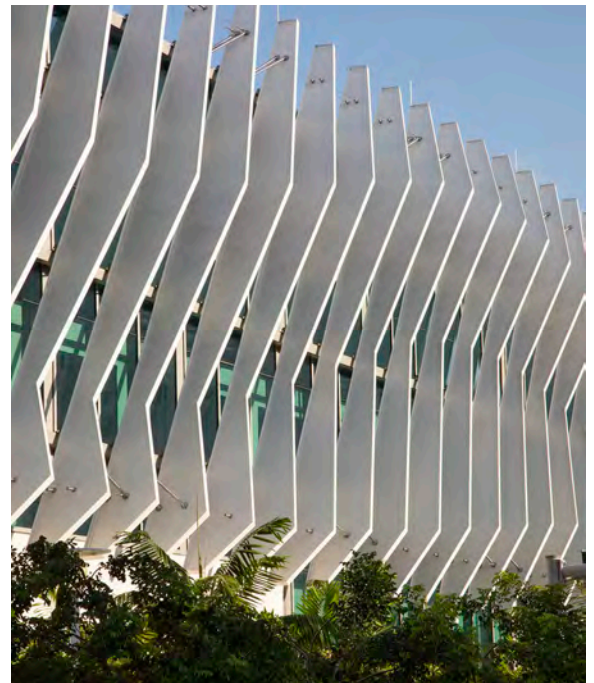
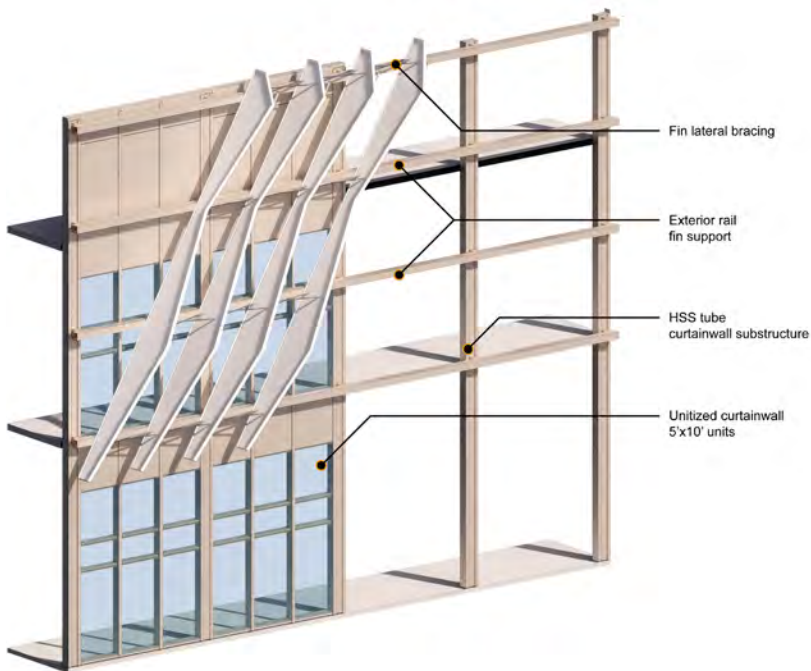
a.	(1) FIRM NAME Fentress Architects, Ltd.	(2) FIRM LOCATION (City and State) Denver, Colorado	(3) ROLE Design Architect / Architect of Record
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE 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

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**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
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(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)



Resiliency / Storm Water Management

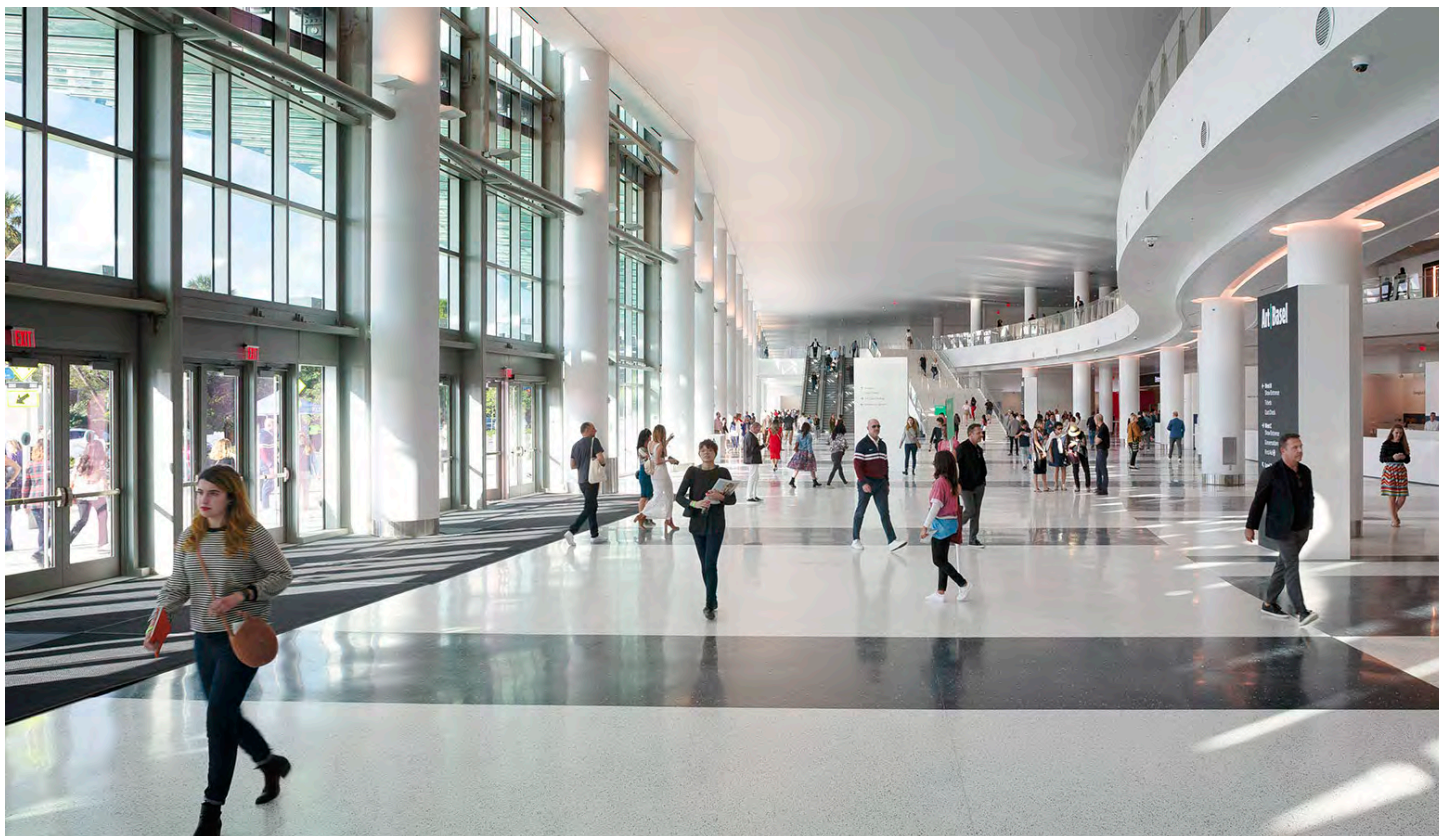


**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
KEY NUMBER

8

21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Dubai Mixed-Use Project, Dubai, United Arab Emirates	2012	2012

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER The Private Office of H.H. Sheikh Saeed Bin Zayed Al-Nahayyan	b. POINT OF CONTACT NAME Hamad Qassim	c. POINT OF CONTACT TELEPHONE NUMBER 971 (2) 666-4433
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, & cost)

A pacesetter for 21st Century architectural innovation, Dubai is home to some of the most stunning architecture in the world, including the Dubai Mixed Use Towers. Also known as "The Dancing Sisters," the Dubai Mixed Use Towers reside near the world's tallest building—the Burj Khalifa. The hospitality/residential/office complex elegantly contributes to this hub of design ingenuity, yet differentiates itself from the other high rises with a sense of multiple dimensions, movement and texture.

Each slender tower bends and creases independently as it rises into the sky, creating a sense of individuality—while the overall structure gracefully expresses motion with refracting sheets of glass overlapping the front façades of each tower. Like dancing figures, the shimmering veils of glass bend and move with the day's light, carving tantalizing patterning on the surrounds. The patterning mimics the experience of a mirage when viewing the line between land and water, the desert salt flats and the Arabian Gulf. Narrow floor plates and points of refraction along the façades maximize views and convey abundant light deep into the space.

Cutting-edge design and engineering allowed for the distinctive, evocative architectural gestures without sacrificing efficiency. An innovative structural system was developed to allow floors to extend beyond the core support with a framework of diagonal braces tying together sections of cantilevered floors. Each guestroom or residential floor plate is shifted slightly in relationship to a stable vertical core that accommodates utilities.

The development comprises 2,297,800 square feet between the towers and a multi-story glass atrium that unites them and links all of the development's functions. The 57-story tower comprises a Sofitel Hotel, while the 53-story tower comprises 18 stories of office space and luxury apartment homes. Both towers incorporate office, retail and restaurant space, and a conference center above the atrium services the hotel.

The dancing towers gracefully honor the land's intrinsic beauty while celebrating the world's tallest skyline with sophistication and rhythm.



Relevance to JGCC

- Completed in the last 10 years
- Over \$300 Million - \$327 Million
- On Time / Within Budget
- Phased Project
- Integration of Multi-Modal Mass Transit
- High-Rise Building
- High-Performance Building
- Located within an Urban District
- Complex Mixed-Use Building
- Multi-Story Parking Structure
- Multiple Towers
- Public Assembly Areas
- BIM Project

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Fentress Architects, Ltd.	(2) FIRM LOCATION (City and State) Denver, Colorado	(3) ROLE Design Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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20. EXAMPLE PROJECT
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F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT		20. EXAMPLE PROJECT KEY NUMBER
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)		9
21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
707 Fifth - Manulife Place, Calgary, Alberta	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
	2017	2017

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Manulife	b. POINT OF CONTACT NAME Fergal Duff, Peter Whitehead	c. POINT OF CONTACT TELEPHONE NUMBER +1 403-970-6107, +1 403-264-4615
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, & cost)

Located in the heart of downtown Calgary, 707 Fifth-Manulife Place celebrates the city's cosmopolitan atmosphere while efficiently addressing the demands of the Canadian prairie climate—characterized by cold and harsh winters tempered by warm Chinook winds and an above-average number of sunny days per year. These conditions informed the design of the LEED Gold Certified tower, with a high performance, triple-glazed exterior wall, a conditioned above-grade pedestrian bridge, and dynamic enclosed public spaces.

The tower's orientation and narrow, elongated shape open up the site to establish new public plazas on the building's north and east sides. A two-story winter garden brings the rolling Alberta prairie inside. Connected with the

surrounding neighborhood and to the city, the tower integrates a Calgary light rail transit (LRT) station at the ground-level plaza, provides parking for 130 bicycles and 400 vehicles, and a direct link to Calgary's covered walkway system. To serve the tower's 4,000-occupant capacity and the downtown community, the building includes second-level retail, restaurants, fitness center, and conference center. An public art installation by Chicago-based duo Luftwerk, adjacent to the LRT station, enhances the northern plaza.



Relevance to JGCC

- Completed in the last 10 years
- High-Performance Building
- High-Rise Building
- Class A Office Building
- Multi-Story Parking Structure
- Located within an Urban District
- LEED Gold
- BIM Project

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Jo Palma + Partners Corporation ("PALMA")	(2) FIRM LOCATION (City and State) Chicago, Illinois	(3) ROLE Design Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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9

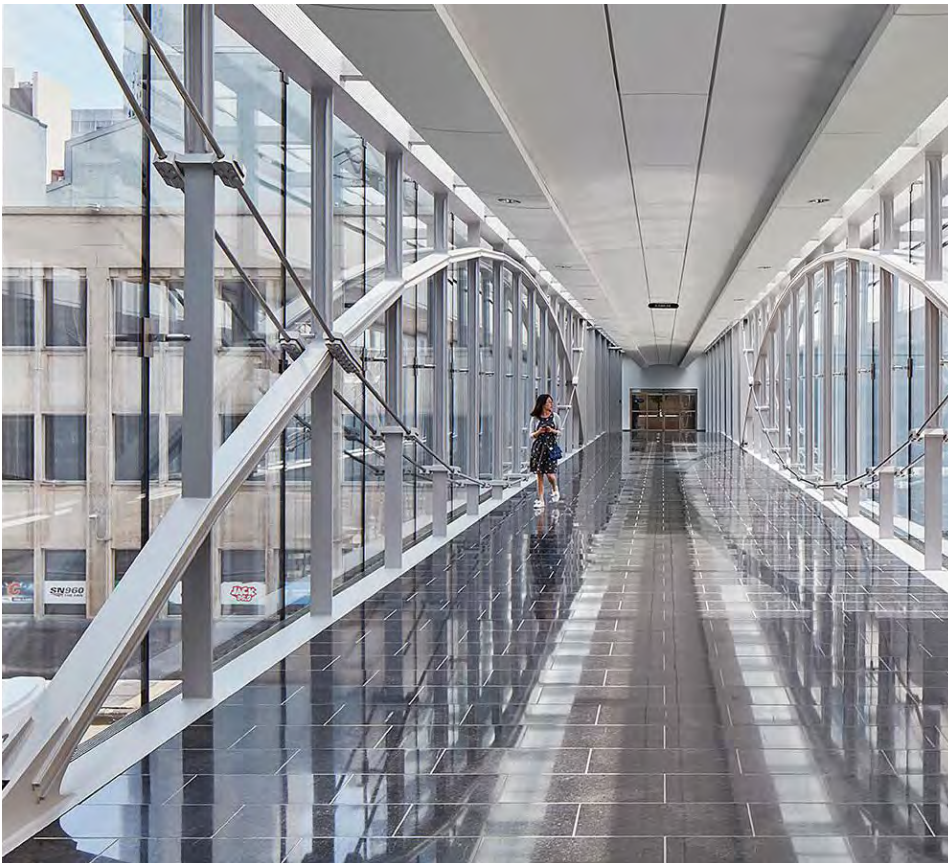


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(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT
KEY NUMBER

10

21. TITLE AND LOCATION (City and State) Cayan Tower Dubai, United Arab Emirates	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2013	CONSTRUCTION (If applicable) 2013

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Cayan Group	b. POINT OF CONTACT NAME Ahmed Alhatti	c. POINT OF CONTACT TELEPHONE NUMBER +966 11 416 3311
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, & cost)*

Located along the Dubai Marina, Cayan Tower is the world's tallest true twisting building and an iconic symbol of the Marina's skyline. Clearly visible along the gulf, the luxury residential tower is a pure expression of the building's form directly following its structural framework.

While the skyscraper's 73 floor plates are all identical, each is slightly rotated against the story below it, resulting in a full 90-degree twist over the course of the tower's 307-meter rise. Beyond aesthetics, the benefits of the twist include reduced wind load and solar heat gain, as well as a greater number of tenants with desirable gulf and marina views.

On the ground plane, the tower acts as an urban gateway, connecting the Arabian Gulf, the Dubai Marina, and the city beyond. It also provides a visual point of reference on the city skyline. The building appears to change from every angle, giving it a sense of movement regardless of the viewer's vantage point. Within the marina, the public can experience this design detail firsthand by walking along the waterside promenade that edges the tower's site. A retail colonnade, located at the tower's base, also provides visitors with shopping, shade, and views out toward the water.

The tower's helical form also acts as a shield from the northerly diurnal winds, which often carry sand and dust, thus minimizing the fine particles that may flow through the façade and impact indoor air quality. When outdoor conditions allow, windows can be opened so that natural ventilation can provide fresh air and passive cooling in interior spaces. At night, when cool winds blow from east and west, a separate system that passively cools the tower's slabs helps the building discharge excess heat. Outside air is naturally brought into the space and used to "purge" heat absorbed by the tower's exposed slabs during the warmer day hours. This cools down the thermal mass and restores the slabs' thermal properties, enabling them to again absorb heat during the following day.



Relevance to JGCC

- Completed in the last 10 years
- Over \$300 Million
- High-Performance Building
- High-Rise Building
- Complex Mixed-Use Building
- Multi-Story Parking Structure
- BIM Project
- Stakeholder Engagement

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Jo Palma + Partners Corporation ("PALMA")	(2) FIRM LOCATION (City and State) Chicago, Illinois	(3) ROLE Design Architect
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
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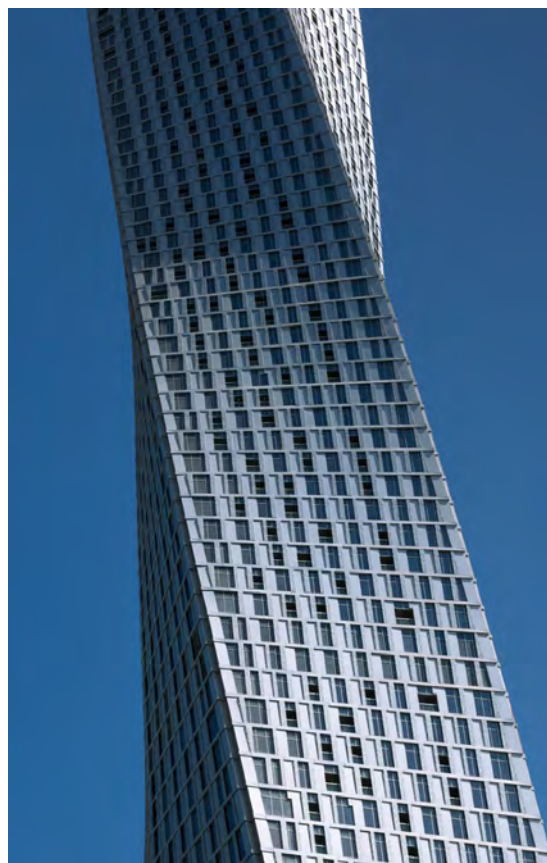
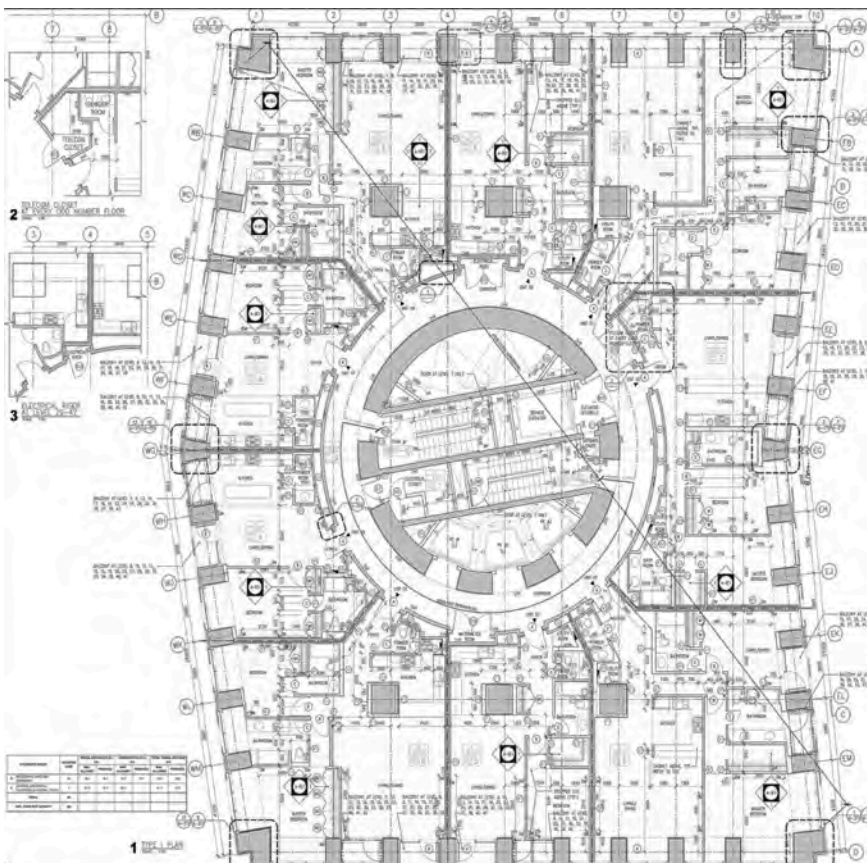


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KEY NUMBER

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10



G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	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
	Joint Government Center										
Curtis Fentress, FAIA	Principal in Charge	X	X					X	X		
Steven White, FAIA	Assistant Principal in Charge										
John Kudrycki, AIA	Project Manager							X			
	Office Tower										
Jo Palma, AIA	Lead Designer			X							X
Iana Kolev, AIA	Project Manager			X	X					X	
Michael Winters, FAIA	Workplace Interior Design Lead							X			
Jim Steinmann	Programmer/Planner	X									
Charles Cannon, AIA	Interiors Project Manager	X	X								
Lauren Lee, NCIDQ	Interior Designer		X					X			
	Bus Transit Terminal, Administration Offices, Parking Garage										
Mario Cartaya, RA	Lead Designer					X	X				
James Downey	Project Manager					X	X				
Juan Justiniano	Project Manager					X	X				
Tony Herrero	Construction Administration					X					

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (From Section F)	NO.	TITLE OF EXAMPLE PROJECT (From Section F)
1	Ralph L. Carr Colorado Judicial Center	6	Pembroke Pines City Hall
2	Johnson County Courthouse	7	Miami Beach Convention Center
3	NATO Headquarters	8	Dubai Mixed-Use Project
4	SSA National Support Center	9	Manulife Place
5	Miramar Police Headquarters	10	Cayan Tower

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H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

A/E DESIGN TEAM

As the A/E Design Team for the Hunt | Amber Infrastructure Group Developer for the Joint Government Center Campus project, Fentress | PALMA | Cartaya brings the national and international design expertise of Fentress Architects, Ltd. and Jo Palma + Partners Corporation and the local expertise of Cartaya & Associates Architects (CBE). Combined, we bring unprecedented architectural design expertise to the Hunt | Amber Development team, as well as a 35-year working relationship with Hensel Phelps Construction—the General Contractor for this project.

Fentress Architects will serve as the A/E Design Team Management and Design Architect for the Interiors of the Office Tower. The management team consists of Curtis Fentress, FAIA, RIBA, Principal in Charge; Steven White, FAIA, LEED AP, Assistant Principal in Charge; and John Kudrycki, AIA, LEED AP, Project Manager. Michael Winters, FAIA, will be the Workplace Interior Design Lead for the Office Tower and Charles Cannon, AIA, will be the Project Manager for the interiors. These individuals bring a dedicated and strong working relationship to the JGCC project. Curtis and John have a 40 year working history together. Steve has an extensive portfolio of work in his 25 years with governmental projects, high-rise, Class A office buildings, and mixed-use buildings.

Jo Palma + Partners will be the Design Architect for the Office Tower Core and Shell. Jo Palma, Lead Designer, has built work on five continents, including some of the world's largest sustainable mega buildings. Jo oversees design of all projects working closely with the project teams to assure the original design intent

and project vision are achieved through project completion. Iana Kolev, Project Manager, brings a background in technical design and coordination, she aligns project concepts with technical solutions that are integral to the design process and elevates the quality of project delivery for the firm."

Located in Fort Lauderdale for 42 years, Cartaya & Associates Architects (CBE) will be Design Architect and Architect of Record for the Bus Transit Terminal, Administration Offices, and Parking Garage. Mario Cartaya has been the designer for over 800 projects built in the State of Florida, of which 600 were built in Broward County and the City of Fort Lauderdale.

This team brings a wealth of expertise for the Joint Government Center Complex. We have provided detailed information on ten projects in Section F of the SF330. On pages 2 and 3 we have provided additional information on projects that the team has completed.

The key consultants that are part of the A/E Design Team are:

- Thornton Tomasetti - Structural Engineer
- KEITH - Civil Engineer, Landscape Architect, and Transportation Engineer
- Newcomb & Boyd - Mechanical-Electrical-Plumbing-Fire Protection Engineer, Acoustics, Audio Visual, IT, Low Voltage, and Technology
- Langan - Geotechnical Engineer
- Delta G Consulting Engineers - Minority Mechanical-Electrical-Plumbing Engineer for the Parking Garage

We have provided a list of additional consultants that may be required on the Organization Chart in Section D.



Cayan Tower Dubai, United Arab Emirates, Architect, PALMA

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Firm	Project Name/ Location	Completed in the last 10 years	Over \$300 million	On Time / On Budget	Delivery Method	Phased Project	High-Rise Building	High-Performance Building	Located in Urban District	Class A Office Building	Complex Mixed-Use Building	Multi-Story Parking Garage	Multiple Towers	Government Center	Administration Offices	Courtrooms/Commission Chambers	LEED Certification	BIM Project	Stakeholder Engagement
FA	Norfolk Consolidated Courts Complex <i>Norfolk, VA</i>	X		X	DBB	X	X	X	X		X			X	X	X	S	X	X
FA	Russell Knox Office Building * <i>Quantico, VA</i>	X	X	X	DB	X	X				X			X	X	X	G	X	
FA	Fred D. Thompson Federal Building/ U.S. Courthouse * <i>Nashville, TN</i>	**		**	DB		X	X	X		X			X	X	X	G	X	
FA	Al Farwania and Al Jahra Courts <i>Kuwait City, Kuwait</i>	X		X	DBB	X	X	X	X		X	X	X	X	X	X	G	X	
FA	Arraya Center Office Tower <i>Kuwait City, Kuwait</i>			X	DBB		X	X	X	X	X	X	X		X	X			
FA	North Las Vegas City Hall <i>North Las Vegas, NV</i>	X		X	CM GC		X	X	X		X			X	X	X	G	X	X
FA	Clark County Government Center <i>Las Vegas, NV</i>			X	CM GC	X		X			X			X	X	X			X
FA	1999 Broadway Office Building * <i>Denver, CO</i>			X	DBB		X	X	X	X	X	X							
FA	Green Square Mixed-Use <i>Raleigh, NC</i>	X		X	DBB	X	X	X	X	X	X	X					P	X	X
FA	Kuwait Business Town <i>Al Sharq, Kuwait</i>			X	DBB		X	X	X	X	X	X	X		X	X			

KEY:
FA = Fentress Architects
P = PALMA
CA = Cartaya Architects

DESIGN DELIVERY:
DB = Design-Build
CMGC = Construction Manager/General Contractor
DBB = Design Bid Build
P3 = Public Private Partnership

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Firm	Project Name/ Location	Completed in the last 10 years	Over \$300 million	On Time / On Budget	Delivery Method	Phased Project	High-Rise Building	High-Performance Building	Located in Urban District	Class A Office Building	Complex Mixed-Use Building	Multi-Story Parking Garage	Multiple Towers	Government Center	Administration Offices	Courtrooms/Commission Chambers	LEED Certification	BIM Project	Stakeholder Engagement	
FA	Broward County Convention Center <i>Ft. Lauderdale, FL</i>	**	X	**	P3	X	X	X		X							G	X	X	
FA	Baitak Mixed-Use Tower <i>Kuwait City, Kuwait</i>			X	DBB		X	X	X	X	X	X	X		X	X				
P	150 Holborn <i>London, UK</i>	X		X			X			X	X				X		G	X		
P	FBI Denver <i>Denver, CO</i>	X		X	CM GC		X	X		X	X						S	X		
P	San Juan FBI Field Office <i>San Juan, PR</i>	X		X	DB		X	X		X	X	X		X	X		G	X		
P	University of NC Genome Science Building <i>Chapel Hill, NC</i>	X		X	CM GC		X	X			X	X			X		G	X		
P	Everette McKinley Dirksen U.S. Courthouse Renovation <i>Chicago, IL</i>	X		X	CM GC		X	X	X		X			X	X				X	
CA	Broward College Fine Arts Facility / Parking Garage <i>Ft. Lauderdale, FL</i>	X		X	DB	X	X	X			X	X				X	S	X	X	
CA	Broward County Judicial Complex <i>Ft. Lauderdale, FL</i>			X			X	X	X	X		X		X	X	X			X	X
CA	Islamorada Administration Center and Public Safety Headquarters <i>Islamorada, FL</i>			X			X				X	X		X	X	X			X	X
CA	Broward County Judicial Parking Garage and Linear Park <i>Ft. Lauderdale, FL</i>			**		X			X		X	X							X	X

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Fentress Architects, Ltd.

**ARCHITECT OF RECORD
OFFICE TOWER INTERIOR DESIGNER**

The creation of inspirational architecture has been Fentress Architects’ mission for more than four decades. Born and raised in North Carolina, Curtis Fentress, FAIA, RIBA, founded Fentress Architects in 1980 to create humanistic architecture that respects and honors its context. Fentress Architects has consistently focused on public architecture, applying the firm’s design expertise and resources to elevate the human experience in public buildings.

At Fentress Architects, our firm culture centers on design to uplift and expand human experience. Our architects, interior designers, planners, technology specialists, and support professionals are dedicated to a collaborative ethos, allowing us to tackle public architecture’s greatest design challenges.

We are dedicated to bridging the scale and complexity of today’s civic spaces with the individual experience of users. Innovation, experimentation, and the integration of art and technology are essential strategies we utilize to uplift human experience and create functional, sustainable architecture. We see the public process as a design tool and employ an integrated approach to enrich a community’s voice. Public design isn’t about ego. It is centered on culture and location.

Every place is interesting and every community unique. We seek to capture that uniqueness in our buildings and make them strong community contributors. Our work is always about people, place, and experience. Technology is at the

forefront of our practice. Our research and development team continually advances our design computing capacity to enhance and animate the public spaces of the future. This data facilitates decision making on siting, massing, architectural design, structural systems, and material selection.

Our heritage has made us pioneers in sustainable design and one of the country’s top green design firms. We take cues from each project to define sustainability goals—from harmonious forms and materials to creating environments that support health and wellbeing. We utilize cutting-edge analytic simulations to deliver projects at the forefront of green technology and resiliency. We are an AIA 2030 Commitment signatory.

Select experience includes:

- Dubai Mixed-Use Towers, Dubai, United Arab Emirates
- Norfolk Consolidated Courts Complex, Norfolk, VA
- U.S. Courthouse, Huntsville, AL
- Fred D. Thompson Federal Building and US Courthouse, Nashville, TN
- Honorable Frank J. Guarini Justice Complex, Hudson County, Jersey City, NJ
- Johnson County Courthouse, Olathe, KS
- Rush Hudson Limbaugh Sr. U.S. Courthouse, Cape Girardeau, MO
- Ralph L. Carr Colorado Judicial Center, Denver, CO
- Clark County Government Center, Las Vegas, NV
- Miami Beach Convention Center, Miami, FL



Kuwait Business Town Street View, Al Sharq, Kuwait



Miami Beach Convention Center, Miami, Florida



Clark County Government Center, Las Vegas, NV

H. ADDITIONAL INFORMATION

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Jo Palma + Partners Corporation

**OFFICE TOWER CORE AND SHELL
DESIGN ARCHITECT**

JO PALMA + PARTNERS CORPORATION (“PALMA”) is a group of the brightest minds in architecture, collaborating on the innovative and intelligent design of the future. As an international firm based in Chicago, we work with clients around the globe and across markets to design solutions for an ever-changing world. With an understanding that architecture is evolutionary, we use technology to tap into nature. We let the context drive us - working with the organic environment, not against it. At the core of PALMA is the belief that each day presents a new opportunity to improve the world of tomorrow and the lives of people through sustainable, world-class architecture. Jo Palma, AIA, founder of PALMA, leads the firm by focusing on design, innovation, and high-performance. He is joined by Iana Kolev, AIA, as the company’s Managing Director. Iana focuses on project and resource management, overseeing all technical delivery activities. Iana Kolev and Jo Palma have worked on numerous complex projects together, leading large multi-disciplinary teams. Most notable from these projects is the recently completed NATO Headquarters in Brussels.

Team Coordination

We structure our comprehensive design team to meet the specific needs of our clients and their projects for all aspects of design and implementation. Our team is committed to an open and collaborative dialog with all members of the project team. We believe the final and the best vision for a project

comes from the collective expertise and transformative design solutions provided by all project stakeholders.

Diverse Business Inclusion Plan

Our team aims to empower individuals and communities by fostering an open, inclusive, and equitable design environment. Through economic inclusion and workforce diversity, we seek to effect positive change not only just in our firms, but with the hopes of serving as an advocate and educational group across the broader architectural industry. Partnering with and learning from WBE/MBE organizations, we believe that every project benefits from their respective approaches to the design process. Our team hopes to increase access for these WBE/MBE organizations and serve the diverse needs of the community through our work. PALMA was recognized as one of Crain’s Chicago 2020 Businesses Championing Diversity and Inclusion and we believe that world-class design comes through the participation and collaboration of diverse voices.

Select experience includes:

- North Atlantic Treaty Organization Headquarters, Brussels, Belgium
- Cayan Tower, Dubai, UAE
- Arena Tower, London, UK
- R3 Towers, Fort Lauderdale, FL
- SSA National Support Center, Urbana, MD
- The Basel, Miami, FL
- Everette McKinley Dirksen U.S. Courthouse Renovation, Chicago, IL



The Basel
Miami, Florida



R3 Towers
Fort Lauderdale, Florida



Arena Tower
London, United Kingdom

H. ADDITIONAL INFORMATION

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Cartaya & Associates Architects CBE

**BUS TRANSIT TERMINAL, ADMINISTRATION OFFICES, PARKING GARAGE
DESIGN ARCHITECT/ARCHITECT OF RECORD**

At Cartaya & Associates Architects (CBE), we provide a comprehensive array of professional design-related services to governmental, institutional, and private clients. Since our inception in 1979, our experienced professionals have been involved in numerous projects including city halls, parking structures, parks, transportation hubs, and commercial buildings.

You Know Our Work!

We have been the architects for hundreds of governmental projects in South Florida including many high-profile buildings such as the Fort Lauderdale/Hollywood International Airport’s Terminal 1 and Car Rental Return Facility, City of Fort Lauderdale’s Building Services Center, Broward College’s Fine Arts Building, City of Miramar’s Town Center, Cultural Arts Facility and City Hall, Weston Library/ Broward Community College Facility, and the Miramar Educational Center including Nova Southeastern University and Broward College. We recently completed the Miramar Police Headquarters and the Pembroke Pines Civic Center.

We are committed to supporting effective communication with our clients, consultants, and general contractors from the Pre-Design Analysis Phase through construction, in order to ensure prompt project delivery based on the Owner’s expectations. As a result of our commitment to superior quality, we have been recognized with various awards and proclamations.

Cartaya & Associates Architects (CBE) has diversified experience and exposure

to professional perspectives that greatly enhances our ability to provide our clients with innovative ideas, quality solutions, and technical strength in our roles as designers, reviewers, and agency liaisons. We strive to provide the best service to our clients, while delivering projects under budget and on time.

Our Construction Administration experience is enhanced with a constant interaction and comprehensive coordination with consultants and our internal senior personnel for quality control. Our past performance with over 20 Governmental Agencies bring significant depth, diversity, and experience to the table without the costly learning curve of working with the City and County Agencies. Our proven track record assisting city staff, providing quality service and remarkable architecture and engineering, with the highest degree of skill and professionalism has resulted in the successful completion of hundreds of governmental projects within South Florida.

Select experience includes:

- Pembroke Pines City Center, Pembroke Pines, Florida - 173,630 sf
- Islamorada Administrative Center and Public Safety Headquarters, Islamorada, FL - 13,647 sf
- Broward College A. Hugh Davis Parking Garage and Extension, Davie, FL - 307,054 sf
- The Main, Fort Lauderdale, FL - 450,000 sf
- Miramar Police Headquarters, Miramar, FL - 80,000 sf
- Miramar City Hall, Miramar, FL - 87,000 sf



Miramar Police Headquarters
Miramar, Florida



Pembroke Pines City Center
Pembroke Pines, Florida



Broward College A. Hugh Davis Parking
Structure, Davie, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Thornton Tomasetti

STRUCTURAL ENGINEER, PHYSICAL SECURITY

Thornton Tomasetti provides engineering design, investigation, and analysis services to clients worldwide. Through our 10 complementary practices, we address the full life cycle of a structure. Dating to 1949, today we are a 1,500-person organization of engineers, architects, sustainability practitioners, and support professionals collaborating from offices across the United States and internationally. We are leaders in engineering innovation and aspire to be one of the most sustainable firms in our industry in our designs and how we operate as a responsible business.

Structural Engineering

We collaborate with architects, owners, and builders to achieve elegant structural solutions to meet the rigorous demands of the most technically challenging projects. Thornton Tomasetti's Structural Engineering practice provides a complete range of structural design services for clients worldwide on projects of all sizes and complexity—from designing some of the world's tallest buildings and longest spans, to engineering the most ambitious, yet small-scale structures. In all of our work, we continually challenge convention while striving to address the demands of constructability, sustainability, budget, function, and aesthetic vision.

Designing structural frames for new buildings is the key focus of our practice. We work collaboratively with architects, mechanical engineers, and contractors to propose, study, and develop structural framing system alternatives. All of our structural designs are developed with building information models, using custom interoperability tools that enable us to work with virtually any design software. This interoperability and use of BIM enhances efficiency, accelerates delivery time, reduces change orders, and preserves the design integrity as it moves across software platforms. Our integrated approach to developing the optimal structure considers

material quantities and also the project's economic, functional, and aesthetic needs.

Protective Design and Security

Our Protective Design and Security team implements a comprehensive approach to security services that focus on the core principle of developing synergy between operational, technological, and response/recovery solutions at the forefront of the industry, to give clients confidence in the protection and resiliency of their critical assets, operations, and investments. We use a proven assessment methodology to promote the development of security and continuity strategies, customized to address each client's specific challenges. As a result, each client is provided with a detailed understanding of their security posture and, most importantly, with ways to mitigate identified risks and vulnerabilities.

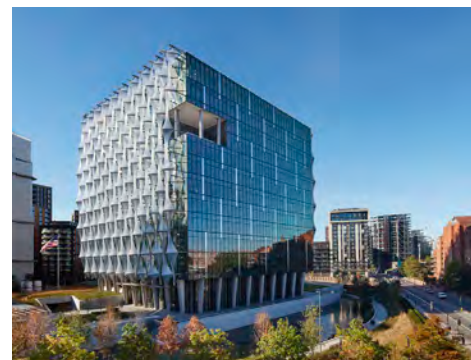
Leveraging Thornton Tomasetti's experience, agility, and breadth of internal resources, Protective Design and Security provides the framework and roadmap to develop effective, sustainable, security solutions that support the mission of our clients.

Select experience includes:

- Miami-Dade Civic Courthouse, Miami, FL
- Margaritaville Hotel and Resort, Hollywood, FL
- Sunrise City Hall, Sunrise, FL
- Coral Springs Municipal Complex, Coral Springs, FL
- Sunny Isles Beach Government Center Annex, Sunny Isles Beach, FL
- Elysee, Miami, FL
- Okan Tower, Miami, FL
- U.S. District Courthouse, Pensacola, FL
- Albemarle County Courts Complex, Charlottesville, VA
- Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, TN



Sunny Isles Beach Government Center Annex
Sunny Isles Beach, Florida



U.S. Embassy
London, United Kingdom



Richards Boulevard Office Complex
Sacramento, California

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

KEITH

CIVIL ENGINEER, LANDSCAPE ARCHITECT, TRAFFIC

KEITH takes what might be considered mundane and transforms it by considering it through our unique lens. With the task at hand in focus our work becomes more than simply streets, parks, or utilities. Each task becomes an exceptional space where we work, live and play. KEITH employs its more than six decades of experience to reshape each project so that it more than works, it works into the future, positively affecting our communities, and all achieved within the parameters provided by our clients. As a result, our expansive body of award-winning work is what we call Engineering Inspired Design.

Looking toward the future is best done with a sound knowledge of the past. Building on our history, KEITH stands today as a multi-disciplinary powerhouse shaping communities across Florida and beyond with state-of-the-art inspired solutions to the needs of the day.

The team at KEITH combines the technical experience of a diverse pool of professionals possessing an encyclopedic working knowledge of local and regional projects, emphasizing municipal land development and re-purposing activities. This synergy results in the development of important relationships with key agencies. This tremendous database of knowledge, information and skill is an invaluable asset for our clients.

KEITH understands the importance of community involvement and the necessity

of working with local, state, and federal agencies in a hands-on cooperative manner to build consensus and receive subsequent approval of highly sensitive projects. This approach represents an underlying philosophy of the firm which results in a quality product, with emphasis on scheduling and cost effectiveness through team-oriented management and quality control.

Select experience includes:

- Police Headquarters, Fort Lauderdale, FL
- Dyer Federal Building and Courthouse, Miami, FL
- City of Hollywood Arts and Cultural Center, Hollywood, FL
- Charlotte Burrie Civic Center, Pompano, Beach, FL
- Deerfield Beach City Hall, Deerfield Beach, FL
- Youth Sports Complex, Pompano Beach, FL
- Downtown Davie Student Housing, Davie, FL
- City Hall Building Department Wing Expansion, Parkland, FL
- Fort Lauderdale Aquatics Center, Fort Lauderdale, FL
- South Regional Courthouse, Hollywood, FL



Broward County Courthouse
Fort Lauderdale, Florida



Charlotte Burrie Civic Center
Pompano Beach, Florida



Hollywood Arts and Cultural Center
Hollywood, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Newcomb & Boyd

**MEPF ENGINEER, ACOUSTICS, AUDIO VISUAL, IT,
LOW VOLTAGE, TECHNOLOGY**

At Newcomb & Boyd, our engineers and technology experts work together to bring smart solutions to the built environment. With almost a century of professional practice, we operate on a solid foundation of proven processes, real-world data, and a forward-thinking mindset. The result is a flexible, client-centric team that knows how to partner with industry-leading architects and the sophisticated owners they serve.

The majority of America's top 20 design firms have relied on us to design innovative systems that bring buildings to life. Our projects positively impact society, from research labs that cure infectious and chronic diseases to smart classrooms that inspire today's scholars and tomorrow's leaders. Known for our sustainable and intelligent approach to design, we develop award-winning solutions for Fortune 500 companies, top healthcare systems, and leading universities.

We understand the demands of complex buildings and how to bring value to the design process. Our Integrated Service Platform leverages our collective knowledge and expertise in MEPT engineering, sustainability, and smart technologies to design healthy, efficient, and intelligent buildings.

We work seamlessly in cross-functional, multi-disciplined teams to bring a holistic view of your building, your budget, and your range of options.

Our Owners are hands-on engineers who are actively engaged with our clients and projects. We are passionate about the work we do, the people we work with, and our impact on the world.

Select experience includes:

- Navy Federal Credit Union Heritage Oaks Campus Expansion, Pensacola, FL
- Sarasota South County Courthouse Special Technology Systems, Venice, FL
- Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, TN
- California Military Department Headquarters, Rancho Cordova, CA
- Redstone Arsenal Von Braun Complex, Phase III, Huntsville, AL
- Gateway Mixed-Use Development, Minneapolis MN
- CDC Building 106 Office Building, Chamblee, GA
- CDC Infectious Diseases Research Support Building, Atlanta, GA
- Pinellas County Justice Center Annex Specialty Systems, Clearwater, FL
- Anthem Technology Center, Atlanta, GA
- Midtown Union, Atlanta, GA



Navy Federal Credit Union Heritage Oaks Campus, Pensacola, Florida



Sarasota South County Courthouse Venice, Florida



Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Langan

GEOTECHNICAL ENGINEER

Langan Engineering and Environmental Services, Inc. (LANGAN) was founded in 1970 and is celebrating its 50th year in business. LANGAN has been providing services in South Florida since 1974 with our core disciplines being geotechnical and environmental related services.

LANGAN has both Fort Lauderdale and Miami offices and services the South Florida markets from these office locations. LANGAN has provided geotechnical and foundation solutions for some of the most notable, high-rise projects in South Florida including numerous high-rise project throughout the Coastal areas of South Florida as well as the downtown areas of Fort Lauderdale, West Palm Beach and Miami.

LANGAN’S environmental team is experienced with urban developments and has worked on many projects to efficiently and effectively resolve environmental challenges. Our prior experience with the team members on this project as well as our ability to effectively collaborate and work in a team approach on P3 and Design-Build projects provides added value to the project in addition to our significant experience with similar developments.

Select experience includes:

- Miami Children’s Courthouse, Miami, FL
- City of Hollywood Police Headquarters, Hollywood, FL
- The Rise at Flagler Village, Fort Lauderdale, FL
- Riverwalk Residences, Fort Lauderdale, FL - 46-story tower
- One Thousand Museum, Miami, FL
- Conrad Hotel and Residences, Fort Lauderdale, FL
- Hard Rock Hotel and Casino, Hollywood, FL
- Fort Lauderdale Aquatic Center, Fort Lauderdale, FL
- Hyde Beach Residences, Hollywood, FL
- Los Olas Walk, Fort Lauderdale, FL



Broward County Convention Center and Hotel, Fort Lauderdale, Florida



Elysee Edgewater Miami Miami, Florida



Riverwalk Fort Lauderdale, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Delta G Consulting Engineers

MEP ENGINEER - BUS TRANSIT CENTER, ADMINISTRATION OFFICES, PARKING GARAGE

Founded in 1992, Delta G Consulting Engineers, Inc. is a full-service consulting engineering firm dedicated to providing our clients with the highest quality electrical, HVAC, plumbing, and fire protection engineering services. We are experienced in high-rise residential, office building design, fire and police stations, municipal, and retail.

Our office is structured on a team-based approach. Every team has a Project Manager, an MEPF group of engineers working together on the same project. This assures that your project is managed by a cohesive group of experts from the beginning of the project through to completion. Our experience knowledge and excellent skills inspire confidence and enhance our accountability to our clients. Our goal is to delivery quality on time.

With our extensive experience and design knowledge, be assured that our engineering solutions incorporate the greatest value and economy both for initial cost and operationally over the long term. Consistency and dedicated experienced personnel, ensure that quality and economics are considered in each step of the design process. We have been commissioned to perform Value Engineering analysis of many projects that have been designed and engineered by others. We have been instrumental in offering V/E solutions that have produced hundreds of thousands of dollars in savings to the building owners and/or developers.

Select experience includes:

- Promenade at Coconut Creek, Coconut Creek, FL
- Dania Beach Library -- Paul DeMaio Library, Dania Beach, FL
- Lauderhill Municipal Complex, Lauderhill, FL
- Weston City Hall, Weston, FL
- City of Miramar Fire Station #107, Miramar, FL
- Broward County Judicial Center Storage Room #1791, Fort Lauderdale, FL
- Broward County West Regional Broward Sheriff's Office Remodel, Fort Lauderdale, FL
- North Broward Detention Center, Fort Lauderdale, FL
- Broward Sheriff's Office Juvenile Center, Fort Lauderdale, FL
- Broward County Judicial Center Mid-Rise Building Renovation, Fort Lauderdale, FL
- Lauderhill Fire Station #30, Lauderhill, FL
- U-Health Plantation Women's Center, Plantation, FL
- Fort Lauderdale-Hollywood International Airport Modernization of Terminal 1, Concourse A, Fort Lauderdale, FL



Weston City Hall
Weston, Florida



Dania Beach Library
Dania Beach, Florida



Lauderhill Municipal Complex
Lauderhill, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

DEVELOPER'S TEAM FOR ARCHITECT/ ENGINEER CONSULTANTS

1. ABILITY OF PROFESSIONAL PERSONNEL

Describe the qualifications and relevant experience of the Project Manager and all key staff and subconsultants that are intended to be assigned to this project.

A Provide the qualifications, relevant experience and resumes for the A/E Consultants and of all sub-consultants' key staff to be assigned to this project. Identify and provide the resumes for Principal-in-Charge, Project Manager, Programmer, Workplace Interior Designer, and BIM Manager for the prime and sub-consultants.

Qualifications, relevant experience, and resumes for the A/E Consultants are included in Section E.

B Provide the specific involvement of A/E Consultants key staff and sub-consultants in projects noted in item 3 (Past Performance) below. Identify their role and responsibilities on similar government projects.

We have included a chart for A/E Consultants key staff and sub-consultants in Section E referencing the projects listed in Section 3 below. Their role and responsibilities on similar governmental projects are included on the Section E resumes.

C Provide an Organizational Chart for the members of the proposed Project Team.

Section D contains the Organizational Chart for the proposed Project Team.

D Provide evidence of Florida Professional licensure for individuals of the (A/E) Consultants with copies of any requisite authorizations to provide services in the State of Florida.

The resumes in Section E contain Florida Professional licensure for all individuals that require authorizations to provide services in the State of Florida. We have also included on the following page State of Florida Department of State certifications for Fentress Architects, Ltd., PALMA Global, and Cartaya & Associates Architects (CBE) P.A.



The Rise at Flagler Village
Fort Lauderdale, Florida



Gateway Mixed-Use Development
Minneapolis, Minnesota



Benjamin P. Grogan and Jerry L. Dove Federal
Building, Miramar, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

E Provide evidence of knowledge and experience with Florida Building Code, Federal and State funded projects and any other related state, local municipal and jurisdictional agencies.

The Fentress | PALMA | Cartaya Design Team has extensive experience with the Florida Building Code, Federal and State-funded projects, and multiple state, local municipal, and jurisdictional agencies.

These projects total more than \$5 billion of construction in compliance with these codes. Fentress | PALMA | Cartaya are experts in building life safety in southern Florida. We have a thorough understanding of the Florida Building Code and have relationships with the Authorities Having Jurisdiction in Broward County and the City of Fort Lauderdale.

Fentress Architects has used the Florida Building Code on four recent projects, including working with the Broward County Building Code Services Department; Fire Prevention Bureau; and, Planning and Development Management Division on the Broward County Convention Center Expansion Project. We have built a positive relationship with these departments that will facilitate a smooth review process for the Joint Government Center Campus.

An architecture firm located in Fort Lauderdale for 42 years, Cartaya & Associates Architects (CBE) has designed approximately 800 projects built throughout

Florida in strict compliance with the Florida Building Code. Six hundred of these projects were designed and built in unincorporated Broward County and 19 of its cities in strict compliance with their individual jurisdictions (planning and zoning codes as well as multiple other requirements including the Broward County Environmental Protection and Growth Management Department, Development Review Committees, Domestic Wastewater Requirements, Highway Construction and Engineering Requirements, Surface Water Management, and Broward County Traffic Engineering Division).

Additionally, most of Cartaya's work is designed in compliance with a host of other State of Florida jurisdictional agencies, including the South Florida Drainage District, Army Corps of Engineers, NFPA Life Safety Code, National Electric Code (NEC), Energy Efficiency Code for Building Construction, Florida Fire Prevention Code, Florida State Accessibility Code, Florida Department of Health Regulations, Fire Prevention Bureau, Florida Department of Environmental Protection, State of Florida Requirements for Educational Facilities, Florida Department of Education, Florida Department of Transportation, and Florida Fish & Wildlife Conservation Commission.



Broward County Convention Center and Hotel
Fort Lauderdale, Florida



Miami Beach Convention Center
Miami, Florida



Broward College A. Hugh Adams Parking
Garage
Davie, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

F Provide evidence of program, design and construction of Class A high-rise commercial or government building projects accommodating over 1500 occupants and minimum 500,000 SF area. Identify team members, their role and responsibilities on similar government projects. At a minimum, provide evidence of one (1) completed project.

The A/E Design Team has extensive experience in the programming, design, and construction of Class A high-rise commercial and government buildings accommodating over 1,500 occupants and a minimum of 500,000 square feet in area. We have provided information on select projects and more detailed information in Section F.

Fentress Architects has completed numerous projects meeting the criteria for Class A high-rise commercial and government buildings with the minimum occupancies and areas stipulated. Two examples include the Ralph L. Carr Colorado Judicial Center, which houses the Colorado Supreme Court (a Class A high-rise government building including two towers totaling 695,767 square feet, structured parking, over 1,500 occupants, and certified LEED Gold); and the Arraya Tower in Kuwait City (a 60-story Class A high-rise mixed-use office building totaling 645,600 square feet and over 1,500 occupants).

Fentress Architects has a diverse and talented staff of architects and interior designers to execute the design and deliverables (see Section E). Team members include Curtis Fentress, FAIA, RIBA; Steve White, FAIA, LEED AP; Michael Winters, FAIA, LEED AP; John Kudrycki, AIA, LEED AP; Charles Cannon, RA, NCARB; Lauren Lee, NCIDQ, LEED AP; Jim Steinmann; Toriano Davis, AIA, LEED AP, NOMA; Deborah Lucking, FAIA, LEED AP; Ned Kirschbaum, FAIA, LEED AP, CCCA; and Kahyun Lee, AIA, LEED AP, WELL, DBIA.

The leadership at PALMA has robust experience with the design of mission-critical facilities and their timely and on-budget delivery. Jo Palma, alongside Iana Kolev, worked on the NATO Headquarters as the Design Director while at Skidmore, Owings & Merrill (SOM) and led a design team across four cities, two continents and over 10 companies. At 2,690,000 square feet, the NATO Headquarters is one the largest governmental agency buildings in the world. Designed to the highest security and environmental standards, the project demanded all team members deliver the highest levels of coordination and attention to detail.

Cartaya & Associates Architects (CBE) worked on the design, permitting and construction administration of the two-story, 450,000-square-foot The Main (a mixed-used retail and Class A office building located at 201 East Las Olas Boulevard) and the 21-story, 730,000-square-foot Broward County Courthouse. Mario Cartaya, Juan Justiniano and Teen Woon worked on the design and construction documents of both buildings, while Tony Herrero and James Downey worked during the Construction Administration of both facilities. Mario, Juan, Teen, Tony and James are all with Cartaya & Associates Architects (CBE). Mario is the founder of the firm, CEO and head designer; Juan Justiniano is a principal; Teen is a senior designer; and Tony and James are long-time employees of the firm.



R3 Towers
Fort Lauderdale, Florida

Newcomb & Boyd has provided MEP/T consulting and engineering on more than 40 new high-rise office complexes with Class A office space totaling more than 30 million square feet. High-rise buildings for Federal owners included the Centers for Disease Control and Prevention, the Federal Reserve Bank, and the Department of the Army. Notable experience with other high-rise office owners included the 1.4-million-square-foot, 55-story Bank of America Plaza in Atlanta, Georgia; the 35-story, 1.2-million-square-foot Gateway Mixed-Use development in Minneapolis, Minnesota; 21-story Anthem Technology Center located in Atlanta; and the 13-story Galvez Building located at the Louisiana State Capitol Complex in Baton Rouge, Louisiana. Additionally, we have significant experience with high-rise judicial complexes including the 26-story, 1.2-million-square-foot Richard B. Russell Federal Building; 24-story Class A Office Building for the Sam Nunn Atlanta Federal Center; and the seven-story Nathan Deal Judicial Center.

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Class A High-Rise Commercial or Government Buildings-Over 1,500 Occupants and 500,000 SF

Firm	Individual	Project	Role/Responsibility
Fentress Architects	Curtis Fentress, FAIA	Ralph L. Carr Colorado Judicial Center, Denver, CO	Principal in Charge of Design
		Dubai Mixed-Use Project, Dubai, United Arab Emirates	Principal in Charge of Design
		Arraya Office Tower, Kuwait City, Kuwait	Principal in Charge of Design
		1999 Broadway Office Building, Denver, CO	Principal in Charge of Design
		Kuwait Business Town 4-High Rise Towers, Al Sharq, Kuwait	Principal in Charge of Design
		Baitak Mixed-Use Tower	Principal in Charge of Design
	Steven White, FAIA	Finance Street District Office Building	Project Designer
		505 Ninth Street Office Building	
	Michael Winters, FAIA	1999 Broadway Office Building, Denver, CO	Lead Designer
		Kuwait Business Town 4-High Rise Towers, Al Sharq, Kuwait	Lead Designer
		Al Farwania and Al-Jahra Court and Office Complex, Kuwait City, Kuwait	Lead Designer
	John Kudrycki, AIA	1999 Broadway Office Building, Denver, CO	Project Manager
		4600 South Syracuse Hines Office Building, Englewood, CO	Project Manager
Jo Palma + Partners	Jo Palma, AIA	NATO Headquarters	Lead Designer
		Cayan Tower, Dubai, UAE	Lead Designer
		Arena Tower, London, UK	Lead Designer
		R3 Towers, Ft. Lauderdale, FL	Lead Designer
	Iana Kolev, AIA	SSA National Support Center	Project Manager
		Everette McKinley Dirksen U.S. Courthouse Renovation, Chicago, IL	Project Manager
		R3 Towers, Ft. Lauderdale, FL	Project Manager
Cartaya & Associates Architects CBE	Mario Cartaya, AIA	The Main, Ft. Lauderdale, FL	Lead Designer
		Broward County Courthouse, Ft. Lauderdale, FL	Lead Designer
	James Downey	Broward County Courthouse, Ft. Lauderdale, FL	Project Manager

H. ADDITIONAL INFORMATION

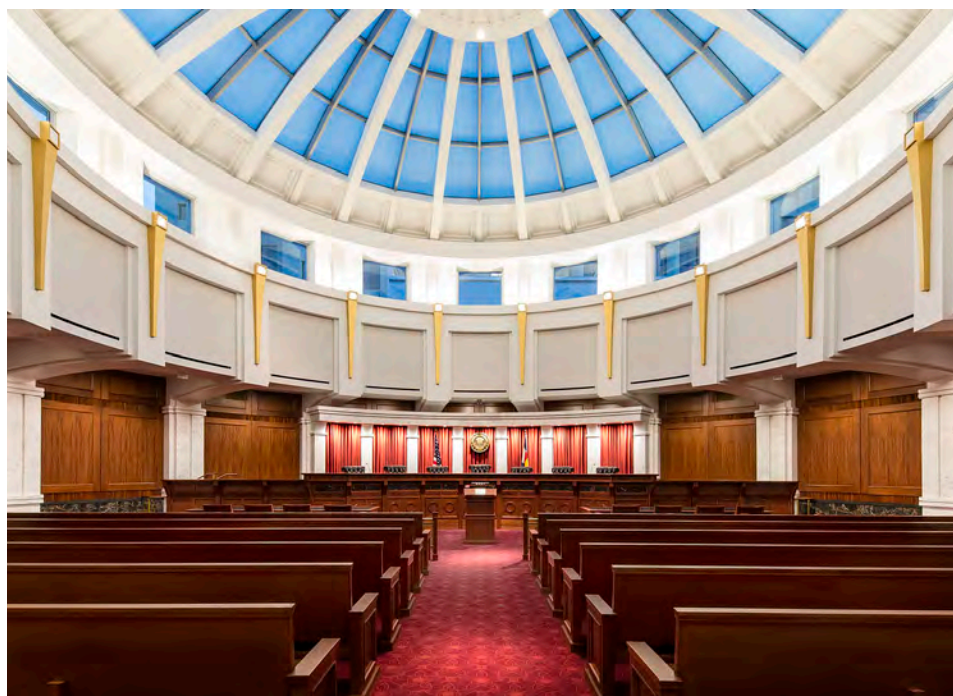
30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Ralph L. Carr Colorado Judicial Center
Denver, Colorado



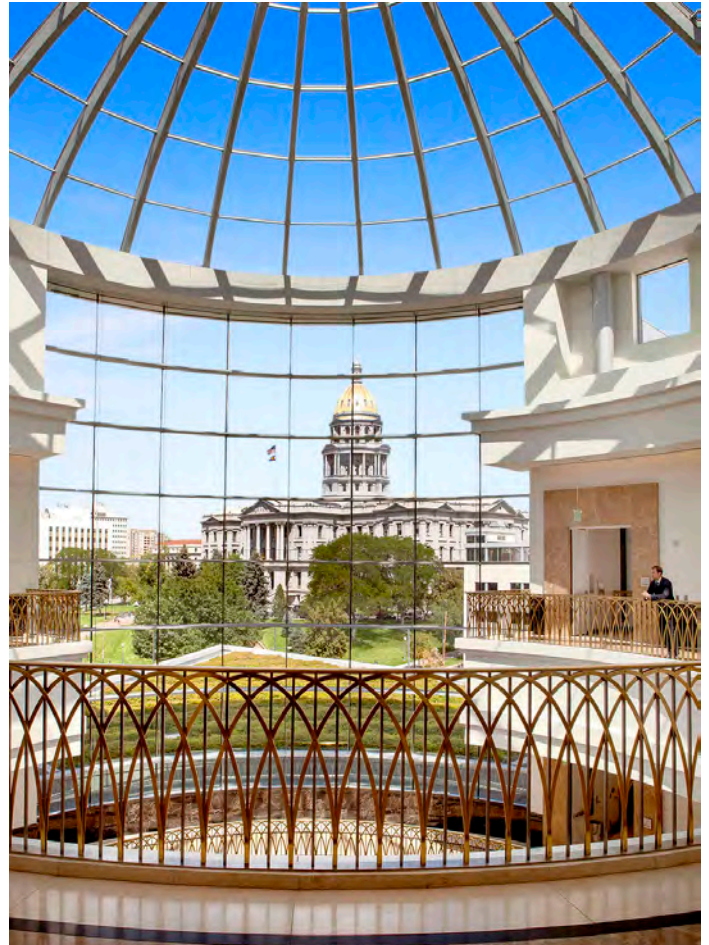
The Justice Center, with its glass façade and dome, conveys a sense of openness, it is a magnificent tribute by the people of Colorado to the rule of law that the building embodies.

U.S. Supreme Court Justice
Sonia Sotomayor



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G Provide evidence of team knowledge and experience with life-safety occupancy and egress studies in complex mixed-use buildings complex mixed-use buildings (including horizontal exit arrangements), and of, and of rational analysis and smoke evacuation design in high-rise buildings.

Fentress Architect has used the Florida Building Code on four recent projects in Florida totaling over \$5 billion in construction. The Fentress | PALMA | Cartaya Design Team brings broad expertise in building life safety in southern Florida. We have a thorough understanding of the Florida Building Code and have relationships with the Authorities Having Jurisdiction in Broward County and The City of Fort Lauderdale.

Fentress Architects has worked with the Broward County Building Code Services Department, Fire Prevention Bureau and Planning and Development Management Division on the Broward County Convention Center Expansion Project. Our close working relationships with these departments will ensure a productive and smooth review process for the Government Center.

Multi-use buildings have complex exiting and life safety requirements. Fentress Architects has successfully used timed egress studies and smoke development studies in complex buildings to provide cost effective life safety systems which resulted in a higher level of safety for the building occupants. A code compliant approach to mitigating the long travel distances and larger occupant load is through the use of horizontal exits. As an example, we

utilized horizontal exits at the Miami Beach Convention Center on multiple levels to mitigate extended travel distances and reduce the need for exit stair width. By combining a sequenced fire evacuation and horizontal exits to compartmentalize the building, we reduced occupant exit travel distances and provided a safer facility.

Cartaya & Associates Architects (CBE) have been the Architects for several major projects with diverse life safety considerations, including :

- **Pembroke Pines City Hall Building** where we studied and designed life safety occupancy and egress requirements for a 173, 630 SF combination City Hall, Community Assembly use multi- story Atrium Lobby and a 3,500 person Performance Hall/ Theater. The building was permitted and built on time.
- **Miramar Educational Building** where we studied and designed life safety occupancy and egress requirements for a multi-story Community use Atrium, a 32,000 SF Broward County Community Library, 20,000 SF Broward College Classrooms and Science Labs and 20,000 sf Nova Southeastern University classrooms . The building was permitted and built on time.



Orlando International Airport South Terminal C, Orlando, Florida



Broward County Convention Center and Hotel, Fort Lauderdale, Florida



Broward County Convention Center and Hotel, Fort Lauderdale, Florida

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H Provide evidence of team knowledge and experience with IT/Low Voltage System technologies and Physical and Electronic Security systems in complex government building projects. Also include experience with Threat and Risk Assessment (TARA) for site, program and design considerations from a security perspective.

Our A/E Design Team has extensive experience working in large, complex government building projects, including many multi-agency facilities. In some facilities, such as the numerous federal courthouses our team has designed, the technology requirements are coordinated with the individual stakeholders such as GSA, AOUSC, FPS, FPD, and the Marshals Service. Each of these stakeholders have separate technical requirements and are managed by separate networks. All building systems must be coordinated with the entity that manages that system for coordination of network requirements, hardening requirements and any specific manufacturer or vendor contracts that need to be maintained. Similarly, the electronic security systems need to be coordinated with the Threat and Risk Assessment (TARA) for establishing which stakeholder's system will manage the buildings perimeter, parking and base building requirements and which ones will need to be integrated for a seamless user experience while maintaining separate systems for the agency or entity involved.

Newcomb & Boyd has a breath of experience includes security risk assessments, master planning, program development, and the design of electronic security systems for a variety of federal, state, and municipal government entities, fortune 500 clients, healthcare systems, universities, airports, and others. We have provided security design and consultation services for 296 government projects including Municipal Courts, County Government Buildings, Federal Buildings, Superior and Circuit Courts, U.S. District, U.S. Court of Appeals, and U.S. Bankruptcy Courts. We bring in-

depth knowledge of the application of advanced electronic security systems to specific courts and related agencies. We understand how government buildings and the related support agencies work together. We also understand how the security systems can support or hinder the day-to-day operations. We understand the importance of applying the principles of Crime Prevention through Environmental Design (CPTED) to maximize the use of natural surveillance, natural access control, and territorial reinforcement using site layout, landscaping, interior design, management or organization, and maintenance. Our innovative and versatile specialists provide services tailored to the unique requirements of each project. By remaining sensitive to our client's particular needs and resources, we are committed to delivering the best product within established budget constraints. We are not affiliated with vendors or manufacturers, so our impartiality allows cost-effective design services tailored to each client's needs.

Thornton Tomasetti (TT) has over 65 years of experience in providing physical security consulting services to public agencies, architects, building owners and developers – making us the premier provider of protective design and security services. We assess vulnerability to human induced and natural hazards to provide balanced and economical mitigation. This approach comes with the combined experience of both our protective design and operational and technical systems security experts in TT's Protective Design and Security (PDS) Practice. In addition to our work with federal agencies, TT has extensive experience working with museums, universities, cities and counties, and other



U.S. Courthouse
Huntsville, Alabama



Fred D. Thompson Federal Building and
U.S. Courthouse, Nashville, Tennessee



U.S. Embassy
London, United Kingdom

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non-government organizations. We intend to use this experience to contribute to the success of JGCC in creating a resilient, safe, connected campus, employing intelligent technology solutions.

A recent relevant project involved working with a major city in the southeast to design a security plan for a new City Hall. The City Hall is part of a three-phase master plan that will consolidate the majority of the city functions that are currently spread throughout the city. This new city hall desires to maintain an open and inviting environment for employees and visitors, while maintaining various levels of security best practices to minimize risk. We performed a comprehensive threat, vulnerability, and risk assessment (TVRA) for the city that involved 37 human-induced threats and 17 natural hazards. TT conducted meetings with City stakeholders to understand the goals of the project, current security practices, and concerns they had for their new City Hall.

We determined the relative risk for all of the threats/hazards and provided over 200 mitigation measures, most of which involved low cost items, to reduce this risk. We tailored various security packages, bundling mitigation measures based on their needs and concerns, and provide revised risk scores for each package. This allowed the city to make informed decisions on where to spend their security budget and how that would impact their exposure to risk.

Several County Courthouse projects that we have recently worked on sought to renovate and provide additions to existing historic buildings that were of great symbolic and civic significance to their surrounding neighborhoods. In all instances, the security and safety of the judges, employees, and visitors to the Courthouses was paramount. At the same time, the projects necessitated the need to avoid creating an environment

that was intimidating or unwelcoming as the Courthouses all included outdoor community/park spaces that were intended to be actively used.

These Courthouses each required the development of a customized security solution based on the architecture, building program, vehicle and pedestrian access points, landscape and budget. TT provided relevant federal, state and local guidelines for consideration, recommended what could be applicable and appropriate to the buildings, and overlaid Crime Prevention Through Environmental Design (CPTED) considerations. The resulting approaches were a unique combination of physical, technical and operational security protocol that the project stakeholders all had contributed to and agreed upon.

Similarly, we worked with the Washington Metropolitan Area Transit Authority (WMATA) to determine the appropriate security criteria for three new headquarters buildings and established a physical security counter-measures matrix that outlined approaches to mitigate the unique threats and vulnerabilities to each of their respective facilities.

As we did for the WMATA and County Courthouse projects, we collaborated with both the JGCC Stakeholders and our design team partners to achieve appropriate solutions that also uphold the project's vision and goals, responding to 21st Century Needs and Challenges. We will be intent on avoiding a "target hardened" facility, embracing our role in the overall success of the project.

We envision that the Crime Prevention Through Environmental Design (CPTED) will be part of the toolkit for the team deter and discourage the incidence of crime with more subtle measures, using physical hardening selectively. Fort Lauderdale encourages the use of CPTED in the design of facilities to take away criminal



Norfolk Consolidated Courts Complex Security
Norfolk, Virginia



Crime Prevention Through Environmental Design

opportunities, showing the would-be offenders that the facility is cared for while building relationships among neighbors to strengthen social and cultural norms against crime. CPTED focuses on the positive use of a space and natural elements to create a desirable quality of life for intended users, while increasing the difficulty for criminal or abnormal activities. Including CPTED design principles early in the planning phases of design can provide benefits that include reduction in crime, reducing the potential for crime, providing a greater perceived sense of safety and security, improvement and beautification of the physical environment, improved quality of life, and more efficient use of personnel and equipment in crime prevention. These benefits, and others, occur with low or no cost to the overall project budget. The four main principles of CPTED are Territoriality, Natural Surveillance, Natural Access Control, and Maintenance.

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I Provide evidence of team knowledge and experience with the design of special public assembly areas such as chamber areas, courtrooms, etc. In addition, the responder team must include an acoustical consultant.

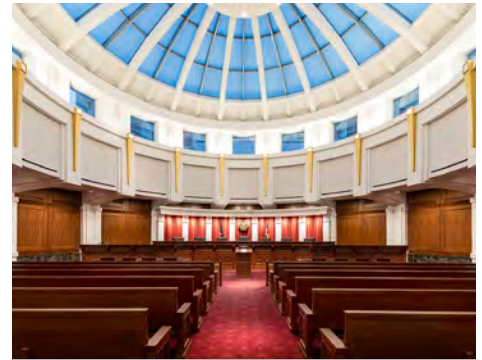
Fentress Architects is a national leader in government building design. In 2010, founder Curtis Fentress received the national AIA Thomas Jefferson Award for public architecture for the firm’s demonstrated commitment and success in designing for the public. Over the past 30 years Fentress Architects has designed hundreds of specialty chambers, hearing rooms, and courtrooms. Each of these spaces is designed to meet strict requirements for security, acoustics, sightlines, lighting, audio amplification, video integration, security, and accessibility, while having the gravitas and hierarchy appropriate to the function of the space. Winston Churchill once said, “there is no doubt whatsoever about the influence of architecture and structure upon human character and action. We make our buildings and afterwards they make us.” Fentress Architects fully subscribes to this notion and takes very seriously the positive impact a well-designed chamber can have on the citizens of a community. The space must be uplifting and reflective of the dignity of the government and the democratic and transparent process of governance.

For the Joint Government Center Complex, the following will be critical design factors:

- Secured access for city and county commissioners from both parking and secure direct access to the back of house of the chambers.
- Conference in the back of house space directly adjacent to the chambers for commissioners pre and post meeting conferences. Toilets and food pantries should also be located here.
- The commission chambers will be the heartbeat of the joint government center. It will bring the government and

public together. As such, the following will define the public’s perception of the experience:

- How the public arrives and circulates to the chambers from the street, the parking structure, or the transportation center.
- Adequate public gathering space outside of the chamber, with AV connectivity outside of the chamber for the large spillover sessions. Acoustics in this area need careful consideration.
- Ability to circulate large groups which will pulse in and out at the beginning and end of the meetings and as the agenda changes during the meeting.
- Potential design ideas to consider include daylighting and potential indoor/ outdoor informal public meeting spaces.
- Critical functional design issues include custom designs for both the city and county daises. Adequate space and seating for the commissioners as well as seating for the appropriate support staff are critical to each chamber. Sight lines to and from the dais, ADA access to all areas, integrated state of the art Technology, Audio and Video are essential. Cameras located for televising sessions, document presentations and security are critical.
- With two chambers, one for the city and one for the county, understanding the event schedules and how to best locate and design the public spaces to effectively maintain identity and function without disruptions to either chamber is imperative.
- Ideally, the two chambers offer an opportunity to showcase each government and effectively invoke civic pride in citizens.



Ralph L. Carr Colorado Judicial Center
Denver, Colorado



San Joaquin County Administration Building
Stockton, California



NATO Headquarters
Brussels, Belgium

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Fentress designed the **Clark County Government Center** as a four-building complex that includes a separate county commissioners chambers that occupies its own building. The design symbolically conveys the presence of a significant public building. The arrangement of the building creates a clear diagram, conceived as a series of buildings and events around an exterior civic space, the County Courtyard. All civic functions are clustered around the courtyard.

The Government Center is organized around a multi-functional County Courtyard. A centered raised platform creates the stage. The amphitheater is capable of accommodating major public gatherings, theater, or ceremonies. It represents the center of the community and public life.

The **San Joaquin County Administration Building** features a plaza on the corner of the site with ground level arcades along two sides of the building. The plaza and arcades provide a dynamic and human scaled "place to be". Rising from the plaza is a dynamic and sculptural glass lobby form that culminates at the Board Chambers and public and private decks on the top floor that offer commanding views of Stockton. The lobby itself is a powerful light filled space open to the floor of the board chambers above providing a destination space that is sure to elicit a "wow response" from visitors. The sculptural form of the lobby evokes images as diverse as the bow of a ship cutting through water to the stone formations of Yosemite or the progress of open government. The lobby would become a must-see destination or icon for Stockton.

The Newcomb & Boyd acoustical consulting team has extensive expertise in courts, federal buildings, and community buildings, honed through their experience

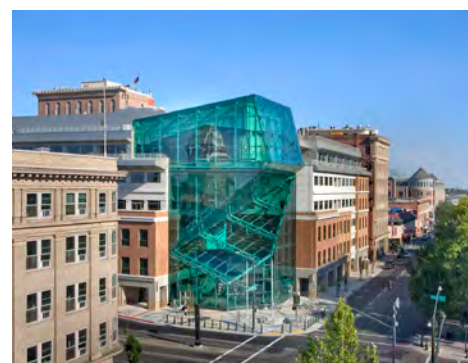
working on 30 courts projects in the last 10 years alone. Recent projects with Fentress Architects include the United States General Services Administration Huntsville Federal Courthouse in Huntsville, Alabama; the County of Albemarle Courts Complex Addition and Renovations, in Charlottesville, Virginia; and, the Fed D. Thompson Federal Building and U.S. Courthouse in Nashville, Tennessee. Our team assisted the Administrative Office of the U.S. Courts in reviewing their numerous acoustical requirements across various standards. We are currently involved in writing an updated version of the U.S. Courts Design Guide as well as a best practice guide to accompany the USCDG.

Acoustical comfort is a major contributor to the performance and well-being of occupants within a court facility. Three factors are typically associated with acoustical comfort: room acoustics, sound isolation, and background noise levels. These factors are tied to the finish materials in a space, the wall and floor/ceiling assemblies, and the location and design mechanical/electrical systems, respectively. In addition to the acoustical comfort, speech privacy and speech security play a major role in the success of a court building for the safety, security and confidentiality of the people and proceedings. The sound isolation goals are a typical early project driver for cost **and design**.

Our team will assist in reviewing all applicable standards, as well as federal reference standards and industry best practices to establish practical goals to meet the needs of your facility. This will consider the various stakeholder agencies and community uses. We will then assist the team in turning those numerical goals into a working design.



Clark County Government Center
Las Vegas, Nevada



San Joaquin County Administration Building
Stockton, California

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J Provide evidence of experience in Design-Build or Integrated Project Delivery (IPD).

DESIGN-BUILD METRICS

A/E Team | 750+ Projects | \$40 Billion in Construction Value

Fentress Architects | 64 Projects | \$6.2 billion Construction Value | 51 with Hensel Phelps

PALMA | 1 Project | \$208 million Construction Value

Cartaya Architects CBE | 32 Projects | \$419 million Construction Value

Thornton Tomasetti | 390 Projects | \$18 Billion Construction Value

Newcomb & Boyd | 230 Projects | \$10 Billion Construction Value

Fentress Architects: Fentress Architects has been active in the Design-Build delivery method since 1980. Relevant projects include Johnson County Courthouse, Olathe, Kansas (\$193.9 million); **Contra Costa County Administration Building**, Martinez, California (\$102.4 million | with Hensel Phelps); Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee (\$146.2 million | with Hensel Phelps); Russell-Knox Office Building, Quantico, Virginia (\$368.2 million | with Hensel Phelps); and San Joaquin County Administration Building, Stockton, California (\$92.7 million | with Hensel Phelps).

Over the past 40 years, Fentress has developed the employee resource experience and internal culture relevant to support the collaborative nature of Design-Build. Several of our key staff have amassed extensive Design-Build experience and value collaboration with the various builder perspectives. Several members of the firm hold the coveted DBIA certification as Fentress continues to be a proven leader in the Design-Build industry, providing Design Excellence in Design-Build on time and on budget.

The integration of 3D coordination during the design phase is also vital to design quality control and coordination. Fentress utilizes REVIT software platform and has established standards and processes that the design consultants follow in the development of the design. 3D coordination

sessions are traditionally held with the design and construction teams at key intervals of design development. In Design-Build, these 3D coordination sessions involve the Design-Build subcontractors and extend to the construction phase. This focus on coordination leads to efficiencies realized in the construction of the project and has led to much success on Fentress' previous 64 Design-Build projects. Design quality control and coordination during the design process is key to the success of Design-Build projects. Fentress remains a leader in the design industry in both quality control and coordination by utilizing established practices, procedures, and checklists.

PALMA designed the **Social Security Administration National Support Center**—a mission-critical GSA facility that was completed on budget and under schedule in 2014. Iana Kolev oversaw the technical delivery as Project Manager. Iana worked closely with the Design-Builder Hensel Phelps, Architect of Record Corgan and Associates, and Structural Engineer Thornton Tomasetti. The building is an ambitious work of civic architecture and it is a case study in what interdisciplinary teamwork, innovation, and problem solving Design-Build project teams can achieve.

Mario Cartaya was the Principal Architect of this successful Design-Build project that was completed in 2016. Cartaya worked seamlessly with the design builder, all engineering subconsultants, City Staff,



Contra Costa County Administration Building
Martinez, California with Hensel Phelps



Social Security Administration National Support
Center, Urbana, Maryland with Hensel Phelps

and Stakeholders. Anchored by a major plaza, the three surrounding buildings house the City of Pembroke Pines City Hall, Performing Arts Facility that seats up to 3,500 persons, Commission Chambers, and an Art Museum. As such, the residents have a true pedestrian Town Center to visit—one where they can meet with their elected representatives, play with their children in the plaza, attend seasonal celebrations, attend an art performance in an acoustically designed auditorium, attend high school graduations, enjoy a banquet for up to 1,000 people, or visit an art museum. This iconic center of the community was completed on schedule and under budget.

H. ADDITIONAL INFORMATION

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2. Specialized Experience, Knowledge and Capabilities

A Leadership in Energy and Environmental Design (LEED) Experience and Knowledge –the JGCC Design Criteria Package identifies design criteria to meet LEED Silver rating (United States Green Building Council Leadership in Energy and Environmental Design). However, project goal is to attain LEED Gold Certification, at a minimum. The design intent is also 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.

Describe LEED experience and knowledge, list current and past projects (including certification level) and credential of your LEED accredited professionals on the Project Team. Identify how the team will address energy modeling methodologies in relation to site, massing analysis and building design in order to meet LEED energy modeling and commissioning requirements.

How the team will address energy modeling methodologies

A/E TEAM LEED CERTIFICATION

A/E Design Team | 130+ Platinum, 470+ Gold, 300+ Silver

Fentress Architects | 6 Platinum, 25 Gold, 19 Silver, 10 Certified

PALMA | 2 Platinum, 4 Gold, 1 Silver

Cartaya Architects CBE | 2 Platinum, 1 Gold, 1 Certified

Thornton Tomasetti | 117 Platinum, 379 Gold, 238 Silver

Newcomb & Boyd | 6 Platinum, 59 Gold, 41 Silver, 10 Certified

Fentress Architects has pioneered sustainable design since the founding of our studio in 1980. We believe that public architecture should be timeless and inspirational, designed to last, and respect its community, our environment, and ecosystems. The firm’s licensed architects include over 40 LEED APs with broad experience in innovating and implementing sustainable strategies, as well as collaborating with nationally-recognized experts in this field.

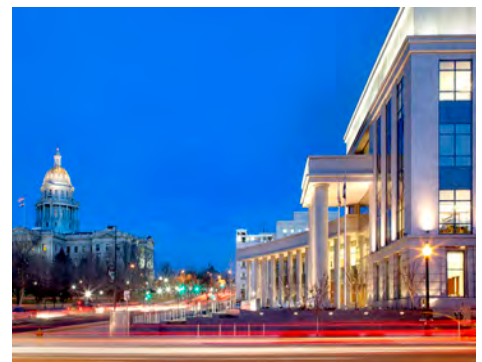
Our commitment to sustainable design has been acknowledged since the early 1990s with awards for innovative solutions to environmental challenges. For the Denver International Airport Terminal (1995), Curtis Fentress designed the world’s largest daylit structure; in 2002, we completed the California Department of Education Headquarters in Sacramento—the nation’s

second largest LEED Gold building at the time of completion, and put systems in place which enabled the building to achieve LEED EB Platinum. The AIA recently elevated our Director of Sustainability Deborah Lucking to the College of Fellows, recognizing her contributions to sustainable, high-performance buildings and spaces that advance green design practices and enhance the user experience. Fentress Architects is a signatory to the AIA’s 2030 Commitment, further underscoring our continued commitment to sustainable practices.

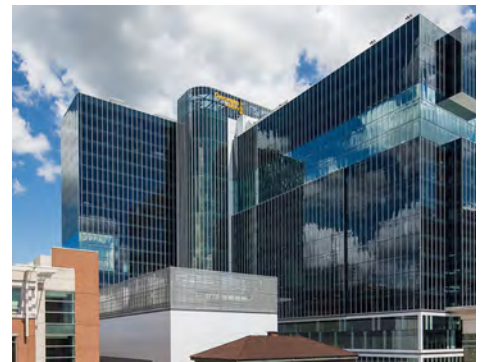
Since 2007 Fentress Architects has managed LEED Project Administration in-house, and has completed 24 LEED registered projects totaling over eight million square feet to date. Our team was one of the first to establish a USGBC-approved, in-house continuing



Miami Beach Convention Center - LEED Silver
Miami Beach, Florida



Ralph L. Carr Colorado Judicial Center - LEED Gold, Denver, Colorado



Georgia Institute of Technology, Coda - LEED Platinum, Atlanta, Georgia

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education program, in which we educate staff on the concepts, principles and emerging trends in sustainable design, as well as support our employees' LEED professional accreditation.

We believe in being responsible stewards of the environment. We consider the impacts of our designs beyond simply meeting the client's goals for a project. We look for multiple benefits from any strategy that we adopt, reframing its value proposition in three areas: improved occupant experience, better operational performance, and simple implementation.

Energy Modeling

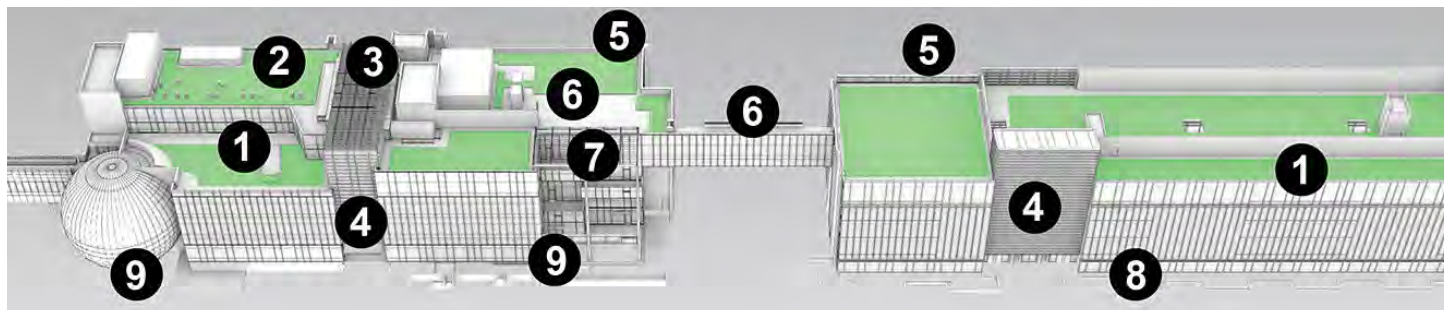
Designing and modeling the energy of a high performance building, especially one targeting net zero energy, is a collaborative process that involves all stakeholders throughout the life of the project. As part of this collaborative process, one of our very first steps will be to establish or verify an energy budget for the project. Just like

a construction budget, an energy budget established early in the project sets a line in the sand for all future decisions to be weighed against. For our net zero energy projects, setting this budget is critical since the energy production plant, generally PV arrays, is a key cost driver. Our team will use early-stage energy modeling and benchmarking from similar projects to lead the team in setting the energy target.

From there, we will work with the team to optimize building massing and orientation relative to glazing and envelope construction. Using our robust energy modeling tools, we can run hundreds of simulations parametrically to achieve optimized solutions with immediate feedback to the team. In particular, we will work closely with the architectural team to optimize the façade to achieve the design aesthetic while evaluating glare, daylighting, thermal comfort, and energy use.

As we drive down envelope loads, we must also focus our attention on internal loads, notably lighting and equipment, always looking for opportunities to turn things off whenever possible. Our team has successfully deployed innovative ways to help reduce the amount of equipment that is required and to ensure its not operating when it's not needed.

When projects have performance goals, the real world operations of the building must be factored into the energy model to have a realistic predicted EUI. As various systems and controls become more complex, involving the O&M team during the design process to receive their feedback and ultimate buy-in in the system selection and design is crucial to the operational success and attaining performance goals.



Highlighted Features

- 1. Green roof
- 2. Solar tubes
- 3. Photovoltaic shaded atrium
- 4. Atrium staircase reduces elevator use, replaces escalators
- 5. Louvers and light shelves on south facades
- 6. Solar thermal and photovoltaic panels
- 7. Prismatic louvers redirect daylight to north facade
- 8. Porous pavement reduces runoff
- 9. Urban revitalization includes street level retail and dining

Additional Features

- 10. Rainwater harvesting and water re-use
- 11. Flexible office plans
- 12. BAS coupled to occupancy and daylight sensors
- 13. LED lighting throughout
- 14. Complex-wide green policies
- 15. Museum exhibits on sustainable design
- 16. Sustainable building materials and construction practices
- 17. Salvaged and site-harvested materials re-use
- 18. Complex-wide transportation policy reduces fossil fuel use

Nature Research Center and DENR Office Buildings - LEED Platinum
Raleigh, North Carolina
Sustainability Diagram

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B Provide evidence of experience working with LEED Version 4.1 or latest available version for Building Design and Construction (BD+C). Provide evidence of experience working with independent Commissioning Agents.

Fentress Architects has completed two LEED v4 projects that included replacing multiple Credits with their respective v4.1 rendition, as allowed by the USGBC. Our office is working on six more active projects using a hybrid of v4 and v4.1 Credits. We have achieved, and continue to do beta-testing, on various LEED v4.1 Pilot Credits that will be included in later versions of the BD+C rating system.

Our Director of Sustainability, Deborah Lucking, FAIA, LEED AP BD+C, is a LEED Expert on v4 and v4.1 for LEED user, an information resource designed to help individuals and teams achieve certification on projects. USGBC has supported the development of LEED user as a valuable tool to help clarify the LEED process and make more projects successful.

Newcomb & Boyd has been a part of 10 projects that have pursued v4 with credit substitutions to v4.1 where it makes sense for that project. This would be our recommendation for this project as well. There are credits in v4 that are largely unattainable, making it a better

option to use v4.1 credits. Likewise, there are credits in v4.1 that are onerous and restrictive to the project, and keeping those as v4 credits is recommended. Therefore, we recommend a blended approach, leveraging our expertise with both v4.1 and v4 in order to implement credits that achieve the project's unique vision and goals.

As evidenced by our combined portfolio of completed LEED projects, this team is deeply familiar with the LEED commissioning processes and requirements while working with independent Commissioning Agents (CxAs). Fentress Architects has assisted in the pre-qualification, vetting, and appointment of CxAs. We also have experience with contracting CxAs to our firm. We are cognizant of the v4 and v4.1 requirements which included expanded scopes and schedules for all Options available under LEED Enhanced Commissioning. Even prior to LEED v4's roll-out, we have implemented Building Envelope Commissioning (BeCx) for a number of projects.



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C Provide evidence of knowledge and experience addressing resiliency in the design of similar buildings and landscapes in scope and scale and located in the South Florida region to respond to natural and man-made disasters and disturbances—as well as long-term changes resulting from climate change including high winds and tropical storms, sea level rise; flooding and stormwater management; tidal flooding; storm surge; future rainfall and groundwater elevations for finished floor elevations; etc.

Our extensive experience in Southern Florida has given the Fentress | PALMA | Cartaya Design Team a deep familiarity with the resiliency provisions of the local area. The issues of flooding, hurricane resistance, sea level rise, critical system protection, lighting protection, and storm surge are key concerns for the region.

These topics and critical system protection, lightning protection will all be addressed in our design. Fentress' design for the **Miami Beach Convention Center** included the following provisions that provide a high level of resiliency for the building and its users.

- Raised the street level floor elevation to FEMA base flood elevation plus one foot
- Provided for dry flood proofing for street level spaces by specifying water containment strategies and using water resistant finishes within flood elevation
- Provided wet floodproofing design for the building loading dock that included FEMA required wall openings for water movement and a submersible pump vault for flood recovery.
- Critical building elements such as the emergency generator and electrical switchgear were raised a minimum of 3 inches above FEMA base flood elevation
- Provided emergency power and communications so that the Convention Center can become a disaster recovery center after a natural disaster for use by the National Guard;

pre-arrangements made for food service/preparation

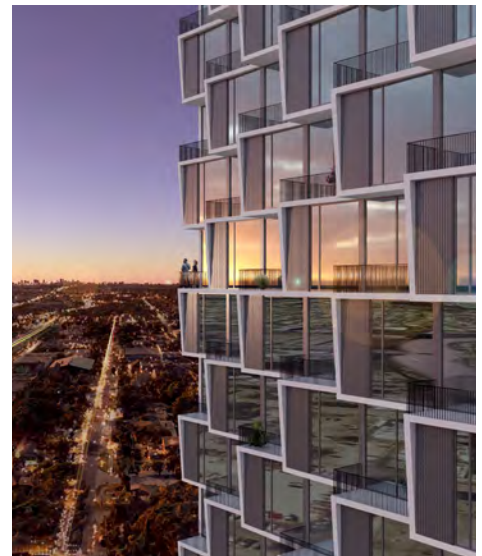
- Emergency Generator that has a 10,000-gallon fuel tank to accommodate three days of full load emergency power
- Provided an emergency operations center at the second level of the building for use by the City's Office of Emergency Management as a command post
- Used the 25-year 3-day storm as a basis for stormwater management plan
- Included two stormwater pump stations with Vortex water quality treatment systems
- Increased pervious area of the 26-acre campus by 245 percent
- Provided stabilization of Collins Canal with two new flood walls to create a floodable buffer zone and the re-establishment of 800-foot black mangrove habitat
- Raised roadways and sidewalks around the convention center to mitigate tidal flooding
- Glazing has safety interlayer designed to withstand both small and large projectile penetration
- All exterior building components obtained Notice of Acceptance from Miami Dade product control criteria
- Building Enclosure designed to 186 mph wind speed
- Based on wind tunnel study, - exterior components tested for wind rating and approved by Miami-Dade County



Miami Beach Convention Center
Miami Beach, Florida



Broward County Convention Center
Fort Lauderdale, Florida



R3 Towers
Fort Lauderdale, Florida

H. ADDITIONAL INFORMATION

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Resiliency Diagram for Miami Beach Convention Center

Fentress' design for the **Broward County Convention Center** included the following provisions that provide a high level of resiliency for the building and its users. As a part of the Broward County Convention Center development, the design team commissioned a detailed storm study that included a 60-year sea level rise study and a storm surge study. The information from this study informed the design of the buildings for resiliency and recovery.

- Raised the street level floor elevation of the new Ballroom and Meeting Room building to four feet above the existing building floor to ensure that it will resist sea level rise.
- Designed the ground-level floors with hydrostatic slabs to resist ground water pressure and encased floor utility boxes in concrete to protect them.
- Created provisions for preventing water intrusion from storm surge by raising exterior walls to three feet above the finished floor level and designing door openings to receive flood panels.

- Ground floor interior partitions are designed with concrete masonry cores, and the drywall that covers them has a reveal at a three-foot height so that wet or damaged drywall can be replaced below that height without replacing the entire wall.
- All mechanical, electrical, and telecommunications are located on the upper levels of the building to ensure that they won't be damaged in a storm.

The need for resiliency measures in southeast Florida is real and Fentress provided a comprehensive plan that anticipated these issues and incorporated the remediation into our comprehensive design solution. These measures also met LEED's Pilot Credit for Resiliency.

Cartaya & Associates (CBE) has designed and administered the construction of several governmental buildings in South Florida responding to natural and man-made disasters and disturbances as well as climate change, high winds, tropical storms, sea level rise, flooding, stormwater

management, tidal flooding, storm surge, future rainfall and ground water elevations as follows:

- Storm and Hurricane Resistance: Over three hundred (300) hurricane resistant buildings, including 22 CAT-5 hurricane resistance structures 5 Emergency Operations Centers.
- Sea Level Rise, Tidal Flooding and Storm Surge: We have designed more than 50 buildings at primary risk for ocean, Everglades or canal seal level rise, tidal flooding and storm surge. We have also designed over 500 buildings at secondary risk for sea level rise elsewhere throughout Florida.
- Man-Made disasters: We designed the bomb-blast- proof and bullet proof City of **Miramar Police Headquarters**.

H. ADDITIONAL INFORMATION

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D The design intent is to develop a Net-Zero Energy building complex. Describe relevant experience and include knowledge of Net-Zero performance standards, energy strategies and applications for all building components.

Fentress Architects' **Contra Costa Administration Building** in Martinez, California is a recent LEED v4, Net Zero Energy (NZE) Building, completed in July 2020. Our combined portfolio includes multiple NZE buildings that are operational and in design; Living Building Challenge net positive energy pursued; and LEED Zero pursued.

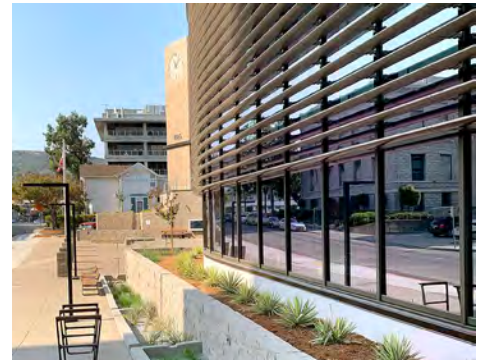
Other key considerations and strategies include:

- Focus on envelope and internal load optimization
- HVAC LCCA comparison with operational considerations, capital costs, and effects on PV size
- HVAC designs ranging from 100% OA displacement ventilation with radiant cooling and heating to optimized traditional VAV systems
- Grid Harmonization – We analyze multiple options to provide peak shaving including advanced lighting controls, plug load management, battery backup, ice storage, and relaxed thermal comfort controls. Work with owner to identify solutions

that would be in harmony with their workforce and not create safety or performance consequences.

Newcomb & Boyd brings experience delivering the **Kendeda Building** for Innovative Sustainable Building Design at Georgia Tech in Atlanta, Georgia—the first project in the southeast to achieve full Living Building Challenge certification of the Living Building Challenge has demonstrated our ability to deliver net positive energy design in the challenging hot and humid climate of the region.

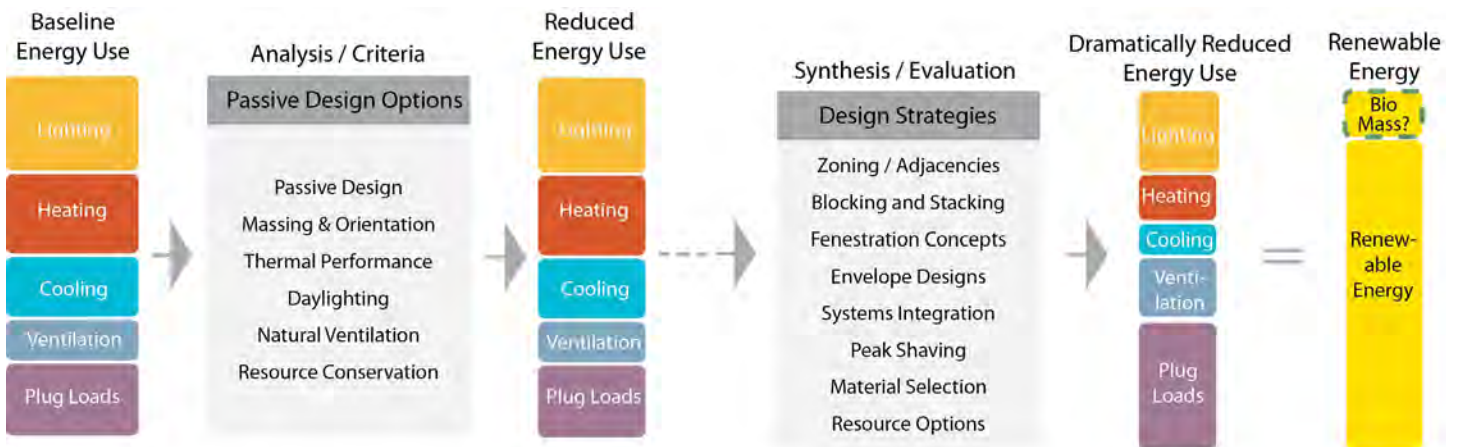
The key strategy to managing relative humidity control is to decouple dehumidification from sensible cooling with separate systems, which minimizes costly reheat energy. Using this strategy, we have successfully deployed radiant systems such as chilled beams and radiantly cooled slabs across the southeast from Atlanta to Pensacola. The Engineered Biosystems Building at Georgia Tech, one of the first large scale chilled beam projects in Georgia, was awarded an AIA COTE Top 10 Award for its sustainable design.



Contra Costa County Administration Building Martinez, California - NET ZERO



Kendeda Building, Georgia Tech Atlanta, Georgia



Process to Achieving Zero Net Energy

H. ADDITIONAL INFORMATION

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E Describe relevant experience and include knowledge of WELL Building principles and methodologies.

Fentress Architects has several WELL Accredited Professionals (WELL APs) and is currently working on six LEED projects that have incorporated WELL measures, using the LEED-WELL Crosswalk that identifies credits and measures that span both rating systems. The Crosswalk identifies 22 LEED-WELL equivalent measures, and 15 aligned measures which include additional performance criteria that need to be met, for a potential of 37 credits that meet both LEED and WELL compliance. With our WELL AP staff, we are positioned to achieve WELL certification for the project if required.

The WELL Building rating system is administered by the US Green Building Council, through its affiliate the Green Building Certification, Inc. (GBCI); our office is very familiar GBCI's certification processes, through our 20 years of working on LEED projects.

We also have active projects that are considering pursuing WELL Building certification. Certification is undertaken only at project completion and carries a significant cost. For these reasons, we have not yet completed a building that has achieved WELL certification.

Of the 119 WELL measures, we recognize that almost 50 percent are related to institutional policies and operational practices. While the building can be programmed to support or facilitate these measures, as architects and engineers we focus on the ones most impactful to building design, viz.,

- Human-centered lighting design
- Acoustic design
- Water treatment and filtration
- Advanced filtration
- Optimized increased OA incorporating lower CO2 setpoints <800 ppm with demand control ventilation, to provide increased outside air only where the people are in order to limit additional energy use

One of the key goals of this project is to provide a sustainable and resilient facility designed to meet both LEED and WELL certification. There are a number of strategies and industry best practice approaches that will be considered throughout the planning, design and implementation process as outlined in the Design Criteria Package (DCP). Recommendations will include many traditional "Off the Shelf" items that can be readily applied to the project; however, it will also be important to consider additional "Cutting-Edge" strategies that may be critical and will require both understanding and commitment of all parties involved to ensure these project goals are met.

A few key items that will impact the site design include items falling within the Site, Water and Wellness categories of LEED and WELL features. From a site drainage standpoint, consideration will be given to drainage design and rainwater management through low impact development. Attention will be paid to reducing heat island effect using high-albedo materials and vegetation on the ground level as well as on roof structures.



Johnson County Courthouse - WELL Principles
Olathe, Kansas



Albemarle County Courts Complex Addition and
Renovation, Charlottesville, Virginia

Outdoor water use may be reduced by implementing efficient irrigation systems using drip and smart controllers, rainwater harvesting and specifying appropriate plant material to reduce or eliminate the need for potable water. In addition to consideration of native and adapted plant species as it pertains to water use, all landscape will be designed to meet Certified Wildlife Habitat requirements per the National Wildlife Federation guidelines. These are a few of many site design considerations that will aid in providing a sustainable and resilient project and campus.

H. ADDITIONAL INFORMATION

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F Provide evidence of projects with mechanical systems that provide for enhanced air exchange and air compartmentalization within tenant spaces in the facility.

While the industry is still researching and developing various building design strategies to help mitigate the spread of infectious aerosols such as COVID-19, we have implemented many of the strategies that have been known to be directly correlated with healthy buildings for decades. One specific project example includes the **Navy Federal Credit Unit Headquarters Complex**--a multi-building complex comprising over two million square feet of office space served by underfloor air distribution which provides 30 percent greater than code minimum ventilation. With the underfloor air distribution concept, ventilation air is delivered low and returned high, which minimizes the potential for cross contamination between occupants.

While many workplace occupancies have yet to deploy concepts such as increased air exchanges or compartmentalization, we

have designed numerous laboratory and healthcare facilities which fundamentally rely on these concepts.

Raleigh Central Prison Hospital: This 170,000-square-foot medical center, including 120 inpatient beds includes specific HVAC design to compartmentalize each floor into three smoke compartments to prevent smoke transfer between zones in the event of emergency.

GT Engineered Biosystems Building: this building on the Georgia Tech campus includes both laboratory and office space, which are compartmentalized to minimize air transfer between zones. Additionally, a minimum of 6 air changes per hour (ACH) is maintained in all laboratory spaces, which dynamically resets to 4 ACH as sensed by space occupancy sensors to minimize energy use.



Navy Federal Credit Unit Headquarters Complex
Pensacola, Florida



Raleigh Central Prison Hospital
Raleigh, North Carolina



GT Engineered Biosystems Building, Georgia
Tech Campus, Atlanta, Georgia

H. ADDITIONAL INFORMATION

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G BIM Capabilities and Experience: Describe your firm's specific experience in utilization of Building Information Modeling (BIM) software during all phases of design and construction including visualization, scheduling, clash detection, interference management and COBie software. Describe the team's experience in generative and parametric programmatic modelling. Identify your office's predominating BIM software platform and supporting software.

Technology supports collaboration, minimizes conflicts, and clarifies scope of work. Fentress | PALMA | Cartaya uses Revit software as our Building Information Modeling (BIM) platform in the production of projects, providing us with the capability to produce three dimensional plans, sections, and elevations and real-time coordination with engineers. To date, Fentress Architects has delivered Revit projects totaling more than 15 million square feet with a total construction value of over \$12 billion. Fentress Architects is a leader in Revit and has utilized this software since 2007; in 2013 Fentress was awarded a national AIA Technology in Architecture Practice (TAP) Award for innovation in Revit/BIM for the Ralph L. Carr Colorado Judicial Center.

For the Judicial Center, a highly detailed BIM execution plan relied heavily on an array of virtual design and construction tools. Model sharing was extended beyond the normal MEP and structural trades to include architectural precast, stone, glazing, interior stud framing, millwork, insulation and others, supporting highly efficient digital fabrication and effective building system interference. This process resulted in project delivery two months ahead of schedule and savings of approximately \$9 million that was reallocated into the project, allowing for further client-desired upgrades on furniture, fixtures, and equipment.

We have advanced the skills of our production staff as the software itself has matured to its fullest capabilities. Our robust in-house training program gives new employees a full understanding of office Revit standards and assistance

with running the software, in addition to continuing education for staff at large. Fentress Architects has over 50 qualified Revit architectural drafters. Over the last five years, we have invested more than \$5 million in hardware, software, and training upgrades.

Early Design Visualization: Fentress | PALMA | Cartaya will deploy a host of visualization tools at the beginning of the project to study scale, form, massing, and character, and to communicate design intent to stakeholders. Early concept hand sketches will be brought into Illustrator and Photoshop to create character vignettes. A BIM Revit model will be created to add shade and shadow and to study the space from various vantage points. At milestone deliverables, professional renderings will be utilized as well as Enscape or

Twinmotion software for short films to get consensus among stakeholders. For more complex structures, our firms have utilized Grasshopper, a visual algorithm editor that takes advantage of Rhino's existing tools, to rationalize complex geometry parametrically. We will use this tool to find the most efficient unitization of structure and skin elements for constructability and cost savings, while maintaining visual impact.

Newcomb & Boyd will utilize these early Rhino models in Grasshopper and other energy modeling tools to inform the building massing, orientation, envelope optimization, and shading strategies. These models are run parametrically to find the optimal solutions for capital cost, energy, thermal comfort, and visual comfort. In addition, these early energy



Ralph L. Carr Colorado Judicial Center, Denver, Colorado
2013 AIA TAP BIM Award - Delivery Process Innovation
Outstanding Project Success Through Collaboration

H. ADDITIONAL INFORMATION

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models provide the data required to evaluate equipment types and system life cycles while being the essential tool to be validate the net zero proof of concept.

Building Information Modeling (BIM):
Once the design is established, the team will continue to develop and refine BIM models, which affords great efficiencies and clarity. The 3-D design software allows the design team to quickly understand and communicate the scale and feel of the spaces and volumes. These 3-D computer models become the foundation for more complete and sophisticated renderings. BIM also creates opportunities for increased communication, more effective constructability review, and efficiency for all project teams. Our 3-D models allow us to perform initial building analytics to obtain daylighting performance data that helps inform and manage the design process. This information will be utilized in the compilation of data for the COBie deliverable once Hensel Phelps issues product data during construction.

Once the COBie data is added, the model will be delivered to the operations team

for building the “digital twin” facility and asset management modules. The digital twin will provide both spatial locations for maintainable assets and integration to the building management system to enable a proactive lifecycle management system. The platform will also leverage an analytics engine for performance verification during commissioning and ongoing validation for the Net Zero Energy requirements for the project.

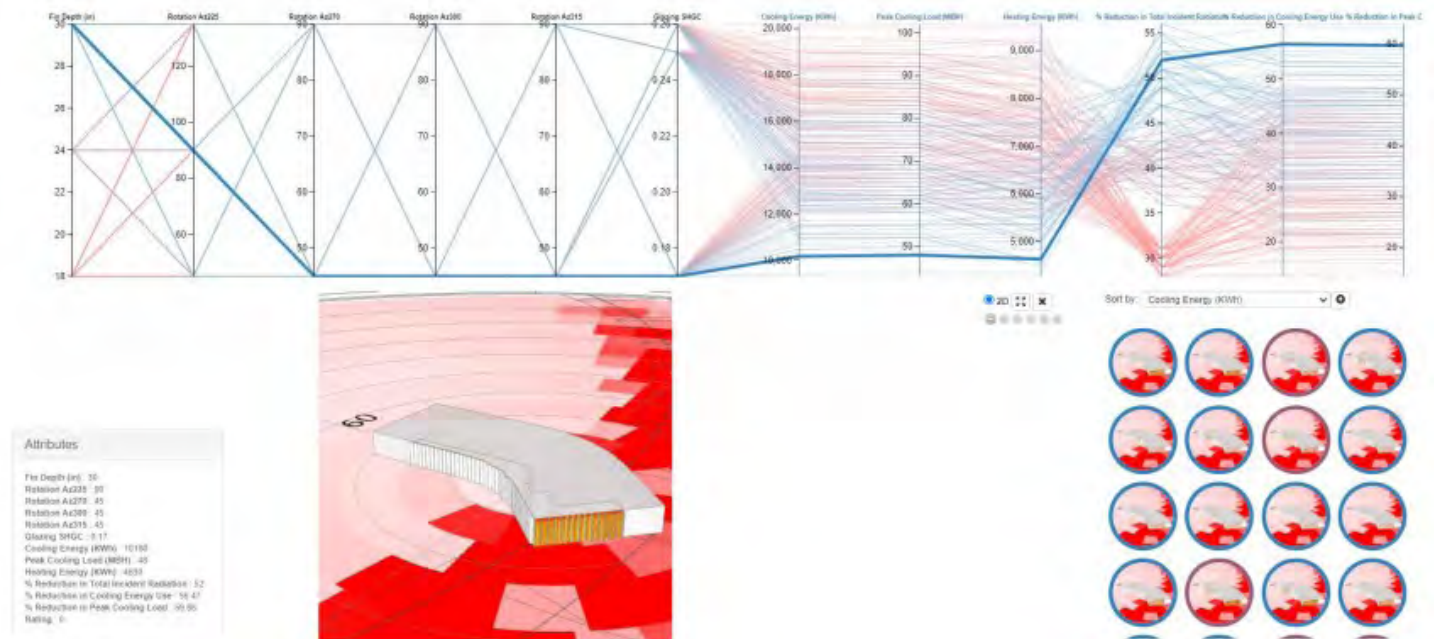
BIM technology supports collaboration, minimizes conflicts, and clarifies the scope of work. The team will use BIM to improve upon the traditional “light table” method of trade coordination using clash detection. Clash detection coordination meetings will be held via Zoom conference meetings between architects and engineers to reduce and remove all known conflicts before construction.

Using BIM (Revit) on BIM360, Autodesk’s collaborative cloud-based platform for modeling during the design and construction process, the team can quickly exchange ideas and information so issues are quickly resolved in the virtual world

before they impact the project budget and schedule. The architecture team, MEP engineers and structural engineers will collaborate in the BIM360 model on the cloud simultaneously to assist with, and enhance, quality control and coordination efforts.

Toriano Davis, AIA, has extensive project and BIM management experience leading complex, multi-disciplinary teams. As a dedicated Lead BIM Manager, Toriano will work collaboratively with Project Manager John Kudrycki and all three managers for the three components (core/shell, interiors, and transportation building). He has over 26 years of experience in the profession, 13 of which he has been working with Building Information Modeling (BIM). Toriano, along with the BIM department, leverages the technology to:

- Improve project visualization
- Increase coordination
- Reduce RFIs and change order requests
- Increase productivity by reducing rework



Glazing vs. Fin Optimization

H. ADDITIONAL INFORMATION

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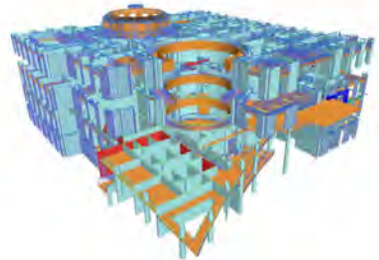
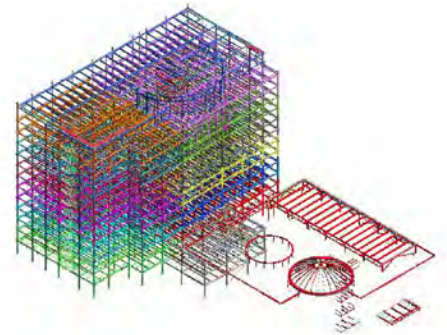
H Describe your team’s overall project goals and objectives for Virtual Design & Construction (VDC) deployment on the project. Describe how VDC and model use will assist the project team.

Fentress Architects and Hensel Phelps use Virtual Design and Construction (VDC) in conjunction with BIM technology to enhance team coordination and to plan the sequence for specific construction activities. During the design and preconstruction phase of the Joint Government Center Campus, our goal is to use VDC and BIM for design visualization, design coordination, estimating and sequencing construction activities and to ultimately provide our Client with successful project completion.

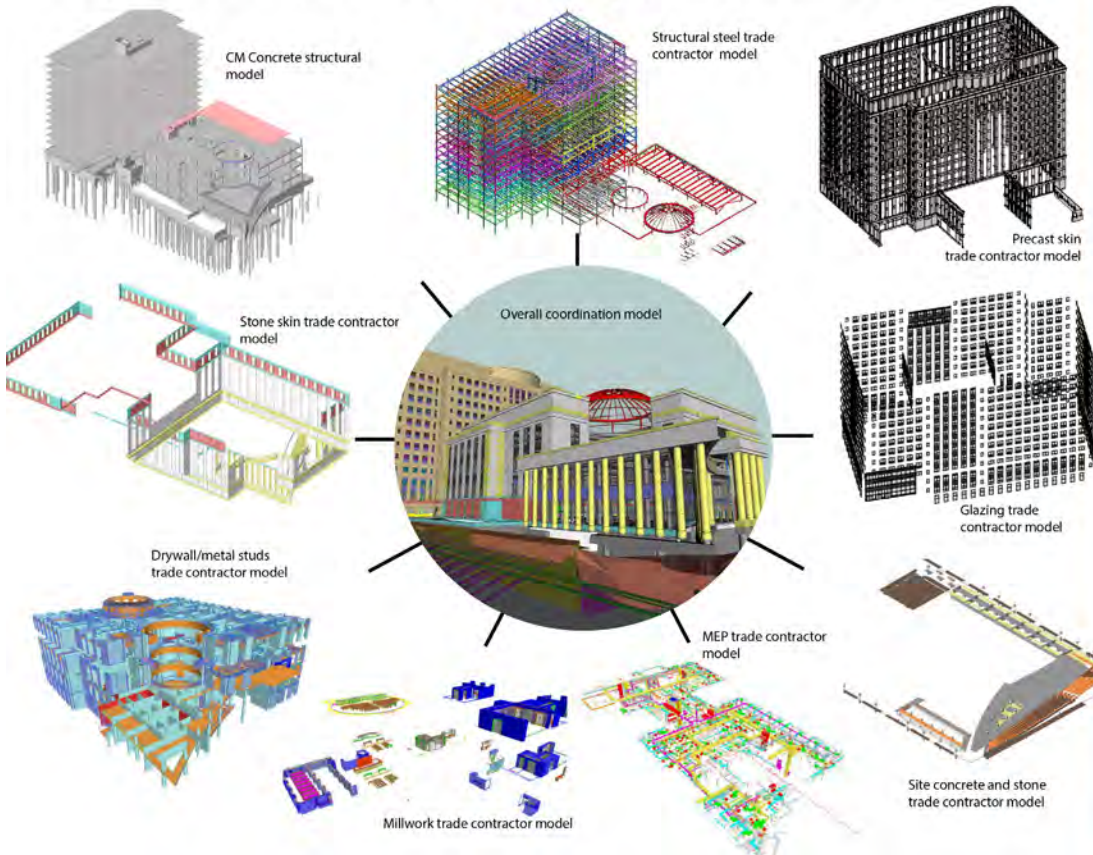
Our VDC technology will save time and money by delivering a more accurate preconstruction cost analysis with optimized detailing for more accurate bids and estimates. Our VDC technology

allows our team to collaborate in a virtual environment, providing everyone the most current design information and enhancing off-site coordination. It is standard practice for our Design-Build team to use Revit 360 or Bluebeam Studio to collaborate in both 2-D and 3-D virtual environments.

The VDC team routinely provides enhanced visualizations of the project at all stages of development by providing realistic video renderings and images in conjunction with Virtual Reality (VR) and Augmented Reality (AR) experiences. The creation of higher quality media aids in the clarification of the design and results in a reduction of construction conflicts in the field.



Expanded Collaboration Through Broad BIM Use



SUCCESS FACTORS

Integrating ALL users in the design-build process

Faced with the need to address project risks more effectively, the team agreed that the more parties that used model information, the better the collaboration. Project leadership pushed for a paradigm shift, spurring nearly all major subcontractors to utilize BIM in their processes.

Going beyond the traditional adopters such as MEP and structural trades, model development and use was expanded to include other key subcontractors including:

- Concrete
- Steel
- MEP
- Architectural Precast
- Glazing
- Interior drywall/metal studs
- Exterior framing/sheathing
- Millwork
- Stone
- Masonry
- Landscaping and site
- Utilities
- Spray foam insulation

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I Describe how models and model data will be compiled, reviewed and managed

Hosting and sharing of the models and the model data is optimized in a shared collaboration platform such as Autodesk Construction Cloud (ACC)(formally BIM 360).

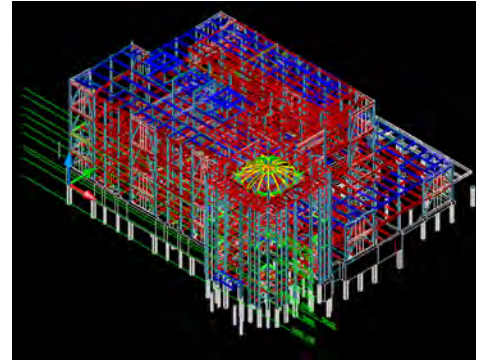
This process begins from the start of the modeling effort where the design and design consultant teams working directly in Revit linked to the ACC file folder structure, and utilizing BIM Collaborate Pro, can update and share model content with other Revit users for real time collaboration, with web access to all team members in the group. Model data management is key to the success of any project and it's the unfettered access to the most current model information, using ACC that allows the alignment of the team experiences in managing model data. It's the teams ideal plan is for the entry of model data by those directly responsible for the information throughout a components design, purchase, and installation timeline. Quality check of the model and its data will be done via a rule-based quality control process.

Fentress Architects and Hensel Phelps recognizes the value BIM provides to the overall quality, efficiency, safety, lean principles, and facility management needs of a project. To ensure the implementation and execution of the BIM is collaborative and integrated into the overall success of the project, we will rely on the BIM Execution Plan (BIMxP). Each BIMxP is tailored to the specific project and will be crafted to comply with BIM Requirements and provide predictable, reliable, and uniform data.

The BIMxP is a reference document that stimulates planning, communication, and coordination amongst the project team members throughout each phase of the project. Reviewing and collaborating with project specific operations and management personnel to enable the proper data is collected for the appropriate systems and use cases. The use cases from these discussions are the basis for the Building Information Modeling Execution Plan (BIMxP). All stakeholders involved in design, construction, commissioning, and facility management who will be using BIM, or are contractually obligated to deliver model content, must be involved in the creation of and clearly understand the BIMxP requirements. This will allow for a smooth implementation, handover, update, and final turnover of the model.

The plan explains the criteria for the BIM deliverables and management of the model data from design completion, Issue for Construction (IFC) through the project close-out and warranty, including the specified criteria for facility management data.

Fentress Architects and Hensel Phelps use multiple processes to generate model and document content. Models may be generated from existing design documents, laser scans, photogrammetry, and LiDAR (UAV survey). Fentress Architects and Hensel Phelps' visualization team can utilize any or all of these processes based on the project requirements and constraints.



Rush Hudson Limbaugh Sr. U.S. Courthouse
Cape Girardeau, Missouri

H. ADDITIONAL INFORMATION

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3. Past Performance

Describe A/E Consultants experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past 10 years.

A The selected professional consulting Architect-led team shall possess extensive experience in planning, design and construction administration of cutting-edge next-generation civic and government facilities or other similar complex facilities in the United States, including but not limited to needs assessment, forecasting, programming, planning, design and project management.

B Describe A/E Consultants' experience on projects of similar nature, scope and duration, along with evidence of satisfactory completion, both on time and within budget, for the past ten years. Describe firm's experience with high-rise building projects that are critical, strategic high-performance buildings or buildings located within an urban district and of similar nature, scope and duration along with evidence of satisfactory completion, both on time and within budget. Identify which projects were completed on a phased-basis.

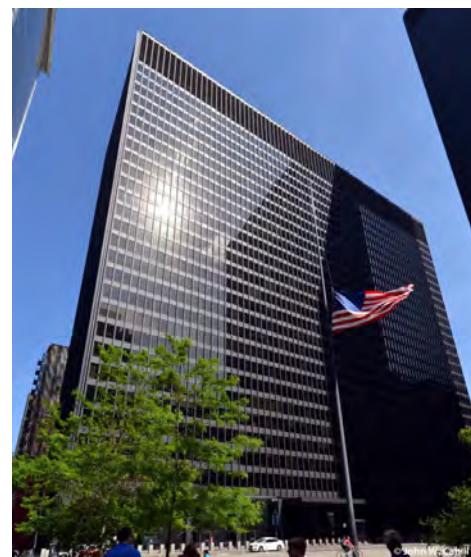
On Page 1 of Section F, we have included a chart that includes similar nature and scope with the relevancies of each project to the Joint Government Center Campus. On pages 2 and 3 of Section H, we have added a chart with additional projects for the Fentress | PALMA | Cartaya team that includes similar nature and scope and the relevancies.

The Fentress | PALMA | Cartaya Design Team has extensive experience on cutting-edge next-generation civic and government facilities, on time and within budget, high-rise buildings, high-performance buildings, located in urban districts, and phased projects.

Additional projects can be found in Section E on the individual resumes.



FORSCOM/USARC Headquarters Building
Fort Bragg, North Carolina (with Hensel Phelps)



Everette McKinley Dirksen U.S. Courthouse
Chicago, Illinois

H. ADDITIONAL INFORMATION

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C Provide evidence that the firm achieved outstanding solutions and outcome in new Government facility projects and projects of a similar nature.

The Fentress | PALMA | Cartaya Design Team brings numerous examples of extraordinary design solutions for government buildings similar to the Joint Government Center Campus. We believe the definition of success goes beyond meeting budget and schedule. While these components are paramount, they aren't the entire story of a building's success. To be truly timeless and outstanding, a building must also address context, function, and form in a way that connects individual lives with their government.

Outstanding building solutions require a deep and personal understanding of the physical and cultural place the public building represents. The path to a final solution requires a balance of discipline to maintain budget and schedule, coupled with an exhaustive design exploration of context, community, and place.

An icon for the City of Las Vegas, the **Clark County Government Center** was the winner of a national and international design competition for the new government center in Clark County. It was voted the Best Non-Hotel Architecture People's Choice Award for seven years by the *Las Vegas Review-Journal*. The design was so well received and generated so much community interest that the County provided volunteer docents who provided tours and information on the building's inspiration and design.

The amphitheater hosts multiple community gatherings for music and performing arts venues. In 2020, the Government Center was awarded the 25-Year Award by the American Institute of Architect Western Mountain Region as a testament to its continued success. On the following

pages, we have provided a case study of Clark County Government Center as one example of our team's achievement of outstanding solutions and outcome.

Another example of achieving an outstanding and iconic building solution is the **National Museum of the Marine Corps** located in Quantico, Virginia. The building form captures and abstracts the seminal moment in American history depicted by Joe Rosenthal's 1945 photograph of the raising of the flag at Iwo Jima at the end of World War II. The result is a timeless building that inspires future generations of Marines and encourages and supports those who have served our country. This physical manifestation of the values of an organization is precisely what we wish to bring to Broward County and the City of Fort Lauderdale with the design of the JGCC.

For Fentress Architects, the result of this philosophy projected over 40 years is that no two buildings are alike. Each project is unique to its place and function. Often the structures become part of the identity of the city, such as the expansive roof forms reminiscent of the Rocky Mountains at the **Denver International Airport**. Completed more than 25 years ago, this building has stood the test of time and remains a symbol for the people of Colorado.

PALMA has robust experience in providing outstanding design solutions for complex projects, including institutional and government entities. While understanding the importance of timely and on-budget delivery, we share an open approach to design and strive for new and innovative strategies that result in timeless solutions and better outcomes for all stakeholders.



Clark County Government Center
Las Vegas, Nevada



National Museum of the Marine Corps
Quantico, Virginia



Denver International Airport
Denver, Colorado

H. ADDITIONAL INFORMATION

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The **Cayan Tower** is a luxury apartment building that presents itself as a free-standing sculpture visible throughout the Dubai skyline. The super-tall tower with its striking helical-influenced shape, world-class amenities, and views of the Dubai Marina and Arabian Gulf-is a pure expression of the relationship between the building's form and the structural framework that supports it. The helical skyscraper measures 1,000 feet from the base to the top, making it the tallest twisting tower in the world. Cayan Tower is also the only building to twist along its length, thanks to an innovative structural design that results in a full 90-degree rotation from its first to last floorplate. The building has received multiple awards, including Best Tall Building: Middle East and Africa from the Council on Tall Buildings and Urban Habitat and the American Architecture Award from Chicago Athenaeum.

Like fingers interlaced in a symbolic clasp of unity and mutual interdependence, the design for the new **NATO Headquarters** represents its changing mission from opposition and prevention to unification and integration. This European landmark was designed to provide each member nation with embassy level Class A office space, security, and privacy, while also providing shared space where national representatives can meet as partners in the pursuit of peace and comity. The design will provide shared meeting spaces, reflecting NATO's new missions, its enlarged membership, and its extended partnerships.

Cartaya & Associates Architects (CBE) has designed several projects of a similar nature, scope, and duration on time and within budget during the past ten (10) years including **The Main** (located at 201 E. Las Olas), **Pembroke Pines City Hall**, City of **Miramar City Hall**, and **Islamorada City Hall**. Cartaya & Associates Architects (CBE) has also served as the architect for the 2,000 Car Parking Garage and GTA at Port Everglades, the 1,000 Car Parking Garage at Broward College Central Campus, and the 500 Car V.I.P. Parking Garage at the Broward County Courthouse Campus.

The Pembroke Pines City Hall was a design-build project that was completed under budget and ahead of schedule. The budgeted cost was \$68 million and the final construction cost was \$62 million.

Cartaya & Associates Architects (CBE) was retained by Broward County Government to design a 2,000 Car Parking Garage Structure at Port Everglades. Soon, thereafter, the County decided to increase the scope of the project to include an air conditioned people mover bridge from the parking garage to Terminal #2, additional vehicular ramps, a Ground Transportation Area (GTA,) infrastructure coordination, fuel supply, gas lines and solar collectors for energy creation. The budget and construction costs were:

- Base Scope Budget - \$60 million
- Additional Scope Budget - \$58 million
- Total Scope Budget - \$118 million
- Final Construction Cost - \$118 million



Cayan Tower
Dubai, United Arab Emirates



NATO Headquarters
Brussels, Belgium



Pembroke Pines City Hall
Pembroke Pines, Florida

H. ADDITIONAL INFORMATION

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D Provide evidence of completed projects incorporating parking garage facility and parking management technology.

The Fentress | PALMA | Cartaya Design Team fully understands the unique challenges presented, and each firm represents the best in the industry at solving them with creative solutions and value-added, revenue-producing ideas. Cartaya will be the Design Architect and Architect of Record for the Bus Transit Terminal, Administration Offices, and Parking Garage. The combination of function and aesthetics are key to successful parking garage design, and the team will work closely together to provide Broward County with a state-of-the-art multi-level parking garage. Functional design provides the foundation for the project success. Contemporary parking garages increasingly incorporate complex parking management systems. Available technology includes parking access, guidance, and monitoring systems.

Working closely with user groups, the Design Team has designed parking structures that lead industry trends. Since 1980, Fentress Architects has designed more than 21.8 million square feet of parking structures, including the **Mineta San Jose International Airport** parking garage (a Design-Build project with Hensel Phelps) which incorporated an art installation as part of the building façade and the **San Antonio International Airport** ConRAC and Parking Garage with its distinctive art installation..

Cartaya & Associates Architects (CBE) designed the Port Everglades 2,000-car Parking Garage/Connector Bridges to Terminal #2/Ground Transportation Area (GTA) Complex designed to accommodate embarking and departing passengers including public and private buses, ride shares and hotel guest vehicular traffic. Additionally, we included in an enclosed 550-foot-long air conditioned Connector Bridge containing moving pedestrian walkways to Terminal #2.

Cartaya & Associates Architects (CBE) also worked on the design of the **Cypress Parking Garage** in the **Fort Lauderdale/Hollywood International Airport**. The Cypress Parking Garage, located at the entrance to the airport, provides parking to the public as well as parking for rental cars. Additionally, it provides for operational re-fueling and preparation for the rental car companies. The building also provides a generous, open public lobby for business/traveler transactions. The upper deck is dedicated to public and private buses, ride sharing and potential connection to future mass transit options. This facility allows for a high volume of vehicular parking -more than 7,000 cars, and provides a facility that can be integrated to a multi-modal mass transit connection between the airport and Port Everglades.



Mineta San Jose International Airport Parking Garage, San Jose, California



San Antonio International Airport ConRAC and Parking Garage, San Antonio, Texas



Cypress Parking Garage
Fort Lauderdale, Florida

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

E Provide evidence of completed projects integrating multi-modal mass transit options

Cartaya & Associates Architects (CBE) designed the **Port Everglades 2,000 Car Parking Garage/Connector Bridges** to Terminal #2/Ground Transportation Area (GTA) Complex, which is designed to accommodate embarking and departing passengers including public and private buses, ride shares, and hotel guest vehicular traffic. The design features an enclosed 550 foot-long air conditioned Connector Bridge containing moving pedestrian walkways to Terminal #2.

Cartaya & Associates Architects (CBE) also worked on the design of the Cypress Parking Garage in the Fort Lauderdale/Hollywood International Airport. The Cypress Parking Garage, located at the entrance to the airport, provides parking to the public rental cars, as well as operational re-fueling and preparation for the rental car companies. The building provides a generous, open public lobby for business/traveler transactions. The upper deck is dedicated to public and private buses, ride sharing and potential connection to future mass transit options. This facility allows for a high volume of vehicular parking -more than 7,000 cars- and provides a facility that can be integrated to a multi-modal mass transit connection between the airport and Port Everglades.

Fentress Architects brings broad experience with multi-modal transportation facilities. For the **Colorado Convention Center**, Fentress Architects overcame the challenge of adding 1.4 million square feet within the constraints of an existing urban street grid by re-routing one of the streets that would have been within the expanded building footprint. The street and existing light rail were rerouted to the north side of the site under the proposed parking/loading dock structure. This solution necessitated careful coordination of the building expansion with the requirements of the existing light rail line, both of which had to be relocated. The solution allowed for a contiguous, expanded meeting rooms and function space on the street level, as well as an enlarged, contiguous exhibit hall that could be directly serviced by loading docks on the second level. This move allowed construction to efficiently proceed ahead of re-routing the operational transportation lines.

The Fentress-designed **Norfolk Consolidated Courts Complex** in Norfolk, Virginia, integrates a light rail as well. This project was built directly adjacent to the City of Norfolk’s light rail system and incorporates a station adjacent to the front entrance of the building.



Port Everglades Parking Garage Connector Bridges



Colorado Convention Center
Denver, Colorado



Norfolk Consolidated Courts Complex
Norfolk, Virginia

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. *ATTACH ADDITIONAL SHEETS AS NEEDED.*

F Provide evidence of experience in Design-Build or integrated project delivery

A/E Consultants should provide references for a minimum of three projects listed in A-F to show evidence of qualifications and previous experience. Refer to Vendor Reference Verification Form and submit as instructed. Only provide references for non-Broward County Board of County Commissioners (County) and non-City of Fort Lauderdale (City) contracts. For County and City contracts, the Unified Direct Procurement Authority (UDPA) will review performance evaluations in its database for vendors with previous or current contracts with the Sponsors. The Sponsors will consider references and performance evaluations in the evaluation of A/E Consultants' past performance.

For each project in Section F, we have added Design-Build or Integrated Project Delivery to the Relevancy box for the pertinent projects.

Vendor Reference Verification Forms and Additional Information for the following projects:

Fentress Architects

- Ralph L. Carr Colorado Judicial Center
- Johnson County Courthouse
- Russell-Knox Office Building
- Clark County Government Center

PALMA

- R3 Towers

Cartaya Associates Architects (CBE)

- Pembroke Pines City Hall
- Miramar City Hall/ Miramar Police Headquarters

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Ralph L. Carr Colorado Judicial Center



H. ADDITIONAL INFORMATION

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Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1, Developer for Joint Government Center Campus

Reference for: **Fentress Architects, Ltd.**

Organization/Firm Name providing reference:

Office of the State Court Administrator

Contact Name: **John Gossett** Title: Arch./Facilities Mgr. Reference date: **03/19/2021**

Contact Email: **john.gossett@judicial.state.fl.us** Contact Phone: **720-625-5810**

Name of Referenced Project: **Ralph L. Carr Colorado Judicial Center**

Contract No. **127831\1294029-3** Date Services Provided: **08/01/2009** to **12/05/2012** Project Amount: **\$202,945,823**

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:

Architecture and Interior Design Services

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)

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H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

ADDITIONAL INFORMATION	
Project/Location	Ralph L. Carr Colorado Judicial Center, Denver, Colorado
Building Area Size (gross square feet)	694,063 SF
Cost Control and Management	M.A. Mortenson Construction Co. (CM/GC) and Trammell Crow Company (Owner's Representative)
LEED Certification Level	Gold
Extent of BIM Services	Full Design and Construction phases AWARD: American Institute of Architects, TAP Building Information Model (BIM) Award, Delivery Process Innovation, Outstanding Project Success through Collaboration
Master Permitting Processes and Issues	State project with courtesy review process through Denver County Building permit
Scheduling, Phasing, and Staging	M. A. Mortenson Construction Co. Project completed 60 days ahead of schedule.
Company Role and Responsibility for the Project	Design and Production Architects, Construction Administration, Architect of Record
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	M. A. Mortenson Construction Co.: Maja Rosenquist, Bret Sisco, David Kuntz, Jopi Willis Key Personnel: Curtis Fentress, Principal in Charge of Design; Charles Cannon, Project Manager; Jim Steinmann, Programmer/Planner

H. ADDITIONAL INFORMATION

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H. ADDITIONAL INFORMATION

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Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1, Developer for Joint Government Center Campus

Reference for: **Fentress Architects, Ltd.**

Organization/Firm Name providing reference:

Johnson County

Contact Name: **Danni Livingston** Title: **Dir. Planning, Desig** Reference date: **03/19/2021**

Contact Email: **danni.livingston@jocogov.org** Contact Phone: **913-715-1106**

Name of Referenced Project: **Johnson County Courthouse** Project

Contract No. **17074700** Date Services Provided: **11/20/2017** to **08/21/2020** Amount: **\$193,922,038**

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:

Fentress was a subconsultant to our local architect and part of a design build team. The Courthouse project authority amount is \$193M. The County Facilities Team worked closely with Fentress and were able to describe the vision for the project. Fentress listened carefully and was able to deliver on the expectations. It is an operationally functional building with beautiful design.

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 type="checkbox"/>	<input checked="" 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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H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

ADDITIONAL INFORMATION	
Project/Location	Johnson County Courthouse, Olathe, Kansas
Building Area Size (gross square feet)	356,821 SF
Cost Control and Management	J.E. Dunn Construction Company (Design-Builder) As a design-build project, all cost control and management was provided by J.E. Dunn.
LEED Certification Level	Certified Gold WELL Design Principles
Extent of BIM Services	Full Design and Construction Phases
Master Permitting Processes and Issues	County project with review process through Johnson County
Scheduling, Phasing, and Staging	J.E. Dunn Construction Company As a design-build project, all scheduling, phasing, and staging was provided by J.E. Dunn.
Company Role and Responsibility for the Project	Design Architect- Responsible for design of the project, including exterior, interior and furniture.
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	J.E. Dunn: Kyle McQuiston, Vice President; Bob Slovkoski, Vice President; Tim Ockinga, Project Manager, Andy Jones, Superintendent Key Personnel: Curtis Fentress, Principal in Charge of Design; Ned Kirschbaum, QA/QC Manager

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Russell-Knox Office Building

Military Department Investigative Agencies Headquarters Building



H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1, Developer for Joint Government Center Campus

Reference for: Fentress Architects, Ltd.

Organization/Firm Name providing reference:

Defense Security Service, Base Realignment and Closure

Contact Name: Thomas Xenakis Title: former Program Manager Reference date: 04/15/2021

Contact Email: xenakis2@comcast.net Contact Phone: 443-562-3307

Name of Referenced Project: Russell-Knox Office Building (MILDEP Project)

Contract No. N40080-08-543276 Date Services Provided: 12/05/2008 to 12/23/2010 Project Amount: \$ 368,206,362.00

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:

Architecture and Interior Design 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 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)

see attached
Thomas G. Xenakis 18 Apr 2021

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P. 10/2 T.X.

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

ADDITIONAL INFORMATION	
Project/Location	Russell-Knox Office Building - Military Department Investigative Agencies Headquarters Building
Building Area Size (gross square feet)	718,854 SF
Cost Control and Management	Hensel Phelps Construction (Design-Builder) As a design-build project, all cost control and management was provided by Hensel Phelps.
LEED Certification Level	Certified Gold
Extent of BIM Services	Full Design and Construction Phases
Master Permitting Processes and Issues	Naval Facilities Engineering Command as part of the BRAC Realignment
Scheduling, Phasing, and Staging	Hensel Phelps Construction As a design-build project, all scheduling, phasing, and staging was provided by Hensel Phelps
Company Role and Responsibility for the Project	Design Architect/Architect of Record - Responsible for design of the project, including exterior, interior and furniture.
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	Hensel Phelps: David Spencer, Design Manager; Andrew George, Project Manager; Jerry Thomas, General Superintendent Key Personnel: Curtis Fentress, Principal in Charge of Design; Ned Kirschbaum, QA/QC Manager

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Clark County Government Center



H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1, Developer for Joint Government Center Campus

Reference for: **Fentress Architects, Ltd.**

Organization/Firm Name providing reference:

Clark County Administrative Services

Contact Name: **Alex Ortiz** Title: former Asst. Director Reference date: **04/15/2021**

Contact Email: **faortiz@mail.com or aortizllc@outlook.com** Contact Phone: **702-813-3241**

Name of Referenced Project: **Clark County Government Center**

Contract No. **Not Available** Date Services Provided: **01/01/1993 to 07/01/1995** Project Amount: **\$ 48,200,000.00**

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:

Architecture and Interior Design Services

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service	<input type="checkbox"/>	<input type="checkbox"/>	<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 type="checkbox"/>	<input type="checkbox"/>	<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 type="checkbox"/>	<input type="checkbox"/>	<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 type="checkbox"/>	<input type="checkbox"/>	<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)

Even after 26 years, the design of the building and materials used, make it one of the most admired buildings in our great community.

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H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

ADDITIONAL INFORMATION	
Project/Location	Clark County Government Center
Building Area Size (gross square feet)	350,000 SF
Cost Control and Management	Channen Construction Company
LEED Certification Level	N/A
Extent of BIM Services	Full Design and Construction phases
Master Permitting Processes and Issues	County project with courtesy review process through Clark County, Nevada
Scheduling, Phasing, and Staging	Channen Construction Company
Company Role and Responsibility for the Project	Design Architect and Architect of Record, Architectural and Interior Design Services for exteriors and interiors
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	Channen Construction Company.: Bennett Sloan, former Project Manager Key Personnel: Curtis Fentress, Principal in Charge of Design; Jim Steinmann, Programmer/Planner; Ned Kirschbaum, FAIA, QA/QC Manager

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

R3 Towers



H. ADDITIONAL INFORMATION

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Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: Jo Palma + Partners Corporation "PALMA"

Organization/Firm Name providing reference:

Cymbal Development

Contact Name: Asi Cymbal Title: President Reference date: 03/23/2021

Contact Email: asi@cymbaldevelopment.com Contact Phone: +1 305-573-8700

Name of Referenced Project: R3 Towers

Contract No. N/A Date Services Provided: 05/06/2020 to 05/06/2025 Project Amount: \$ 44,000,000.00

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:

Architectural Design Services

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)

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H. ADDITIONAL INFORMATION

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ADDITIONAL INFORMATION	
Project/Location	R3 Towers (Raintree Riverwalk Residences)
Building Area Size (gross square feet)	1,117,263 GSF
Cost Control and Management	Construction Manager: DLT Global Contact: Hector Torres, Managing Principal, 754-802-3112
LEED Certification Level	Not established yet
Extent of BIM Services	Schematic Design through Project Completion for Architecture, Interiors, Structural, and MEP Engineering
Master Permitting Processes and Issues	Currently in staff review as part of Fort Lauderdale's DRC process. Due to number of residential units proposed, the project is expected to go to Planning & Zoning Board, and then to City Commission for final approval.
Scheduling, Phasing, and Staging	Advanced bid packages anticipated. Construction is to be performed in 2 phases, starting with the western parcel first.
Company Role and Responsibility for the Project	Jo Palma + Partners Corporation ("PALMA") is the Design Architect for the project, providing services through Design Development.
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	Construction Manager: DLT Global Contact: Hector Torres, Managing Principal (O: 754.802.3112)

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.



Pembroke Pines City Center

H. ADDITIONAL INFORMATION

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Broward County Board of
County Commissioners

BID PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Solicitation PNC2122559R1 - Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: Cartaya and Associates Architects

Organization/Firm Name providing reference:

City of Pembroke Pines

Contact Name: Frank Ortis

Title: Mayor

Reference date: 03/30/2021

Contact Email: fortis@ppines.com

Contact Phone: 954-450-1020

Name of Referenced Project: Pembroke Pines City Center

Contract No.

Date Services Provided:

Project Amount:

03/01/2014 to 03/01/2017

\$62 M

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:

Prime architect for the new Charles F. Dodge City Center - Pembroke Pines.

**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)

Always Great Builds

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 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.

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ADDITIONAL INFORMATION	
Project/Location	Pembroke Pines City Center, Pembroke Pines, Florida
Building Area Size (gross square feet)	173,630 SF
Cost Control and Management	Cartaya & Associates Architects CBE and Stiles Construction
LEED Certification Level	N/A
Extent of BIM Services	Full design and construction phases done in CAD
Master Permitting Processes and Issues	Cartaya & Associates performed all building permitting services Premier Design Solutions - all civil engineering permitting
Scheduling, Phasing, and Staging	Cartaya & Associates Architects CBE and Stiles Construction
Company Role and Responsibility for the Project	Architect for Design-Build team in charge of design, construction administration, Architect of Record based on design criteria package
GC's Project Manager and Other Key Personnel Involved on the Referenced Project	Stiles Construction: Tim Miller-Project Manager, Frank Milen-Field Supervisor Cartaya & Associates: Mario Cartaya, Juan Justiniano, Pablo Riestra, James Downey-Construction Administration

H. ADDITIONAL INFORMATION

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Miramar Town Center City Hall and Police Headquarters



H. ADDITIONAL INFORMATION

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Broward County Board of
County Commissioners

Bid PNC2122559R1



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Solicitation PNC2122559R1 - Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: Cartaya and Associates Architects

Organization/Firm Name providing reference:

City of Miramar

Contact Name: Daryll Johnson Title: Cons Administrator Reference date: 03/30/2021

Contact Email: djohnson@miramarfl.gov Contact Phone: 954-602-3302

Name of Referenced Project: Miramar City Hall / Miramar Police Headquarters

Contract No. _____ Date Services Provided: 01/01/2004 to 06/15/2016 Project Amount: \$19 M / \$23 M

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:

Architectural services for the design and construction administration of the Miramar City Hall and Police Headquarters as part of the Town Center.

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)

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4 Project Approach

Describe the A/E Consultants' approach to the project. Include how the prime Vendor will use sub-consultants in the project.

A Describe the overall team's approach to strategically planning this urban development project, taking into consideration occupancy and project typology. Describe your team's design philosophies as it relates to critical regionalism, integrating local context with the proposed building typologies.

The Fentress | PALMA | Cartaya Design Team is very familiar with the site, the **City Center**, and Broward County at large.

Over the last few decades, **Downtown Fort Lauderdale** has been transformed by public and private investment. Advances in transportation, the addition of cultural projects, multiple housing developments, and the revitalization of the **Riverfront** have solidified Fort Lauderdale's role as a civic hub of Broward County and the region. As the city center continues to transform at a rapid pace, we envision JGCC not only as a catalyst for further revitalization of the downtown area, but also as a new symbol of the gateway to the City of Fort Lauderdale and Broward County. We believe that this building will become a landmark that will fuse into the fabric of the Downtown's current and future development.

Based on our team's diversity and complementary expertise, we believe that a government office building of this scale needs to be environmentally responsible through high-performance design that aspires to comply with the UN's PLANET 2030 initiatives, in addition to the

requirements of LEED v.4.1 and WELL. A holistic approach will be taken in examining and considering the local context when designing the project, particularly in how it relates to the city's skyline, prominent urban corridors, transit, daylighting, and local climate. Due to both the scale and density of the JGCC, our team will focus a great deal of attention on providing a welcoming and comfortable active ground plane to the public. The importance of creating a strong address along West Broward Boulevard will be one of the major considerations when designing the campus.

Connectivity to transit will be a vital part of the JGCC in how it will connect passengers and workers to the surrounding region. An intermodal link would be provided between the existing Brightline Station, the new relocated bus terminal, the Greenway network, and the new government center. We are also aware of the plans for the potential addition of the underground high-speed tunnel from The Boring Company and how it will further connect the county and city to the Florida region at large. A well-planned intermodal connection will enhance the civic importance of the JGCC.



Fort Lauderdale City Center



Downtown Fort Lauderdale



Riverfront

H. ADDITIONAL INFORMATION

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B. Describe your team's approach with integrating facility needs assessments, programming, and the design criteria package in the architectural, interior design and construction for this Project.

Our design team has reviewed the Design Criteria Package (DCP) in its entirety. Having completed multiple DCP packages for government centers across the US, we understand the time and effort that was required to produce a comprehensive document. We respect the input from multiple stakeholder groups and numerous meetings that were required to gather, analyze, and document the process and the requirements for the new joint government center. The DCP provides our design team with the ability to start our design process and complete a design that will incorporate, at a minimum, the elements of the DCP. It is an invaluable asset and will be reviewed and re-reviewed throughout the Stage 2 period to enable compliance.

We strongly believe in the importance of revisiting the Design Criteria Package ("DCP"), particularly in relation to the stakeholder's current needs in light of the recent pandemic. A progressive project delivery enables our team to provide efficient solutions through a fluid process that will facilitate the basis of design requirements of the DCP. Our A/E team will work closely with Broward County and the City of Fort Lauderdale, to assure that the design meets their agencies current and future requirements for a high-performance workplace.

Programming

Fentress Architects' Jim Steinmann has more than 40 years of experience developing facility programs, design criteria, and performance specifications for large facility development projects. He has authored comprehensive facility program and design criteria documents for 30 government or public sector projects that were designed and constructed by Design/Builders, Developer, and/or P3 teams selected as a result of a competitive selection process.

He has also developed detailed space programs and strategic master plans for state and county complexes that have led to the subsequent development of nine public sector offices (eight counties) and 15 private sector office buildings. These office projects average over 700,000 gross square feet. Relevant examples of needs assessments, programming, and design criteria packages include:

- Wellington Webb Civic Building, Denver, CO
- San Joaquin County Government Center, Stockton, CA
- Ralph L. Carr Colorado State Supreme Court Government Center, Denver, CO
- Rush Hudson Limbaugh Sr. U.S. Federal Courthouse, Cape Girardeau, MO
- U.S. Embassy, Brandenburg Gate, Berlin, Germany

Public spaces should welcome visitors in and reflect an open an accessible government. The two commission chambers should each provide individual identities for both the City and County. Access throughout the building should be simple and easy to navigate, using principles of intuitive wayfinding to enhance a visitor's experience.

Interior spaces must first and foremost be defined by their specific function and correct adjacencies. Security should be effective, but not feel imposing or scary.

Interior Design

The interior design of the Joint Government Center should reflect a technologically sophisticated, contemporary and efficient government workplace. Transparency between spaces should be implemented to promote connection, collaboration, and daylight sharing. Glass partitions and light-colored finishes will help create a bright, clean aesthetic.



Jim Steinmann - Programming Meeting

Workplaces should include a variety of spaces that support small informal gatherings, large, formal meeting rooms, individual and group work areas, offices for short term or temporary workers, breakout areas, soft seating lounges, and coffee or cafe access, all with wireless connections and power to allow the ability to work anywhere. Small, quiet areas where an individual can sit and work or make a private phone call are also employee amenities.

Wellness

Just as LEED has become a means for buildings to define their design toward sustainability, WELL is becoming the means to measure and monitor features that impact health and wellbeing. Health is a state of complete physical, mental, and social wellbeing. Since we all spend a significant amount of our lives working in buildings, the design and how they are operated can have a great impact on our wellness. A comprehensive approach to well-being includes the following: air, water, nourishment, light, movement, thermal comfort, sound, materials, mind, and community.

In addition, since the COVID pandemic a year ago, many public and government buildings are also practicing the GBAC STAR program on cleaning, disinfection, and infectious disease prevention.

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C Describe a quality-assurance, quality control system within the organization and as it relates to sub-consultants and contractor in order to ensure high-quality design solutions.

The purpose of Quality Management Program, consisting of Quality Assurance and Quality Control (QA/QC), is to ensure the production of high-quality design and deliverables for our Joint Government Center Campus. This plan is institutionalized in Fentress Architects' 31 Chapter "Procedures Manual".

The responsibility for design quality control remains with the project team under the direction of the Project Manager throughout the project. Project Manager John Kudrycki will create a project specific QA/QC plan based on the scope and complexity of the project, which may consist of the following checks and reviews:

- Conceptual Design Reviews are held by the Team's senior design staff to evaluate the project for design quality in the formative, predesign, and conceptual stages. This ensures a solid basis for future development of the Center's design.
- Appropriateness Check is performed in each discipline and is the responsibility of the project manager and the project engineers. It includes the review of building systems and systems calculations.
- Interdisciplinary Coordination Check is performed by the project architect in cooperation with the project engineers under the direction of the Project Manager. The primary purpose is to facilitate the coordination of building components and the areas that house them.
- Completeness Reviews by the project architect and project engineers are undertaken to regularly monitor the documentation accomplished by the project team. This enables us to maintain a high professional standard of quality.
- Quality Control Checklist, filled out at the end of the each design phase by each discipline leader and submitted to the project manager, provides additional assurance that key items and procedures have been addressed satisfactorily at each phase.
- Cost Control. Project Manager John Kudrycki is responsible for keeping the project within the project budget. He will work with the design team and Hensel Phelps pre-construction team to establish accurate project budgets beginning with the conceptual design phase of the project. This first cost model developed will be used to present and evaluate project scope decisions with the Client group. It will be adjusted as the design progresses. A revised estimate will be provided at the Schematic Design, Design Development and Contract Document Completions to assure an on-budget delivery. Decision tracking is an important part of our proposed process. As part of our quality control process, we will utilize this Issues/Actions Log, as a checklist for the team to ensure that all decisions previously reached will be implemented without fail.
- Schedule Control can only be achieved through organized programs and experience in working with a variety of projects, each with their unique requirements. A dedicated professional staff must fully comprehend the importance of time constraints. A detailed Project Schedule will be established as part of the Design Phase start-up, which sets completion dates per task and project milestones. This schedule will be addressed at each team meeting to verify compliance. Systems like our Project Management and Quality Assurance programs provide the framework to gather input and disseminate information to all team members, and effectively solve problems as they arise.

The Quality Management Program is only a part of the firm's overall concern for quality and improvement. It is supplemented by in-house training programs in computer applications, building code analysis, and technological reviews of building systems.



H. ADDITIONAL INFORMATION

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D Describe how the team will demonstrate a commitment to innovative design excellence, best value practices, quality and resiliency, sustainable environmental stewardship in order to support carbon-neutral building goals.

The Fentress | PALMA | Cartaya Design Team has extensive civic experience and the ability to seamlessly execute and deliver complex projects in the South Florida region. Our team is committed to collaborative engagement, a heritage for inventive problem solving and a deep understanding of the programmatic, design and resilience objectives of government facilities. We share an open approach to design, striving for innovative strategies that result in timeless solutions and foster better outcomes. Government buildings lead by example when it comes to design excellence and sustainability best practices. Our team is committed to delivering the highest level of design and will work within a framework to create an innovative design that will inform progress toward a carbon-neutral, equitable, resilient, and healthy built environment.

We will work closely with the city and county to choose benchmarking tools that align with their long-term goals for the building and campus. As we establish a benchmark to compare against all proposed design features and energy conservation measures, we will evaluate

passive sustainable strategies alongside the incorporation of active systems that can significantly improve the energy performance of the building throughout the initial stages of the design.. With the efficiency of scale in mind, we will carefully plan for resiliency of the proposed systems for today's ever-changing climate. We understand that the path for a carbon-neutral building involves a full integration of renewables and the testing and verification of the proposed systems through the commissioning phase, alongside post occupancy evaluation and on-going operations and maintenance.

We are confident we can deliver a truly environmentally responsible building consisting of both active and passive sustainable systems creating a low-carbon solution while providing long term value to all its users. The Fentress | PALMA | Cartaya Design Team truly believes that this project is an opportunity to bring to Fort Lauderdale and Broward County a world-class design that not only meets the necessary criteria as a facility but can also be a symbol of the region's growth and prosperity.



Denver International Airport Passenger Terminal
Denver, Colorado



National Museum of the Marine Corps
Quantico, Virginia



Cayan Tower
Dubai, United Arab Emirates

H. ADDITIONAL INFORMATION

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Clark County Government Center
Las Vegas, Nevada

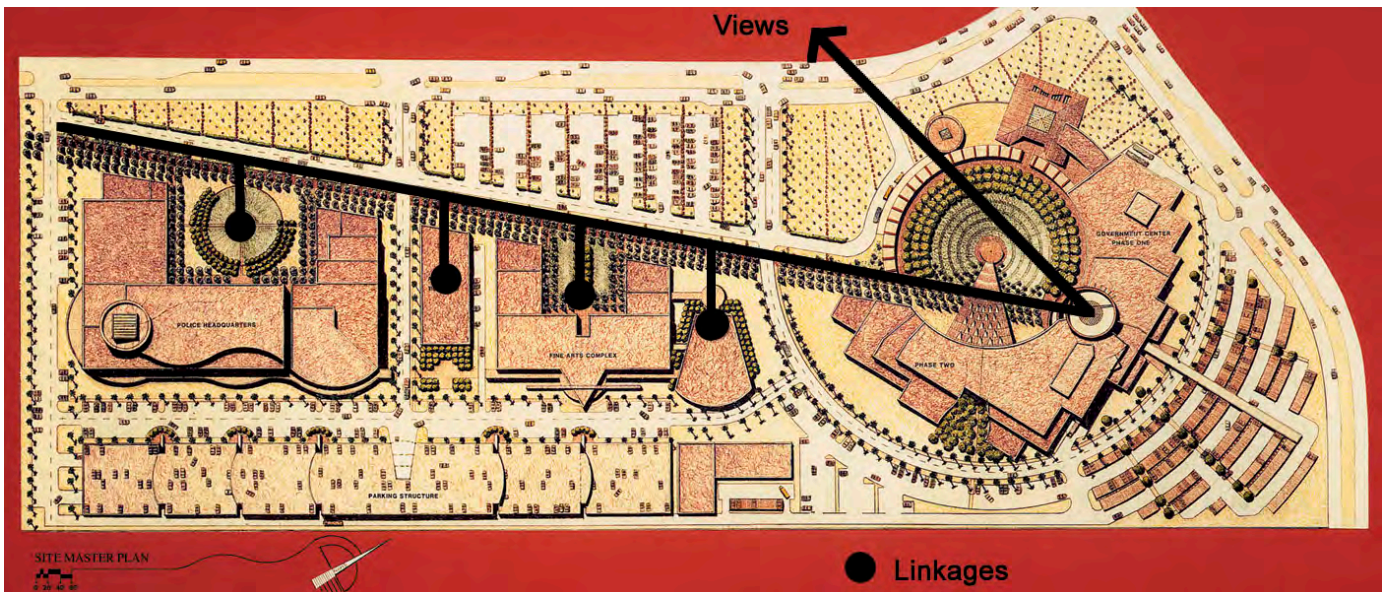
As a result of a national design competition, Fentress Architects was awarded the architectural commission for a new county government center. The jury unanimously selected Fentress Architects' design from a field of 45 nationally renowned architects. The Government Center has become one of Southern Nevada's most striking architectural landmarks and was voted Best of Las Vegas, and Best Non-Hotel Architecture for eight consecutive years (1999-2005) by readers of the *Las Vegas Review-Journal*.

The three-building complex consists of a six-story county administration building, three one-story buildings for the

County Commission Chambers, a public amphitheater, and a 400-person cafeteria. Designed to be both a symbol of open, accessible government and a source of civic pride, the Clark County Government Center has become the heart of this Nevada community. The architecture draws from Nevada's native geology, including the nearby sandstone formations of Valley of Fire and Red Rock Canyon. The building complex curves around an outdoor space for public gatherings, reinforcing the idea of a government of the people. A shaded arcade and three layers of trees complete the circular layout and define a 280-foot-diameter, 1.5-acre amphitheater capable of accommodating major public gatherings,

performances, and ceremonies. The pyramid houses the employee cafeteria and features deep skylights that illuminate the space with natural light while protecting visitors from the desert sun.

The iconographic complex establishes a monumental civic presence. Pyramids and amphitheaters suggest timeless images of architectural abstraction. Repetitive blocks of office windows, combined with acres of surface parking, indicate temporal reflections of modern culture. The composition is unified by a consistent material palette of sandstone and stucco, surrounded by native desert landscaping.



H. ADDITIONAL INFORMATION

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Completed Exterior of Amphitheater



Design Model

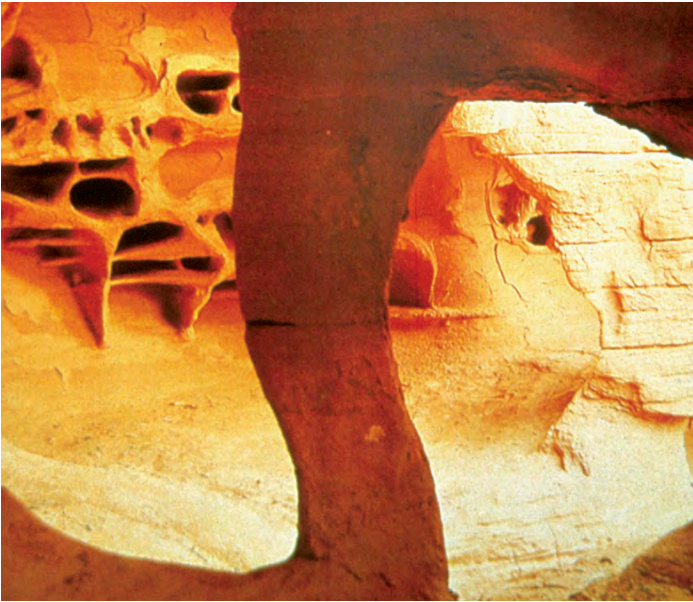
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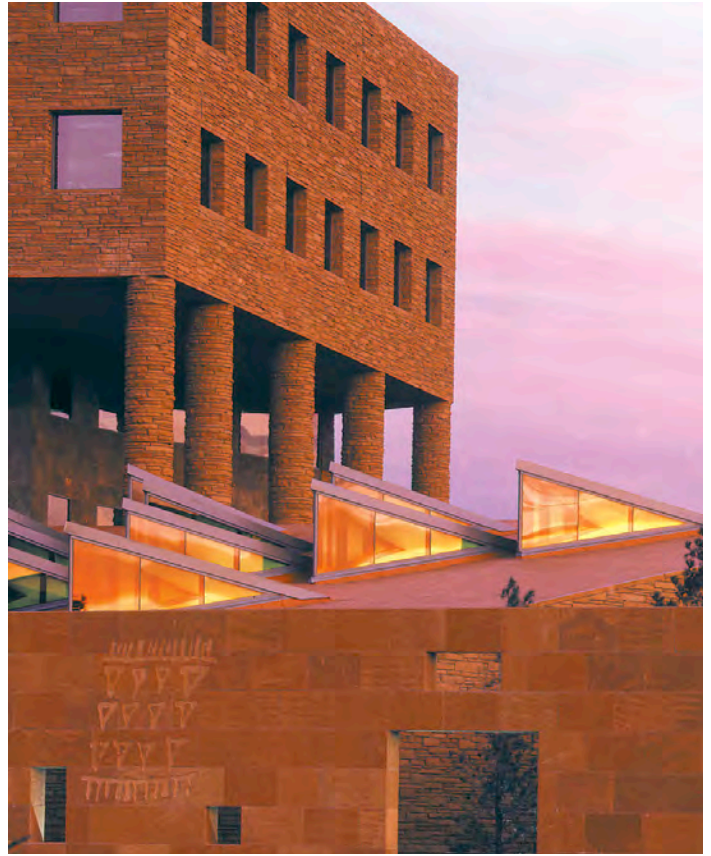
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E Describe the team’s approach and past successes as a participant in projects using a design-build or public-private partnership.

Fentress Architects has been active in the Design-Build delivery method since 1980 and has successfully completed 64 design-build projects valued at \$6.2 billion, including 51 with Hensel Phelps, including:

- Johnson County Courthouse, Olathe, Kansas (\$193.9 million)
- Contra Costa County Administration Building, Martinez, California (\$102.4 million | with Hensel Phelps)
- East County Hall of Justice, Dublin, California (\$135.1 million | with Hensel Phelps)
- Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, Tennessee (\$146.2 million | with Hensel Phelps)
- Honorable Frank J. Guarini Justice Complex, Jersey City, New Jersey (\$334 million)
- Russell-Knox Office Building, Quantico, Virginia (\$368.2 million | with Hensel Phelps)
- San Joaquin County Administration Building, Stockton, California (\$92.7 million | with Hensel Phelps)

The Social Security Administration National Support Center is a mission-critical GSA facility that was completed on budget and under schedule in 2014. Iana Kolev (PALMA) managed the execution of fast-tracked bid packages as required by the Design-Build team, led by Hensel Phelps. This innovative Design-Build arrangement streamlined design and construction. An enhanced Building Information Modeling (BIM) delivery process minimized costs and compressed the project timeline. The result—a cost-effective, energy-saving facility that enables the SSA to continue to deliver on its promises to current and future generations of beneficiaries.

Cartaya & Associates Architects (CBE) has been the architect for over 30 design-

build projects. We have developed a comprehensive and cooperative process for the successful completion of design-build projects including:

- Identifying the roles of the owner’s staff, the architects/engineering team and the contractor early in the project.
- Creating a safe-drop electronic address for all meeting agenda, minutes and notes as well as drawings for easy access by the owner’s staff and design-build team at all times.
- We will assist in scheduling and conducting a project kick-off workshop with the owner’s staff, architect and engineer design team, contractor and applicable stakeholders in order to draft a team/project management program outlining chain of command, review and change control. We will also update the owner’s program as they wish, create a critical path schedule and identify “float time”.
- Based on the results of the kick-off workshop, we will prepare a final project program, including a final project budget and schedule. We will freeze the project scope and remain vigilant of accepting further revisions without addressing costly implications.
- Early in the design process the architect and engineers will attend three (3) value engineering workshops with the owner’s staff, contractor and major sub-contractors to determine best-value selections for primary, secondary and tertiary building components, including structural and MEP systems, glazing, building materials, energy efficiencies, doors, utilities, energy production, appliances and fixtures based on present market conditions. These selections will then become the backbone and framework of our design, ensuring the development of a best-value building.

- The design team and contractor shall work seamlessly throughout the project development process, coordinating all work, ensuring the budget and schedule, and responding to all issues as they occur.
- The design team and contractor will request a pre-design code review from the owner’s staff and all applicable permitting jurisdictional agencies in order to establish uniform code interpretations for the project. We will also submit for their review at the end of each project development phase as well as 90% Construction Documents before proceeding work. This process will help limit permitting time at the conclusion of the project.
- During the Construction Phase we will meet with the owner’s staff, design team members and contractor to quickly resolve issues and observe the status of construction. We will assist the contractor on the update of his quality assurance database and track change, cost implications and schedule adherence through the construction of the project.

Cartaya & Associates Architects (CBE) has been the architect for over 30 design-build projects including:

- Pembroke Pines City Center
- Miramar City Hall
- Islamorada City Hall
- Broward College 1,000-car parking garage
- City of Miramar Police Headquarters
- City of Miramar Performing Arts Center
- City of Miramar Educational Center
- ABC Office Headquarters and Distributing Center

H. ADDITIONAL INFORMATION

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F Describe the team’s approach to stakeholder engagement and public outreach, communications and technology to convey civic public benefits of the project to the broader community, should this become the responsibility of the developer.

The Fentress | PALMA | Cartaya Design Team aims to deliver the new Joint Government Center Campus as a high-performance, wellness-driven workplace that is strongly embedded in the local community. Every project and the community it represents is unique and requires a specialized approach to public participation. Our team collaborates with communities to develop public engagement plans that effectively engage constituents to ensure that the planning process is driven by consensus.

Our team knows that public engagement is an essential element in organizing each step of the design and planning process. Advances in technology have dramatically increased the number of ways we can gather input and collaborate with the community to implement strategies and creative solutions to ensure broad and inclusive public engagement remains embedded in the planning and design process both during the COVID-19 pandemic and beyond it.

For the Social Security Administration National Support center, the design team achieved all of the goals outlined by the GSA and SSA. Through strong communication skills and the ability to resolve interdisciplinary challenges, we balanced design excellence objectives against the cost and schedule targets by coordinating various program and performance related items between the Design Build team and the multiple representatives on the Owner’s side. The success of the project was largely in part of reinforcing a culture of partnering, open communication, collaboration, and mutual respect and trust among the team and stakeholders.

As one of Europe’s largest projects, the new NATO Headquarters design team was involved in various aspects of stakeholder engagement and public outreach. With more than 2,734,033 square feet of space, the new headquarters accommodates around 4,000 people. It brings into one workspace the diplomatic and military delegations from 29 Allied nations, together with NATO civilian and military staff.



Public Presentation - Curtis Fentress



Presentation to Los Angeles Mayor and Airport Board - Curtis Fentress

H. ADDITIONAL INFORMATION

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5. Workload of the Firm

For the A/E Consultants only, list all completed and active USA-based projects that A/E Consultants have managed within the past five years. In addition, list all projected USA-based projects that Vendor will be working on in the near future. Projected projects will be defined as a project(s) that A/E Consultants is awarded a contract but the Notice to Proceed has not been issued. Identify any projects that Vendor worked on concurrently. Describe A/E Consultants' approach in managing these projects. Were there or will there be any challenges for any of the listed projects? If so, describe how A/E Consultants dealt or will deal with the projects' challenges. The AE team may wish to highlight projects outside of the USA that are similar in scale and nature.

The Fentress | PALMA | Cartaya Design Team is the most experienced local/regional team in producing projects of this scale and complexity on time and within budget. Our team strengths, extensive knowledge and local experience, combined project expertise, and established local relationships enable us to offer you the most comprehensive design services unmatched in the region.

We maintain the staff resources to undertake several concurrent major projects, and we are successful in taking on new clients while continuing to effectively serve existing clients. The Broward County Government Center fits perfectly into our capabilities and we are ready to begin immediately with a tested team of professionals that is experienced in government buildings.

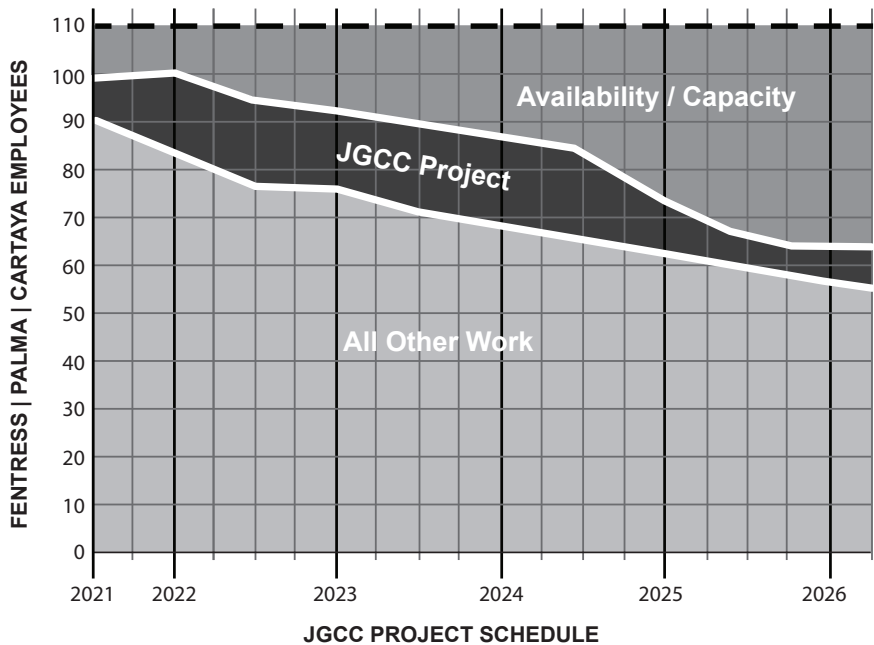
Principal in Charge Curtis Fentress, FAIA, Steve White, FAIA, Assistant Principal in Charge, and Project Manager John Kudrycki, AIA, Mario Cartaya, RA, Jo Palma, AIA, and Iana Kolev, AIA, will be fully involved from project inception through completion, and readily accessible.

We will fully immerse ourselves into the project to support the schedule while fostering relationships with key stakeholders from day one through the punchlist. We will utilize video conferencing and web-based project sites to facilitate communication with off-site team members. The Fentress | PALMA | Cartaya Design Team specializes in designing significant public architecture highlighted by our proven history.

Meeting the variable schedule requirements of several concurrent

projects are challenges we face each week. Accordingly, we have evaluated the resource requirements, the project's scope of services, and the milestone schedule of this contract overlaid with current and upcoming commitments of our critical and key personnel. Our Design Team has reviewed the scope and schedule for designing and constructing the Government Center, and have provided key personnel with the appropriate qualifications and are ready to commit the required manpower to perform the required services. We are confident that our team will apply a high level of quality and service to your project while working within and meeting the schedule you have outlined. Each of the subconsultants has the capability and capacity to begin work immediately with the individuals shown in the proposal.

For the Joint Government Center Complex, the Fentress | PALMA | Cartaya Design Team will co-locate in Hensel Phelps' Fort Lauderdale office, located a mile from the site. The Design Team will work closely with the General Contractor to provide continuity of management and allow for easy transition to construction. This input is critical on constructability and cost issues. The Design Team and General Contractor will utilize co-located work spaces sharing the same work space. One of the benefits of this process is that the designers have the advantage of direct input from the contractors through the completion of the construction documents.



Fentress | PALMA | Cartaya Capability and Capacity

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

JO PALMA + PARTNERS CORPORATION

Completed and Active USA-based Projects

- Raintree Riverwalk Residences, Fort Lauderdale - active
- Projected USA-Based Projects
- Marina Lofts Branded Residences, Fort Lauderdale
- Oasis Pointe Waterfront Residences – CA Services, Dania Beach

Projected USA-Based Projects

- Marina Lofts Branded Residences, Fort Lauderdale
- Oasis Pointe Waterfront Residences – CA Services, Dania Beach

FENTRESS ARCHITECTS

Completed and Active USA-based Projects

- 169 Inverness Office Building, Englewood, CO
- 9/11 Pentagon Memorial Visitor Education Center, Arlington, VA
- Administrative Office of the U.S. Courts IDIQ Contract, Various Locations
- Albemarle County Courts Complex Addition and Renovation, Charlottesville, VA
- Apple Campus 2, Cupertino, CA
- Austin-Bergstrom International Airport South Terminal, Austin, TX
- Broward County Convention Center Expansion, Fort Lauderdale, FL
- Charles Schwab Corporate Campus, Lone Tree, CO
- Colorado Convention Center Alternate Care Facility – COVID-19, Denver, CO
- Cervantes Convention Center Expansion and Modernization, St. Louis, MO
- Charleston International Airport Terminal Redevelopment and Improvements, Charleston, SC
- Cleveland Museum of Natural History Renovation and Expansion, Cleveland, OH
- Colorado Convention Center Master Plan, Denver, CO
- Contra Costa County Administration Building, Martinez, CA
- Denver Art Museum Martin Building Renovation and Anna and John J. Sie Welcome Center, Denver, CO
- Denver Museum of Nature & Science SE Wing Basement Office Remodel, Denver, CO
- Denver Museum of Nature & Science Volunteer Offices, Meeting Space, Catering and Gift Shop Storage, Denver, CO
- East County Hall of Justice, Dublin, CA
- EXPO Center at World Market Center, Las Vegas, NV
- Fox Cities Exhibition Center, Appleton, WI
- Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, TN
- George Bush Intercontinental Airport Mickey Leland International Terminal, Houston, TX
- Georgia World Congress Center Expansion and Renovation, Atlanta, GA

- Honorable Frank J. Guarini Justice Complex, Jersey City, NJ
- Johnson County Courthouse, Olathe, KS
- LGS Innovations, Westminster, CO
- LGS Executive Suite, Westminster, CO
- Lone Tree Office Building, Lone Tree, CO
- Lone Tree Pedestrian Bridge, Lone Tree, CO
- Los Angeles International Airport Tom Bradley International Terminal Expansion and Enabling Projects, Los Angeles, CA
- Maryland Court of Appeals, Annapolis, MD
- Miami Beach Convention Center Renovation and Expansion, Miami Beach, FL
- Mineta San Jose International Airport On-Call Contract, San Jose, CA
- Mineta San Jose International Airport Six-Gate Expansion, San Jose, CA
- Nashville International Airport Concourse D and Terminal Wings, Nashville, TN
- Nashville International Airport Terminal Lobby and International Arrivals Facility, Nashville, TN
- National Museum of the Marine Corps Hall of Valor, Quantico, VA
- National Museum of the Marine Corps Semper Fidelis Memorial Park, Quantico, VA
- National Museum of the Marine Corps Expansion (Office/ Administration), Quantico, VA
- National Museum of the Marine Corps Phase II Expansion, Quantico, VA
- National Museum of the Marine Corps Galleries 13/14, Quantico, VA
- National Museum of Intelligence and Special Operations, Ashburn, VA
- Navy Federal Credit Union Facilities Offices and Fitness Center, Vienna, VA
- Norfolk Consolidated Courts Complex, Norfolk, VA
- Northwest Arkansas Regional Airport Baggage Claim Improvements, Bentonville, AR
- Northwest Arkansas Regional Airport Western Concourse Development, Bentonville, AR
- Operational Readiness Training Complex, Fort Hunter Liggett, CA
- Orlando International Airport South Terminal C, Orlando, FL
- Paine Field Terminal, Everett, WA
- Portland International Airport Terminal Balancing and Concourse E Extension, Portland, OR
- Royal Norwegian Embassy Renovation, Washington, DC
- St. Louis County Justice Center / Juvenile Detention Expansion and Renovation, Clayton, MO
- San Antonio International Airport Consolidated Rental Car Facilities, San Antonio, TX
- Santa Clara Valley Medical Center Receiving and Support Center (RSC), San Jose, CA
- Seattle-Tacoma International Airport North Satellite

H. ADDITIONAL INFORMATION

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- Renovation, Seattle, WA
- Yolo County Superior Court, Woodland, CA
- U.S. Air Force Academy Doolittle Office Building, Colorado Springs, CO
- U.S. Air Force Academy Visitor Center, Colorado Springs, CO
- U.S. Courthouse, Huntsville, AL
- WestRay Office Campus, Centennial, CO
- Wyoming Readiness Center IDIQ, Various Locations, WY

Projected USA-Based Projects

N/A

Non-USA Similar in Scale and Nature

N/A

- JAFCO Interior Build Out, Sunrise
- Green Park Build Out
- N. Lauderdale Fire Stations Renovations
- Apotex
- Wayman Aviation School
- Blanche Ely Museum
- City of Pompano Beach Park Restrooms
- Pembroke Pines City Center

Projected USA-Based Projects

N/A

Non-USA Similar in Scale and Nature

N/A

CARTAYA AND ASSOCIATES ARCHITECTS

Completed and Active USA-based Projects

Active:

- Pompano Beach Public Safety Complex Interior Renovations
- Fort Lauderdale Aquatic Center Renovations - (under construction)
- Weston Community Center
- Fort Lauderdale-Hollywood International Airport T5 Project Definition Documents
- Miramar MegaCenter (in CA phase)
- Broward County Courthouse Complex Renovation, Fort Lauderdale
- North Regional Wastewater Treatment Plant Expansion (sub to Engineering firm), Broward County (in CA)
- Port Everglades T2/T4 Parking Garage, Fort Lauderdale (under construction, nearing completion)
- FLL GEC Buildings Continuing Services, Fort Lauderdale, Pembroke Pines
- Private Fixed Based Operator (FBO) at FLL, Fort Lauderdale
- Weston Fire Station No. 21 Owner's Representative Service (in CA phase)
- Davie Town Hall DCP
- Broward County Work of a Specified Nature
- Ronald McDonald House, Miami, FL

Recent Projects

- Pop Travers Park Renovations, Plantation
- The Main, Fort Lauderdale
- Pembroke Pines City Center
- Miramar Police Headquarters
- United Way Colker Building, Fort Lauderdale
- Broward County - BB&T Center - Facility Condition Assessment Services, Sunrise
- FLL International Airport Public Safety Facility
- Boca Raton Utilities Guardhouse
- Broward County Transit Bus Shelter Improvements
- Annie Gillis Park Urban Design, Pompano Beach

KEITH

Active Relevant USA-based Projects

- Bayshore Beach Hotel, Fort Lauderdale, FL
- Aviara East Pompano, Pompano, FL
- Aviara Corporate Park, Pompano, FL
- Aloft Fort Lauderdale, Fort Lauderdale, FL
- Bal Harbour Shops Expansion , Bal Harbour, FL
- Broward County Reclaimed Water Plant Expansion, Broward County, FL
- Centennial Park, Pompano, FL
- Bermuda Riviera Water Mains, Fort Lauderdale, FL
- Club at Palm Air Townhomes, Pompano Beach, FL
- Bombardier Aircraft Service Center at Miami-Opalocka Airport, Miami, FL
- Bradford Marine, Fort Lauderdale, FL
- Citizens Bank Miami, Miami, FL
- COPB Fire Station #52, Pompano, FL
- COPB Fire Station #61, Pompano, FL
- City of Hollywood Arts & Cultural Center, Hollywood, FL
- Billfish Marina, Davie, FL
- Bombardier Facility, Fort Lauderdale, FL
- Coral Springs Westside Maintenance Complex, Coral Springs, FL
- COPB Fire Station 114 (FS 114), Pompano, FL
- Envy - 452 Southeast 1st Street, Pompano, FL
- DC Alexander Park, Fort Lauderdale, FL
- Dyer Federal Building and Courthouse, Miami, FL
- Fort Lauderdale/Hollywood International Airport Terminal 2 and Terminal 3 Modernization, Fort Lauderdale, FL
- FLL Sheltair Improvements, Fort Lauderdale, FL
- FLL Cypress Garage, Fort Lauderdale, FL
- Isle Casino Parking Garage, Pompano, FL
- Isle Casino Jai Lai Fronton, Pompano, FL
- Hilton Marina Fort, Lauderdale, FL
- FLL Terminal 3, Fort Lauderdale, FL
- First Industrial 20 Acre Site, Pompano, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- FLL Terminal 3 Modernization, Fort Lauderdale, FL
- Griffin Gardens, Davie, FL
- Galleria Mall Renovations, Fort Lauderdale, FL
- Fort Lauderdale Aquatic Complex South Building, Fort Lauderdale, FL
- Fort Lauderdale Police Station, Fort Lauderdale, FL
- Dunes at Fort Lauderdale, Fort Lauderdale, FL
- Lauderdale Marine Center / Sanitary Sewer Due Diligence, Fort Lauderdale, FL
- Lauderdale Marine Center / Riverbend Marina Platting, Fort Lauderdale, FL
- People's Trust, Deerfield Beach, FL
- Morea Fairfield, Pompano Beach, FL
- Pompano Beach Fire Station No. 114, NVAL - Pompano Beach, FL
- Public Storage - various
- Renaissance Hotel Boca, Boca Raton, FL
- Oakland Park Commerce Center, Oakland Park, FL
- Sears Town Fort Lauderdale, Fort Lauderdale, FL
- The Adderly Sistrunk Redevelopment Avenue of the Arts - West Village, Fort Lauderdale, FL
- Oakland Park Commerce Center, Oakland Park, FL
- Live! Pompano - Cordish Master Development , Pompano Beach, FL
- Town of Golden Beach John Tweedle Park and Civic Center, Golden Beach, FL
- JM Family Campus Deerfield, Deerfield Beach, FL

Projected USA-Based Projects

- Port Everglades Bulkhead, Fort Lauderdale, FL
- Broward Co Systemwide Transit, Broward County, FL
- FLL Airport and Environmental Acoustics, Fort Lauderdale, FL
- Pompano Park Place Road, Pompano, FL

Non-USA Similar in Scale and Nature

- The Strand at Cooper Jack Villas, Turks and Caicos
- Hyatt Andaz, Turks and Caicos

THORNTON TOMASETTI

Completed and Active USA-based Projects

- 150 Alhambra Circle Parking Garage, Coral Gables, FL
- 1515 South Flagler, Redevelopment, West Palm Beach, FL
- 400 Biscayne, Peer Review, Miami, FL
- 7918 West Drive, North Bay Village, FL
- citizenM, Miami, FL
- PGA Office Center, Palm Beach Gardens, FL
- Florida International University, Parkview II Housing, Miami, FL
- Osceola Regional Medical, Center Chiller Plant, Brandon, FL
- Gulfshore Playhouse, Naples, FL
- Jetscape Westside Development, Fort Lauderdale, FL
- Starwood Capital Miami Beach Headquarters, Miami Beach, FL

- Monroe County Emergency Operations Center, Marathon, FL
- One Tequesta Point Condominium, Miami, FL
- Tampa International Airport, SkyCenter One, Peer Review, Tampa, FL
- City of Sunny Isles Beach, Government Center and Beach Access Pedestrian Bridge, Sunny Isles Beach, FL
- The Palms Condominium, Fort Lauderdale, FL
- Tuscan Gardens of Palm Coast, Palm Coast, FL
- University of Miami, Phillip and Patricia Frost School of Music, Knight Recital Hall, Coral Gables, FL

Projected USA-Based Projects

- City of Fort Lauderdale, Police Station, Fort Lauderdale, FL (Completion 2023)
- Sunrise City Hall, Sunrise, FL (Completion 2022)
- FIU Engineering Building, Miami, FL (Completion 2023)

Non-USA Similar in Scale and Nature

N/A

NEWCOMB & BOYD

Completed and Active USA-based Projects

- Gateway Mixed-use Development, Minneapolis, MN
- 82 Mary Street Office Building, Charleston, SC
- 8th & West Communications and Security, Atlanta, GA
- California Military Department Headquarters, Rancho Cordova, CA
- Confidential Client Research Campus Expansion, Atlanta, GA
- Greenville Federal Courthouse, Greenville, MS
- Hartsfield-Jackson Atlanta International Airport Hilton Hotel, Atlanta, GA
- United States General Services Administration Huntsville Federal Courthouse, Huntsville, AL
- Confidential Peachtree Corners Development, Peachtree Corners, Georgia
- Midtown Union, Atlanta, GA
- Morris County Courthouse Expansion Court Technology, Morristown, NJ
- Fred D. Thompson Federal Building and U.S. Courthouse, Nashville, TN
- North Carolina Department of Health and Human Services Campus Phase 1, NC
- Norfolk Southern Headquarters Smart Building Systems and Lighting, Atlanta, GA
- Norfolk Southern Headquarters Fit-up Low Voltage Systems, Atlanta, GA
- Pinellas County Justice Center Annex Building Specialty Systems, Clearwater, FL
- Project Fusion Base Building Low Voltage Systems, Atlanta, GA
- Redstone Arsenal OSB1 & Central Utility Plant Federal Bureau of Investigation, Huntsville, AL

H. ADDITIONAL INFORMATION

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- United States General Services Administration San Antonio United States Courthouse Court Technology, San Antonio, TX
- Sarasota South County Courthouse Special Technology Systems, Venice, FL
- Anthem Technology Center, Atlanta, GA
- SAS Institute, Inc. Building A, Cary, NC
- Charlotte County Justice Center Expansion Security Master Plan, Port Charlotte, FL
- Dimensional Fund Advisors, Charlotte, NC
- Oceana Bal Harbour Low Voltage Systems, Bal Harbour, FL
- Georgia Institute of Technology Coda Intelligent Buildings and Low Voltage Systems, Atlanta, GA
- Georgia Institute of Technology Dalney Parking Deck and Office Building, Atlanta, GA
- NCR Corporation World Headquarters Intelligent Buildings and Low Voltage Systems Phase I, Atlanta, GA
- NCR Corporation World Headquarters Intelligent Buildings and Low Voltage Systems Phase II, Atlanta, GA
- RTI International Headquarters Building Audio-Visual and Acoustics, Research Triangle Park, NC
- Rutherford County Rutherford County Judicial Center, Murfreesboro, TN
- Sealed Air Corporation Project Beacon Tenant Fit-up, Charlotte, NC
- Sealed Air Corporation, Atlanta, GA
- Star Metals Master Plan, Atlanta, GA
- Nathan Deal Judicial Center Specialty Systems, Atlanta, GA
- Georgia Institute of Technology The Kendeda Building for Innovative Sustainable Design, Atlanta, GA
- Broward County Convention Center Expansion, Fort Lauderdale, FL
- City of Hollywood Police Headquarters, Hollywood, FL
- Riverwalk Residences, Fort Lauderdale, FL
- Fort Lauderdale Aquatic Center, Fort Lauderdale, FL
- Oakland Park Square, Oakland Park, FL

Projected

- City of Miami Continuing Services, Miami, FL
- City of Fort Lauderdale Continuing Services, Fort Lauderdale, FL
- City of Dania Beach Continuing Services, Dania Beach, FL
- City of South Miami Police Department, South Miami, FL
- One Oceanside, Pompano Beach, FL

DELTA G CONSULTING ENGINEERS, INC.

Completed and Active USA-based Projects

- Holland Park Renovations, Hollywood, FL
- FPL Meter Test Center Interior Design, Miami, FL
- Bentley Suite 300 Interior Renovation, Ft. Lauderdale, FL
- MIA CBP Offices International Baggage Claim Concourse D Second Floor, Miami, FL
- MIA Cruise Passenger Pickup Area, Miami, FL
- MIA Lost and Found, Miami, FL
- FPL 40 Yr Report Turkey Point Miami, Miami, FL
- 2026 Kitchen Labs, FL
- Broward College Reclaimed Water Supply, Ft. Lauderdale, FL
- Maren Hotel NE Tenant Space, Ft. Lauderdale, FL
- Bristol Towers Landscape Lighting Addition, Miami, FL
- Rolling Oaks Restroom Buildings and Pavilion Renovation, Miami, FL
- Legacy Second Floor Renovation at 1425 Building, Ft. Lauderdale, FL
- Coral Springs High School Temporary Trailer Power, Coral Springs, FL
- North Lauderdale Fire Station #34 Mechanical Equipment Replacement, North Lauderdale, FL
- Hollywood Library 2nd Floor Interior Remodeling, Hollywood, FL
- Moderne Condo 16-Unit Deerfield Beach, Deerfield Beach, FL
- Boiler Replacement Deerfield High, Deerfield Beach, FL
- Photometric Plan 34793, Delray Beach, FL
- Ronald McDonald House Miami 7-Story (New Site), Miami, FL
- 420 NE 17th Way Residence, Ft. Lauderdale, FL
- Pompano Station Secondary Power Relocation, Pompano, FL
- Restaurant @ 1265 Washington Ave., Miami Beach FOG Miami, FL
- Quest Blood Delray Beach Interior Renovation, Delray Beach, FL
- Quest Villages Magnolia, FL
- Quest Tamiami Trail, FL
- Global Building EM-Standby Generator, Miami
- Trainor Residence, Riviera Beach, FL

Projected USA Based Projects

N/A

Non-USA Similar in Scale and Nature

- Dell Technologies, Inc. Smart Building Design, Tokyo, Japan
- NCR Corporation Serbia Campus, New Belgrade, Republic of Serbia
- Central Bank of Azerbaijan Security Update, Baku, Azerbaijan
- Naval Station Guantanamo Bay Migration Site, Guantanamo Bay, Cuba

LANGAN, MIAMI LAKES OFFICE

Completed and Active

- FIS Headquarters, Jacksonville, FL
- 360 Rosemary Office Building, West Palm Beach, FL
- The Rise at Flagler Village, Fort Lauderdale, FL
- Hard Rock Hotel and Casino, Hollywood, FL
- One Thousand Museum, Miami, FL
- Las Olas Corridor Improvements, Fort Lauderdale, FL
- Hyde Beach Residences, Hollywood, FL
- Las Olas Walk, Fort Lauderdale, FL
- Lauderdale Marine Center, Fort Lauderdale, FL

H. ADDITIONAL INFORMATION

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- FLAC Temporary Power, Ft. Lauderdale, FL
- Griffin Living, Hollywood, FL
- Boca Museum of Art Phase IV, Boca Raton, FL
- BSO Kitchen Warehouse Steam Equipment Replacement, Broward County, FL
- 600 NE 31st Street Miami FL White Box, Miami, FL
- North Regional Public Health Center Hughes Building Emergency Generator, Pompano Beach, FL
- North Regional Public Health Center Hunter Building Emergency Generator, Pompano Beach, FL
- City of Ft. Lauderdale Temp. Fire Station 13, Ft. Lauderdale, FL
- Matienzo Residence Grand Cayman, Grand Cayman, FL
- Residence in Mizner Boca Raton BDC, Boca Raton, FL
- Magic City Casino Miami Elevator, Miami, FL
- Taco Bell Westview/Golfview Miami, Miami, FL
- City of Pompano Beach Mitchell Moore Park Improvements, Pompano Beach, FL
- City of Pompano Beach Ultimate Sports Park, Pompano Beach, FL
- Kurlandski Residence II, Miami, FL
- NOC 3451 NW 36th Street Miami Grease System, Miami, FL
- U-Health SCCC Radiotherapy Plantation FL, Plantation, FL
- CHI Doris Ison Dental Area Remodel, Miami, FL
- Taco Bell Restaurant Remodeling Auburndale FL, Auburndale, FL
- Taco Bell Restaurant Lake City FL, Lake City, FL
- Taco Bell Restaurant Remodel Starke FL, Starke, FL
- Taco Bell Restaurant Remodel, Green Acres, FL
- Thatch Restaurant HVAC Study and Report, Miami, FL
- L'Ambiance Power Capacity Study & Report, Ft. Lauderdale, FL
- 550 SW 7th Street Power System Capacity Study and Report, Miami, FL
- Pompano Beach Club North Condo Association Building Outside Air Systems HVAC Assessment, Pompano Beach, FL
- City of Pompano Beach Kester Park, Pompano Beach, FL
- Port Everglades Public Works -Broward County Consulting Services for Consolidated Facilities Maintenance Building, Ft. Lauderdale, FL
- Magic City Casino Miami Offices Remodel, Miami, FL
- UHT West Building Variana Edge Renovation, Miami, FL
- Ritz Carlton Hotel Naples HVAC Study and Report, Naples, FL
- Little Caesars # - 1162 NW 40th Ave., Lauderdale, FL
- Dunkin Donuts 67 Alternate A1A, Jupiter, FL
- Taco Bell Restaurant, Chiefland, FL
- White Tarpon 2nd Floor White Box Buildout, Hollywood, FL
- 1147 SW 4th Street Miami 50YR Report, Miami, FL
- Costal Community Church Addition Parkland, Parkland, FL
- Dunkin Donuts 3400 Coral Way, Coral Gables, FL
- Hoffman Residence Terrace Remodel, Ritz Carlton, Ft. Lauderdale, FL
- Dunkin Donuts Sunset Dr. SW 157th Ave. Miami Due Diligence Report, Miami, FL
- Backyard 165 NE 1st Ave Pompano Beach Electrical, Pompano Beach, FL
- Safe Air Miramar Fire Station 70, Miramar, FL
- Palm Hibiscus Garage Permanent TNC Modifications, Ft. Lauderdale, FL
- Chabad Ocean Jewish Center, Hollywood, FL
- Safe Air Deerfield Beach Fire Station 66, Deerfield Beach, FL
- Safe Air Deerfield Beach Fire Station 102, Deerfield Beach, FL
- Safe Air Deerfield Beach Fire Station 4, Deerfield Beach, FL
- Safe Air Deerfield Beach Fire Station 75, Deerfield Beach, FL
- City of Ft. Lauderdale NW 15th Avenue Streetscape, Ft. Lauderdale, FL
- Jaffer Residence Roof Top Deck, Weston, FL
- BC GC West Surtax/Map Space Plan, Broward County, FL
- BC Parks and Rec Department Interior Remodeling, Broward County, FL
- Seminole Tribe's Fire Station #108, Hollywood, FL
- KCI 1st Floor Renovation @ 1425 Building, Ft. Lauderdale, FL
- Marco Island Academy Soccer Field Amenities Buildings, Marco Island, FL
- Broward County WWS Copans Road Fox Building HVAC Study, Broward County, FL
- Village Hall Miami Shores Restroom Renovation, Miami, FL
- Chateau Bleu Hotel Renovations, Coral Gables, FL
- MSD HS D-104 Office Demolition, Ft. Lauderdale, FL
- Broward County Courthouse Café, Broward County, FL
- New River MS Combi Oven Replacement, Broward County, FL
- Sunset Harbor Townhomes Booster Pump, Hollywood, FL
- Mad Gallery Amazing Things, Dania Beach, FL
- Doral Central Park, Doral, FL
- Gold Coast Railroad Museum Buildings 1,2,3,4,5,6 & 7 - MEP Facility Condition Assessment, Miami, FL
- Meridian at Waterways Enclosed Terrace, Ft. Lauderdale, FL
- Beacon Office Tenant Space #804 Modifications @ Beacon, Hallandale Beach, FL
- Green Star Biodiesel Warehouse, Miami, FL
- Green Star Biodiesel Office Interior Remodeling, Miami, FL
- 2501 NE 14th Street Townhomes and Condos Water Meter Separation, Pompano Beach, FL
- Taco Bell Restaurant #20-29, Belle Glade, FL
- New Hope Community Church Portable Addition, Ft. Lauderdale, FL
- Joe Chiaramonte Apts. ES 50yr report, FL
- Broward County Copans Road Wastewater Treatment Plant Warehouse Improvements Assessment, Broward County, FL
- FLL IS Communication Rooms-MEPFP Improvements, Ft. Lauderdale, FL
- Calico Corners at 16810 Dixie Highway, Hialeah, FL

H. ADDITIONAL INFORMATION30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. *ATTACH ADDITIONAL SHEETS AS NEEDED.*

- Stranahan High School Underground Feeder Replacement, Ft. Lauderdale, FL
- Royal Palm Temporary Chiller Replacement, Palm Beach, FL
- Government Center West Escalator Replacement, Ft. Lauderdale, FL
- Taco Bell 2915 W. 16th Ave Hialeah, FL 33012 Interior Remodel, Hialeah, FL
- Royal Palm Elementary main panel replacement, Lauderhill, FL
- HWO North Perry Airport Security Enhancements, Pembroke Pines, FL
- Ft. Lauderdale Fire Station #13, Ft. Lauderdale, FL
- City of Hollywood Mast Arms, Hollywood, FL
- FLAC South Building Replacement, Ft. Lauderdale, FL
- Venue in the Grove Virtual Kitchen 2801A Florida Ave, Miami, FL
- PEBS Florida Blue Renovation @ Dillard 6-12 School, Ft. Lauderdale, FL
- MDCPROS ADA Restroom Improvements - EDP-PR-5-232020, Miami Dade, FL
- 3701 S. Flamingo Road Parking Lot Photometrics and Electric, Miramar, FL
- ES 40 yr. report 1921 SW 4th St. Ft. Lauderdale, Ft. Lauderdale, FL
- Nanou Sunrise Blvd. Restaurant, Ft. Lauderdale, FL
- Private Lift Station for Steel Fabricators, Oakland Park, FL
- Boca Raton Museum of Art Renovation Phase 3, Boca Raton, FL
- Everglades Holiday Park New Toilet Room Building, Ft. Lauderdale, FL
- Dunkin Baskin 4880 NW 183rd St., Miami, FL
- Property Appraisers and VAB Building Renovation, Broward County, FL
- Taco Bell #24564-6862 Remodel, Okeechobee, FL
- Taco Bell #24534-9854 S. Military Trail Remodel, Boynton Beach, FL
- 2740 Hollywood Blvd. Building-Electrical Permit Closeout, Hollywood, FL
- Angie's Epicurean at Showfields, Miami, FL
- EF Language Pool Cabana Restrooms Renovation, Miami, FL
- Salt & Straw at Cocowalk, Miami, FL
- Centennial Park Redevelopment, Margate, FL
- Oriole Park Redevelopment, Margate, FL
- Founders Park Tennis Court Lighting, Aventura, FL
- Vaugh LHP Residence Addition, Lighthouse Point, FL
- Starbucks #8868 - 583 W 49 St. Hialeah – FOG, Hialeah, FL
- St. Francis Co-op Building 50yr report, Hollywood, FL
- Royal Inn Motel, Palm Beach, FL
- STOF Brighton Boys & Girls Club and Library, Okeechobee, FL
- Rolly Marine 40yr Report, Ft. Lauderdale, FL
- New Parking lot at 915 N. Ocean Drive, Hollywood, FL
- Lauderhill Fire Station #30, Lauderhill, FL
- Hudson Hotel Lobby-Renovation, Kissimmee, FL
- Marco Island Academy School, Marco Island, FL
- Taco Bell 13905 Wellington Trace 33414, Wellington, FL
- Pompano Beach City Hall Parking Lights, Pompano Beach, FL
- USA Orlando Vineland Outlet, Orlando, FL
- USA Orlando International Outlet, Orlando, FL
- Quiet Waters Park Restroom Renovations, Deerfield Beach, FL
- Burger King #17-12790 NW 7th Ave Mia DERM, , FL Miami
- UMH West Building - Varian Halcyon, Miami, FL
- Pop Travers Park Existing Building Remodel, Plantation, FL
- Ronald McDonald House Miami 7-story, Miami, FL
- 601 Seabreeze Due Diligence Report, Ft Lauderdale, FL
- Covered Walkways Modular Classrooms at Gator Run Elementary School, Weston, FL
- United Way Tenant 5655 Coral Ridge Drive Coral Springs, Coral Springs, FL
- Broward County Transit Ravenswood Facility Remedial Work, Ft Lauderdale, FL
- St. Thomas Aquinas H.S. Parking Lot Lighting, Ft Lauderdale, FL
- Broward County E.O.C. Second Genset, Ft Lauderdale, FL
- Little Caesars #2227 4515 Pine Island Rd Sunrise, Sunrise, FL
- Temporary Starbucks FLL T2 , Ft Lauderdale, FL
- Pizza Hut 26011 S. Dixie Hwy, Naranja, FL
- Pizza Hut 9660 NW 27th Avenue, Miami, FL
- Pizza Hut 6355 NW 7th Avenue, Miami, FL
- Pizza Hut 3477 NW 183rd Street Miami, FL
- Pizza Hut 1625 North Hiatus Road, Pembroke Pines, FL
- Pizza Hut 3214 NE 2nd Avenue, Miami, FL
- Pizza Hut 1427 Alton Road, Miami Beach, FL
- C.B. Smith Park Addition, Pembroke Pines, FL
- Ceviche Town Grease Trap 194 SE 1st. Ave, Miami, FL
- Vero Italian Restaurant 90 SE 1st St, Miami, FL
- A&B Marina Office and Laundry room interior Build-out Key West, Key West, FL
- White Tarpon Meeting room interior Build-out, Key West, FL
- Wellington Theatre Power to Seating, Wellington, FL
- FRB Miami Supervision & Regulation Office Expansion, Miami, FL
- The Tides Condo Boiler Assessment, Hollywood, FL
- Reaves Residence Generator, Hollywood, FL
- Starbucks at NSU, Davie, FL
- Coral Ridge Yacht Club Condition Assessment Report, Ft Lauderdale, FL
- Coral Gables Millers Ale House, Atlantic Beach, FL
- Coral Springs Westside Building, Coral Springs, FL
- AHF Complex with Fire Station, Grocery and Parking Garage, Ft. Lauderdale, FL
- Bob Plaster Residence Addition, Miami, FL
- Broward County Transit Electric Bus Infrastructure, Broward County, FL
- Outboard Dynamics Dania Beach, Dania Beach, FL
- Generator System Transfer Switch Replacement Inspection and Report, Ft. Lauderdale, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- BSO Real Time Crime Center, Miami, FL
- Medley Warehouse, Medley, FL
- Medical Office Tenant Space Suites #504 & #505, Hallandale, FL
- Pioneer Middle School Portabels, Cooper City, FL
- Multi-tenant building 2626 Ponce de Leon, Coral Gables, FL
- Mennella Residence 1940 S Ocean Blvd, Lantana, FL
- Coral Gables Hospital 40-Year Certification, Coral Gables, FL
- Marseilles Ocean Hotel Generator, Miami Beach, FL
- Hallandale Shops, Hallandale Beach, FL
- MEI Condominium Condenser Water System Study, Miami Beach, FL
- Gator Run Elementary School Dining Lighting, Weston, FL
- IHOP #130 12755 S.W. 88th St., Miami, FL
- Starbucks #19579 International Mall, Miami, FL
- Starbucks #2751 10690 NW 19th Street, Doral, FL
- Doris Locy 2201 NE 29th St. Lighthouse Point 40yr Report, Lighthouse Point, FL
- Starbucks 19877 Bayshore FOG Upgrade, Bayshore, FL
- FLL - T1 Concourse A Road Barrier, Ft Lauderdale, FL
- Broward County Government Center West Drive Trough Demo and New Plaza, Broward County, FL
- S&P Gourmet 183 W. Hillsboro Blvd Hood Site Investigation, Deerfield Beach, FL
- CHI Doris Ison Medical Center HVAC Analysis, Miami, FL
- Dream Aero Simulator at the Galleria Mall, Ft Lauderdale, FL
- Broward County South Animal Care and Adoption Facility X-ray Machine, Ft Lauderdale, FL
- 17027 Spyglass Residence, Jupiter, FL
- Hollywood Blvd Complete Streets Landscape and Irrigation, Hollywood, FL
- Hoffman Residence Remodel Ritz Carlton, Ft Lauderdale, FL
- Aventura Wellness Dr. Greaux Office, Naval West, FL
- Dunes Restaurant at Ritz Carlton, Key Biscayne FOG, Key Biscayne, FL
- Open Hearts Language Academy, Aventura, FL
- S&P Gourmet Deerfield Beach ME Design, Deerfield Beach, FL
- Rivercow Little River Vanilla Box, Miami, FL
- Naval West Forest Travel, Hollywood, FL
- Baby Stars School, Miami, FL
- Showfields Miami, Miami, FL
- JAFCO Residences, Sunrise, FL
- Watercrest Community at Parkland MEP Facility Assessment, Parkland, FL
- Deerfield Beach HS Restroom Remodel, Deerfield Beach, FL
- Lauderhill Lakes MS ADA Lifts, Lauderdale Lakes, FL
- Lauderhill 6-12 School ADA Lifts, Lauderhill, FL
- Stranahan HS ADA Lifts, Ft Lauderdale, FL
- Blair MS ADA Lifts, Sunrise, FL
- Boca Raton Museum of Art Renovation, Boca Raton, FL
- Starbucks #8258 Clematis WPB Greasetrap, West Palm Beach, FL
- Nursing Dean Office Miami Dade College, Miami, FL
- Broward County Courthouse Copy Center Interior Renovation, Ft. Lauderdale, FL
- Pompano Atlantis Common Area HVAC Study and Report , Pompano Beach, FL
- Moffit Street Apartment Building 3 Units, Hollywood, FL
- Starbucks store #8576 4503 Weston Road, Weston, FL
- 4545 N. Federal Hwy Mixed Building, Ft. Lauderdale, FL
- Office Tenant Space at Beacon Hallandale Suite #116, Hallandale Beach, FL
- Little Ceasars #2213 - 3031 N Andrews Ave Wilton Manors, Wilton Manors, FL
- Little Ceasars #2267 - 17223 NW 27th Ave, Miami, FL
- Little Ceasars #1938 - 4115 Tamiami Trail Suite #46, Venice, FL
- Little Ceasars #3457 - 4434 Hoffner Ave, Orlando, FL
- Little Ceasars #2238 - Relocation- 1735 N Federal Hwy, Hollywood, FL
- Little Ceasars #1949 Airpark Plaza, Miami, FL
- N3XT Designers Aventura Interior Buildout, Aventura, FL
- USA Storage Parking lot Lighting, Hollywood, FL
- White Tarpon 1st Floor Restaurant Renovation, Key West, FL
- UHT East Building 3rd Floor DAS for Cellular Signal Amplifications, Miami, FL
- Gateway CU-09 Vanilla Shell, Doral, FL
- Marco Island YMCA Restroom and Lockers Area, Marco Island, FL
- Thompson Adrian Dominican Institute Renovation, Miami, FL
- Hendricks Isle Condo, Ft. Lauderdale, FL
- Mount Hermon Church 40yr Report, Sunrise, FL
- North Beach Condos 40yr Report, North Beach Hollywood, FL
- Dunkin Donuts-Baskin Robbins Restaurant Combo @ Sawgrass Mills Mall, Sunrise, FL
- Butzer Clint Moore Road Animal Hospital Shadowood Animal Clinic, Boca Raton, FL
- Cosmetical Technologies HVAC, Davie, FL
- Boca Raton 101 Pines Circle, Boca Raton, FL
- Coral Springs Fire Training Facility Prefabricated Restroom and Pavilion, Coral Springs, FL
- Driftwood Middle School Portable Group Restrooms ADA Renovations, Hollywood, FL
- Taco Bell FOG repair 2935 SW 32nd Ave., Miami, FL
- Taco Bell Restaurant 1650 NE 163rd St., North Miami Beach, FL
- Coconut Creek Temp Fire Station Photometrics, Coconut Creek, FL
- University Hospital & Medical Center Command Center MEP Feasibility Study, Tamarac, FL
- Parkland City Hall Multi-Purpose Room Remodel, Parkland, FL
- Hidden Grove Apartments Parking Lighting, Homestead, FL
- Ft. Lauderdale Marriot Harbor Beach Fitness Center Interior Remodeling, Ft. Lauderdale, FL
- Broward Health MOB 40 Year Report, Ft. Lauderdale, FL

H. ADDITIONAL INFORMATION30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. *ATTACH ADDITIONAL SHEETS AS NEEDED.*

- BHSF Doral FSED - Doral Neighborhood Acute Care Hospital, Doral, FL
- Huntington Learning Academy Interior Remodeling, Ft. Lauderdale, FL
- Bankers Healthcare Group, Miramar, FL
- Mastercom Generator, Miami, FL
- Starbucks #8499 at 47 W Flagler Street, Miami, FL
- Starbucks #8275 at 19501 Biscayne Blvd. #1685, Aventura Mall, Aventura, FL
- Nail Box Nail Salon, Ft. Lauderdale, FL
- Kosher House Hotel in Hollywood, Hollywood, FL
- Boca Raton WRF Compliance Sampling Station, Boca Raton, FL
- Plantation Middle School Conversion to Offices Building 5, Plantation, FL
- Lighthouse Car dealership 4791 N Federal Hwy, Pompano Beach, FL
- Pompano Atlantis Common Area HVAC Replacement, Pompano Beach, FL
- Taco Bell #26470 at 1275 W Sunrise Blvd, Sunrise, FL
- Deerfield Beach North County Neighborhood Improvements, Deerfield Beach, FL
- Tor Holm Residence Garage Addition and Remodel, Ft. Lauderdale, FL
- IHOP #30 - 285 N.W. 42nd Ave Miami, Miami, FL
- Marquis Bank TI at TDON 2nd Floor, Ft. Lauderdale, FL
- Taco Bell - Lakeland #29539, Hollywood, FL
- BHSF FSED Royal Palm Beach Due Diligence, Royal Palm Beach, FL
- Ivory 214 Building, Aventura, FL
- Double Eagle Distributing, Deerfield Beach, FL
- Broward County Transit Copans Road Restroom Renovations, Pompano Beach, FL
- Billy Jack's Renovation AKA Suite A Bar Sheridan, Davie, FL
- 1920 E. Hallandale Beach Blvd Cooling Tower Replacement, Hallandale Beach, FL
- Jazzware Phase II Warehouse and Mezzanine, Sunrise, FL
- Milan Office Retail Shell Building, Ari, FL
- Iglesia de Dios Renacimiento Fellowship Hall, Miami, FL
- OTC Site and Surface Parking Lot, Miami, FL
- Collins Elementary Combi Oven Replacement Dania Beach, FL
- Parkland Fire station #42, Parkland, FL
- West Central Bus Complex Ice Machine, Davie, FL
- Sharpshooters Billiards, Miami, FL
- IHOP #155 at 1101 N. Federal Hwy - New Grease Traps, Miami, FL
- Towngate Multipurpose Building, Pembroke Pines, FL
- Hensel Phelps Interior Remodel, Ft. Lauderdale, FL
- Pageant Beach Hotel, Cayman, FL
- Boyd H Anderson High School SPE, Ft. Lauderdale, FL
- Little Caesars #2238 - 1845 North Federal Highway Hollywood, FL
- Little Caesars #2244 - 1812 N.E. Miami Gardens Drive, Miami, FL
- Little Caesars #2267 - 17223 NW 27th Avenue, Miami, FL
- Little Caesars #2217 - 8300 West Flagler Street, Miami, FL
- Little Caesars #2213 - 3031 North Andrews Avenue, Wilton Manors, FL
- Little Caesars #2226 - 9362 SW 56th Street, Miami, FL
- Little Caesars #2223 - 20517 Old Cutler Road, Cutler Bay, FL
- Thai Express Hyde, Miami, FL
- DMV Space interior Remodeling, Sunrise, FL
- MDC InterAmerican Building 6 Electrical Changes, Miami, FL
- Broward County GCE Remodel 1st Floor, Ft. Lauderdale, FL
- Boulevard Gardens Community Center Remodel, Ft. Lauderdale, FL
- Broward County EOC Chiller Upgrade, Ft. Lauderdale, FL
- Blackstone Generator Replacement, Miami, FL
- Belmont NG Generator Replacement, Miami, FL
- Marjory Stoneman Douglas High School Modular Classrooms, Parkland, FL
- Deerfield Beach Memorial Park, Jose Lopez, FL
- Murray Residence Lighting Review, Fischer Island, FL
- ADF International Site Lighting, Pompano Beach, FL
- Broward County EMD Generator 64th Warehouse , Ft. Lauderdale, FL
- Water's Edge Park, Tamarac, FL
- SBUX # 8275 Aventura Mall, Aventura, FL
- Castle Hill Elementary School Single Point Entry, Lauderhill, FL
- Charles W. Flanagan High School Single Point Entry, Pembroke Pines, FL
- Silver Lakes Middle School Single Point Entry, N. Lauderdale, FL
- Monarch High School Single Point Entry, Coconut Creek, FL
- JAFCO Interior Buildout, Sunrise, FL
- DelRaw Davie Split System, Jeyson Jones, FL
- JetBlue FLL T3-F Interior Remodel, Ft. Lauderdale, FL
- Majory Stoneman Douglas Admin Office Modular, Parkland, FL
- Broward County EOC Plantation Due Diligence Study, Plantation, FL
- Kendal Regional Medical Center C-Section Rooms - Isolated Power Renovations, Kendall, FL
- BCAD Credentialing Office Relocation, Ft. Lauderdale, FL
- 1310 NW 6th Street Remodel, Ft. Lauderdale, FL
- Security Enhancements for Marines Corp. Recruiting MS, Plantation, FL
- Western High School SPE, Davie, FL
- Walker Elementary School SPE, Ft. Lauderdale, FL
- Strataglass Power for New Chiller, Ft. Lauderdale, FL
- Medical Building at 7000 SW 62nd Avenue, South Miami, FL
- All Media Supply - Transfer Switch, Sunrise, FL
- Broward County Parks and Rec Admin Offices Feasibility Study, Ft. Lauderdale, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- BARC Booher Building Lobby Expansion and Renovation, Ft. Lauderdale, FL
- Sheridan Tech High School SPE, Ft. Lauderdale, FL
- Pompano Beach Middle School SPE, Pompano Beach, FL
- Deerfield Beach Irrigation Project, Deerfield Beach, FL
- American Black Coffee at Westland Mall, Hialeah, FL
- New Parking Lot 612 SE 6th Street, Ft. Lauderdale, FL
- Carique Restaurant 112 W. Flagler, Miami, FL
- University Health Tower OR Renovation, Miami, FL
- Doral Skilled Nursing Facility Parking Garage, Doral, FL
- TDON 2nd Floor Build-out, Pompano Beach, FL
- NAPA Main Counter Store #40, Doral, FL
- Isenberg Residence, Boca Raton, FL
- Chicken Kitchen 12957 SW 112 St. Miami, FL
- Pine Ridge Educational Center SPE, Ft. Lauderdale, FL
- Inverrary Community Center DCP, Ft. Lauderdale, FL
- As-Built Photometric for Verano Holdings LLC, Miami, FL
- Pincho Doral 9690 NW 44th St., Doral, FL
- North Shore Oceanside Park, North Beach, FL
- IHOP #11 - 6928 Collins Avenue, Miami Beach, FL
- Locali 901 S Miami Ave, Miami, FL
- Taco Bell Wellington Hood Letter, Wellington, FL
- Sunrise Middle Combi Oven Installation, Ft. Lauderdale, FL
- Tequesta Trace Middle Combi Oven Installation, Weston, FL
- Night Owl Cookie, Coral Gables, FL
- Cruise One Expansion, Ft. Lauderdale, FL
- Plantation Two Story Due Diligence and Project Narrative, Plantation, FL
- Concorde Plaza 4th Floor Renovations, Sunrise
- 511 Building - Glavovic Building, Ft. Lauderdale, FL
- Sea Ranch Lakes Streetscape Lighting, Ft. Lauderdale, FL
- FLL T1-A Lower Level Concessions Storage, Ft. Lauderdale, FL
- Baptist Health South Florida Free Standing Emergency Department, Doral, FL
- Baptist Health South Florida Free Standing Emergency Department - Coral Way, Miami, FL
- LYMBR, West Palm Beach, FL
- Tadla Residence Redesign, Ft. Lauderdale
- Safe Air - Hialeah Fire Station #1, Hialeah, FL
- Safe Air - Hialeah Fire Station #2, Hialeah, FL
- Safe Air - Hialeah Fire Station #3, Hialeah, FL
- Safe Air - Hialeah Fire Station #4, Hialeah, FL
- Safe Air - Hialeah Fire Station #5, Hialeah, FL
- Safe Air - Hialeah Fire Station #6, Hialeah, FL
- Safe Air - Hialeah Fire Station #7, Hialeah, FL
- Safe Air - Hialeah Fire Station #8, Hialeah, FL
- St. Thomas V.I. Casino and Racetrack, St. Thomas,
- St. Croix V.I. Casino and Racetrack, St. Croix
- Cleveland Clinic Wellington Outpatient Clinic Buildout, Wellington, FL
- Masjid Al Iman Parking Lot Lighting, Ft. Lauderdale, FL
- Shoppes at Woolbright As-Built Photometrics, Boynton Beach, FL
- Chef for Kids 10851 SW 40th Street, Miami, FL
- As-built Photometrics for Ivy Meridian, Boca Raton, FL
- Holy Cross Hospital - Laboratory HVAC System Assessment, Kendall, FL
- KRMC Cath Lab Equipment Replacement, Miami, FL
- TDON 2nd Floor Build-out, Ft. Lauderdale, FL
- Petnet Lab and Receiving Area, Ft. Lauderdale, FL
- EOC Server Room 325 and Ground Floor UPS Room, Plantation, FL
- Bermuda Cay Condominiums - MEP Facility Condition Assessment, Boynton Beach, FL
- Duo Condo PRV Replacement, Hallandale Beach, FL
- The McClinton Building Remodel, Ft. Lauderdale, FL
- Duo Condo West 3 AHU Replacements, Hallandale Beach, FL
- Hampton Beach Club Center Tower Common Area HVAC Study and Report, Ft. Lauderdale, FL
- UMH South Building Operating Rooms 1, 2, & 3 - AHU Replacement, Miami, FL
- Tierra Del Mar Condo Boca Raton HVAC Assessment, Boca Raton, FL
- FLL T-1B Host Offices, Ft. Lauderdale, FL
- Promenade Shops Parking Garage Elevator Pumps, Coconut Creek, FL
- Harry's Pizza Design District, Miami, FL
- BCCC Smoke Control Letter, Ft. Lauderdale, FL
- Deerfield Beach HS SPE, Deerfield Beach, FL
- Morrow Elementary School, North Lauderdale, FL
- Parliament Coffee Restaurant at All Aboard Florida, Miami, FL
- Holy Cross Hospital - HVAC Assessment of AHU-23, Ft. Lauderdale, FL
- Holy Cross Hospital 2nd Floor Laboratories - Concept Development for HVAC Modifications, Ft. Lauderdale, FL
- Holy Cross Hospital - HVAC Assessment of AHU-24A & AHU-24B, Ft. Lauderdale, FL
- Mercy Hospital Cath Lab #2 Equipment Replacement, FL
- 995 Building Exit and Emergency Lighting, Miami, FL
- Offerdahl's FLL T1-C, Ft. Lauderdale, FL
- SDP Warehouse, Miramar, FL
- Little Caesar #2230 - 10201 Hammocks Blvd, Miami, FL
- Little Caesar #2239 - 9477 SW 160th St, Miami, FL
- Little Caesar #2291 - 20121 SW 127th Ave, Miami, FL
- Little Caesar #2231 - 4100 SW 67th Ave, Miami, FL
- Little Caesar #2259 - 19975 NW 2nd Ave Bay 2,
- Little Caesar #2277 - 901 E 8th Ave, Hialeah, FL 33010
- Little Caesar #2232 - 4100 W. 12th Ave, Bay C, Hialeah, FL
- Little Caesar #2211 - 8902 Taft Street, Pembroke Pines, FL 33024
- Little Caesar #2233 - 3229 West Davie Blvd, Ft. Lauderdale, FL
- Little Caesar #2245 - 1551 SW 107th Ave, Miami, FL 33174

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- Little Caesar #2294 - 1462 S. Federal Highway, Deerfield Beach, FL
 - Little Caesar #2289 -5953 W. Oakland Park Blvd., Lauderdale, FL 33313
 - Little Caesar #2287 -6029 Sterling Road, Davie, FL
 - Little Caesar #2224 -13710-G SW 56th Street Miami, FL
 - Little Caesar #2218 - 29625 S. Dixie Highway, Homestead, FL
 - Little Caesar #2298 -9021 Biscayne Blvd, Miami, FL
 - Little Caesar #2293 - 12705 Miramar Parkway, Miramar, FL
 - Little Caesar #2300 - 3358 S. University Drive, Miramar, FL
 - Little Caesar #2297 - 1400 S. Powerline Road, Pompano Beach, FL
 - Cruise One Electric Panel Modifications, Ft. Lauderdale, FL
 - Walgreens Key West Due Diligence Report, Miami, FL
 - Pompano Air Park Sheltair Hangar 26 & 27, Pompano Beach, FL
 - FLL South Runway Bridge Structure, Ft. Lauderdale, FL
 - Seagis Building Electrical Systems, Doral, FL
 - Lake Nona Town Center Predevelopment Services, Lake Nona, FL
 - BSO Technology Support Center – South, Ft. Lauderdale, FL
 - Tamarac Elementary School Media Center and Restrooms, Tamarac, FL
 - Jazzware's Re-Lighting, Sunrise, FL
 - Space J1B at Promenade at Coconut Creek, Coconut Creek, FL
 - North Shore Park, North Beach, FL
 - JHS Urgent Care Center 3737 SW 8th Street - MEPF Due Diligence Study, JHS Beach, FL
 - Wayman Aviation School Building at HWO at North Perry Airport, Aviation Beach, FL
 - Promenade Shops Parking Garage Storage, Coconut Creek, FL
 - Site-Trailers and Guardhouse Power As-Built in Miramar, Miramar, FL
 - FLL Crosswalk Signalization Lighting & Technology Improvements, Ft. Lauderdale, FL
 - Bloom Residence Remodel, West Palm Beach, FL
 - Dairy Queen Grill and Chill, North Palm Beach, FL
 - Peters Elementary School, Plantation, FL
 - Seminole Middle School, Plantation, FL
 - FLL Cell Lot Perimeter Road Enhancements, Ft. Lauderdale, FL
 - Stanley Terrace Apartments Due Diligence Report, Deerfield Beach, FL
 - Miramar HS SPE Jorge G. Miramar, FL
 - Promenade Shops Parking Addition, Coconut Creek, FL
 - Michael McCleary Residence East Lot, Delray Beach, FL
 - Michael McCleary Residence West Lot, Delray Beach, FL
 - Ninnette, Miami, FL
 - The Boca Raton Senior Living and Health Care Campus, Boca Raton, FL
- Projected USA-Based Projects**
- Fire Station #2 Miami 40 YR Electrical Report, Miami, FL
 - 40yr Report 612 SE 5th Avenue, Ft. Lauderdale, FL
 - Miramar HC Culinary Lab, Miramar, FL
 - 309 SE 18th St 40yr Report, Ft. Lauderdale, FL
 - Hollywood Central AIC, Hollywood, FL
 - Fire Station #8 40 Year Electrical Report, Coconut Grove, FL
 - Tom Thumb Store #211, Big Pine Key, FL
 - Tom Thumb Store #325, Davie, FL
 - Quest, Homestead, FL
 - Quest Promenade, Miami, FL
 - Quest, Plant City, FL
 - Quest, Trinity, FL
 - Quest, Kendall Square, FL
 - Quest, Deerfield Beach, FL
 - Quest, Lake Worth, FL
 - 3603 Electrical Load Calculations, Murano, FL
 - University Hospital & Medical Center - HCA East Florida Command Center, Tamarac, FL
 - Diamond Apt Murano Bldg Unit 3603 Electrical Design, Miami, FL
 - Pompano Park Place from Powerline Rd. to S. Cypress Rd, Pompano Beach, FL
 - Deerfield Beach Penny Tax Pedestrian Lighting, Deerfield Beach, FL
 - Miami Dade College Homestead Campus Building G HVAC Upgrades, Miami, FL
 - University Hospital & Medical Center - HCA East Florida Command Center, Tamarac, FL
 - Copans Road Bus Maintenance Feeder Rerouting, Pompano Beach, FL
 - Bankers Healthcare Group Phase II, Hollywood, FL
 - McNab Park Improvements, Pompano Beach, FL
 - CHI Key Largo Medical Center Renovation, Key Largo, FL
 - Broward County South Animal Care and Adoption Facility HVAC Remediation, Ft. Lauderdale, FL
 - Little Caesar #2275 - 2402 West 60th Street, Hialeah, FL
 - Taco Bell Restaurant Remodel, West Palm Beach, FL
 - Brightline Train Station, Aventura, FL
 - KC Wright Administration Bldg. - Counsels Office SBBC, Ft. Lauderdale, FL
 - Pier Street Lighting, Photometrics and Electric, Pompano Beach, FL
 - Miami Lakes Office Space, Miami Lakes, FL
 - Wellington Wells Fargo new Insta- Hot , Wellington, FL
 - U-Health Sylvester Comprehensive Cancer Center Service Yard, Miami, FL
 - U-Health Hospital Tower East Building 9th Floor South Wing Finishes Upgrades, Miami, FL
 - Hollywood Landings 34-unit Townhouse, Hollywood, FL
 - Sunset Point Veterans Park Renovation, Tamarac, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- Broward County Main Library Plaza Repair and Restoration, Broward County, FL
- BHSF FSED West Kendall Portable Chiller Electrical Feed, West Kendall, FL
- Coca Cola Building Renovation, Ft. Lauderdale, FL
- Taco Bell #243 @ 1075 W 49th Street, Hialeah, FL
- CHI Medical Center, Key West, FL
- BSO Training Facility, Broward County, FL
- 9655 East Bay Harbor Drive Generator, Bay Harbor, FL
- Broward County Convention Center & Headquarters Hotel, Broward County, FL
- McNair Park Pompano Beach, Pompano Beach, FL
- City of Margate DEES Building Load Assessment and Recommendations, Margate, FL
- Broward County Tradewinds Park North Zone 1,2,3,4,5,6, Broward County, FL
- GIA Tenant Interior Modifications, Miami, FL
- Sunnyreach Neighborhood Site Lighting Improvements, Ft. Lauderdale, FL
- City of Coral Gables Blue Park Improvements, Coral Gables, FL
- 3600 N. Federal Hwy 40 YR Report, Ft. Lauderdale, FL
- Tom Thumb Store #101 - 77 West Okeechobee Blvd, Big Pine Key, FL
- City of North Miami Cagni Park Redevelopment, Miami, FL
- Vinson Park in Margate, Margate, FL
- Safe Air Miramar FS 100, Miramar, FL
- Safe Air Miramar FS 84, Miramar, FL
- Safe Air Miramar FS 19, Miramar, FL
- 550 SW 7th Street Apartment Building, Miami, FL
- Davie E.S. Temporary Cooling Tower, Davie, FL
- Reserve Luxury Wine Vault, Plantation, FL
- Schanchne 40 yr report 2436 E. Las Olas Blvd., Ft. Lauderdale, FL
- Broward County North Family Success Center Roof Replacement, Broward County, FL
- Morrow Elementary School Phase II, North Lauderdale, FL
- Mcfatter Pharmacy Lab Remodel, Davie, FL
- Broward County Northwest Family Success Center Interior Renovations, Broward County, FL
- SBBC Plantation MS Building #1 Additional Design, Plantation, FL
- SBBC Plantation MS Building #5 Additional Design, Plantation, FL
- MLK Neighborhood Street Lighting Improvements, Pompano Beach, FL
- Deerfield Beach Island Mobility Improvements, Deerfield Beach, FL
- Levin Golden Beach Residence Remodel and Addition, Golden Beach, FL
- Catrina Cantina Florida Mall Remodel, Orlando, FL
- Sullivan Park Community Center, Deerfield Beach, FL
- Bonneau Residence Renovation, Ft. Lauderdale, FL
- Codman Space at MPC, Miramar, FL
- BHSF Coral Way Cooler (Revit), Miami, FL
- Taco Bell #134 Broward Blvd, Ft Lauderdale
- BPEI Fire Sprinkler System Upgrade Study, Miami, FL
- Skrimp Shack Lake Worth Remodel, Lake Worth, FL
- Miramar Megacenter Bldg A, Miramar, FL
- Miramar Megacenter NEW Bldg B, Miramar, FL
- Miramar Megacenter Bldg E, Miramar, FL
- Coral Lagoon Interior Build-out, Key West, FL
- Wildflower Park Renovations, Boca Raton, FL
- Nothard House Renovation, Ft Lauderdale, FL
- UHT East Building X-Ray Room #8 Renovation, Miami, FL
- Two Vanilla Box Spaces next to the DMV, Sunrise, FL
- Deerfield Beach H.S. Chiller Piping Study and Report, Ft Lauderdale, FL
- SF Holdings Electrical Repairs, Ft Lauderdale
- PGH OR's #1,2,3 Gas Modifications, Plantation, FL
- ARFF Building Air Curtains, Ft. Lauderdale, FL
- FLL Remote Noise Mitigation Towers, Ft. Lauderdale, FL
- UHT West Building 6th Floor HVAC Upgrades, Miami, FL
- Monarch High School Combi Oven Replacement, Plantation, FL
- Dillard High School Combi Oven Replacement, Ft Lauderdale, FL
- South Broward High School Combi Oven Replacement, Hollywood, FL
- Even Hotel Mechanical Troubleshooting, Miami, FL
- Starbucks #8419 Dolphin Mall Grease Interceptor, Miami, FL
- Anthony's Coal Fired Pizza, Aventura, FL
- Bell Amare Condominiums 1900 S. Surf Road, Hollywood, FL
- UHT South Building Main Electrical Service Switch & GFP Replacement Study, Miami, FL
- Silver Lakes Middle School Toilet Rooms Renovation, North Lauderdale, FL
- Gulfstream Learning Center Restrooms Renovation, Hallandale, FL
- Castle Hill ES Penthouse Equipment Room Renovations, Lauderhill, FL
- Walgreens Store #7089 Elevator Replacement, Key West, FL
- UHT East Building 8th Floor HVAC Modifications, Miami, FL
- UHT West Building Floors 2,3,4,& 5 HVAC Assessment, Miami, FL
- Lacovia Building MEP Coordination, Cayman Island, FL
- Subway 12020 SW 8th Street, Miami, FL
- Brickell Nourish Kitchen & Juice, Miami, FL
- Perl Restaurant, Naval West, FL
- Night Owl Cookies Pembroke Lakes Square Pembroke #106, Pembroke Pines, FL
- Broward County Transit Copans Road Bus Wash, Pompano Beach, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- Fleet Parking Facilities Electrical Capacity Report, Ft Lauderdale, FL
- Temple Addition and Remodeling, Southwest Ranches, FL
- FLL Exit Roadway and Valet Routing Improvements, Ft Lauderdale-Hollywood, FL
- UHT East Building HVAC Modifications Levels 1, 2, 3, 4, 6, 7, 9 & 13, Miami, FL
- Broward County Main Jail Glazing Remediation Ft Lauderdale, FL
- Oliver-Pyatt Rehab Center EM- Standby Generator, Miami, FL
- Taco Bell 1650 NE 163rd St. Due Diligence Report, Miami Beach
- Desigual Construction Administration, Orlando, FL
- Masjid Al Iman Canopy Fans Lighting, Ft. Lauderdale, FL
- CHI Doris Ison Medical Center HVAC Equipment Replacement, Miami, FL
- UHT CEP Feasibility Study, Miami, FL
- West Palm Beach Service Equipment Replacement, West Palm Beach, FL
- Broward County South Animal Care and Adoption Facility Ventilation Assessment, Ft. Lauderdale, FL
- Broward County CMD Office Areas Remodeling, Ft. Lauderdale, FL
- City of Doral Triangle Park Cultural Center, Doral, FL
- Children's Crisis Center at Doris Ison, Miami, FL
- Westside Regional Medical Center CT Scan Renovation, Plantation, FL
- Alex House at SW Ranches, SW Ranches, FL
- Circuit Academy Interior fit-out, Miami, FL
- Mennella Residence Beach House, Manalapan, FL
- 2500 NW 39th Street Miami Office Building Sewer Letter, Miami, FL
- Broward County Main Jail Judge's Bench 1st Appearance Court Ft. Lauderdale, Ft. Lauderdale, FL
- Subway Coral Gables, Coral Gables, FL
- Jackson Health System West MOB-UM 3-Story Build-out, Doral, FL
- Cantina Fresh Coral Gables, Coral Gables, FL
- Weld's Residence, Grand Cayman, FL
- Bocaire Country Club Study and Report
- Coral Spring High School Group Restrooms 415 ADA, Coral Springs, FL
- Restroom Renovation 9999 NE 2nd Ave Miami Shores, Miami Shores, FL
- Midgard Tenant Separation, Ft. Lauderdale, FL
- U-Health SCCC Hollywood Campus- CTU and Pharmacy Renovation, Hollywood, FL
- U-Health SCCC Hollywood Campus- Suite 1A Renovation, Hollywood, FL
- U-Health SCCC Kendall Campus- Pharmacy Renovation, Kendall, FL
- City of Oakland Park Police Municipal Building Hardening, Oakland Park, FL
- JHS Freestanding Emergency Department (FSED) 3737 SW 8th Street, Miami, FL
- ICC Lightspeed 311 & 911 Support Area Interior Renovation, Miami, FL
- BS BBQ Palmetto Bay Grease Trap, Palmetto Bay, FL
- Megacenter Building C-Space #14-15 (ASR #10), Miramar, FL
- Starbucks Storage Room at FLL Rental Car Rental, Ft. Lauderdale, FL
- Ft. Lauderdale Executive Airport - FXE Administration Building Renovation, Ft. Lauderdale, FL
- Renovations of Fire Station #44, North Lauderdale, FL
- Fuzzy Taco Cypress Creek, Ft. Lauderdale, FL
- Walgreens Store #3905 - 1751 Bonaventure Blvd. Weston, Weston, FL
- Walgreens Store #4402 - 1300 E. Hallandale Beach Blvd., Hallandale Beach, FL
- Walgreens Store #04174 - 3053 SW Martin Downs Blvd., Palm City, FL
- Sea Cadet Building, Ft. Lauderdale, FL
- Centene Building UPS Replacement, Sunrise, FL
- Miami Beach Sanitation Department Renovation, Miami Beach, FL
- Electrical Room Equipment Assessment Mantrell Plaza, Miami Beach, FL
- Mercy Hospital - Hill-Rom Nurse Call System Upgrades, Miami, FL
- Safe Air Key Biscayne Fire Station, Key Biscayne, FL
- Little Caesars at 8310 NW 27th Ave, Miami, FL
- BMW Storage Lot 140 NW 16th Street, Pompano Beach, FL
- 1460 S. Ocean Blvd, Manalapan, FL
- Delta Sky Club Space As-builts at FLL, Ft. Lauderdale, FL
- Emergency Generator for TFG Group, Ft. Lauderdale, FL
- Safe Air Hollywood Fire Station #45, Hollywood, FL
- 535 N. County Road Residence, Palm Beach, FL
- AHF Residences and Parking Garage, Ft. Lauderdale, FL
- DNS Expansion and Remodel, Ft. Lauderdale, FL
- Megacenter Building D Flite Line Interior Buildout, Miramar, FL
- Dairy Belle Dania Beach Interior Remodel, Dania Beach, FL
- J&J Dental Parking Lot, Ft. Lauderdale, FL
- Roche Residence Ft. Lauderdale Beach, Ft. Lauderdale, FL
- TY Park Restroom Renovations, Hollywood, FL
- Hollywood Lift Station, Hollywood, FL
- Mizrahi Office Renovation, Miami, FL
- Learning Center Offices, Ft. Lauderdale, FL
- Broward County North Mass Transit Copans Rd Bus Lift, Pompano Beach, FL
- Sheridan Oaks Plaza Photometrics, Hollywood, FL
- Oakwood Art Studio, Miami, FL
- Miramar Pineland Nature Center, Miramar, FL

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- Hampton Beach Club Roof Top Fans, LBS, FL
- Pretzel Twister Grease Trap @ Westland Mall, Hialeah, FL
- Bolden Bldg Renovation & Interior Improv, Ft. Lauderdale, FL
- Burger King # 1 @ 3601 NW 27TH AVE, Miami, FL
- Flynn Office Elevator Addition, LBS, FL
- The Beet Boxx, Miami, FL
- City of Deerfield Beach Tigner Community Center, Deerfield Beach, FL
- Shake Shack at FLL T2, Ft. Lauderdale, FL
- Flash Fire Pizza at FLL T2, Ft. Lauderdale, FL
- University of Miami Hospital GI Renovation, Miami, FL
- Night Owl Cookies at Wynwood, Miami, FL
- Elements Fuel Piping, Jupiter, FL
- Palmetto General Hospital 50 Year Report, Hialeah, FL
- Double Eagle Distributing 40 Year report, Deerfield Beach, FL
- FLL T1 BRIDGE- Temporary Starbucks, Ft. Lauderdale, FL
- Seagull High School SPE, Ft. Lauderdale, FL
- Country Isles Elementary School SPE, Weston, FL
- Wassink Residence Remodel, Pompano Beach, FL
- Citrix 1801 Spectrum Bldg Due Diligence, Broward County, FL
- TSSC Restroom and Shower, Sunrise, FL
- UHT W Building 6th floor HVAC Assessment, Miami, FL
- Pompano Golf Park, Pompano Beach, FL
- Blanche Ely Museum Renovations, Pompano Beach, FL
- Dunkin Donuts @ 4880 NW 183rd Street, Miami, FL
- Pincho Factory @ 1133 NW 136th Ave., Sunrise, FL
- East McNab Road Streetscape, Pompano Beach, FL
- Oaks Place Townhomes, Dania Beach, FL
- Naval Air Station Museum Study, Ft. Lauderdale, FL
- CHI Doris Ison Medical Center HVAC Units Replacement, Miami, FL
- Dutch Pot Miami Gardens, Miami Gardens, FL
- Veterans Park at Lauderhill DCP, Lauderhill, FL
- St. George Park at Lauderhill, Lauderhill, FL
- Red Stripe at FLL, Ft. Lauderdale, FL
- Mazzotta Residence Remodel, Miami, FL
- Dunkin Donuts 1409 S. Powerline Rd., Pompano Beach, FL
- Starbucks FLL T1-B Store#22708, Ft. Lauderdale, FL
- Trellis and Facade Lighting at Shoppes of Promenade, Coconut Creek, FL
- 100 N. Andrews Ave 40 Year Report (504210140030), FL
- 707 War Memorial 40 Year Report (504202320010), FL
- 730 Holiday Park Activity Center (494234140010), FL
- 801 Seabreeze Blvd 40 Year Report (504212270012), FL
- 1300 E. Sunrise Blvd Holiday Park Reports (504202280010), FL
- 1300-1350 W Broward Blvd 40 Year Report (504209010070), FL
- 1801 Eisenhower Blvd Reports (504214000210), FL
- 4250 NW 10 Ave 40 Year Report (494221020080), FL
- 955 S. Federal Office Building Remodel, Ft. Lauderdale, FL
- 13135 South Field Rd., Wellington, FL
- Hampton Beach Club Car Charge + ACC, Pompano Beach, FL
- Pompano Surf Club Bldg. C PRV, Pompano Beach, FL
- Rogers Addition Project, Hollywood, FL
- 2000 Sol Van Buren Apartments, Hollywood, FL
- Neptune Building, Orlando, FL
- Aventura Regents ALF, Aventura, FL
- Marier Building 40 Year Report 2067 S. Federal Highway, Ft. Lauderdale, FL
- Hallandale High School - Fire Walls, Hallandale Beach, FL
- Palmetto General Hospital Behavioral Health - Top Door Alarm System Engineering Assessment, Hialeah, FL
- Krant Residence AC Recommendation, FL
- Steel Fab 40 Year Report, Oakland Park, FL
- IHop 78 7376 SW 40th Street (Bird Road), Miami, FL
- Lake Nona Town Center Building G1 and G2, Lake Nona, FL
- Lake Nona Town Center Building B1, Lake Nona, FL
- Alex Road 2, FL
- Whiskey River T1-B Site Survey, Ft. Lauderdale, FL
- Sergio's T1-B Site Survey, Ft. Lauderdale, FL
- Burger King T1-B Site Survey, Ft. Lauderdale, FL
- Rocco's Taco's T1-C Site Survey, Ft. Lauderdale, FL
- AHF Residences Narrative, Ft. Lauderdale, FL
- Taco Bell 2045 W. Memorial Blvd., Lakeland, FL
- Hendricks Isle Condominium, Ft. Lauderdale, FL
- American Access Care Facility - O.R. HVAC, Sunrise, FL

Non-USA Similar in Scale and Nature

N/A

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

6. Willingness to Meet Time and Budget Requirements

For A/E Consultants, explain approach to meeting time and budget requirements for project of similar scope and scale. In Step 2, once budget and schedule are established, Developer Team shall confirm commitment to meet project schedule and budget requirements.

The Fentress | PALMA | Cartaya Design Team will ensure that the Joint Governmental Center Complex will become our area’s most recognized building and a complete success story. As such, it will be our privilege to work on this legacy project for Broward County/City of Fort Lauderdale. We pledge to assign all personnel necessary and use the expertise learned from our over 300 years of cumulative years practicing architecture and engineering in Fort Lauderdale and across the country to design and assist in the construction of this project within its approved budget and schedule.

Our team’s extensive experience managing projects within established budgets and schedules has ensured the success of thousands of projects and over 600 buildings designed by Cartaya, Fentress, and PALMA in Broward County and throughout the State of Florida. We will use this experience to guarantee the financial and schedule success of the Joint Governmental Center Complex.

- We will help conduct and assist in constructability and value engineering efforts including major building components (glazing, energy production, energy management, structural, mechanical, electrical, plumbing, and civil engineering systems), secondary building systems (construction materials, doors, finishes, appliances, and fixtures) and tertiary

systems (doors, faucets, metals, etc.) to guarantee a best value design for Broward County and the City of Fort Lauderdale.

- For the Joint Government Center Complex, the Fentress | PALMA | Cartaya Design Team will co-locate in Hensel Phelps’ Fort Lauderdale office, located a mile from the site. The Design Team will work closely with the General Contractor to provide continuity of management and allow for easy transition to construction. This input is critical on constructability and cost issues. The Design Team and General Contractor will utilize co-located work spaces sharing the same work space. One of the benefits of this process is that the designers have the advantage of direct input from the contractors through the completion of the construction documents.
- We will conduct partnering and team building workshops to continuously discuss the project throughout its duration with Broward County Government staff, City of Fort Lauderdale staff, and other stakeholders.
- We will help establish a project change control and management program for review and approval from Broward County Government staff, City of Fort Lauderdale staff, and stakeholders before performing any changes on the project.

- We will continue to be vigilant of the budget cost and schedule status throughout the development of the project by implementing a cost tracking system and schedule recovery guidelines for the project.



I. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

31. SIGNATURE

32. DATE

4/15/2021

33. NAME AND TITLE

Curtis Fentress, FAIA, RIBA

ARCHITECT - ENGINEER QUALIFICATIONS

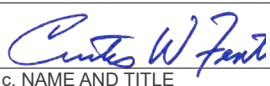
1. SOLICITATION NUMBER (If any)
PNC2122559R1

PART II - GENERAL QUALIFICATIONS
(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME Fentress Architects, Ltd			3. YEAR ESTABLISHED 1980	4. UNIQUE ENTITY IDENTIFIER 031375140
2b. STREET 421 Broadway			5. OWNERSHIP	
2c. CITY Denver			2d. STATE CO	2e. ZIP CODE 80203
6a. POINT OF CONTACT NAME AND TITLE Curtis Fentress, FAIA, RIBA, Principal in Charge of Design			a. TYPE Corporation	
6b. TELEPHONE NUMBER 303-809-6393			6c. E-MAIL ADDRESS fentress@fentressarchitects.com	
8a. FORMER FIRM NAME(S) (If any) C.W. Fentress and Associates, P.C. C.W. Fentress J.H. Bradburn and Associates, P.C. Fentress Bradburn Architects Ltd.			7. NAME OF FIRM (If Block 2a is a branch office)	
			8b. YEAR ESTABLISHED 1980 1988 1998	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	17		A06	Airports, Terminals and Hangars	9
06	Architect	38		C06	Churches, Chapels	1
37	Interior Designer	3		C11	Civic Buildings and Community Centers	8
	Draftsmen	19		C13	Computer Facilities/Computer	1
	Model Crafters	2		H06	High Rise	6
				J01	Judicial and Courtroom Facilities	8
				L04	Libraries, Museums, Galleries	5
				O01	Office Buildings, Industrial Parks	4
					State, County, and Local Government	8
					Federal Government Office Buildings	6
Total		79				

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i>		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	8	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	9	2. \$100,00 to less than \$250,000	9. \$25 million to less than \$50 million	10. \$50 million or greater	
a. Total Work	9	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 <i>The foregoing is a statement of facts.</i>	
a. SIGNATURE 	b. DATE 4-15-21
c. NAME AND TITLE Curtis Fentress, FAIA, RIBA, President/Principal in Charge of Design	

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 Cartaya and Associates Architects, P.A.			3. YEAR ESTABLISHED 1979	4. UNIQUE ENTITY IDENTIFIER 878423979
2b. STREET 2400 E. Commercial Boulevard, Suite 201			5. OWNERSHIP	
2c. CITY Fort Lauderdale	2d. STATE FL	2e. ZIP CODE 33308	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Mario M. Cartaya			b. SMALL BUSINESS STATUS yes	
6b. TELEPHONE NUMBER 954-771-2724			6c. E-MAIL ADDRESS mjcartaya@cartayaandassociates.com	
8a. FORMER FIRM NAME(S) (If any) Cartaya-Winter Associates. Architects, P.A. Mario Cartaya Architect, P.A.			8b. YEAR ESTABLISHED 1981-1983 1979-1981	8c. UNIQUE ENTITY IDENTIFIER n/a

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	3		A06	Airport; Terminals and Hangers	6
06	Architect	7		A11	Auditoriums	6
47	Planners: City/Urban	1		C10	Commercial Building (Low Rise) Shopping Center	3
48	Project Manager	3		C11	Community Facilities	5
08	CAD Technician	8		E02	Educational Facilities; Classrooms	6
15	Construction Inspector	1		F02	Field Houses, Gyms, Stadiums	5
				G01	Garages, Vehicle Maintenance, Parking Deck	5
				H08	Historical Preservation	2
				H09	Hospital & Medical Facilities	5
				H10	Hotels & Motels	5
				H11	Housing Residential; Multi-family; Apartments	5
				I01	Industrial Building	5
				I05	Interior Design; Space Planning	4
				J01	Judicial and Courtroom Facilities	6
				L04	Libraries; Museums; Galleries	6
				P13	Public Safety Facility	5
				R04	Recreational Facility (6
				R12	Roofing	2
				S11	Sustainable Design	4
				S12	Swimming Pools	2
Total		23				

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i>	PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
	1. Less than \$100,000	6. \$2 million to less than \$5 million		
	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million		
a. Federal Work		3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	
b. Non-Federal Work		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	
a. Total Work		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
c. NAME AND TITLE	

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 Thornton Tomasetti, Inc.			3. YEAR ESTABLISHED 2006	4. UNIQUE ENTITY IDENTIFIER 150712631
2b. STREET 2001 K Street, NW, Suite 600 North			5. OWNERSHIP	
2c. CITY Washington	2d. STATE DC	2e. ZIP CODE 20006	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Peggy Van Eepoel, Senior Principal			b. SMALL BUSINESS STATUS N/A	
6b. TELEPHONE NUMBER 202.580.6300	6c. E-MAIL ADDRESS		7. NAME OF FIRM (If Block 2a is a branch office) Thornton Tomasetti, Inc. (established in 1956 as Lev Zetlin Associates, Inc.)	
8a. FORMER FIRM NAME(S) (If any) Weidlinger Associates, Inc.			8b. YEAR ESTABLISHED 2011	8c. UNIQUE ENTITY IDENTIFIER 117961669

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 Engineers	12		A06	Airports; Terminals; & Hangars; Freight Handling	1
02	Administrative	229	5	A11	Auditoriums & Theatres	1
06	Architects	65		C10	Commercial Building; (low rise); Shopping Centers	5
08	CADD Technicians	90	3	E02	Educational Facilities; Classrooms	2
12	Civil Engineers	27		F01	Fallout Shelters; Blast-Resistant Design	5
14	Computer Programmer	22		F02	Field Houses; Gymnasiums; Stadiums	3
15	Construction Inspectors	24		F05	Forensic Engineering	1
21	Electrical Engineers	8		H09	Hospitals & Medical Facilities	3
26	Forensic Engineers	36	1	H10	Hotels; Motels	2
27	Foundation/Geotechnical Engineer	5		H11	Housing (Residential, Multifamily, Apartments, Condominiums)	4
42	Mechanical Engineers	32	4	J01	Judicial and Courtroom Facilities	4
50	Risk Assessors	5		L04	Libraries; Museums; Galleries	4
51	Safety Engineer	11		O01	Office Building; Industrial Parks	6
54	Security Specialists	67	10	R06	Rehabilitation (Buildings; Structures; Facilities)	5
57	Structural Engineers	705	30	R08	Research Facilities	3
58	Technician/Analyst	5		S09	Structural Design; Special Structures	6
	Resilience Consultant	7			Security Program Development	2
	Sustainability Consultant	25			Software Development	4
					Threat Vulnerability Risk Assessment	1
Total		1375	53			

<p>11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>a. Federal Work</td><td style="text-align: center;">6</td></tr> <tr><td>b. Non-Federal Work</td><td style="text-align: center;">7</td></tr> <tr><td>a. Total Work</td><td style="text-align: center;">8</td></tr> </table>	a. Federal Work	6	b. Non-Federal Work	7	a. Total Work	8	<p>PROFESSIONAL SERVICES REVENUE INDEX NUMBER</p> <table style="width: 100%;"> <tr> <td>1. Less than \$100,000</td> <td>6. \$2 million to less than \$5 million</td> </tr> <tr> <td>2. \$100,00 to less than \$250,000</td> <td>7. \$5 million to less than \$10 million</td> </tr> <tr> <td>3. \$250,000 to less than \$500,000</td> <td>8. \$10 million to less than \$25 million</td> </tr> <tr> <td>4. \$500,000 to less than \$1 million</td> <td>9. \$25 million to less than \$50 million</td> </tr> <tr> <td>5. \$1 million to less than \$2 million</td> <td>10. \$50 million or greater</td> </tr> </table>	1. Less than \$100,000	6. \$2 million to less than \$5 million	2. \$100,00 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
a. Federal Work	6																
b. Non-Federal Work	7																
a. Total Work	8																
1. Less than \$100,000	6. \$2 million to less than \$5 million																
2. \$100,00 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 <i>The foregoing is a statement of facts.</i>	
a. SIGNATURE 	b. DATE 3/26/2020
c. NAME AND TITLE Peggy Van Eepoel, Senior Principal	

ARCHITECT - ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)
PNC2122559R1

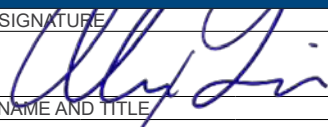
PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME KEITH			3. YEAR ESTABLISHED	4. UNIQUE ENTITY IDENTIFIER
2b. STREET 2312 South Andrews Avenue			5. OWNERSHIP	
2c. CITY Fort Lauderdale			2d. STATE FL	2e. ZIP CODE 33060
6a. POINT OF CONTACT NAME AND TITLE Paul Weinberg, PLA, ASLA			a. TYPE Corporation	
6b. TELEPHONE NUMBER 954-788-3400			6c. E-MAIL ADDRESS pweinberg@keithteam.com	
8a. FORMER FIRM NAME(S) (If any) Keith and Associates, Inc.			7. NAME OF FIRM (If Block 2a is a branch office)	
			8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
			b. SMALL BUSINESS STATUS n/a	

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			
20	Administrative	28	1	A06	Airports Terminals and Hangars	0
12	Civil Engineering, PE	13	0	B02	Bridges	0
60	Transportation Engineering, PE	2	0	C07	Coastal Engineering	0
15	Construction Inspector	6	0	C10	Commercial Building Low Rise	2
16	Construction Manager	20	0	C11	Community Facilities	3
29	GIS Specialist	1	0	C15	Construction Management	2
38	Land Surveyor, PSM	4	0	C16	Construction Surveying	2
39	Landscape Architect, PLA	5	0	E02	Educational Facilities	2
47	Planner: Urban and Regional	7	5	F02	Field Houses, Gyms, Stadiums	0
48	Project Manager	5	2	G04	GIS Services, Development, Analysis	1
53	Scheduler	1	0	H07	Highways, Street, Airfield Paving	2
	Landscape Designer	9	9	H09	Hospitals, Medical Facilities	2
	Project Engineer	32	0	I06	Irrigation, Drainage	2
	Project Surveyor	8	0	L03	Landscape Architecture	3
	Survey Field Crew	15	0	P05	Planning - community, regional	3
	Subsurface Utility Engineer	3	0	R03	Railroad, Rapid Transit	0
	Subsurface Utility Field Crew	8	0	R04	Recreation Facilities	3
	Utility Coordinator	7	0	S10	Surveying, Platting, Mapping	2
	VDC/BIM/CIM	1	0	S13	Storm Water Handling and Facilities	1
				T04	Topographic Surveying and Mapping	2
				W03	Water Supply, Treatment and Dist.	2
				Z01	Zoning, Land Use Studies	2
Total		175	17			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		10. PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	0	1. Less than \$100,000	6. \$2 million to less than \$5 million		
b. Non-Federal Work	4	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million		
a. Total Work	4	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 3/23/21
c. NAME AND TITLE Alex Lazowick, PE, PMP, President	

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 Newcomb & Boyd, LLP			3. YEAR ESTABLISHED 1931	4. UNIQUE ENTITY IDENTIFIER 045476165
2b. STREET 303 Peachtree Center Avenue, NE, Suite 525			5. OWNERSHIP	
2c. CITY Atlanta	2d. STATE GA	2e. ZIP CODE 30303-1277	a. TYPE Limited Liability Partnership	
6a. POINT OF CONTACT NAME AND TITLE Donald Walker, Partner			b. SMALL BUSINESS STATUS No	
6b. TELEPHONE NUMBER 404-730-8521			6c. E-MAIL ADDRESS dwalker@newcomb-boyd.com	
8a. FORMER FIRM NAME(S) (If any) Robert S. Newcomb, Consulting Engineer			8b. YEAR ESTABLISHED 1923	8c. UNIQUE ENTITY IDENTIFIER
7. NAME OF FIRM (If Block 2a is a branch office)				

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			
42	Mechanical Engineers	59	52	A06	Aviation Terminals or Hangars	6
21	Electrical Engineers	40	34	A11	Auditorium or Theatre	5
	Plumbing Engineers	16	14	C06	Churches; Chapels	3
25	Fire Protection Engineers	6	5	C12	Telecommunications Facility	2
	Sustainable Engineers	5	5	C13	Computer Facilities; Computer Service	4
01	Acoustical Engineers	4	4	E02	Education - College; Educational	8
	Audio-Visual Engineers	7	7	H09	Healthcare - Hospital and Medical	8
13	Communications Engineers	7	6	H10	Hotels; Motels	5
	Intelligent Building Consultant	7	7	H11	Residential; Multifamily; Apartments	5
	Lighting Designers	2	2	I01	Industrial Facility; Industrial Buildings	3
	Security Engineers	6	6	J01	Judicial and Courtroom Facilities	6
	Commissioning Engineers	11	11	R08	Laboratory - Research Facilities	6
	CAD Technicians	15	15	L04	Libraries; Museums; Galleries	4
02	Administrative	19	19	O01	Office Buildings; Industrial Parks	8
				P09	Prisons and Correctional Facilities	4
				C11	Convention or Conference	5
				W01	Warehouse or Distribution Center	2
				R04	Recreational Facility	2
				M05	Military Facility	8
Total		204	187			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i>		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	6	1. Less than \$100,000	6. \$2 million to less than \$5 million		
b. Non-Federal Work	8	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million		
a. Total Work	8	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 3/24/2021
c. NAME AND TITLE Donald Walker, Partner	

VIII. GENERAL CONTRACTOR CAPABILITIES

GENERAL CONTRACTOR



A. PERSONNEL QUALIFICATIONS

Meet the Team



Photo: 1144 15th Street Office Building | Denver, CO

YOUR KEY STAFF

The Joint Government Center Campus is a target pursuit for Hensel Phelps. The individuals on our team are experienced, energetic, loyal, and dedicated to delivering a world-class government facility for Broward County and the City of Fort Lauderdale.

As shown on the following organizational charts is our integrated world-class design-build team structure, as well as Hensel Phelps' project team organization. We have assembled the team based on the following critical success factors:

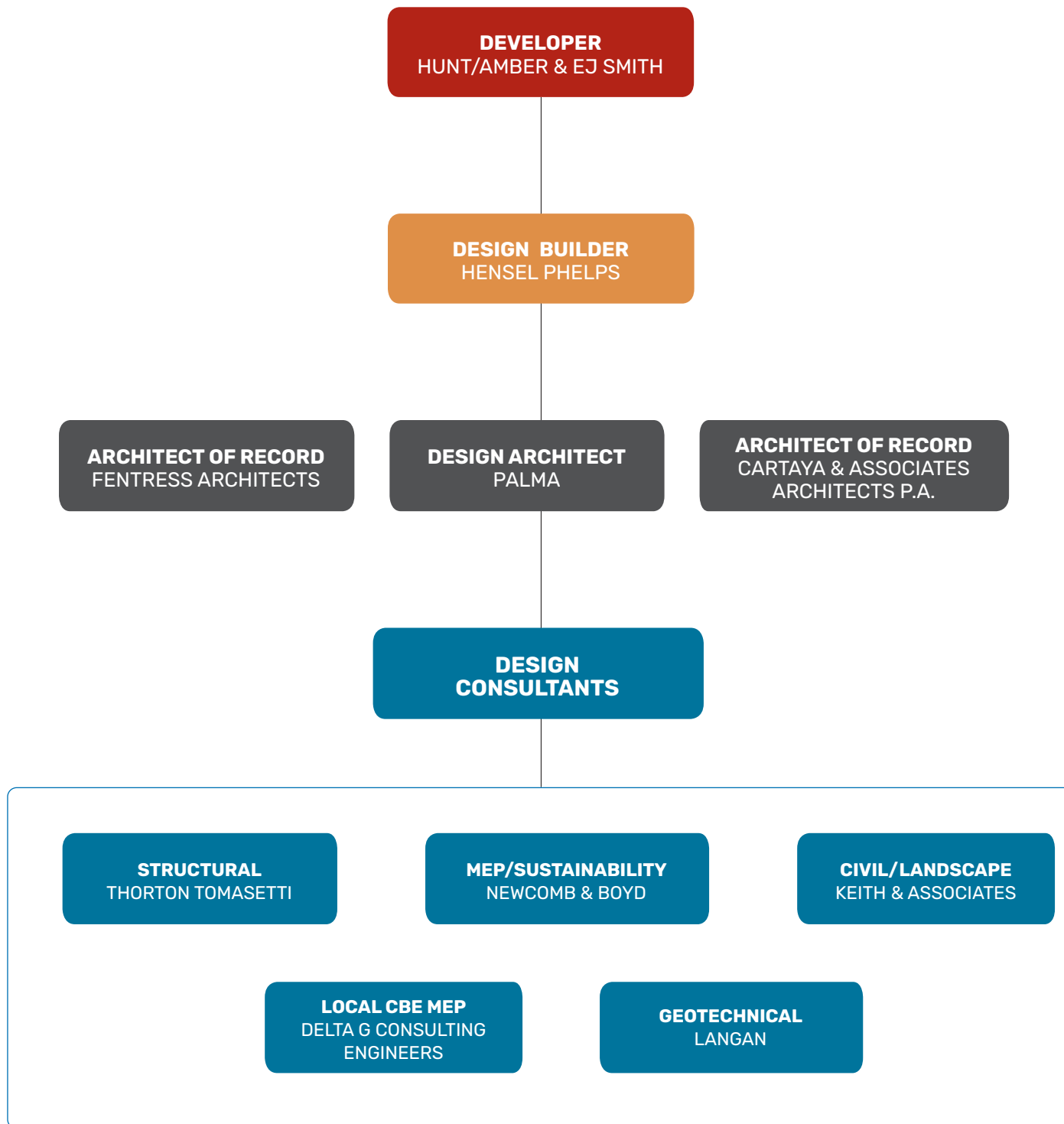
- Successful track record for delivering high-rise, government, and office building projects
- Experience implementing design-build delivery processes
- Strong relationships with local stakeholders and trade partners
- Experience working together as a team in the same proposed roles
- Experience working with our design team

Highly Qualified Personnel

Hensel Phelps will dedicate several Project Managers to lead this strategic, high-performance campus to successful completion. Amanda Fry will lead the office tower portion, while Timothy Queely will lead the transportation tower and parking garage. The relevant past experience for our key personnel dedicated to this project are set forth below.

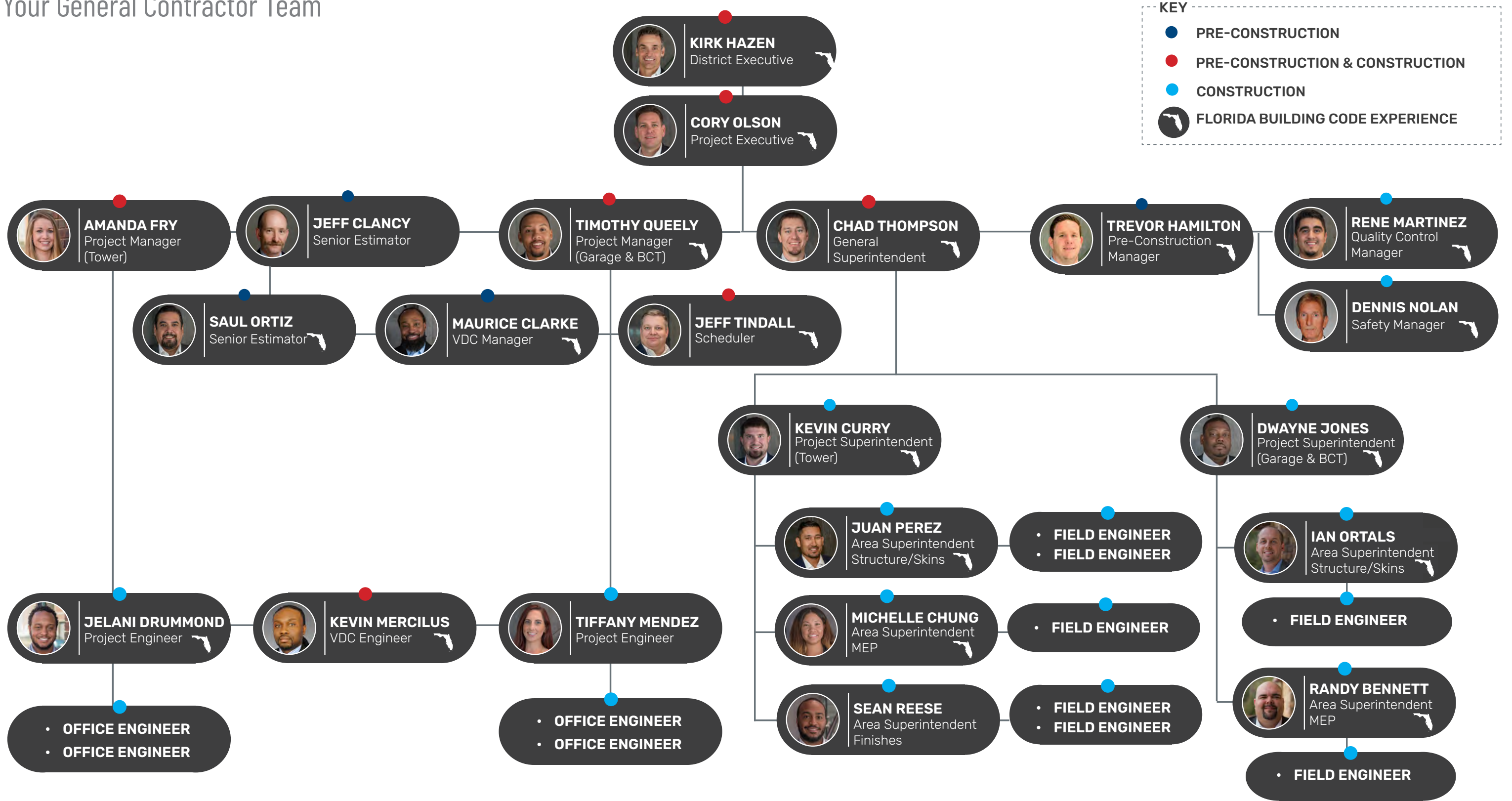
B. ORGANIZATIONAL CHART

Your Design-Build Team



C. KEY PERSONNEL

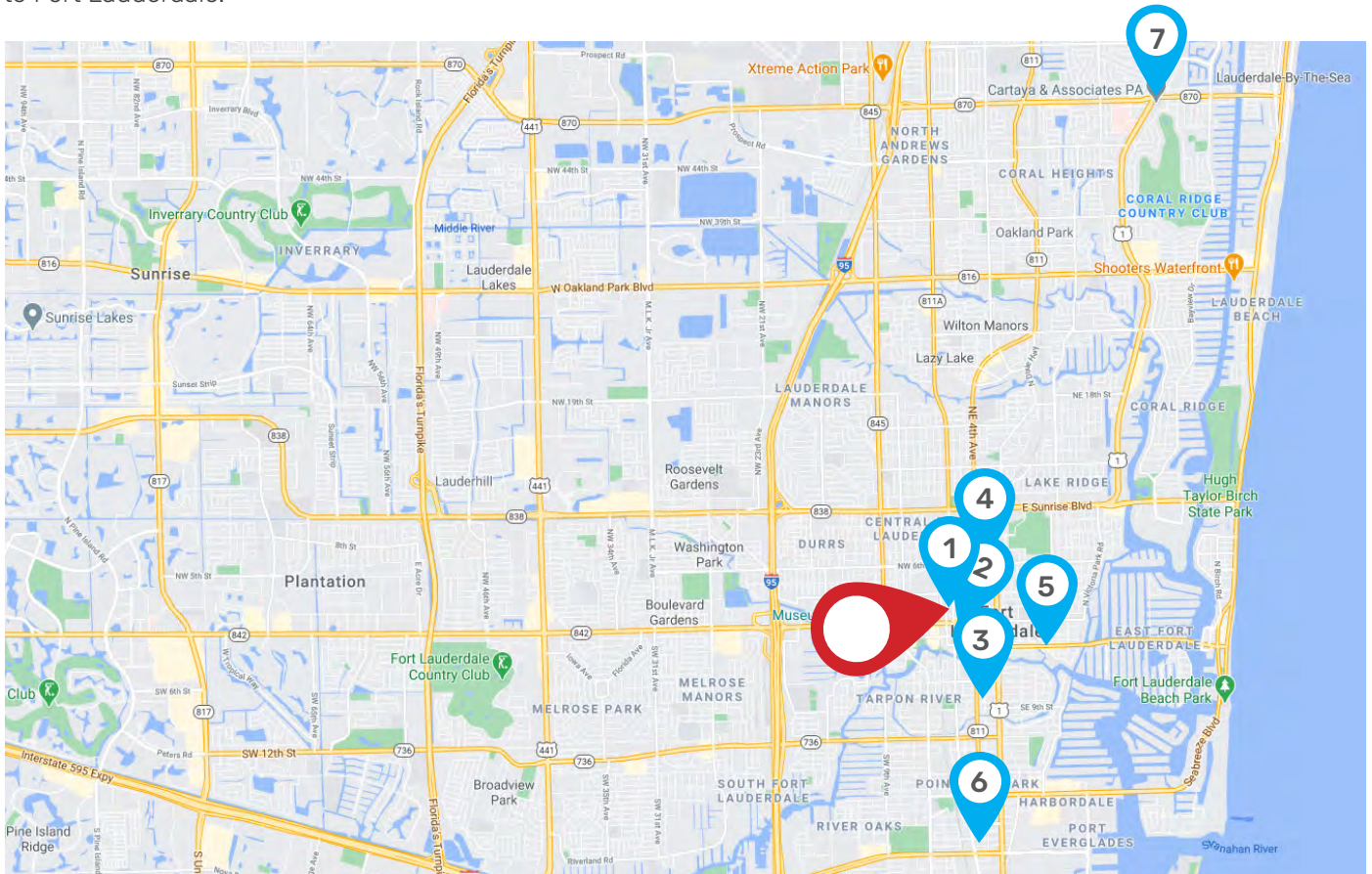
Your General Contractor Team





OFFICE LOCATIONS

As the Design-Build General Contractor, **Hensel Phelps’ Fort Lauderdale office will be the responsible office** for the Joint Government Center Campus. As shown in the map below, seven out of ten team member entities are local to Fort Lauderdale.



- 1 Thorton Tomasetti: 0.2 Mile
- 2 Langan: 0.3 Mile
- 3 Hensel Phelps: 1 Mile

- 4 Delta G Consulting: 1 Mile
- 5 Hunt: 1.5 Miles

- 6 KEITH: 2 Miles
- 7 Cartaya: 7 Miles

CASE STUDY: FORT LAUDERDALE AQUATIC CENTER

Among the numerous projects Hensel Phelps has completed in Florida, we recently implemented Florida Building Code requirements on the design-build Fort Lauderdale Aquatic Complex project.





CORY OLSON

Project Executive / Director | Hensel Phelps

EDUCATION

University of Nebraska at Lincoln
Bachelor of Science
Construction Management

LICENSING / CERTIFICATIONS

LEED Accredited Professional

LENGTH OF SERVICE

21 Years With Hensel Phelps
28 Years In Industry

PROFILE

As the Project Executive for the Joint Government Center Campus, Cory will provide the entire project team the leadership and vision crucial to the success of this complex world-class facility. Drawing from his \$1.4 billion of public and private project experience (from Rocket Pads to Roller Coasters to 5-Star Resorts and everything in between), Cory has an unparalleled background of being able to balance strict technical and quality requirements while also pushing the pace of the construction and adhering to strict budget requirements. This unique skill set, coupled with his most recent experience of working directly with the City on the Fort Lauderdale Aquatic Complex and the County at the Fort Lauderdale International Airport, will ultimately allow Cory to lead the Design-Build team in ultimately achieving all of the City's and County's goals.

RELEVANT EXPERIENCE

HOSPITALITY

Aventura Hotel at Universal Orlando

Orlando, FL | CM-at-Risk | 403,000 SF
\$113 Million | Role: Project Executive/Director

The new 17-story hotel includes 600 guestrooms and had very little laydown area. The hotel includes amenities such as a rooftop bar and grill, fitness center, lobby, and more. Cory lead the project team through an extremely aggressive schedule, completing this 400,000 SF building in just over 12 months of vertical construction, where he was responsible for all contractual obligations, daily coordination with Universal Orlando, and ultimately held all final decision making responsibility for the projects successful completion.



CORY OLSON (Cont.)

Project Executive / Director | Hensel Phelps

CIVIC

Fort Lauderdale Aquatic Complex

Fort Lauderdale, FL | Design-Build | 46,000 SF
\$36 million | Role: Project Executive

Hensel Phelps is providing demolition, renovations, and construction of all new swimming pools. The facility will also include a grandstand building, concessions, and a ticket office. Cory works with the Parks & Recreation Department and City Manager's Office on restoring this invaluable city asset to the world-class facility it was once. Integrally involved with the conception and execution of the Mayor's vision of bringing a



one-of-a-kind 27M Dive Tower to Fort Lauderdale, Cory proved that he and the entire Hensel Phelps team have the ability to prioritize the client's ambitions, while successfully upholding their contractual obligations and ultimately delivering a product that the people of the City of Fort Lauderdale will enjoy for years to come.

AVIATION / TRANSPORTATION

Miami International Airport South Terminal

Miami, FL | Agency CM | 1,200,000 SF
\$270 Million | Role: Project Manager

Two-phase construction project of a new five-story building with security checkpoints, baggage areas, ticketing lobbies, airline offices, concessions, and federal inspection service facility. The scope included all mechanical, electrical, communications, plumbing,



HVAC, fire protection, elevators, escalators, powerwalks, concrete, roofing, interior finishes, and a new bus station. Cory served as the project manager for the extremely challenging airport and bus terminal project, where he was responsible for managing the entire cost-loaded CPM schedule, change order management, and coordination of MEP trade contractors.

INDUSTRIAL

Commercial Crew Transportation Capability (CCtCap) - Launch Complex 41

Cape Canaveral, FL | Design-Build | 16,586 SF
\$44 million | Role: Project Manager

The CCtCap project for United Launch Alliance includes a new 250-foot tall Crew Access Tower, a Crew Access Arm, and modifications to the platforms inside the existing Vertical Integration Facility building adjacent to the Launch Complex. This complex project required BIM technology and completion in multiple phases. Cory was tasked with leading the entire project team through an extremely challenging design-build project on the active Atlas V launch complex. Constantly working around



live space craft and active fuel systems, Cory was able to successfully deliver this one-of-a-kind project that will ultimately deliver American Astronauts back to the International Space Station.



AMANDA FRY

Project Manager | Hensel Phelps (Tower)

EDUCATION

Florida A&M University
Bachelor of Science
Construction Engineering Technology

LICENSING / CERTIFICATIONS

Design-Build Institute of America
(DBIA) Certified

LEED Green Associate

Professional Engineer (PE)

LENGTH OF SERVICE

12 Years With Hensel Phelps
13 Years In Industry

PROFILE

Amanda is a Hensel Phelps management representative who will manage all day-to-day requirements on the project. She will serve as the Project Manager over the Office Tower for the JGCC project. With over \$700 million in successful project experience, Amanda has delivered complex government and office facilities using the design-build delivery method. She has extensive experience in managing and integrating teams on large, complex projects. Amanda is recognized in the industry for her ability to isolate and resolve design and permitting issues early in a project.

RELEVANT EXPERIENCE

GOVERNMENT

1144 15th Street Office Building

Denver, CO | CM-at-Risk | 1,185,000 SF | LEED Gold
\$195 million | Role: Project Manager

The 1144 15th Street Office Building is a 42-story, 602-foot-tall building consisting of 708,000 SF of offices and 477,000 SF of parking. Amanda was responsible for developing the master schedule, deliveries, field quality reporting/tracking, and logistical coordination required with zero lot lines in a downtown setting. She utilized BIM and trade management practices to coordinate the successful installation of utilities and high end finishes. She was directly involved with City permitting, inspections and Commissioning testing and turnover.



AMANDA FRY (Cont.)

Project Manager | Hensel Phelps

GOVERNMENT

Fred D. Thompson United States Courthouse and Federal Building

Nashville, TN | Design-Build | 275,000 SF | LEED Gold
\$145 million | Role: Project Manager

This new federal building includes the demolition, construction, and site development on 3.4 acres in downtown Nashville. The six-story facility includes courtrooms, office space, and underground structured parking. BIM was utilized underground and then throughout the entire building structure. Amanda lead, coordinated, and managed the design-build process



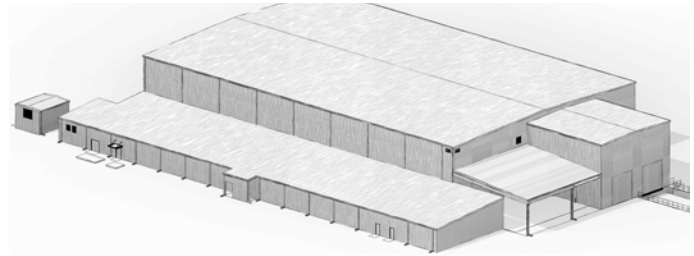
for pre-construction and construction services, and was the main contact for all owner and Tenant request, inquiries and commentary throughout the design and change process. Her responsibilities included office management, cost trending/value engineering, tenant and coordination, and owner relations and communications.

INDUSTRIAL

Lockheed Martin Missile Assembly Building 4 (MAB-4)

Courtland, AL | Design-Bid-Build | 66,000 SF
\$13 million | Role: Project Manager

MAB-4 is a Pre-Engineered Metal Building (PEMB) featuring a high-bay and low-bay space for assembly support, offices, conference rooms, restrooms, and locker space. Additionally, design includes an above ground tornado shelter, separate PEMB mechanical building, and sitework to include parking, main road tie-ins, and demolition of existing culverts. Amanda was



the main point of contact for the MAB 4 facility and was responsible for monitoring project schedules, the timely and detailed submission of owner deliverables and change requests, onsite office oversight and overall cost budget management. Responsibilities included owner communications, Subcontractor management, office management and overall project financials.

HEALTHCARE / OFFICE

Kaiser Permanente Moreno Valley IRIS Medical Office Building (MOB) II

Moreno Valley, CA | CM-at-Risk | 74,598 SF
LEED Gold | \$32 million | Role: Assistant Project Manager

This MOB includes 19 primary care and 25 specialty care providers, a 3-room outpatient procedure center, a 10-bay chemotherapy/infusion center, conference center, specimen collection laboratory, imaging services, and pharmacy. BIM and GPS were utilized extensively throughout pre-construction and construction process



for design coordination. Amanda was responsible for processing and submittal of Owner and trade partner pay applications, coordination of material deliveries, checking of shop drawings, submittal processing, project schedule updates in addition to coordination of subcontractor operations.



TIMOTHY QUEELY

Project Manager | Hensel Phelps (Garage/BCT)

EDUCATION

Florida A&M University
Bachelor of Science
Construction Engineering Technology

LICENSING / CERTIFICATIONS

Design-Build Institute of America
(DBIA) Certified

Occupational Safety and Health
Administration (OSHA) Certified

LENGTH OF SERVICE

14 Years With Hensel Phelps
15 Years In Industry

PROFILE

Timothy is a Hensel Phelps management representative who responds to all day-to-day requirements and concerns of the client. He will serve as the Project Manager over the Transportation Tower for the JGCC project. With over \$2 billion in successful project experience, Timothy has delivered complex government office facilities, including under the design-build delivery method. He has extensive experience in developing and monitoring project master schedules, estimating, job cost reports, and establishing and implementing effective communication procedures for all team components. Recognized in the industry for his ability to isolate and resolve various design and compliance issues early in a project's evolution, his aptitude and expertise are evidenced in the many successful projects with which he has been involved.

RELEVANT EXPERIENCE

TRANSPORTATION

PHX Sky Train Stage 1 Fixed Facilities

Phoenix, AZ | CM-at-Risk | 160,053 SF | LEED Gold
\$343 Million | Role: Project Manager

The Stage 1 Automated Train Fixed Facilities project at Sky Harbor provides connections between numerous airport facilities, consisting of 1.9 miles of dual guideway, three stations, guideway structures (both aerial and at-grade), power substations, equipment rooms, and other supporting utility infrastructure. Timothy was responsible for monitoring project integration with the other 2 stations and main Terminal expansion, as well as phasing communication between the City and Authority to connect the airport train to the City transportation system.



TIMOTHY QUEELY (Cont.)

Project Manager | Hensel Phelps

AVIATION

Orlando International Airport South Terminal C (Phase1)

Orlando, FL | CM-at-Risk | 732,895 SF | LEED v4 BD+C
\$655 Million | Role: Project Manager

The South Terminal Complex and associated apron/taxiway will encompass approximately 300 acres. Hensel Phelps is constructing the airside terminal and providing pre-construction, construction, commissioning, and close-out phase services for the Greater Orlando Aviation Authority. The terminal will serve both international and domestic flights. Additional work on the project includes construction of roadways,



aprons, taxiways, lighting, walkways, and security improvements. The building is anticipated to be LEED v4 BC+C and is slated to open its doors in 2022. Timothy is the a point of contact and responsible for overall program integration between Landside and Airside terminal systems (MEPF). He is also responsible for monitoring CMAR contingency, change management, design conflict resolution, etc.

GOVERNMENT

P-154 Triton Forward Operating Base Hangar

Jacksonville, FL | Design-Build | 74,023 SF
\$38 million | Role: Project Manager

This NAVFAC project included new construction of a 74,000 SF two-bay aircraft and operation maintenance hangar with maintenance shops, secure storage, administrative areas and storage to support the Triton Program at Naval Station Mayport. A fully developed Sustainability Action Plan was put in place to meet the Green Building Initiative. The utilization of BIM



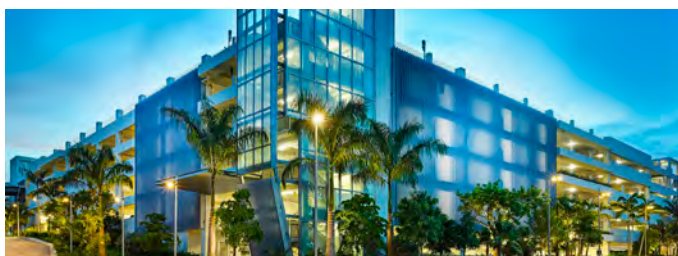
virtual tours brought a secure Triton (UAB) program to reality. Timothy lead the collaborative design-build and LEAN concepts for this project. He provided on-site project management, schedule development, financial reporting, & budget creation through value engineering.

COMMERCIAL

Aventura Mall Expansion III Parking Structure

Fort Lauderdale, FL | Design-Bid-Build | 831,050 SF
\$24 million | Role: Project Manager

This project included a new six-story, post-tensioned, cast-in-place parking structure as well as an expansion to the retail portion of mall. The Aventura Mall is an upscale super-regional shopping mall located in Miami, FL. Hensel Phelps provided the office management services, field supervision services, and all cast-in-place concrete scope of work for the project. Timothy was responsible for developing master schedule, deliveries,



coordination with the mall's ongoing operations to not impact the public, and site logistics (because the site was congested and in the parking lot of the a fully operational mall). He developed contracts and implemented City of Miami and Dade County permitting processes with inspections and city power.



JEFF CLANCY

Senior Estimator | Hensel Phelps

EDUCATION

Iowa State University
Bachelor of Science
Construction Engineering

LICENSING / CERTIFICATIONS

LEED Accredited Professional

LENGTH OF SERVICE

21 Years With Hensel Phelps
44 Years In Industry

PROFILE

With 21 years of experience with Hensel Phelps, Jeff acts as a “cost management representative” who assists in establishing preliminary budgets and final cost estimates. He is highly experienced in all aspects of procurement for hard bid, conceptual, and design-build projects; as well as pre-construction cost controls involving cost estimating, cost analysis, and value engineering. He has performed cost estimates for all phases of design (schematic design, design development, and construction documents) and assists the total team (owner, designer, builder, and user) in achieving the common goal of completing projects within budget and without sacrificing quality. His current role on the Travis County Courts Facility will prove advantageous during the JGCC project.

RELEVANT EXPERIENCE

TRANSPORTATION

Travis County Courts Facility

Austin, TX | Design-Build | 448,000 SF | LEED Gold
\$265 Million | Role: Senior Estimator

Jeff led the preconstruction effort throughout the predevelopment phase that enabled Hensel Phelps to commit to a GMP with 3% construction contingency. He was the architect of the design-assist procurement strategy on 50% DD drawings that allowed full competition with minimum change orders through completion of the design. Jeff also oversaw the M/WBE participation strategy and ensured that the County’s goals were met. Jeff led the preconstruction estimating effort including initial estimates, value management and GMP preparation. He organized and led purchasing effort of trade partners. He is participating in design management and cost containment through the completion of construction documents.



JEFF CLANCY (Cont.)

Senior Estimator | Hensel Phelps

OFFICE / GOVERNMENT

J.J. Pickle Federal Building - Roof Replacement and Exterior Repairs

Austin, TX | Design-Build | 200,000 SF
\$4.7 Million | Role: Senior Estimator

Hensel Phelps provided all manpower, equipment, services and transportation to perform all design and engineering, demolition, construction, repair and enhancements necessary to complete the required alterations to this nine-story building. Jeff helped with the preconstruction efforts including preparation of



the design-build estimate for the RFP response and purchasing of all major trade partners. He is participating in design management and cost containment through the completion of construction documents.

HIGHER EDUCATION

University of Texas at Austin Dell Medical School

Austin, TX | CM-at-Risk | 725,000 SF | LEED Gold
\$254 million | Role: Senior Estimator

This project consisted of three stages: Stage A includes all site preparation and utility infrastructure; Stage B is the construction of a new 8-story medical research building; Stage C/E is the construction of a medical office building and parking garage. Jeff led the preconstruction estimating effort including initial



estimates, value management and GMP preparation. He organized and led purchasing effort of trade partners. He participated in design management and cost containment through the completion of construction documents.

HIGHER EDUCATION

RELLIS Academic Complex, Building I

Bryan, TX | Design-Build | 68,000 SF
\$35 million | Role: Senior Estimator

The 3-story education center includes 10 well-equipped classrooms, group learning and collaboration spaces, modern allied health teaching laboratories, upper division science laboratories and more than 40 faculty offices. The design-build team was also responsible for coordinating with a separate campus utilities



and infrastructure project and a separate parking project that are in progress. Jeff was a part of the preconstruction team during procurement effort. He oversaw and participated in the preparation of initial project estimates and value management efforts.



TREVOR HAMILTON

Pre-Construction Manager | Hensel Phelps

EDUCATION

Texas A&M University
Construction Science

COMMUNITY INVOLVEMENT

National Vice President, Professional
Construction Estimating Association

LENGTH OF SERVICE

1 Year With Hensel Phelps
13 Years In Industry

PROFILE

As Pre-Construction Manager at Hensel Phelps, Trevor oversees the coordination and communication of design-related activities between the architectural, engineering, estimating and operations team and functions. As the primary representative for Hensel Phelps with the Developer during the design phase of the project, he will coordinate and communicate with the team members on all design requirements and program modifications. Trevor leads design-build teams through value engineering studies, design charrettes, constructability reviews and design presentation with the stakeholders. He brings a wealth of experience on a multitude of project types and is knowledgeable on the building codes and zoning ordinances, production of design contract documents, and construction-related activities.

RELEVANT EXPERIENCE

GOVERNMENT

Tinian Island

Tinian, Northern Mariana Islands | CM-at-Risk
\$150 Million | Role: Pre-Construction Manager

The expansion and upgrade of the existing United States footprint on Tinian Island is a strategic project by the Department of Defense to support the US combat strategy in the Pacific Theater. While exact project details are classified, the project involves multiple vertical structures as well as a large horizontal heavy civil component. Trevor served as a Pre-construction manager on this project providing key coordination with trade partners, operations, and estimating teams.

TREVOR HAMILTON (Cont.)

Pre-Construction Manager | Hensel Phelps

GOVERNMENT

AIMS – Antarctic Infrastructure and Modernization for Science

McMurdo Station, Antarctica | Design-Build | 320,000 SF
\$350 Million | Role: Pre-Construction Manager

This National Science Foundation project includes station wide infrastructure upgrades as well as construction of a new lodging facility, Community Center/ Administration Building, Emergency Operations Center, Vehicle Maintenance Facility, and several trades buildings. Trevor led the Pre-Construction efforts on this project working closely with both the Owner and design



team to ensure all key performance parameters were incorporated while still achieving a sustainable product. In addition to design, Trevor also helped manage schedule, budget, trade partner participation and very complex logistics in this challenging climate.

COMMERCIAL

Water Street Tampa

Tampa, FL | CM-at-Risk | 500,000 SF
\$400 million | Role: Pre-Construction Manager

This project is a total redevelopment of Water Street in Tampa, Florida. It consists of a five-star residential and hotel project, several class A offices, and several multifamily high-rises. This project is designed to embrace the community and urban lifestyle and has 3,500 residences and over 2 million square feet



of office space. Trevor served as a pre-construction consultant to the owner on this project during design to ensure cost control by developing cost trending reports during design progression as well as assisting with contractor procurement.

HOSPITALITY

Margaritaville Resort Orlando

Orlando, FL | CM-at-Risk | 192,000 SF
\$102 million | Role: Senior Estimator

The Margaritaville Resort in Orlando is a master planned community set on approximately 300 acres at Disney's back door. The resort includes a 186-room resort hotel with restaurant and spa complex as well as large outdoor amenity area. The resort also offers a unique experience at the Promenade at Sunset Walk Retail



area and Island H2O Live water park offering over 20 rides. Trevor served as a Senior Estimator on this project validating and updating project budgets during design progression and procurement.



CHAD THOMPSON

General Superintendent | Hensel Phelps

EDUCATION

University of Wisconsin-River Falls
Bachelor of Science
Agricultural Engineering Technology

LICENSING / CERTIFICATIONS

N/A

LENGTH OF SERVICE

21 Years With Hensel Phelps
25 Years In Industry

PROFILE

Chad has extensive experience as one of Hensel Phelps' most talented superintendents on a myriad of large and complex projects. With over 20 years of experience with Hensel Phelps, he has mastered our proven processes. He will be responsible for preparing the baseline schedule and managing schedule performance. He has maintained an outstanding safety performance record, and has completed all projects assigned to him on schedule, within budget, and to the client's complete satisfaction. He has managed projects with delivery methods that include both design-build and hard bid. His portfolio of successfully completed projects is evidence of his exceptional planning and leadership skills.

RELEVANT EXPERIENCE

OFFICE/GOVERNMENT

Benjamin P. Grogan and Jerry L. Dove Federal Building

Miramar, FL | Design-Build | 383,000 SF | LEED Platinum
\$160 Million | Role: General Superintendent

The award-winning and highly-secure Class A Federal Office Building includes multiple buildings and a parking garage. Heavy sustainable measures and BIM enhanced quality design and construction. With effective communication and collaboration, the project was completed on time and under budget. Chad was responsible for all project planning prior to construction and all field operations for the project during construction (Safety, Quality, Schedule, Trade Partner, Personnel). He was also directly involved and supported design phasing/packaging, constructability, and QA/QC.



CHAD THOMPSON (Cont.)

General Superintendent | Hensel Phelps

OFFICE

U.S. Southern Command Headquarters (SOUTHCOM)

Miami-Doral, FL | Design-Build | 640,000 SF | LEED Silver
\$284 Million | Role: General Superintendent

A four-story headquarters building with new offices, conference space, a command suite, a large computer center and multiple conference rooms in a bridge arrangement overlooking a command center. Additional buildings include the Conference Center of the Americas, a 150,000 SF Services building for a new child development center, a health and medical center,



fitness center, warehouse facilities, loading docks and central utility plant. Chad provided pre-construction and project planning services prior to construction as well as provided oversight and support of all field operations (Safety, Quality, Schedule, Trade Partner, Personnel) during construction.

GOVERNMENT

Fred D. Thompson United States Courthouse and Federal Building

Nashville, TN | Design-Build | 275,000 SF | LEED Gold
\$145 million | Role: General Superintendent

This new federal building project includes the demolition, construction, and site development on 3.4 acres in the downtown area of Nashville. The six-story facility includes courtrooms, office space, underground structured parking, and will house multiple end-users offices. BIM was utilized underground and then throughout the entire building structure.



Chad developed the initial construction phasing/sequencing plans for the project as well as the initial project schedule. He provided drawing constructability input during the pre-construction and design phases and continued to provide oversight and support of all field operations during construction.

CIVIC

Fort Lauderdale Aquatic Complex

Fort Lauderdale, FL | Design-Build | 46,000 SF
\$36 million | Role: General Superintendent

Hensel Phelps is providing demolition, renovations, and construction of all new swimming pools to meet international swimming and diving competition standards. This state-of-the-art landmark will be home to the United State's first 27-Meter permanent diver tower. The facility will also include a grandstand building, concessions, and a ticket office. Chad helped develop all the initial construction sequencing plans and schedules



during pre-construction and continues to provide support for a field operations. He assures the project meets our clients expectations by staying on schedule, within budget, and while maintaining Hensel Phelps' high standards for safety and quality.

HENSEL PHELPS SAFETY RECORD AND SAFETY CULTURE

SAFETY RECORD

The lower the score, the better for the client, so with an Interstate EMR of .56, significantly below the national average of 1.0, we are consistently one of the safest builders in the nation.

SAFETY PROGRAM

At Hensel Phelps, nothing is more important than sending everyone home each day without injury. The emphasis we place on safety has resulted in one of the industry’s best safety performance records and repeated safety award recognition by the industry’s leading clients and organizations. This record is even more significant considering Hensel Phelps self-performs an average of 7.4 million man-hours of labor each year. Nationally, safety is measured by a company’s Experience Modification Rating (EMR), which is a way to ensure consistency when comparing contractors by their safety performance. The lower the score, the better for the client, so with an Interstate **EMR of .56**, significantly below the national average of 1.0, we are consistently one of the safest builders in the nation.

The Hensel Phelps safety culture is supported throughout the company, from the corporate office to the project level, and is the responsibility of every one of our employees. We implement a comprehensive, project specific, safety and health program on every project to deliver our safety commitment. Our safety culture is reinforced through our interactive safety program, project and task specific safety plans, extensive training, pre-planning, and personal accountability.

This commitment to a “Zero-Accident” safety culture extends beyond the employees of Hensel Phelps to every subcontractor and vendor working on the Project. Hensel Phelps uses SAFE (Safety Accountability For Everyone) to make all employees accountable for a safety presence in the field and provides safety education on the jobsite to all field personnel. The SAFE program focuses on the behavior of workers and is based on the philosophy that all injuries can be prevented through pre-planning and craft education. Hensel Phelps requires all supervisory and first-line personnel to complete SAFE training prior to beginning work.

SAFETY RECORD FOR PREVIOUS THREE YEARS

	OSHA RECORDABLE INCIDENT RATE	OSHA LOST DAYS AWAY INCIDENCE RATE	EXPERIENCE MODIFICATION RATING
2018	1.13	0.03	0.46
2019	1.23	0.08	0.54
2020	0.75	0.05	0.56

All aspects of the Hensel Phelps Safety and Health Program are communicated in a readily understandable manner to all employees. This communication and training process happens within the framework of the following methods:

Activity Hazard Analysis | Performed on every self-work and subcontractor operation, an Activity Hazard Analysis (AHA) will identify what hazards exist and develop a mitigation plan to prevent them from becoming an injury or illness on the job. The AHA form will be completed as a pre-planning tool by the foreman and superintendent and approved by the safety manager before scheduling the preparatory meeting for that activity. At the preparatory meeting, the foreman will present the AHA to further demonstrate his understanding of the activity's hazards and his commitment to keeping the workforce safe. AHAs will be reviewed with the installation crews before work begins, and crews will signify their understanding and agreement by signing the AHA form. This AHA will be re-reviewed and modified within the first week of the operation and will serve as a basic element of the weekly toolbox meetings.

New Hire Indoctrination | All new Hensel Phelps employees, before being put to work, will be given a general overview of the company's safety and health requirements. This includes the issuance of the Hensel Phelps Safety and Health Handbook to each employee which will be used as an outline for the orientation.

Project-Specific Orientation | Once on the project site, all employees will be given orientation training before being put to work, including instructions on the proper use of safety gear and emergency procedures.

Weekly Toolbox Talks | These mandatory safety and health meetings will be conducted each week for personnel of all trades. The purpose of these meetings is to highlight injury prevention and to equip workers with the knowledge to take a proactive safe approach to their work.

Safety Task Assignments (STA) | Before assigning a worker to any job, new or repetitive, the foremen will be responsible for giving them an STA, which includes a presentation and explanation of the safety and health precautions and actions that must be taken before proceeding with the task. The foremen will clearly instruct each worker and follow through to see that all instructions are clearly understood and followed by each of the workers.

Continuous Safety Presence | Every area of the jobsite is inspected regularly by a pair of employees on a rotating schedule whose primary responsibility lies elsewhere on the project. Their fresh perspective allows us to identify hazards that may lie unseen by those who have become habituated to the area in their daily routine. These weekly safety audits are a core value for a Hensel Phelps jobsite.

Near Miss Reporting | All conditions or events that could have resulted in bodily or property damage are documented and studied as a near miss. Should an incident occur, we will conduct a thorough and comprehensive investigation of the accident, incident, or near-miss on the Project. The focus of all investigations is to uncover the root cause and make immediate course corrections. Based on the investigation results, we will administer focused training and will adjust future safety planning accordingly.

APPRENTICESHIP PROGRAM

At the end of the day, it all comes down to our ability to develop a "culture of safety" in the field. This culture empowers every employee on the job to be accountable for their safety actions not only to themselves, but to their fellow worker as well. There are two key components in developing this culture of safety:

1. Supervisor Indoctrination & Commitments. What is important to a supervisor, is important to the craft they supervise. Similar to the site specific safety orientation, every supervisory employee must also go through our Supervisor Indoctrination. This indoctrination is a signed document that specifically details the safety requirements and expectations of all supervisors on the project. This is key because it not only reinforces the importance the supervisor plays in running a safe workplace, but gets their buy-in and commitment which they instill in their craft.
2. Craft Awareness, Recognition, and Engagement in Safety, or (CARES) Program. This proven program is utilized on every Hensel Phelps project and creates a culture where everyone has a voice. Craft are taking care of craft in a partnership with management, through ownership, communication and prevention to help foster our culture of safety and to help meet our overall goal of zero accidents.

D. LICENSING



STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD
2601 BLAIR STONE ROAD
TALLAHASSEE FL 32399-0783

(850) 487-1395

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!

Florida
dbpr STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CGC1509056 ISSUED: 08/28/2020
 CERTIFIED GENERAL CONTRACTOR
 CHOUTKA, MICHAEL JOSEPH
 HENSEL PHELPS CONSTRUCTION

Signature
 LICENSED UNDER CHAPTER 489, FLORIDA STATUTES
 EXPIRATION DATE: AUGUST 31, 2022

Ron DeSantis, Governor

Halsey Beshears, Secretary

STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION CONSTRUCTION INDUSTRY LICENSING BOARD

LICENSE NUMBER: CGC1509056

EXPIRATION DATE: AUGUST 31, 2022

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

CHOUTKA, MICHAEL JOSEPH
HENSEL PHELPS CONSTRUCTION
6557 HAZELTINE NATIONAL DRIVE
SUITE ONE
ORLANDO FL 32822



ISSUED: 08/28/2020

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E. LEED/BIM EXPERIENCE & KNOWLEDGE

A. LEED EXPERIENCE

Hensel Phelps is committed to sustainability. This commitment is fulfilled by incorporating sustainable principles and environmentally responsible practices into everything we do. As a leader in the growth of sustainable design and construction, Hensel Phelps has been an integral part of many of the first sustainable projects built in the U.S., including some important firsts under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System™.

With more than 400 experienced LEED Accredited Professionals strategically located throughout the country, Hensel Phelps works in collaboration with its clients to maximize the long-term performance of their

buildings. **Two of your key project personnel, Project Executive/Director Cory Olson and Project Manager Amanda Fry, are LEED accredited professionals** and will lead the sustainable strategy during the design and construction of the Joint Government Center Campus.

While urban high-rise buildings can be complex in their operational requirements, our team believes they present excellent opportunities for innovation in green architecture. Attesting to this is our list of 260+ LEED certified projects. We have included a chart demonstrating our experience completing LEED v4 projects, projects with a similar scope, and current and past projects with varying levels of certification.

CASE STUDY: BENJAMIN P. GROGAN & JERRY L. DOVE FEDERAL HEADQUARTERS

One of the keys to the building's LEED sustainability goals was its building facade. Hensel Phelps took a unitized, vetted curtainwall system that had an existing Miami-Dade County Notice of Acceptance, and modified, optimized, and tested the system with a 3-story mock-up.





LEED PROJECTS

Project Name	Project Type	Project Status	Certification Type	Certification Level
Sunnyvale Civic Center Modernization - Phase I	Civic	In Progress	LEED BD+C New Construction v4	Platinum
DGS California Air Resource Board Headquarters	Office	In Progress	LEED BD+C New Construction v4	Platinum
Travis County Courts Facility	Civic	In Progress	LEED BD+C New Construction v4	Gold
Marriott International Headquarters Office	Office	In Progress	LEED BD+C Core & Shell v4	Gold
Kaiser Leeward Clinic MOB	Healthcare	In Progress	LEED BD+C New Construction and Major Renovation v4	Gold
Department of General Services (DGS) 10th and O Street	Civic	In Progress	LEED BD+C New Construction v4	Gold
SFO Terminal 3 East	Aviation	Completed	LEED BD+C New Construction v4	Gold
Contra Costa County - Admin & EOC	Civic	Completed	LEED BD+C New Construction v4	Gold
WMATA Virginia New Headquarters Building	Office	In Progress	LEED BD+C New Construction v4	Gold
Archer Hotel Tysons Corner	Hospitality	In Progress	LEED BD+C New Construction v4	Silver
East Campus Building 3	Office	In Progress	LEED BD+C New Construction v4	Silver
Benjamin P. Grogan & Jerry L. Dove Federal Office Building	Office	Completed	LEED BD+C Core & Shell v3 LEED BD+C Commercial Interiors v3	Platinum Gold
City of Austin New Central Library	Civic	Completed	LEED BD+C New Construction v3	Platinum
1301 Pennsylvania Avenue NW (One Freedom Plaza)	Office	Completed	LEED BD+C Core & Shell v3	Gold
Defense Information Systems Agency Headquarters	Office	In Progress	LEED BD+C New Construction v2	Gold
Pentagon Renovation Wedges 2-5	Office	Completed	LEED BD+C New Construction v2	Gold
1144 15th Street Office Building	Office	Completed	LEED BD+C Core & Shell v2	Gold
San Diego United States Courthouse	Civic	Completed	LEED BD+C New Construction v2	Gold
MDIA Headquarters - Russell-Knox Building	Office	Completed	LEED BD+C New Construction v2	Gold
City of San Antonio Public Safety Headquarters	Civic	Completed	LEED BD+C New Construction v3	Silver

WELL BUILDING

Both LEED and WELL are environmental performance rating systems to certify a building. While LEED focuses on building design and environment, WELL focuses on health and comfort of occupants, we could even say on happiness of occupants. Therefore, the requirements are overlapping, but distinct in their objectives. After working in both rating systems, we can say that, where as LEED primarily targets low impact to the environment as a whole (achieving points for reduced carbon footprint, water efficiency, certified materials, etc.), WELL awards points aimed at the quality of one's presence in the building (such as artwork, air quality or enhanced filtration for air systems).

As General Contractors, our role is to help the team analyze cost-effective solutions to pursue within the core categories of WELL Building Standards. In our experience, every stakeholder, including our trade partners, must be well aware of the requirements. In addition, during the process, mostly our mechanical and electrical (sometimes plumbing) trade partners help with the systems analysis and life-cycle evaluations. A critical component is the VOC levels and the toxic materials detection. Our process not only involves a thorough review of the product data via submittals, but we also continue the supervision before installation to ensure only materials approved are in use throughout construction. Interestingly enough, through abiding by our standard best practices during construction, such as clean jobsites, protection of ductwork, protection of

new materials, replacement of HVAC filters, no harmful emissions from construction equipment, etc., Hensel Phelps naturally complies with many of the WELL features required to achieve the certification.

COMMISSIONING

Hensel Phelps has extensive experience working with independent Commissioning Agents as evidenced by the **260+ LEED projects** we have completed in our company history in which independent commissioning is a prerequisite for all LEED projects.

Additionally, beyond the LEED certified projects, we also perform independent commissioning on all of our design-build projects (regardless of whether it is a project requirement or not) as means to ensure the building systems are functioning to the design performance specifications. This is a part of our standard Quality Control process and will be performed prior to final turn-over to the owner and often will be performed during the 'second season' after occupancy as part of continued fiduciary responsibility to our valued clients.

CASE STUDY: CONTRA COSTA COUNTY EMERGENCY OPERATIONS CENTER

The design-build project included two facilities that each received LEED v4 Gold certification. 99% of the building energy cost for the administration facility is offset by the renewable energy onsite through the Photovoltaic system. There were also a 40% reduction in indoor water usage for both facilities.



B. SUSTAINABILITY STRATEGIES

Not only does our design and construction team have the advantage of extensive local and national experience in LEED and sustainable projects, but our Design Architect, Palma, has worked on numerous international projects with a focus on sustainability. This vast and diverse experience will provide multiple vantage points for our team to draw from and implement on the Joint Government Center Campus project.

Anxious to start this process, our team has already started analyzing the LEED and WELL scorecards specifically for the Joint Government Center Complex project. These will serve as the roadmap for the project design as we begin to fully absorb the Zyscovich Design Criteria Package and reimagine the buildings into the iconic showpiece that the City and County are envisioning for this prime location at Broward Blvd and Brickell Ave.

We already have held initial Design Charettes focused on sustainability and will continue to refine those strategies as we move forward in the procurement and design. Utilizing our Pre-construction processes and tools (namely the Criteria Compliance Log and Design Action Log in our Weekly Design Meetings), our main goal will be to ensure the project's sustainability goals for this Class A high-rise office and adjacent parking garage are ultimately met. Specifically, we are focusing most of our efforts on the following building components to implement the optimum sustainability strategies:

- Open & Public Spaces
- Water Efficiency & Management
- Daylighting & Glazing
- Indoor Air Quality & Thermal Comfort
- Building Energy Efficiency, including HVAC, Photovoltaic Systems, and Lighting

C-D. VDC AND BIM APPROACH

Virtual Design and Construction (VDC) is the use of technology to design and build the project virtually and then replicate the coordinated and maximum amount of prefabricated components in the field, enhancing quality and schedule while reducing cost. Resolving issues virtually before they manifest in the field is what keeps the project on schedule and on budget and minimizes labor needed in the field.

MAURICE CLARKE

VDC Manager



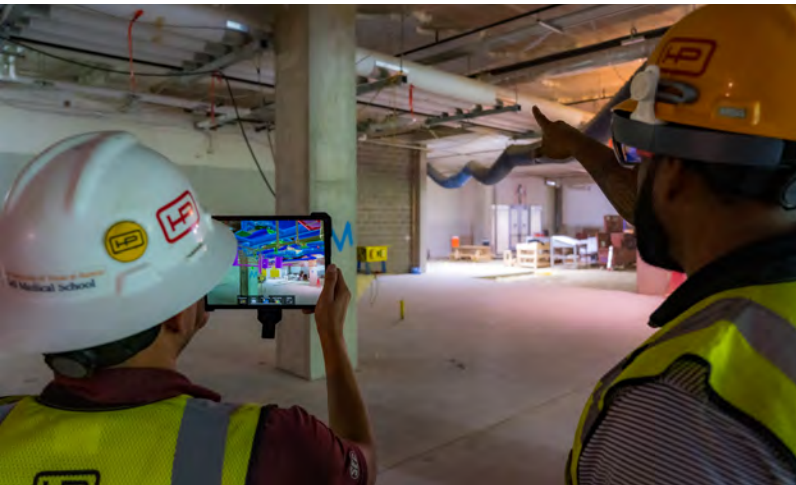
KEVIN MERCILUS

VDC Engineer



Central to VDC is Building Information Modeling (BIM). The Hensel Phelps team recognizes the value BIM provides to the overall quality, efficiency, safety, lean principles, and facility management needs of Joint Government Center Campus. To ensure the implementation and execution of the BIM is collaborative and integrated into the overall success of the project, **Maurice Clarke, VDC Manager, and Kevin Mercilus, VDC Engineer, will be dedicated to the Joint Government Center Campus project, during pre-development and throughout construction, and will rely on the BIM Execution Plan (BIMxP).** Each BIMxP is custom to the specific project and will be crafted so that it will comply with the BIM and Electronic Media Submittal Requirements and provide predictable, reliable, and uniform data.

The BIMxP explains the criteria for the BIM deliverables and management of the model data from early stages of design development through the project close-out and warranty, including the specified criteria for facility management data. Reviewing and collaborating with project specific CGL's Facilities Management team from the early stages in design ensures that the proper data is collected for the facilities management technology. The use cases from these discussions are the basis for the Building Information Modeling Execution Plan (BIMxP) as the required deliverables. All stakeholders involved in design, construction, commissioning, and facility management who will be using BIM or are contractually obligated to deliver model content must be involved in the creation of and clearly understand the BIMxP requirements. This will allow for a smooth implementation, handover, update, and final turnover of the model. When the Computerized Maintenance Management System development process begins approximately one year before completion of construction, the BIM model is ready for adapting to the platform for facilities management.



USE OF VDC DURING PRE-CONSTRUCTION

One of the overall goals for the team in deploying the maximum use of VDC on this project is in applying technology in ways that enhances our ability to deliver projects faster, more cost effectively and with a greater level of quality. By meeting the BIM use requirements and internal quality control goals outlined in the BIMxP, the team is confident in the model and prefabrication in a controlled shop environment enables much faster construction with less field labor. Further details are outlined in the sections below, but this all starts with the uses of VDC analysis and the BIM in pre-construction and design development.

Hensel Phelps uses BIM technology to enhance team coordination and communication and to plan the sequence for specific construction activities. During the design / pre-construction phase, we use BIM for visualization, estimating, sequencing construction activities, and design coordination. There is almost no limit to the uses for BIM and VDC during design as a tool for spacial analysis, life safety, health issues, security, and energy conservation virtually. We are able to identify and resolve discrepancies virtually during the design phase rather than in the field, ultimately reducing the potential for costly resolution during construction.

VISUALIZATION & REALITY CAPTURE

Hensel Phelps enhanced visualizations at all stages of development by providing realistic video renderings and images in conjunction with Virtual Reality (VR) and Augmented Reality (AR) experiences. The creation of higher quality media aids in the clarification of the design and much more effective design decisions with Hunt/Amber and the City and County representatives and results in a reduction of construction conflicts in the field.

Hensel Phelps will use a number of technology tools to generate model and document content for visualization offerings and reality capture offerings. Models will be generated from a combination of design documents, laser scans, photogrammetry, and LiDAR (UAV survey).

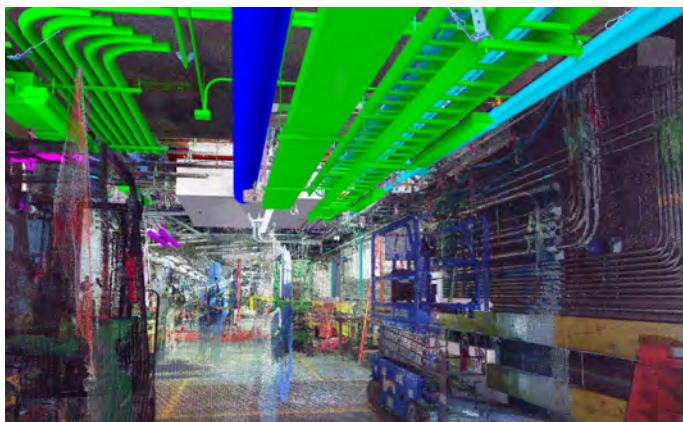
Typically, combined point clouds are generated from these tools to provide a visual combination of existing and future conditions. Hensel Phelps has unmatched experience when processing, registering, cleaning, and utilizing point cloud data to create models that may be incorporated into the visualization process. We use software tools from Trimble, Autodesk, Bentley, and Leica among others to efficiently and accurately generate new and existing model content for collaboration and visualization processes.

3D MODELING & COORDINATION

Although the use of 3D modeling and model in the use of coordination has become industry standard, the Hensel Phelps VDC team has developed an industry leading 3D model coordination process. As part of this process, Maurice and Kevin will be assigned to supervise and coordinate the trade partner's BIM team, design and engineering BIM teams, and internal Hensel Phelps project team to resolve all clash issues within the authored 3D models prior to the creation of submittals, buy-out, or installation.

One of the most important uses of the model is clash detection. The 3D model coordination process is defined in the BIMxP and is established prior to on-boarding trade partners. Beyond clash detection, the Hensel Phelps 3D model coordination process consists of working with the designers, engineers, and trade partners to ensure the model content is created to the project specified Level of Development (LOD). The LOD is quality checked at coordination meetings to track design and model progression, align with the schedule requirements, and review the Hensel Phelps internal team's production of Request for Information (RFI) packages related to the 3D model coordination process.

Hensel Phelps also has several lean construction approaches for 3D model coordination. Throughout the duration of the 3D model coordination process, a 3D authoring model version history is maintained, compiled models are posted weekly, and high level reports are producing for weekly OAC progress meetings and for internal Hensel Phelps management and quality control use.



Example: Virtual walkthrough depicting future overhead utilities

COBIE DELIVERABLES

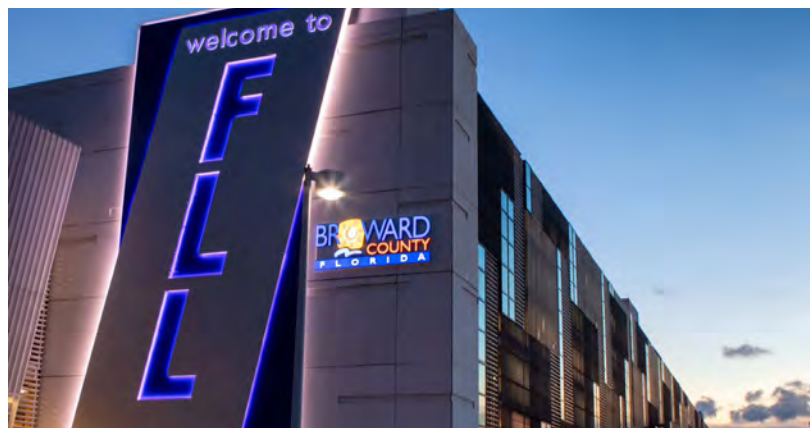
Construction Operations Building Information Exchange (COBie) is a non-proprietary data format for the publication of a subset of BIM focused on delivering asset data as distinct from geometric information.

In our experience, it is best to begin a project with the end in mind. We will define, understand, and document what is required to meet the project BIM goals and deliverables and generate workflows to ensure meeting those goals through the life of the project. Continuing this philosophy into operations, understanding the final COBie asset and attribute deliverables at the beginning of a project is vital to the success of a turnkey delivery. It is important to keep three points in mind concerning COBie deliverables.

1. Clearly establish what assets will be tracked and to what level of development (LOD) those assets will be created within the model environment for the JGCC stakeholders. Defining these assets at the beginning will focus the design and construction team’s efforts for both modeling and attribute collection and provide an appropriate LOD for those 3D components and the data associated with them.
2. For each of the chosen assets, establish what attributes (parameters) need to be collected for each asset type. Again, an early understanding of what specific attributes are required by CGL’s facilities management team and the City and County operations staff will focus the design and construction team toward delivering only what is pertinent for the operation of the building after handover.
3. Identify who is responsible for each asset and the associated attributes. Once asset and attribute ownership is assigned (ownership may change responsibility over the life of the project), it must

be determined when the chosen attributes will be entered into the model components and by whom. Hensel Phelps’ ideal plan is for the entry of attributes by those directly responsible for the information throughout a components design, purchase, and installation timeline.

Hensel Phelps is confident that it will provide cutting edge Building Information Models and COBie deliverables that serve as a robust database of data captured during the design and construction about the building’s assets. We will then work with CGL to incorporate it into a Computerized Maintenance and Management System (CMMS), Integrated Workplace Management System (IWMS), and or Building Management System (BMS). This single centralized source of information, which is invaluable to facilities services for the on-going operations and management of the building, ensuring facilities remain sustainable and resilient for the building’s entire life.



**CASE STUDY: FLL
WELCOME SIGN AND
BROWARD COUNTY LOGO**

Utilizing our VDC capabilities, our team successfully executed the installation of the Fort Lauderdale International Airport Welcome Sign on the existing Cypress Parking Garage.

HENSEL PHELPS SERVICES

While most construction companies complete their work and walk away, Hensel Phelps has the ability to remain a part of your facilities portfolio for the life of your new campus. Our Hensel Phelps' Services Group can create significant benefits for the Joint Government Center Campus, while reducing operating costs and ultimately maximizing your asset portfolio.

In our experience, as any major project concludes, clients and end users experience the following common challenges:

- Timely delivery and proper coordination of furniture, fixtures, and equipment (FF&E).
- A successful transition between building construction activities and day-to-day operations.
- Planning for, and proper execution of, building maintenance procedures.

As the County and City have unique requirements, we are committed to tailoring our support services in collaboration with your staff. This will ensure that the JGCC is fully operational by the intended date. Providing a single-source solution, Hensel Phelps offers the following services and offerings:

- FF&E Integration & Management
- Operational Project Readiness (OPR)
- Personnel Move-In Coordination, Scheduling, and Execution
- Coordination and Support of Internal Infrastructure (IT) Relocations and Set-Up
- Asset Documentation, Packing, and Relocation
- Staffing Solutions and Orientation
- Safety Planning
- Comprehensive O&M Services in the Short or Long Term
- Interim Security, Janitorial, and Landscape Services
- Surge Resources To Cover the First 180 Days
- Warranty Management
- Support for Tenant Build-Outs
- Grand Opening Support

OPERATIONAL PROJECT READINESS (OPR)

Hensel Phelps' proven OPR process has been developed and refined over decades of facility operations. We provide a custom approach to transitioning to operational readiness for new facilities, vendor transitions, and/or other transitional situations. This structured approach provides a proven platform for immediate success in maintaining the building infrastructure on Day One. Through forward-looking analysis of the following elements, we can successfully transition the JGCC:

- Operational Project Readiness
- Commissioning (Cx)
- Key Performance Indicators (KPIs)
- Root Cause Analysis

The result of the entire OPR process creates a long-term bottom-line benefit through asset preservation and energy consumption savings.

FACILITY MANAGEMENT SERVICES

Hensel Phelps has a long history of assisting facility owners and managers with Operation and Maintenance (O&M). By utilizing our extensive experience in facility management, we can assist internal O&M teams in making their facility run at optimal levels – and in handling the occasional unexpected crisis. If appropriate, Hensel Phelps can team with CGL or assume management of all Operation and Maintenance functions of the facility. Our FM Services group is completely flexible to provide any scope that adds value to the City and County in a transparent manner.



F. PAST PERFORMANCE

422

Design-Build
Projects

\$19 BILLION

Projects with
Parking Garages

46 MILLION SF

High-Rise Projects

45 MILLION SF

Office Space

85%

Repeat Clients

\$37 BILLION

Design Build &
P3 Projects

DESIGN-BUILD EXPERT

Hensel Phelps is a nationally recognized leader in the construction industry with a local office in Fort Lauderdale specializing in delivering large, complex design-build projects. Over three decades ago, we pioneered design-build projects and developed proprietary processes for managing design and permitting risks. Our design-build professionals represent the most experienced in high performance delivery in the industry, with over 120 accredited Design-Build Institute of America (DBIA) certified professionals.

COMPARABLE EXPERIENCE

Through our experience on over \$33 Billion of design-build projects, Hensel Phelps has developed a structured hierarchy and a proven process of successfully delivering projects like the Joint Government Center Campus. Of the 422 design-build projects we have delivered, 130 were office buildings.

Our portfolio includes over 100 high-rise projects for a total of 2 billion SF. Our proven track record of success is a direct result of our team's extensive experience successfully managing projects described on the following pages - large, complex, and multi phased projects.

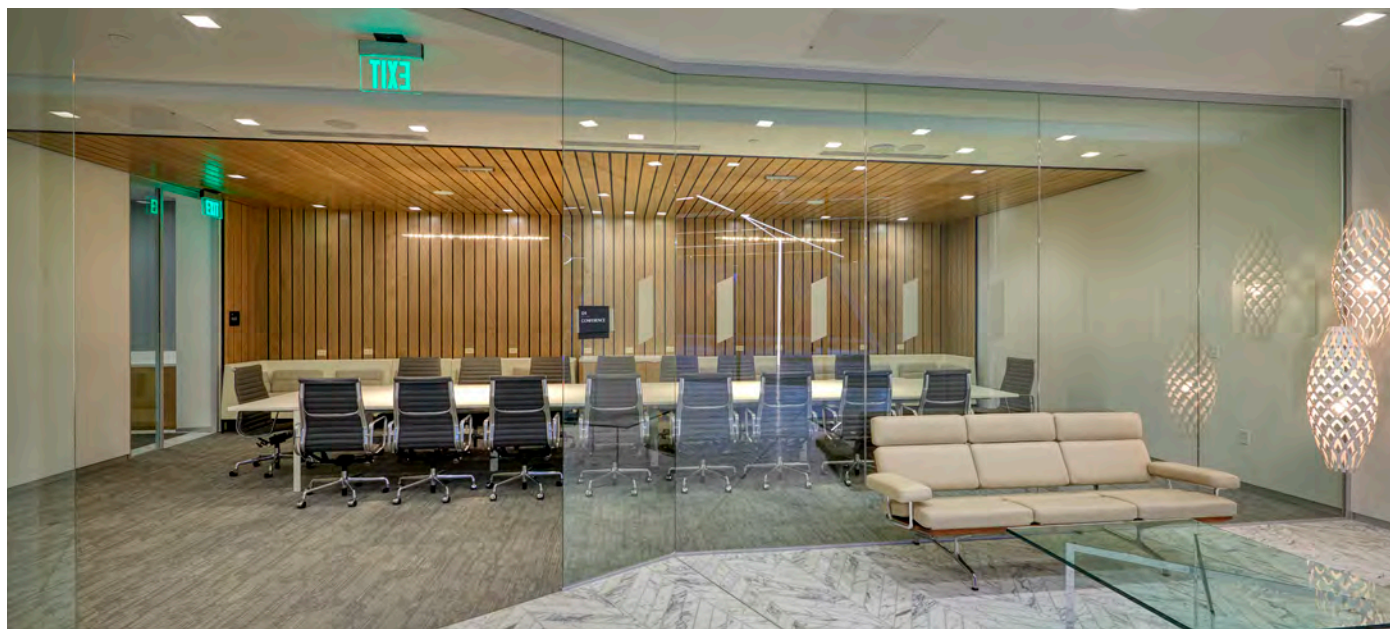


Photo: 50Fifty Office Tower | Denver, CO

BENJAMIN P. GROGAN & JERRY L. DOVE FEDERAL OFFICE BUILDING

Miramar, FL



Project Description

The new **Class A, design-build U.S. Federal Office Building project in Broward County** serves as a **headquarters building** for the Federal Bureau of Investigations (FBI) forces that were previously spread across South Florida. This GSA **Design Excellence award-winning facility** operates 24/7/365 and includes a **787-space parking garage**, as well as 400 surface spaces spread across the site. **The six and seven story facilities, connected by a six-story link**, include executive office space, private offices, conference space, storage, a fitness center, training rooms, and Secure Work Environment (SWE) space. Our team was successful in isolating mechanical system equipment from lighting and power to **achieve net zero energy goals**. Because of this, the GSA can now implement power use reduction strategies they can monitor the lighting and miscellaneous power loads separately. A **full scale mockup** was designed and constructed for the building that allowed wind testing of the full array of skin system connections.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- Design-Build
- Mid-Rise Building
- Class A Office Building
- High-Performance Building
- Multi-Story Parking Structure
- Multiple Towers
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- LEED Certification
- Phasing
- Multiple End Users

Sustainability

The project had a goal to achieve LEED Gold. Hensel Phelps achieved LEED Platinum for Core and Shell and LEED Gold for Commercial Interiors. This project was part of the Sustainable Sites Initiative (SSI) Pilot program, the nation's most comprehensive rating system for sustainable land design and development, and achieved Two Stars. A major component of the design was keeping the site balanced and not importing or exporting any fill or excavated material. The project also includes a one-megawatt photovoltaic (PV) system mounted to the roof, which is enough PV to **offset nearly 20 percent of the campus' total energy cost!**

Phasing

The project consisted of four buildings. The two office towers were phased first, using the land for the parking garage and the loading/services building for staging. Once the main structure was complete on the towers, Phase Two began with the low-rise buildings.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: **Hensel Phelps**

Organization/Firm Name providing reference:

General Services Administration

Contact Name: **Maria E. Alonso** Title: **Chief Security Officer** Reference date:

Contact Email: **mealonso@fbi.gov** Contact Phone: **954-553-2922**

Name of Referenced Project: **Benjamin P. Grogan and Jerry L. Dove Federal Building (GSA FOB)**

Contract No.	Date Services Provided:	Project Amount:
GS-04P-11-BVC-0027	07/14/2012 to 10/10/2014	\$ 159,748,156.00

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:

Hensel Phelps provided design-build services on the 383,000 SF Federal Office Building which included enhanced security specifications, an enclosed parking structure, and multiple buildings. The team utilized lean construction principles at each step of the project to deliver this complex project on time and within budget.

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 type="checkbox"/>	<input checked="" 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)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

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BENJAMIN P. GROGAN & JERRY L. DOVE FEDERAL OFFICE BUILDING

Miramar, FL | Project Reference - Additional Information



Building Area Size (GSF)

383,000

Cost Control and Management

Through a collaborative process with the design-build team and key stakeholders, we were able to create efficiencies and savings by regularizing many of the original design's individualized elements that would have proved challenging and costly to implement. For example, the original design of the building called for every pane of glass to be unique, which would have translated to more than 3,000 specialized glass pieces. To reduce the associated costs, the team revised the building geometry's fracture lines to create a set of common window elements, thereby reducing the specialized glass pieces to 300, while still preserving the dynamic and thought-provoking essence of the initial design.

LEED Certification Level

LEED Platinum – Core & Shell

LEED Gold – Commercial Interiors

Extent of BIM services

The GSA required BIM models containing COBie data from the architect and engineers for facilities management. To meet this requirement, Hensel Phelps utilized a BIM Project Execution Plan that communicated BIM milestones, predesign activities, major design reviews, stakeholder reviews, and major events during the project's lifecycle. Our team also utilized Revit from the beginning of schematic design phase through the construction phase to produce architectural views, facilitate MEP coordination, and optimize paneling for prefabrication purposes.

Master Permitting Processes and Issues

Hensel Phelps took the lead on permitting during this design-build project by working with the City of Miramar. Meetings with the City during the early design phase to communicate the conceptual plans were a key to success. In addition, we worked closely with the City throughout to keep them informed and avoided any issues with permitting.

Scheduling, Phasing and Staging

A thorough understanding of GSA and the tenant's needs was the key to developing and monitoring our project schedule. In addition, communication in our weekly Owner's meetings and monthly progress updates on the schedule, phasing and staging needs led to positive results.

The project had a 30-month duration with 25 months of construction from start of design to turnover. The original schedule included two early access milestones to support the tenant's communication and furniture needs. 60-days prior to substantial completion, all communication support rooms were transferred to the owner so their vendor could begin installing their communication and security cabling. The second early access deadline was 45 days prior to substantial completion so that the furniture could be delivered and installed.

Company Role and Responsibility for the Project

General Contractor

List GC's project manager and other key personnel involved on the referenced project

Chad Thompson – General Superintendent

Maurice Clarke – BIM Coordinator

UNITED STATES FEDERAL COURTHOUSE

San Diego, CA



Project Description

Hensel Phelps was selected to construct the new \$300 million United States Federal Courthouse in **downtown San Diego, the second busiest court** within the 9th Circuit. Pretrial Services, Clerk of the Court, U.S. Marshals, GSA, and Federal Protective Services were among the tenants.

The Courthouse stands 320 FT tall, **16 stories and lies on 2.6 acres** adjacent to the existing Edward J. Schwartz Federal Building. The 467,000 SF facility has 35 FT of subterranean detention space, parking, and administrative areas. To enhance the new courthouse, the project's masterplan integrated surrounding buildings via gardens, plazas, a water feature and pedestrian pathways. Service support areas are below grade to enhance the aesthetics of the area.

The highly specialized structure incorporates architecturally exposed concrete and steel with a blast resistant terracotta, glass and metal panel façade. The 100 year lifespan design incorporates robust interiors comprised of terrazzo, stainless steel and millwork.

The project also included a complex security system. The command control room of this building also controlled and monitored the security of the adjacent federal courthouse and prison. Separate and in place **mock-ups were used to communicate and confirm quality standards and design intent**.

Partnering played a pivotal role in achieving overall budget, schedule, quality, and safety of the project, leading to a **project completion one month early** and a 2013 Partnering Award by the AGC of California.

Sustainability

Many energy efficient measures were incorporated into this LEED Gold project, such as reduced lighting power density, increased insulation, shading fins, efficient glazing, exhaust air energy recovery, and efficient boilers. The project was able to obtain over 40% of the building materials from regional manufacturers located within 500 miles of the project. This greatly reduced the amount of pollution created by the delivery process and it helped strengthen the local economy.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- High-Rise Building
- Downtown Urban Constraints
- High-Performance Building
- Parking Structure
- Multiple Towers
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- Phasing
- LEED Certification
- Traffic Control
- Multiple End Users



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: [Hensel Phelps](#)

Organization/Firm Name providing reference:

[General Services Administration](#)

Contact Name: [Shelita Harper](#) Title: Senior Contracting (Reference date: [03/22/2021](#))

Contact Email: shelita.harper@gsa.gov Contact Phone: [415-264-2517](#)

Name of Referenced Project: [San Diego United States Courthouse](#)

Contract No.	Date Services Provided:	Project Amount:
GS-09P-08-KTC-0089	11/28/2009 to 10/29/2012	\$ 300,000,000.00

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:

[Hensel Phelps provided General Contractor services for the 18-story LEED Gold certified Courthouse in downtown San Diego. The highly specialized project included a cast-in-place parking structure and was completed one month ahead of schedule.](#)

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 type="checkbox"/>	<input checked="" 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)

[Hensel Phelps worked collaboratively with all stakeholders. The Courts, U.S.Marshals and Tenants are very pleased with this world class project.](#)

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UNITED STATES FEDERAL COURTHOUSE

San Diego, CA | Project Reference - Additional Information



Building Area Size (GSF)

467,000

Cost Control and Management

Hensel Phelps was able to work collaboratively with the GSA, Design Team and Subcontractor community throughout pre-construction to reign in the project costs. We were able to put bid packages out on the street and award scopes of work contingent on the approval of the project. Through the transparent accounting offered through the GMP we had set up, the GSA was able to directly realize the buyout savings.

LEED Certification Level

LEED Gold – New Commercial Construction

Extent of BIM services

Hensel Phelps incorporated BIM into the courthouse project. The model was used not only for clash detection and coordination, but also to communicate schedule sequences, display virtual mockups and provide a final building model to the GSA. Approximately 600 RFI's were generated through the 3D Modeling process, which allowed ample time to resolve issues prior to releasing materials in the field.

Master Permitting Processes and Issues

The permitting process was incorporated early in the project design process to ensure a smooth transition when construction started. Hensel Phelps worked directly with the City of San Diego to ensure no issues would be determined without the proper planning including the demolition, excavation, right-of-ways, and traffic control. Due to the complex nature of the permits through the GSA process, Hensel Phelps worked directly with Jacobs (Construction Manager) and GSA Region 9 to achieve the permits on schedule.

Scheduling, Phasing and Staging

The scheduling and phasing of the project was a major undertaking given the downtown proximity to the City and County Courthouses along with the adjacent residences. During the process, the team held multiple meetings a week with each Area Superintendent to ensure the Project Superintendent had the necessary information to ensure the schedule was accurate.

Company Role and Responsibility for the Project

General Contractor

List GC's project manager and other key personnel involved on the referenced project

N/A

1144 15TH STREET OFFICE BUILDING

Denver, CO



Project Description

As the **fourth tallest office building in downtown Denver** and the tallest building Hensel Phelps has constructed to date, the 602-foot office building project serves as a monumental addition to Denver's evolving skyline. Built as a speculative core and shell office building **on a half block of Denver's busiest streets**, the **42-story project provides approximately 708,000 SF of Class A office space on 27 floors** and 477,000 SF of parking, located on two below-grade parking levels and **twelve above-grade parking levels** for a total of 840 parking spaces. The office building also includes a ground floor lobby with two retail spaces, a 5,500 SF fitness center with locker rooms and a 2,500 SF "living room" gathering space.

Sustainability

The team held a series of collaborative LEED design workshops during all design phases to identify opportunities to meet or exceed LEED requirements. The designer, subcontractor, and construction teams all worked together to evaluate sustainability and building performance. Notable LEED-Gold project attributes include 21.7% energy cost savings by incorporating efficient chillers and LED lighting in the parking garage, ten electric car charging stations, a low parking ratio of 1.27 spaces per 1,000 SF of space, a building façade with ample daylight and views from over 90% of the spaces, vegetated green roofs to reduce heat island effect, and 20% recycled content material of post-consumer and half pre-consumer materials.

Tight Site Constraints

As the tallest commercial office building in downtown Denver since 1983, this project, situated on a tight urban site, was built with zero lot lines, minimal street closures for construction access, and with only one tower crane. The typical on-site office was located across the street in an existing building and detailed site logistics were configured constantly to ensure space was provided for the specific construction phase. All deliveries were required to be "on-time", meaning there was limited to no storage available on site except for the material that would be installed within the next few days. This required daily coordination efforts in which the loading dock, material hoist, and tower crane use were scheduled to the minute.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- Mid-Rise Building
- Class A Office Building
- Urban Environment
- High-Performance Building
- Multi-Story Parking Structure
- Multiple Towers
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- LEED Certification
- Phasing
- Multiple End Users



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: [Hensel Phelps](#)

Organization/Firm Name providing reference:

[Hines](#)

Contact Name: [Michael Bjes](#)

Title: VP - Construction

Reference date: 03/23/2021

Contact Email: michael.bjes@hines.com

Contact Phone: 630.364.9266

Name of Referenced Project: [1144 15th Street Office Building](#)

Contract No.

Date Services Provided:

Project Amount:

06/01/2015 to 03/04/2018

\$ 194,520,000.00

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:

Hensel Phelps provided General Contractor services for the 42-story LEED Gold certified Office Tower in downtown Denver. The 1.2M GSF project consisted of two levels of below grade parking, 12 levels of above grade parking and 26 levels of core and shell office space, all constructed on a zero lot-line site.

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)

[Hensel Phelps is a trusted partner of ours.](#)

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1144 15TH STREET OFFICE BUILDING

Denver, CO | Project Reference - Additional Information



Building Area Size (GSF)

1,185,000

Cost Control and Management

The team saved time and money while enhancing project value to the owner's benefit through early coordination with the design team. Hensel Phelps supplied \$400,000 worth of pre-construction efforts to streamline the buyout procedure. Cost control and quality assurance were encouraged on the project through use of laser scanning, mockups, prolog/inspection checklist on iPads, and virtual reality/BIM. By utilizing ganged collapsible blockouts, Hensel Phelps was able to substantially reduce our cost of material and labor associated with building and stripping.

LEED Certification Level

LEED Gold – Core and Shell

Extent of BIM services

Hensel Phelps' use of virtual reality (VR) design allowed the owner to conceive the reception area with VR goggles, and to specify where security monitors and other various security control devices could fit. Hensel Phelps also used VR to mock-up all 54 bathrooms to the owner's specifications with the tiles lining up with the ceilings and walls to maintain cost control. Through BIM, we were able to precisely fabricate and coordinate exact connections to the steel building structure. This meant the crown of the building could be installed without 600 feet above the street below without connection issues.

Master Permitting Processes and Issues

Hensel Phelps worked with Hines early in the project to ensure that all permit applications were approved and permits ready to be pulled immediately upon closing of the project's various funding sources. This included a separate shoring and excavation permit as well as the general building permit. Hensel Phelps worked closely with Hines and their tenants to ensure that the permitting and buildout of the tenant improvements (TI) spaces could occur as soon as possible without impacting the sign-off of the base building permit. This required very close coordination with the tenant, TI contractors, as well as the City and County of Denver inspectors and the Denver Fire Department. Numerous meetings were held with all stakeholders to ensure that the delineation between the base building and TI was understood to ensure a successful base building turnover.

Scheduling, Phasing and Staging

Constructing a 42-story, 2M GSF structure on a 50,000 SF downtown zero lot-line site requires tremendous planning and coordination. Given the tight nature of the site, there was not laydown available during the construction of the tower's structure and exterior skin. All deliveries had to be "just-in-time" and closely coordinated with all the trade partners to ensure that deliveries did not impact the critical path of the schedule.

Company Role and Responsibility for the Project

General Contractor

List GC's project manager and other key personnel involved on the referenced project

Amanda Fry - Project Manager

MCGREGOR SQUARE

Denver, CO



RELEVANCE TO JGCC:

- Urban Environment
- Traffic Control
- Completed in the last 10 years
- High-Rise Building
- Complex Mixed-Use Building
- Multi-Story Parking Structure
- Multiple Towers
- Administration Offices
- Public Assembly Areas
- WELL Building Standard
- BIM Project
- Multiple End Users

Project Description

McGregor Square is a mixed-use development, adjacent to Coors Field in **downtown Denver**. Situated on an existing parking lot, McGregor Square consists of **three towers (office, hospitality, and residential)**, a two story sub-grade parking garage, as-well-as food beverage and retail spaces along the first floors. Nestled in between the three towers is an **elaborate plaza that will serve as a year-round outdoor entertainment area** especially during Rockies Season. The dynamic project creates a rich urban fabric which promotes and **enhances pedestrian connectivity** and creates a sense of place through environmental graphics, intuitive wayfinding, art, landscape, and iconic, interactive technology features.

The three interconnected towers will serve **multiple end-users and include an 11-story mixed-use office**, retail, and assembly building, 13-story mixed-use retail (floors 1-2) and 105 residential condominiums (floors 3-13) with a fitness room and swimming pool, and a 13-story mixed-use retail and gallery (floors 1-3) and hotel (floors 4-13) with 176 rooms and 6 dwelling units. Due to the urban environment, Hensel Phelps planned and executed construction to minimize any impact to neighboring residential and business owners.

Sustainability

McGregor Square is the first WELL Building Standard in the United States. WELL Building Standards include criteria to advance health by setting performance standards for design interventions, operational protocols and policies and a commitment to fostering a culture of health and wellness. The Residential portion of the building is working to meet the WELL certification and the Plaza is working to meet WELL Community certification.

This was one of the first projects in Denver to be designed with the Green Roof Ordinance in mind. It was so new that it was difficult to have the design catered to the guidelines and design standards that the City and County of Denver were still developing for new construction projects. Hensel Phelps helped with the testing, navigating of these new ordinations and education of the fire protection, barriers and the thermal break at roof barrier with the Denver Fire Department (DFD). The project adapted and paved the path for the City and County of Denver and DFD for future Green Roof Ordinance roof projects and elevated patios.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:
PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: [Hensel Phelps](#)

Organization/Firm Name providing reference:
[McGregor Square, LLC](#)

Contact Name: [Patrick Walsh](#) Title: [General Manager](#) Reference date: [03/23/2021](#)

Contact Email: patrick@mcgregorsquare.com Contact Phone: [303.487.0686](#)

Name of Referenced Project: [McGregor Square](#)

Contract No. _____ Date Services Provided: _____ Project Amount: _____
[10/15/2018](#) to [03/10/2021](#) [\\$ 260,000,000.00](#)

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:

[Hensel Phelps provided General Contractor services for the 13-story mixed used development in downtown Denver. The project consists of three separate towers \(office, hospitality, and residential\), two levels of below grade parking and outdoor space. McGregor Square is one of the first WELL Building Standard in the United States.](#)

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 a very complex project and it was nice having a great partner like HP to complete it with!](#)

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MCGREGOR SQUARE

Denver, CO | Project Reference - Additional Information



Reality for project team orientation; a 3D site logistics model; a 4D model; laser scanning of for QA/QC; 360 photos for existing site conditions, 360 progress photos throughout project at various installation milestones. We utilized laser scanning to assist the QA/QC process by scanning the shoring walls to confirm shotcrete estimate as well scanning work in the field prior to concrete placements to ensure installed work was matching the 3D coordinated model.

Master Permitting Processes and Issues

With three separate towers sitting on top of a common below grade concrete parking garage, the permitting approach for this project started at the Schematic Design phase. The goal of the Owner was to have the ability to bring each tower “on-line” independently; therefore, the decision was made to permit each tower separately and include the below grade parking garage with one of the towers. Hensel Phelps and the Design Team worked extensively with the Building Department early in the design phase on this approach to ensure that there would be no issues during the permit review process. The result was a streamlined sign-off and turnover of each respective tower.

Scheduling, Phasing and Staging

The project had an aggressive schedule of 26.5-month of construction. Understanding the workforce needs for a project of this size and speed and the fact that all three towers were being constructed simultaneously, Hensel Phelps worked with local and national trade partners to diversify the contractors that were on the project. This resulted in three different concrete subcontractors, three different glazing subcontractors, two different drywallers, etc. working on the project. This approach kept one trade partner from being “stretched too thin” and when needed allowed Hensel Phelps to assist a struggling trade partner with the other trade partner that was on the project. This proved instrumental in managing through the schedule challenges that were presented due to the COVID-19 pandemic.

Company Role and Responsibility for the Project

General Contractor

List GC’s project manager and other key personnel involved on the referenced project

N/A

Building Area Size (GSF)

860,000

Cost Control and Management

Hensel Phelps coordinated all six designers, managing them within their single project while maintaining the overall goal of maintaining cost and schedule of the mixed-use project. The team worked for 10 months to value engineer items within the project and reduced the budget by \$35 million dollars. The Hensel Phelps’ project team reduced the entire project value by 13% with cost reductions to stay within budget and maintain the program needs.

LEED Certification Level

N/A - Received WELL Certification

Extent of BIM services

The VDC scope during construction included: 3D model coordination and clash detection; shop drawings created from the construction models; Virtual/Augmented

AVENTURA HOTEL AT UNIVERSAL ORLANDO

Orlando, FL



RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- High-Rise Building
- High-Performance Building
- Administration Offices
- Public Assembly Areas
- BIM Project
- Site Constraints
- Phasing
- Multiple End Users

Project Description

Hensel Phelps was the primary general contractor for Universal Orlando's brand-new **17-story** resort, Aventura Hotel. The project scope included site work, utilities, hardscape, landscape and hotel construction. Coordination on site was crucial since the new iconic tower had very little laydown areas and was **surrounded by I-4, two active hotels, a water park,** and connected to a new 5-story parking garage that was built concurrently. During crucial build times, Hurricane Irma made land fall in the late 2017. Despite the aftermath causing a two-week delay of work, the Aventura Hotel project team was still able to reach the milestone topping out date in December 2017. This fast-tracked project went from the 1st floor to the 10th level deck in just five months, topping out in 11 months!

The Aventura Hotel is Universal Orlando's **first stand-alone, high-rise hotel and is the tallest hotel on Universal property.** The scope included 600 guestrooms, and amenities such as a pool with an outdoor bar, hot tub spa, splash pad, fire pit, fitness center, a game room with VR experiences, a fast-casual food hall with five different cuisine options, and a rooftop bar with panoramic views of Universal and Downtown Orlando.

Hensel Phelps began construction in February of 2017. Construction quickly progressed with a tight 18-month schedule and the building was successfully completed in July 2018 just in time for the hotel to welcome their first guests in August 2018.

Design Management

Due to the fast pace of the Aventura Hotel project, it was critical for Hensel Phelps to coordinate and implement design modifications on a quick turnaround. Hensel Phelps met on a daily basis with our design partners to perform jobsite walks, utilizing this time to discuss opportunities for improved design features. As a result of this collaboration, numerous improvements were realized benefitting the finished products, and subsequently, the guest experience and project aesthetics.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: **Hensel Phelps**

Organization/Firm Name providing reference:

Universal Orlando

Contact Name: **Russ Dagon** Title: **SVP - Resort Development** Reference date: **03/22/2021**

Contact Email: **russ.dagon@nbcuni.com** Contact Phone: **407-224-3236**

Name of Referenced Project: **Aventura Hotel at Universal Orlando (Project 927)**

Contract No. _____ Date Services Provided: **01/20/2017** to **06/28/2018** Project Amount: **\$ 100,000,000.00**

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:

Hensel Phelps provided General Contractor services for Universal Orlando's brand new 17-story resort located on Universal Orlando property. Scope of work included site work, utilities, landscape, and hotel construction. Coordination was crucial since the new tower was surrounded by I-4, two active hotels, a water park, and connected to a new 5-story garage that was being built concurrently.

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)

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AVENTURA HOTEL AT UNIVERSAL ORLANDO

Orlando, FL | Project Reference - Additional Information



Building Area Size (GSF)

403,000

Cost Control and Management

Over the course of the project, Hensel Phelps proposed over 20+ value analysis concepts that were all accepted. Additionally, we went to China to inspect the shower glass and millwork. During that inspection, an issue arose, and Hensel Phelps was able to help remediate it before shipping the materials to the United States. Had this issue not been caught prior to shipping, the project would have been significantly delayed due to the lead time on these items. This effort helped lessen the amount of rework and saved some money in the end. Additionally, Hensel Phelps sent a representative to Italy to inspect the laundry conveyor system and to Germany for final inspection of the specialty glass.

LEED Certification Level

N/A

Extent of BIM services

Our VDC Engineer, Kevin Mercilus, worked closely with the team to provide BIM solutions despite all the subcontractors not having this capability. Design was done in 2D by the architect, and HP provided a full 3D coordinated BIM model. The BIM model and processes helped to: provide proof of concept design, visual presentation to Universal and stakeholders, coordination between disciplines and trades (clash detection) during early design and construction, validation of progress payments, monitor work-in-place, including updating of 3D model for portraying key progress elements to estimating, phasing and project sequencing.

Master Permitting Processes and Issues

Hensel Phelps orchestrated the permitting process with the City of Orlando. Hensel Phelps engaged the Head Building Official and worked with the Building Department to implement a multi-prime and multi-phased permitting process, which ultimately saved the project three+ months from the onset had a single Master Permit been utilized. Additionally, our team drove the final TCO and CO process by directly collaborating with the Building Official on the dozens of final inspections and trade permits to close the Master Permit.

Scheduling, Phasing and Staging

At the pace of one floor a month, the team had to maintain a tight schedule to meet the 18-month schedule. When the team realized they were in the direct path of category 5 Hurricane Irma (just three months before the scheduled topping out date), they immediately demobilized one of the tower cranes. The team had less than 26 hours to bring in another crane to lower the existing tower crane that was on site, before Irma swept across the state. Work completely stopped for two weeks, but nevertheless, Hensel Phelps was able to make up time and meet the scheduled milestone date for topping out in December 2017, by working multiple shifts and weekends.

Company Role and Responsibility for the Project

General Contractor

List GC's project manager and other key personnel involved on the referenced project

Cory Olson – Project Executive / Project Manager

Chad Thompson – General Superintendent

Maurice Clarke – VDC Manager

Kevin Mercilus – BIM Coordinator

MCO AUTOMATED PEOPLE MOVER (APM) COMPLEX

Orlando, FL



Project Description

Hensel Phelps was selected as the Construction Manager at Risk for the South Airport APM Complex program, which is a multi-faceted project comprised of various building and construction types, and the first step in their multi-phased expansion plan. The project included construction of new roads and bridges, the **structure and guideway system for a new APM**, a cast-in place concrete parking garage, an **APM Terminal Facility**, and a new Central Energy Plant (CEP). The APM guideway connects travelers to the North and South terminal (that Hensel Phelps is currently constructing) and was designed to further enhance the airport's trademarked Orlando Experience. The **Parking Garage is a six-level, one million square foot cast-in-place concrete** parking garage designed to house approximately 2,400 privately owned vehicles and future rental car operations.

Sitework included clearing, grading, and earthwork for approximately 600 acres of mostly undeveloped, medium-density wooded land. The new roads and bridges included the construction of a roadway system providing highway access to the APM Station and Parking Garage. This system also included three precast bridges for future roadway crossings, at-grade roadway embankment, and high-fill embankment at the bridge crossings.

The Central Energy Plant (CEP) provides cooling and backup power to the entire facility. The CEP was constructed to support a total estimated cooling tonnage of 1,400 tons. This included water-cooled centrifugal chillers designed to handle the total cooling load with variable speed chilled water pumps and tertiary pumps in addition to two field erected cooling towers.

Sustainability

This was **one of the first LEED Version 4 projects in the country** to be completed at a time when the material selections in the industry had not progressed to the new LEED standard. Some of the sustainable features on this project included: 95% of diverted and recyclable materials; magnetic bearing chillers have increased efficiency and require less maintenance; equipment with variable frequency drives that reduces power consumption; floor to ceiling curtain wall and skylights; and a lighting control system that harvests the natural light and has auto dim controls to maximize efficiency.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- Transportation Facility
- High-Performance Building
- Multi-Story Parking Structure
- Multiple Towers
- Administration Offices
- Public Assembly Areas
- BIM Project
- LEED Certification
- Phasing



Vendor Reference Verification Form

Broward County Solicitation No. and Title:
PNC2122559R1 Joint Government Center Campus (JGCC) (Step One)

Reference for: [Hensel Phelps](#)

Organization/Firm Name providing reference:
[Greater Orlando Aviation Authority \(GOAA\)](#)

Contact Name: [Davin Ruohomaki](#) Title: Senior Director Plar Reference date: 03/22/2021

Contact Email: druohomaki@goaa.org Contact Phone: 407-825-3105

Name of Referenced Project: [Orlando International Airport \(MCO\) Automated People Mover \(APM\)](#)

Contract No. Date Services Provided: Project Amount:
[WS102](#) 10/01/2014 to 11/01/2017 \$ 262,000,000.00

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:

Hensel Phelps provided Construction Manager at Risk services for this South Airport Automated People Mover (APM) Complex, a multi-faceted project comprised of various building and construction types, including a structure and guideway system for a new APM, a terminal facility, and a cast-in-place parking garage.

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)

[This is a great team and is continuing repeat work with us on our new South Terminal program. I highly recommend HP to any client!](#)

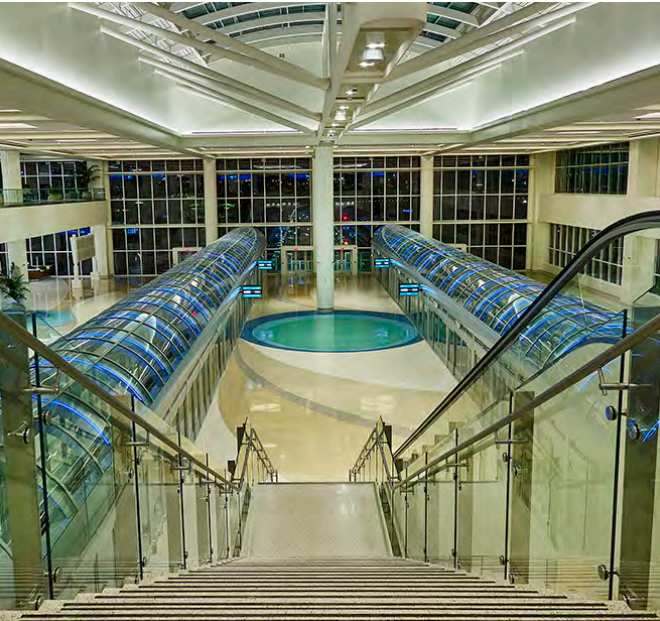
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MCO AUTOMATED PEOPLE MOVER (APM) COMPLEX

Orlando, FL | Project Reference - Additional Information



Building Area Size (GSF)

1,291,385

Cost Control and Management

Hensel Phelps delivered this project under budget by actively managing the design and consistently thinking outside of the box to provide GOAA with unique value engineering solutions. The parking garage structure was designed to be clad with precast concrete. Hensel Phelps proposed a natural raw exposed concrete look that not only was less expensive, it will require little maintenance throughout the life-cycle of the garage. The proposal was accepted, and GOAA now has a parking structure with a much lower overall life-cycle cost. Hensel Phelps also saved over \$3 million through the relocation of the Central Energy Plant equipment to the ground floor, which cut costs by not having to build the mezzanine, but also lowered the roof enough to not require a fire suppression system or fire proofing in the building.

LEED Certification Level

LEED v4 Certified – New Construction

Extent of BIM services

Hensel Phelps created a highly detailed BIM model which was key in alleviating any issues or rework in such a complex project with 17 separate GMP packages, multiple tie-ins, and another construction manager on the same site. From day one, the BIM models were coordinated and integrated between all disciplines, including subcontractors. BIM coordination meetings were held bi-weekly with the subcontractors to show them the schedule for upcoming work activities. Work began on level one and was constructed virtually up one level at a time.

Master Permitting Processes and Issues

Hensel Phelps took the lead on permitting during this project by working with the City of Orlando and kept them informed to avoid any issues with permitting. Hensel Phelps also created a dewatering permit that had to be signed off on for each construction activity. Our team developed an extensive and comprehensive Maintenance of Drainage Plan that started during pre-construction and carried on throughout the duration of the project. This allowed us to develop large portions of the site earlier than anticipated.

Scheduling, Phasing and Staging

Hensel Phelps overcame challenges presented by two hurricanes by utilizing our pre-determined hurricane strategy plan, which included not only “buttoning down” the site, but also securing all of the cranes. The team remained in constant contact with GOAA and all stakeholders to actively rework schedules to ensure activities could resume as quickly as possible. Additionally, to complete our systems, the other CMAR on-site had to complete their scope of work first, which at times they did not meet, which resulted in delayed testing. To mitigate the potential schedule impact, Hensel Phelps shifted our work activities and reworked our schedule so progress could be made in areas not impacted by the tie-in points.

Company Role and Responsibility for the Project

General Contractor

List GC’s project manager and other key personnel involved on the referenced project

Maurice Clarke – VDC Manager

Saul Ortiz – Senior Estimator

TRAVIS COUNTY COURTS FACILITY

Austin, TX



RELEVANCE TO JGCC:

- Progressive P3
- Design-Build
- Downtown Urban Constraints
- High-Rise Building
- High-Performance Building
- Multi-Story Parking Structure
- Government Center
- Secure Judicial Parking
- Public Assembly Areas
- BIM Project
- LEED Gold Certification
- Digital Experience Design
- Child Care and Cafeteria

Project Description

Hunt was unanimously selected by the Travis County Commissioners Court to develop this 448,000 SF civil and family courts facility. **Hunt partnered with Hensel Phelps as the design-builder** to replace the 87-year-old Heman Marion Sweatt Courthouse. The new **12-story facility** is scheduled to be completed in the fourth quarter of 2022 and is currently three months ahead of schedule. The **Progressive P3 project was nominated for three national P3 awards** in 2020, including social infrastructure project of the year.

With 25 courtrooms, the new facility will include jury and non-jury courtrooms, secure parking for judicial officers, secure in-custody holding and vehicular transfer area, secure and separate circulation areas for judicial officers and staff, and detainees, **a four-level below grade garage for staff and public parking, an outdoor community plaza, and a LEED Gold rating.**

Hensel Phelps committed to a GMP at 100% DD documents with a 3% contingency 8 months after award. We achieved the site development permit and started construction the day after financial close, which is unheard of in the City of Austin. We were able to incorporate a number of enhancements to the design as we recognized buyout savings and vigilant design management, including a state of the art digital design experience that provides comprehensive wayfinding and communications through kiosks and a mobile phone app that allows patrons to know where to go for the services they need. The project also includes a full service cafeteria, short term child care, and robust security systems required for modern courthouses. The facility also has full utilization of recycled water and rainwater capture that reduces potable water consumption by 70%.

BIM Services

During pre-construction, Hensel Phelps **built four courtroom sightline mock-ups** that were reviewed by end users to validate scale and functionality of the layout. Laser scanning was utilized to capture the finalized configurations.

MARRIOTT MARQUIS

Washington, D.C.



Project Description

The \$393 million Marriott Marquis hotel project is a full-service, four-star, and **LEED Silver certified convention center hotel located in downtown Washington D.C.**, adjacent to the Walter E. Washington Convention Center. The **15-story above-grade building**, capped with an atrium skylight, contains 1,125 guestrooms, 49 suites and a concierge's lounge located in the **footprint of one city block**. The main guestroom tower accommodates support and circulation areas, while the historic American Federation of Labor (AFL) Building features the health club, guestrooms and suites. Hensel Phelps was tasked with incorporating the seven-story historic American Federation of Labor (AFL) Building into the design and construction of the new hotel. To prepare the building for renovation, Hensel Phelps removed the existing interior features, mechanical/electrical systems and plumbing, leaving only the building shell.

The main guestroom tower features six complete public food and beverage outlets comprised of 18,879 square feet, with a seating capacity of 779. Restaurants include a three-star restaurant, specialty restaurant, sports bar and lounge, lobby bar and lounge, Starbucks Coffee, and corner bar. Located on the subterranean levels of the hotel are ballrooms, meeting/board rooms and parking accessed via a helical ramp. There are seven subterranean levels – requiring a 90 foot deep excavation of the site accomplished through the use of slurry wall methodologies to support the excavation.

The Marriott Marquis hotel public support areas feature **12,681 square feet of administration offices**, 25,212 square feet of kitchen, 4,781 square feet of employee facilities, and 212,220 square feet of miscellaneous areas including one exterior and one underground loading dock connected to the Convention Center's loading dock facility.

Sustainability

The Marriott Marquis received LEED Silver certification from the U.S. Green Building Council. Strategies focused on improving energy performance, indoor environmental quality, water efficiency, emissions reduction, and managing resources usage acknowledge the hotel as one of the largest in the nation to seek LEED certification.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- Design-Build
- Urban Environment
- High-Rise Building
- High-Performance Building
- Multi-Story Parking Structure
- Multiple Towers
- Administration Offices
- Public Assembly Areas
- BIM Project
- LEED Silver Certification
- Phasing
- Multiple End Users

CITY OF SAN ANTONIO PUBLIC SAFETY HEADQUARTERS

San Antonio, TX



Project Description

The LEED Silver certified project unites the City of San Antonio Fire (SAFD) and Police Departments (SAPD) in a 240,000 SF building, centralizing a number of public services and providing much-needed space for over-crowded units. The six-story **Administration Building** is cast-in-place concrete with a glass atrium from floors three to six, **connected by a two-story steel and glass public lobby to the adjacent Parking Garage** on the first two levels, and a bridge connection on level four. The **640-space, nine-story parking garage** includes built-out office space and structural infrastructure for a future solar array. In addition, it features a controlled access entry/exit ramp for secured police and fire department parking.

The PSH building features a hardened exterior with interior precast hardened walls and bullet resistant glazing, both exterior and interior. Additionally, it includes a public entrance and a back secure entrance. The facility serves as the cities 24/7 capable Emergency Operations Command Center and joint Emergency Headquarters when needed for both the SAPD and SAFD, either separately or combined. The facility houses both the Police and Fire Chief, SAPD's Tactical Operations, Night Patrol Command, Administration Offices and investigative Units and SAFD's Administration, Arson Investigations, Fire Operations and Community Safety Divisions. Additional features include a COMSEC vault, two arms rooms, a petroleum, oil and lubricant (POL) storage area, a fluid distribution room, high bay maintenance spaces, vehicle wash areas, and fueling stations. While the building does not have jail cells, it does include interrogation rooms that doubled as short-term holding cells. These rooms were equipped with state of the art sound, camera and security technologies.

Collaborative Efforts

Hensel Phelps developed a strong relationship with numerous City of San Antonio departments including their commissioning agent. In addition, we worked with City Inspectors on the Public Safety Headquarters project to develop a special meeting and inspection process based on an inspection matrix, trust, and an open-door policy of communication. The City had offices on our jobsite in order to coordinate closely with Code Enforcement.

RELEVANCE TO JGCC:

- Completed in the last 10 years
- On-Time
- Within Budget
- Design-Build
- Urban Environment
- Mid-Rise Building
- Class A Office Building
- High-Performance Building
- Multi-Story Parking Structure
- Government Center
- Administration Offices
- Public Assembly Areas
- BIM Project
- LEED Certification
- Multiple End Users

MULTIMODAL TRANSPORTATION PROJECTS

Below is a chart showing examples of Hensel Phelps’s experience building projects that integrate multimodal transportation options.

Project Name	Transportation Type	Delivery Method	Size (SF)	Certification
GSA San Ysidro Land Port of Entry Phase 2	Civic	Design-Build	126,000	LEED Platinum
MCO Automated People Mover (APM) Complex	Train	CM-at-Risk	1,291,385	LEED Certified
MWAA Dulles Railyard & Maintenance Facility	Light Rail	Design-Build	341,000	LEED Silver
Operations and Maintenance Facility East	Light Rail	Design-Build	165, 150	LEED Silver
PHX Sky Train Stage 1 Fixed Facilities	Train	CM-at-Risk	160,053	LEED Gold
PHX Sky Train Stage 2	Train	CM-at-Risk	426,480	LEED Silver
Purple Line Complex Stations	Light Rail	Design-Build	70,000	N/A
Purple Line Operation & Maintenance Facility (a P3 project)	Light Rail	Design-Build	181,500	LEED Silver
SFO Courtyard 3 Connector	Train	Design-Build	100,000	LEED Gold
WMATA Andrews Federal Center Bus Garage	Bus	Design-Build	335,000	LEED Silver
WMATA Southeastern Bus Garage Replacement	Bus	Design-Build	273,977	LEED Silver



Photo: Purple Line Operation & Maintenance | Landover Hills, MD

G. PROJECT APPROACH



Photo: Union Tower West | Denver, CO

A. OUR APPROACH TO PLANNING, CONSTRUCTION, AND DELIVERING PRE-CON SERVICES

Hensel Phelps and our design partners have a proven history of delivering complex Design-Build projects in urban settings, and therefore understand the collaborative and iterative efforts that are required to make the Joint Government Center Campus project a success. Our proven Pre-construction methods (detailed below) will undoubtedly develop and deliver an iconic building that the citizens of Fort Lauderdale and Broward County will be proud of for generations to come.

A. DESIGN DEVELOPMENT & REVIEWS

The accurate and timely transfer of information between the Design-Build Team and UDPA will be fundamental to building trust early in the project. In our experience, early involvement allows us to advise decision-making with information about cost, constructability, schedule, and logistical considerations, as well as provide opportunities for meaningful collaboration and cross learning. A collaborative environment provides opportunity for the team to understand and embrace the City's and County's goals as our own and learn how best to integrate our processes.

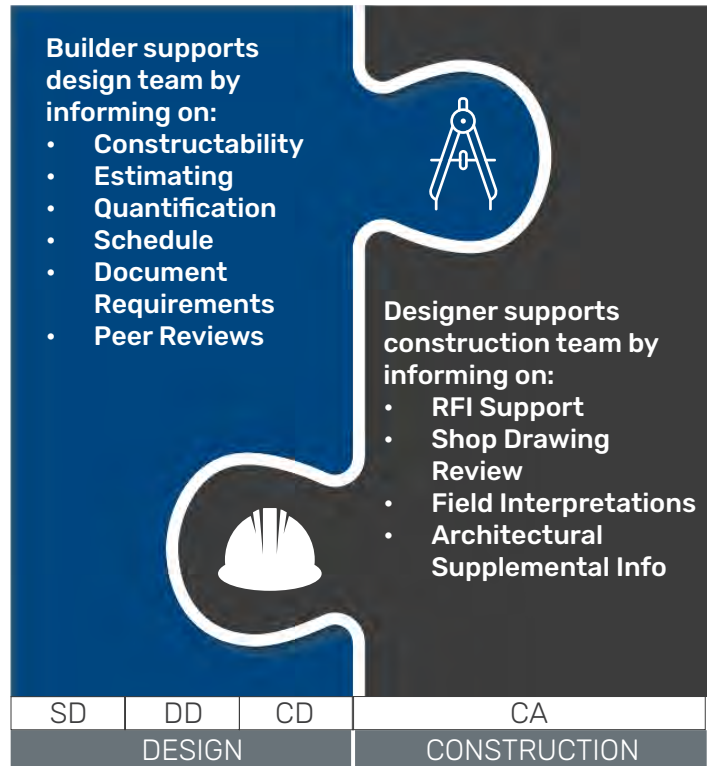
As depicted in the adjacent graphic, the integration of the design and construction teams start at the beginning of the project with a mission to close information gaps. This means listening, getting it right the first time through focused constructability analysis of the design, achieving a clear understanding of the design intent, and providing clear documentation required to feed construction. The ability to do this also starts with respect for the design process and early trade contractor engagement. The builder supports the design during the design phase, and the designers support the builder during construction. Effective Pre-construction enables us to do the following:

- Build trust to influence positive behavior of all project stakeholders
- Establish communication and information sharing protocol
- Understand the building programming developed by Zyscovich for the UDPA
- Ensure the Design Criteria Package standards are met
- Perform site investigations and proper due diligence for the subsurface conditions
- Establish project phasing and sequencing strategies
- Develop a detailed material sourcing strategy
- Early identification of scopes for potential qualified, local DBE and CBE firms
- Establish project controls and management protocols

The simultaneous focus on the cultural, process, and technologically aspects of Pre-construction are what enables the greatest value to come from early contractor involvement. It also sets the tempo and trajectory for the rest of the project and proactively develops a well-executed plan to mitigate unknowns, manage cost, and maintain schedule.

B. COST ESTIMATING

Our cost estimating efforts are led by Hensel Phelps’ Pre-construction Manager Trevor Hamilton and Senior Estimator, Saul Ortiz. In addition, we will have as additional resources, the Preconstruction team from Travis County Courthouse, which already has fully integrated with Hunt’s processes, to assist in our conceptual estimating and GMP preparation. Our entire estimating staff comes from a background of working in the field, which gives them an advantage when developing trade scopes and estimating costs because



of this firsthand experience. We also believe this field experience helps achieve the City and County’s goal of finding the optimum scenario of local, CBE, and DBE firms while also managing to the overall project budget.

Trend Estimating

Our Trend Estimating Process is a system of continuous cost modeling that allows the team to immediately assess the impact of changes and decisions made during the design phase. When using the Trend Estimating Process, the actual cost of the design is known at all times to ensure elements are constantly evaluated against budget and immediate “course corrections,” if needed, are implemented. This is known as “trending” the design and is a process that is critical to the successful management of the design to the project budget. Trend estimating also allows for a quick turnaround of parametric estimates for any additional client requested options. When a change to the design is identified as differing from the assumptions made in the initial estimate, a Trend Estimate is developed to draw a cost comparison. These are then tracked by our estimating staff using a trend log as an index, and regularly communicated to Hunt and the City and County, where we always providing continuous feedback about the state of project budget. This process allows the City and County to evaluate the scope and price of multiple design solution options simultaneously. As we receive information that affects



the budget, we communicate how those changes may cause the budget to trend up or down. Therefore, the City and County do not have to wait for the industry standard intervals of the design submission reports and cost feedback from the trade contractors to see how design decisions impact the budget. This will also ultimately assist in finalizing early work packages, for trades such as demolition, site clearing and preparation, deep foundations and site utilities, all of which can help accelerate the overall project schedule.

Typically, our project cost estimates will be organized to correspond with the appropriate levels of the UNIFORMAT II, but can also easily be sorted into a CSI Masterformat if requested. These reports include estimated cost items by trade and include appropriate contingencies for each design development stage. Cost estimates also include all general conditions, general requirements, bonds, insurance and fees.

The Estimating Team will collaborate with the City and County as appropriate in real-time as decisions are made for material, system, and equipment selections. Using our Life Cycle Cost Analysis tool, we can evaluate whether the additional up-front cost for a higher operating cost outweighs the lower total cost of ownership. This transparent process enables the City and County to make real time decisions throughout the project and establishes a systematic process ensuring that decisions made during the development of each phase of design are incorporated into the overall budget and the relative cost or savings associated are fully realized. Our process provides budget certainty to City and County and most importantly, eliminates budget surprises along the way.

Hensel Phelps has the ability to analyze, actively manage, and control the cost of construction from project commencement through final turnover and occupancy. Ultimately, we understand that our ability to evaluate the UPDA's program along with the design criteria to prepare an accurate budget is key to the project's success.

C. VALUE ENGINEERING

Value Engineering is a misnomer – we believe it should be called Value Management. The goal of value management is not necessarily always to spend less; but to make every dollar count relating to function, quality, safety and schedule. To do so, all stakeholders must:

- Understand the project goals and program requirements

- Define the scope and associated impacts needed to achieve the targeted goals
- Align the cost and scope with the project budget, schedule, quality and sustainability goals
- Manage the evolution of the design to eliminate budget surprises during construction

The greatest opportunity to influence project costs is during the initial design phase. Our team will work closely with Hunt and CGL's facilities management team to create a systematic approach that provides the critical information necessary to support timely decision making during the development of the design and contract documents. Hensel Phelps has extensive experience working with clients on value management to achieve project goals. We will:

- Achieve best value while eliminating unnecessary expense
- Standardize/simplify design through Constructability Reviews and lessons learned from similar projects
- Provide decision-making information to Hunt to maintain project budget, schedule, quality, and sustainability expectations
- Maintain the Zyscovich Design Criteria Package design standards and program requirements while informing the team of any opportunities for increased project value
- Maintain the overall project schedule through an accelerated constructability and value management exercise

True value management integrates closely with the Trend Estimate Process and is performed continuously throughout the pre-construction phase. If value management is only implemented during a milestone estimate update, it can become nothing more than a scope reduction tool, which would present the City and County with tough decisions to potentially lower quality requirements or reducing scope. This type of milestone approach can also cause significant schedule delays, or cause issues with future facility reliability by unnecessarily conceding program requirements in order to save costs. Our project team is skilled in value management and will provide an invaluable service to the project's successful delivery. In addition to our onsite staff, we have specific corporate resources at Hensel Phelps with years of experience devoted to building systems and sustainability, and pricing for similar projects across the nation. These individuals are available as needed to support the onsite team.

D. SCHEDULE DEVELOPMENT

Our General Superintendent, Chad Thompson, has been working in the South Florida market for over 20 years and has vast public sector experience such as: the GSA Benjamin P. Grogan and Jerry L. Dove Federal Office Building in Miramar, Southern Command Headquarters in Doral, Fort Lauderdale Aquatic Complex, and Miami and Fort Lauderdale International Airports. All of this gives him unparalleled experience in successfully delivering the region's most complex and iconic projects. He will draw on this experience in conjunction with his private sector, high rise experience to develop a project schedule that encompasses the complexities of a high-tech government facility in a downtown, zero lot line site in a storm challenged location.

CHAD THOMPSON

General Superintendent



KEVIN CURRY

Project Superintendent



Chad will also work with one of our experienced South Florida Project Superintendents, Kevin Curry, to develop the master baseline schedule from pre-construction through project completion. Chad and Kevin have worked on numerous projects together, including the Miramar GSA Federal Office Building. This long-standing working relationship will allow them to hit the ground running in the pre-construction effort, while also having the advantage of knowing what it takes to complete complex projects in the South Florida market.

Chad and Kevin will work hand in hand with the Design Team to not only schedule what has been designed, but also to provide real time feedback on constructability and sequencing that will ultimately help shorten the project schedule and drive the cost down. The schedule they develop will account for design review periods, permitting, trade purchasing, material procurement, and appropriate work durations over the life of the project.

The schedule they develop will also take into consideration the following schedule parameters:

- Understanding the schedule requirements
- Understanding potential early work packages,

design, and pre-construction durations and milestones

- Understanding the current building site and surrounding logistical challenges
- Obtaining input from all key trades
- Coordinating trade partners input with schedule milestones
- Optimizing the construction schedule by means of materials prefabrication, innovative schedule management techniques, quality control, sustainability and commissioning processes to eliminate rework
- Incorporating lessons learned from our similar project experience

For each design phase, Chad and Kevin will lead the development of further refining the fully integrated Master CPM Schedule. As part of the Hensel Phelps Way, we involve numerous onsite builders for the project in this process, including their input based on years of relevant project experience.

The Master CPM Schedule serves as an overall road map for the entire project, outlining design, procurement, fabrication, construction, and commissioning activities, and incorporating any client or community concerns specific to the Joint Government Center Campus project. To enhance communication, our Master CPM Schedule will initially be used to develop the following:

- Milestone List: Executive level summary of critical schedule elements shared with all stakeholders to ensure key schedule deadlines are met.
- Document Development Plan: An examination of key design phase activities including constructability reviews, comment submissions, and meeting dates that support each key design submission.
- Bid Package Schedule Long Lead Item Analysis: Specific subset of the Master CPM Schedule used to address procurement activities for trade partners' work, which clearly communicates to the team the level of design completion necessary to obtain competitive bids for the project's various scopes of work.

Beyond the Pre-construction Scheduling effort, Chad and Kevin will continue to fully develop the Project CPM Schedule for use throughout the Construction phase as described in more detail below in Section 5.B.

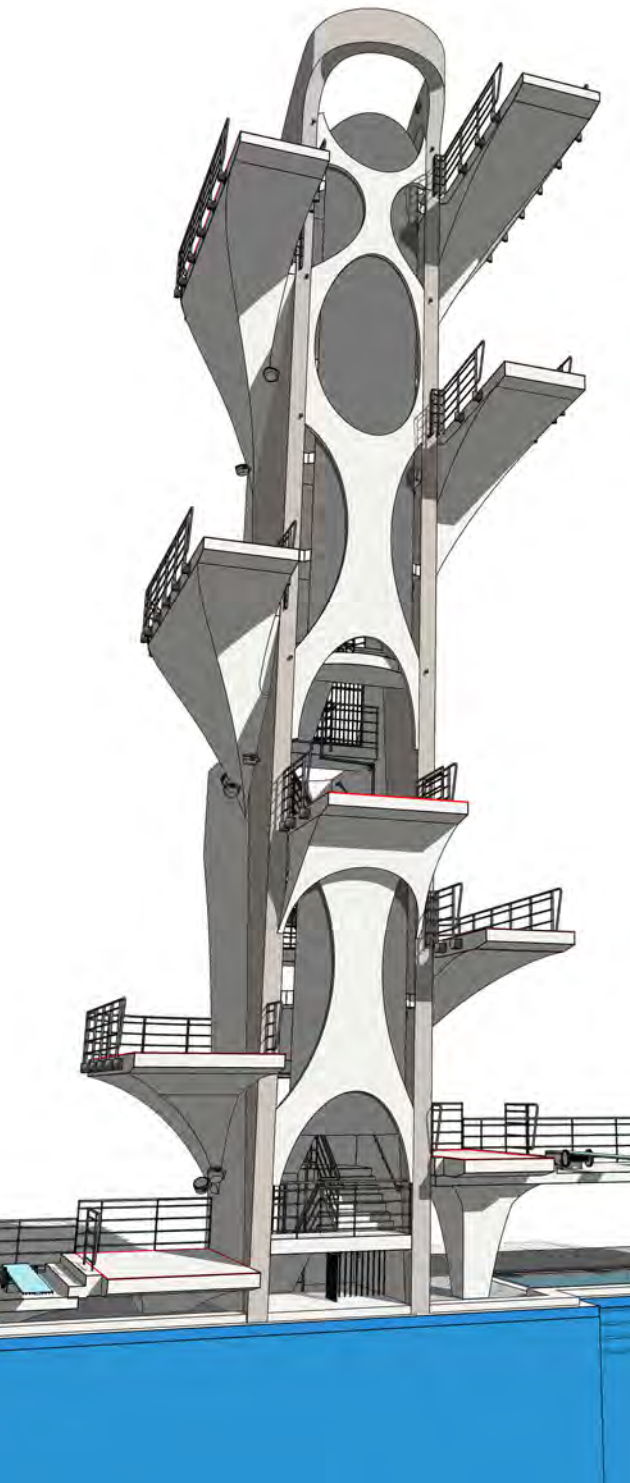
E. VIRTUAL DESIGN & CONSTRUCTION

Having the Joint Government Center Campus connecting into existing conditions, Hensel Phelps will be utilizing our experience providing Building Information Modeling (BIM) and Civil Information Modeling (CIM) in Florida US Survey Feet East Zone state plan coordinate system before construction verifying the design intent and constructability. Employing laser scanning, augmented reality, and other tools to virtually plan installation and provide precise conditions for the main building tower, administrative offices, and parking garage. Thanks to the nature of accuracy of this data, Hensel Phelps will be able to provide unmatched details for cost estimating and scheduling. Utilizing collaborative cloud-based software encourages the entire project team to collaborate, review model modifications, and the real world captured data. The information is stored and remains viewable to all, retaining a robust record of model information during all phases of the project.

F. PERMITTING

Our Hensel Phelps project teams are well versed in the permitting and inspection processes within the City of Fort Lauderdale, having worked directly for the City as well as private clients. We know how to navigate the required development and permitting agency processes through the Department of Sustainable Development (DSD), Broward County, FDOT, South Florida Water Management District (SFWMD) and all other agencies that will be involved in the JGCC project. We understand the success of the process is much more involved than simply uploading the documents to the Lauderbuild online system and responding to the comments as they arise. Similar to our philosophy on all other aspects of project management and delivery, our approach on permitting will be based on developing a true a partnership with all agencies through early and active communication on the design progression from the initial to final deliverables.

Upon project award our team will engage the Urban Design & Planning staff to request a preliminary development meeting where we will present the current elevations, dimensions of the buildings, set back distances, utilities and an overall site plan that has been developed through utilizing the RFP and Zyscovich DCP documents. This initial meeting will produce active communication between all parties while developing a basis of understanding of any design constraints and/or requested enhancements. This will support the Design-Build team's completion of the design process, culminating with the official DRC/Site Plan Review package submission. Again this process will not stop with simply submitting drawings for review, but will allow our team to continue the community outreach and engagement of surrounding businesses to communicate and help them understand the upcoming construction project sequences and durations.



One-of-a-kind 27M Dive Tower 3D Modeled by Cartaya and Hensel Phelps and Permitted with the City of Fort Lauderdale Building Department

While the DRC/Site Plan Approval process is progressing toward approval, the Design-Build team will continue to expand all disciplines design working toward completing packages for all other permitting agencies. Our main permit tree philosophy will consist of an early package for site clearing/prep and foundations, followed by individual permit packages for the parking garage, administration tower and hardscape. These packages will help with communicating with plans reviewers along with inspectors for clear delineations between permit sets. We understand the complexity of permitting when it comes to starting any work and in the initial permitting processes we will be fulfilling the required documentation as listed on Lauderbuild for the permit checklist under each definable feature of work. With Broward County we understand the importance of the ERP/SWM permits and will be working closely to complete these permits as they are critically tied to starting work. The ERP/SWM permit is also required for our SFWMD permit for managing temporary dewatering and also permanent storm water management. This just names a few of the critical permits we will be focusing on during the design progression leading toward the start of construction.

Prior to the start of construction progress inspections, our team will schedule Job Check Inspections with applicable inspectors to familiarize them with the Project and Project Requirements. These preliminary job site inspections/walks introduces our team to the inspectors, helps build relationships, and allows our team to communicate the anticipated schedule/frequency of inspections and path to obtaining Final Inspections and Certificate of Occupancy. These preliminary inspections were utilized on past and also on current projects with the City of Fort Lauderdale, and has proven to be helpful in building familiarity amongst

the on-site Jobsite team and inspectors, as well in understanding each Inspector's expectations.

In the months leading up to the Project Systems Testing and Completion, our team will schedule a meeting with John Travers and his team to discuss the Project's proposed plan to obtain TCO and CO. We will review the TCO Checklist, current status of each of the disciplines (Life Safety, Electrical, Mechanical, Elevator, etc.) and ensure COFL is in agreement that the proposed schedule for Final Inspections and TCO is achievable. In addition to the Fort Lauderdale Building Dept. involvement of Broward Elevator, Broward DEP and BDA, play an important role in the completion of all projects. To satisfy all code and inspection requirements, Trade Partners and Broward County checklists are utilized to guarantee all systems are installed and operating correctly prior to scheduling testing and inspections with the County. Chief Elevator Inspector, William Redmond, has been very helpful on previous projects in working toward obtaining final Elevator approvals as well as insight on variances as they apply.

Upon the start of scheduling Final Inspections, our team maintains a TCO Checklist to ensure all applicable Final Inspections/Requirements are being tracked with scheduled dates. We ensure all current permitted drawings are on site and accounts for any changes that may have taken place during the construction phase of the project. In addition, our team ensures all appropriate signatures are obtained on the respective permit cards, and ultimately the TCO Card. For informational purposes, our team will also reach out to the local First Responders with COFL and Broward County to do a Life Safety walkthrough of the project, identifying Fire Command Rooms, Knox boxes, path of egress, access to the building/s and the core systems of the Building.



H. APPROACH TO DELIVER CONSTRUCTION SERVICES

Hensel Phelps is well versed in constructing large, multi-story and multi-building projects in tight urban environments, similar to the proposed the Joint Government Center Campus. Our proven processes and procedures are not only scalable to projects of all types and sizes, but also have been proven time and time again to be the key to the success of delivering complex technical projects in tight logistical settings such as these.

Our Project Controls system, which we have coined “The Book of 14” encompasses all aspects of our on-site management approach and provides the template for a large project staff (like the JGCC will require) to hit the ground running and stay consistent in the approach throughout the duration of the project. The City and County can rest assured that our team has the tools and experience necessary to manage all aspects of this complex project, including but not necessarily limited to the processes outlined in the below graphic.

Having the full Hensel Phelps ‘kit of tools’ at our disposal, our team will place an extremely high priority on the following aspects of our Project Controls system to ensure the JGCC is properly executed in this tight urban setting and fully commissioned and accredited to the high sustainability and resiliency standards that have been established by the Zyscovich Design Criteria Package.

BOOK of 14 14 Point Project Control System



- 1 Risk Management
- 2 Prime Contract Deliverables
- 3 Design Management
- 4 Permits
- 5 Trade Contractor Purchasing
- 6 Safety
- 7 Quality Control/Commissioning
- 8 Scheduling
- 9 Production Trend & Labor Analysis
- 10 Material & Equipment Deliveries
- 11 Site Logistics & Material Handling
- 12 Construction Admin of Design
- 13 Cost Control
- 14 Change Management

- Proven tools to keep job on track
- Monthly update and review on each section
- Long range risk identification
- Each aspect of job monitoring is in one location
- Entire project team is involved with maintenance and review
- Defines accountability
- Allows for efficient Executive Committee review
- Visible review of current progress
- Minimizes risk to all project stakeholders
- Sustainability & resiliency are met
- LEED & WELL Building principles are met

A. RISK MANAGEMENT TOOL

The basis of the entire Hensel Phelps management process is Risk Management. All facets of project risk are managed through the processes, procedures, and tools contained within the Book of 14 described above. However, the one tool above all others, that we rely on from beginning to end and across aspects of the project in the Risk Management Tool (RMT). The RMT is created at the very onset of the project by the procurement team and then continually utilized by the entire construction team to:

1. Identify all Project Risks
2. Fully Understand the Risks
3. Plan the Risk Mitigation Strategies
4. Manage the Risk Mitigation Strategies to Completion
5. Constantly Communicate the status of the Risk Mitigation to the entire Project Team

The Joint Government Center Campus project is a prime example of the Risk Management Tool's effectiveness, where there will be a lengthy Predevelopment/Design/Pre-construction process, followed by a multi-year Construction duration. The RMT will initially be populated by the Project Executive (Cory Olson), Pre-construction Manager (Trevor Hamilton), and Senior Estimator (Saul Ortiz), and General Superintendent (Chad Thompson) and fully utilized throughout this Predevelopment/Design/Pre-construction period. Then, whatever risks have not been fully mitigated at the onset of Construction, will be passed along to the Project Managers (Tim Queely and Amanda Fry), where they will take on the management of the open risks and also continue to populate the RMT with newly identified risks and manage those to completion as well.

The Risk Management Tool ultimately serves as the administrative mechanism to manage the project risk, but it in essence an embodiment of the entire Hensel Phelps project management process and culture, where our people are empowered and expected to take on full ownership of the project and its success.

B. SCHEDULING

Continuing to build on the Pre-construction Scheduling effort described above in Section 5.A, our team will utilize the following methodologies throughout the Construction duration to assist the trade partners and craft personnel in ultimately executing the project.

Initial Phasing / Milestone Schedule. The Initial Phasing / Milestone Schedule provides dates for Notice To Proceed (NTP), Substantial Completion, Joint Occupancy, Final Completion, and other major construction milestone and phasing dates. This will be used to "set the goal posts" of the major phases of work such as: starting the enabling work of relocating the Bus Station to a temporary location; demolition and abatement of the site; deep foundations and sitework; vertical structure work, skin, interior buildout, start-up/commissioning, hardscaping/landscaping, and full turn-over and occupancy of 3 the major areas (Admin Tower, Garage, and County Transit Office).

Baseline Critical Path Method (CPM). The CPM Schedule is the road map and the backbone of the project planning and execution. The baseline schedule will be structured to clearly define specific areas of the project site so that the schedule is easily communicated to all project stakeholders. These specific areas have their own subset of individual activities that typically break the work down into no less than five-day activities but no larger than 20-day activities. Once the overall baseline schedule has been developed, the baseline CPM is then updated on a monthly basis and reviewed with the project team to ensure conformance or make any course corrections that may be needed as a result of the update.

Job Purchase Schedule. The Job Purchasing Schedule (JPS) is a tool used at the beginning of the job and is monitored and updated by the Project Engineers. The JPS is used to track the status of subcontracts, major purchase agreements, receipt of payment and performance bonds, and insurance certificates.

4-Week Look Ahead Schedule. This schedule is derived from the CPM schedule but will have more detailed information contained within it. This schedule serves as the daily work plan and is reviewed with the trade contractor foremen daily and at the weekly coordination meeting.

90-Day Look Ahead Schedule. This schedule provides the work plan to accomplish the activities required to be performed by the master CPM schedule. This more detailed schedule provides the ability to quickly identify and correct any schedule slippage.

Scheduling of Shop Drawings. The project team utilizes our Transmittal and Delivery Schedule in order to properly track and schedule all required shop drawings for each definable feature of work. The Transmittal and Delivery (T&D) Schedule provides the backbone of the materials management process. This crucial tool is used to manage all material deliveries and project submittals, including shop drawings, product data, test certificates, warranties, operations and maintenance (O&M) manuals, owner stock, and any other pertinent deliverables required for completion of the project.

All definable submittal and delivery items required by the contract drawings and specifications are entered in the T&D Schedule, as well as any additional submittals or deliverables as required to aid in field planning and coordination. Items in the T&D Schedule are organized by specification section, and then assigned due dates that take into account all factors of that particular submittal, such as preparation of shop drawings, the project team review period, A/E review period, fabrication and procurement lead times, and delivery to the project to support the project schedule. By performing this backward pass to establish the required due date of the submittals, it ensures the project team is properly tracking and requiring these important submittals in a timely manner prior to any fabrication beginning for that scope of work. In order to ensure that the start date remains accurate in the T&D, the CPM schedule is linked to the T&D schedule and updated monthly to provide proper need by dates for shop drawings and submittals.

Coordination with Trade Partners. Once the initial CPM schedule is developed by the Chad and Kevin, it will be included in the Trade Specific Bid Packages for obtaining pricing for each bid package as they are released. The intent of providing this initial CPM schedule in the bid packages is to ensure all proposers understand the flow and anticipated durations of the project.

As the project team moves forward to interviews and the selection of trade partners, the project team will review the initial CPM schedule with these team members for any required revisions and ensure their buy in to the overall project schedule. These interviews are a critical time in the development of the baseline CPM. During these interviews, the project team will be able to confirm quantities calculated matched up with production rates for each trade to generate a realistic schedule and the resource requirements to meet that schedule. Furthermore, once early package trade partners are purchased, our team will lead several planning

charrettes to further validate and refine the CPM.

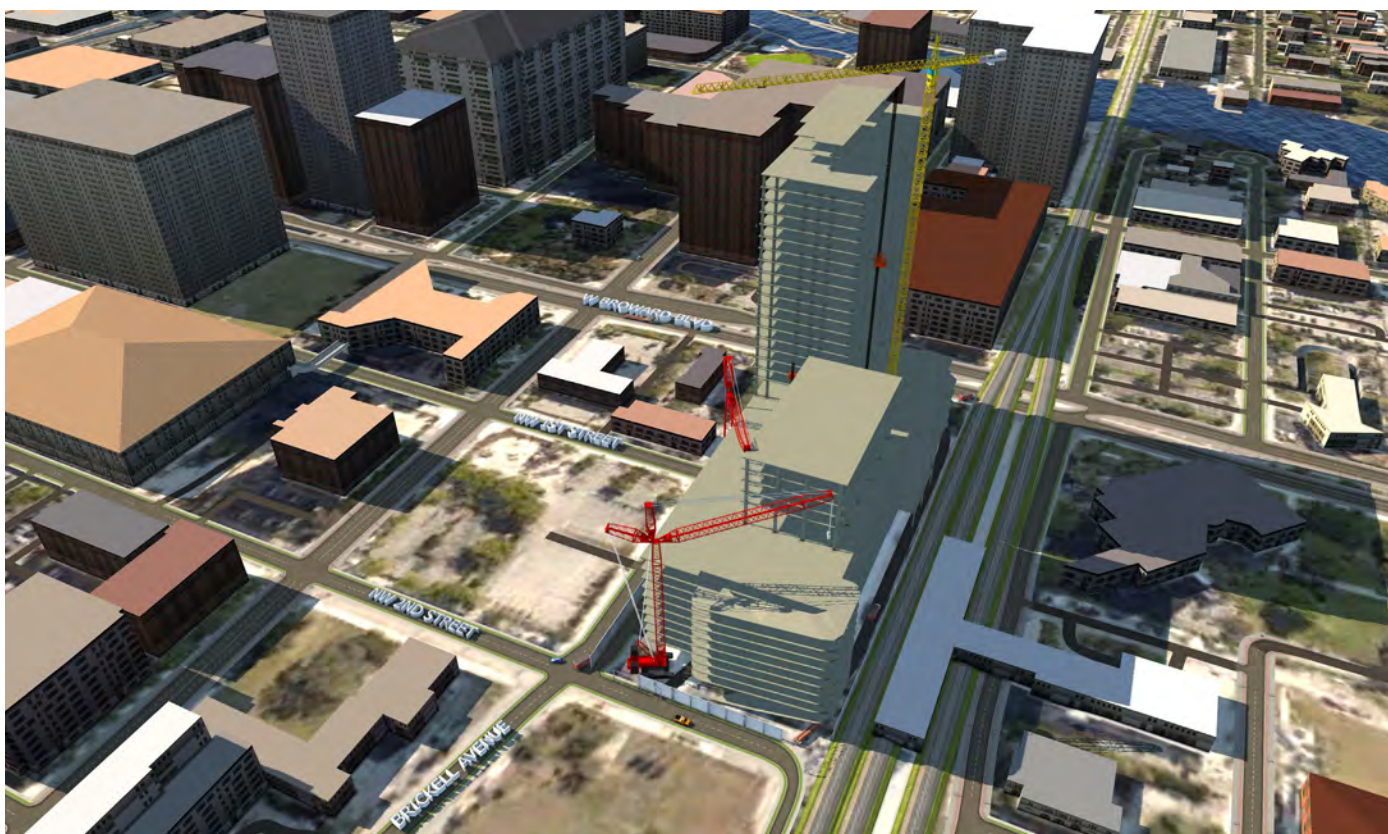
Short Interval Planning Schedule (SIPS). In addition to the CPM, 90-Day, and 4-Week Look Ahead schedules, Hensel Phelps also utilizes SIPS to break down construction activities into even further detail such as daily, partial shift, or even hourly. Utilized on highly repetitive tasks and often in areas of high congestion amongst trades, such as interior buildout of the Admin Tower, this tool helps eliminate competition and conflicts between trades by involving all the trade partners in the development and getting their full buy-in in the execution. The SIPS process also allows the Hensel Phelps' management staff to immediately concentrate its efforts on problems identified if a SIPS activity is disrupted.

Following this extensive and highly detailed process of establishing the baseline CPM and subsequent shorter term scheduling management tools, our team will continually follow the process and mantra of "update/review/revise/monitor/update/review/revise..." throughout the entire duration of the project to ensure its ultimate success.

C. SITE UTILIZATION & MATERIAL HANDLING PLANS

As you can see by the Preliminary Site Utilization Plan on the following page, made from the Zyscovitch design we will develop a plan that has Public Safety as the No. 1 priority. We will include full sidewalk closures and periodic lane closures to ensure that a safety 'buffer' has been created between the jobsite and public at large. Additionally, we will use a predominately "Just In Time" delivery schedule to minimize traffic congestion at the project perimeter. Although we are only showing one snapshot in time in this Preliminary Plan, our Field Supervision staff and VDC team will be constantly updating these plans to adapt to the changing site conditions and ensure that any course corrections are made from real-time lessons learned.

**PRELIMINARY SITE UTILIZATION PLAN
BASED ON DESIGN CRITERIA PACKAGE PRELIMINARY DESIGN**



In addition to the ground plane Site Utilization Plan, our team will also be developing detailed Material Handling Plans that encompass Lean Construction Techniques that focus on expedient deliveries into the building, minimizing waste that needs to be removed from the building, installing a quality product the first time, and ensuring that all aspects of a given task are analyzed from a holistic approach with surrounding activities.

In a highly vertical construction delivery such as the JGCC, a large emphasis will be placed on the scheduling and management of the Tower Cranes and Personnel/ Material Hoists. These will have daily utilization schedules that will generally be scheduled by the hour, but can also be dialed into the minute on an as needed basis, where our Field Supervision staff will ensure that the highest priority activities are properly sequenced and scheduled for the imminently critical path work.

Off-hour loading of material into the building and unloading of waste from the building will also be performed throughout the life of the project, in order to fully utilize the Material Hoists and reduce congestion during peak hours of the workday.

Our Construction team will also work closely with the Design Partners and Trade Contract Partners to ensure that the Material Handling Plans fully account for the floor loading criteria, including all shoring/re-shoring requirements of the elevated slabs to fully ensure the safety of the workers on site and adjacent public exposure.

D. QUALITY CONTROL

The Hensel Phelps Quality Control process will also be a key factor in delivering the highly technical, state-of-the-art campus for the Joint Government Center that has been laid out in the Zyscovich Design Criteria Package. The entire Hensel Phelps Quality Control Process is fully detailed in below Section 5.C, but it should be noted here that our project team will have a vast amount of previous project resources at its disposal to draw on previous Quality lessons learned. Most notably, the cast-in-place Parking Garage and Admin Tower concrete structures, exterior glazing system, high rise elevators, plumbing, HVAC, electrical, lighting, technology/security, and photovoltaic systems all overlaid with the resiliency, sustainability, LEED, and WELL requirements will be the main focus of Quality Control efforts throughout the project.

E. COMMISSIONING & TRANSITIONING FROM EXISTING TO NEW FACILITIES

Hensel Phelps has an in-house commissioning process and plan as part of our 6-Step quality control process (again, described in full detail in Section 5.C below) that is tailored to each project and Owner specifications. This internal process is dedicated to assisting the Independent Commissioning Agent and MEP trade contractors throughout the life of the design-build process. This systematic approach is coordinated and integrated with the overall project schedule to prevent delays in project completion and ultimately ensure the successful transition of the City and County personnel from their numerous facilities around the County and into the Joint Government Center Campus.

The proper performance of the electrical, mechanical, security and IT systems is essential on a mission critical facility such as the Joint Government Center Campus. These systems will be thoroughly tested and verified before the facility turnover to ensure maximum reliability and performance. The team's Start-Up / Commissioning process is a Seven-Step Process of advancing an installation from the state of completion (construction) to a functioning facility (operations) in accordance with the design intent. The main function of Start-Up / Commissioning process is to verify and document that all systems function as designed prior to turnover. This commissioning process will meet or exceed all of the requirements established by the Zyscovich Design Criteria Package to gain all of the associated LEED Platinum points and strive to meet the desired Net-Zero goal.

I. QUALITY ASSURANCE / QUALITY CONTROL

The JGCC project will demand exceptionally high standards of construction cleanliness, quality, design, and system performance. We will achieve this by implementing an integrated Design and Construction Quality Control Process to ensure the final design meets all performance and operational requirements, is well-coordinated, and supports safe and efficient construction and facility operation.

QUALITY CONTROL DURING DESIGN

Hensel Phelps is committed to providing a high level of design Quality Assurance and Quality Control (QA/QC). Our Quality Control Plan (QCP) will be a practical and meaningful guide to our project team in all disciplines. It will incorporate the project expectations, planned milestones, reviews, decision making and task schedules, checklists, consultant coordination methodology and communication.

Our QCP will include mandatory QA peer reviews of documents and calculations by independent third parties, particularly on building skin, water proofing, low voltage technology, and sound transmission, using “fresh peer eyes”. Our team will conduct all QC reviews in Bluebeam Revu software. We will consolidate the review, markup resolution and follow-up on corrections. Project architects, engineers and design task managers will typically perform bi-weekly checks throughout the design.

Hensel Phelps’ BIM management process is an integral part of Quality Control and will include preparation and monitoring of the project modeling environment, as well as monitoring and supporting the BIM processes used by the team throughout the entire design and documentation process.

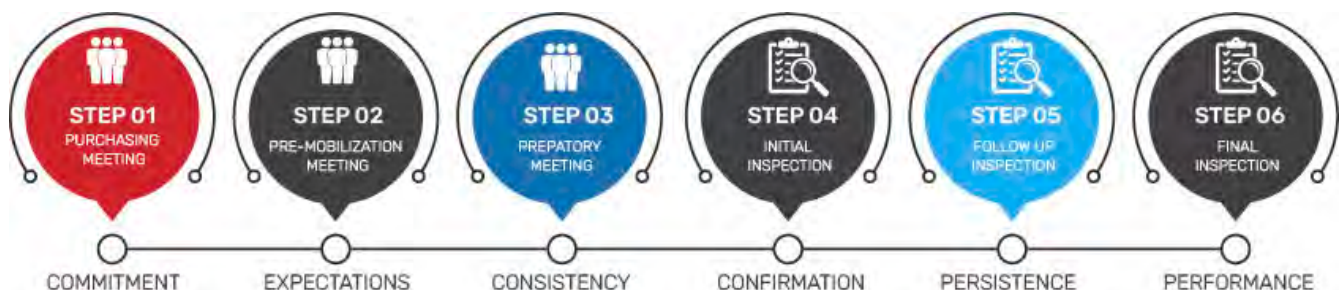
The BIM management process will include the following activities, modified or streamlined as needed to fit the project needs:

- Support the team with any content creation during the design of the construction model as needed.
- Create and export 3D coordination views in each discipline’s model to streamline the construction process.
- Conduct weekly 3D clash detection sessions reviewing any discipline versus discipline clashes and providing a report to each discipline for coordination on a weekly basis, aiding in multi-discipline design collaboration among the production team.
- Perform model walkthroughs during team meetings or as requested to promote collective understanding of the project at different stages of completion.

QUALITY CONTROL DURING CONSTRUCTION

The single most effective means of replicating project success is maintaining systematic project controls and management procedures that ensure consistency and reinforce successful management practices. Over the past 83 years Hensel Phelps has developed a 14 Point Project Control System. This system has been the catalyst to our successful performance on complex and highly specialized projects. Our Six-Step Quality Control Process, Safety Accountability for Everyone Program (SAFE), and Commissioning programs are elements of this 14 Point System.

HENSEL PHELPS’ SIX-STEP QUALITY CONTROL PROCESS



Hensel Phelps' Quality Control Program is best described through its major components and how they are developed to support the greater needs of the project specific environment. These components provide the structure and guidelines utilized company-wide to ensure high quality construction tailored to the specific needs of the project and the fast-track design-build delivery we will be employing for the JGCC. These components can best be summarized as follows:

6-Step Quality Control Process: The Hensel Phelps team will implement a comprehensive 6-Step Quality Control Process that incorporates systematic inspections and documents the progress of these inspections, but more importantly engages stakeholders and trades alike in developing and defining the expectations of the project for quality, safety, and schedule. This process of 1) Purchasing 2) Pre-mobilization 3) Preparatory 4) Initial Inspection 5) Follow-Up Inspection and 6) Final Inspection when followed with each Definable Feature of Work (DFW) creates hold points throughout the installation of work resulting in issues being vetted earlier resulting in fewer punch list items during closeout.

Quality Control Manual: The Hensel Phelps Quality Control Manual is the resource set forth providing guidelines and structure for all of the follow-on plans and tools utilized to monitor and implement our policies and procedures that are proven to provide a quality end product in a safe manner. It is our firm belief that quality starts at the very beginning during purchasing.

Site Specific Quality Control Plan: Upon selection, the Hensel Phelps team will deploy the appropriate Quality Control staff to develop a project specific plan for implementation that includes the details of the project, the specific requirements of the City and County, and the applicable approach depending on the scope. This plan is developed and then reviewed as a team with the project stakeholders to align expectations. We will utilize QCM to develop the site specific QC plan.

Quality Process Log (QPL): This log enables the tracking from purchasing of the subcontractor through the competition process through each of the 6-steps outlined herein. It is also tied to the project schedule for planned dates in order to prioritize each DFW such as underground or concrete. This tracking process both outlines a path for success and provides a mechanism to monitor the progress. The QPL tracks the QC plan.

Risk Assessment Database (RAD): As a function of Hensel Phelps protocol, the design team, estimating team, and operations team utilize a tool referenced as the RAD database where lessons learned by all projects across the organization to communicate concerns, risks, and best practices for each DFW. This communication tools enhances our ability to not only build upon the lessons learned from our seasoned team, but also the knowledge of the entire organization.

Risk Register: The QC Task Team will develop from the RAD and the collective wisdom of Hunt, the designers, and the trades a risk register for each phase of the project that will create a detailed mitigation plan and task assignments for each risk until it is either behind us or eliminated. The Risk Register is maintained by Hensel Phelps' QC manager and reviewed bi-weekly in the QC Task Team meeting to keep the quality risks at the forefront of the entire project team's minds.

Building Information Modeling (BIM): The application of BIM is used throughout a multitude of the project phases and holds a significant place in the world of quality control. By improving the ability to visualize and communicate the real-world conditions associated with a complicated construction project, allows additional experienced individuals can engage in the process. This allows us to integrate facilities maintenance into the design and coordination efforts greatly reducing the need for rework later, which is the primary objective of the quality control program. Additionally, we have the in-house capability through both 360-degree imaging and laser scanning to capture the environment in order to implement the existing conditions into both design and coordination.

J. STAKEHOLDER ENGAGEMENT AND PUBLIC OUTREACH



This is a complex subject that involves not only people's interaction, but also subjective reactions that must be translated into an objective language. We can clearly define two target audiences, City and County stakeholders and the community. For each one, we will develop a detailed communications strategy and implementation plan that involves communication tools and the latest available technology:

STAKEHOLDER ENGAGEMENT

The process for updating the UDPA on important issues and obtaining timely decisions will be critical. Because of the high profile nature of this project and the complexity of the transit integration, the City and County electeds officials will need to be constantly updated on progress of the project so that there are no surprises, particularly prior to financial close. As discussed above, the Steering Committee oversight structure with the City and County project managers provides the most efficient process for ensuring that the development team is fully aware of the upcoming events and expectations for information and needed decisions. This team will meet monthly to make decisions and jointly prepare information packets that are needed for Commission meetings or other events. In addition, we periodically will conduct partnering meetings with all of the stakeholder groups to define rules of engagement and provide feedback on how we are doing and course correct as necessary.

During the design development phase, design charrettes will be conducted periodically and will be supported by visual material in a PowerPoint presentation. In these meetings, there will be two main presenters, the Architect and the Construction Manager. The Architect will address design items, explain concepts and purposes of the different areas, and introduce materials that stakeholders may not be familiar with.

In addition, we will create a virtual design and construction (VDC) model for these design charettes to display the design, perform virtual walkthroughs and visually inform the stakeholders about the final product rather than only verbal descriptions with drawings. In other words, VDC will make it possible for the stakeholders to accurately visualize the physical and functional aspects of the building before commencement of construction.

Another effective communication tool that has provided good results in the past is the use of a website specifically for the project. It allows stakeholders to see how the general public is getting informed and what information is distributed. In this website, the team posts updated photos of the project with



brief explanations, basics of the project, and the latest presentations from the community outreach events. It also encompasses public announcements that may affect the community, such as traffic disruptions or noise due to specific activities.

PUBLIC OUTREACH

For the communications program to be effective, it is imperative that we understand the community concerns and needs, and address them in an effective manner.

We will hold recurrent public workshops to which the community will be invited. In these meetings, the architect will explain the intent of the different components of the design, so the community can understand the interaction between the project and the general public for both residents and visitors. Also, the Construction Manager will address current project status, milestones and projections, so the community can get the up-to-date information and visualize what will happen in the short/long term. Maybe most importantly, the community can be aware of when they will enjoy their new space.

At the end of the workshops, we will survey the attendees to get information about their concerns and detect their understandings towards the project. We will analyze those responses and address them by the following workshop. As an urban project, we always have to be mindful of how noise, dust, and utility work in the streets affects people. We will have detailed plans for each of these nuisances that will be developed with City and County staff and vetted with community groups so that everyone trusts that we will do our best to minimize the impact on people's lives. As we conduct the periodic workshops and get feedback on the effectiveness of our plans, we will adjust them as appropriate.

In a similar manner, we will extend invitations for outreach events to leaders of different organizations and industries with local presence. Among those organizations, we can name The Greater Fort Lauderdale Chamber of Commerce, Broward County Chamber of Commerce, Neighborhood Associations, The Council of Fort Lauderdale Civic Associations, National Association of Black Women in Construction, ABC, CASF, and others. Our plan includes keeping a data base of these community leaders and contact them via email to advise important information that may affect the community they represent.

K. DESIGN-BUILD AND PUBLIC-PRIVATE PARTNERSHIPS

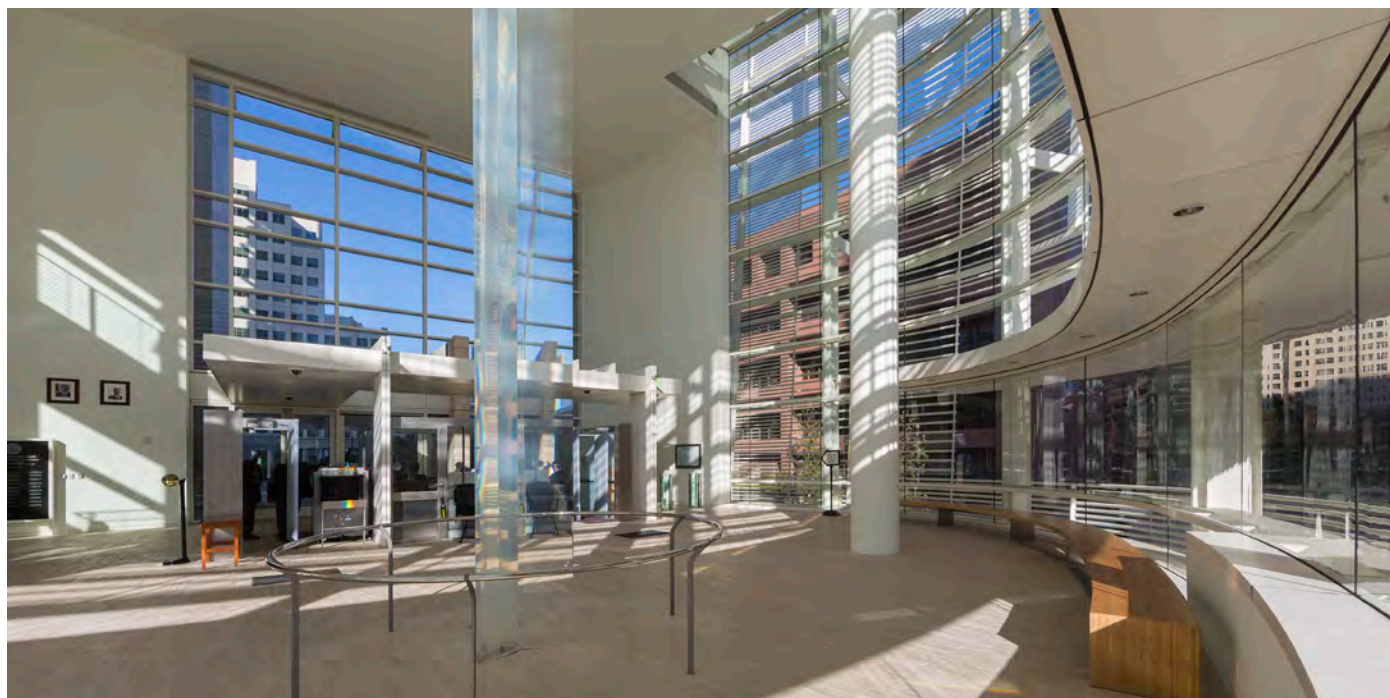


Photo: San Diego Federal Courthouse | San Diego, CA

Hensel Phelps pioneered delivering quality design-build projects over three decades ago. Our design-build professionals represent the most experienced in high performance delivery in the industry.

Hensel Phelps' has delivered 363 design-build projects, representing \$1.8 Billion of work, and 24 of these projects were on office building projects. In addition, we have over 100 accredited Design-Build Institute of America (DBIA) professionals.

Since 2004, Hensel Phelps has partnered on \$2.2 Billion worth of P3 projects. Most notably, Hensel Phelps and Hunt are successfully delivering a design-build public-private partnership with extraordinary excellence for Travis County in Austin, Texas.

These design-build public-private partnerships require a versatile, cohesive, and transparent development, design, and construction team that can truly partner with our government partner. We have developed that symbiotic relationship of trust and accountability with Hunt at the highest level of our respective organizations. We understand each other's processes and expectations and have developed a fully integrated and seamless delivery system that will provide the City and County the transparency and accountability that is essential for the JGCC project. We expect that Travis County representatives will be interviewed on our performance as part of the shortlisting process. This kind of relationship with a developer is unique in our experience, and we look forward to demonstrating it to the City and County daily for the 5 years we hope to be working together.

L. WORKLOAD OF THE FIRM

RIGHT PEOPLE. RIGHT TIMING.

Hensel Phelps understands having the right people with availability for the project is critical to its success. The ability to successfully complete a new landmark project for Broward County and the City of Fort Lauderdale is solely dependent on the talents, leadership, and communication skills of the individuals managing the project.

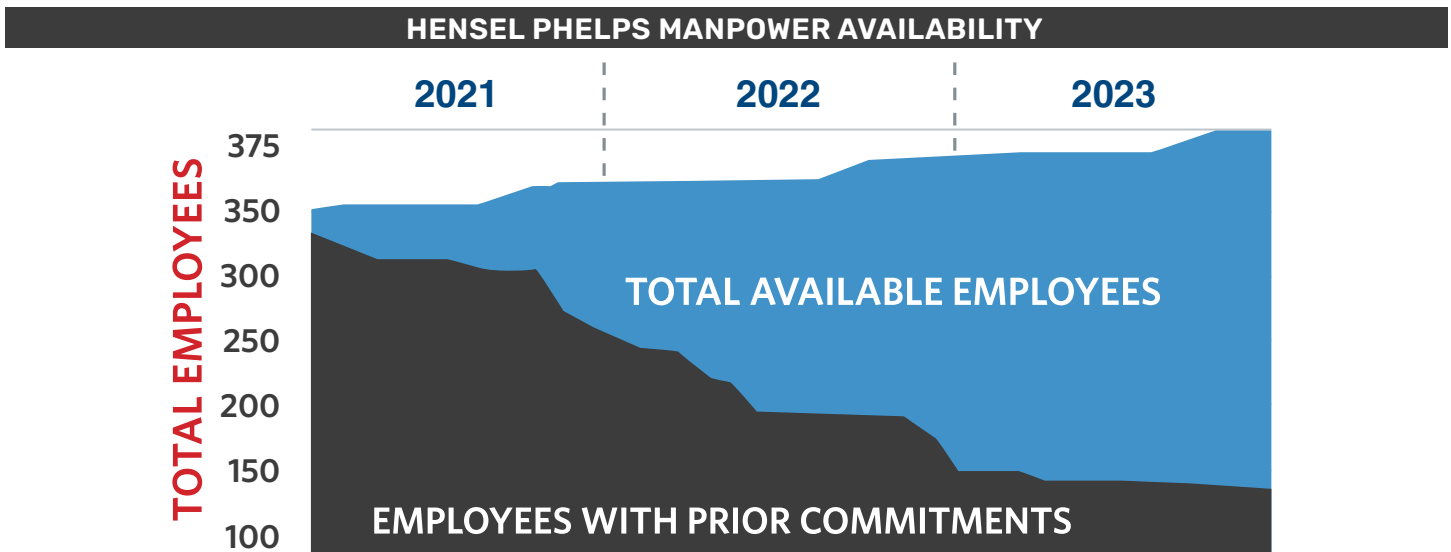
Our proposed staff of experienced office facility builders will be immediately available and ready to get the project underway. In addition, Hensel Phelps has 308 construction personnel in the Southeast District. All aspects of this project will be handled locally out of our Fort Lauderdale office from project management, estimating, quality control, safety, and any other project needs that may arise. The builders and leaders who sit in on Joint Government Center Campus meetings will be the decision makers for the project.

Since our projects average approximately 20 to 24 months in duration, we are continually seeking new work with repeat and new clients to keep our people challenged and growing in their careers. This project fits perfectly within Hensel Phelps' procurement strategy for the Southeast District and specifically for the Fort Lauderdale area.

In the Fall of 2022, just in time for project kick-off to commence on the Joint Government Center Campus, Hensel Phelps has several projects that will achieve substantial completion providing ample resources to support this project. The chart below depicts Hensel Phelps' Southeast District recent, current and projected workloads through 2023 which demonstrates we have the capacity to staff and execute this project with excellence without risk of new, unproven team members.

On the following pages are the active and completed projects within the past five years. Hensel Phelps Southeast District was also recently awarded the following projects that have yet to receive a Notice to Proceed: Simulated Nuclear & Radiological Activities Facility in Oak Ridge, TN and the SOF AMU and Weapons Hangar Facility in Hurlburt Field, FL. The total value of these two projects is \$81 million, and both should be completed by Fall of 2023 without any foreseeable constraints for the JGCC project.

Although all Hensel Phelps' projects are constructed concurrently, key personnel such as project manager, general superintendent, and project superintendent are assigned and dedicated to one project at a time. Projects are managed locally, on-site, with the project manager having full on-site decision making authority, allowing for rapid response to all project requirements and client needs.





Hensel Phelps has developed uniform corporate systems to manage every aspect of a project. These jobsite control systems have been refined over the last 83 years and have been proven to produce consistently successful results. Our Book of 14 project control system is tailored to meet the specific needs of every project. This control system contains what has proven to be the 14 most critical management elements of a project and it is the job of the Project Manager to guarantee these systems are properly established within the first 30 days of a project.

While each project presents a unique set of challenges, they are all met with innovative solutions to deliver the project on-time and within budget. We pride ourselves on avoiding unnecessary and unwanted changes or claims through proper management practices, teamwork, and relentless planning in both the pre-construction and construction phases of any project.

PROJECTS CURRENTLY UNDER CONSTRUCTION (UPDATED AS OF 2021Q1 FOR SOUTHEAST DISTRICT)

Project Name	Owner	Contract Amount	Percent Complete	Completion Date
Vulcan Centaur Infrastructure Activations	United Launch Alliance	\$130,000,000	91%	6/15/2021
Orlando International Airport - South Terminal C	Greater Orlando Aviation Authority	\$570,000,000	84%	2/28/2022
Tampa International Airport Checked Baggage Renovation	Hillsborough County Aviation Authority	\$37,065,741	83%	12/1/2021
Fred D. Thompson United States Courthouse and Federal Building	General Services Administration	\$128,536,871	80%	8/13/2021
Fort Lauderdale Aquatic Complex Renovation	City of Fort Lauderdale	\$36,000,000	62%	7/27/2021
Tampa International Airport - Main Terminal Curbside Expansion Program	Hillsborough County Aviation Authority	\$300,000,000	53%	6/1/2024
Advanced Munitions Technology Complex Phase I	U.S. Army Corps of Engineers - Mobile District	\$59,465,363	53%	9/20/2021
Lockheed Martin Missile Assembly Building 4	Lockheed Martin	\$12,900,000	45%	6/4/2021
Naval Air Station Pensacola Building 633	CH2M Hill - Denver	\$24,494,564	42%	5/14/2021
Nashville International Airport - Terminal Lobby and International Arrivals Facility	Metropolitan Nashville Airport Authority	\$375,000,000	28%	7/1/2024
Commercial Access Gate - Robins Air Force Base	U.S. Army Corps of Engineers - Savannah District	\$10,547,295	18%	12/16/2021
Cyberspace Test Group Facility - Eglin Air Force Base	U.S. Army Corps of Engineers - Mobile District	\$28,587,000	4%	11/30/2022
Advanced Munitions Technology Complex Phase 2	U.S. Army Corps of Engineers - Mobile District	\$19,249,000	1%	7/31/2023



PROJECTS COMPLETED IN THE PAST FIVE YEARS - OVER \$50 MILLION (UPDATED AS OF 2021Q1)

Project Name	Owner	Contract Amount	Completion Date
1144 15th Street Office Building	1144 Fifteenth Partners LLC	\$194,520,000	3/4/2018
1301 Pennsylvania Avenue NW (One Freedom Plaza)	Quadrangle Development Corp.	\$90,807,604	12/17/2018
50Fifty Tower	5050 S. Syracuse LLC	\$65,000,000	11/6/2018
Air Force Technical Applications Center	U.S. Army Corps of Engineers (USACE)	\$161,499,697	3/31/2016
Allure Apollo	Peter NG Schwartz Management Company	\$63,838,421	6/30/2019
Apollo Ascend Phase I	The Peter N. G. Schwartz Companies	\$56,694,592	4/17/2017
ASCEND Apollo (Development)	Ascend Apollo, LLC	\$90,200,000	4/17/2017
ASPIRE Apollo (Development)	Residences at Town Center, LLC	\$93,017,450	6/1/2016
Austin-Bergstrom International Airport Terminal East Infill	City of Austin	\$68,601,050	3/22/2016
Austin-Bergstrom International Airport Terminal/Apron Expansion and Improvements	City of Austin	\$295,000,000	7/10/2020
Aventura Hotel at Universal Orlando	Universal Orlando	\$112,961,926	6/28/2018
Ball Aerospace AMC Expansion Phase 1	Ball Aerospace & Technologies	\$63,047,834	12/28/2018
Banner University Medical Center Tucson (BUMCT) - North Campus Outpatient Center	Banner Health	\$74,082,000	12/15/2017
Bethune-Cookman Student Housing (Development)	Quantum Equity One, LLC	\$59,115,812	6/29/2016
Bethune-Cookman University Residence Halls	Quantum Equity One, LLC	\$59,115,812	6/15/2016
BN7 Data Center	Confidential	\$254,088,903	10/4/2017
BN8 Data Center	Confidential	\$179,450,986	10/30/2018
Calexico West Land Port of Entry Phase 1 - Expansion & Modernization	U.S. General Services Administration	\$97,529,973	9/10/2018
Caltech Chen Neuroscience Research Building	California Institute of Technology (Caltech)	\$188,656,360	10/5/2020
Campus Buildings Feeder Project	U.S. Army Corps of Engineers (USACE)	\$91,651,857	5/22/2019
City of Austin New Central Library and Related Improvements	City of Austin	\$123,903,211	9/1/2017
Columbia Place Apartments	Quadrangle Development Corp	\$60,931,177	5/24/2018
Columbia Place Hotel	Quadrangle Development	\$109,582,699	10/30/2018
Columbus Land Port of Entry	General Services Administration	\$67,895,000	4/3/2019
Contra Costa County - Admin & EOC	Contra Costa County	\$107,913,417	5/20/2020
CYS03	Confidential	\$61,216,010	7/27/2018
CYS05 SFF	Confidential	\$191,779,128	12/11/2019
CYS06 SFF	Confidential	\$175,919,879	12/15/2020



Project Name	Owner	Contract Amount	Completion Date
Defense Logistics Agency Operations Center Phase I	U.S. Army Corps of Engineers (USACE)	\$86,160,845	10/20/2018
Denver Health - 601 Broadway Hospital Support Services Building	Trammell Crow Denver Development, Inc. / 601 Broadway, Inc.	\$57,544,380	6/2/2017
East County Hall of Justice	County of Alameda - General Services Administration	\$125,103,369	7/15/2017
Foreign Affairs Security Training Center - Contract 3	U.S. General Services Administration	\$138,813,115	1/24/2020
Four Seasons Resort Lanai	Pulama Lanai	\$187,000,000	8/6/2016
Gateway Center	Lockheed Martin Space Systems Company	\$226,347,000	3/13/2020
GSA San Ysidro Land Port of Entry Phase 2	U.S. General Services Administration	\$156,936,348	9/27/2019
High Performance Computing Center (HPCC2)	U.S. Army Corps of Engineers (USACE)	\$627,196,107	1/23/2017
Hilton Miami Dadeland Hotel	Baptist Health	\$52,000,000	12/26/2018
Joint Operations Center	U.S. Army Corps of Engineers (USACE)	\$276,485,605	4/13/2018
Kailua Regional Wastewater Treatment Plant Tunnel Influent Pump Station and Headworks Facility	City and County of Honolulu	\$157,817,382	6/12/2018
Kaiser Downey Hospital Expansion	Kaiser Permanente	\$223,000,000	12/30/2020
Kaiser Irwindale Specialty Medical Office Building and Parking Structure	Kaiser Permanente	\$65,556,794	2/27/2019
Kaiser San Diego Medical Center - Demo, Sitework & Structured Cabling	Kaiser Permanente	\$66,882,125	3/31/2017
Kaiser San Diego Medical Center - Hospital	Kaiser Permanente	\$584,761,682	10/14/2016
Kaiser Skyport Medical Office Building	Kaiser Permanente	\$85,000,000	2/1/2018
Kalahari Convention Center	City of Round Rock	\$50,303,017	11/1/2020
Kalahari Hotel, Park, and Site	Kalahari Resorts & Conventions	\$335,000,000	11/1/2020
Kalahari Resort & Convention Center	Kalahari Resorts & Conventions	\$387,303,017	11/9/2020
LA Metro - Division 16: Southwestern Yard	Los Angeles County Metropolitan Transportation Authority	\$175,475,377	1/30/2019
Lane Field North (BRIC Phase I)	Lane Field San Diego, LLC	\$130,152,000	1/22/2016
Lane Field South (BRIC South) - InterContinental San Diego	LFS Development, LLC	\$138,500,000	8/3/2018
LAX Southwest Airlines T1 Modernization Program	Southwest Airlines	\$398,114,069	11/6/2018
Love Field Parking Garage	Southwest Airlines	\$177,785,888	10/30/2018
Maricopa County Intake, Transfer and Release (ITR) Facility / Detention Facility	Maricopa County	\$146,333,669	12/6/2019
Marriott Residence Inn / Courtyard at Luhrs	Luhrs CM, LLC	\$50,726,000	4/23/2017
Marriott Residence Inn Baltimore - Gateway Hotel (MRIB)	LSH GE Gateway 2, LLC	\$56,940,460	9/1/2017



Project Name	Owner	Contract Amount	Completion Date
Marriott Residence Inn Baltimore - Gateway Hotel (Development)	LSH GE Gateway 2, LLC	\$103,325,000	10/1/2017
Montgomery County Multi Agency Service Park (MASP)	Montgomery County Department of General Services	\$58,968,822	3/9/2017
Mule Creek Infill Complex	California Department of Corrections and Rehabilitation	\$395,340,439	2/19/2016
MWAA Dulles Railyard & Maintenance Facility	Metropolitan Washington Airports Authority (MWAA)	\$294,066,427	5/30/2020
NASA Building 21 - Human Health & Performance Lab	NASA	\$62,371,386	7/20/2017
Nashville International Airport - Concourse D & Terminal Wings	Metropolitan Nashville Airport Authority (MNA)	\$275,000,000	7/10/2020
NAVFAC P730 Bachelor Enlisted Quarters, Andrew Mills Hall at Naval Base Coronado	NAVFAC Southwest	\$74,169,907	7/31/2017
Navy Federal Credit Union Campus Expansion (Phase 1)	Navy Federal Credit Union	\$203,000,000	7/22/2016
Navy Federal Credit Union Campus Expansion (Phase 2)	Navy Federal Credit Union	\$570,000,000	5/15/2020
North Campus Electrical Utility Plant (NCEUP)	U.S. Army Corps of Engineers (USACE)	\$131,201,735	2/17/2016
Operations and Maintenance Facility East	Sound Transit	\$228,224,861	10/26/2020
Orlando International Airport (MCO) Airside Four Renovation and Wing Expansion	Greater Orlando Aviation Authority	\$93,000,000	12/17/2018
Orlando International Airport (MCO) Automated People Mover (APM) Complex	Greater Orlando Aviation Authority	\$262,000,000	11/1/2017
P1274 Basebuild / LOD / AZ Support Spaces - World's Largest Semiconductor Manufacturer	Confidential	\$1,139,908,470	7/15/2020
P1274 Basebuild Israel - World's Largest Semiconductor Manufacturer	Confidential	\$348,100,000	3/31/2017
P1274 Tool Install (TI) - World's Largest Semiconductor Manufacturer	Confidential	\$1,045,435,293	6/30/2020
P907 Mv-22 Parking Apron And Infrastructure And P-908 Mv-22 Hangar	NAVFAC Pacific	\$81,068,990	5/29/2018
PHX Sky Train Stage 2 - Phoenix Sky Harbor International Airport	City of Phoenix	\$319,400,000	12/31/2020
Powertrain Facility and Central Energy Plant	NAVFAC	\$62,191,202	7/9/2020
Santa Clara Family Justice Center	California Administrative Office of the Courts (Judicial Council of California)	\$195,359,166	7/26/2016
Santa Clara Valley Medical Center Receiving and Support Center	Santa Clara Valley Health & Hospital System	\$78,806,024	5/18/2016
Schofield Behavioral Health & Dental Clinic	U.S. Army Corps of Engineers (USACE)	\$74,987,000	11/12/2020
SDCCD City College A, D & T Building Renovation	San Diego Community College District (SDCCD)	\$61,875,735	9/25/2018
SFO Replacement Airport Traffic Control Tower and Integrated Facilities	San Francisco International Airport	\$142,186,261	1/28/2016



Project Name	Owner	Contract Amount	Completion Date
Sharp Chula Vista Medical Center Ocean View Tower	Sharp Healthcare	\$192,442,515	8/9/2019
SJC Interim Facility - Six Gates Project	San Jose International Airport/ City of San Jose	\$54,272,104	12/2/2019
Southwest Airlines (SWA) - PHX Tech Ops Hangar Facility	Southwest Airlines	\$60,432,482	12/1/2020
SpringHill Suites & Residence Inn San Diego Downtown/Bayfront	LFN Developers, LLC	\$85,862,818	1/21/2016
Stanford Lucile Packard Children's Hospital (LPCH)	Stanford Health Care	\$72,300,000	10/2/2019
Stanislaus County Public Safety Center Expansion Project 1	Stanislaus County	\$87,283,090	10/11/2016
The Grand Islander by Hilton Grand Vacations	Blackstone	\$259,164,677	2/28/2017
The Intercontinental San Diego	LFS Development, LLC	\$147,819,341	8/1/2018
UCHealth Poudre Valley Hospital Building A	UCHealth	\$59,499,285	12/5/2016
UCI Mesa Court Expansion	University of California - Irvine	\$96,702,935	7/30/2016
UCI Middle Earth Housing Expansion	University of California, Irvine	\$108,242,355	8/1/2019
UCR Multidisciplinary Research Building 1	University of California, Riverside	\$129,026,858	9/28/2018
UCSD Mesa Nueva Graduate and Professional Students Housing East Campus	University of California - San Diego	\$188,040,801	8/25/2017
UCSD Nuevo East Student Housing	The Regents of the University of California	\$219,000,000	4/5/2020
UCSD Nuevo West Graduate Student Housing	University of California, San Diego	\$151,932,731	1/13/2020
Union Tower West	Portman Holdings	\$56,707,073	1/13/2017
Union Tower West (UTW) Developer	Portman Holdings	\$94,000,000	11/18/2016
United Airlines Terminal Redevelopment Program at Los Angeles International Airport	United Airlines, Inc.	\$432,960,627	8/31/2018
Universal Project 620 - Fast & Furious: Supercharged	Universal Orlando	\$64,632,067	10/31/2017
Universal Project 799: Cabana Bay Towers	Universal Orlando	\$59,000,000	5/17/2017
USSTRATCOM Replacement Facility	U.S. Army Corps of Engineers (USACE)	\$616,413,351	8/2/2018
UT Austin Darrell K Royal Texas Memorial Stadium Athletic Offices Infill & Stadium Maintenance & Renovation	The University of Texas at Austin	\$55,295,798	2/25/2016
UT Austin Dell Medical School Stages A,B, C/E - Site, Research and MOB	The University of Texas System	\$255,236,047	11/3/2017
UT Austin Engineering Education and Research Center	The University of Texas System	\$246,684,082	7/11/2017
UT El Paso Interdisciplinary Research Building	The University of Texas System	\$70,227,382	5/11/2020
UT Medical Branch at Galveston Jennie Sealy Replacement Hospital	The University of Texas Medical Branch at Galveston	\$274,986,970	1/18/2016
UT Medical Branch League City Expansion Ph II	The University of Texas Medical Branch	\$82,962,378	3/2/2020
WMATA Andrews Federal Center Bus Garage	Washington Metropolitan Area Transit Authority (WMATA)	\$155,411,279	5/30/2019

IX. REQUIRED FORMS



“The Bookends” Concept
World-class Design in Fort Lauderdale Skyline

Developer for Joint Government Center Campus

Vendor Questionnaire	[Fill in Firm Name Here]
1. Legal business name:	Hunt Companies, Inc.
2. Doing Business As/ Fictitious Name (if applicable):	
3. Federal Employer I.D. no. (FEIN):	02-0540810
4. Dun and Bradstreet No.:	
5. Website address (if applicable):	www.huntcompanies.com
6. Principal place of business address:	4401 N. Mesa Dr., El Paso, Texas, 79902
7. Office location responsible for this project:	1200 E. Las Olas Blvd. Fort Lauderdale, FL 33301
8. Telephone no. Fax no.	Phone: 915-533-7771 / (786) 409-7000
9. Type of business (check appropriate box):	9. Type of business (check appropriate box): <input checked="" type="checkbox"/> Corporation (specify the state of Incorporation) <u>Delaware</u> <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/	M21000003574
11. List name and title of each principal, owner, officer, and major shareholder:	https://www.huntcompanies.com/about-us/leadership
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.: Name: Title: E-mail: Telephone No.:	Hunt Companies, Inc. Rodney Moss SVP Rodney.Moss@HuntCompanies.com 214-437-8016

Developer for Joint Government Center Campus

Vendor Questionnaire	[Fill in Firm Name Here]
<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>No</p>	<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>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>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>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>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>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>Yes; Please see attached Master Officer List.</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>Yes; Please see attached Master Officer List.</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>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>No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	[Fill in Firm Name Here]
<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>No</p>	<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>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>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>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>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>No</p>

HUNT COMPANIES, INC.	
Non-Executive Chairman	James K. Hunt
Senior Chairman	W. L. Hunt
Vice Chairman	M. L. Hunt
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Chief Operating Officer/Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Dan Singer
Executive Vice President	Ann Patrick
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	Matthew Hunt
Vice President/Controller	Robert Lopez
Assistant Secretary	Susanne Smith

HUNT ELP, LTD.	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Gary Sapp
Executive Vice President	Robin Vaughn
Executive Vice President	Steven Colon
Executive Vice President	Guy Arnold
Executive Vice President	Sinclair Cooper
Executive Vice President	Joshua W. Hunt
Executive Vice President	John Ehle
Executive Vice President	Dan Singer
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Juan Gonzalez-Garza
Senior Vice President	James Dobbie
Senior Vice President	Robert Kelly
Senior Vice President	Claudia Ivey
Senior Vice President/Corporate Controller	Erika Flores
Senior Vice President	Steve Norman
Senior Vice President	Peter Spier
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Julie Strickland
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. ("Bob") Kelly
Vice President	Robert Lopez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

AIR FORCE ACADEMY MILITARY COMMUNITIES, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Assistant Secretary	Susanne Smith

AMERICAN COMMUNITY INVESTOR, LLC	
Chief Executive Officer	James C. Hunt
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Chief Financial Officer/Executive Vice President	Clay Parker
Senior Vice President	Scott Campbell
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

AVANTA SFR HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
President	James Dobbie
Executive Vice President/General Counsel	Kara Harchuck
Executive Vice President	Clay Parker
Executive Vice President	Ryan McCrory
Executive Vice President	Guy Arnold
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

AVANTA DEVELOPMENT GROUP, LLC	
Chief Executive Officer	James C. Hunt
President	James Dobbie
Executive Vice President/General Counsel	Kara Harchuck
Executive Vice President	Clay Parker
Executive Vice President	Ryan McCrory
Executive Vice President	Guy Arnold
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President	Robert Kelly
Manager	Terence Johnson
Assistant Secretary	Susanne Smith

BLUNN DEVELOPERS, LTD.	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Dan Singer
Executive Vice President	Robin Vaughn
Executive Vice President	Sinclair Cooper
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

CARTER GOBLE ASSOCIATES LATINO AMERICANO (in process to be dissolved)	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President	Stephen Carter
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Secretary	Kara Harchuck
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CARTER GOBLE ASSOCIATES, LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President	W. Robert Glass
Executive Vice President	Stephen Carter
Executive Vice President	Joe Lee
Executive Vice President/General Counsel Secretary	Kara Harchuck
Senior Vice President	April Pottorff
Senior Vice President	Chloe Jaco
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CARTER GOBLE LEE, LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President	Joe Lee
Executive Vice President	Stephen Carter
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CAZENOVIA CREEK INVESTMENT MANAGEMENT, LLC	
Chief Executive Officer/President	Scott Campbell
Chief Financial Officer/Chief Operating Officer	Thomas Nardone
Executive Vice President	James C. Hunt
Executive Vice President	Marc DeFife
Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Vice President	Gregory Murphy
Vice President	Claudia Ivey
Vice President	David Miller
Assistant Secretary	Susanne Smith

CAZ CREEK LENDING, LLC	
Chief Executive Officer/President	Scott Campbell
Chief Financial Officer/Chief Operating Officer	Thomas Nardone
Executive Vice President	James C. Hunt
Executive Vice President	Marc DeFife
Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Vice President	Ken Frisbie
Vice President	Claudia Ivey
Vice President	David Miller
Assistant Secretary	Susanne Smith

CGA INTERNATIONAL, LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President	Stephen Carter
Executive Vice President	Joe Lee
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Robert Glass
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CGL DEVCO LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President	Joe Lee
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CGL FACILITY MANAGEMENT, LLC	
Chief Executive Officer	Joe Lee
President	Greg Westbrook
Chief Financial Officer	Elise Simmons
Executive Vice President	Everett Lyle Gage III
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	Ted Perry
Assistant Secretary	Susanne Smith

CGL MANAGEMENT GROUP, LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Global Strategic Officer	Stephen Carter
Chief Financial Officer	Elise Simmons
Executive Vice President	James C. Hunt
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President – Western Division	W. Robert Glass
Executive Vice President – Facility Management	Joe Lee
Senior Vice President	Chloe Jaco
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CGL MANAGEMENT SERVICES, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

CGL RICCI GREENE DESIGN GROUP, LLC	
Chief Executive Officer	Everett Lyle Gage III
Chief Financial Officer	Elise Simmons
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Robert Glass
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

CIMARRON AGRICULTURAL, LTD.	
President	Richard Gilliland
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

CIMARRON GRAPEVINE PARTNERS, LTD.	
President	Richard Gilliland
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

FORD ISLAND PROPERTIES, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Steven W. Colon
Senior Vice President	Paul Kay
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Thomas Lee
Vice President	Michael Lam
Assistant Secretary	Susanne Smith

FORD ISLAND VENTURES, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Steven W. Colon
Senior Vice President	Paul Kay
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Thomas Lee
Vice President	Michael Lam
Assistant Secretary	Susanne Smith

HAWAII RENAISSANCE BUILDERS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Steven W. Colon
Senior Vice President	Paul Kay
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Thomas Lee
Vice President	Michael Lam
Assistant Secretary	Susanne Smith

HB GP, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Gary Sapp
Executive Vice President	Robin Vaughn
Executive Vice President	Steven Colon
Executive Vice President	Guy Arnold
Executive Vice President	Sinclair Cooper
Executive Vice President	Joshua W. Hunt
Executive Vice President	John Ehle
Executive Vice President	Dan Singer
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	James Dobbie
Senior Vice President	Robert Kelly
Senior Vice President	Claudia Ivey
Senior Vice President	Peter Spier
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Julie Strickland
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. ("Bob") Kelly
Vice President	Robert Lopez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HBC LAND LIMITED PARTNERSHIP	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HBC PROPERTY MANAGERS, LLC.	
Chief Executive Officer	James C. Hunt
President	John Ehle
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Joshua Hunt
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Ann Patrick
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HBC SECURITIES LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HCBS ADVOCACY, LLC	
Chief Executive Officer	Clay Parker
President	Sinclair Cooper
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Ryan McCrory
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HCH NORTH AMERICAN INFRASTRUCTURE, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Dan Singer
Managing Director	Jimmy Parsley
Senior Vice President	Rodney Moss
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President	Eivind Dueland
Vice President	Jerimi Henry
Assistant Secretary	Susanne Smith

HCP HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HCP PROPERTY HOLDINGS, LLC	
President	Jeff Weiss
Executive Managing Director-Overseeing Acquisitions & Project Management	Dana Mayo
Chief Financial Officer	Dan Kagey
Managing Director – Investor Relations	Carl Wise
Chief Credit Officer	Mark Gronemeyer
Managing Director – Investor Reporting & Asset Management	Jenette Smith
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HDG INVESTMENTS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Dan Singer
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Peter Spier
Senior Vice President	Dominick Cristiano
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT AMBER CLP OWNERSHIP, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer	Clay Parker
Chief Investment Officer and Head of Risk Management	Dan Singer
Executive Vice President	Jimmy Parsley
Executive Vice President	Tom O'Shaughnessy
General Counsel/Secretary	Kara Harchuck
Senior Vice President (Tax)	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT AMBER OWNERSHIP, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer	Clay Parker
Chief Investment Officer and Head of Risk Management	Dan Singer
General Counsel/Secretary	Kara Harchuck
Senior Vice President (Tax)	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT AVIATION SERVICES, LLC	
Chief Executive Officer/President	M. L. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT BROKERAGE & CONSULTING, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Dan Singer
Managing Director	Scott Tretheway
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT BUILDING COMPANY, LTD.	
Chief Executive Officer/President	M. L. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Brandon Johnson
Vice President – Construction Manager	John Leidolf
Assistant Secretary	Susanne Smith

HUNT CAPITAL HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer	Clay Parker
Chief Investment Officer and Head of Risk Management	Dan Singer
General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President (Tax)	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President/Corporate Controller	Erika Flores
Senior Vice President/Senior Managing Counsel	Paul Donnelly
Assistant Secretary	Susanne Smith

HUNT CAPITAL HOLDINGS INVESTMENTS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Chief Operating Officer/Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Dan Singer
Executive Vice President	Ann Patrick
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President/Senior Managing Counsel	Paul Donnelly
Vice President/Controller	Robert Lopez
Assistant Secretary	Susanne Smith

HUNT CAPITAL HOLDINGS INVESTMENTS 2, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Chief Operating Officer/Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Dan Singer
Executive Vice President	Ann Patrick
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President (Tax)	Claudia Ivey
Senior Vice President/Corporate Controller	Erika Flores
Senior Vice President/Treasurer	David Miller
Senior Vice President/Senior Managing Counsel	Paul Donnelly
Assistant Secretary	Susanne Smith

HUNT CAPITAL MANAGEMENT, LLC	
Chief Executive Officer	James C. Hunt
Senior Managing Director	Steve Gordon
Chief Compliance Officer	Maryann Hermann
Executive Vice President	Guy Arnold
Executive Vice President	Dan Singer
Executive Vice President	Marc DeFife
Senior Vice President (Tax)	Claudia Ivey
Senior Vice President (Accounting)	Robert Lopez
Senior Vice President/Treasurer	David Miller
General Counsel/Secretary	Paul Donnelly
Assistant Secretary	Susanne Smith

HUNT CAPITAL PARTNERS, LLC	
President	Jeff Weiss
Executive Managing Director-Overseeing Acquisitions & Project Management	Dana Mayo
Chief Financial Officer	Dan Kagey
Managing Director – Investor Relations	Carl Wise
Managing Director – Investor Relations	Amy Dickerson
Chief Credit Officer	Mark Gronemeyer
Managing Director – Investor Reporting & Asset Management	Jenette Smith
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT COMMUNITIES HAWAII, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Steven W. Colon
Senior Vice President	Paul Kay
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	Thomas Lee
Vice President	Michael Lam
Assistant Secretary	Susanne Smith

HUNT COMMUNITIES HOLDING, LLC	
President	William J. Chapman
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Claudia Ivey
Senior Vice President	Rick Neff
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Mike Viramontes
Vice President	Gary Sapp
Vice President	Brion Georges
Vice President	Jose Lares
Vice President	Tina Wolfe
Assistant Secretary	Susanne Smith

HUNT COMPANIES ACQUISITION CORP. I	
Chief Executive Officer	James C. Hunt
Chief Financial Officer	Clay Parker
Head of Corporate	Ryan McCrory
Senior Advisor	Woody Hunt
Treasurer	David Miller
Secretary	Susanne Smith

HUNT COMPANIES BUSINESS SERVICES, LLC	
Chairman/Chief Executive Officer/President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Ann Patrick
Executive Vice President	Ryan McCrory
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Brenda Christman
Senior Vice President	Claudia Ivey
Senior Vice President	Karl Schosser
Senior Vice President	Clarence Ansley
Senior Vice President	Sharon Calhoun
Senior Vice President	Stuart Milam
Senior Vice President/Corporate Controller	Erika Flores
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Robert Lopez
Vice President	Kathy Manship
Vice President	Chris Missirian
Vice President	Cheryal Zeilman
Vice President	Brion Georges
Vice President	Julie Pearson
Vice President	Randall Stroud
Vice President	Julie McDonald
Vice President	Karla Sanchez
Vice President – Corporate Insurance	Debra Allegretti
Vice President – Shareholder Services	Mariana Benavides
Assistant Secretary	Susanne Smith

HUNT COMPANIES SPONSOR, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Dan Singer
Executive Vice President	Ryan McCrory
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President/Senior Managing Counsel	Paul Donnelly
Assistant Secretary	Susanne Smith

HUNT DEVELOPMENT GROUP, LLC.	
Chairman/Chief Executive Officer	James C. Hunt
President	Guy Arnold
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President & President of the Southwest Division	Gary Sapp
Executive Vice President	Robin Vaughn
Executive Vice President	Sinclair Cooper
Executive Vice President & President of the Hawaii Division	Steven Colon
Executive Vice President of the Southwest Division	James Dobbie
Executive Vice President	Joshua W. Hunt
Executive Vice President	Dan Singer
Executive Vice President	Ann Patrick
Executive Vice President	Paul Kay
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Robert Kelly
Senior Vice President	William J. Chapman
Senior Vice President	Juan J. Gonzalez-Garza
Senior Vice President	Steve Norman
Senior Vice President	Claudia Ivey
Senior Vice President	Ben Wullschlager
Senior Vice President	Thomas Lee
Senior Vice President	Michael Lam
Senior Vice President	Peter Spier
Senior Vice President	Richard Neff
Senior Vice President	Rodney Moss
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Managing Director	Jimmy Parsley
Vice President	Mike Viramontes
Vice President	Kay Riley
Vice President	Kris Martin
Vice President	Henrik Honkaniemi
Vice President	Tina Wolfe
Assistant Secretary	Susanne Smith

HUNT DOS LADOS, LLC	
Chief Executive Officer/President	James C. Hunt
Executive Vice President	Gary Sapp
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Juan Gonzalez-Garza
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Justin Chapman
Assistant Secretary	Susanne Smith

HUNT EL PASO INVESTMENT, LTD.	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT FINANCIAL SECURITIES, LLC	
Co-President	Marc Defife
Co-President	Scott Campbell
Chief Compliance Officer	Jeff Guzman

HUNT FRISCO BRIDGES (SPV), LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Gary Sapp
Senior Vice President	Robert Kelly
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT FS HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT FS HOLDINGS II, LLC	
Chief Executive Officer/President	James C. Hunt
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Clay Parker
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President/Asst. General Counsel/Asst. Secretary	Sharyn Procaccio
Assistant Secretary	Susanne Smith

HUNT FX, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel	Kara Harchuck
Executive Vice President	Dan Singer
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT GUARANTY, INC.	
Chairman	W. L. Hunt
President	Joshua W. Hunt
Vice President/Secretary	Matthew D. Hunt
Chief Financial Officer	Clay Parker
Assistant Secretary	Kara Harchuck

HUNT HAWAII IM, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Assistant Secretary	Susanne Smith

HUNT HOLDINGS LIMITED PARTNERSHIP	
Chief Executive Officer	W. L. Hunt
President	Matthew Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Joshua W. Hunt
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT IM HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
President/Chief Investment Officer	Guy Arnold
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT INVESTMENT MANAGEMENT, LLC – COMPANY OFFICERS	
Head of HCI Balance Sheet Division/Executive Vice President	Guy Arnold
General Counsel/Secretary	Paul Donnelly
Chief Accounting Officer	Robert Lopez
Chief Compliance Officer/Vice President	Maryann Hermann
Executive Vice President	Dan Singer
Senior Vice President/Treasurer	David Miller
Vice President	Anella Dozier
Assistant Secretary	Susanne Smith

HUNT INVESTMENT MANAGEMENT, LLC – HCI BALANCE SHEET DIVISION OFFICERS	
Head of HCI Balance Sheet Division/Executive Vice President	Guy Arnold
Executive Vice President	Steve Colon
Executive Vice President	Gary Sapp
Executive Vice President	Dominick Cristiano
Executive Vice President	James Dobbie
General Counsel/Secretary	Paul Donnelly
Senior Vice President	Thomas Lee
Assistant Secretary	Susanne Smith

HUNT INVESTMENT MANAGEMENT, LLC – TAX EXEMPT, SOLAR & LEGACY ASSETS (TESLA) DIVISION OFFICERS	
Executive Vice President/Chief Financial Officer	David C. Bjarnason
Executive Vice President	Gary Mentasana
General Counsel/Secretary	Paul Donnelly
Senior Vice President	Timothy Tarrant
Senior Vice President	Megan Sophocles
Senior Vice President/Managing Director	Robert Hopper
Vice President	John B. Martin

HUNT INVESTMENT, INC.	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT LIHTC HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Authorized Representative	Jeff Weiss
Authorized Representative	Dana Mayo
Authorized Representative	Dan Kagey
Authorized Representative	Jenette Smith
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Authorized Representative	Timothy Tarrant
Assistant Secretary	Susanne Smith

HUNT LOS PUEBLOS, LLC	
Chief Executive Officer/President	James C. Hunt
Executive Vice President	Gary Sapp
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Juan Gonzalez-Garza
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Justin Chapman
Assistant Secretary	Susanne Smith

HUNT MARYLAND MANOR (SPV), LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Gary Sapp
Senior Vice President	James Dobbie
Senior Vice President	Robert Kelly
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT MH, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Brandon Johnson
Vice President	James Ramirez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HUNT MH BORROWER, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	Julie McDonald
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Brandon Johnson
Vice President	James Ramirez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HUNT MH GP, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	Julie McDonald
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Brandon Johnson
Vice President	James Ramirez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HUNT MH OWNERSHIP, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Brandon Johnson
Vice President	James Ramirez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HUNT MH PROPERTY MANAGEMENT, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Joshua W. Hunt
Executive Vice President	Ann Patrick
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Vice President	Brandon Johnson
Vice President	James Ramirez
Vice President	Karen Plesh
Assistant Secretary	Susanne Smith

HUNT NR, LLC	
President	Richard Gilliland
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT PR HOLDINGS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Dan Singer
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT REAL ESTATE, LLC	
Chief Executive Officer	James C. Hunt
President	Guy Arnold
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT REC HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel	Kara Harchuck
Executive Vice President	Dan Singer
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

HUNT RESIDUAL HOLDINGS, LLC	
Chief Executive Officer	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Senior Vice President/Senior Managing Counsel	Paul Donnelly
Senior Vice President	Alan West
Assistant Secretary	Susanne Smith

HUNT SOUTHERN GROUP, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Assistant Secretary	Susanne Smith

HUNT WAREHOUSE HOLDINGS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Gary Sapp
Executive Vice President	Robin Vaughn
Executive Vice President	Steven Colon
Executive Vice President	Guy Arnold
Executive Vice President	Sinclair Cooper
Executive Vice President	Joshua W. Hunt
Senior Vice President	James Dobbie
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Robert Kelly
Senior Vice President	Claudia Ivey
Senior Vice President/Corporate Controller	Erika Flores
Senior Vice President	Steve Norman
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Robert Lopez
Vice President	Julie Strickland
Assistant Secretary	Susanne Smith

KALAELOA VENTURES, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Senior Vice President	Steven W. Colon
Senior Vice President	Paul Kay
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Vice President	Thomas Lee
Vice President	Michael Lam
Assistant Secretary	Susanne Smith

MERRITT HOUSING GP, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

MERRITT HOUSING, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

MIDWEST FAMILY HOUSING, LLC	
President	John Ehle
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Vice President	John Hoyt
Vice President	Greg Raap
Vice President	Robert J. "Bob" Kelly
Vice President	Julie Strickland
Assistant Secretary	Susanne Smith

MWH PARTNERS, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Robin Vaughn
Executive Vice President	Steven W. Colon
Executive Vice President	Paul Kay
Senior Vice President	Thomas Lee
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

NEVADA GENERAL CORP.	
Chief Executive Officer/Executive Managing Director	Dan Singer
Executive Managing Director/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President	David Miller

THE BANKERS GUARANTEE TITLE & TRUST COMPANY	
Chief Executive Officer/Executive Managing Director	Dan Singer
Executive Managing Director/General Counsel/Secretary	Kara Harchuck
Senior Vice President	Claudia Ivey
Senior Vice President	David Miller
Vice President	Michael Wagnon
Vice President	Norman Essey

TWC HOUSING, LLC	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Executive Vice President	Guy Arnold
Executive Vice President	Robin Vaughn
Executive Vice President	Sinclair Cooper
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

WJS PARTNERS, LTD.	
Chief Executive Officer/President	James C. Hunt
Chief Financial Officer/Executive Vice President/Treasurer	Clay Parker
Executive Vice President/General Counsel/Secretary	Kara Harchuck
Senior Vice President/Chief Accounting Officer	Roger Mathis
Senior Vice President	Claudia Ivey
Senior Vice President/Assistant General Counsel/Assistant Secretary	Sharyn Procaccio
Senior Vice President/Treasurer	David Miller
Assistant Secretary	Susanne Smith

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Vendor Questionnaire	EJ Smith Construction Company, LLC
1. Legal business name:	E.J. Smith Construction Company, LLC
2. Doing Business As/ Fictitious Name (if applicable):	N/A
3. Federal Employer I.D. no. (FEIN):	27-399-3618
4. Dun and Bradstreet No.:	05.505.2329
5. Website address (if applicable):	www.ejsmithind.com
6. Principal place of business address:	1621 Falcon Drive DeSoto, Texas 75115
7. Office location responsible for this project:	1621 Falcon Drive DeSoto, Texas 75115
8. Telephone no. (469) 206-7733 Fax no. (214) 942-6741	(469) 206-7733 T
9. Type of business (check appropriate box): EJ Smith Construction Company is Incorporated in Texas as an LLC.	
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	Not Applicable
11. List name and title of each principal, owner, officer, and major shareholder: Eugene Walker Jr.(51%) & Emmitt J. Smith III (49%)	11. List name and title of each principal, owner, officer, and major shareholder:
12. Authorized Contact(S) For Your Firm: E.J. Smith Construction Company, LLC Your Firm: Name: Eugene Walker Jr. Title: President E-mail: ewalker@ejsmithind.com Telephone No.: (469) 206-7733 Name: Emmitt J. Smith III Title: Vice President E-mail: esmith@ejsmithind.com Telephone No.: (469) 206-7733	12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.: Name: Title: E-mail: Telephone No.:

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Vendor Questionnaire	EJ Smith Construction Company, LLC
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. NO	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. 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. 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. 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. 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. 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. <i>Yes, Eugene Walker Jr. is President and owner of Event Holdings, LLC, Event Professional Services, LLC, Event Construction, LLC and Event Property Management, LLC - all owned 100% by Eugene Walker Jr. and operated in Texas. Mostly Consulting and Property investments.</i>	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. <i>Yes, Emmitt J. Smith III is owner of EJ Smith Enterprises and part of owner of multiple other companies.</i>
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. 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. NO

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Vendor Questionnaire	EJ Smith Construction Company, 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. NO</p>	<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. 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. 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. 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. 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. NO</p>

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Vendor Questionnaire	Amber Infrastructure, LLC
1. Legal business name:	Amber Infrastructure, LLC
2. Doing Business As/ Fictitious Name (if applicable):	NA
3. Federal Employer I.D. no. (FEIN):	NA
4. Dun and Bradstreet No.:	NA
5. Website address (if applicable):	https://www.amberinfrastructure.com/
6. Principal place of business address:	1 Harbor Drive, Suite 101 Sausalito CA 94965 SE1 2AQ United Kingdom
7. Office location responsible for this project:	1330 Avenue of the Americas Floor 28 New York NY 10019 United States of America
8. Telephone no. Fax no.	Tel: +1 (415) 291 2242
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	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 checked="" type="checkbox"/> Other - Specify Private limited company limited by shares (incorporated in England)
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	M21000003574
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: <u>Directors</u> Giles Frost Michael Gregory Stefan Parch Tom O'Shaughnessy <u>Major Shareholders</u> c100% subsidiary of Amber Infrastructure Group Holdings Limited

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Vendor Questionnaire	Amber Infrastructure, LLC
<p>12. Authorized Contact(S) For Your Firm:</p> <p>Your Firm: Name: Title: E-mail: Telephone No.:</p> <p>Name: Title: E-mail Telephone No.:</p>	<p>12. Authorized Contact(S) For Your Firm:</p> <p>Your Firm: Amber Infrastructure Name: Tom O'Shaughnessy Title: Head of North America E-mail: tom.oshaughnessy@amberinfrastructure.com Telephone No.: 07917157893</p> <p>Name: Title: E-mail Telephone No.:</p>

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Vendor Questionnaire	Amber Infrastructure, 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>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>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>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 checked="" 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>As corporate directors, the AIGHL directors are also appointed to the board of numerous other entities within the</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>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>

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Vendor Questionnaire	Amber Infrastructure, 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 <input checked="" type="checkbox"/> No</p>	<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 <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 <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 <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 <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 <input checked="" type="checkbox"/> No</p>

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Vendor Questionnaire	Hensel Phelps
1. Legal business name:	Hensel Phelps Construction
2. Doing Business As/ Fictitious Name (if applicable):	
3. Federal Employer I.D. no. (FEIN):	84-0876644
4. Dun and Bradstreet No.:	05-405-5293
5. Website address (if applicable):	www.henselphelps.com
6. Principal place of business address:	Southeast District Office: 6557 Hazeltine National Drive, Suite One, Orlando FL 32822
7. Office location responsible for this project:	South Florida Office: 888 SE 3rd Avenue, Suite 200, Fort Lauderdale, FL 33316
8. Telephone no. Fax no.	South Florida Office: Phone: 954-447-0000 Fax: 954-827-7770
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 checked="" type="checkbox"/> General Partnership (State and County Filed In) <input 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 checked="" 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/	
11. List name and title of each principal, owner, officer, and major shareholder: Michael Choutka (President & Chief Executive Officer), Jennifer Scholz (Chief Financial Officer & Vice President), Robert Majerus (General Counsel & Vice President), Bradley Jeanneret (Executive Vice President), Richard Tucker (Executive Vice President), Allan Bliesmer (Executive Vice President), Laird Heikens (Development President), Damian Buessing (District Manager & Vice President), William Thompson III (District Manager & Vice President), Joel Douglass (Services President), Derek Hoffine (District Manager & Vice President), Steve Grauer (District Manager & Vice President), Bradley Winans (District Manager & Vice President), Thomas Diersbock (District Manager & Vice President), Shannon Gustine (District Manger & Vice President), Kirk Hazen (District Manager & Vice President)	11. List name and title of each principal, owner, officer, and major shareholder:

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Vendor Questionnaire	Hensel Phelps
<p>12. Authorized Contact(S) For Your Firm: Your Firm: Hensel Phelps Name: Kirk Hazen Title: Vice President / District Manager E-mail: khazen@henselphelps.com Telephone No.: 407-856-2400</p> <p>Name: Cory Olson Title: Operations Manager E-mail: cmolson@henselphelps.com Telephone No.: 843-385-6484</p>	<p>12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.:</p> <p>Name: Title: E-mail Telephone No.:</p>

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Vendor Questionnaire	Hensel Phelps
<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>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>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 style="text-align: center;">Yes ✓ 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>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 style="text-align: center;">Yes ✓ 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>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 style="text-align: center;"><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>	<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 style="text-align: center;"><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>

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Vendor Questionnaire	Hensel Phelps
<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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	<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 checked="" type="checkbox"/> Yes <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 <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 style="text-align: center;">Yes / 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 <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 style="text-align: center;"><input type="checkbox"/> <input checked="" type="checkbox"/> No</p>



HENSEL PHELPS

Plan. Build. Manage.

LEGAL DEPARTMENT
420 Sixth Avenue
Greeley, Colorado 80631
970.352.6565

April 2, 2021

RE: Vendor Questionnaire, #18, Performance and Payment Bond Claims

To Whom it May Concern:

Hensel Phelps has never had a claim made on any of its performance bonds. Claims against the Hensel Phelps payment bond are quite common, however, given that the bond is in place to ensure payment for all subcontractors, suppliers, and laborers, even if that entity or individual does not have a contract with Hensel Phelps. Hensel Phelps always endeavors to make sure payments are made and, if a genuine payment dispute exists, that the dispute is resolved amicably. Hensel Phelps's surety has never had to make a payment on behalf of Hensel Phelps for any payment bond claim. Contact information for Hensel Phelps' surety follows:

Travelers Casualty and Surety Company of America
PO Box 2989
Hartford, Connecticut 06104-2989
(800) 842-8496

Respectfully,

HENSEL PHELPS CONSTRUCTION CO.

Jon Jonson
Legal Department
420 Sixth Avenue
Greeley, Colorado 80631
970.346.7463
jjonson@henselphelps.com

World-Class Innovators. Landmark Buildings. Inspiring Performance.

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Vendor Questionnaire	[Fentress Architects, Ltd.]
1. Legal business name:	Fentress Architects, Ltd.
2. Doing Business As/ Fictitious Name (if applicable):	N/A
3. Federal Employer I.D. no. (FEIN):	84-0845667
4. Dun and Bradstreet No.:	31375140
5. Website address (if applicable):	www.fentressarchitects.com
6. Principal place of business address:	421 Broadway Denver, Colorado 80203
7. Office location responsible for this project:	421 Broadway Denver, Colorado 80203
8. Telephone no. Fax no.	303-722-5000 303-722-5080
9. Type of business (check appropriate box):	9. Type of business (check appropriate box): Architecture and Interior Design
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	F13000000340
11. List name and title of each principal, owner, officer, and major shareholder:	Curtis Fentress, FAIA - Principal, President, CEO, Director, Major Shareholder Agatha Kessler, Chairman, Vice President, Secretary, Treasurer, Director, Principal, Shareholder Thomas P. Theobald, AIA, Director, Principal, Shareholder Brian Chaffee, FAIA, Principal, Shareholder Michael Winters, FAIA, Principal, Shareholder Jack Cook, Principal, Shareholder Steven White, FAIA, Principal, Studio Director, Shareholder Corey Ochsner, AIA, Associate Principal, Shareholder Catherine Dunn, AIA, Principal John Kudrycki, AIA, Principal Ned Kirschbaum, FAIA, Principal Thomas Walsh, AIA, Principal Kimberly Mahnken, AIA, Associate Principal Lauren Lee, NCIDQ, Associate Principal

Developer for Joint Government Center Campus

Vendor Questionnaire	[Fentress Architects, Ltd.]
<p>12. Authorized Contact(S) For Your Firm: Your Firm: Fentress Architects, Ltd. Name: Curtis Fentress, FAIA Title: President/Principal in Charge of Design E-mail: fentress@fentressarchitects.com Telephone No.: 303-809-6393</p>	<p>Your Name: Fentress Architects, Ltd. Name: Steven White, FAIA, LEED AP BD+C Title: Principal / Studio Director E-mail: white@fentressarchitects.com Telephone No.: 202-421-8753</p>

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Vendor Questionnaire	[Fentress Architects, Ltd.]
<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>NO</p>	<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>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>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>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>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>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>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>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>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>NO</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	[Fentress Architects, Ltd.]
<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>NO</p>	<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>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>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>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>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>NO</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Cartaya and Associates Architects, P.A.
1. Legal business name:	Cartaya and Associates Architects, P.A.
2. Doing Business As/ Fictitious Name (if applicable):	n/a
3. Federal Employer I.D. no. (FEIN):	59-2329682
4. Dun and Bradstreet No.:	878423979
5. Website address (if applicable):	www.cartayaandassociates.com
6. Principal place of business address:	2400 E. Commercial Boulevard, Suite 201 Fort Lauderdale, FL 33308
7. Office location responsible for this project:	2400 E. Commercial Boulevard, Suite 201 Fort Lauderdale, FL 33308
8. Telephone no. Fax no.	T: 954-771-2724 F: n/a
9. Type of business (check appropriate box):	9. Type of business (check appropriate box): No box here but I'm guessing you are looking for Corporation?
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	 G63130
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: Mario Cartaya: CEO Mario M. Cartaya: Owner, President Juan Justiniano: Owner, Vice President
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.:	12. Authorized Contact(S) For Your Firm: Your Firm: Name: Mario Cartaya Title: CEO E-mail: mcartaya@cartayaandassociates.com Telephone No.: 954-771-2724 Ext. 3
Name: Title: E-mail Telephone No.:	Name: Mario M. Cartaya Title: President E-mail: mjcartaya@cartayaandassociates.com Telephone No.: 954-771-2724 Ext. 2

Developer for Joint Government Center Campus

Vendor Questionnaire	Cartaya and Associates Architects, P.A.
<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>No</p>	<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>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>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>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>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>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>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>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>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>No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	Cartaya and Associates Architects, P.A.
<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>No</p>	<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>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>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>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>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>No</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	JO PALMA + PARTNERS CORPORATION
1. Legal business name:	JO PALMA + PARTNERS CORPORATION
2. Doing Business As/ Fictitious Name (if applicable):	N/A
3. Federal Employer I.D. no. (FEIN):	82-3732362
4. Dun and Bradstreet No.:	114941781
5. Website address (if applicable):	WWW.PALMA.GLOBAL
6. Principal place of business address:	1146 W KINZIE ST, #102 CHICAGO, IL 60642
7. Office location responsible for this project:	1146 W KINZIE ST, #102 CHICAGO, IL 60642
8. Telephone no. Fax no.	(312) 496 3117
9. Type of business (check appropriate box):	9. Type of business (check appropriate box): CORPORATION
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	F21000001395
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: Jose "Jo" Palma Malcolm Herzog
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.:	12. Authorized Contact(S) For Your Firm: Your Firm: JO PALMA + PARTNERS CORP. Name: Jo Palma Title: President E-mail: jo.palma@palma.global Telephone No.: (
Name: Title: E-mail Telephone No.:	Name: Iana Kolev Title: Managing Director E-mail: iana.kolev@palma.global Telephone No.: (312) 914 2966

Developer for Joint Government Center Campus

Vendor Questionnaire	JO PALMA + PARTNERS 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>No.</p>	<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>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>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>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>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>No.</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	JO PALMA + PARTNERS CORPORATION
<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>Yes. Jo Palma, President at Jo Palma + Partners Corporation, is a Principal at Peregrine Global Ventures, LLC. Dr. Malcolm D. Herzog, Treasurer at Jo Palma + Partners Corporation, is a principal in the following active businesses: Professional Foot Care Specialists, PC Your Personal Best Medical and Rehab, LLC Medical and Rehabilitation Center of Chicago, LLC Llife Gate Pharm, LLC MDH Venture Capital, LLC MDH Aviation, LLC Physicians Equity Ventures, LLC REDMED LLC PERIJET.NET LLC PERSONAL BEST MEDICAL AND REHAB MIAMI LLC MSO HEALTHCARE CONSULTANTS, LLC ARC JETS, LLC PEREGRINE GLOBAL VENTURES, LLC XLJETS.NET, LLC Top Talent Modeling, LLC Vibration Therapy Solutions, LLC Hotelroomrating.com, LLC D&J Private Equity, LLC Medical and Rehabilitation Center of Carol Stream, LLC Healthcare MD, LLC</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>Yes. Jo Palma, President at Jo Palma + Partners Corporation, is a Principal at Peregrine Global Ventures, LLC. Dr. Malcolm D. Herzog, Treasurer at Jo Palma + Partners Corporation, is a principal in the following active businesses: Professional Foot Care Specialists, PC Your Personal Best Medical and Rehab, LLC Medical and Rehabilitation Center of Chicago, LLC Llife Gate Pharm, LLC MDH Venture Capital, LLC MDH Aviation, LLC Physicians Equity Ventures, LLC REDMED LLC PERIJET.NET LLC PERSONAL BEST MEDICAL AND REHAB MIAMI LLC MSO HEALTHCARE CONSULTANTS, LLC ARC JETS, LLC PEREGRINE GLOBAL VENTURES, LLC XLJETS.NET, LLC Top Talent Modeling, LLC Vibration Therapy Solutions, LLC Hotelroomrating.com, LLC D&J Private Equity, LLC Medical and Rehabilitation Center of Carol Stream, LLC Healthcare MD, LLC</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>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>No.</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	JO PALMA + PARTNERS 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>No.</p>	<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>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>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>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>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>No.</p>

Developer for Joint Government Center Campus

Vendor Questionnaire	CGL
1. Legal business name:	CGL Facility Management, LLC
2. Doing Business As/ Fictitious Name (if applicable):	CGL Facility Management
3. Federal Employer I.D. no. (FEIN):	26-2795410
4. Dun and Bradstreet No.:	Not available
5. Website address (if applicable):	cglcompanies.com
6. Principal place of business address:	1903 Phoenix Blvd, Suite 250, Atlanta, GA 30349
7. Office location responsible for this project:	1903 Phoenix Blvd, Suite 250, Atlanta, GA 30349
8. Telephone no. Fax no.	Miami Office Phone: 770-716-0081 Corporate Fax: 915-545-9081
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	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/	M09000000426
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: Joe Lee, CEO, CGL Facility Management Greg Westbrook, President, CGL Facility Management
12. Authorized Contact(S) For Your Firm: Your Firm: Name: Title: E-mail: Telephone No.:	12. Authorized Contact(S) For Your Firm: Your Firm: CGL Facility Management, LLC Name: Greg Westbrook Title: President E-mail: gwestbrook@cglcompanies.com Telephone No.: 770-716-0081
Name: Title: E-mail Telephone No.:	Name: Ted Perry Title: Senior Vice President E-mail: tperry@cglcompanies.com Telephone No.: 770-716-0081

Developer for Joint Government Center Campus

Vendor Questionnaire	CGL
<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>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>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 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 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 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	CGL
<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 <input checked="" type="checkbox"/> No</p>	<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 <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 <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 <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 <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 <input checked="" type="checkbox"/> No</p>

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 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: **George Platt, Seth Platt, Joshua Freeman**
Lobbyist's Firm: **LSN Partners, LLC**
Phone: **954-522-3588**
E-mail: **gplatt@lsnpartners.com, gsplatt@lsnpartners.com, jfreeman@lsnpartners.com**

Name of Lobbyist: **Stephanie J. Toothaker**
Lobbyist's Firm: **Toothaker**
Phone: **954-648-9376**
E-Mail: **stephanie@toothaker.org**

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

Broward County Board of
County Commissioners

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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:

Senior Vice President 3/22/21

*AUTHORIZED SIGNATURE/NAME

TITLE

DATE

Developer Name: Amber Infrastructure, LLC

* 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

AGENCY CUSTOMER ID: HUNTCOM-15

VGAMBOA

LOC #: 1



ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY Hub International Insurance Services		License # 4682	NAMED INSURED Hunt Companies, Inc. 4401 N. Mesa El Paso, TX 79902
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

**THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance**

Carrier G- To Be Determined
LEG 2 Endorsement - Included
Deductible - \$10,000

Commercial General Liability Includes:
Premises Operations
XCU Explosion Collapse Underground
Products Completed Operations Hazard
Contractual Insurance
Broad Form Property Damage
Independent Contractors
Personal Injury

and
Errors & Omissions
All engineering surveying and design professionals.



**CLEAR VISION.
TOTAL COLLABORATION.
BEST VALUE.**

