Balfour Beatty Investments

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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**

Balfour Beatty Investments

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

Attachments

United Campus Partners - JGCC - Volumes A to D Electronic.pdf

REQUEST FOR QUALIFICATIONS (STEP ONE)

JOINT GOVERNMENT CENTER CAMPUS

VOLUMES A TO D | ELECTRONIC COPY

UNITED CAMPUS PARTNERS

EXECUTIVE SUMMARY

UNITED CAMPUS PARTNERS

The Joint Government Center Campus ("JGCC") envisioned by Broward County and the City of Fort Lauderdale (the "Sponsors") represents an incredible opportunity to reimagine the Sponsors presence, in downtown Fort Lauderdale. United Campus Partners ("UCP") is the right development partner to work with the Sponsors on this exciting Project. The UCP Team is committed to collaboratively developing a facility that creates dynamic connections to the surrounding community, enhances the provision of public services, sets the standard for sustainability, and reflects a design that redefines the downtown skyline. Here in this Executive Summary, UCP details its team and its unique value proposition.

Introducing United Campus Partners

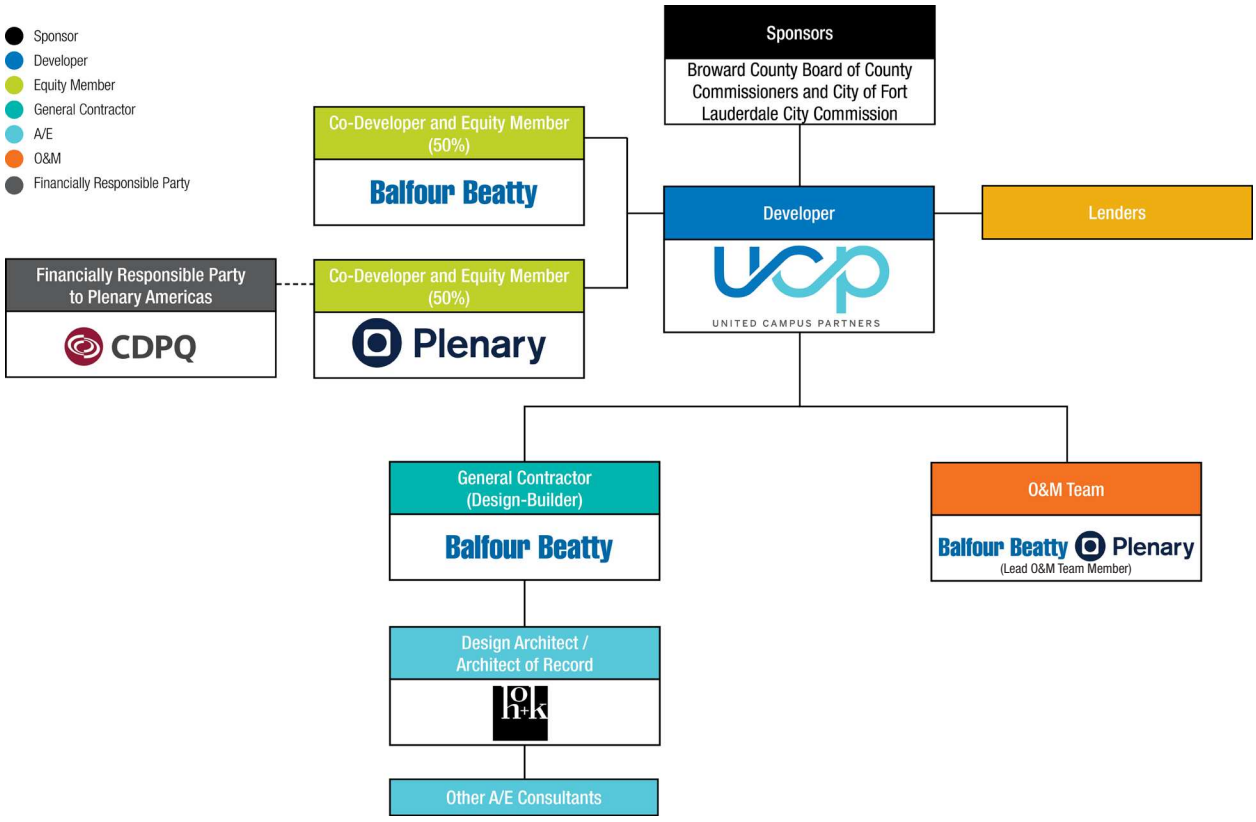
UCP thoughtfully built its team around firms that possess exceptional technical expertise relevant to the transformative Joint Government Center Campus ("JGCC") project scope, share values of transparency and trust, and are committed to developing solutions that support the Sponsors' overall vision and unique goals and objectives for the JGCC project. Value provided by the UCP team members in each key project role include:

- **Developer:** Balfour Beatty Investments ("BBI") and Plenary Americas ("Plenary"), two of the leading P3 developers of core public infrastructure projects in North America, will bring complementary strengths to the UCP Developer role, combining deep collective financing experience, vertical integration with construction (BBI) and operations (BBI and Plenary), and a long-term investment perspective.
- **General Contractor:** Balfour Beatty Construction will be UCP's General Contractor, bringing together the ideal mix of deep design-build experience on comparable large, urban government projects, and strong local ties to the business and public communities in the Broward County area.
- **Design Architect and Architect of Record:** HOK will fill both of these design roles for UCP. HOK possesses unparalleled experience in the design of seminal buildings that efficiently bridge cost, sustainability, aesthetics, and function. Communication and collaboration are built into the fabric of HOK's approach to design. HOK has experience working with both Balfour Beatty and Plenary.
- **Structural Engineer:** DeSimone will be the UCP Structural Engineer and is an industry leader in the practice of high-rise structural engineering with current experience serving Broward County as a client.
- **Mechanical, Electrical, and Plumbing Engineer:** Syska Hennessey will be MEP Engineer with expertise in high rise, net zero and resilient systems solutions with current experience with Broward County.

LONG BEACH CIVIC CENTER REDEVELOPMENT

LAX AUTOMATED PEOPLE MOVER

The UCP Team Members will organize themselves into a cohesive, fully integrated team utilizing an organizational structure that has proven effective on numerous BBI and Plenary P3 projects, with the Developer serving as the single point of contact and accountability. UCP's structure is as follows:



WHY UNITED CAMPUS PARTNERS?

UCP is structured to maximize each firm's capabilities by leveraging synergies in a way that enhances value to the Sponsors through all phases of the Project. The following unique team qualities highlight why UCP is the best partner for the Sponsors:

Vertical Integration: Through Balfour Beatty, UCP will be able to leverage a common voice across all three major Project functions and phases: Development, Design-Build, and O&M. This will benefit the Sponsors through:

- **Consistent Corporate Culture:** Vertical integration helps ensure a culture of collaborative teamwork extending from the PDA phase to the design & construction phase and finally on to the operations and maintenance phase.
- **Efficient Pricing:** A holistic view of risk allocation and associated pricing safeguards against margin duplication. It also facilitates whole-life cost optimization, a tenet of the P3 procurement model, by providing UCP with multiple cost levers.

Long Term Partnership: The JGCC will be the Sponsors' home for decades to come. Plenary has never sold any portion of its equity interest in any of its projects and will anchor UCP as a long-term partner for the full project term. Sponsor benefits include:

- Proactive Developer management focused on long-term quality and performance responsibilities given the alignment between UCP's economic interests and the Sponsors' performance goals.
- Retained Project knowledge that supports Project transitions and becomes a huge asset during the long-term operations phase.

WHY UNITED CAMPUS PARTNERS?

Local Expertise, International Experience: All UCP Team Members bring international best practices combined with a strong local presence in the South Florida market. This makes UCP a uniquely capable partner for the JGCC. Local connections include:

- Balfour Beatty can trace its presence in the Florida construction market back to 1933. It is currently building the Broward County Convention Center and Hotel Project, giving them an unmatched understanding of local stakeholders.
- HOK has designed over 900 projects in the State of Florida including the Miami Dade Civil and Probate Courthouse (with Plenary), Royal Caribbean Headquarters, and University of South Florida Health Morsani College of Medicine.
- Plenary's eastern US headquarters is located in Florida, and it is currently actively managing 2 active DBFOM projects in the state.

Unmatched Financing and Execution Track Record: In choosing UCP, the Sponsors know that they have a partner that is flexible and can execute this Project under the full range of potential project structures. Experience that will be brought to bear for the Sponsors includes:

- Together, BBI and Plenary have closed over 110 P3's, representing more than $29B in public infrastructure investment.
- Plenary and BBI's P3 financing experience encompasses a wide range of debt markets. UCP will be flexible in helping the Sponsors explore all funding options, providing clear guidance on different financial structures to find the best solution.

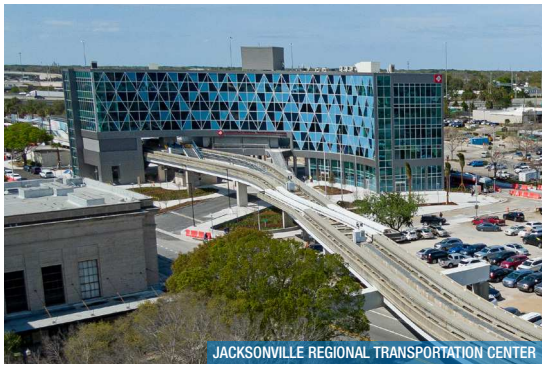
PDA Experience: Developing large public infrastructure projects is complex and challenging. UCP brings unmatched, proven experience successfully managing project development on comparable projects through a PDA approach.

- Plenary's Long Beach Civic Center P3 was delivered using a similar PDA approach, offering a model for stakeholder management, PDA period cost optimization to meet a strict budget, and coordination with two project sponsors (City and Port of Long Beach).
- All of BBI's higher education P3 projects utilize PDAs. No PDA process is exactly alike due to the unique challenges of each project, but Balfour Beatty has always met the development, commercial and approval objectives to arrive at financial closing through this collaborative process.

PROVEN EXPERIENCE


BC CHILDREN'S & WOMEN'S HOSPITAL


BROWARD COUNTY CONVENTION CENTER & HOTEL


JACKSONVILLE REGIONAL TRANSPORTATION CENTER


UNIVERSITY OF TEXAS AT DALLAS, NORTHSIDE MIXED-USE


SOLITAIR BRICKELL


MIAMI-DADE COUNTY PROBATE AND CIVIL COURTOUSE

KEY PERSONNEL

UCP's management team and key personnel bring extensive experience successfully delivering comparable projects under similar project delivery methods, performing similar roles to those proposed for the JGCC. UCP's Key Personnel bring to the Project:

- Developer Leadership: UCP's Development Director, Mark Jennings, and Financial and Commercial Manager, Mike Schutt, have each successfully led the development of complex P3 projects including LAX APM and Long Beach Civic Center, respectively.
- General Contractor Leadership: John Parker, Project Director, and Sarah Brand, Design Facilitator, together bring more than 40 years of design-build experience, including the $780M Broward County Convention Center and Hotel and the National Science Foundation Headquarters respectively.
- Design Leadership: Bill Helmuth, Lead Designer, and Jeff Goodale, Design Build Executive will lead the design. Bill has designed high-rise government buildings recognized for design achievements in sustainability, operational efficiency, and regional architecture. Jeff has worked with both Balfour Beatty and Plenary, and he understands how to integrate P3 design work to create value for the Sponsors.

PASSIONATE TEAM READY TO DELIVER

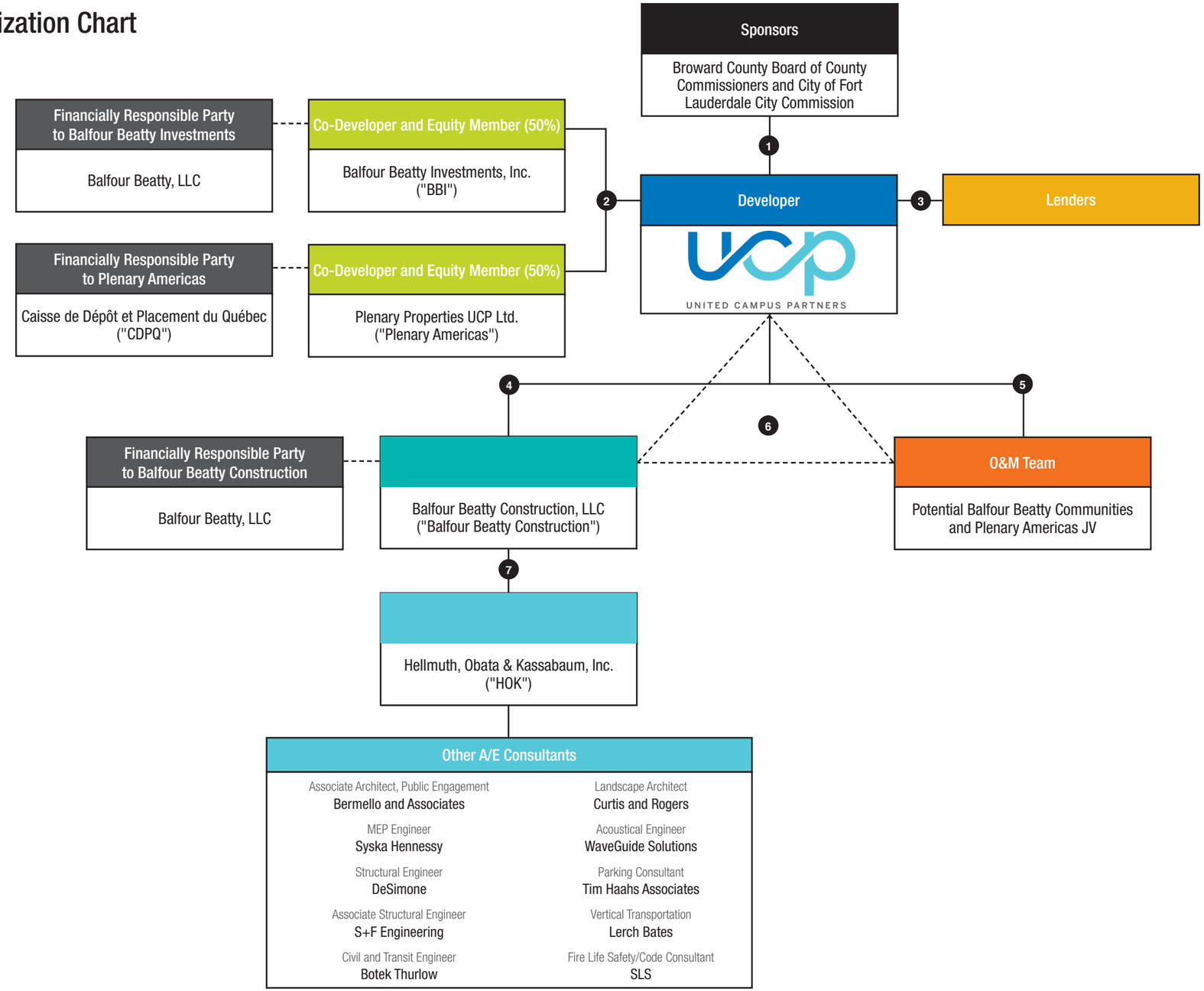
UCP is excited to work with the Sponsors on this landmark project. As a fully integrated team, UCP not only brings the right technical expertise in all areas of execution critical to the project, it brings a team of passionate individuals ready to deliver. Led by top talent at each firm, this impressive group of individuals bring the collaborative, flexible, solutions-oriented mindset needed to facilitate a successful project delivery and achieve the Sponsors' ultimate vision for JGCC.

ATTACHMENT
ORGANIZATION CHARTS

United Campus Partners - Team Structure Organization Chart

- Sponsor
- Developer
- Equity Member
- General Contractor
- A/E
- O&M
- Financially Responsible Party

1	Project Agreement	The Project Agreement will be entered into by United Campus Partners ("UCP") and the Sponsors at Commercial Close. This agreement defines the terms for the delivery of the project.
2	Operating Agreement	Equity members Plenary Americas and Balfour Beatty Investments will form the Developers and execute a Partnership/Shareholder Agreement that will cover governance, equity contribution, dispute resolution and all other related matters.
3	Financing Agreement	The Financing Agreement specifies the commitments and all related terms and conditions for UCP's borrowings. Credit Agreement, Bond Indenture, or other applicable agreement to be determined based on final Financial Structure.
4	Design-Build Agreement	The Design-Build Agreement will be a back-to-back drop down agreement (fixed price, date certain agreement for all design, construction, and commissioning) between UCP and the Lead Contractor, Balfour Beatty Construction.
5	Operations and Maintenance Agreement	The Operations & Maintenance ("O&M") Agreement will be a back-to-back agreement between UCP and the Lead O&M Provider, for the entire project term and will include all relevant operations, maintenance and lifecycle obligations from the Project Agreement.
6	Interface Agreement	The Interface Agreement will be an agreement entered into between the Lead Contractor, the Lead O&M Provider and UCP - and will address all issues between the parties such as coordinating design support, confirming responsibilities, warranties, and additional technical requirements. This agreement will ensure that critical operational requirements are factored into the design and construction activities and ensure a seamless coordination/transition throughout all phases of the project.
7	Design Agreement	The Lead Contractor, Balfour Beatty Construction, will enter into a Design Agreement with the A/E Consultants, Design Architect - HOK and Architect of Record for their design and consulting work.



United Campus Partners - Key Personnel Organization Chart

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

- Sponsor
- Developer
- Equity Provider
- General Contractor
- A/E
- O&M

Sponsors
Broward County Board of County Commissioners and City of Fort Lauderdale City Commission

Development Director
Balfour Beatty Investments
Mark Jennings

P3 Director
Plenary Americas
Josh Coulter

Strategic O&M Advisor
Balfour Beatty Investments
Jim Jefferson

Balfour Beatty Construction Project Support
Executive Oversight: Scott Skidelsky
Legal, CBE, and DEI Support: Earnest Deloach
Innovation: Mark Konchar
Florida Business Unit Leader: John Harris
HR & DEI Support: Mila Smith

Project Executive/Director
Balfour Beatty Construction
John Parker

Finance and Commercial Manager
Plenary Americas
Mike Schutt

Communications & DEI Manager
Plenary Americas
Jennifer Trotter

Lead O&M Manager

Energy Efficiancy Specialist

Maintenance Manager

Asset Manager

Community Outreach Consultant

GC DEI and Communiactions Lead

A/E Project Executive
HOK
Jeff Goodale

A/E Principal-in-Charge
HOK
Jonathan Rae

A/E Project Manager
HOK
Duncan Kirk

Design Manager
Balfour Beatty Construction
Saran Brand

Pre-Construction Manager
Balfour Beatty Construction
Bruce Capon

Project Manager (Lead)
Balfour Beatty Construction
Vince Hull

BIM / VDC Manager
Balfour Beatty Construction
Wade Martin

Systems Design Manager
Balfour Beatty Construction
Jeremiah Sizer

Project Manager (Office Tower)
Balfour Beatty Construction
Nathan Atkins

Project Manager (Transportation Tower)
Balfour Beatty Construction
Marcus Niceley

Design Lead
HOK
Bill Hellmuth

Architecture Lead
HOK
Esther Wang

Lead Programmer & Planner
HOK
Kristine Johnson

Interiors Design Lead
HOK
Karen Carvalho

Workplace / Interiors
HOK
Adriana Rojas

Sustainability Lead
HOK
Anica Landreneau

BIM Manager
HOK
Travon Price

Security Electronics
HOK
Tim Smith

Other A/E Consultants

Associate Architect, Public Engagement: Bermello and Associates	Landscape Architect: Curtis and Rogers
MEP Engineer: Syska Hennessy	Acoustical Engineer: WaveGuide Solutions
Structural Engineer: DeSimone	Parking Consultant: Tim Haahs Associates
Associate Structural Engineer: S+F Engineering	Vertical Transportation: Lerch Bates
Civil and Transit Engineer: Botek Thurlow	Fire Life Safety/Code Consultant: SLS

United Campus Partners - Key Personnel Organization Chart

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

- Sponsor
- Developer
- Equity Provider
- General Contractor
- A/E
- O&M

Sponsors
Broward County Board of County Commissioners and City of Fort Lauderdale City Commission

UCP Board of Directors
Balfour Beatty Investments: Mark Jennings, Paul Bullen
Plenary Americas: Mike Schutt, Albert Iwasaki

P3 Director
Plenary Americas: Josh Coulter

O&M Strategic Advisor
Balfour Beatty Investments: Jim Jefferson

Balfour Beatty Construction Project Support
Executive Oversight: Scott Skidelsky
Legal, CBE, and DEI Support: Earnest Deloach
Innovation: Mark Konchar
Florida Business Unit Leader: John Harris
HR & DEI Support: Mila Smith

Project Executive/Director
Balfour Beatty Construction: John Parker

Communications & DEI Manager
Plenary Americas: Jennifer Trotter

Lead O&M Manager

Energy Efficiancy Specialist

Maintenance Manager

Asset Manager

Community Outreach Consultant

GC DEI and Communiactions Lead

A/E Project Executive
HOK: Jeff Goodale

A/E Principal-in-Charge
HOK: Jonathan Rae

A/E Project Manager
HOK: Duncan Kirk

Design Manager
Balfour Beatty Construction: Saran Brand

Pre-Construction Manager
Balfour Beatty Construction: Bruce Capon

Project Manager (Lead)
Balfour Beatty Construction: Vince Hull

BIM / VDC Manager
Balfour Beatty Construction: Wade Martin

Systems Design Manager
Balfour Beatty Construction: Jeremiah Sizer

Project Manager (Office Tower)
Balfour Beatty Construction: Nathan Atkins

Project Manager (Transportation Tower)
Balfour Beatty Construction: Marcus Niceley

General Superintendent (Lead)
Balfour Beatty Construction: Jim Zupancic

Lead Superintendent (Office Tower)
Balfour Beatty Construction: Jeff Burnside

Lead Superintendent (Transportation Tower)
Balfour Beatty Construction: Samuel Bundy

Design Lead
HOK: Bill Hellmuth

Architecture Lead
HOK: Esther Wang

Lead Programmer & Planner
HOK: Kristine Johnson

Interiors Design Lead
HOK: Karen Carvalho

Workplace / Interiors
HOK: Adriana Rojas

Sustainability Lead
HOK: Anica Landreneau

BIM Manager
HOK: Travon Price

Security Electronics
HOK: Tim Smith

Other A/E Consultants

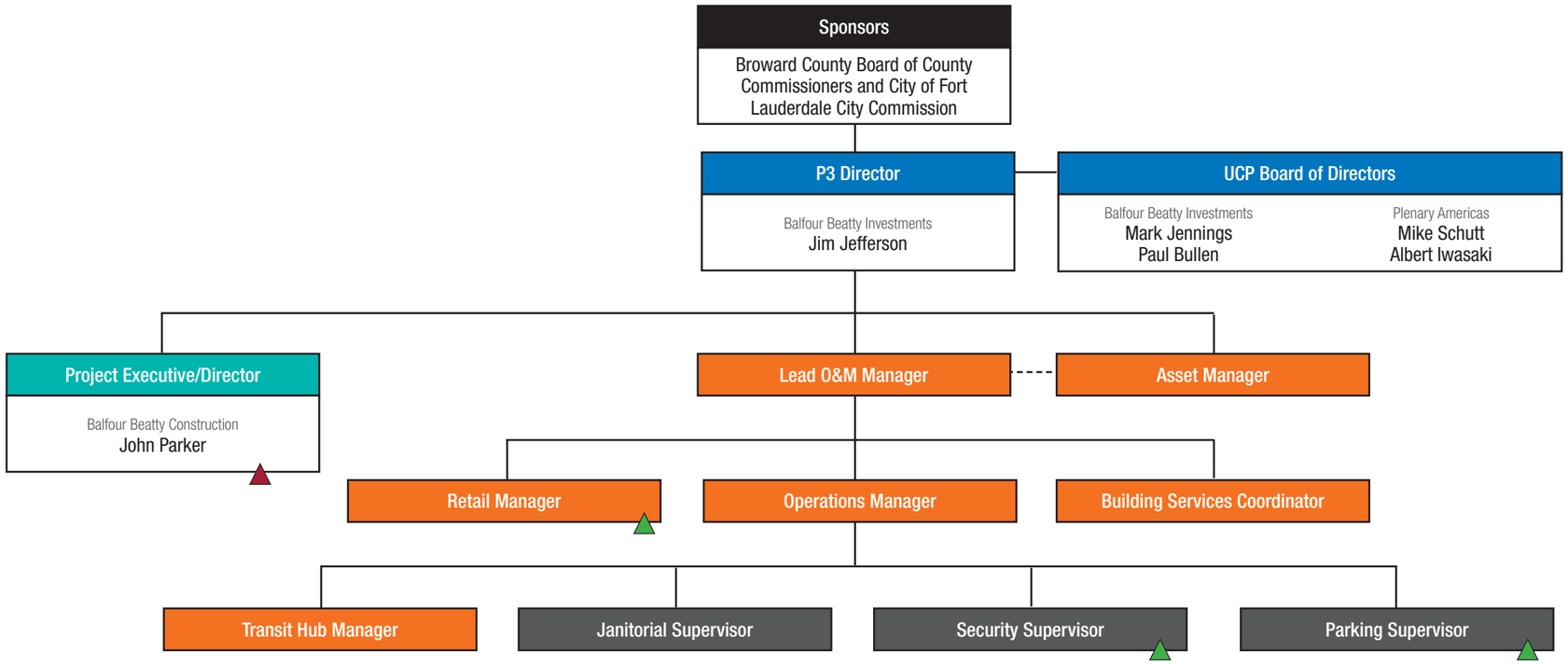
Associate Architect, Public Engagement: Bermello and Associates	Landscape Architect: Curtis and Rogers
MEP Engineer: Syska Hennessy	Acoustical Engineer: WaveGuide Solutions
Structural Engineer: DeSimone	Parking Consultant: Tim Haahs Associates
Associate Structural Engineer: S+F Engineering	Vertical Transportation: Lerch Bates
Civil and Transit Engineer: Botek Thurlow	Fire Life Safety/Code Consultant: SLS

United Campus Partners - Key Personnel Organization Chart

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

- Sponsor
- Developer
- O&M
- General Contractor
- Subcontractor

- Involved during the DB Warranty Period
- Identified as possible in-scope services



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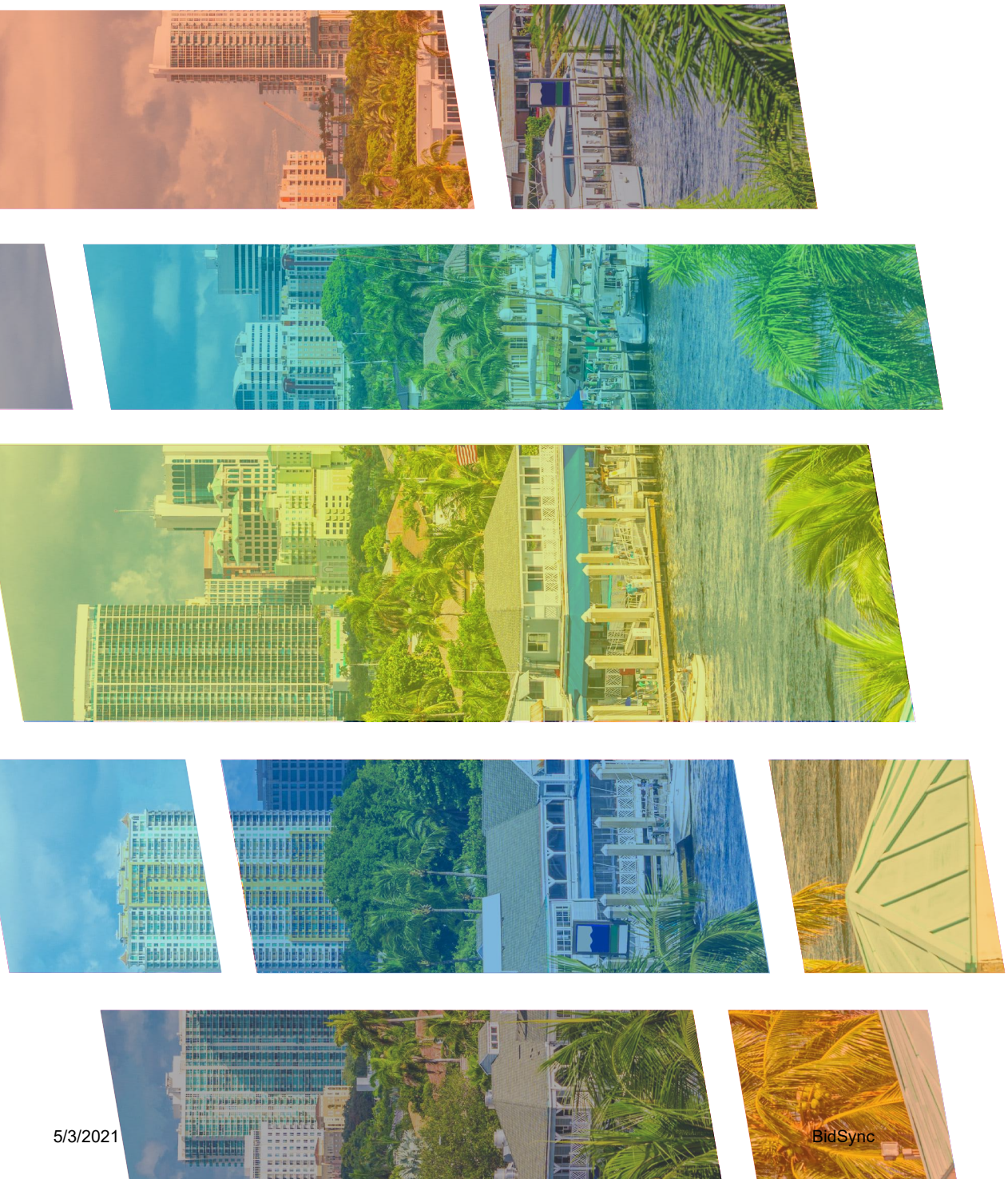


VOLUME A
DEVELOPER

A1 PROJECT APPROACH

A1 PROJECT APPROACH

Question A

Provide a narrative outlining the Developer's understanding of the Project throughout each anticipated phase of the Project.

United Campus Partners ("UCP"), the "Developer" as defined by the RFQ, consists of a 50/50 joint venture between Balfour Beatty Investments, Inc. ("BBI") and Plenary Americas, investing through Equity Member Plenary Properties UCP Ltd. ("Plenary"), two of the leading P3 public infrastructure developers in North America. BBI is part of the larger Balfour Beatty business that also includes Balfour Beatty Construction, LLC (the "General Contractor" or "GC") and Balfour Beatty Communities, a subsidiary that focuses on long-term asset operations and maintenance. BBI has develops and finances public infrastructure and has built a portfolio comprised of more than $13B of infrastructure spread across 67 different assets in North America and the UK.

Plenary is an independent long-term investor, developer, and manager of public infrastructure, committed to being a long-term partner to public owners such as the Sponsors. On all of the 53 projects in its North American portfolio, representing more than $16B worth of capital investment, Plenary strives to develop and operate projects that are economically, socially, and environmentally sustainable.

As outlined in the RFQ, the Sponsors have developed an impressive vision for how the Joint Government Center Campus ("JGCC") will look, function, and integrate into the community. UCP understands the goals related to the new facility include:

- Develop a facility that meets all of the Sponsors' operational needs now and in the future in a way that encourages greater collaboration between the City and County.
- Enhance connectivity with the surrounding communities, local businesses, and Sponsors' constituents through implementing connections to transportation, creating an enhanced urban district with open spaces, and maximizing the ongoing local economic impact by attracting private development as well as by leveraging the Project itself (i.e. the CBE program).
- Leverage technology to improve facility efficiencies, enhance the security of Sponsors' employees and assets, and drive a holistic approach to resiliency and sustainability so that the Project sets the standard for new government facilities.

Combined, UCP's Equity Members have developed more than 100 P3 projects. This successful track record includes many projects comparable to the JGCC envisioned by the Sponsors. Selected UCP experience particularly relevant to the Sponsors' goals as summarized above given their similarities to elements of the JGCC include:

- Social infrastructure projects: Long Beach Civic Center, UC Merced 2020, Cortellucci Vaughan Hospital, BC Children's and Women's Hospital, North Island Hospitals, and University of Texas, Dallas Student Housing
- High rise building projects: Long Beach Civic Center, Miami-Dade County Civil and Probate Courthouse, Humber River Hospital, BC Children's and Women's Hospital
- PDA developments: Long Beach Civic Center, Los Angeles Convention Center Expansion, Philadelphia William H. Gray III 30th Street Station (Amtrak), Purdue University Student Housing Bundle, University of Texas, Dallas Student

Housing, UNC Wilmington Student Housing, University of Iowa Graduate Housing, Vanderbilt University Graduate Housing

- Multimodal transportation projects: Philadelphia William H. Gray III 30th Street Station (Amtrak), Stoney CNG Bus Storage and Transit Facility, LAX Automated People Mover

Through the experience gained on these projects and many others, UCP has identified the following different phases of the Project as being distinct but interconnected steps that will need to be successfully managed in order to advance the project from concept to operational reality for the Sponsors.

RFP Phase

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

UCP understands that for the Sponsors, finding and selecting the best developement partner for the Project is a critical first step to making the Project a success. The competitive RFP selection process will support this goal, enabling the Sponsors to select the Development Team that is best-equipped to help the Sponsors achieve their goals for the JGCC project. UCP will formulate a comprehensive response to the Sponsors' RFP that meets all content requirements and reflects the team's unique ability to add value and make the Project a success. UCP sees the following aspects of the RFP process as being particularly important to the Sponsors in helping them achieve their goals:

- Design Compliance and Innovation: UCP understands that achieving an iconic design for the JGCC is important to the Sponsors. UCP will work with the A/E Consultants and the General Contractor during the RFP phase to advance the initial design work to the level required by the RFP, including 10% design schematics and preliminary concept designs including site plans, floor plans, sections, elevations, and renderings. In doing so, UCP will support strict adherence to the guidelines and requirements in the Design Criteria Package ("DCP") but will also bring together the top A/E and GC resources to develop and propose Alternative Technical Concepts ("ATCs"). These ATCs will present innovative strategies to provide the Sponsors with as-good or better overall building performance for less cost. As UCP advances the initial design, it will listen closely to feedback and guidance from the Sponsors. With quality cost feedback from Balfour Beatty Construction, UCP can coordinate with HOK to allocate construction budget to areas of most importance to the Sponsors.
- Budget Alignment: UCP will make certain that cost discipline is integrated into the RFP response in two main ways. First, UCP will make certain that the initial design work progresses in alignment with the budget set forward by the Sponsors. UCP will implement a holistic approach to Project development and team decision making which will include operations and maintenance ("O&M") and Lifecycle considerations, ensuring that the initial design and overall Project proposal that UCP submits will be cost-efficient from a whole-of-life perspective. Given the breadth of experience of UCP Team Members, the Sponsors can be confident they will receive a high-quality cost estimate at the RFP stage. Second, UCP will put forward a PDA plan that presents the most cost-effective path to financial close. This includes identifying the right amount of at-risk design work to be funded during the PDA as well as a recommended early works plan designed to accelerate the overall construction schedule and lower total Project costs.
- Community Engagement: Past experience has taught UCP that proactive UCP involvement in stakeholder outreach and community engagement is critical to overall project success. This is one of the highest risks to the development timeline, and UCP will put forward a fully resourced plan, built on its prior experience in similar processes for similar projects, to engage these parties during the PDA period.

Navigating PDA periods can be complex. It is vital that the Sponsors align with the right Developer who can help manage the collaborative effort between the Developer team and the Sponsors (including both group's design, construction, finance, and operations resources) as well as the engagement and outreach efforts with the community and other external and internal stakeholders.

PDA Phase

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

In UCP's experience, to make the PDA period a success, the Sponsors and UCP will need to work collaboratively in an efficient, disciplined, open and transparent maner. This will allow them to navigate PDA period risks and achieve the primary PDA period goal of reaching financial close on a Project solution that realizes the Sponsors objectives. During the PDA, there is a strong alignment of incentives between UCP and the Sponsors. Both are highly motivated to achieve all of the project requirements from the perspective of the Sponsors' technical and performance criteria as well as the cost / financial side of the Project. UCP will seek to empower the Sponsors to make key decisions that move the Project forward by providing expert technical, commercial, and financial guidance. Particular areas of importance during the PDA period include:

- Design Progression: Design work completed during the PDA period should serve one of the following key purposes:
  - Iconic Design: While the technical requirements and performance criteria will ultimately ensure the JGCC delivers everything the Sponsors need, the design collaboration during the PDA allows the Sponsors to have a hand in directly shaping the Project to make certain that it achieves the skyline-altering iconic image the Sponsors are looking for. Feedback on the design of open spaces and other campus features will also define how the campus serves to connect government, people, businesses, and ideas through an enhanced urban district.
  - Efficient Design-Build ("DB") Pricing: The design should advance to a point that enables the General Contractor to knowledgeably and efficiently price the Project. This is a point where risks are properly understood, contingencies can be minimized, and all of the key pricing inputs are known. From there, the DB team will have responsibility for final design progression and design costs can be funded from project finance proceeds.
  - Community Outreach, Stakeholder Engagement, and Entitlements: Design work will need to reflect the input of the surrounding community. The JGCC will ultimately serve the Sponsors' constituents, and it is important that they see their views reflected in the design. Design can be a tool for building broad support and also supports permitting and entitlement efforts.
  - Accelerated Construction Schedule: As part of an early works package, certain design packages may be advanced further to construction-level drawings. These packages can then support earlier permitting submittals as well as facilitate the ordering of long-lead materials and equipment. Sponsors then realize cost and time savings from an accelerated post-close construction schedule.
- Budget and Scope + Design Alignment: PDAs present a fundamental challenge in that the Developer team is selected and in-place prior to design completion and agreement on the fixed DB and O&M prices. Design thus has to progress in a manner that provides full visibility into the cost impacts of design choices. UCP will work closely with the General Contractor and Lead Operation and Maintenance Provider to provide real-time updates to cost estimates, which can then inform decision making to avoid advancing a design that is ultimately unaffordable. Further, UCP will provide feedback and solutions related to commercial terms and conditions to confirm that they are driving value for the Sponsors and not just cost.
- Competitive Procurements: With the Developer team in place following the RFP, the Sponsors will want to ensure that there is still as much competitive tension in the final fixed price as possible. UCP will work with the Sponsors to implement transparent, competitive processes for construction, operations, and financing as follows:
  - Construction: Work with the Sponsors to develop a framework for competitive subcontractor selection. Evaluation criteria and outreach efforts will be agreed ahead of time to ensure Sponsors' and UCP's priorities are reflected, including CBE and DBE participation, established livable and prevailing wages, and apprentice inclusion into the contractors' workforce.
  - Operations: The same transparent, collaborative effort will result in a comparable framework for the operations services. The lifecycle plan will be developed on a transparent basis with the Sponsors. The timing and number of lifecycle repairs will be optimized for each building element and system based on industry best practices

and the expertise of the UCP team. The long-term nature of the operations phase also presents another opportunity to reflect the Sponsors' priority in creating lasting economic development opportunities by including local subcontracting and hiring in Developer-led solicitations.

– Financing: UCP will work together with the Sponsors and its financial advisor to identify the ideal pools of debt funding for the Project (see Part 2 of Developer Evaluation Criteria for more details). Once pools are identified, UCP will run a competitive funding competition. Responses will be reviewed with Sponsors, and lenders will be selected on a fully transparent basis.

LA CONVENTION CENTER EXPANSION (IN DEVELOPMENT)

Plenary Americas led a competitive procurement process to identify the best value Design-Builder for the LA Convention Center Modernization that included 3 shortlisted bidders, required qualifications solicitation, and conducted an interview process in tandem with the City.

• Community Outreach: Being located on the edge of both the lower-income community of Northwest Fort Lauderdale and the trendy art district Flagler Village, concerns of gentrification, displacement, equality, and equity are ongoing and likely to be reflected in the Project development. That is why it is vitally important to have a robust stakeholder management plan that goes beyond public notifications and includes transparent communication that engages the public, opportunities to listen to community concerns, and a balanced marketing and branding approach to the Project.

The right Developer team can help the Sponsors achieve an expedited development timeline, a reduction of its at-risk pre-development costs and an optimized and executable project solution, all at the lowest overall cost thanks to a collaborative effort with a well-managed, best-in-class team.

Design and Construction

RFP PHASE | PDA PHASE | **D&C PHASE** | O&M PHASE

The primary goal of the construction period will be safely delivering the Project to occupancy readiness both on-schedule and on-budget. This will include completing the design development, securing all necessary permits for the Project, carrying out the actual construction work, and implementing a rigorous QA/QC program. Depending on the final Project structure (see response in section A2 for details), the Sponsors should be able to achieve significant value-for-money transferring cost and schedule risks entirely to UCP, risks that UCP Team Members have substantial experience managing for clients. UCP in-turn will manage the construction process while assigning the core design and construction responsibilities to the General Contractor under a design-build agreement.

Some of the key areas of importance during the construction period include:

- Creating Economic Development Opportunities: Equally important to the success of the Project is a strong and effective inclusivity program that not only complies with the appropriate regulatory agency according to project phase, but also integrates the local communities. With the per capita income for residents in Northwest Fort Lauderdale at just under $20,500 and more than a third of residents living below the poverty rate , there is an opportunity for new local workforce development that supports the growing construction workforce pipeline. The workforce development and procurement opportunities for this Project go beyond simply creating new jobs. They can make careers and drive local business growth that can create lasting economic investment for Northwest Fort Lauderdale and the broader Broward County. Balfour Beatty was a founding member of the 5% Club, a dynamic movement committed to filling 5% of project positions with apprentices and graduates in an effort to develop tomorrow's worforce today. UCP will also look to implement the Workforce Initiative Now program for the Project. This program looks to assist under represented members of the Project community in developing the skills for and then subsequently finding employment in the construction and maintenance industries.

- Urban Construction Management: UCP will assign the primary MOT and construction management obligations to the General Contractor. Working closely with Balfour Beatty Construction, UCP will implement an approach that will avoid and reduce noise, dust, and vibration impacts on adjacent properties, maximize access to businesses and residents, and maximize both traffic and pedestrian mobility. UCP will communicate and coordinate all major work activities with the County and City and will provide safe routes for pedestrians, cyclists, and motor vehicles throughout construction.

MAXIMIZING PROJECT IMPACT

Using the 5% Club framework on the Blackburn Building Schools for the Future project, Balfour Beatty provided over 2,250 apprenticeship weeks (the equivalent of 15 full time apprenticeship positions). On the Denver Eagle project, Balfour Beatty successfully implemented the Workforce Initiative Now program.

- Commissioning and Handover to O&M Team: As the Project is completed, UCP will ensure that all construction work has been completed in accordance with contract requirements. It has a vested interest to coordinate with the O&M Team Member to ensure all systems are operating as designed and delivering the performance that the Sponsors are expecting.
- Move-in: An often over-looked element of a successful project is ensuring that the move-in of people, their effects, and equipment, occurs quickly and seamlessly. This new facility will be a healthy, positive environment for employees and visitors but any transition to a new location can present challenges and stress. UCP will begin working with the Sponsors early in the construction phase to plan and prepare for Move and Transition activities, including movement of personnel effects, setup of IT and phone systems, and arrangement of facility orientations for employees and visitors alike. UCP's team members have led the successful Move and Transition on numerous social infrastructure projects, and recognizes the importance of this effort to a successful project.

Operations and Maintenance

RFP PHASE | PDA PHASE | D&C PHASE | O&M PHASE

Once the project reaches occupancy readiness, assuming the Sponsors utilize a model requiring long-term private investment, UCP will focus on maintaining the JGCC to deliver the required performance benefits to the Sponsors for the entirety of the Project term. This requires ongoing oversight and proactively maintaining all building elements and systems in accordance with the O&M plan and lifecycle plan developed collaboratively with the Sponsors during the PDA period. Core UCP O&M activities will also include managing project delivery and handover at substantial completion as well as ongoing performance monitoring and project reporting.

While the bulk of the O&M responsibilities will be assigned to the O&M Team Member, both of the Equity Members (BBI and Plenary) have substantial in-house expertise as well. The Equity Members may choose to self-perform certain O&M aspects where it benefits the Project and the Sponsors. For example, some O&M scopes may be more efficiently managed by UCP given its vertical integration, its existing Project resources, or the portfolio-wide best practices possessed by its in-house resources. In all cases, BBI and Plenary will contribute their expertise in robust asset management to ensure achievement of ongoing quality and performance metrics. Sponsors will also benefit from a significant reduction in management and administration costs as UCP's financial interest creates a strong alignment of incentives. Other notable O&M activities where UCP will add value during the O&M phase include:

- Managing CBE Participation: Maximizing the local economic impact of the project does not stop once construction is complete. UCP will work with the O&M Team Member to analyze the market for CBE firms capable of providing services to the Project during the operations period. Throughout the entire term, including operations, UCP will promote early and consistent outreach to the CBE community, structure subcontractor packages to support CBE involvement, and pre-qualify CBE firms.
- Market Testing for Soft Services: UCP will work with the Sponsors to market-test the soft O&M services such as janitorial, pest control, landscaping, etc. This process allows the UCP to pass through savings to the Sponsors when market pricing improves. It also allows for regular contract re-letting that can serve as a catalyst for ongoing involvement of many different CBE firms.
- Handback at End of Term: UCP will be focused on the long-term planning necessary to achieve all of the contractual handback requirements. This will mean managing the O&M Team Member to ensure proactive lifecycle work is completed throughout the term. With significant equity distributions coming at the end of the Project term, UCP will be highly incentivized to provide a smooth operations transition back to the Sponsors

As noted, the above has assumed the Sponsors elect a structure that involves private investment and long-term transfer. If the Sponsors were to choose 100% public funding through milestone payments, then UCP would exit the project after occupancy readiness is achieved and hand over the Project to the Sponsors for ongoing management, maintenance, and operations.

Question B

Provide a description of key issues or risks that the Project could face and how the UCP would mitigate them.

In its analysis of risk, UCP benefits from the extensive P3 development and delivery experience of its Team Members: BBI, Plenary, Balfour Beatty Construction, and HOK. Risks generally fall into two categories: known unknowns and unknown unknowns. The experience of the UCP team developing and delivering comparable projects minimizes the latter and allows the team to draw on proven solutions for the former. UCP's planning approach to risk (detailed further in Section 1.C.xi) revolves around a proactive effort with the Sponsors to identify risks, analyze them, and then plan mitigating solutions where necessary. Risks are tracked in a risk register, and the below summary of key Project issues and risks essentially represent UCP's initial draft of the risk register.

PDA Period

RISK	MITIGATION
Scope, Design & Cost Growth: Design and scope decisions made during the PDA period can lead to fundamental changes that increase the cost of the Project beyond what is affordable. This can then put the entire Project at-risk, especially if it means having to cut items that are important to key stakeholders.	UCP will ensure there is a clear communication link between Design Architect (HOK), the General Contractor (Balfour Beatty), and the Lead Operations and Maintenance Provider so that all proposed or required design changes are immediately assessed in terms of their potential cost, scheduling, and value engineering implications. One of the benefits of being a vertically integrated developer is that the UCP team will be uniquely positioned to provide fully informed whole-of-life cost analysis.
	UCP will institute a collaborative approach that emphasizes open and early communication between all parties. In addition, UCP understands how to manage stakeholder input through the lens of cost discipline and the financial needs of the Project. This approach will ensure that the potential impacts from any modifications are identified as early in the process as possible, which is important in order to have the widest range of potential solutions available to the team. Maintaining multiple options is an important strategy to support the continued viability of the overall project.
Local Project Opposition: Local constituents may protest the Project if they do not feel heard and are not integrated into the decision-making process.	UCP will collaborate with the Sponsors to develop a comprehensive stakeholder management approach that engages the community in project progress, captures their input, addresses any community concern, and builds Project support. All engagement with the public and stakeholders will be carefully documented to provide the Sponsors a defensible position in meeting regulatory requirements related to public involvement. UCP Equity Members and the General Contractor have extensive experience in establishing effective stakeholder outreach programs to mitigate the risks associated with public support and building permitting processes. For example, Plenary recently utilized a successful outreach approach to build public support and achieve its required permitting and other project approvals for the Long Beach Civic Centre project as part of a similar PDA project approach.
Price Escalation: Subcontractor market conditions can evolve rapidly and invalidate earlier cost and schedule assumptions, particularly in a more extended PDA period.	UCP will devise a pricing plan that involves increasing levels of market certainty throughout the PDA period leading to the final fixed price and provide for regular, transparent information sharing with the Sponsors. UCP will work with the General Contractor to draw upon its local market knowledge and relationships with local subcontractors and associated trades to timely identify any potential disconnect between current assumptions and the evolving market. This process will inform continued development decisions to ensure a viable project solution is achieved that falls within the Sponsors' cost targets.
LEED & Environmental Goals: The environmental and energy consequences of design changes need to be assessed to ensure environmental impact and energy efficiency objectives for the Project, including the targeted LEED status, continue to be met.	UCP will leverage its team members' experience delivering similar P3 projects marked by their superior environmental impact performance. UCP will work closely with the Sponsors and independent external advisors to establish environmental improvement targets that are realistic, financeable, and support the environmental objectives set by the Sponsors for the Project Development.

RISK	MITIGATION
Dual Project Financings: Separate financing solutions for each of the towers will create technical, financial security, and legal interface issues between the two sets/classes of funders. Failure to manage these interfaces efficiently could lead to more complex construction, higher Project pricing, and higher completion risk. It also adds administration challenges for commissioning, service performance monitoring, dispute resolution, and change order agreement.	UCP has the required depth of experience and resources to coordinate the considerations that may be associated with multiple funding sources. UCP will draw upon its vertical integration to focus on holistic solutions which consider all potential impacts, and creative solutions that can drive overall Project efficiency. This effort will involve financing, legal, design, operations, and management considerations which all will be required to be understood in order to ensure proper and timely decisions can be made. UCP also understands how to manage the specific requirements that come with federal project funding. This includes managing DBE, Buy America, and prevailing wage requirements as well as completing all required reporting to ensure the Project remains in full compliance with all regulations. UCP Equity Members are each currently managing diverse funder groups on a number of projects in construction and during operations. As an equity member, BBI successfully structured a transaction with multiple lender classes including tax-exempt bond investors, credit insurers, and taxable bank loan providers simultaneously during the ongoing construction period on the LAX APM project, while Plenary implemented two separate financings for the Port and City components of the Long Beach Civic Center project, with a focus on ensuring design, construction, and operating efficiencies could still be optimized through shared spaces and services.
Finance Execution Risk: The risk that disruptions occur between the RFP submission and financial close, increasing financing costs or putting the project in jeopardy.	UCP will leverage its experience and networks to generate interest from a range of competitive and viable funding options at the RFP stage, establishing a competitive financial proposal that properly accounts for lender terms and requirements. UCP will work with a small number of selected financial advisory and underwriting partners during the PDA process to test the bankability of identified alternative financing options, with all proposed solutions ultimately backed by the invested capital of the developer Equity Members. UCP will be fully incentivized to negotiate financeable documentation as part of the PDA process with independent market participants and to continually look for innovative solutions that improve the cost of the project. Potential financing partners will be required to compete through a competitive, 'open-book' debt competition overseen by the UCP and the Sponsors. UCP members have successfully worked with such flexibility with procuring authorities during an extended PDA process to maintain competitive tension between the various potential funding solutions on complex and multi-phase transactions such as the University of North Carolina Wilmington Student Housing project and Purdue University Student Housing Bundle.

Construction Period

RISK	MITIGATION
Permitting: Uncertain or lengthy permit timelines can be beyond the direct control of the Developer and the Sponsors. This can be especially problematic in relation to hazardous materials.	UCP will work closely with the Sponsors during the PDA period to devise a reasonable plan for securing permits, and to incorporate clear allocation of responsibilities into the project contracts. As an integrated development team, UCP will be uniquely qualified to provide feedback from the General Contractor on solutions to facilitate accelerated or simplified permitting processes, and the cost impacts of certain permitting requirements, ensuring the Sponsors are getting value for money in the risk transfer. UCP will also work with the Sponsors, General Contractor, and Architect of Record to identify which permitting activities and processes can commence and be advanced during the PDA period, in order to help accelerate the schedule, and reduce construction risk and costs.
Unforeseen Conditions: Given this is a brownfield site, there may be unforeseen existing conditions that present risks to cost and schedule.	UCP will work with the Sponsors to create a robust but reasonable scope of work for site studies to be carried out during the PDA period, which will allow for identification of any underground conditions that need to be accounted for. UCP will ensure this information is properly input into the design and construction planning discussions so that the most cost effective solutions can be implemented. These diligence activities will be managed by the General Contractor and form the basis for the fixed price, reducing project risks after closing. UCP can work with the General Contractor to ensure involvement of CBE firms in this scope of work. On the Los Angeles Convention Center Expansion project, Plenary has worked closely with the design-builder and the City to schedule all geotechnical, hazardous materials, and utilities site investigation work. This has included managing competitive RFPs and defining the scope of work so that it properly informs the commercial negotiation and mitigates risk. It has also involved coordinating outreach to selected pools of subcontractors in support of the City's inclusivity goals.
Urban Site: The safe and efficient management of tight urban project sites are always a challenge for local traffic flows and maintaining the safety and wellbeing of the general public as well as permanent and temporary on-site workers.	As a construction responsibility, the day-to-day management and coordination of MOT and other urban site issues will be delegated to the General Contractor who is well-qualified to mitigate this risk. The project site will be secured with appropriate fencing and barricades, and appropriate job specific traffic routes and delivery protocols will be developed in order to avoid or minimize potential impacts to surrounding facilities and general traffic. Wheel washing stations and regular street sweeping will be employed to keep the area streets clean and avoid the potential to track dirt from this site onto other streets. UCP will closely monitor and manage the General Contractor's efforts in this area to ensure the safety of surrounding people and property, as well as a clean aesthetic of the Project site that properly conveys the dignity and importance of the Project within the community. It will dedicate resources to ensuring there is robust communication with the public about the construction schedule, activities, and any required closures. BB is a lead design-build contractor as well as equity member on the LAX APM project which is undertaking extensive infrastructure improvement and installation works within the LAX airport terminal complex which is one of the busiest airports in North America.

RISK	MITIGATION
Workforce Development: Compliance with local and federal supplier diversity, labor, and workforce development regulations in a bifurcated project environment.	UCP's workforce management plan will identify specific regulatory requirements for each project component, based upon the funding sources utilized. Based on the RFQ and the team's experience, this will include local requirements for the Office Tower and for the Transportation Tower, this will include federal requirements, UCP expects this will include more than just CBE/DBE requirements and will also involve requirements related to Living Wage, Domestic Partnerships, Prevailing Wages, and Construction Apprenticeship Program requirements. UCP will coordinate and communicate with its team members to ensure contract and scope planning is undertaken in compliance with these requirements. UCP will develop decision points, a tracking mechanism, and QA/QC protocols that ensure proper management of project activities in compliance with the specific regulatory requirements associated with each project element and phase. Initial ideas for UCP's workplace development strategy include working with the Broward County career source agency as well as with the State of Florida's pre-apprenticeship programs starting in the PDA phase. More details on UCP workforce development strategies are provided in the Construction Phase section of 1.A above.
CBE/DBE Involvement: Without an effective outreach program and careful monitoring, CBE and DBE involvement may fall short of Sponsors' goals and federal requirements, or come at a significant cost to the Project.	Early, meaningful, and transparent outreach to CBE and DBE business communities will be a key factor in the successful delivery of the Project. UCP will institute a CBE/DBE outreach and engagement plan which will focus on identifying eligible firms, communicating project information, and identifying opportunities for support programs to facilitate engagement and contracting in meaningful roles. The Equity Members have extensive recent experience in successfully organizing and executing such outreach programs to the extent required to meet both local and federal procurement requirements. Further, UCP will work closely with the General Contractor to build awareness of the specific regulatory requirements that apply to each part of the Project. Active monitoring of CBE and DBE participation will form part of the QA/QC protocols and continue through both construction and operations. Using this approach to engaging local CBE contractors and collaborating with Broward County on the Broward County Convention Center and Hotel project, Balfour Beatty was able to exceed the County's CBE participation goal of 35%. Over 45% of dollars paid in the monthly utilization report for CBEs went to qualifying CBE firms. Similarly, Plenary is currently executing an extensive local business outreach program on its William H. Gray III 30th Street Station (Amtrak) project in Philadelphia.
Providing Sufficient and Qualified Labor: As the labor market normalizes and the construction industry returns to or exceeds the December 2019 record high construction employment levels of nearly 51,000 employees in the Fort Lauderdale / Broward County Metropolitan region, a labor shortage in the construction industry may arise during the Project term, resulting in schedule and quality impacts.	To firms without a local presence, this will create a formidable challenge to securing the appropriate local labor for the Project; however, BB has developed and maintained strong relationships with local subcontractors and the workforce since their entry into the South Florida market in the early 1930's. UCP will leverage BB's extensive and ongoing engagement with the local workforce to implement a workforce engagement and development plan that will ensure sufficient and qualified labor is available throughout the project, regardless of market conditions. UCP will coordinate with Career Source Broward, State of Florida registered adult and youth pre-apprenticeship programs, and other key stakeholders to increase the pipeline of construction workers through sponsored apprenticeship programs. This effort will also involve sharing the estimated workforce curve by trade with Locals in advance of requesting immediate hiring needs to the halls. UCP will also look to provide construction-related career development opportunities to local students, particularly those from underserved communities.

Operations Period

RISK	MITIGATION
Changing Personnel: Loss of project knowledge due to turnover in Developer personnel can create execution inefficiencies once the project reaches operations.	UCP will strive for the long-term commitment of Key Personnel from all Team Members for the entire duration of the development period. A particular focus will be placed on continuity of personnel as the project transitions from one phase to another. This ensures valuable project knowledge is shared to educate new resources coming onto the Project. For example, UCP's RFP and PDA leads will transition to active Board roles, which continue through construction and operations. Developer-level asset delivery managers will also be involved in the project across all phases, with project responsibility assigned to the same personnel throughout. UCP Development Director Mark Jennings served in a similar role on the LAX APM project during the RFP and through the Preferred Bidder stage. He has now transitioned onto the Board, having been replaced by the P3 Director post-close as envisioned for this Project, and is expected to serve in these positions until commercial operation in 2023.
Lifecycle and Handback Requirements: The risk that major equipment will fail to meet lifecycle expectations and affect facility availability, functionality, or user experience during the operations phase.	UCP will develop a lifecycle plan in a collaborative manner with the Sponsors. Equipment selection will be assessed and well understood to determine the best "whole-of-life" option considering cost and long-term maintainability. The lifecycle plan will be developed using multiple sources to determine expected useful life including manufacturer's recommendations, benchmark data, and adjusted life based on planned maintenance and staged refurbishment. UCP will proactively monitor performance and condition, identifying and scheduling preventative maintenance plans to avoid performance issues before they occur.

Question C

Describe Developer's management approach to each phase of the Project, including the participation and management approach of the Lead Equity Member(s). Include language discussing:

As leading investors, developers, and operators of public infrastructure, the Equity Members (BBI and Plenary) have developed a successful track record for managing all phases involved in project delivery. Through all phases, UCP's management approach will be grounded in collaboration, communication, and transparency with the other UCP team members as well as with the Sponsors and the community. Each team member, each Sponsor resource, and each individual in the community brings experience and input that will help make the Project a success. UCP will work to make sure each of these voices is heard and efficiently channel all perspectives into the Project in a manner that supports achievement of the Sponsors' holistic objectives. This collaborative relationship is equally important as it pertains to stakeholder management, supplier diversity, and workforce development activities. While leading the consortium, the Equity Members strive for results that are meaningful to the local community and create positive long-lasting economic and community impacts through new careers and local business development.

Question C(i)

i. Developer(s) approach to leading the consortium through project administration (including changes in ownership/leadership), execution and operations

UCP, managed by Equity Members BBI and Plenary, will ensure the Project is administered, executed, and operated to the Sponsors' schedule, performance and quality specifications at all times during the Project term. Based on a philosophy of active, value-added management, UCP's hands-on approach ensures that the County receives actual value from the multiple layers of private sector performance, accountability, and oversight created by the P3 structure.

At the Developer level, BBI and Plenary will be organized to capitalize on the strengths that each firm brings to the Project. During the RFP and PDA phases, Development Director, Mark Jennings from BBI, will serve as the single point of contact and accountability for the Sponsors in relation to all aspects of the project including administration, execution and operations. Mark will have the support of a Board of Directors staffed by senior executives from both firms. At the project level, Mark will also be able to rely upon the expertise of Mike Schutt, Finance and Commercial Manager. Mike will work closely with the financial advisor to structure the plan of finance and run a competitive debt funding process. He will also support Mark in all commercial negotiations, analysis, and structuring during the RFP and PDA period up until financial close. Refer to the bios of Mark and Mike presented in this section for more background on their experience and qualifications.

MARK JENNINGS

Role on the Project: Development Director

As Executive Vice President of Balfour Beatty Investments, Mark Jennings is responsible for the P3 business in North America. This covers all aspects of the project lifecycle including deal origination, commercial and financial structuring, delivery, and asset management. Mark focusses on acting as a collaborative partner with all project stakeholders to ensure that client needs are met through the use of P3s. Mark was the equity lead on the LAX APM project and now sits on the Board of Directors – a role transition he will replicate on the Joint Government Center Campus Project. Mark has been with Balfour Beatty for over 15 years, originally in the U.K. he transferred to the U.S. a decade ago. While here he has worked on all of Balfour Beatty Investments projects including the LAX Automated People Mover, UNC Wilmington Student Housing Village, Northside Mixed-Use Residential and Retail Development and BC Children's and BC Women's Hospital (where he also serves as a board director). Mark has worked across all sectors that Balfour Beatty Investments operates in including student housing, healthcare, roads, rail, street lighting, transmission, multifamily housing, and schools.

MIKE SCHUTT

Role on the Project: Financial and Commercial Manager

As the Senior Vice President, Project Structuring and Investments, Mike has been instrumental in structuring and executing the financial plans for many of the marquee US P3 projects to reach financial close. His P3 experience involves leading and managing bidding consortia from the RFP phase through to successfully reaching financial close under a variety of risk allocation approaches including DBFOM and DBFM models in both the transportation and social infrastructure sectors. Mike also has particular experience in developing finance plans utilizing a wide range of financing instruments including PABs and other tax-exempt structures, bank debt, TIFIA, taxable privately placed debt, credit enhancement instruments and the use of public funds. Mike has been instrumental in successfully bidding and reaching Financial Close on the Miami-Dade County Civil and Probate Courthouse, UC Merced 2020, Long Beach Civic Center, State Street Redevelopment, and Pennsylvania Rapid Bridge Replacement projects, including raising over $3 billion in committed financing. Mike holds a Bachelor of Science in Building Construction from the University of Florida, an MBA from Harvard Business School, and is a licensed General Contractor in California.

In addition to Mark and Mike, UCP will also staff additional senior staff at the Developer level throughout the Project. These resources include a P3 Director and a Strategic O&M Advisor. UCP's P3 Director during the construction period will be Josh Coulter from Plenary. Josh is a Professional Engineer with significant P3 delivery experience, including managing the delivery of the Long Beach Civic Center project and a leading role in managing the construction of the Port of Miami Tunnel P3. Josh will report to Mark during the RFP and PDA phases, advising UCP on all aspects related to construction. Once the project reaches financial close, Mark will move to the Board of Directors, and Josh will become the senior manager for the Developer and the single point of accountability for the Sponsors. The Strategic O&M Advisor will be Balfour Beatty Facility Maintenance SVP Jim Jefferson. Jim will be part of the team starting in the RFP and PDA phases. With a strong O&M background built managing some of Canada's most complex facilities including The Hospital for Sick Children in Toronto, Jim will proactively engage with the O&M Team Member to ensure whole-life project optimization and general implementation of P3 best practices in the Project design. Jim will continue this role through the construction period, reporting to Josh Coulter, before assuming the P3 Director role at the outset of the operations period following substantial completion unless BBI and Plenary are self-performing the O&M scope. In this case, then Jim may transition to the Lead O&M Manager.

The approach of UCP's Developer-level leadership to execution and operations will focus on management of the team members leading each of those aspects of the Project, mirroring the UCP organization chart provided in the Executive Summary. This organizational structure integrates the technical expertise and collective experience from the team members while establishing the platform for successful execution throughout the term of the Project. UCP will delegate all construction execution responsibilities to the General Contractor through a Design-Build Agreement and similarly dropdown all O&M responsibilities to the O&M Team Member through an Facility Maintenance Services Agreement.

Philosophically, UCP's approach will be based on BBI and Plenary's shared values of collaboration, open communication, and transparency to assure that Sponsors have confidence in both the development process and the long-term project outcomes. UCP will balance design and construction considerations with maintenance and lifecycle impacts through an integrated effort to deliver the optimal whole-life solution. BBI and Plenary have undertaken this approach on numerous other P3 projects to deliver the best value-for-money solution for clients for similar social infrastructure projects.

On this project in particular, the vertical integration of the UCP team will result in greater crossover and collaboration between construction, operations, and finance. Below is a summary of best practices UCP plans to implement:

- Communication: UCP knows that clear lines of communication are critical to the ultimate success of the Project. UCP will serve as the single point of contact and provide a dedicated Development/P3 Director throughout the Project term. Our Project Management Plan and organizational structure will provide clear and pre-defined lines of communications based on previous experience and customized for this Project. These communication lines will also ensure efficiency, allowing subject matter experts from UCP and the Sponsors to communicate directly where it makes sense (for example A/E Consultants and Sponsor design stakeholders). Intra-team communication and UCP-Sponsor communication starts day one with the SmartStart kick-off meeting. At this meeting, UCP and Sponsor team members will lay out roles, governance, and communication protocols. Additionally, UCP will encourage a discussion around values and goals for the project so that there can be full alignment between all of the UCP and Sponsor stakeholders involved.
- Collocation and Coordination: Collocation of the Sponsors, UCP, Design, Construction, and O&M teams in a single on site project office will ensure a continuous exchange of information to ensure schedule certainty and improved quality assurance. Furthermore, we will leverage data sharing, collaboration, and virtual conferencing platforms to provide the transparency, continuous access and flexibility needed in the current working environment. UCP and its team have been regular users of MS Teams, Bluebeam, Zoom, and Basecamp, among other platforms. The fully coordinated UCP team will continue to work together to design, construct, and operate a new facility that establishes a clear beacon and sense of place for the community, spurring healthy collaboration among the Sponsors' and its personnel.

  UCP's Team Members continue to adapt their policies and procedures to the changes in our macro environment. UCP has designed, delivered, and operated multiple P3's during the COVID-19 pandemic and will implement best practices that align with your campus and local jurisdictional mandates.

- **Continuity:** With UCP, the Sponsors will benefit from both vertical integration and a long-term investment commitment. Vertical integration drives the seamless transition from development to construction to operations with Balfour Beatty in the equity and construction boxes. Plenary brings the long-term investment perspective, having never sold any of its equity investments. Both firms also then have substantial self-perform O&M capabilities. The Sponsors can expect to see the same firms involved in all phases, providing long-term continuity.

Question C(ii)

ii. Coordinating of the efforts of various technical teams;

Management Structure

BBI and Plenary have learned that the most effective management structure for delivering a project is one that has been built around the following core components:

1. **A single point of responsibility and accountability** for the Project to the County, through its single contract with UCP and a direct line of communication to UCP's Development Director;
2. **Designated discipline staff leads**, with short, clear lines of communication and responsibility, each focused on a specific aspect of the Project that is expected to be of critical importance to its success, and who are organized to ensure effective integration; and
3. **Constant and continuing executive oversight** through the UCP Board of Directors, to provide guidance and accountability to the core team and to provide assurance to the County that any issues will be proactively addressed.

UCP will maintain active management and oversight of the Project. In every phase, UCP staff will be a regular and involved part of the project development and delivery process – this active involvement drives team integration and coordination. UCP's Development Director will report to the UCP Board on a monthly basis, or more frequently as needed.

UNITED CAMPUS PARTNERS – BOARD OF DIRECTORS

The UCP Board will have the ability to meet quickly on an emergency basis - for example within 24 hours after a substantial fire at the construction site for the Peel Memorial Centre project, in Brampton, Ontario, Canada in March 2015, Plenary's Project Board met to assess safety concerns and provide preliminary direction to the project team. This quick response and direction allowed the project to ultimately achieve Substantial Completion on-time and on-budget.

Project Level Coordination

At different times during the development, construction, and operation of the Project, the technical expertise of different UCP team members will take center stage as shown in the Figure A-1 on the following page.

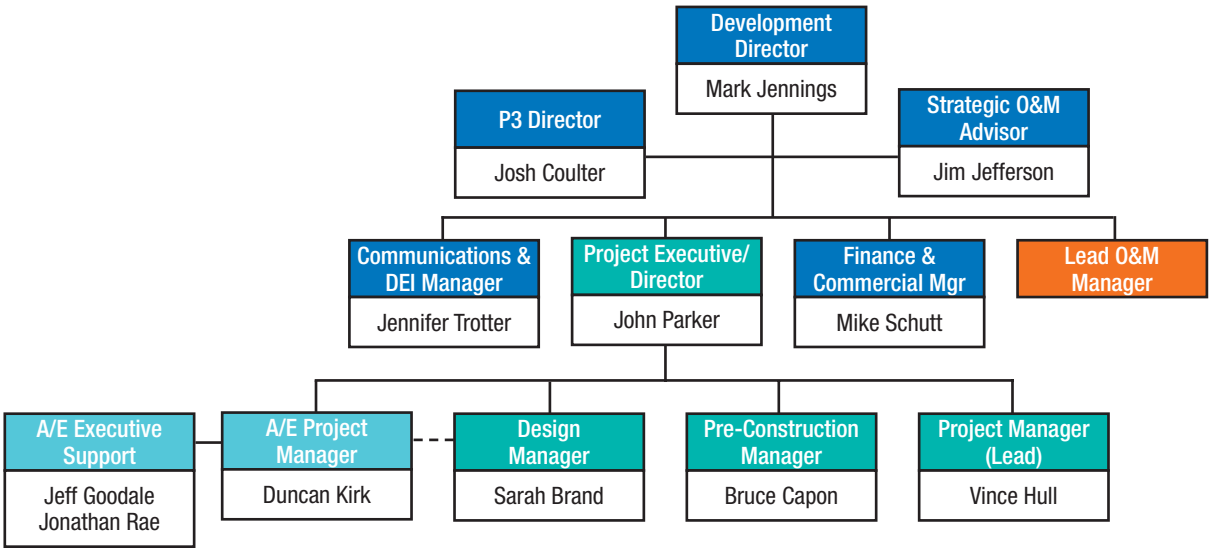
Figure A1-1: Project Coordination Levels

		RFP	PDA	DESIGN & CONSTRUCTION	COMMISSIONING & TESTING	OPERATIONS & MAINTENANCE
DEVELOPER	Balfour Beatty Plenary	• Overall management and coordination of proposal • Preliminary financing plan • Review and negotiation of commercial documents • Communications and stakeholder engagement plan	• Coordination and management of design process, including stakeholder / community outreach • Overall responsibility for cost and schedule commitments • Debt competition and fully committed financing • Negotiation of all project contracts	• Orchestrating financial close and equity investment • Active management of D&C quality and performance • Day-to-day project management and reporting • Issues management and resolution	• Ongoing oversight of commissioning and testing • QA/QC for handover of all facility systems and elements • Implementation of move-in transition plan	• Active management of operations performance and lifecycle work, including handback • Implementation of industry best practices • Day-to-day management and reporting • Issues management and resolution
D&C	Balfour Beatty	• High-quality cost estimate based on conceptual design • Constructability review and input in design • Drafting of construction plan, including CBE/DBE participation	• Ongoing design management, value engineering, and cost estimating • Date certain, fixed price proposal • Support outreach, community engagement, and permitting efforts	• Management of design and completion of 100% CDs • Completion of all permitting activities • All construction activities, including reporting and active QA/QC	• System commissioning coordination with O&M Team Member • QA/QC coordination with HOK • Working with independent Commissioning Agents for LEED, WELL, etc.	• Transition of all BIM as-builts into CMMS for operations • Ongoing construction warranties
	HOK	• 10% design schematics and preliminary concept design • Translate Sponsor vision and feedback into iconic design • Coordinate the work of all A/E Consultants	• Advance design in support of Sponsors vision and committed price proposal • Manage and incorporate design feedback from various stakeholders • Support outreach, community engagement, and permitting efforts	• Complete 100% CDs under the direction of BB Construction • Support permitting reviews and approvals • Ongoing QA/QC to ensure facility constructed as designed + design document management	• QA/QC coordination with BB Construction and O&M Team Member • Coordination of as-built design documentation management with BB Construction	• None
O&M	Balfour Beatty Plenary (O&M Team Member)	• Review technical requirements and provide feedback on cost vs. value • Build shadow model to validate O&M Team Member preliminary estimate • Provide high quality preliminary O&M + lifecycle cost estimate • Provide O&M related design feedback	• Ensure whole-life costs are properly factored into design • Build shadow model to validate O&M Team Member final fixed price • Manage subcontractor competitive bidding process • Provide fixed price O&M + lifecycle proposal	• Monitor construction progress • Ongoing QA/QC to ensure proper construction • Detailed O&M planning and CBE/DBE outreach	• Perform all system commissioning and testing in coordination with BB Construction • Implement CMMS and Building Management systems • Hire and bring on O&M staff in accordance with transition plan	• Operations performance monitoring and oversight • Implementation of industry best practices • Perform all O&M and lifecycle work in accordance with contract requirements • Management all handback work in accordance with requirements

Working closely with the Sponsors, UCP will work to capture the knowledge of each team member through:

- Core Leadership Team Meetings:A cross-disciplinary Core Leadership Team will be in constant communication and collaboration throughout each phase of the Project. It will set team strategy, make key commercial decisions, focus efforts on a whole-of-life viewpoint and County objectives, and ensure that each firm has the appropriate resources applied to the pursuit at all times. These meetings will ensure consistent work methods, communication, and decision-making. The Core Leadership Team for this Project is comprised of the illustrated in Figure A1-2. below.

Figure A1-2: Core Leadership Team



- Collaborative Decision Making Process: Communication and collaboration amongst all project team members at all levels, one of the cornerstones of successful project delivery under the P3 model, will be a top UCP priority. As such, decisions regarding all key elements of the Project design will include input from the construction, finance, and O&M groups. As the Project vision and plan begins to coalesce, the Sponsors will see definitive examples of each team's expertise on display such as:
  - Construction experts opining on design in relation to issues such as schedule, constructability, and construction cost,
  - O&M/Lifecycle professionals influencing design choices with data on the expected O&M/Lifecycle work required for each design option choice over the expected lifecycle of the asset,
  - Design professionals will provide feedback and interpretation of the design to support the construction team's building efforts, and
  - Finance experts supporting design, construction, and O&M with feedback whole-of-life cost impacts and tradeoffs between items such as schedule, risk, and financing costs.

UCP will apply this cohesive, integrated team approach, the **Collaborative Decision-Making Process**, to every critical decision made on the Project to ensure that the best minds are involved in developing the right Project solutions.

Question C(iii)

iii. Day-to-day project management and reporting

On the whole, the UCP team's collaborative approach to day-to-day project management will be built upon a foundation of open communication and transparency, both internally and externally with the Sponsors and other stakeholders. Vertical integration of the UCP team will mean there is substantial organizational overlap between the different project roles and throughout the different project phases, greatly enhancing transparency and communication. These vital behaviors start during the procurement stage and will continue into the PDA period and beyond. The UCP team will also promote frequent partnering sessions with the Sponsors to facilitate teamwork.

Development Director, Mark Jennings who will have responsibility for all day-to-day project leadership and serve as a single point of accountability for the Sponsors. He will be motivated to understand the details of what is happening on the Project so that he or she can provide overall project leadership. UCP's financial interest in the project will ensure this person is proactively looking for potential challenges before they become serious. He or she will then lead the team in developing solutions, prioritizing communication, both internally as well as externally with the Sponsors and other stakeholders. The alignment of interests between the Sponsors and Developer means Mark should be able to significantly reduce the management/administrative burden of the Project for the Sponsors. At the same time, Sponsors will be able to count on this individual for clear, accurate, transparent information related to Project performance. Once the Project reaches financial close, Mark will give way to the P3 Director and move to the Board where he will still have an active role in the Project.

UCP's approach to reporting will be based on tracking project performance and progress, through the PDA period, during the construction period, and throughout the operations period. The P3 structure provides for a very strong alignment of interests between UCP and the Sponsors as the contractual performance metrics important to the Sponsors are equally important to UCP since they determine payment amounts to UCP.

Production of construction and operating reports will be responsibilities that are dropped down to the General Contractor and O&M Team Member respectively. UCP will ensure that the data being used in the reports is accurate and captures the key information necessary for both UCP and the Sponsors to get a clear idea of how the Project is performing.

Regular reports produced by the General Contractor and the O&M Team Member shall include, but not be limited to: budget status, general conditions, project accounting, bulletin/RFP status, change order logs, schedule updates, project status photos, user group coordination procedures, safety policy and update, quality control status, asset condition, performance measuring, and executive committee reports.

Question C(iv)

iv. Schedule and cost management

UCP's approach to schedule and cost management will differ between the PDA and construction periods. During the PDA period, UCP will be the primary party responsible for keeping development on schedule and ensuring development costs are within the budget agreed to with the Sponsors. Working backwards from the central PDA goal of reaching financial close, UCP will map out all of the required milestones and deliverables. Once it has identified the critical path to financial close, it will focus on managing the critical path items throughout the PDA in order to guide the project to a timely financial close.

There are two different budgets UCP will manage during the PDA period. The first and most important budget is the one set forth for the whole-of-life cost of the Project (i.e. the construction costs + O&M costs + financing costs). During the PDA period, design will advance, scope and commercial terms will be finalized, and a lot more Project due-diligence will be completed. All of these factors will lead to a clearer picture of Project costs. UCP will collaborate with the Sponsors and Balfour Beatty Construction to manage the overall Project program and design while also pursuing all cost efficiencies to ensure the cost of the Project stays aligned with the Sponsors' budget.

In relation to development costs, UCP will set forth a target development budget. It will then work collaboratively with the Sponsors to better understand the PDA period scope and goals in an effort to refine the budget. Once agreed, UCP will proactively manage development costs to ensure at-risk costs during the PDA are limited to only those necessary to achieve financial close. It will also ensure that tasks and work streams are organized to eliminate the need for any rework and to ensure that development spend increases in parallel to project definition and overall project certainty.

At the conclusion of the PDA period, UCP will enter into a date-certain, fixed price Design-Build Agreement with the design-build team consisting of Balfour Beatty Construction and HOK. As the member of the UCP team best equipped to manage construction cost and schedule risk, UCP will look to the General Contractor to manage both of these aspects on a day-to-day basis. The Balfour Beatty Construction scope will include managing HOK and the A/E Consultants as they work to complete all remaining design work post-financial close, a task that will necessitate managing the design to mitigate cost and schedule a risk. This is a central value of the DBFM model. UCP will monitor progress against the Project's construction plan and provide regular updates to the Sponsors. Should any deviations arise, UCP will work proactively with the General Contractor to find and implement solutions within the team. One of the benefits of vertical integration will be the ability of Balfour Beatty to offer solutions from both sides of the table as an Equity Member and the General Contractor.

In relation to meeting its obligations for cost and schedule, UCP will establish reporting standards during the construction period in line with its contractual commitments to the Sponsors. Balfour Beatty Construction will then provide up-to-date detailed reports and records to UCP for review, which will be included in regular reporting to the Sponsors. These reports will keep UCP personnel informed and allow them to make effective decisions on an on-going basis to keep the project on schedule and on budget.

In order to effectively manage the project budget and forecasting, change event management, schedule, accounting information, project records, and scope and non-scope changes, we will introduce Procore at the onset of the project (see Procore description in Part 1.C.v covering Document Management). Balfour Beatty will tailor the system to track cost updates and project statuses in real time helping the Project teams quickly identify and mitigate any challenges early before they become issues. This is a proven approach implemented by Balfour Beatty on numerous projects which help ensure that they finish on-time and on-budget. All financial controls are viewable in one platform.

This system is interactive, meaning that as updated cost revisions are entered into any part of the system, all related budgets and contracts are automatically updated throughout the system, at the same time. In addition, comprehensive project reports generated from the program will be distributed to members of the project team on a monthly basis outlining overall project progress.

Question C(v)

v. Document management

Document management is a key administrative activity that helps UCP bridge the transitions from one phase of the project to the next. Fundamentally, UCP's approach to document management will be based on the twin principles of access and security.

Access

It is vital that UCP ensures there is a central repository for all project-related documents and information so that the whole-of-life efficiencies that are designed for during the PDA period can be fully realized during construction and operations. Document access forms the foundation for setting the expectation that all team members have a deep understanding of the Sponsors' expectations for the Project and UCP's contractual requirements.

Security

UCP will employ all of the necessary IT security protocols to limit access to sensitive commercial, design, and operations information. It is critical that UCP team members and the Sponsors have access to the documents needed to support collaboration through all phases of the Project. At the same time, this information needs to be protected and kept within the Project. UCP will set up permission protocols and monitor document access privileges on an ongoing basis.

Procore System

Procore will be the system answer to achieving the twin goals of access and security. It will also ensure the information being accessed by team members and the Sponsors is the most up to date. During the PDA period, UCP will implement Balfour Beatty Construction's Procore system as a central file-sharing platform to ensure all team members, the Sponsors, and all key project stakeholders have access to the project documents needed to effectively execute their roles on the Project.

Procore is a collaborative tool that helps owners, the design team, the General Contractor's construction management professionals, and trade partners share and review all project information on one well-organized platform. The ability to easily input and access project data promotes effective team communication and is a

game changer in making team processes successful throughout the project.

Procore's Project Management Essentials suite of tools includes RFIs, submittals, drawings, specifications, meeting minutes, daily reports, etc. Balfour Beatty Construction uses Procore's Construction Financials suite of tools for contract management, change event management, budget management, and forecasting.

True Project Management Mobility

The Sponsors' project staff and all project team members will have 24/7 access to the full range of project data with the ability to review and compare drawings, enter notes and upload daily reports and photos directly into the project record from their mobile devices.

Fast Efficient Access to Data

UCP's project management technology system provides the ability to open multiple screen views to review, input, and analyze information. The system also tracks cost updates and project statuses in real time helping the project teams quickly identify and mitigate any challenges early before they become issues.

Collaboration Between Teams and Systems

Balfour Beatty Construction's Procore system significantly reduces the need to enter information into separates systems and eliminates isolated tracking systems, bringing all information into a unified view of project performance across a range of vital project and financial metrics. A wide variety of reports can be generated easily and consistently for both financial and performance tracking.

Automation for Fast and Accurate Information Leading to Predictable Results

Procore allows for easy comparison of previous and current versions of drawings on a mobile device. This accelerates field verification and improves project quality. Project information is at everyone's fingertips to better understand and visualize project changes with easy access to history records. Uploaded drawings are automatically named, numbered, and grouped by construction discipline. Procore also scans sets for detail call-outs and hyperlinks them to the appropriate detail sheets. Version tracking ensures that all team members are working off the most up-to-date set of drawings throughout the project. Additionally, the system breaks out the sections of the specification log and generates the project submittal log in less than hour. This saves the team up to 80 hours of project time historically spent creating the log. The project team can use this time for verification of the submittal information and familiarization with critical submittals earlier in the project schedule.

Question C(vi)

vi. Contract management

UCP's approach to contract management involves a balance between delegating responsibility for executing activities in compliance with the contractual terms and maintaining a central, single point of accountability for the Sponsors at all times. At the UCP-level, contract management will involve managing contracts with UCP team members (i.e. the Design-Build Agreement and O&M Services Agreement) to ensure UCP's obligations to the Sponsors are being met. This not only includes performance and schedule obligations but also CBE and DBE supplier participation, local apprentice and workforce hiring, and appropriate stakeholder management as all design, construction, and operations related responsibilities will be assigned to the General Contractor and O&M Team Member respectively. Specific UCP personnel will be tasked with monitoring and overseeing the achievement of these goals while others monitor the actual construction and operations work.

As with other areas, UCP's contract management strategy will also lean on its team structure to ensure that its contractual responsibilities are delegated to the team members best-equipped to carry out those responsibilities. General keys to UCP's contract management approach include:

- Clearly Defined Roles and Responsibilities: Through teaming agreements set out at this RFQ stage and later through more formal drop-down agreements based on the Comprehensive Development Agreement, all team members will have clearly defined roles and responsibilities with respect to all aspects of the Project's scope. This will create the framework necessary for connecting the construction, operations, maintenance, and service life of the facilities ensuring the success of the Project.
- Delegated Decision-Making: Day-to-day decision-making authority will be delegated to the lowest level at which an individual issue may arise. Clear and detailed policies and procedures for delivery and

oversight (including environmental management, quality control, and safety, for example) will be available to all management personnel to ensure adherence to standards and consistency across the site. In keeping with the principle of achieving consistency of results for the Sponsors, bigger issues requiring more senior level decision-making (e.g. interpretation of apparent inconsistency in standard policies and procedures) will be quickly escalated to the corresponding Executive Committee for design-build issues (as shown in the UCP organizational charts) and finally to the Developer Board of Directors for operating period issues and other items not handled at the Executive Committee level.

- Maintaining Continuity of Personnel: A top priority of UCP is to ensure that the people who will be responsible for the delivery of the Project are heavily involved in the development of the overall project solution during the RFP and PDA phases. As the Project transitions past financial close into design and construction, and then again from construction into operations, having continuity in personnel and continuity in terms of Balfour Beatty and Plenary involvement in multiple different roles, will ensure that the Sponsors always have a reliable single point of contact for any and all questions related to implementation of the contract.

UCP believes that in structuring the Project delivery to include a PDA period, the Sponsors made a key decision that will drive significant benefits in relation to the Project contracts and their management. The PDA period will allow the contracts to be developed in a collaborative manner. The Sponsors, UCP, and UCP's team members will each gain a clearer understanding of its responsibilities as well as the expectations of the other side in terms of the intent of certain contractual provisions. This will drive greater alignment in terms of developing the Project plan and communication protocols, providing greater certainty and reducing execution risk. This should ultimately lead to lower Project costs and a smoother Project delivery.

Question C(vii)

vii. Change management

Most changes fall into one of two categories:

1. Revisions necessitated by Sponsor design/program modifications
2. Unforeseen conditions

Changes can cause significant disruption to a project, so it is critical that they are identified early. This again is where the PDA period should add significant value. During the PDA period, there may be scope or design changes relative to what was set forward during the RFP. At this stage, prior to agreement on the fixed price and finalization of all the commercial agreements, UCP will be able to leverage its expertise to manage these changes, update the design, and keep the overall project on track to achieve the Sponsors' cost and performance objectives. This is also a benefit of the DBFM delivery model, which gives the Developer and the Sponsors multiple levers to pull (construction, operations, lifecycle, financing, etc.) in order to meet affordability thresholds.

Another of the key benefits of the P3 DBFM model is that it allows the Sponsors to clearly lay out their design and performance requirements. It then shifts the design and construction risk for meeting these requirements to the UCP. As a result, following the PDA Period, the risk of changes to the Sponsors is limited to a very small set of unlikely/uncontrollable circumstances. Minimizing changes starts during the PDA period with constructability reviews using BIM modeling and 3D clash detection. This execution model can also be used to increase the Sponsors' understanding of the program and design, to confirm that the design is progressing in line with the Sponsors' expectations. This ensures the design priced is the one the Sponsors want.

While UCP's primary focus will be on minimizing changes as described above, UCP will also assign one of its Key Personnel to be responsible for change management throughout the entire construction period. This person will possess a deep understanding of all contract provisions related to change orders and work to implement the change order process consistently during construction. By assigning a resource to play an active role in the change management process, UCP can capitalize on the team's vertical integration. UCP will provide a fully verified and complete analysis of the requested scope change, encompassing not only the design and construction portion of the change (supported by BB in the Equity

Member and General Contractor roles) but also the O&M and lifecycle impacts (supported by the self-perform O&M capabilities of both Equity Members) and any financing implications. The expertise and resources of the Equity Members will ensure that all change orders benefit from the same whole-of-life cost optimization that occurs during the initial design.

Further, UCP will act expeditiously in relation to all changes. UCP believes it is in the best interest of all parties to advance the change process forward as quickly as possible to allow changes to be reviewed and implemented as early as possible in the design phases. This minimizes impacts to cost and schedule. A weekly change management meeting internal to UCP, the General Contractor, and the O&M Team Member will help ensure change management work streams continue advancing until fully resolved and implemented. In addition UCP will meet with Owner regularly to discuss scope, solutions, and impacts of potential change orders.

In addition to having a designated person responsible for change management at the UCP level, the General Contractor will also designate a person to support change order requests. This person will interface with UCP, and UCP will evaluate all change order reports prepared by this GC designated person. While UCP will be primarily responsible to the Sponsors for change management, all change order discussions will include the relevant key team members (such as the General Contractor and/or the O&M Team Member) along with UCP and the Sponsors.

Question C(viii)

viii. Construction management

UCP will monitor the ongoing progress of all construction related activities to ensure compliance with all contractual requirements. It will also work proactively with the General Contractor to identify any risks to the construction schedule so that solutions can be developed collaboratively in coordination with the Sponsors. Other management focus areas for UCP during the construction period include:

- Quality control and quality assurance to validate that construction work is progressing in clear alignment with the design intent and all contractual obligations,
- Developing clear, regular communication with the Sponsors to keep them fully informed of progress, issues that arise, and proactive solutions being implemented,
- Public engagement and community outreach to ensure the Project continues to be perceived positively by all stakeholders,
- Integration of the O&M Team Member including execution of the commissioning, move, and transition plan, and
- Execution of Project-wide strategies to maximize the local economic impact of the Project, including through CBE participation and workforce development.

As shown in the UCP Org Chart included in the Executive Summary, the core construction management activities will be dropped down to the General Contractor through the comprehensive Design-Build Agreement. In this way, the Sponsors will directly benefit from the construction management expertise of Balfour Beatty Construction.

The General Contractor's construction management approach is to service the Project with a complete staff of project managers, superintendents, project engineers, quality control managers/technicians, safety inspectors, schedulers, and accounting and administrative personnel. Once construction commences, weekly, on-site coordination meetings will be arranged to include Sponsors and key stakeholders. Key management focus areas are:

Safety

Safety is top priority for UCP, and is an area where there is complete alignment amongst all team members. Balfour Beatty Construction's innovative safety program, Zero Harm, sets the bar high, with a goal of zero deaths, zero permanently disabling injuries, zero injuries to the public, and zero long-term harm to health. Through Zero Harm, Balfour Beatty is challenging the construction industry's assumptions about safety. UCP supports this view, concurring in the belief that no level of harm should come to anyone because of their business.

As a method for promoting a culture of safety on this project, Balfour Beatty Construction will ensure the subcontractors accept the responsibility of conducting work in a safe manner. Through Balfour Beatty Construction's orientation and training process they make clear to every worker what is expected of them when working on the Project site, and implement ongoing monitoring and training to ensure continual improvement and compliance.

Quality

Quality assurance means paying attention to details related to things like reliable and redundant building systems and safety, and ensuring constructed work complies with design requirements and best practice means and methods. Balfour Beatty Construction thinks about the things that could impact the Sponsors' daily operations, then plans and takes actions to avoid interruptions. A proactive approach to quality control starts with staffing the Project with people who know and demand quality construction. Reviews of work in place regularly ensure that compliant and quality work is being implemented by all trades, and can identify unexpected conflicts or challenges, allowing corrective actions to be taken as the work occurs. Tracking of all quality information by Balfour Beatty and UCP provides a mechanism to ensure that all quality issues are rectified, and allows for measurement to inform continual improvement.

Technological Efficiency

Balfour Beatty Construction's technology team possesses the necessary tools to help deliver predictability and cost certainty to clients using the latest technology, including advanced Building Information Modeling ("BIM"). The value to the Sponsors is that the Project will be built virtually with extreme precision and detail down to the embeds in the concrete. Furthermore, this enables the General Contractor's team to better understand the Project's details and risks, reducing cost impacts and schedule delays.

This process also allows Balfour Beatty Construction to proactively plan during the preconstruction phase by utilizing the model to perform in depth 3D constructability analysis. BIM has improved Balfour Beatty Construction's capabilities as a team to better communicate and mitigate potential issues in the field. Below is snapshot of Balfour Beatty Construction's BIM process, detailed further in Volume B - General Contractor Evaluation Criteria section 3.c.

The benefits of BIM:

- Identifies the deliverables and schedule requirements, defining roles and responsibilities of the project team.
- Optimal solutions that reduce design, construction and operational costs.
- Increase collaboration, smoother delivery and improved safety.
- Reduced rework on-site through better planning and design.

Question C(ix)

ix. Design management

UCP understands the importance of the design to the Sponsors and other local stakeholders, as this project represents a once-in-a-generation opportunity to build a transformative public facility. Creating a unique design that redefines the city skyline while at the same time offering functionality that enhances the level of service offered to the public is paramount. And of course these goals need to be balanced with cost efficiency and the overall project budget. UCP understands how to listen to stakeholders and convert ideas into tangible designs. To do so, it takes a design management approach that maximizes collaboration and inclusivity.

From an organizational perspective, the Design Architect and Architect of Record (HOK) will report directly to the General Contractor through a Design Services Agreement. This will effectively make them a single Design-Build Team from the perspective of the UCP and the Sponsors. All A/E Subconsultants will operate under HOK, and HOK will be responsible for managing each A/E Subconsultant's work that forms part of the larger overall design effort.

Under the Design-Build Agreement between Balfour Beatty Construction and UCP, Balfour Beatty Construction will be responsible for managing all of the design work. This is important because under a design-build model, it is important that the General Contractor own and manage all design work so that it can effectively wrap all of the design work under its fixed price, incentivizing collaboration early and throughout. Balfour Beatty Construction will functionally report to UCP through UCP's Development Director. Due to the size of the design and construction works, UCP's Development Director will be involved in all the key meetings concerning design and construction matters.

BALFOUR BEATTY CONSTRUCTION

$10B+

Balfour Beatty Construction has successfully managed over $10 billion worth of design-build work, highlighting its ability to manage design development and progression.

RFP Phase

During the RFP phase, UCP will look to incorporate key stakeholders and major subcontractors into the design process. Project technical requirements outlined in the Design Criteria Package will be thoroughly reviewed so that the project objectives are fully understood and can be consistently reinforced from the start of the design. Collaboration, efficiency, placemaking, and design excellence will be core tenets that guide the conceptual design work.

UCP will take advantage of one-on-one design meetings allowed under the RFP to involve the Sponsors, permitting agencies, and other key Project stakeholders. During these meetings transparency and direct communication will be encouraged so that specific user preferences are identified and addressed. This is important as the building program is further defined and design development progresses. HOK will lead the design and consulting teams through this process while Balfour Beatty Construction provides active consultation to ensure that design decisions also appropriately factor in cost and schedule impacts. Consultation from the GC will also address constructability issues and risks early-on and throughout the design process.

HOK and Balfour Beatty Construction will also be assisted by other A/E Consultants, notably Syska as the MEP A/E Consultant and Desimone as the Structural A/E Consultant. They will be an integral part of the design process, providing design review comments, and constructability consultation. This early level of involvement ensures that the construction team and subcontractors will have a strong understanding of the project design and standards of quality expected, which will allow for more efficient construction pricing.

PDA Phase

UCP's Development Director, Mark Jennings, will play a central role in facilitating the full integration and involvement of the UCP team with the Sponsors and stakeholders groups to advance the design during the PDA period. Key aspects of this integrated approach include:

- Structuring and managing the design review process;
- Ensuring full consideration of O&M and lifecycle costs in design decisions to drive whole-life cost optimization; and
- Identifying and engaging stakeholders to gain their feedback on appropriate areas of design.

UCP's Communications and DEI Manager, Jennifer Trotter, will also work closely with a local communications consultant and the Sponsors to identify relevant stakeholder groups as part of the Community Awareness Plan ("CAP"), following the Core Values of the International Association for Public Participation ("IAP2"). The IAP2 guides community engagement in a way that is based on treating all stakeholders with respect and dignity, leading to increased public trust and confidence both in the Project and the Sponsors. As part of the CAP, UCP will develop a strategy to manage stakeholder groups to obtain their feedback on the Project design. UCP will play a central role in organizing all of this stakeholder feedback. Working with Balfour Beatty Construction and HOK, UCP will then translate that feedback into design progress by identifying opportunities, impacts, and solutions. These will then be discussed with the Sponsors and options will be evaluated transparently in a way that empowers the Sponsors to make design decisions consistent with their overarching Project objectives.

Further design management strategies during the PDA will include construction team members co-locating with the design team to facilitate constructability integration into design development (assuming this is safe and practical based on Covid pandemic conditions). This practice will carry through from the PDA period into the construction phase of the Project. Early consultation and regular engagement will be sought from public agencies, permitting authorities, and local utility providers as the team obtains critical input to inform the design development process. These agencies will also provide input into key risks and events that affect the design approval and construction timelines as well as costs. Clearly understanding and securing compliance with local regulations, permitting processes, and utility interface requirements, will be early focus points in the design process.

Lifecycle cost analysis is a key element of successful design development for a P3 project and a key driver of value for the Sponsors. The O&M Team Member as well as the Equity Members' O&M experts will be heavily involved in evaluating building materials, operating systems, and equipment selections. Specialist subconsultants will prepare energy models and perform lifecycle analysis to determine the costs and benefits of design alternatives and innovations. Whole-of-life cost considerations will be an important part of design team decisions. Integrating this feedback to optimize the overall Project will be a central responsibility of the UCP personnel, including the Development Director.

Construction Phase

Once the project enters construction, UCP's role in design management will focus more on quality control and conformance with the technical requirements. It will continue to coordinate closely with the Sponsors to communicate design updates, support design reviews, and ensure stakeholder feedback is being properly incorporated. UCP will accomplish this by working with Balfour Beatty Construction and HOK to ensure all design updates are properly documented and approved. Day-to-day management of the design work will continue to be led by the General Contractor. Balfour Beatty Construction will manage the completion of the construction design documents, including all permitting submittals. UCP will continue to look to the design team during the construction process to reinforce the program and design integrity; however, Developer will also have its own expert resources validating design conformance with the project technical requirements in the DCP. This includes the P3 Director and Strategic O&M Advisor as supported further by the Equity Members. Between UCP, HOK, and the O&M Team Member, there will be several layers of quality control and assurance.

Question C(x)

x. Quality Control/Assurance

UCP's approach to Quality Control and Quality Assurance will be driven by its financial interest in seeing the Project perform to the levels specified by the Sponsors in the DCP. A UCP-level resource will implement and enforce a three-phase quality control program, consisting of preparatory, initial, and follow-up phases. This process is conducted for each definable feature of work to promote high quality standards in workmanship, materials, and conformance to the design documents. This UCP resource will be actively involved in the Project starting with the design stages of the Project in order to develop a clear understanding of design intent that can then be verified once work is completed. While this resource will be responsible for verifying high levels of quality, the responsibility for delivering quality construction and operations services will be assigned to the General Contractor and the O&M Team Member through subcontracts as highlighted by UCP's Org Chart in the Executive Summary.

Construction

Balfour Beatty Construction develops a project-specific Quality Control Plan ("QCP") for every project to clearly and succinctly communicate the quality process to the owner, subcontractors, and project team. The quality control plan includes the processes, requirements and staff assignments required to ensure we meet all project objectives and contract commitments.

The QCP is the foundation for the overall QA/QC program during construction. It is here that the expectations are confirmed and unique project requirements are outlined. This is a comprehensive plan for design and construction that identifies critical quality items and establishes the processes of control, measures, and maximizes quality for all phases of the project. It is not a simple system of checks and balances, but a culture of quality that envelops each decision made by the project team.

Each QCP covers:

1. Preinstallation Activities
2. Subcontractor Management and Accountability
3. Balfour Beatty Construction Project-Specific QCP Focus Areas
   - Program compliance
   - Code compliance
   - Coordination of A/E disciplines
   - Budget compliance
   - Submittal compliance
   - Proactive, first-time quality in installed work
   - Fully commissioned and functional MEP systems
   - Minimal punch list
   - Well-documented quality compliance
4. Balfour Beatty Construction Internal QC Procedures
   - QC Meeting and Inspection Tracker
   - Preparatory Meetings

  - Initial Inspections
  - Follow-up Inspections
  - Sequence Inspections
5. QC Daily Reports
6. QC Daily Responsibilities
  - Testing
  - Non-Conformance Process
  - Third Party Testing and Inspection Agencies
7. QC Closeout Responsibilities
  - Punch List Process
  - Commissioning

Operations

Once identified, UCP will work closely with the O&M Team Member to develop a QA/QC program for the operations scope of work. Based on both Equity Members' significant experience managing and self-performing operations on comparable P3 projects, key areas of focus for QA/QC will include:

- Transition planning, including inspection and commissioning of all major building systems and components. It is critical to ensure the systems are built to the design criteria that will allow UCP to meet long-term performance requirements.
- Lifecycle work. Proactive lifecycle work that is completed according to the lifecycle plan ensures there are no unplanned maintenance issues that make areas of the facility unavailable. It also prevents increases in regular maintenance costs.
- Handback work. UCP will closely monitor the condition of the building over time and be highly focused on ensuring that all handback work is completed to the highest quality to ensure the JGCC is handed back to the Sponsors in excellent condition.

Question C(xi)

xi. Risk management

Proactive risk management is a key component of every successful Project. UCP will adopt an integrated approach to risk management that assigns risk management to the team member best-positioned to manage the risk while at the same time drawing on the collective resources and knowledge of the entire UCP team to identify risks and brainstorm mitigations. Under this model, development risks, including financing risk, will be borne by UCP and its Equity Members, construction risk will be primarily borne by the General Contractor, design risk will be primarily borne by the A/E Consultants, and operations risk will be primarily borne by the O&M Team Member. As shown in the UCP Organization Chart in the Executive Summary, UCP will enter into a number of different subcontracts that pass down risk management responsibility to the different parties as described.

In drawing upon the resources of the entire UCP team, UCP will seek to identify risks early. Risks will be openly discussed and the range of potential impacts associated with each risk will be analyzed. UCP's management systems will track individual risk elements, responsibility, budget and schedule impacts, and planned mitigation efforts, keeping all team members informed. One of the benefits of the PDA approach adopted by the Sponsors is the ability to have an open dialogue about Project risks. The combined knowledge of the UCP team and the Sponsors can then be leveraged during PDA discussions to better understand the nature of each risk. Both sides can then work together to identify solutions to mitigate the risk in the most efficient manner. This collaboration will lead to greater cost and schedule certainty, benefits which will ultimately accrue to the Sponsors and the success of the Project.

The principal tool UCP will use to identify and assess severity is the risk register. Each risk is scored on two criteria: likelihood of occurring and the impact on the project should that risk occur. Both scores are multiplied together to give the risk score for that unmitigated risk. For each risk, control measures are then identified to mitigate the risk. Either the control measure:

- Decreases the likelihood of the risk occurring
- Reduces its impact
- Decreases both likelihood and impact

UCP's Core Leadership Team will undertake an integrated risk review on a monthly basis (or more regularly if needed) in order to:

- Identify further risks and determine the appropriate control measures to mitigate those new risks
- Retire risks that are no longer relevant
- Review the control measures to determine whether they remain relevant and amend as appropriate
- Confirm the identified control measures remain in place. This is particularly important for risks that are unlikely to occur though have a high impact if they were to occur.

Figure A1-3: Sample Risk Register

RISK CATEGORIES	DESCRIPTION	CONSEQUENCES	RESP. PARTY	P	I	P x I	RISK MITIGATION STRATEGY
Contaminated Groundwater/Soils	Encountering contaminated groundwater and soils	Work stoppage, additional engineering, and/or additional work	Walsh Heery JV	3	2	6	WMB is preparing a groundwater and soil management plan prior to construction that will implement Best Management Practices for potential dewatering, surface water, erosion and to minimize impacts to groundwater and contaminated soils. KERAMIDA and Walsh Heery JV have been integrated since the early stages of design to create a site plan that includes a phyto-remediation (environmental tree plantings) buffer and places buildings away from potential areas of contamination.
Vapor Mitigation	Vapor due to TEC groundwater plume during operations	Health and respiratory ailments to occupants	Walsh Heery JV Colsky	3	1	3	Install a vapor mitigation system recommended by environmental expert KERAMIDA for all occupied building structures to mitigate the intrusion of contaminated air into the buildings. Once construction is complete, indoor air monitoring will be performed twice a year, for the first two years of operations, and then every other year for the duration of the contract term, exceeding the requirements in the RFRP.
Geological Conditions	Unforeseen subsurface conditions during construction	Work stoppage, additional engineering, and/or additional work	Walsh Heery JV	2	3	6	Utilize the geotechnical team's extensive experience and knowledge to assess contract provided geological studies and determine and perform additional subsurface investigations to get a complete understanding of the existing subsurface conditions. Building placement by avoiding key environmental areas and footprint of former GM plant minimizes impact with existing foundations.
Design	Program revisions post-award by City	Changes to WMB proposed design causing additional engineering, cost, and schedule impacts	Walsh Heery JV	2	3	6	Design review conferences (40%, 65%, 100%) to verify, validate and obtain City approval of program and design development; respond to City review comments within thirty days.
Government Approvals	Phased permit approvals	Delay to schedule due to extended review and approval for building permits	Walsh Heery JV	1	3	3	Coordinate with design engineers throughout the design process, including over the shoulder reviews and multi-level quality reviews to confirm the design document's accuracy and compliance with the contract requirements. Utilize permit expeditor fast-track permit packages for City approval.
Earthquake	Damage and delays due to seismic events	Delays due to inspections and corrective action to repair or restore building elements	WMB Walsh Heery JV	1	2	2	Design performance criteria such as strain limits in reinforcing steel and concrete for primary and secondary building elements to minimize levels of damage. Install rated mechanical/electrical hangers to withstand seismic events.
Flooding	River flooding causing delays to construction	Schedule impact to resequence activities impacted by flood waters or damage to completed buildings	WMB Walsh Heery JV	2	3	6	Install site utilities and storm water system early in the project schedule to control site flooding and impacts to building trades. This limits time susceptible to flooding risk during foundation work. Temporary causeways and tower crane are designed to be able to continue work through minor flooding. The building foundations are above the flood plain.
Hazardous Materials	Encountering hazardous materials	Danger to public health or welfare	Walsh Heery JV Colsky	1	2	2	Hazardous material spills from third parties is unlikely. WMB will have all field personnel trained on our Hazardous Materials Plan, including how to spot hazardous material and steps to take once hazardous materials are found including communication to the City and containment, prevention and response procedures.
Construction Completion	Increased construction durations	Delay to project turnover	Walsh Heery JV	1	3	3	Phased construction sequencing and schedule provides adequate time for construction and close out. In addition WMB will model existing utilities, utilizing utility company's as-built drawings, site investigation of visible structures and markings, and utility locating/potholing to understand extent of potential conflicts. Actively monitor performance and deliveries to prevent critical data delays.
Operations	Performance	Performance falls short of contract requirements or failure occurs that leads to payment deductions	Colsky	2	2	4	Annual inspection regime implemented by WMB will identify condition and predict any early failures. WMB will have the appropriate organization structure, with staff available 24/7 and on-call duty for managers, to adequately respond to emergencies, incidents and any user compliant rapidly.
Maintenance	Vandalism response and unusual repairs	Safety and security hazards	Colsky	2	1	2	WMB has put in place a proactive maintenance strategy with daily visual inspections and frequent detailed inspections to rapidly identify and rectify vandalism and specialty repairs before they become safety concerns to the users or participants. Durability of construction materials are engineered at design stage.
Inflation	Inflation	Increased cost	Walsh Heery JV	2	1	2	Fixed lump sum pricing for design and construction costs; availability payments partially indexed in proportion with non-fixed O&M expenses. Risk of increased costs due to inflation over CPI during operations is bear by Colsky.
Financing	Risk of delay or failure to achieve Financial Closing	WMB additional costs and failure/delay of achieving DB Date	WMB Equity Members	1	1	1	WMB's financing structure consisting of Fully Committed Price Private Placement debt and fully committed equity is designed to allow for an expedited Financial Close. Moreover, WMB has negotiated a highly advanced debt term sheet so that finalization of the financing documents can be done in a timely manner. These factors combined with WMB's extensive experience in closing PPP transactions in the U.S. will enable the team to achieve financial close in the proposed time frame.
Legislative Policy	Design and construction requirement changes due to new safety regulations	OSHA inspections/shutdowns and safety plan modifications	Walsh Heery JV	1	2	2	WMB has a progressive safety plan that exceeds, when possible, current standards and enables WMB to react to and incorporate quickly new legislation.
Technology	New technology makes current systems outdated	Software and operating systems are insufficient	Colsky	3	1	3	The CMMS system shall be updated on a regular basis to keep all operating systems current.
Residual Value	Failure to anticipate needed rehabilitation works before end of Term	Unable to comply with handback requirements	Colsky	1	2	2	Handback requirements identified and incorporated into maintenance and lifecycle plan. Annual condition surveys will identify any potential shortfall in achieving handback requirements and allow preventative measures to be implemented.

LEGEND:

Probability (P)	1	2	3	4
Impact (I)	1	2	3	4
Risk Score (P x I)	1	4	9	16

Question C(xii)

xii. Operations

UCP's approach to operations will ultimately be driven by the financial structure selected by the Sponsors for the Project. This is discussed in greater detail in section A2 of the Developer Evaluation Criteria. For the sake of this section, UCP will describe its approach based on the assumption that the Sponsors are interested in a structure that involves long-term risk transfer underpinned by private capital investment. If there is no long-term risk transfer, then UCP would not be significantly involved in JGCC operations following substantial completion.

UCP's approach to operations will initially focus on robust planning of operational needs and lifecycle considerations required in order to achieve ongoing quality and performance measures throughout the operational term. It is also critical to ensure that the transition to facility operations is seamless, providing a high performing facility on Day 1 to the Sponsors and the users. Extensive project experience has endowed the Equity Members with a clear understanding of the potential transition issues that need to be sorted contractually and operationally. To address and plan around these items, UCP will focus on a collaborative planning process involving the General Contractor and O&M Team Member. The decisions made in this collaborative process will be reflected in a robust interface agreement that properly allocates all commissioning and handover activities among the General Contractor and O&M Team Member, and ensures each team member has a clear understanding of the timing and scope of their responsibilities, while cementing ongoing communication and collaboration processes. This expertise brought to UCP by BBI and Plenary will support a seamless transition from design and construction to the long-term operations of the JGCC.

During the operations period, UCP will then take a comparable approach to its role during construction, proactively managing the O&M Team Member to verify compliance with all contractual requirements. It will ensure that best practices from the portfolio of BBI and Plenary projects are being implemented to the benefit of the Sponsors. Finally, the UCP's Development Director will continue to serve as the single point of responsibility for the Sponsors, keeping them apprised of the ongoing operational performance of the facility and proactively working to address any issues that arise during the operations period. The alignment of UCP and the Sponsors' interests creates a financial incentive to

eliminate any operational disruptions, thus minimizing the administrative effort required from the Sponsors. Business inclusivity efforts targeting CBE and DBE firms, as well as workforce development, will continue into the operations period. UCP will continue to staff a Communications and DEI Lead who will ensure that the Project continues to have a significant positive impact on local businesses and workers.

SELF-PERFORM O&M SCOPE

Plenary currently self-performs over $10 million in O&M work annually on its projects, while providing oversight and asset management of additional O&M work that averages more than $100 million annually. This experience has allowed it to develop a significant amount of in-house knowledge that can be useful in either the management of third parties or the self-performance of O&M scope on P3 projects.

The O&M scope of work is expected to be dropped down to the O&M Team Member as shown in the Organization Chart included in the Executive Summary. As noted there, given the experience and resources of Balfour Beatty Communities and Plenary, they may decide to fill this role through a joint venture between the two entities, or retain overall responsibility while further subcontracting specialist operating services which can benefit from a third party provider. This is a unique value-add for Equity Members to bring to a P3 project. Based on prior P3 experience, UCP expects the operations approach will involve:

- O&M Team Member integration into the design process. This will be essential in order to develop the most cost-efficient project possible from a whole-of-life perspective.
- Cost-benefit Commercial Analysis. Service level standards will be refined during the PDA period, and UCP will work with the O&M Team Member to provide the Sponsors with transparent pricing feedback. This will allow the Sponsors to make accurate value-for-money commercial decisions.
- Competitive, open-book pricing during the PDA phase. UCP will be committed to designing and implementing a competitive process to ensure the long-term O&M pricing is developed through a transparent process. This process can be shaped to accomplish the Sponsors' procurement goals including maximizing the local economic impact and securing the most favorable pricing for the Project.
- Commissioning, final test and balance, training programs and operation manuals will be carefully managed to ensure that final project delivery and occupancy turnover is well coordinated with the O&M Team Member, the Sponsors, and their stakeholders.
- Staff Training will be an important part of the long-term success of the Project. Having a well-qualified staff that fully understands the values and procedures of the Project will be critical as will leveraging the Project scope to drive local workforce development.

Question C(xiii)

xiii. Lifecycle Maintenance

UCP's approach to lifecycle maintenance will start during the RFP period, and continue into the PDA period with robust, collaborative planning. Balfour Beatty Communities and Plenary in-house personnel will be assigned to the Project to work with the O&M Team Member and Balfour Beatty Construction to ensure the design and commercial terms work together to optimize Project lifecycle costs. UCP will provide analysis to evaluate potential trade-offs between capital, financing, and lifecycle costs to ensure whole-of-life costs are optimized for the Sponsors. The lifecycle plan that is developed will be tailored to the performance and handback requirements desired by the Sponsors. UCP will ensure there is transparent communication with the Sponsors about the cost-benefit trade-offs of different performance and handback requirements to ensure the resulting lifecycle plan that supports the contractual standards is creating value-for-money.

Once the project enters the operations phase, UCP will provide ongoing management and oversight of the O&M Team Member. It will lean on the self-perform capabilities of Balfour Beatty Communities and Plenary to ensure best practices are being implemented on the Project from design all the way through to the handback of the building at the end of the term. UCP will employ an O&M Manager that provides oversight of all lifecycle maintenance activities carried out by the O&M Team Member and monitors actual lifecycle work completed against the lifecycle plan transparently developed during the PDA period in consultation with the Sponsors. Where adjustments to the plan are suggested by the O&M Team Member, the O&M Manager will review the technical analyses to validate the suggested changes.

BALFOUR BEATTY

Balfour Beatty brings an extensive track record of managing maintenance and lifecycle services at the Developer level on over 70 P3 infrastructure projects, both in North America and the United Kingdom. Their project concession periods range from 25 to 50 years in length, with Balfour Beatty's first Public Private Partnership project now more than 20 years into operations. Balfour Beatty's lifecycle portfolio includes over $5 billion in funding for forecasted lifecycle costs over the projects' operating terms, of which $3 billion are for projects in North America.

Primary responsibility for the actual performance of lifecycle maintenance will be assigned to the O&M Team Member through the O&M Services Agreement. The O&M Team Member will have the most experience in lifecycle maintenance and be best positioned to execute this scope of work. Drawing upon the Equity Members' experience managing P3 projects that are well-advanced into the operations period, UCP will ensure that the approach to the actual execution of the lifecycle maintenance includes the following:

- Whole-of-Life Cost Optimization: Hands-on support during the design process ensures there is a rigorous, informed, and consistent approach to whole-of-life cost analysis, with the objectives of:
  - Viewing the function of a facility over its entire life
  - Optimizing the relationship between capital investment and maintenance
  - Cost-effectively minimizing the risk of performance failures during the operations period.

This includes selection of appropriate materials and finishes throughout the facility. As opposed to other delivery models that focus on minimizing capital costs, often at the expense of operating costs, the DBFOM approach supports selecting the best product as part of well-designed, durable, long-lasting design solution that will maintain its functional and aesthetic appeal well into the future with minimal ongoing costs.

- Lifecycle Plan: Development of an accurate renewal spend profile is essential to ensure that there is the optimum balance between ensuring the project has adequate funds to service the facility and minimizing the cost to the Sponsors. Replacement frequencies are typically developed using a combination of manufacturers recommendations, BOMA, ASHRAE and the experiences gained from managing facilities across the world in different locations and environments.
- Focus on high-cost / high-impact areas: UCP's experience has shown that focus needs to be on the items that have the highest whole-life costs. The items below form 85% of the facility's long-term costs:
  - Mechanical and electrical services represent about 45%
  - Interior finishes – 20%
  - Building envelope – 10%
  - Equipment – 10%
- Regular Lifecycle Plan Updates: It is important that the lifecycle maintenance work (both planned maintenance and demand maintenance) reflect accurate information about the condition of the building. Ongoing planning is also essential to ensure the lifecycle maintenance is carried out in a way that minimizes the disruption to Sponsors use of the building. These updates also allow for continued whole-of-life cost optimization. Recommendations or innovations to improve performance or performance reporting processes can be a part of each Lifecycle Plan.

A2

PROJECT FINANCIAL APPROACH

A2 PROJECT FINANCIAL APPROACH

Question A

Developer's understanding of the contemplated financial structures for the Project, and the benefits and considerations associated with each

United Campus Partners ("UCP"), led by Balfour Beatty Investments, Inc. ("BBI") and Plenary Americas ("Plenary") has significant experience with developing, structuring, and closing projects with a wide-array of financing solutions, including all of the financial structures contemplated by the Sponsors for the Joint Government Center Campus ("JGCC") project (the "Project"). These solutions include:

- Structures involving 100% private financing with availability payments;
- Hybrid structures involving both public and private financing with milestone and availability payments; and
- Structures where the project is entirely funded by the Sponsors through construction milestone payments.

BALFOUR BEATTY INVESTMENTS

As the investments arm of the Balfour Beatty Group, BBI has a current investment portfolio of 67 projects, representing more than $13B in infrastructure investment across North America and the UK, with equity investments at close to $1.5B. Of these 67 project investments, 45 are P3 accommodation or social infrastructure projects of which 22 are Availability Payment-based.

Balfour Beatty Investments

PLENARY AMERICAS

Plenary is North America's leading P3 specialist developer and investor with a portfolio of more than $16B in total infrastructure value spread across 53 projects in North America. Of these 53 projects, 42 are social infrastructure projects, and 47 are Availability Payment-based.

Plenary

As a result, UCP is experienced, knowledgeable, and flexible so it can work effectively with the Sponsors and their financial and technical advisors to achieve the most efficient project financing regardless of the desired financial structure in support of the Sponsors' holistic objectives.

The key difference in the three structures contemplated by the Sponsors is the level of construction period funding to be provided by the Sponsors through milestone payments. At a high-level, increasing the level of Sponsor funding during construction is expected to decrease the project's overall cost of capital while also decreasing the amount of at-risk private capital that underpins the risk-transfer that is achieved through the DBFM or DBFOM delivery models.

The team has set out on the following pages, a more detailed understanding of the benefits and considerations for each alternative level of Sponsor contribution based on Developer's previous experiences. To the extent the financial structure

for the Project has not been finalized prior to RFP issuance, Developer will continue to work collaboratively with the Sponsors and their advisors during the RFP and PDA period to regularly evaluate a range of financial approaches, working in conjunction with commercial discussions and utilizing the financial model to test various outcomes over time.

Structure 1: Availability Payments, 100% Private Financing

Under this structure, the entirety of the project costs would be funded by private capital. This private capital would be repaid only after the Sponsors have beneficial use of the new JGCC, in the form of performance-based availability payments made by the Sponsors over the course of the operating period. Availability payments would be set at a fixed maximum amount for the life of the contract, but always subject to deductions for non-performance at any point over the contract life. This gives the Sponsors comfort that the Developer, its Equity Members, and the Project's lenders all remain financially incentivized to make the facility available for daily use at the defined quality standards as well as efficiently meeting the long-term performance, maintenance, and energy efficiency requirements.

Benefits

- Maximum risk transfer to Developer. All of the project financing is secured only by the availability payments which are directly tied to project performance.
  - Sponsors do not begin making payment of availability payments until they have beneficial use of the new JGCC;
  - Availability payment amounts can be fixed for the life of the operating period (with a small portion formulaically adjusted for inflation to cover operating costs subject to inflation), transferring risk of maintenance cost fluctuation to Developer, and providing the Sponsors with long term budgeting certainty;
  - Availability payments are subject to financial deduction for failures by Developer to make the JGCC available or fit for use (according to the Sponsors' pre-defined standards), or for quality, energy efficiency, WELL, or other service deficiencies, throughout the life of the contract; and
  - Availability payments can also be withheld if at the end of the contract life, the project assets are not then in a satisfactory condition (again, according to the Sponsors' pre-defined standards, including minimum residual life requirements for key systems) as determined by an independent surveyor.
- Simplifies the project financing for Sponsors. Rather than having to run their own parallel internal process to raise the funding needed for their milestone payment contributions, Sponsors and Developer are instead able to run a single collaborative process to competitively source all the project's financing needs. Sponsors avoid the complication of having to co-ordinate their own market approach, including issue timing and issue amounts of public bond fund raising, in parallel to an approach to the market by the Project issuer itself for the remainder of the Project's funding requirement.
- Simplifies construction payment terms and Sponsors' monitoring of progress. Evaluation of construction progress and payment of the General Contractor can be an issue that is entirely managed by the Developer. This reduces the amount of ongoing administration required by the Sponsors. Sponsors involvement will instead focus only on the achievement of milestones, such as Occupancy Readiness, in addition to its regular validation of Developer's overall compliance with Project requirements.
- More structuring flexibility in private taxable debt. Taxable bank and bond investors are more flexible and can accommodate delayed draws as well as more flexible repayment terms, which in combination can effectively reduce the overall cost of capital for the project. This flexibility can reduce the apparent difference in capital cost between private sources and the Sponsors' own financing.
- The Comprehensive Development Agreement can include provisions that accommodate the Sponsors' need for repayment flexibility in the event of short-term budgetary constraints or other fiscal issues. Developer can commit to help Sponsors navigate short-term shifts in financial or operational status through mechanisms such as refinancing of the project debt, equity restructuring, O&M scope changes, or operating cost deferrals.
- The full involvement of the private finance providers

who are reliant on successful project completion and effective ongoing operations of the project maximizes the alignment of interests between Sponsors and Developer, cultivating a strong partnership to support optimized project outcomes, including the most cost-efficient financing possible for the agreed funding solution, and highest-quality design-build, commissioning, and operational performance.

Considerations

- Cost of capital. The overall cost of capital will be higher than if the Sponsors were to fund all or a portion of the project costs through their own public financing. This is because of the construction and operations risk that is being borne entirely by the private capital investors, which the Sponsors would otherwise retain and is not reflected in the cost of a municipal debt issue from the Sponsors.
- Competitive funding process. The Sponsors and Developer would work with a Financial Advisor/ Underwriter/Placement Agent to conduct a broader marketing process given the amount of private capital required for funding. Even so, given the quality of the Sponsors' standing in the financial markets, Developer does not anticipate there being any shortage of demand for the Project debt. The Developer would expect a highly competitive debt marketing process which would optimize pricing and risk sharing outcomes to best match the significant market appetite.

Structure 2: Hybrid Payments (Milestone & Availability), Public and Private Financing

Some variation of the hybrid structure (a mix of milestone contributions from Sponsors and long-term private sector financing) tends to be the most common outcome for P3 DBFM and DBFOM projects. This is because it allows for substantial risk transfer to the Developer, but by having a portion of the partially 'de-risked' construction period funding come from the Sponsors, the project achieves a lower overall cost of capital.

Benefits

- The hybrid solution can achieve substantial risk transfer with an expected lower cost of capital. Sponsors' milestone payments decrease the amount of private capital required, which can have the effect of lowering the overall cost of capital. With at least 50% of project costs funded by private capital and supported by an Availability Payment regime, the risk transfer benefits outlined in Structure 1 can be substantially achieved.
- Construction milestone payments can be structured by the Sponsors to incentivize specific interim design-build outcomes. Sponsors' lump sum payments can be fixed in amount and linked to the achievement of interim construction-period milestones that are important to the Sponsors, such as early completion of the bus terminal to support ongoing transit operations. This can align General Contractor and Developer behavior to achieve not only Sponsors' long-term performance goals (full asset commissioning, delivery into successful operations, and operational performance), but interim ones as well.

Considerations

- Structuring the timing and amounts of milestone payments. Milestone payments from the Sponsors can be structured to minimize the cost of financing. For example milestone payments can directly fund construction costs as incurred, or be contributed in a small number of larger contributions, which are directly tied to achievement of milestones and coordinated with the timing of the public debt issuance which ultimately finances those milestone payments.
- There will be multiple financing work streams which will need to be coordinated to optimize the Sponsors' and the Developer's respective approaches to what may be overlapping potential funding sources. Sponsors and Developer, together with their respective financial advisors, have to plan and coordinate both the public and private financing work streams to avoid contradictory information presentation to the market, to avoid investor and rating agency confusion around funding structure and risk share, and also to avoid 'cherry-picking' of the different debt offerings by funders.
- Short-term financing. Milestone payments generally create opportunities for low-cost short-term bank facilities that can be repaid by the milestone payments made by the Sponsors. An experienced Developer can structure the terms of this short term financing in a way that secures a very low cost of capital while ensuring a sufficient and flexible source of liquidity for Developer, ultimately helping lower the Project's overall cost of financing and improve the overall robustness of the Developer financing package.

Structure 3: Milestone Payments, 100% Public Financing

Under a structure where 100% of project funding comes from publicly funded milestone payments, it becomes challenging for the Sponsors to achieve a broadly based and meaningful long-term risk transfer. Design-Build ("DB") or Design-Build-Finance ("DBF") delivery methods align well with this financing structure and can achieve a similar level of risk-transfer during the construction period. However, without long-term private capital committed to the Project, the level of operations risk taken by the private sector is limited, and incentives are not aligned for designing and developing an optimized project which fully integrates whole-of-life cost, quality, and service delivery performance issues.

Benefits

- Cost of capital. All funding is raised by the Sponsors and ultimate repayment is fully supported by the Sponsors' own credit profile which will lead to the lowest overall cost of capital.
- Single financing work stream. Similar to the option of 100% private financing, Developer and the Sponsors may be able to focus their collaborative efforts on a single source of funding, in this case the tax-exempt municipal market that typically funds the Sponsors in their day-to-day financing operations.

Considerations

- Negative carry. Typically the bonds issued by the Sponsors into the municipal market investor base used to fund the Sponsors' milestone payment obligations have to be drawn all at once. This can lead to financing inefficiencies if the temporarily unused bond proceeds earn significantly less interests on deposit than those same funds cost to service thru their ongoing coupon payments.
- Minimal long-term risk transfer. The Sponsors could still achieve some measure of long-term risk transfer by funding the majority of project costs and having the Developer contribute an amount of equity roughly equivalent to that which would be provided to support privately issued debt financing, to enable long-term risk transfer during the operations period and drive lifecycle considerations in the design and construction phases.
- Design-Build-Finance structure. The Sponsors can achieve a greater degree of design-build risk transfer by making the Developer responsible for raising all of the funding for the construction period. This funding is then repaid by milestone payments that only become due once specific construction progress has been met (including the scenario of a single payment on the Developer's achievement of successful final completion and handover of the project assets to the Sponsors).

  Given that any construction completion delays typically result in additional financing costs for both the Sponsors (for public funds) and the Developer (for the private, short-term construction financing), General Contractor delay liquidated damages will have to be sized to cover a higher amount of overall project financing costs. Although successfully transferring more completion risk to the Developer and GC, this extra risk for the GC typically gets passed through to Sponsors through higher construction costs.
- Performance and quality risk. In a procurement model that includes neither private capital commitment nor long-term guaranteed price service contracts, the O&M service contracts, including the hard FM services, are often re-let on a short-term basis throughout the term of the project. This eliminates the incentive for any single short-term operator to commit to a long-term asset stewardship plan. Service providers competing for short-term contracts are incentivized to bid the lowest cost possible even if that will lead to higher lifecycle costs, poorer asset performance in the medium-long term and uncertain asset lifespan. Deferred maintenance is likely to occur as service providers look to push major issues beyond the term of their own contract to keep their costs down and maximize short term profit. Further, since hard FM service providers are not involved from the outset, the design and construction of the project is not optimized from a whole-of-life cost perspective. In this procurement model, there is no built-in incentive to specify higher quality materials upfront that provide lifecycle savings since the GC is focused solely on minimizing immediate construction costs that enable handover to the Sponsors and therefore immediate and full payment under the GC's contracted terms.
- Greater handback risk. Under a DBFM or DBFOM structure where there is a long-term private capital commitment, the Developer is strongly incentivized to meet the targeted asset condition at completion

of the contract term so as to avoid deductions of payments from the Sponsors and thus lower returns on their invested capital. Knowing it has this handback obligation, from design through construction and then commencing on day one of operations, the Developer is incentivized to employ the most efficient strategies to meet these requirements and manage the risks associated with delivering these long term obligations. Without any long-term investor, the Sponsors will be the only party responsible for ensuring that the infrastructure is maintained to its target state at the end of the project term. This commonly leads to underinvestment and deferred maintenance given potential political / budget constraints from year to year.

Question B

The role of private lenders and equity providers as a source of capital for the Project, and how the Sponsors might optimize its cost of financing while achieving long-term risk transfer for the Project

The purpose of private capital in the Project (both debt and equity), is to create a deep alignment of interests between the Developer and the Sponsors. This alignment of interests is rooted in the fact that the private investors' return of and return on capital is entirely dependent upon Developer meeting all of the Sponsors' performance requirements, both during the construction period and throughout the operations period. For the Sponsors this alignment drives consistently 'good behaviors' from the Developer and its subcontractors because of their financial dependence upon the long-term performance of the Project. The Developer and its Equity Members are motivated to efficiently integrate all aspects of the Project during planning and project development: design, construction, commissioning, and operations. The Developer and Equity Members provide the oversight to make sure all pieces of the Project fit neatly together and support one another, while driving all team members to think holistically and creatively about the most effective delivery of the required services to the Sponsors. Hence design supports construction which supports commissioning and operations, leading to timely start of service delivery as well as whole-of-life cost and performance optimization.

During the delivery phase (covering final design, construction, commissioning, and facility operations) private capital is fully at-risk and tied to meeting defined performance, quality, and availability metrics (including on-time construction completion and entry into full service operations) established by the Sponsors. Under the P3 DBFOM approach, private capital provides the funds required to pay for design and construction work and only begins to receive repayment after the facilities have achieved occupancy readiness and are available for their intended use by the Sponsors.

Therefore not only is Developer focused on meeting the agreed completion schedule, it also has a vested interest in making sure asset construction is high-quality and all building components are built as designed and specified so that the built assets sustain long-term service delivery performance to the Sponsors for many years after the GC has formally left the scene.

Once the Project reaches operations, the Equity Members continue to be motivated by the primary objective of ensuring the facilities continually meet the robust performance, availability, and quality requirements established by the Sponsors. The Developer's approach to this objective will be with a long-term mindset consistent with the interests of the Sponsors.

Unlike a simple fee-for-service operating contract, failures in service performance, and in particular failures to proactively plan and account for future adverse operating conditions, create the risk that the Equity Members will lose their significant cash equity investment, not just marginal future service fees (as is the case with a facility operator). In the event of Project operational challenges, the Equity Members are motivated to make investment into the Project or otherwise absorb necessary cost increases in order to maintain the necessary service performance and avoid default on their Comprehensive Development Agreement ("CDA") service obligations and consequently default under their senior debt funding contract. The Sponsors should take great comfort from the fact that Equity Members will almost always prefer a reduced return on their investment rather to suffering either a loss of control of the Project to the lenders and/or the Sponsors, or a complete loss of invested equity.

To the extent the Developer is struggling to meet the Project's service level requirements and default under the CDA performance obligations becomes a risk, Lenders will act as an additional buffer for the Sponsors by protecting their own invested capital in the Project. Lenders have the ability to take over the Developer role if it is unable to perform to the standards prescribed in

the CDA and in the senior debt contract. Hence, with their largest share of the private capital commitment, the Lenders are also very incentivized to help ensure the Sponsors receive the Project performance they desire at the fixed price that was agreed to in the CDA.

In this case of Lenders' intervention, the Equity Members would likely lose all or most of their investment. Under such a scenario, since Equity Members would have forfeited their ongoing equity distributions, the Lenders will have additional operating cash flow at their disposal to rectify deficiencies, increase staff, or otherwise improve ongoing operations and maintenance. This intervention can occur within the terms and conditions of the CDA and without any increase in the annual Project cost to the Sponsors.

Plenary has never sold any portion of its equity in the 53 projects it has developed and invested in throughout North America. Plenary's approach provides owners with a long-term partner through all project phases and continued assurance that the infrastructure will be maintained and operated to exceed owner specifications.

During the RFP and PA phases, UCP will work to understand the sources of the Sponsors' funding for the Project, including the timing of its availability and any constraints. Based on this funding profile, UCP will work collaboratively to develop a financing plan that aligns with the Sponsors' sources of funding. The Developer will also work transparently with the Sponsors to cost-efficiently structure the Project's private capital contributions.

UCP also has extensive experience collaborating with General Contractors, Owners, Lenders and their respective Technical Advisors to structure security packages, cash reserve accounts and bonding that provide resiliencies for the Project in the most cost-efficient manner possible. This approach ensures the Project is structured to properly optimize both project costs and the cost of capital which directly reflects the effectiveness of those risk mitigating Project resiliencies. It will also result in the Project obtaining the optimal investment grade credit rating without burdening the Project with excess security costs, resulting in the lowest overall Project cost to the Sponsors. Lower Project costs translate into the lowest annual availability payment and/or milestone contributions for the Sponsors' risk transfer objectives.

OPTIMIZING TIMING AND MILESTONE PAYMENTS

On the UC Merced 2020 Project, Plenary worked with the Owner after the RFP phase and before Commercial Close to optimize the timing and amounts of milestone payments it contributed during construction. As a result, the Owner switched from a milestone payment structure to a progress payment structure, with specific commercial provisions to provide assurances of quality and work completion before any Owner funding contributions were made. These project payments went to directly fund construction costs, making the funding structure more efficient, reducing financing costs, and helping the project to meet affordability limits.

LAX APM

On the LAX APM project, Balfour Beatty worked as both an equity member and as a GC to address extra design review and permitting processes unexpectedly required by the procuring authority after financial close which severely disrupted the timing of receipt of authority milestone payments which would potentially cause costly liquidity issues at both the developer and the GC levels. Balfour Beatty worked with project funders and the authority to work within the authority's existing internal funding arrangements, to re-arrange the availability of external financing and redefine the terms and conditions of upcoming authority milestone payments to ensure continued smooth and optimally priced funding of the developer's obligations to the GC and to timely debt service.

In order to optimize the cost of financing while achieving the desired level of long-term risk transfer for the Project, Developer will most simply look to maximize the gearing of the Project, in addition to other structural optimizations such as the timing of drawdown of private funding, upfront and margin pricing, interest rate basis and required minimum coverages for the scheduled debt service. Significant Developer equity will underpin the Project's risks and incentivize Developer's performance, but the Developer will then look to maximize the amount of low-cost senior debt which has recourse only to the Project itself.

Table A2-1: Select Developer Experience in Project Financing

PROJECT NAME	LONG TERM DEBT	EQUITY	GEARING	DEBT RATING ACHIEVED
LAX Automated People Mover	$1,294M	$103M	92.6%+	BBB+ – Fitch
UC Merced 2020	$663M	$56M	92.2%	Baa1 – Moody's
Miami Dade Courthouse	$309M	$29M	91.4%	A2 – Moody's
Cortellucci Vaughan Hospital**	$278M	$33M	89.4%	A3 – Moody's
Corner Brook Acute Care Hospital**	$287M	$28M	91.1%	A3 – Moody's
Long Beach Civic Center*	$239M	$21M	91.9%	BBB (High) – DBRS
North Island Hospitals	$176M	$26M	87.1%	A (Low) – S&P
UNC Wilmington Student Housing	$148M	$0M	100%	AA – insured (S&P) A2 – insured (Moody's)
BC Children & Women's Hospital**	$135M	$17M	88.6%	Unrated

** Note that this only reflects the City portion of the project as the Port portion did not include long-term private financing*

*** CAD financing amounts converted to USD using current FX rate of 0.76:1*

Through a transparent, competitive process, Developer will work with its financial advisor and the Sponsors to canvass all of the potential debt solutions, including the bank market, the private placement market, an underwritten capital markets solution, and the tax-exempt bond market. Analysis of these options will go beyond just comparing headline coupon rates to understanding the flexibility that different debt sources provide (i.e. delayed draw benefits from a private placement or flexible repayment timing from the bank market) as well as the level of risk transfer possible with each solution. This comprehensive review of available solutions, which considers the impact of both commercial and financial terms, provides a clear comparative assessment of the costs associated with different risk transfer scenarios and is a useful tool to inform the Sponsors' decisions on its preferred commercial terms in the CDA.

One of the ways Developer and the Sponsors can get a more concrete sense of the trade-off between risk transfer and cost of financing is through an indicative rating process early in the financing work stream. Working closely with a selected rating agency, the Developer and its financial advisor can get feedback from the agency on how different terms would impact the credit rating of any debt issuance by the Project. Our financial advisor can translate the credit rating feedback into associated overall Project cost impacts. Additionally, the Developer will work with its own and the Sponsors' financial advisor to gather debt market feedback which will also be input into the Project financial model to inform the commercial and risk transfer discussions.

BBI and Plenary's experience obtaining investment grade project credit ratings from all four major rating agencies highlights the depth of UCP's financing expertise. UCP's Equity Members understand how to strategically run the financing work stream to optimize the project's debt funding. This includes aligning with the rating agency that is best able to support the project financing. Both Equity Members also have experience raising funds for unrated projects when it is beneficial to the project.

	Fitch	Moody's	S&P	DBRS	Unrated
Plenary	US 36 Express Lanes	UC Merced 2020	Pennsylvania Rapid Bridge Replacement	Long Beach Civic Center	Belle Chasse Bridge & Tunnel Replacement
BBI	LAX Automated People Mover	UNC Wilmington Student Housing	North Island Hospitals		BC Children's & Women's Hospital

Question C

Developer's proposed approach to each of the following scenarios for financing and funding the Project, based on the assumption the Sponsors contribute:

i. no milestone payment;
ii. approximately 50% of the Project as milestone payments; or
iii. 100% of the Project cost as milestone payments

No Milestone Payments

If the Sponsors decide not to make any milestone payments during the construction period, then the Project will require 100% private financing that will be repaid through availability payments during the Project term. Developer is comfortable with this approach and its Equity Members have provided fully financed solutions for numerous P3 projects including the Miami Dade Courthouse, Purdue University Student Housing Bundle, and the Communications Security Establishment Canada, among others. Developer will start with a general market sounding conducted in coordination with its financial advisor and the Sponsors. Assuming total Project costs of $750M to $1,000M, Developer will initially canvas a broad range of debt markets.

Based on the preliminary market sounding, Developer will then begin working on optimizing the financing plan which will include running parallel scenarios against each other to capture and assess further information and feedback received. This may mean establishing separate tranches of debt in order to achieve the lowest overall cost of financing by tapping multiple types of debt investors and the credit insurance market. Once the ideal sources of debt have been identified, the Developer will run a competitive process on a transparent basis with its financial advisor and the Sponsors. This competitive process will overlap with analysis of the preferred debt solution, with a final decision on debt structure not being made until all material terms are known.

HYBRID BANK-BOND FINANCING SOLUTION

On the State Street Redevelopment project, Plenary used a hybrid bank-bond financing solution in order to achieve the lowest cost of capital. Two tranches of debt were issued, with long term bonds drawn upfront and utilized first and amortized second, and a 10 year credit facility drawn as needed and amortized first, resulting in the lowest cost of capital for the project. Plenary successfully negotiated the complex intercreditor terms between the two debt lenders, as well as the implementation of a long-dated swap to fix the interest rate on the credit facility.

Depending on requirements of the identified debt investors, Developer will work with one or more rating agencies to investigate a project debt rating. In the no milestone payment scenario, the need for a rating is more likely given the

large amount of private debt capital required. By getting a rating, Developer and its financial advisor will be able to tap into a deeper pool of debt investors thereby creating a more competitive market for the project debt. This will drive more favorable debt terms and pricing for the overall benefit of the Project.

Certain debt rating outcomes may be enhanced by credit insurance (typically lifting a 'BBB' range project debt rating to a 'AA' debt issue rating) which further broadens the appeal of the senior debt to investors who have constraints on the minimum rating they need to invest. Any use of credit insurance that would be agreed with the Sponsors would provide a highly selective arbitrage on only certain tranches of the senior debt where we can clearly demonstrate that the extra cost and structuring complication of the insurance is worth the benefit that the Project will gain in having a component of its senior debt priced lower because of its higher 'AA' 'enhanced' rating.

In running the competitive debt process, Developer, its financial advisor, and the Sponsors will request feedback from the market on terms which are key in determining overall cost of financing for the Project (for example: minimum credit rating requirements, minimum debt service coverage, gearing, security package, cost increase resiliencies, flexible repayment, etc.) as well as on pricing (upfront fees, commitment fees, credit spreads, credit insurance premiums, etc.).

This competitive process will likely begin with marketing the Project to a broad range of potential lenders / investors in order to build a competitive market interest for the Project debt. This may involve engaging private placement agents or bringing in underwriters on a competitive basis, depending on the debt market(s) being considered. In down-selecting the lenders/investors to move forward with, Developer and Sponsors will seek a balance between ensuring they have enough lending capacity redundancy in case a lender drops out, and being able to provide all committed lenders / investors with a meaningful size allocation of the debt investment when they are credit approved and the Project reaches financial close.

Once underwriters and arrangers of the debt are selected on a competitive basis, the Developer will proceed to complete negotiation of the required finance documents in preparation for financial close. Throughout this process, the Developer will operate on a collaborative, transparent basis with the Sponsors to build confidence in the cost effectiveness and marketability of the preferred financing solution.

The Developer will also benefit from being a vertically integrated team where both Equity Members have both third-party and self-perform operations, maintenance and life cycle capabilities. In coming up with the optimal financing solution, it is important to be able to fine tune risk share mechanisms at multiple levels within the Project's commercial structure. The Developer's team structure with Balfour Beatty as Equity Member and General Contractor, Plenary as long-term Equity Member, and both having significant self-perform O&M capabilities and expertise creates the ideal framework to maximize team collaboration and flexibility in pursuit of an optimized project and capital structure.

PRIVATE FINANCING

The Miami-Dade County Civil and Probate Courthouse project was funded entirely by private financing raised by Plenary, with Plenary's financing solution resulting in an NPV savings to the County of 2.5% compared to competing proposals (calculated after normalizing for the competing proposals higher non-financial cost inputs).

FULLY INTEGRATED SOLUTION

On the C&W Hospital, Balfour Beatty provided a fully integrated solution that included equity investment, Design-Build services, O&M services, and lifecycle services. This integrated approach reduced lifecycle costs because Balfour Beatty was able to absorb and manage risks more efficiently than it would have been through a contractual structure where lifecycle and O&M risk had to be borne by third-party O&M providers or third-party equity investors. This benefit was passed back to the client through a cost readjustment before closing.

50% Milestone Payments

Many of the same principles and strategies that Developer would employ in the case of no milestone payments would also apply to the scenario where the Sponsors contribute 50% of the construction period funding through milestone payments. Developer has the experience and flexibility to be able to optimize the private financing in either case. Some of the differences in Developer's approach are outlined below.

Developer would work with the Sponsors to understand the sources of the milestone payments, how and when any such external financing undertaken by the Sponsors would be presented to the market and any constraints on that funding availability which may require the Developer to prudently build in their own flexibility to meet any disruptions to that Sponsor financing. The Developer and its financial advisor would then suggest different milestone payment regimes designed to be the most cost-efficient. Specific strategies the Developer would explore include:

- Aligning the timing between when Sponsor funds are raised and when they are used by the Project. This avoids 'negative carry' costs (i.e. the ongoing debt coupon being higher than deposit rates earned on the unused cash-in-hand) thus minimizing overall financing costs. For example, Sponsor funding could be raised in the market and used at the outset of the Project to fund initial costs, or at the end of the construction period to support Substantial Completion payments, or some interim approach that ties use of Sponsor funds to progress of completed work based on a certain level of priority.
- Structuring the milestone payments to incentivize specific Developer behavior. If there are interim completion milestones that are important to the Sponsors then payments can be tied to those specific milestones in order to ensure they are prioritized by the Developer.
- Arranging short-term construction financing at the Project level to be drawn down flexibly and repaid by milestone payment receipts from the Sponsors, again with timing flexibility that minimizes the short term holding of cash by Developer resulting in negative carry which increases overall Project costs. Short-term construction financing secured by milestone payments represents a relatively cheap source of Project capital that can be leveraged to reduce financing costs, facilitate alignment of incentives, and optimize the timing of funds utilization.
- Revisiting the need for a credit rating. With a smaller private debt transaction size due to increased contribution from the Sponsors, a credit rating may not be necessary to generate a robust and competitive market for the smaller Project debt amount. This saves the Project money both upfront and over time, and can introduce greater structuring flexibility by allowing specific terms and risk management approaches to be negotiated with a small pool of investors, without requiring specific rating criteria to be achieved.
- Reduced number of long-term bond/note investors. With a smaller debt transaction, it is likely that a smaller number of investors will be required in order to have the entire debt ticket fully subscribed including prudent redundancy. This will allow for the wider pool of investors to be narrowed earlier in the process to those that are positioned to agree to the most competitive market terms, which will allow these investors to commit greater resources to Project due-diligence and so achieve greater comfort with the Project's credit quality earlier in the debt negotiation process, which Developer has found can further drive improved debt terms and pricing.

100% Milestone Payments

If the Sponsors decide to fund the project entirely through construction period payments, then Developer would focus its efforts on helping to achieve the maximum amount of risk transfer possible under such a structure. To the extent that there were unavoidable timing mismatches between the availability of Sponsor funding and the liquidity requirements of the GC, Developer would also work to arrange short-term financing in support of the Sponsors' funding plan.

In relation to risk transfer, Developer would explore a DBF structure with Sponsors. A DBF structure could allow the Sponsors to shift design-build cost (including build-period financing), commissioning, and completion risks to the Developer. Short-term construction financing could be raised, secured by the Sponsors' milestone payment obligations. This short-term debt could be sourced on a competitive basis in order to optimize the combination of GC pricing, debt terms, and the security package requirements of the short term lenders, much as the debt would be in either the zero or 50% milestone scenarios.

An alternative scenario that can be explored if of interest to the Sponsors is a 501c3 or other tax-exempt debt structuring approach which is non-recourse to the Sponsors. Such an approach has the potential to achieve a cost of capital close to that which could be achieved if the Sponsors issue fully recourse debt in their traditional funding markets. It can also provide an increased level of operations period risk transfer when compared to a traditionally public-financed approach with short term O&M service agreements. In this approach, a Qualified Management Agreement would be implemented with the Developer, which would establish incentive payments tied to specific performance outcomes, and would include small equity investment by the Equity Members in support of specific operations and maintenance related project elements.

Another approach to help the Sponsors achieve some degree of long-term risk transfer is a structure that involves maintaining a small portion of long-term, at-risk equity invested in the Project. This could help ensure that operational performance requirements are met over the term, as well as provide for a level of long-term cost certainty for the Sponsors. Additionally, Developer would collaborate with the Sponsors on the design of the accompanying O&M regime to go with a 100% milestone payment structure (or in this case, a 90% - 93% milestone payment structure). While inherently limited in the amount of long-term security an accompanying O&M regime could provide, Developer could advise on structures that allow the Sponsors to proactively manage the performance of the Project.

Table A2-2: Financing Structure Comparison

	PRIVATE FINANCING	HYBRID STRUCTURE	TAX-EXEMPT PRIVATE FINANCING	PUBLIC FUNDING
	Zero Milestone Payments	50% Milestone Payments / 50% Private Financing	Milestone Payments TBD	100% Milestone
Sponsors are Long-Term Owners	☑	☑	☑	☑
Debt Issuer / Credit	Developer	Developer + Sponsors	Conduit Issuer	Sponsors
Investor Pool				
Debt Coupon Rate				
Cost of Developer Equity / Sub-Debt				N/A
Construction Risk Transfer to Private Partner				
Long-Term Performance Risk Transfer to Private Partner				
Closing Speed				
Transaction Complexity				
Debt Flexibility (delayed draw, etc.)				

Question D

The extent to which the Developer's teaming structure or organization may adjust assuming the Sponsors contribute:

i. no milestone payment;
ii. approximately 50% of the Project as milestone payments; or
iii. 100% of the Project cost as milestone payments

There would be no change to United Campus Partners' teaming structure or organization in the first two scenarios where the Sponsors contribute either no milestone payments or 50% of the Project costs through milestone payments. Whether or not there would be a change in UCP's teaming structure or organization in the case of 100% funding from milestone payments would depend upon when the Sponsors make that decision.

If the Sponsors make a determination that they will fund 100% of the Project costs through milestone payments early in the development process, then Plenary would step aside and allow the rest of the UCP team to continue forward with the Project as a DB or DBF delivery. Plenary's core expertise and strength lies in structuring and managing DBFM and DBFOM projects. With no role for a long-term equity investor to provide performance certainty, a turnkey solution, long-term risk transfer, and management consistency across the development, construction, and operations periods, Plenary would not be in a position to bring as much value to the Project or the Sponsors.

However, UCP understands that many development decisions, including the level of public funding to be provided, do not become clear until an owner has selected a Developer. The collaboration that occurs post-selection is a key benefit to the PDA delivery model. In the event that the Sponsors have not made a decision prior to the end of the RFP, the UCP team would move forward inclusive of Plenary into the PDA period. Together, UCP and the Sponsors would then look to analyze the key trade-offs for the Sponsors between the different options. UCP would be open and transparent in its recommendations and support this analysis as part of the larger development effort. Plenary would stay involved throughout the development period, lending its expertise to help get the project to financial close. And then in the event of 100% of Project funding from milestone payments, Plenary would exit the Project following a successful development period culminating in financial close.

Question E

Developer's concepts for innovation in structuring its financial approach to the different project stages (designing, building, operating and maintaining) of the Project, as well as deal/financial structural enhancements the Sponsors should consider.

With BBI and Plenary as Equity Members who have developed and are currently managing over 100 P3 projects across the world, the Sponsors can be sure that all potential financing approaches and potential financial structuring innovations will be fully and collaboratively explored.

UCP will also look to add a Financial Advisor to the team who has an extensive knowledge of the P3 market, can work collaboratively and transparently with the Sponsors and UCP, and will provide a conduit to an extensive investor network. The Financial Advisor will actively assist in the development of innovations in financial structuring and the marketing of those innovations to the debt investors and rating agencies so as to achieve the optimum credit rating, the lowest overall cost of financing while also meeting the Sponsors' risk-share objectives.

Design-Build Period Financial and Structural Innovations/Enhancements

- Green Bonds: The JGCC RFQ lays out a very impressive vision for the level of sustainability and efficiency that the Sponsors are expecting from the Project, including a commitment to Net Zero and WELL Being, the use of on-site renewable energy, and LEED Gold.

  UCP will explore leveraging the Project's commitment to sustainability to see if a Green Bond or a Sustainability-linked Bond may be issued to finance the Project. The former type of bond focuses on the use of the bond proceeds in environmentally beneficial asset development while the latter type of bond is focused on the ongoing environmental performance of the developed assets, for example in achieving reduced carbon emissions or lower energy utilisation than agreed benchmarks. The Sustainability-linked Bond could also provide a financial incentive

for long term performance by automatically adjusting to a lower interest coupon if the specific performance targets are achieved - given the collaboration inevitably required between the Project Developer (as long-term manager of the asset) and the Sponsors (as the long-term users of the asset) to achieve superior and sustained ongoing performance in areas such as energy efficiency, the improved Project cashflows from such outperformance of the Project under the terms of a Sustainability-linked Bond could be shared between the Developer and the Sponsors. Performance under both types of bond would be monitored and certified by independent third party specialists.

By tapping into specific pockets of investor demand for green and sustainability-linked bonds, a component of the Project's senior debt issued in this way may lower the cost of debt financing and also bring the Sponsors accolades for their vision and execution of a sustainable Project.

In 2014 on the North Island Hospitals project BB financed the project with the issuance of CAD$232M long-dated green bonds. The technical criteria of the project, which included a LEED gold ceritification, energy and greenhouse gas targets, a focus on wood first and built in the B.C. Climate Action plan all helped it to qualify as being green. This was the first P3 project in North America to use a green bond and at the time achieved the tightest yield on the bonds for an A(low) rated issuance in the Canadian P3 market.

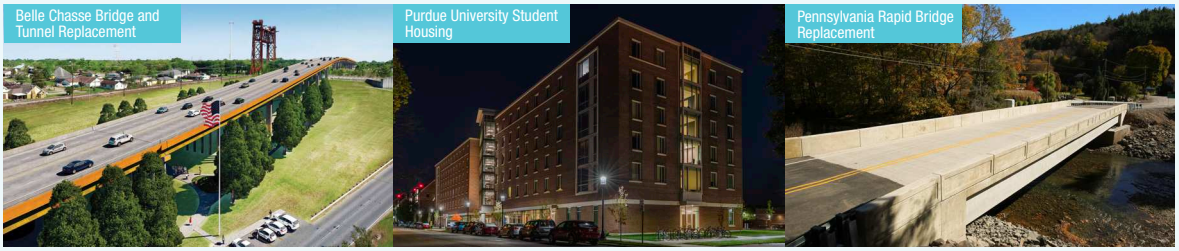
- Early Works Period: As contemplated in the RFQ, the Sponsors are anticipating entering into a PDA with the selected Developer. During the PDA, the parties will collaborate to advance the design beyond the 10% submitted with the RFP. In parallel to that work, there is likely other preconstruction work that can be accomplished through an early works agreement. Examples of matters that could be addressed in an early works agreement include ordering long-lead items [e.g. –BB Construction input if applicable or delete], site preparation, and submitting design packages for various permits (such as site plan and foundations). This will shorten the combined PDA + construction period, resulting in an accelerated schedule. Performing portions of this scope during the PDA period also can have the benefit of reducing project risk in areas that often are of greatest uncertainty and concern (utilities, below grade conditions), and thus help reduce both construction costs and financial costs.
- PDA Financing: Depending on the Sponsors' preferences and access to development funding, UCP can cash-flow all of the development period costs incurred to get to financial close. Those costs would then be recouped upon financial close. UCP could explore putting in place a short-term bank facility to fund the costs, depending on the size of the development budget.

PRE-DEVELOPMENT AGREEMENT - LONG BEACH CIVIC CENTER REDEVELOPMENT

On the Long Beach Civic Center project, Plenary worked with the City and Port of Long Beach to have all PDA work performed without requiring the City or Port to make any payments during the PDA period.

- Tax-exempt Debt Financing: As part of its analysis to determine the most cost-efficient financing solution that also supports the Sponsors' desired level of risk transfer, Developer will evaluate tax-exempt financing options. Potential tax-exempt options include using a non-profit 501c.3 model or a lease-leaseback structure. While tax-exempt financing should offer a lower coupon, Developer and Sponsors will also have to assess potential structuring constraints as well as limitations in risk transfer relative to a taxable financing.
- Inflation-linked bonds: To tap into one potential niche demand among certain investors for inflation-linked debt coupons which might reduce the overall senior debt funding costs of the Project, UCP would explore whether a component of the Availability Fees paid by the Sponsors might be indexed to the standard US inflation index used in the US inflation-linked bond market (TIPS being the US Government issued product for such bonds). Those Availability Fees would still be paid subject to performance-based deductions so the Project's operational risk transfer profile would not be impacted but the Sponsors would in effect be absorbing some long term inflation risk in exchange for a component of lower cost financing. Given the number of such niche investors may be relatively small and even fewer who are capable of competitively evaluating the underlying Project risk, any such bonds issued by the Project would likely constitute only a portion of the overall private financing, although still contributing to lower overall cost of capital.
- Accelerated Dispute Resolution or P3 Bond: UCP will work with the General Contractor to analyze the benefit of using an Accelerated Dispute Resolution ("ADR") or P3 bond in lieu of conventional payment and performance bonds. An ADR bond ensures that the Developer and/or the Sponsors can more quickly resolve disputes and draw upon the bond in the event of a General Contractor default. The ability to access cash liquidity from the ADR bond more quickly than from conventional P&P bonds has the potential to reduce the size of the liquid Letter of Credit security package required by the senior debt investors and the credit rating agencies in their overall credit assessment of the Project, substantially reducing costs to the Project.

ACCELERATED DISPUTE RESOLUTION



Plenary has implemented this ADR Bond on numerous recent projects, including the Belle Chasse Bridge and Tunnel Replacement Project, Purdue University Student Housing Bundle, and Pennsylvania Rapid Bridge Replacement Project. In each case, Plenary was able to leverage the ADR to decrease lenders' security package requirements. This led to savings for the project without any increase in risk.

- Indexing Committed Bond Margins: To the extent that there is a significant time gap between when funding commitments are required and when financial close and final bond pricing is expected, UCP and the Sponsors can link the committed bond margins to a basket of agreed 'reference' securities with comparable credit rating and tenor. The reference securities would have fully transparent pricing that could be verified by the Sponsors and their own financial advisors as well as with pre-agreed third party market specialists. The average movement in the credit margins across the basket of reference securities between the date of the debt investors' commitment and financial close of the senior debt would be passed to the investors as an adjustment (up or down) to their original committed margin. Bond investors in the Project's senior debt then avoid having to price potential market movements during the commitment period which should reduce the margins they are willing to accept, so reducing overall cost of capital for the Project. This mitigation structure is used extensively in Canadian P3 projects and is a more effective way of sharing debt pricing risk than a set percentage share of any credit spread movement between the Developer and the Sponsors which just adds to the Project's costs.

- Separate financing of the two Project towers: If the use of federal funds for the Transportation Tower necessitates a separate financing from the Office Tower, UCP can manage the parallel financings. Developer will be flexible in structuring solutions to meet the specific needs of each sub-project, and work with the Sponsors to ensure the commercial and risk transfer structure is appropriately optimized between the two financings while properly accounting for any shared elements. The Equity Members will be able to leverage their vertically integrated team structure to identify solutions which avoid duplicated costs across the projects and most efficiently allows for separate financings while delivering the overall project as a single, integrated undertaking. Some advantages BBI and Plenary will bring to this scenario include:
  - Common Developer / Equity Members with 'lock-in' until both projects achieve full operations;
  - Use of common third party legal/tech/financial advisors;
  - A combined rating process;
  - Use of common documents where possible;
  - Use of common subcontractors (DB and O&M) to minimize conflicts;
  - Use of common arrangers/underwriters;
  - Joint & coordinated marketing of debt alternatives to reduce overall debt costs, larger ticket allocations to 'linked' debt investments in both; and
  - Common Equity Members across both projects to facilitate bridging any differential risk gaps.

LONG BEACH CIVIC CENTER REDEVELOPMENT

Plenary developed the Long Beach Civic Center project for both the City and Port of Long Beach. The Port building was developed and built under a DBF model with construction financing raised against the Port's substantial completion payment commitment, with a limited set of O&M elements included to maximize synergies gained from inclusion in the broader project. The City building was developed and financed under a long-term DBFM model. Shared facilities such as the parking garage and central utility plant were developed in a way to leverage their joint use to reduce project costs, while structuring the capital funding, performance risk, and repayment in a manner which supported isolating risk exposure between the two separate financings.

Operations and Maintenance Period Financial/Structural Innovations and Enhancements

- Qualified Management Agreement ("QMA"): Used in conjunction with a tax-exempt financing, the QMA allows all of the O&M requirements to be dropped down to Developer, within certain statutory restrictions on commercial terms, performance incentives and risk-transfer.
- Letter of credit ("LC") backed debt service reserve account ("DSRA"): Rather than fully funding a DSRA at the end of the construction period and maintaining it throughout the O&M period, the Developer and Sponsors can evaluate the cost of an LC to fulfill this obligation to lenders. This has the potential to reduce overall project costs by reducing the amount of cash held in Project Co which represents a carry cost to the Equity Members.
- Short / medium term bank loans with long-dated swaps: The Developer will increase competitive pricing tension in the Project's financing structure by opening up the senior debt requirement to commercial bank lenders that can only lend competitively at short and medium legal maturities (typically up to 10 years). The long-dated swap provided by the same commercial banks minimizes refinancing risk as the underlying movement in base market rates for the future refinancing (typically long term US Treasuries) will correlate to the value of the underlying long term swap. The swap will then be terminated 'at market value' when the refinancing occurs. Hence an increase in underlying rates after financial close which causes an increase in the overall coupon on the future refinancing issue is largely offset by the increase in value of the swap, which termination value therefore reduces the amount of new refinancing debt required, albeit at a higher coupon cost. The Developer would still retain the risk of credit spread movements after initial financial close on an eventual refinancing but could manage that risk thru careful timing of

the refinancing during the term of the initial bank financing. The use of credit insurance for the term of the swap would further mitigate this residual refinancing risk by reducing the Developer's net exposure to the adverse credit spread movement on an eventual 'AA' rated refinance compared to that assumed at financial close.

- Market-tested pricing for soft services: For O&M soft services where typically 'labor-intensive' services can be effectively rendered through a series of short-term subcontracts under overall management by the Developer, such as janitorial or pest control, Sponsors can potentially benefit from lower pricing by taking on the risk of having those contracts repriced periodically during the operations and maintenance period. This is because Developer does not have to fully capture the risk of labor market inflation in its O&M pricing. Further, this mechanism is an effective way to measure and manage the participation of CBEs and DBEs during the operations and maintenance period.
- Commercial revenue: The RFQ mentions the goal of having the JGCC serve as a catalyst for creating better opportunities for businesses, spurring both traditional and non-traditional revenue opportunities. By allowing Developer to participate in commercial revenue opportunities, the Developer can reduce the level of availability payment it requires reflecting its assumptions for these third-party revenue yields over the life of the contract. Provided the commercial revenues are a relatively small proportion of the Project's revenue, these can be introduced without material adverse impact to the Project credit profile and therefore without impacting the ability to raise competitively priced debt. It should be noted that this option is not available to the Project under a tax-exempt structure.

On the Long Beach Civic Center project, Plenary worked closely with the City to develop and monetize excess City land assets to help fund the cost of the new civic center.

PURDUE STUDENT HOUSING

BBI manages lease space of 31,500 ft^2 at its Purdue Student Housing and University of Texas, Dallas Student Housing Projects. This includes lease up, common area maintenance, tenant mix, and revenue maximization. BBI has also just closed the Vanderbilt University Graduate Housing project where it will manage 26,000 ft^2 of retail with a grocery anchor.

A3

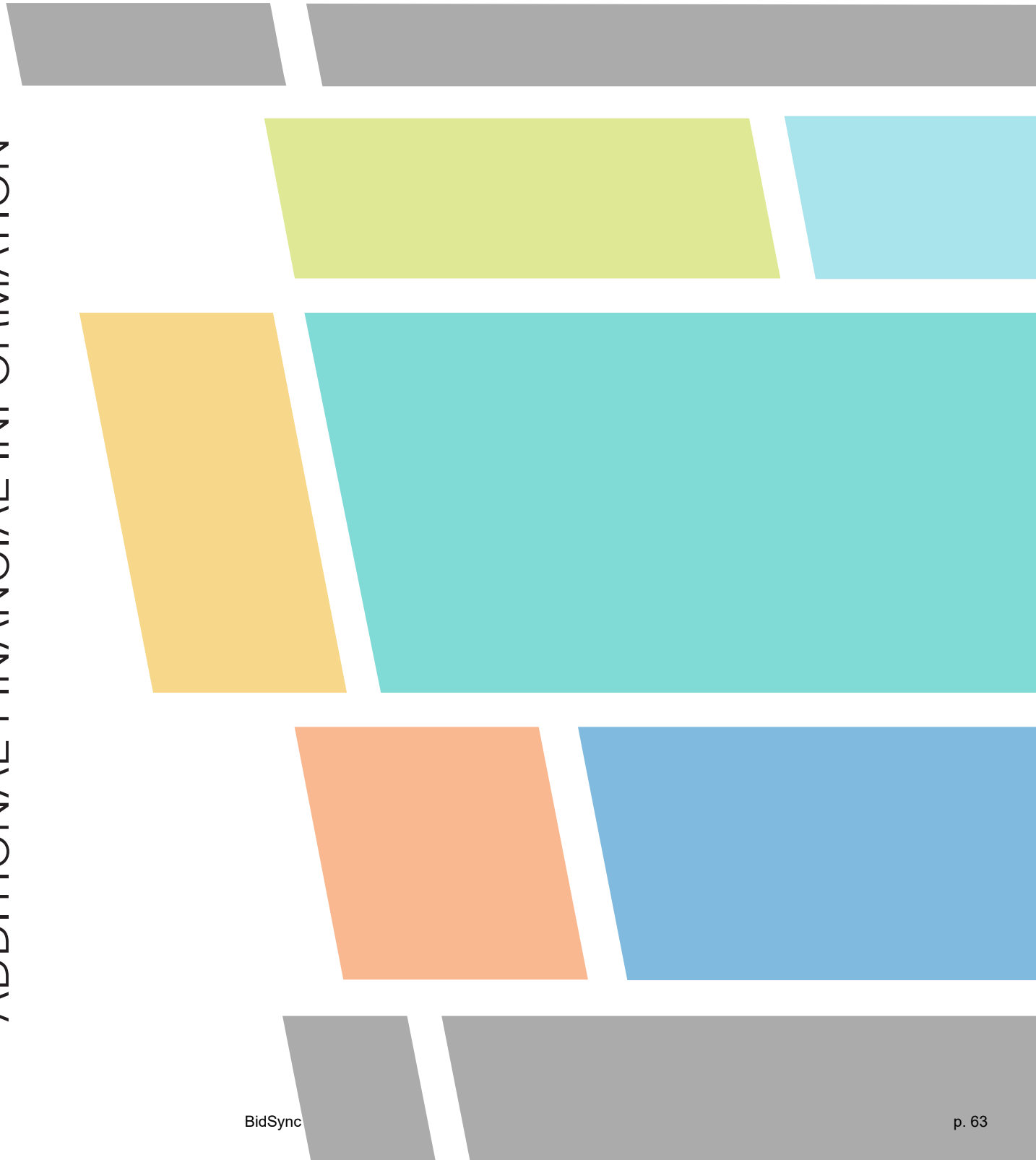
FINANCIAL STATEMENTS

A3 FINANCIAL STATEMENTS

As per Addendum 1, please refer to Volume E - Financial Statements and Litigation History in a separate binder.

A4

ADDITIONAL FINANCIAL INFORMATION



A4 ADDITIONAL FINANCIAL INFORMATION

Please refer to Volume E - Financial Statements and Litigation History in a separate binder.

A5

PAST / CURRENT PERFORMANCE

A5 PAST / CURRENT PERFORMANCE

Question

Provide a description (not to exceed one (1) page per project) of relevant experience (past and current) held by the Developer and other Equity Members (for entities that invest equity through one or more funds or vehicles under common or similar management or ownership, the experience of all such funds and vehicles may be included) on projects where such Equity Member acted in a role as a concessionaire/private partner/equity member in connection with such project that reached financial close. These roles should incorporate the utilization of financing to drive Project performance. Complete Project Financial Experience Form.

Table A5-1 below is the collective list of completed and active projects that United Campus Partners' Equity Members has managed within the past five years as well as active projects currently being pursued.

Table A5-1: Completed and Active Projects

PROJECT NAME	LOCATION	VALUE	ASSET TYPE	STATUS
Abbotsford Law Courts	Abbotsford, BC Canada	C$130M	Justice	In Operations
ACC III	GA, TX USA	$55M	Demand	Complete
AETC Group I	FL, OK, AZ, TX USA	$358M	Demand	Complete
Alberta High School Bundle	Various, AB Canada	TBD	Education	RFP
AMC West	WA, OK, CA USA	$428M	Demand	Complete
Archives of Ontario	York, ON Canada	C$85M	Government Accommodations	In Operations
BC Cancer Agency for the North	Prince George, BC, Canada	C$79M	Healthcare	In Operations
BC Children's & BC Women's Hospital	Vancouver, BC, Canada	C$450M	Healthcare	Complete
Belle Chasse Bridge and Tunnel Replacement	Belle Chasse, LA USA	$181M	Transportation	Under Construction
Borden Data Center	Ontario Canada	$245.8M	Accommodation	Complete
Bowie State University-Residence Hall and Entrepreneurship Center	Bowie, MD USA	$50 M	Education	Construction
Brampton Civic Hospital	Brampton, ON Canada	C550M	Healthcare	In Operations

PROJECT NAME	LOCATION	VALUE	ASSET TYPE	STATUS
Bridgepoint Hospital	Toronto, ON Canada	C$622M	Healthcare	In Operations
Carlisle Barracks and Picatinny Arsenal	PA, NJ USA	$104M	Demand	Complete
Centre for Addiction and Mental Health Phase 1C	Toronto, ON Canada	C$539M	Healthcare	In Operations
Communications Security Establishment Canada	Ottawa, ON Canada	C$867M	Defence	In Operations
Cook County Hospital Market Rate Redevelopment	Chicago, IL USA	$133M	Accommodations	Under Construction
Corner Brook Acute Care Hospital	Corner Brook, NL Canada	C$699M	Healthcare	Under Construction
Corner Brook Long-Term Care	Corner Brook, NL Canada	C$125M	Healthcare	In Operations
Cortellucci Vaughan Hospital	Vaughan, ON Canada	C$1,004M	Healthcare	In Operations
DC Smart Street Lighting	Washington, DC USA	TBD	Utilities	RFP
Disraeli Bridges	Winnipeg, MB Canada	C$195M	Transportation	In Operations
Fargo / Moorhead Channel Diversion Project	Fargo, ND USA	TBD	Water	RFP
Florida Atlantic University - Innovation Village Apartments	Boca Raton, FL USA	$123M	Housing	Complete
Fort Bliss and White Sands Missile Range	TX, NM USA	$775M	Demand	Complete
Fort Carson	Colorado Springs, CO USA	$474M	Demand	Complete
Fort Detrick & Walter Reed Army Medical Center MD	Frederick+Silver Spring, MD USA	$111M	Demand	Complete
Fort Eustis and Fort Story	Newport News and Virginia Beach, VA USA	$174M	Demand	Complete
Fort Gordon	Augusta, GA USA	$108M	Demand	Complete
Fort Hamilton	Brooklyn, NY USA	$61M	Demand	Complete
Fort Jackson	Columbia, SC USA	$181M	Demand	Complete
Fort Leonard Wood	Fort Leonard Wood, MO, USA	$230M	Demand	Complete
Fort Stewart and Hunter Army Airfield	Hinesville and Savannah GA USA	$374M	Demand	Complete
Fort Stewart UPH	Hinesville, GA USA	$35M	Demand	Complete

PROJECT NAME	LOCATION	VALUE	ASSET TYPE	STATUS
Humber River Hospital	Toronto, ON Canada	C$1,750M	Healthcare	In Operations
Interior Heart and Surgical Centre	Kelowna, BC Canada	C$95M	Healthcare	In Operations
LAC Gatineau 2 Preservation Centre	Gatineau, QC Canada	C$330M	Government Accommodations	Under Construction
Lackland Air Force Base	San Antonio, TX USA	$145M	Demand	Complete
LAX Automated People Mover	Los Angeles, CA, USA	$2.7B	Transportation	Construction
Long Beach Civic Center Redevelopment	Long Beach, CA USA	$520M	Government Accommodation	In Operations
Metrolinx East Rail Maintenance Facility	Whitby, ON Canada	C$859M	Transportation	In Operations
Miami-Dade County Civil and Probate Courthouse	Miami, FL USA	$338M	Justice	Under Construction
Miami-Dade SMART North Corridor	Miami, FL USA	TBD	Transportation	RFP
Milton District Hospital	Milton, ON Canada	C$512M	Healthcare	In Operations
Ministry of Government New Data Centre	Guelph, ON Canada	C$352M	Government Accommodations	In Operations
Navy Northeast	CT, ME, NY, NJ, RI, USA	$495M	Demand	Complete
Navy Southeast	SC,FL,GA,MS,TX USA	$557M	Demand	Complete
NHS Health Care Complex and Walker Family Cancer Centre	Niagara, ON Canada	C$759M	Healthcare	In Operations
North Bay Regional Health Care Centre	North Bay, ON Canada	C$551M	Healthcare	In Operations
North Island Hospitals	Vancouver, BC, Canada	C$336M	Healthcare	Complete
Northern Group	ND, SD, NM, ID USA	$439M	Demand	Complete
Okanagan Correctional Centre	Oliver, BC Canada	C$193M	Justice	In Operations
Ontario Drive Examination Services	Various, ON Canada	C$200M	Transportation	In Operations
Ontario Line - Rolling Stock, Systems, Operations and Maintenance	Toronto, ON Canada	TBD	Transportation	RFP
Ontario Long-Term Care Portfolio	Various, ON Canada	C192M	Healthcare	In Operations
Peel Memorial Centre for Integrated Health and Wellness	Brampton, ON Canada	C$491M	Healthcare	In Operations
Pennsylvania Rapid Bridge Replacement Project	Various, PA USA	$1,112M	Transport	In Operations

PROJECT NAME	LOCATION	VALUE	ASSET TYPE	STATUS
Pennsylvania Turnpike Commission Fiber Infrastructure O&M and Commercialization Services	Various, PA USA	$50M	Utilities	In Operations
Purdue Student Housing Facilities	West Lafayette, IN, USA	$217.6M	Education	In Operations
Purdue University-Aspire at Discovery Park	Lafayette, IN USA	$86M	Demand	Complete
Queen Elizabeth II - Halifax Infirmary Expansion Project	Halifax, NS Canada	TBD	Healthcare	RFP
Royal Ottawa Hospital	Ottawa, ON Canada	C$159M	Healthcare	In Operations
SFMTA Portrero Bus Yard Replacement	San Francisco, CA, USA	TBD	Housing / Transportation	RFP
St. Joseph's Healthcare Hamilton	Hamilton, ON Canada	C$581M	Healthcare	In Operations
State Street Redevelopment	Lafayette, IN USA	$123M	Transportation	In Operations
Stoney CNG Bus Storage and Transit Facility	Calgary, AB Canada	C$175M	Transportation	In Operations
Swift Current Long Term Care Centre	Swift Current, SK Canada	C$109M	Healthcare	In Operations
Texas Woman's University-Parliament Village	Denton, TX USA	$75.5M	Accommodation	Complete
Thunder Bay Courthouse	Thunder Bay, ON Canada	C$247M	Justice	In Operations
UC Merced 2020 Project	Merced, CA USA	$1,338M	Education	Under Contruction
US 36 Express Lanes	Denver, CO USA	$200M	Transportation	In Operations
University of Idaho Utility System	Moscow, ID USA	$225M	Utilities	In Operations
University of Iowa - Aspire at West Campus Phase 1	Iowa City, IA USA	$31M	Education	Complete
University of Iowa - Aspire at West Campus Phase 2	Iowa City, IA USA	$32M	Education	Complete
University of Nevada, Reno - Ponderosa Village	Reno, NV USA	$22M	Education	Complete
University of Texas at Dallas - Phase 1 Northside	Richardson, TX USA	$52M	Education	Complete
University of Texas at Dallas - Phase 2 Northside	Richardson, TX USA	$65M	Education	Complete
University of Texas at Dallas - Phase 3 Northside	Richardson, TX USA	$38M	Education	Complete
University of Texas at Dallas - Phase 4 Northside	Richardson, TX USA	$70M	Education	Construction
University of Oklahoma-Cross Residence Hall	Norman, OK USA	$175M	Demand	Complete

PROJECT NAME	LOCATION	VALUE	ASSET TYPE	STATUS
University of North Carolina at Wilmington-Student Housing Village	Wilmington, NC USA	$149M	Housing / Education	Complete (Phase 1) Construction (Phase 2)
Vandenberg Air Force Base	Lompoc, CA USA	$155M	Demand	Complete
Vanderbilt University - Graduate Apartments	Nashville, TN USA	$151M	Education / Accommodation	Construction
Waterloo Light Rapid Transit	Waterloo, ON Canada	C$583M	Transportation	In Operations
West Point NY	West Point, NY USA	$219M	Demand	Complete
Western Group	CA, MO, NM, MT USA	$328M	Demand	Complete
Winnipeg Southwest Rapid Transitway Project (Stage 2)	Winnipeg, MB Canada	C$366M	Transportation	In Operations


Broward County Board of County Commissioners

LONG BEACH CIVIC CENTER REDEVELOPMENT

Location:
Long Beach, California

Status:
In Operations

Project Size:
595,500 sf

Project Delivery:
DBFOM

Project Value:
$523M

Private Financing Raised
$ 473M

Construction Value:
$392M

Financing Structure
ST Bank, LT Note

Project Description

The 600,000 sf, $520M project includes a new City Hall building and civic plaza, new Main Library, a revitalized Lincoln Park, underground parking facilities, including 414 new parking stalls, and a new Port headquarters. Similar to the JGCC Project, the new City Hall building and Port headquarters building are both high-rise buildings in a downtown urban environment that connect to the surrounding community through civic plazas, landscaping and open public spaces.

Plenary Properties Long Beach ("PPLB") developed, designed, built and financed the new Civic Center, and is now managing operations and maintenance over a 40-year concession period for the City portion of the project, including shared facilities such as parking, elevators, chambers, and the central utility plant. The Port portion of the project was delivered under a DBF model; however, after seeing the level of O&M service being provided on the City facilities, the Port is now considering having PPLB take over Port facility operations.

By utilizing a public-private partnership model, the City of Long Beach is able to produce this redeveloped Civic Center costing less than it was paying to use and maintain its former facilities. Summary of the financing structure can be found in the following project experience form.

Awards

- Best Social Infrastructure Project (P3 Bulletin), 2016
- Projects Grand Prix (P3 Bulletin) 2016
- Merit in Urban Design (American Planning Association LA), 2016
- North America Bond Deal of the Year (IJ Global), 2017
- Best Social Infrastructure Project (P3 Bulletin), 2020
- Projects Grand Prix (P3 Bulletin), 2020
- Merit in Urban Design (American Planning Association LA), 2020

Testimonials

"The Plenary consortium achieved significant savings to their initial proposal in order to meet the City's affordability limits. They achieved this in a compressed timeframe of around 4 weeks from October to November 2015 through a combination of value engineering initiatives and innovative financial measures which generated significant cost savings while maintaining the integrity and intent of their technical and commercial proposal. Plenary has been a highly collaborative, responsive and reliable partner throughout the entire process, and embody the meaning of "partner" in a P3 Partnership. I highly recommend them as a development partner to any public body." - *Mike Conway, Director of Business and Property Development, City of Long Beach*

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ PDA, ENA, CDA
- ☑ Reached Financial CLose in the last 7 years
- ☑ Utilitization of financing to drive project performance
- ☑ Multiple clients
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ in excess of $300 million project size
- ☑ Hybrid Funding
- ☑ Private financing raised
- ☑ Addresses site management issues within urban location

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 1 OF 8	
Project Name	**Long Beach Civic Center Redevelopment**
Project Address	411 W Ocean Boulevard, Long Beach, CA 90802
Owner/Developer	The City of Long Beach, The Port of Long Beach
City and State	Long Beach, California, USA
Owner's Contact Name, Email and Phone	Richard Anthony, Deputy City Attorney Richard.anthony@LongBeach.gov (562) 570-2211
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mike Schutt, Commercial and Finance Lead
If not already listed, name of the Architect	Skidmore, Owings & Merrill
PROJECT DATA	
Project Gross Square Footage	595,500 sf
Total Project Cost	$523M
Type of Project	Social Infrastructure, Government Accommodation
Project Delivery Method	DBFOM (City Assets), DBF (Port Assets)
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	Annual O&M Value: $15,208,929 The O&M team must operate the City building 24-hours per day, 7-days per week and is responsible for all capital investment and life-cycle replacement over the entire 40-year maintenance period. It should be noted that the Port is also now considering transferring O&M responsibilities to the Plenary Team given its performance to date on the City facilities. Regular operation and maintenance activities include building maintenance (preventative and demand), security, landscaping, and tenant improvements. The facility is required to achieve an FCI of 0.15 or less at Handback. This FCI indicates that the building will be in a condition that is at least 80%-85% of like-new condition at Handback.
Construction Type	Design-Build, High-Rise
Occupancy Classification	Office, Public Accommodation, Government, Assembly
Level of LEED Certification	LEED Platinum Certification (Library)
Number of Stories	City Hall – 11 stories, 254,000 sf Port HQ – 11 stories, 237,000 sf Civic Plaza – 73,000 sf Main Library – 92,500 sf Lincoln Park – 4.9 acres
Design Start Date	April 20, 2016
Construction Documents Completion Date	April 7, 2017
Construction Start Date, Substantial Completion Date, or Current Status	The project hit Substantial Completion on City Hall, Port and Library Buildings on June 27, 2019
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	$406M
Final Construction Cost	$392M

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 1 OF 8	
Was the project completed within budget? If not, why?	Yes, the project was completed within budget. Plenary worked with the Owners to advance and refine the design post-selection, under a PDA process. This led to updates to the project budget, and Plenary delivered the project within the revised, lower budget value.
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	Richard Anthony
Current Address of Reference	411 W. Ocean Boulevard, Long Beach, CA 90802
Current Phone Number of Reference	(562) 570 – 2211
Reference's Employer	City of Long Beach
Reference's Title/Position	City of Attorney Representative for LBCC Contract
Role of the Named Reference in the Project	Deputy City Attorney
Email Address of Reference	Richard.Anthony@longbeach.gov
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Plenary is the Financial Arranger, Equity Provider and the Lead Developer for the Plenary Properties Long Beach consortium. This role included leading all development activities both during the RFP process and post-selection when all entitlements had to be secured, the design had to be finalized, and the project budget had to be agreed. Plenary worked with the City and the Port to develop an alternative financing plan to the original tax-exempt debt planned for the project and raised long-term debt in the US private placement market and entered a short term bank loan. Changing from the initially proposed tax-exempt debt approach which Plenary had structured was the result of shifts in the financial markets during the PDA period which resulted in a taxable debt offering providing a lower project cost and greater level of risk transfer.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The Project includes the creation of a new City Hall, a new Main Library, a revitalized Lincoln Park, parking facilities, and a new Port of Long Beach headquarters, as well as complementary private development in downtown Long Beach. Plenary Properties Long Beach developed, designed, built and financed the new Civic Center, and is managing the operations and maintenance for all non-Port facilities (but including shared facilities) over a 40-year concession period. Key similarities to the Project include: • Project developed under a PDA-like structure post-Developer selection; • Project developed for two separate public owners (City and Port); • DBFOM delivery model with long-term performance secured by private investment; • Total project size in excess of $300M; • Social infrastructure + government accommodation; • Constrained urban construction site; • Emphasis on sustainability in design and construction; and • Collaborative process to optimize financing and risk-transfer. Value to the Sponsors The LBCC project has a significant number of parallels to the JGCC Project. Plenary demonstrated its ability to add value in the following roles and responsibilities that it will also have on the JGCC Project.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 1 OF 8	
Describe how the referenced project was similar in scale and complexity to the applicable Project scope (cont.)	**Design Management:** After being selected by the project sponsors, Plenary led the design advancement process together with the design-builder. It incorporated the feedback of multiple different stakeholder groups and collaborated closely with the sponsors to develop a design with a broad appeal that also met sponsor cost, aesthetic, and functional objectives. **Financing Optimization:** Throughout the development period, Plenary maintained financing optionality by continually evaluating a taxable private placement versus tax-exempt 63-20 bonds for the project. One of the City's goals for the project was to procure the new facilities at a cost equal to or below the cost of operating the existing facilities. Lowering the cost of capital was an important tool for achieving this goal. When the spread between tax-exempt and taxable rates compressed, Plenary pivoted to a taxable private placement solution. Further, when Plenary's development partner, Edgemoor, dropped out due to issues sourcing its required equity contribution, Plenary stepped forward to fill the funding gap and became the sole Equity Member on the project. This highlights Plenary's openness to and comfort with both taxable and tax-exempt debt solutions. The taxable solution was more favorable to the City because it resulted in a lower overall cost, provided greater flexibility for the project, and achieved a higher degree of risk-transfer. **Collaboration with Dual Sponsors:** This project was developed for both the City and Port of Long Beach. Plenary worked closely to understand the needs, constraints, and objectives of both clients to put together a financing and execution approach that benefitted from the combined scale of the two facilities while also meeting the specific needs of each client. Plenary executed both projects under a single design-build agreement but structured separate, dual financings. Plenary managed all project interfaces between the clients, design-builder, and lenders to deliver the project seamlessly. Project Financing Raised Similar to the financial structures envisioned by the Sponsors for the JGCC, this project included private financing to support long-term performance risk-transfer. Private financing included: Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Plenary	100%	$21.2M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Short Term Credit Facility	47%	$212.5M
Long Term Notes	53%	$239.1M

UC MERCED 2020 PROJECT

Location:
Merced, California

Status:
In Operations

Project Size:
1.2 million sf

Project Delivery:
DBFOM

Project Value:
$1.166B

Private Financing Raised
$719M

Construction Value:
$1.166B

Financing Structure
LT Note

Project Description

The UC Merced 2020 Project is a 1.2 million gross-square-foot campus expansion and redevelopment project on the UC Merced campus that includes new teaching facilities, research laboratories, and faculty offices. The expansion was completed in 2020 and nearly doubled the campus' physical capacity.

The project was the first in the UC system to use a single private development team for a multi-year, multi-building project of this scope. Plenary Properties Merced (PPM) not only designed and built all of the new facilities as a single, fast-track project, but will also ensure major building systems operate effectively over the 39-year term of the contract.

To accommodate changing needs over time, the design and construction approaches are flexible and highly adaptable, helping the campus achieve long-term life-cycle and sustainability goals. In line with the University's sustainability goals and goals to achieve Carbon Neutrality campus wide, all buildings were certified as LEED Platinum, minimum requirement was LEED Gold. The design includes a robust approach to storm water management and aquifer recharge.

Because PPM had proven to be a trusted and highly capable delivery team—and was already an established presence on campus—UC Merced expanded the UC Merced 2020 Project scope during construction in an order to maximize the value received from the Project and address additional campus needs beyond those initially outlined. Additional project scope the PPM team assumed responsibility for during construction included: 100+ lab fit-outs, a 3P hazmat building to support the increased number of labs, and .50+ additional construction projects ranging from flood lights to recreation fields to specialized drainage systems. Summary of the financing structure can be found in the following project experience form.

The degree of quality and excellence achieved by Plenary on this project is further reflected in the awards and testimonials below:

Awards

- Americas P3 Deal of the Year (PFI Awards), 2016
- Best Social Infrastructure Project (P3 Awards), 2017
- North America Social Infrastructure Deal of the year (IJ Global), 2017

Testimonials

"Plenary has produced a compact, environmentally sensitive design that blends beautifully with our existing campus, facilitates our multi-disciplinary teaching and research methods, and provides flexibility for future changes in building usage. They have taken a holistic and balanced approach, enabling UC Merced to manage the lifecycle costs and risk of the 2020 Project. We have confidence that, as we execute the Merced 2020 Project, our partners will help to achieve the objectives we set forth for the development and management of our facilities." - *Daniel M. Feitelberg, Vice Chancellor, Planning and Budget, University of California, Merced*

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ Reached Financial CLose in the last 7 years
- ☑ Utilitization of financing to drive project performance
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ in excess of $300 million project size
- ☑ Hybrid Funding
- ☑ Private financing raised

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 2 OF 8	
Project Name	**UC Merced 2020 Project**
Project Address	5200 Lake Road	Merced, California 95343
Owner/Developer	Regents of the University of California
City and State	Merced County, California, USA
Owner's Contact Name, Email and Phone	Michael McLeod mmcleod@ucmerced.edu (209) 285-8063 Robin Walker, Project Manager rwalker6@ucmerced.edu (209) 259-8930
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mike Schutt, Commercial and Finance Lead
If not already listed, name of the Architect	Skidmore, Owings & Merrill
PROJECT DATA	
Project Gross Square Footage	1.2 million sf
Total Project Cost	$1.166B
Type of Project	Social Infrastructure, Education
Project Delivery Method	DBFOM
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	Annual Value: $4.9M Nature of Services: All O&M + FM services excluding custodial and landscaping. This includes facility maintenance (preventative and demand), lifecycle renewal work, energy management, pest control, etc.)
Construction Type	Design-Build
Occupancy Classification	Academic student life, residential/housing, food service, classrooms, recreation, laboratory, assembly
Level of LEED Certification	LEED Platinum
Number of Stories	1A/3B: Granite Pass Residence Hall – 4 stories (1A) and 3 stories (3B) 1D: The Pavilion dining hall – 1 story plus basement 1B: Glacier Point Residence Hall – 6 stories Lab 2A: Sustainability Research & Engineering – 5 stories including basement Lab 2B: Arts & Computational Sciences – 3 stories plus basement Lab 3A: Biomedical Sciences and Physics – 6 stories including basement 3A2: Greenhouse – 1 story Housing 3C: Sentinel Rock – 5 stories Housing 3D: El Portal – 5 stories 3M: Health and Athletic Center – 2 stories 3H: Administration Building – 3 stories 3G: Conference Center – 2 stories
Design Start Date	June 16, 2016
Construction Documents Completion Date	June 1, 2020
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** August 12, 2016 **Substantial Completion (for all facilities):** June 1, 2020 **Current Status:** In Operations
Was the project completed on time? If not, why?	Yes

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 2 OF 8	
Client/User Initial Construction Budget	$1.166B
Final Construction Cost	$1.166B
Was the project completed within budget? If not, why?	Yes
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	Mike McLeod
Current Address of Reference	5200 Lake Road, Merced, California 95343
Current Phone Number of Reference	(209) 285-8063
Reference's Employer	University of California, Merced
Reference's Title/Position	Vice Chancellor & Chief Operating Officer
Role of the Named Reference in the Project	Vice Chancellor & Chief Operating Officer
Email Address of Reference	mmcleod@ucmerced.edu
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Plenary served as the Financial Advisor, Equity Provider, and the Lead Developer for the Plenary Properties Merced consortium. Plenary's was responsible for creating the project team, managing the bid during a very short RFP window, developing the project financing plan and sourcing all of the project debt, and underwriting the equity as sole Equity Member in the project. Following selection, Plenary worked closely with the University to optimize scope and refine the financing plan in order to meet affordability requirements. It raised 100% of the private taxable financing and managed both construction and operations, a complex task given that certain facilities transitioned into operations as construction was continuing on others. Post-financial close, Plenary actively managed both the construction and operation of the project, which involved coordinating both scopes of work at the same time given the phased delivery of the project. Plenary's active role in managing the project led to on-time, on-budget delivery despite unforeseen challenges.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The UC Merced Project is similar to the Project in scale and complexity in the following ways: • Social infrastructure; • Project size in excess of $1B in total cost; • DBFOM delivery model involving partial operations commencement while construction was still proceeding; • Collaborative post-selection process to optimize design, scope, and funding in order to meet affordability requirements; • Long-term performance risk transfer underpinned by private capital investment; and • Significant emphasis on sustainability in design and construction.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 2 OF 8

Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)

Value to the Sponsors

The importance of having a strong development partner was evident on the UC Merced project. In the course of preparing the final proposal for the client, Plenary's initial design-build and O&M partners made the decision to abandon the pursuit. Though both had extensive P3 experience, they were unwilling to accept the client's preferred risk transfer structure. Plenary continued to lead design and O&M planning efforts while leading a search for qualified replacements and ultimately pulled together a team that was able to deliver the project with the clients' preferred risk transfer in the most cost-efficient manner. This highlights Plenary's commitment to customer-focused solutions as well as its ability to manage and deliver projects despite extreme unforeseen circumstances.

This project also demonstrates the importance of active management and the power of the incentives created by the investment of private capital in the project. Timely first delivery was essential to the university in order to accommodate new students moving in. It was achieved thanks to the proactive, solution-oriented approach of Plenary, despite an adverse weather relief event in the winter of 2017. Plenary's project managers actively developed an acceleration plan to make up for the lost time caused by one of the wettest winters in recent history. The handoff from the construction team to the operations team went smoothly thanks to Plenary's oversight of first delivery, ensuring all operational facilities were ready prior to first student move-in.

Finally, Plenary also demonstrated its financing expertise by running a competitive debt process that included over ten investors from Europe, Asia, and the US. Plenary worked closely with the UC and its advisors to develop a "fast-track" financial close protocol that resulted in the simultaneous achievement of both contractual and financial close less within two months after preferred proponent announcement, allowing construction progress to begin expediently.

Project Financing Raised

Similar to the financial structures envisioned by the Sponsors for the JGCC, this project included private financing to support long-term performance risk-transfer. Private financing included:

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Plenary	100%	$56M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Long Term Notes	100% (~50% of project costs, with University issuing debt to fund remaining portion)	$663M

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

Location:
Miami, Florida

Status:
Under Construction

Project Size:
581,000 sf

Project Delivery:
DBFOM

Project Value:
$337M

Private Financing Raised
$337.9M

Construction Value:
$263M

Financing Structure
LT Note

Project Description

The Miami Dade County Civil and Probate Courthouse is the first social infrastructure P3 DBFOM in the State of Florida. The project includes the design, construction, financing, operations and maintenance of a 23-story courthouse with 46 finished courtrooms and four additional shelled courtrooms available for future conversion as needed. A 58-spot parking garage is also part of the project.

The overall design of the facility emphasizes natural light with each courtroom having multiple external windows. The layout allows judges and staff to traverse the building without crossing into public traffic. The design incorporates environmental resiliency with mechanical functions on higher floors and the parking garage is designed below grade elevating the main lobby above street level, mitigating potential flood impacts. Each courtroom is designed next to judicial chambers minimizing travel distance for judges and the facility is designed to achieve LEED Gold certification.

Plenary Justice Miami ("PJM") has committed to a 20% local Small Business Enterprise goal in the design, construction and operation of the new courthouse.

Summary of the financing structure can be found in the following project experience form.

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ Reached Financial CLose in the last 7 years
- ☑ Utilitization of financing to drive project performance
- ☑ Multiple clients
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ in excess of $300M project size
- ☑ Private financing raised
- ☑ Addresses site management issues within urban location

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 3 OF 8	
Project Name	**Miami Dade Courthouse**
Project Address	73 W. Flagler Street, Miami, Florida 33130
Owner/Developer	Miami-Dade County
City and State	Miami, Florida, USA
Owner's Contact Name, Email and Phone	Frank Suarez Francisco.Suarez@miamidade.gov Phone: 305-375-1112 Cell: 305-588-7634
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	**Mike Schutt:** Development Director, Bid Lead, and Board Member (Plenary) **Jeff Goodale:** A/E Principal-in-Charge (HOK) **Jonathan Rae:** Architect of Record (HOK) **Duncan Kirk:** A/E Project Manager (HOK) **Bill Hellmuth:** Lead Project Designer (HOK) **Kristine Johnson:** Owner's Rep (worked on the project under AECOM, prior to joining HOK) **Anica Landreneau:** Sustainability Designer / LEED (HOK) **Esther Wang:** Project Architect (Core & Shell) (HOK) **Travon Price:** A/E BIM Manager / Coordination (HOK)
If not already listed, name of the Architect	HOK
PROJECT DATA	
Project Gross Square Footage	581,000 sf
Total Project Cost	$337M
Type of Project	Justice Infrastructure
Project Delivery Method	DBFOM
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	**Annual O&M Budget:** ~$3.75M **Nature of Services:** The Plenary team will provide comprehensive operation and maintenance services during the project term. This scope includes building automation systems and integration, fire alarm system, finishes, parking control equipment, elevators, plumbing fixtures, HVAC equipment, janitorial services, pest control, and security equipment.
Construction Type	Design-Build, High-Rise
Occupancy Classification	Justice, Assembly
Level of LEED Certification	Achieving LEED Gold
Number of Stories	23 stories
Design Start Date	January 2020
Construction Documents Completion Date	TBD – Estimate May 2021
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** January 2020 **Substantial Completion (for all facilities):** January 23, 2024 **Current Status:** Under Construction
Was the project completed on time? If not, why?	Under construction
Client/User Initial Construction Budget	$263M
Final Construction Cost	Currently within budget

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 3 OF 8	
Was the project completed within budget? If not, why?	Currently within budget
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	Frank Suarez
Current Address of Reference	111 NW 1st Street, Suite 2420, Miami, FL. 33128
Current Phone Number of Reference	305-375-1112
Reference's Employer	Miami-Dade County Internal Services Department
Reference's Title/Position	Manager, Architecture & Engineering Section
Role of the Named Reference in the Project	Miami Dade County Manager
Email Address of Reference	Francisco.Suarez@miamidade.gov
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Plenary served as lead project developer, financial advisor, and sole equity investor on the Miami-Dade Courthouse project. Bid Lead, Mike Schutt worked closely with Plenary's internal technical resources and the other PJM team members to truly optimize the whole-of-life cost of the project. This included arranging a financing solution that was more cost-effective than competing bidders and was possible thanks to the track record of success and corporate relationships it has with the two private placement investors. Plenary is now currently overseeing construction of the project utilizing resources from its in-house delivery team.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The Miami Dade Courthouse is similar in scale and complexity to the Project in the following ways:Social infrastructure; • Social infrastructure; • Located in South Florida and subject to similar permitting requirements; • DBFOM delivery model; • Plenary and HOK partnership; • Long-term risk-transfer underpinned by private capital investment; • Significant emphasis on sustainability and environmental resiliency; and • High-rise construction on a tight urban site adjacent to active passenger rail lines. Value to the Sponsors Plenary's self-perform O&M capabilities and expertise helped lower the long-term O&M cost for the client. Working closely with the O&M provider, Johnson Controls, Plenary's in-house team combed through the project technical requirements to look for strategies to increase operating efficiencies. It's O&M team built an independent O&M cost model. It then collaborated closely with Johnson Controls to analyze assumptions and execution strategies. As a result, the team was able to put forward a proposal with a lower O&M cost than was originally forecast. Plenary's ability to validate O&M Team Member assumptions and institute O&M best practices from across its 56 project portfolio will add significant value during the JGCC's PDA period. Plenary took a similar approach to the design and construction planning efforts, working closely with HOK and the lead contractor to evaluate opportunities for innovations and cost efficiencies. One such innovation was the development of mechanical and maintenance 'mezzanines', which took advantage of the required high ceiling heights in the courtrooms to fill adjacent spaces with back of house functions. This had the benefit of reducing the building size through space optimization, as well as providing for maintenance personnel access separate from the judicial and public spaces.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 3 OF 8

Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)

Value to the Sponsors (cont.)

Mike Schutt and Plenary also worked to implement an integrated commercial and financial structure which optimized overall costs and mitigated risks, resulting in achievement of an A2 rating from Moody's on the project debt. This is the first P3 project in North America to achieve an A2-level rating for an initial debt issuance. This high rating level contributed to the 2.5% overall cost savings which Plenary's financial structure achieved for the project when compared to competing proposals' financial structures.

Combined, these innovative and value-add efforts from Plenary in conjunction with HOK and its other team members resulted in the PJM proposal providing Miami-Dade County with cost savings of 37% below the County's initial budget, and 15% below the closest competing proposal.

Project Financing Raised

Similar to the financial structures envisioned by the Sponsors for the JGCC, this project included private financing to support long-term performance risk-transfer. Private financing included:

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Plenary	100%	$28.7M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Long Term Notes	100%	$309.2M


Broward County Board of County Commissioners

CORTELLUCCI VAUGHAN HOSPITAL

Location:
Vaughan, Ontario, Canada

Status:
In Operations

Project Size:
1.2 million sf

Project Delivery:
DBFM

Project Value:
$790M (NPV)

Private Financing Raised
$369.9M

Construction Value:
$551M

Financing Structure
ST Bank, LT Note

Project Description

The new Cortellucci Vaughan Hospital will meet the region's growing demand for health care services, evolving clinical practice and new technology and equipment.

The new facility consists of 367 beds and is the first hospital in Canada to feature fully integrated "smart" technology. The design consists of an 11-storey tower with a 5-storey podium plus lower level for a total of approximately 1.2 million sf, a portion of which was built as shelled space to accommodate capacity for flexibility and future growth.

The project has provided substantial economic support to the local community through job creation. At the peak of construction, over 600 workers were on site.

Summary of the financing structure can be found in the following project experience form.

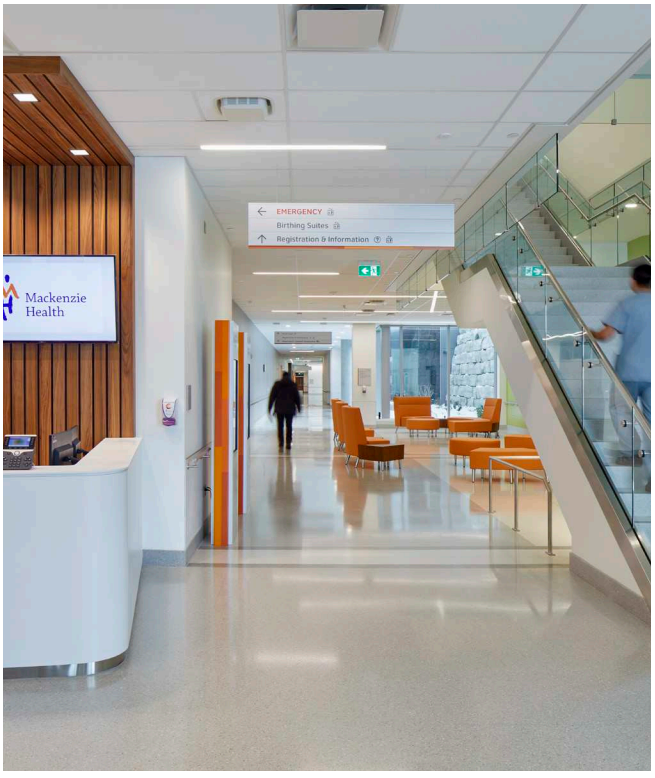
Plenary Role

Plenary managed day-to-day project development for the project during the RFP Phase and acted as the primary interface with Mackenzie Health (the client) and Infrastructure Ontario (the government entity procuring the project), working with consortium partners to coordinate the Project's deliverables.

Plenary delivered a highly competitive and committed financing structure for this project, ensuring that the project reached a smooth and timely Commercial and Financial Close. Plenary also acted as financial arranger, structuring the financing solution and providing 80% of the equity for the project, with the remaining 20% coming from the Contractor.

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ Reached Financial CLose in the last 7 years
- ☑ Utilitization of financing to drive project performance
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ in excess of $300M project size
- ☑ Hybrid Funding
- ☑ Private financing raised



APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 4 OF 8	
Project Name	**Cortellucci Vaughan Hospital**
Project Address	3200 Major Mackenzie Drive West, Vaughan, ON L6A 4Z3
Owner/Developer	Mackenzie Health
City and State	Vaughan, Ontario, Canada
Owner's Contact Name, Email and Phone	Altaf Stationwala Altaf.Stationwala@mackenziehealth.ca 905-883-1212
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	N/A
If not already listed, name of the Architect	Stantec
PROJECT DATA	
Project Gross Square Footage	1.2 million sf
Total Project Cost	$790M NPV (using CAD:USD of 0.8)
Type of Project	Social Infrastructure, Hospital
Project Delivery Method	DBFM
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	**Annual O&M Budget:** $4.4M and $8.1M (using current CAD:USD of 0.8) **Nature of Services:** O&M services provided include general management services, building plant services, landscaping, staffing and operation of a help desk, roads and grounds maintenance, and pest control.
Construction Type	Design-Build
Occupancy Classification	Hospital
Level of LEED Certification	LEED Silver Certified
Number of Stories	16 stories (5-storey podium + 11 storey tower)
Design Start Date	October 2016
Construction Documents Completion Date	June 2018
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** October 2016 **Substantial Completion (for all facilities):** August 2020 **Current Status:** In Operations
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	$539M (using current CAD:USD of 0.8)
Final Construction Cost	$551M (using current CAD:USD of 0.8)
Was the project completed within budget? If not, why?	Yes
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	Altaf Stationwala
Current Address of Reference	10 Trench Street, Richmond Hill, ON, L4C 4Z3
Current Phone Number of Reference	905-883-1212
Reference's Employer	Mackenzie Health
Reference's Title/Position	Client/Owner
Role of the Named Reference in the Project	President and CEO
Email Address of Reference	Altaf.Stationwala@mackenziehealth.ca

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 4 OF 8	
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Plenary served as Lead Developer, Financial Advisor, and majority Equity Investor for the project. Developer responsibilities included managing the overall bid process and commercial negotiations. It also includes management and oversight of both the lead contractor and the O&M service provider for both construction and operations respectively. As financial advisor, Plenary was responsible for arranging 100% of the private debt and equity for the project as well as underwriting its own majority equity investment. It is the primary point of accountability for the project owner.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The Cortellucci Vaughan project is similar in scale and complexity to the Project in the following ways: • Social infrastructure; • Project costs in excess of $700M; • DBFM delivery model; • Long-term risk transfer supported by private capital investment in the project; • Technically complex building; and • Emphasis on sustainability in design and construction. Value to the Sponsors Financial Innovation Plenary demonstrated its ability to drive down financing costs through efficient debt structuring. It structured it's short-term debt funding to be floating in nature with a swap in order to take advantage of competitive market rates, lowering financing costs for the client and providing increased value-for-money to the Province. Plenary leveraged its strong financing relationships and deep understanding of the market to structure the long-term bonds to meet unique metrics designed to specifically satisfy the three relationship investors who purchased the debt. The monthly pay periodicity alone, which is rare for an issuance of this size, saved the Province millions of dollars. A unique feature on the Cortellucci Vaughan Hospital Project was the introduction of construction period payments as a source of funding during construction. Throughout the RFP phase and subsequent preferred proponent stage, Plenary worked with Infrastructure Ontario to establish an efficient procedure to limit administrative burdens on both sides that also ensured timely delivery of the construction period payments. Working with Hybrid Funding Structures Large public sector contributions through Construction Period Payments and the Substantial Completion Payment meant that operating period sensitivities were modest relative to past precedents. As Financial Advisor, the Plenary team collaborated with the relevant lending parties and the O&M service provider to structure operating period payments and the maintenance cost schedule to maximize value-for-money to the Client to minimize the impact of operating cost resiliency requirements on leverage. Leveraging In-house Delivery Capabilities Unique to this project was the inclusion of a separately procured contract for managed ICAT services infrastructure. The Plenary Health consortium entered into an additional agreement with the provider selected by the client separately for the delivery of this scope.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 4 OF 8

Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)

Value to the Sponsors (cont.)

Plenary worked collaboratively with the Client to establish clear lines of responsibility between Project Co and the Medical Information Systems ("MIS") Provider. Furthermore, Plenary effectively communicated the contractual structure between the parties which gave Lenders additional comfort that the additional MIS scope would not negatively impact the Project schedule or debt repayment given Plenary's ability to manage this interface risk.

Project Financing Raised

Similar to the financial structures envisioned by the Sponsors for the JGCC, this project included private financing to support long-term performance risk-transfer. Private financing included:

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Plenary	80%	$21M
PCL	20%	$5.3M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Short Term Credit Facility	35%	$120M
Long Term Notes	65%	$223.2M

** All amounts converted to USD based on current exchange rate of 0.8 CAD:USD.*

LOS ANGELES INTERNATIONAL AIRPORT (LAX) AUTOMATED PEOPLE MOVER (APM)

Location:
Los Angeles, California

Status:
Under Construction

Project Size:
2.25 miles

Project Delivery:
DBFOM P3

Project Value:
$2.7B

Private Financing Raised
$103M

Construction Value:
$1.9B

Financing Structure
Availability Payment

Project Description

LAX Integrated Express Solutions ("LINXS") co-led by Balfour Beatty Investments will design-build, finance, operate and maintain the Los Angeles International Airport ("LAX") Automated People Mover ("APM") to provide reliable, time-certain access to the airline terminals and passengers and employees. Balfour Beatty has joint control of a project SPV tasked with the DBFOM of an approximately 2.25 mile elevated, grade-separated, automated people mover. The scope includes five stations that will connect the future Consolidated Rent-A-Car facility, two intermodal transportation facilities, expanded airport parking and regional transit to the LAX Central Terminal Area.

The works are to be completed under a DBFOM Agreement entered into with the City of Los Angeles includes (a) the procurement and supply of passenger vehicles, facilities, equipment, subsystems and other components of the APM system, (b) construction of other structures and improvements, including utility improvements, (c) operation and maintenance of the Project throughout the 30-year term of the DBFOM Agreement, and (d) performance of certain renewal work and handback of the Project at the end of the term.

Through more than $1M in investments, the project will create career pathways for women, former foster youth, individuals in reentry and transitioning out of gang involvement and persons with disabilities. To support the local workforce, a combined $585 million has been identified for local, small or disabled veteran-owned businesses. The project will create over 2,000 construction jobs.

Project Financing Raised

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Balfour Beatty	27%	$28M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
80+ Institutional investors	100% of long-term debt	$1,181M
SMB	20% of short-term debt	
CIBC	20% of short-term debt	$270M
KDB	20% of short-term debt	
TD	20% of short-term debt	
Mizuho	20% of short-term debt	

Awards

- Americas P3 Deal of the Year | Project Finance Internat'l, 2019
- Innovative Project of the Year | National Council of Public-Private Partnerships, 2019
- Best Transit Project | P3 Bulletin, 2018
- Global P3 of the Year | P3 Bulletin, 2019
- Transport P3 of the Year | P3 Bulletin, 2019

Testimonials

"The Automated People Mover is a historic investment in our city's transportation infrastructure — a milestone that will create middle-class jobs, reduce traffic congestion, and deliver a world-class experience for travelers." - *Eric Garcetti, 42nd Mayor of Los Angeles*

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ Reached Financial Close in the last 7 years
- ☑ Utilization of financing to drive project performance
- ☑ Sharing risks
- ☑ in excess of $300M project size
- ☑ Private financing raised
- ☑ Addresses site management issues within urban location

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 5 OF 8	
Project Name	**Los Angeles International Airport (LAX) Automated People Mover (APM)**
Project Address	5901 West Century Boulevard, Suite 200 I Los Angeles, CA 90045
Owner/Developer	Los Angeles World Airports (LAWA)
City and State	Los Angeles, California, USA
Owner's Contact Name, Email and Phone	Justin Erbacci, CEO jerbacci@lawa.org (424) 646-6251
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mark Jennings, Equity Lead
If not already listed, name of the Architect	HDR and HNTB
PROJECT DATA	
Project Gross Square Footage	2.25 mile elevated guideway
Total Project Cost	$2.7B
Type of Project	Transportation
Project Delivery Method	Availability Payment DBFOM P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	**Annual O&M Value:** $23.9M/year **Nature of Services:** Operations and maintenance of maintenance and storage facilities, guideway, stations, pedestrian walkway
Construction Type	Design-Build
Occupancy Classification	Business, Assembly
Level of LEED Certification	LEED Gold
Number of Stories	One story
Design Start Date	April 2017
Construction Documents Completion Date	June 2018
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** June 2018 **Completion:** November 2023 **Current Status:** Under Construction
Was the project completed on time? If not, why?	Under construction
Client/User Initial Construction Budget	$1.9B
Final Construction Cost	Currently within budget
Was the project completed within budget? If not, why?	Currently within budget
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	Justin Erbacci, CEO
Current Address of Reference	1 World Way, Los Angeles, CA 90045
Current Phone Number of Reference	(424) 646-6251
Reference's Employer	Los Angeles World Airports
Reference's Title/Position	Chief Executive Officer
Role of the Named Reference in the Project	Chief Executive Officer
Email Address of Reference	jerbacci@lawa.org

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 5 OF 8	
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Balfour Beatty has control as the joint largest shareholder of the project SPV tasked with the DBFOM. Balfour Beatty is also the joint largest shareholder in the DB joint venture.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The LAX APM project was similar to the proposed Joint Government Centre Campus Project because it was large, complex and iconic and involved a large hybrid financing with different tranches of debt which could be utilized here depending on the milestone regime the Sponsors wish to use. The scope of work includes the design and construction of the 2.25-mile guideway and six APM stations that will operate multiple trains simultaneously and the enhancement of passenger walkways and bridges that will provide a seamless integration of direct circulation to and from the APM stations, platforms, mezzanine level and terminals. Balfour Beatty will also construct the nine-acre Maintenance and Storage Facility (M&SF) designed to maintain and store 11 electric-powered trains that will transport as many as 200 people at a time. The project scope includes concrete, measurable solutions that make more parking available, achieve significant reductions in the number of lane closures and ensures business activity in the area is not interrupted. The Project team has incorporated numerous opportunities for art displays throughout the entire alignment including digital, static, audio and light installations to create a sense of place. Art engages visitors and travelers and encourages them to explore all that Los Angeles offers. The team has committed $500,000 to an art endowment, which LAWA may use for art initiatives that connect the community to the Project.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 5 OF 8	
Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)	Value to the Sponsors The costs related to the planning, development, design, construction and financing of the APM Project are estimated to be approximately $2.75B, which are expected to be expended by the project SPV over a 66-month period. Payment of such costs will be from the following sources: (i) equity contributions from the equity members (being $103M total equity commitment, of which Balfour Beatty has committed $28M) where deferred and backed by a LC, (ii) the proceeds of the issuance of 'BBB+' Fitch-rated senior non-recourse bonds and interest income on such proceeds ($1,344M), (iii) the proceeds of a construction period senior bank loan facility ($269M), and (iv) milestone payments from Project Owner ($1,031M). The Private Activity Bond raise was very successful and selectively employed credit insurance for certain durations to minimize overall cost of financing for the ultimate benefit LAX. It was well received by the market and the bonds were more than 7x oversubscribed, leading to a significant tightening of spreads.


Broward County Board of County Commissioners

BC CHILDREN'S HOSPITAL AND BC WOMEN'S HOSPITAL & HEALTH CENTER REDEVELOPMENT PROJECT PHASE 2

Location:
Vancouver, British Columbia

Status:
In Operations

Project Size:
640,000 sf

Project Delivery:
DBFM P3

Project Value:
CAD$450M

Private Financing Raised
$206M

Construction Value:
CAD$370M

Financing Structure
Availability Payment

Project Description

The BC Children's & BC Women's Hospital project consisted of the design, construction, and operation of a regional healthcare facility that is reflective of the patient and family-centered care provided by the Hospital's specialized clinicians and support staff. Named the Teck Acute Care Centre, the hospital is a bright, modern facility with single-occupant patient rooms and access to natural light and gardens. The facility is founded on the understanding that a healing and nurturing environment is inherently important to a facility that strives to improve the health and wellness of its community.

Critical to reaching substantial completion on time, the detailed design progressed in line with all parties' expectations, including the implementation of a fit-out of patient room mock ups. Over a nine-month period, hundreds of health-care providers, staff, designers, builders, operators and donors interacted with 3D mock-ups of the most important spaces. The mock ups were full-scale, complete with doors, windows, lighting, furniture and equipment, allowing clinical users to "walk" through real spaces, test the designs, and see how they would be able to deliver care in the new spaces.

During construction, final details were resolved through the completion and fit-out of a sample room of each type. Allowing end-users to experience these spaces drastically eased the transition in processes in preparation for service commencement.

Facilities management services include the provision of combined hard and soft services, as well as a full lifecycle solution to the new facility, including general management, plant services, building and systems management, help desk, housekeeping, utilities and energy management, grounds maintenance, landscaping, waste management, pest control, and parking.

Project Financing Raised

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Balfour Beatty	70%	CAD$15.2M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Canada Life/Sun Life	100%	CAD$175M

Awards/Recognition

The North American Occupational Safety and Health Award, presented by the recognizes the hard work and dedication to communicating the importance of safety and health on the job. The project was recognized for in 2015 and again in 2016.

Testimonials

"I am proud to say this ambitious project was delivered on time and on budget. Today we applaud the countless hours of work by our partner, our patients, our families and our health-care teams." -*Tim Manning, Provincial Health Services Board Chair.*

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ Reached Financial Close in the last 7 years
- ☑ Utilization of financing to drive project performance
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ in excess of $300M project size
- ☑ Private financing raised
- ☑ Addresses site management issues within urban location

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

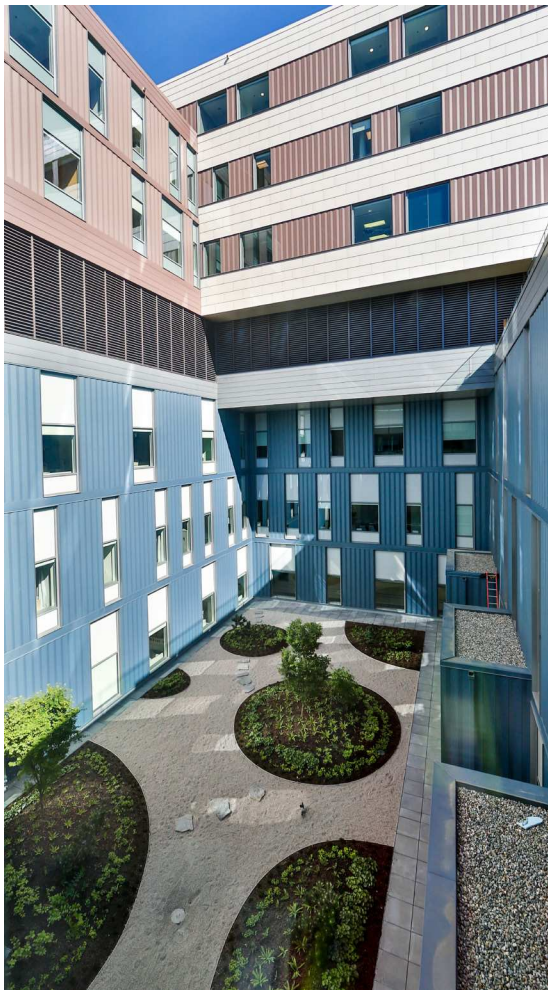
PROJECT 6 OF 8	
Project Name	**BC Children's Hospital and BC Women's Hospital & Health Center Redevelopment Project Phase 2**
Project Address	4500 Oak Street I Vancouver BC V6H 3N1
Owner/Developer	Provincial Health Services Authority
City and State	Vancouver, British Columbia, Canada
Owner's Contact Name, Email and Phone	Susan Wannamker susan.wannamaker@phsa.ca (604) 675-7445
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mark Jennings, Finance Lead
If not already listed, name of the Architect	Zimmer Gunsul Frasca Architects (ZGF) LLP and CEI Architecture
PROJECT DATA	
Project Gross Square Footage	640,000 sf
Total Project Cost	CAD$450M
Type of Project	Social Infrastructure, Healthcare
Project Delivery Method	Availability Payment DBFM P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	**Annual Value:** $8.5M/year **Nature of Services:** Hard FM, soft FM services including laundry and waste management
Construction Type	Design-Build
Occupancy Classification	Institutional, hospital
Level of LEED Certification	LEED Gold
Number of Stories	8 stories
Design Start Date	July 2013
Construction Documents Completion Date	May 2014
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** May 2014 **Completion:** November 2017 **Current Status:** In Operations
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	CAD$370M
Final Construction Cost	CAD$370M
Was the project completed within budget? If not, why?	Yes
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	Susan Wannamaker
Current Address of Reference	200-1333 West Broadway, Vancouver, BC, V6H 4C1
Current Phone Number of Reference	(604) 675-7445
Reference's Employer	Provincial Health Services Authority
Reference's Title/Position	Executive Vice President - Clinical Service Delivery
Role of the Named Reference in the Project	Executive Vice President - Clinical Service Delivery
Email Address of Reference	susan.wannamaker@phsa.ca

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 6 OF 8	
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Balfour Beatty was responsible for structuring and managing all aspects of the project and secured over $206M of capital to finance construction. Balfour Beatty was 50% of the design-build contractor, 50% of the facilities maintenance contractor and 70% of the equity investor, providing staff to operate Affinity Partnerships.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The BC Children's and BC Women's Hospital project had similarities to the Joint Government Campus Project because it was a high-rise complex DBFM project in an urban setting with long term project financed debt. It was also a project where Balfour Beatty was able to utilize a fully-integrated solution across equity construction and facilities management to deliver a great asset on time and on budget. Three-phase multi-year initiative to build new Acute Care Centre and renovate existing facilities. As a DBFM project, a holistic solution that fully integrates the following key elements was required: • Brownfield healthcare facility in very close proximity to existing buildings and healthcare operations • Planning, developing and implementing facility management services with a focus on meeting specified service levels, quality, stakeholder, health, safety and environmental requirements over the long term • Success at integrating facility management considerations with design and construction solutions over a long-term relationship • Tracking energy performance and implementing energy saving strategies to minimize consumption • IM/IT systems designed to integrate with the existing facilities to ensure operations of single site services • Retail space and 180 underground parking facilities The existing hospital facilities have continued operating without impact during the construction phase. The scope of these highly managed works include: • Construction and demolition (including removal of all hazardous materials) was undertaken at the same time as the existing operations continued their normal functions - there was very high degree of interaction (including a 24/7 hot-line throughout the construction period, as well as a direct Nurse-to-Superintendent walkie talkie link when works were overhead of the existing NICU) with the project team and the Hospital in ensuring minimal disruptions • Environmental monitoring during the demolitions phase • Deep excavation with drainage and holding tanks to reduce the outflow speed into the city sanitation system • Construction of an eight level concrete structure facilitating a wide range of medical services

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 6 OF 8	
Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)	Value to the Sponsors Balfour Beatty managed all aspects of this new hospital project - from direction of the Project Co, to design and construction delivery, to operations and maintenance: • Balfour Beatty Investments was the Lead Equity Investor (including direction of the finance/commercial teams) and a co-Respondent Team Lead (providing all Project Co management services on behalf of both share holders) • Balfour Beatty Construction was the co-Design-Builder during the approximate three year construction period • Balfour Beatty Communities was the co-Service Provider Balfour Beatty's vertically integrated organizational structure throughout the project term provided the Hospital and PHSA with a consistently aligned team to efficiently manage and proactively resolve any issues before they can have an impact on Hospital operations.



UNIVERSITY OF TEXAS - NORTHSIDE, MIXED-USE RESIDENTIAL AND RETAIL DEVELOPMENT

Location:
Richardson, Texas

Status:
In Operations

Project Size:
1.2 million sf

Project Delivery:
DBFOM

Project Value:
$225M

Private Financing Raised
$40M

Construction Value:
$191M

Financing Structure
Equity

Project Description

From 2007 to 2015, The University of Texas at Dallas was one of the fastest growing campuses in the country adding $1.5B in development and 11.5 million sf of new or renovated space. Increasing on-campus student housing became a significant need.

Lacking a campus "downtown," university officials wanted to develop mixed-use facilities and provide residential and retail opportunities for students and faculty.

Using traditional campus design standards and approval processes would have increased construction costs and lengthened the construction schedule. The University's excellent town and gown relationship enabled Balfour Beatty to propose rezoning the project site via the City of Richardson's process rather than the University of Texas System building approval process. This approach was possible by addressing community concerns up-front. Community buy-in hastened the rezoning process to just 60 days, or half the time the average rezoning process requires.

Now, residents living at Northside enjoy a unique community-oriented lifestyle. An inviting outdoor "living room" with two large pools, decks, dog park and study areas provide ample gathering space directly adjacent to a community center that includes a fitness facility, theatre, and other amenities.

Continuing to build on the momentum of UTD's rapid enrollment growth, final phases of Northside are currently being delivered.

Project Financing Raised

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Balfour Beatty	50%	$40M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
Bank of Texas / First United Bank / Fannie Mae	100% of total senior debt	$172M

Awards

- Phase 1 earned the Richardson "Edge Award" as the Commercial Real Estate Development of the Year.
- Phase 3 won first place in the 2021 TEXO Distinguished Building Awards General Contractor - Design Build 3 category.

Testimonials

"Balfour Beatty remained engaged and responsive during every step of the development process. They carefully considered the unique location of the project during their planning and worked out strategies to enhance strengths and overcome complications. They have been a great partner not only in design but also in marketing."
- Dr. Calvin Jamison, Vice President for Facilities and Economic Development, The University of Texas at Dallas

Relevance to the Project

- ☑ Concessionaire, Private Partner, Equity Member
- ☑ PDA, ENA, CDA
- ☑ Reached Financial Close in the last 7 years
- ☑ Utilization of financing to drive project performance
- ☑ Social infrastructure project
- ☑ Sharing risks
- ☑ Private financing raised

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 7 OF 8	
Project Name	**Northside, Mixed-Use Residential and Retail Development**
Project Address	3000 Northside Boulevard	Richardson, TX 75080
Owner/Developer	The University of Texas at Dallas
City and State	Richardson, Texas, USA
Owner's Contact Name, Email and Phone	Dr. Calvin Jamison calvin.jamison@utdallas.edu (972) 883-2213
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mark Jennings, Equity Lead
If not already listed, name of the Architect	Architecture Demarest
PROJECT DATA	
Project Gross Square Footage	1.2 million sf
Total Project Cost	$225M
Type of Project	Social Infrastructure, Higher Education Residential/Retail
Project Delivery Method	DBFOM
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	**Annual Value:** $5.9 M/year **Nature of Services:** Balfour Beatty provides all operations and facilities maintenance
Construction Type	Design-Build
Occupancy Classification	Residential, Apartments
Level of LEED Certification	n/a
Number of Stories	4 stories
Design Start Date	April 2013 (phase 1)
Construction Documents Completion Date	March 2015 (phase 1)
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** March 2015 (phase 1) **Substantial Completion:** August 2021 (phase 4) **Current Status:** In Operations (phase 1-3), Construction (phase 4)
Was the project completed on time? If not, why?	Yes
Client/User Initial Construction Budget	$191M
Final Construction Cost	$191M
Was the project completed within budget? If not, why?	Yes
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	Dr. Calvin Jamison
Current Address of Reference	800 W Campbell Road, Richardson, TX 75080
Current Phone Number of Reference	(972) 883-2213
Reference's Employer	The University of Texas at Dallas
Reference's Title/Position	VP for Facilities and Economic Development
Role of the Named Reference in the Project	VP for Facilities and Economic Development
Email Address of Reference	calvin.jamison@utdallas.edu

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 7 OF 8	
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Balfour Beatty is the lead developer responsible for the design, build, finance, operations and maintenance of this four-phase, campus edge apartment community.
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	This is a large residential and retail mixed-use apartment community on the edge of the UTD campus. It includes retail, restaurants, common spaces and amenities that serve the University, local community and residents of the buildings. It is also a project that was developed under a PDA arrangement with the school. This required consistent collaboration between all levels of the private and public sector parties to ensure that the project was a successful partnership. The Northside/UTD Project is similar to the Project in scale and complexity in the following ways: • Social infrastructure; • DBFOM delivery model involving operations commencement while construction was still proceeding; and, • Long-term performance risk transfer underpinned by private capital investment. • Includes over 22,000 sf of retail space that Balfour Beatty actively manages

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 7 OF 8	
Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)	Value to the Sponsors A driving goal of the University was to shape a P3 partnership structure that would allow students, faculty, and staff to all live-eat-gather together in the new community. The campus is nestled in an affluent residential area of Richardson, Texas, so the University desired housing options for recent graduates and professionals as each are vital to the academic and social ecosystems of any campus needing more affordable residential options. In order to minimize balance sheet and credit impact, the development team utilized an equity-based financing structure under a long-term ground lease. Balfour Beatty Campus Solutions and local developer, Wynne/Jackson, partnered with architects, Architecture Demarest and Jacobs, and contractors, Balfour Beatty Construction and Andres Construction, to deliver the project in four phases which will be completed in July 2021. Another driver was to deliver the housing as quickly as possible given the long wait list for University housing as well as the strong demand for retail in a campus town environment. From day one, the developers nimbly advanced project programming and planning while assessing the most expedient permitting route. Through intense collaboration with the University and local municipality, the team determined that permitting the project through the City of Richardson would actually allow a better outcome for the project. The commitment of the team to run parallel tracks until a best option emerged built trust and was a key building block in the P3 partnership. Northside is a pedestrian-first community, which, in the near future, will be the host to an important light-rail stop connecting the burgeoning campus to Downtown Dallas, DFW Airport, and numerous other locations across the Metroplex. An organizing element of the community is a spirited public spine designed to host street fairs, cultural festivals, and entertainment events and serves as the civic heartbeat for the entire campus. The community was arranged such that every resident is a two-and-a-half-minute walk from this gathering place. Retail was carefully selected to support the neighborhood goals of being a healthy, sustainable, pedestrian-oriented living experience.


Broward County Board of County Commissioners

THE UNIVERSITY OF NORTH CAROLINA WILMINGTON STUDENT HOUSING VILLAGE

Location:
Wilmington, North Carolina

Status:
Under Construction

Project Size:
480,000 sf

Project Delivery:
DBF P3

Project Value:
$149M

Private Financing Raised
n/a

Construction Value:
$124M

Financing Structure
Tax-Exempt

Project Description

Designed to foster community and academic success, this new student housing village is a four-building, 1,814 bed residential complex for first-and- second-year students developed to meet rising housing demand at UNCW.

The new housing features traditional pod-style rooms for freshmen and semi-suites intended for sophomores. It also includes common areas, meeting space, study rooms, classrooms, a student success center, a Port City Java coffee shop and Pelican Market, a convenience store.

Connectivity is a major design component of the project. The development creates a new pedestrian thoroughfare connecting the student housing village to the Chancellor's Walk, the academic core of the campus. The housing is oriented in a way to overlook the thoroughfare, promoting a sense of community. Outdoor spaces feature bistro tables, market lights, and mixed-use retail.

Before even a wall was raised on the UNCW project, the Wilmington area was deeply impacted by Hurricane Florence—including ruining student housing on campus at the university. Balfour Beatty was tasked to revise plans to include more beds to make up for the ones left unsalvageable by the storm and to change the structure of the planned roof to be better prepared for future storms. Making these amendments without changing the complete scope of the rest of the project seemed impossible. However, through the partnerships Balfour Beatty established with its development partners and UNCW, a solution was quickly put together.

Project Financing Raised

Project Equity Raised

INVESTOR	% OF TOTAL EQUITY	AMOUNT
Balfour Beatty	50%	$40M

Project Debt Raised

INVESTOR	% OF TOTAL DEBT	AMOUNT
20+ Institutional investors	100%	$148M

Relevance to the Project

- ☑ Concessionaire, Private Partner
- ☑ PDA
- ☑ Reached Financial Close in the last 7 years
- ☑ Social infrastructure project
- ☑ Sharing risks

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

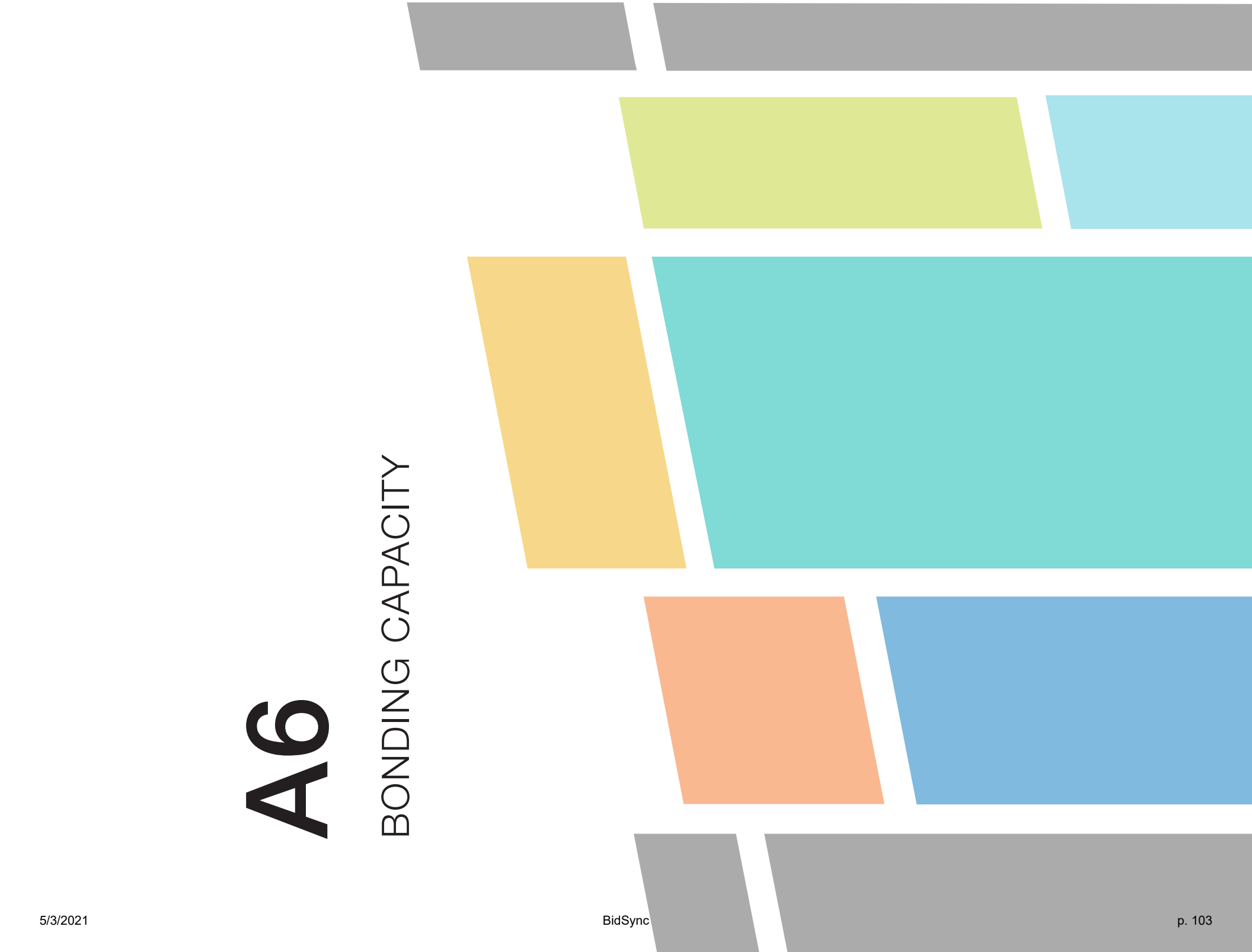
PROJECT 8 OF 8	
Project Name	**The University of North Carolina Wilmington Student Housing Village**
Project Address	601 South College Road	Wilmington NC 28407
Owner/Developer	The University of North Carolina Wilmington
City and State	Wilmington, North Carolina, USA
Owner's Contact Name, Email and Phone	Mark Morgan morganm@uncw.edu (910) 962-3761
Other Key Personnel from your Overall Team who worked on the Referenced Project	
Key Individual and Role on the Project	Mark Jennings, Finance Lead
If not already listed, name of the Architect	Clark Nexsen
PROJECT DATA	
Project Gross Square Footage	458,000 sf
Total Project Cost	$149M
Type of Project	Social Infrastructure, Higher Education Residential/Retail
Project Delivery Method	DBF P3
If team provided operations and maintenance on Project, provide annual value and nature of the services provided	n/a
Construction Type	Design-Build
Occupancy Classification	Residential, Residence Halls
Level of LEED Certification	LEED Silver
Number of Stories	4 stories
Design Start Date	November 2017
Construction Documents Completion Date	December 2018
Construction Start Date, Substantial Completion Date, or Current Status	**Construction Start:** December 2018 (phase 1) **Substantial Completion:** August 2021 (phase 2) **Current Status:** In Operations (phase 1)
Was the project completed on time? If not, why?	Currently on time
Client/User Initial Construction Budget	$124M
Final Construction Cost	$124M
Was the project completed within budget? If not, why?	
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	Mark Morgan
Current Address of Reference	601 South College Road, Wilmington, NC 28403-5620
Current Phone Number of Reference	(910) 962-3761
Reference's Employer	The University of North Carolina, Wilmington
Reference's Title/Position	Associate Vice Chancellor of Business Affairs
Role of the Named Reference in the Project	Associate Vice Chancellor of Business Affairs
Email Address of Reference	morganm@uncw.edu

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 8 OF 8	
Address the following issues on the above referenced project	
Provide a brief summary of primary responsibilities for the referenced project	Balfour Beatty is the developer for the design, build, and finance of this two-phase, on-campus residential P3 project..
Describe how the referenced project was similar in scale and complexity to the applicable Project scope.	The UNCW student housing deal has a number of similarities to the Joint Government Center - it is a social infrastructure public-private partnership. It was developed under a PDA that encouraged early partnership between us and the school to arrive at a an optimal solution for all parties. Importantly it also utilized a 501(c)3 tax exempt structure, which is something that we will explore with the Sponsors to understand if there are benefits there that can be realized. This new student housing village is a four-building, 1,814 bed residential complex for first-and- second-year students developed to meet rising housing demand at UNCW. It features traditional pod-style rooms and semi-suites It also includes common areas, meeting space, study rooms, classrooms, a student success center, a Port City Java coffee shop and Pelican Market, a convenience store. Aside from providing a significant upgrade to the on campus living experience, this project is the first built increment of a new campus master plan which aims to create a central “Chancellor’s Walk” with three intersecting pedestrian spines. The “Hawk Walk” from the Village connects residents to new future dining hall, sports field complex, and the Chancellor’s Walk. The project is a critical piece of the transformation of the UNCW Campus to accommodate their growth while maintaining the character and charm of this unique setting. The Balfour Beatty team nimbly adjusted to COVID-19 supply chain interruptions, potential labor impacts and additional job-site requirements for PPE and social distancing. With no delays, the project delivered phase 1 in August 2020.

APPENDIX - PROJECT FINANCIAL EXPERIENCE FORM

PROJECT 8 OF 8	
Describe how the referenced project was similar in scale and complexity to the applicable Project scope. (cont.)	Value to the Sponsors Having successfully partnered with UNC-W on various projects for over a decade, Balfour Beatty was uniquely suited to deliver their complex vision. This is one of four projects that Balfour Beatty has delivered for UNCW. With the constraints and safety of an active campus in mind, Balfour Beatty developed a proactive site logistics plan for all four projects—both site-specific for each project and for the entire campus—that successfully minimized the interaction between construction activities and campus traffic. Items of key concern were material delivery routes, pedestrian and vehicular traffic, noise control, proximity of the public to active construction and planning for new access corridors that did not currently exist. To provide students safe and alternate routes around the large-scale development, the team poured additional sidewalks at the beginning of construction of student housing village and added asphalt bike trails to the west side of the jobsite. The vertically integrated project team and the established relationship with the client contributed to the success of multiple projects with multiple challenges.



A6

BONDING CAPACITY

A6 BONDING CAPACITY

Question A

The Developer or General Contractor is capable of obtaining:

i. i. a payment bond or bonds in the aggregate amount of $750 million from an Eligible Surety, and

ii. ii. a performance bond or bonds in the aggregate amount of $750 million from an Eligible Surety.

Question B

Submit form of a letter from a surety/insurance company indicating that such capacity exists for the Developer. Letters indicating "unlimited" bonding capability are not acceptable.

Please refer to the letter following this section.

TRAVELERS

April 19, 2021

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

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

Ladies and Gentlemen:

Balfour Beatty Construction, LLC requests consideration to provide their services for the referenced project. In this regard, they have asked us to provide a letter outlining evidence of their single and aggregate bonding capacities.

Travelers Casualty and Surety Company of America serves as the lead surety for **Balfour Beatty Construction, LLC** in a co-surety for a program arranged with the following sureties: Travelers Casualty and Surety Company of America with an A.M. Best Rating of A++ XV, Fidelity and Deposit Company of Maryland (a subsidiary of Zurich Financial Services Group) with an A.M. Best Rating of A+ XV & Liberty Mutual Insurance Company with an A.M. Best Rating of A XV. Each of these sureties is admitted and licensed to do business in all fifty states and the District of Columbia and are included on the United States Treasury list of acceptable surety corporations, as well as serving as an integral part of the overall co-surety program for **Balfour Beatty Construction, LLC**.

This is to advise that as co-surety partners, we have approved bonds on individual projects in excess of $750,000,000 with a total aggregate bond limit established at $5,500,000,000. Based on the information provided at this time, adequate backlog and bonding capacity remains for **Balfour Beatty Construction, LLC** for this project.

Please understand that authorizations or approval of any bonds are subject to our standard underwriting at the time of the individual bond request, including a review of acceptable bond forms, contract financing, contract terms, and other standard underwriting considerations.

Our consideration and issuance of bonds is a matter solely between **Balfour Beatty Construction, LLC** and ourselves, and we assume no liability to third parties or to you by the issuance of this letter.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

Noah William Pierce
Attorney-in-Fact

TRAVELERS

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 **Noah William Pierce,** of **Hartford, Connecticut,** their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

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

State of Connecticut

City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

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

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

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

Marie C. Tetreault
Marie C. Tetreault, Notary Public

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

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

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

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

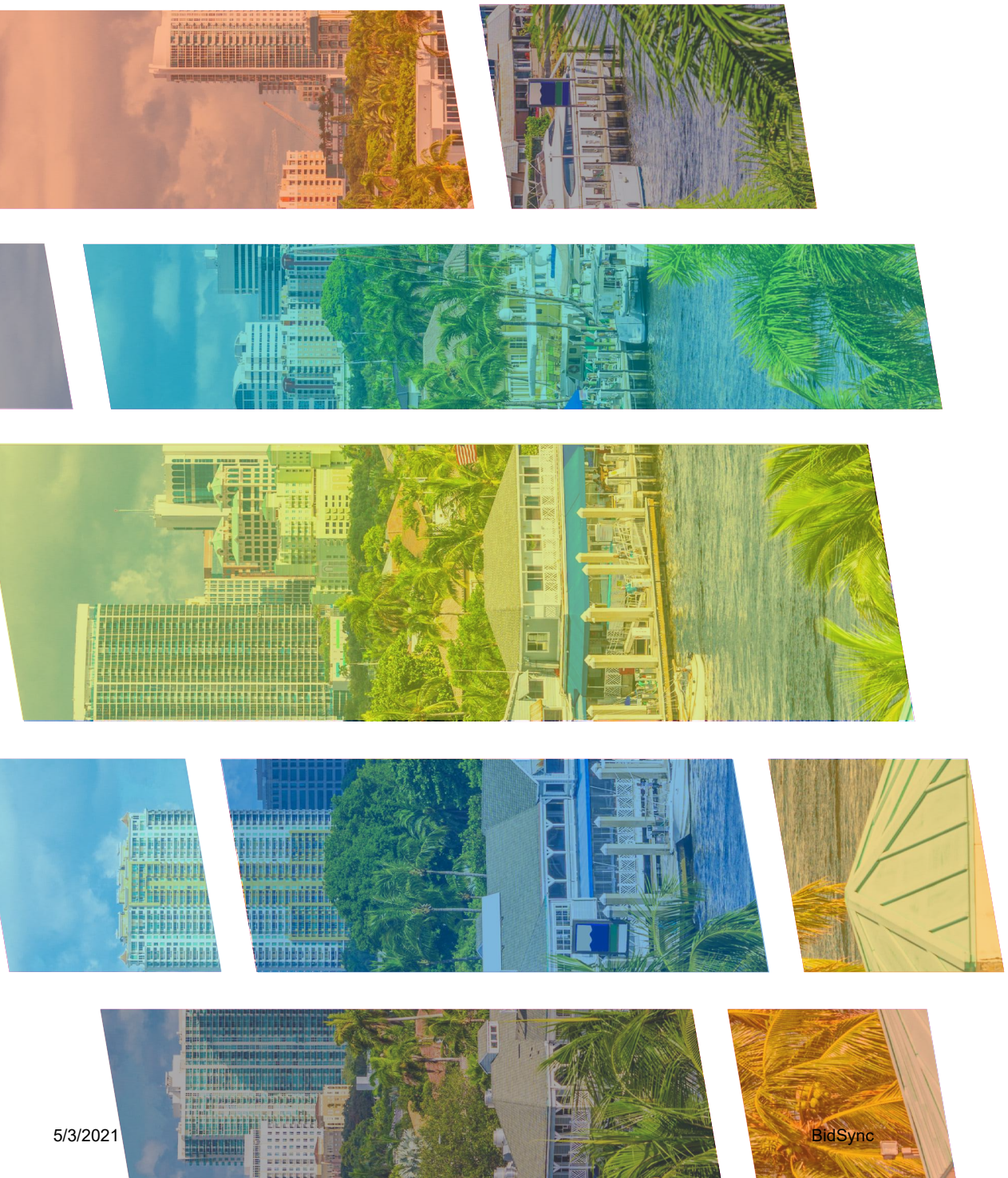
FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of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

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

Dated this 19th day of April , 2021

Kevin E. Hughes, Assistant Secretary

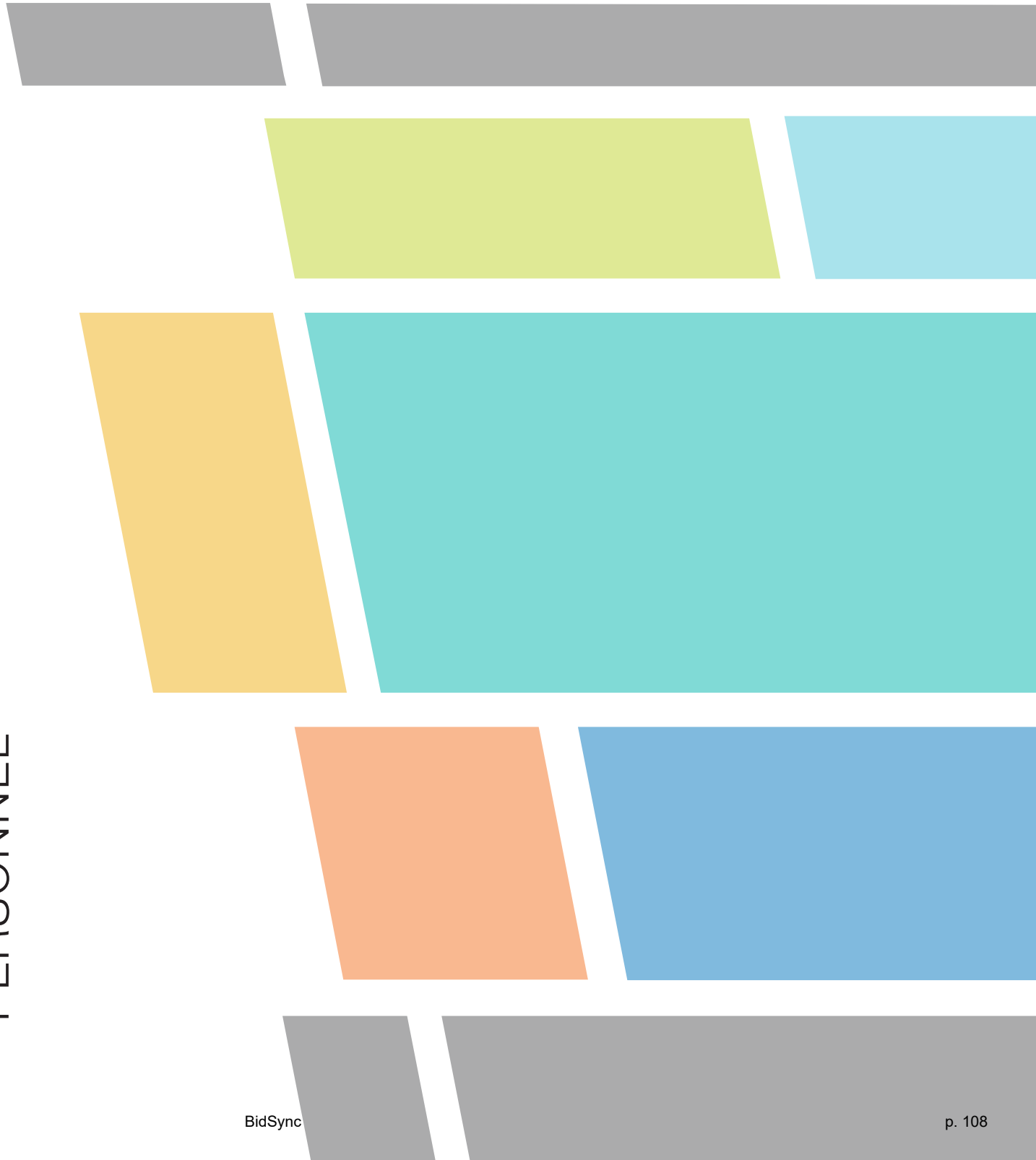
To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.



VOLUME B
GENERAL CONTRACTOR

B1

ABILITY OF PROFESSIONAL PERSONNEL



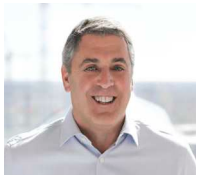
B1 ABILITY OF PROFESSIONAL PERSONNEL

Question A

Provide the qualifications, relevant experience and resumes for the Developer's General Contractor (GC) and all key staff to be assigned to this Project. Identify roles of: Project Executive/Director, Pre-Construction Manager, Project Manager and General Superintendent. Submit up to a two-page resume for the Project Manager including qualifications, licenses and/or certifications, and relevant experience for the project. Project Manager is a full-time employee with at least ten (10) years of experience in administration and supervision of similar projects, including the management and direction of subcontractors and their work.

Balfour Beatty Key Staff

John Parker
Project Executive/
Director



Bruce Capon
Pre-Construction
Manager

Vince Hull
Project Manager
(Lead)

Jim Zupancic
General
Superintendent (Lead)

Sarah Brand
Design Manager

Wade Martin
BIM/VDC Manager

Jeremiah Sizer
System Design
Manager

Nathan Atkin
Project Manager
(Office Tower)

Marcus Niceley
Project Manager
(Transportation Tower)

Jeff Burnside
Lead Superintendent
(Office Tower)

Samuel Bundy
Lead Superintendent
(Transportation Tower)

Support Staff

Mike Carlin
Vice President,
Operations

Earnest DeLoach
Vice President,
Legal/CBE/DE&I

Mila Smith
Vice President,
HR/DE&I

John Harris
Senior Vice President/
Business Unit Leader

Scott Skidelsky
President

Mark Konchar
Chief of Innovation

JOHN PARKER

ROLE ON THE PROJECT: **PROJECT EXECUTIVE/DIRECTOR**

Years of Experience

32

Education, Credentials and Designations

- Bachelor of Science, Building Construction, University of Florida

Additional Project Experience

- Orange County Corrections Expansion Phase II, Orlando, Florida, Criminal Justice
- Gaylord Texan Resort & Convention Center, Grapevine, Texas, Hospitality
- Lowell Correctional Annex Phase I, Ocala, Florida, Criminal Justice
- Las Colinas Detention & Re-Entry Facility, Santee, California, Criminal Justice
- Disney's Coronado Springs Resort, Lake Buena Vista, Florida, Hospitality
- Disney's Animal Kingdom Lodge, Lake Buena Vista, Florida, Hospitality
- Disney's All Star Resort Phase III, Lake Buena Vista, Florida, Hospitality
- Fort Jackson BTC Starship Barrack Renovation & DFAC, Fort Jackson, South Caroiina, Multi-Family
- University of Central Florida Arena - Convocation Center, Orlando, Florida, Education

Experience Summary

As the project executive/director, John will be the overall strategist and the Sponsors' day-to-day **construction point of contact** for the duration of the project. He will provide expertise around: constructability, detailed planning, packing and procurement, risk items and mitigation strategies, and overall organization of the Joint Government Center Campus project. John's more than 30 years of construction experience means you have one of the best minds in the business overseeing this project. He will be your "think tank" throughout the life of the project and will successfully drive the project through the finish line.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and understands the market.
- ☑ Recent project experience with the Sponsors = No learning curve.
- ☑ Vast experience with large, iconic projects across the country and understands how to build complex facilities
- ☑ Experience leading large design-build teams and is an expert with coordination and transitioning clients into new facilities

Project Experience

Broward County Convention Center & Hotel | Ft. Lauderdale, Florida, United States

Project Description

When complete, this expanded convention center will feature over 1.2 million square feet of event space, including 350,000 square feet of contiguous exhibition space, a new 65,000 square feet waterfront ballroom, the latest in technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. The new 29-story Omni Hotel will feature 800 rooms featuring various amenities. The upgraded convention center and hotel are designed to achieve a LEED Gold certification.

Project Value: $780,000,000

Project Type: Public Use/Civic and Hospitality

Project Method: Design-Build

Role on the Project: Project Executive/Director

Kern County Justice Facility | Bakersfield, California, United States

Project Description

The new Kern County Justice Facility is a brightly-lit, sprawling containment facility with expanded classrooms and medical spaces, as well as a number of technological updates including a room off the lobby filled with rows of video screens where visitors can talk to inmates without being brought further inside. Improving the environment for both staff and inmates was a primary consideration, key design elements include introducing natural light into housing, circulation and core areas; access to outdoor areas (patio dining for staff and increased outdoor recreation for inmates); and careful consideration of material selection, acoustics, and color.

Project Value: $104,827,047

Project Type: Criminal Justice

Project Method: Design-Build

Role on the Project

Project Executive/Director

King County Children & Family Justice Center | Seattle, Washington, United States

Project Description

This project replaced an outdated Youth Services Center with a trauma-informed facility that provides modern youth and family court services as well as a flexible and therapeutic juvenile detention center. The new facility includes a courthouse, juvenile detention center, youth program space, parking structure, and 1.55 acres of open area for pedestrian and bicycle traffic.:

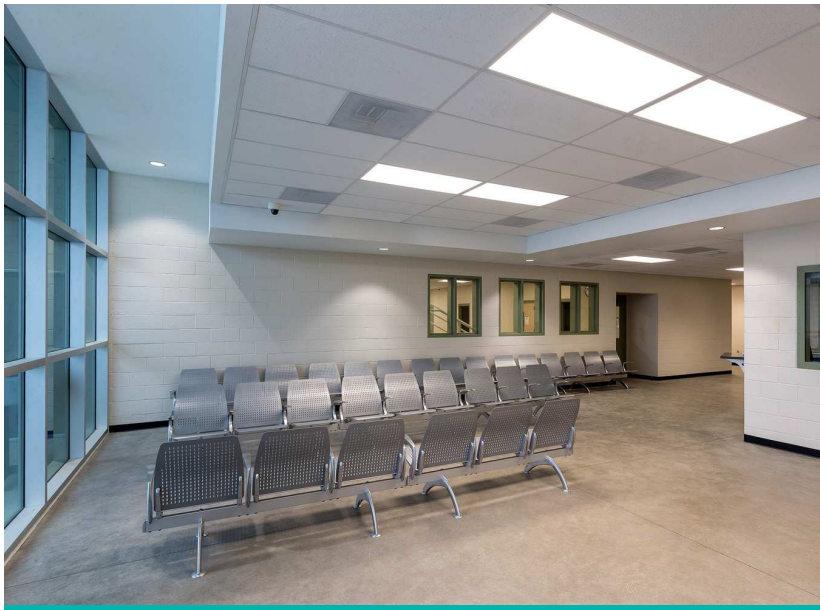
Project Value: $150,000,000

Project Type: Public Use/Civic

Project Method: Design-Build

Role on the Project: Project Executive/Director

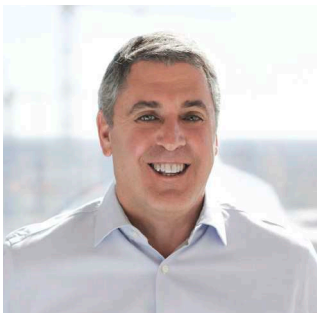
BROWARD COUNTY CONVENTION CENTER & HOTEL



KERN COUNTY JUSTICE FACILITY

BRUCE CAPON

ROLE ON THE PROJECT: **PRE-CONSTRUCTION MANAGER**



Years of Experience

38

Education, Credentials and Designations

- Bachelor of Science, Construction Management, Florida International University

Additional Project Experience

- Online Labels Headquarters, Sanford, Florida, Office/ Corporate
- Chico's FAS Headquarters, Orlando, Florida, Office/ Corporate
- Department of Management Services - FDLE Office Building Parking Garage, Miami, Florida, Office/Corporate
- Osceola County Sheriff's Administration Complex, Kissimmee, Florida, Office/ Corporate
- Technology Center of the Americas, Miami, Florida, Research & Science
- Mizner Park Corporate Offices, Boca Raton, Florida, Offices/ Corporate
- U.S. Federal Building & Courthouse, Ft. Myers, Florida, Government and Offices/ Corporate
- 5301 Waterford Office Building & Garage, Miami, Florida, Office/Corporate

Experience Summary

With 38 years in the construction industry, Bruce brings a wealth of local knowledge and has led the pre-construction efforts for many of Balfour Beatty's projects across Florida. He will consistently update the estimate, track cost sensitivities, evaluate target value design opportunities, and develop value engineering and cost savings alternatives. From concept to construction, he will ensure the Sponsors' overall design and budget goals are met for the Joint Government Center Campus project.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and understands the market.
- ☑ Recent project experience with the Sponsors = No learning curve.
- ☑ Vast experience with large, office/corporate projects ensures this project is set up for success to be an iconic government office facility.
- ☑ Proven experience working with design teams to plan/achieve sustainability efforts on projects - Ensures this project will achieve a minimum of LEED Gold and WELL Building Standards.

Project Experience

Broward County Convention Center & Hotel | Ft. Lauderdale, Florida, United States

Project Description

When complete, this expanded convention center will feature over 1.2 million square feet of event space, including 350,000 square feet of contiguous exhibition space, a new 65,000 square feet waterfront ballroom, the latest in technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. The new 29-story Omni Hotel will feature 800 rooms featuring various amenities. The upgraded convention center and hotel are designed to achieve a LEED Gold certification.

Project Value: $780,000,000

Project Type: Public Use/Civic and Hospitality

Project Method: Design-Build

Role on the Project

Pre-construction Manager

Harris Technology Center | Palm Bay, Florida, United States

Project Description

A six-story, 464,000 square feet office facility for 1,500 employees. It includes collaborative work spaces and advanced innovation labs with LED screens and the latest in communications technology, a multi-purpose conference room, employee cafeteria, executive dining room, and fitness facility. The project achieved LEED Gold certification.

Project Value: $91,190,231

Project Type: Office/Corporate

Project Method: CM at Risk

Role on the Project: Pre-construction Manager/Lead Estimator

Office Depot Global Headquarters | Boca Raton, Florida, United States

Project Description

This five-story, 635,000 square feet global headquarters building includes offices, conference and presentation areas, interview rooms, executive suites, and an exercise facility. It also includes an auditorium with non-fixed seating, and a 778-person, full-service cafeteria/dining facility with indoor and outdoor dining areas and a courtyard. In addition, it included two parking garages and surface parking for 2,100 vehicles. This project achieved a LEED Gold certification.

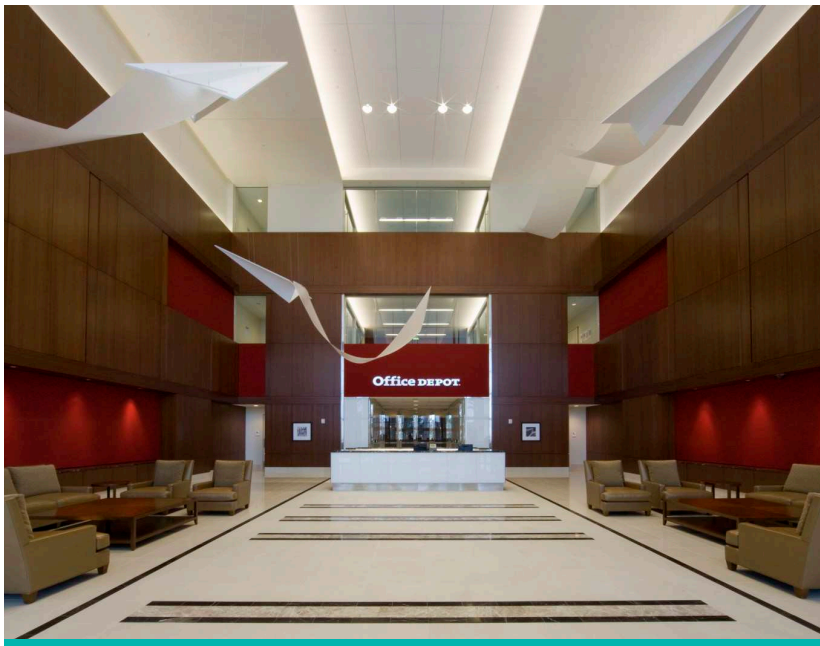
Project Value: $151,880,902

Project Type: Office/Corporate

Project Method: CM at Risk

Role on the Project: Pre-construction Manager/Lead Estimator

HARRIS TECHNOLOGY CENTER



OFFICE DEPOT GLOBAL HEADQUARTERS

VINCE HULL

ROLE ON THE PROJECT: **PROJECT MANAGER (LEAD)**

Years of Experience

37

Education, Credentials and Designations

- Bachelor of Science, Construction Science, Texas A&M University

Additional Project Experience

- Broward College FAU Parking Garage, Davie, Florida, Education
- Port Everglades Security Enhancements, Fort Lauderdale, Florida, Industrial/ Manufacturing
- Wellington Bay, Wellington, Florida, Multi-Family
- Rybovich Marina Phase I, West Palm Beach, Florida, Transportation
- Dolcevita on the Ocean Phase I, Palm Beach Shores, Florida, Multi-Family
- Incredible Ice, Coral Springs, Florida, Public Use/Civic
- Publix Garage & Dispatch, Atlanta, Georgia, Mixed-Use/ Retail
- Bass Pro Shops' Outdoor World, Atlanta, Georgia, Mixed-Use/Retail
- Bass Pro Shops' Outdoor World, Myrtle Beach, South Carolina, Mixed-Use/Retail

Experience Summary

As the lead project manager, Vince will provide oversight of all scopes and venues of the Joint Government Center Campus project. During preconstruction, he will work hand-in-hand with the UCP team, HOK, consultants, and the Sponsors to get the best value for this project. During construction, Vince will oversee the day-to-day work with Nathan and Marcus and ensure that the project stays on budget and to the schedule.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and can dedicate his time to this Joint Government Center Campus project.
- ☑ Recent project experience with the Sponsors = No learning curve.
- ☑ Vast experience with leading large, iconic projects across Florida ensures that the Sponsors' vision for this project is achieved.
- ☑ Over three decades leading construction teams on Florida projects similar in scope to this project.

Project Experience

Broward County Convention Center & Hotel | Ft. Lauderdale, Florida, United States

Project Description

When complete, this expanded convention center will feature over 1.2 million square feet of event space, including 350,000 square feet of contiguous exhibition space, a new 65,000 square feet waterfront ballroom, the latest in technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. The new 29-story Omni Hotel will feature 800 rooms featuring various amenities. The upgraded convention center and hotel are designed to achieve a LEED Gold certification.

Project Value: $780,000,000

Project Type: Public Use/Civic and Hospitality

Project Method: Design-Build

Role on the Project: Project Executive

Solitair Brickell | Miami, Florida, United States

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance. The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. High-end interiors include floor-to-ceiling windows, tile flooring, European-style kitchen cabinetry, quartz countertops, stainless steel appliances, vertical spa, electronic unit entries and programmable thermostats.

Project Value: $118,063,123

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Project Executive

Dr. Phillips Center for the Performing Arts | Orlando, Florida, United States

Project Description

One of only 37 like it in the world, the Dr. Phillips Center for the Performing Arts is a 30-year-old dream come true for many in and around Downtown Orlando. The iconic canopy welcomes visitors from near and far to enjoy Arts for Every Life® in inspirational style. The landmark 263,000 square feet performing arts center includes a 2,700-seat theater for large productions, and a 300-seat multi-purpose theater. Other components include an outdoor public performance plaza, function space, and educational facilities that include 10,000 square feet of classrooms and performance areas. This project achieved a LEED Silver certification. In addition, Balfour Beatty directed 34% of the work to MWBE companies, exceeding the goal of 30%.

Project Value: $169,928,251

Project Type: Public Use/Civic

Project Method: CM at Risk

Role on the Project: Project Executive

SOLITAIR BRICKELL

DR. PHILLIPS CENTER FOR THE PERFORMING ARTS

JIM ZUPANCIC

ROLE ON THE PROJECT: **GENERAL SUPERINTENDENT (LEAD)**

Years of Experience

25

Education, Credentials and Designations

- Bachelor of Science, Construction Management, Ferris State Cincinnati

Additional Project Experience

- 200 Las Olas Circle, Fort Lauderdale, Florida, Office/ Corporate
- Sun-Sentinel Tenant Improvement, Fort Lauderdale, Florida, Office/Corporate
- One Plantation Place, Plantation, Florida, Office/ Corporate
- Paseo Del Mar, Fort Lauderdale, Florida, Mixed-Use/Retail
- Gables Station, Coral Gables, Florida, Multi-Family
- Wellington Bay, Wellington, Florida, Multi-Family
- City of Deerfield Beach Mitigation Operations Center Station 102, Deerfield Beach, Florida, Government
- Deerfield Beach Pier Building Renovations, Deerfield Beach, Florida, Government
- MetroLink Tunnel, St. Louis, Missouri, Transportation
- Lake Shore Plaza II Parking, Sunrise, Florida, Automotive

Experience Summary

As general superintendent with over 25 years of construction experience in South Florida, Jim will lead the field teams and ensure they are operating efficiently and to the project schedule. He will drive the Joint Government Center Campus project throughout construction ensuring quality and making sure activities do not affect transit operations or the public.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and can dedicate his time to this Joint Government Center Campus project.
- ☑ Brings multi-modal best practices from Gables Station, which is directly adjacent to the Metrorail and provides access to the highway.
- ☑ Expert with leading large, complex projects (including high-rise towers) in South Florida that require high coordination and communication.
- ☑ Brings urban district best practices from Solitair Brickell, which was built on a zero-lot-line site in the Brickell District of Downtown Miami.

Project Experience

Gables Station | Coral Gables, Florida, United States

Project Description

Gables Station is a 1.3 million square feet, mixed-use development. The project consists of three towers with a 168-key extended stay hotel, a combined 450 residential units, 87,900 gross square feet of retail, 105,000 square feet of commercial space and a five-story parking garage with 1,380 parking spaces. In addition to highway access from Coral Gables to Downtown Miami via US 1, the Metrorail is directly adjacent to the property. This transit-oriented project is enhanced by proximity to The Underline and Gables Station Linear Park which will provide a walkable, urban living space underneath the rails.

Project Value: $177,637,988

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Operations Director

Solitair Brickell | Miami, Florida, United States

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance. The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. High-end interiors include floor-to-ceiling windows, tile flooring, European-style kitchen cabinetry, quartz countertops, stainless steel appliances, vertical spa, electronic unit entries and programmable thermostats.

Project Value: $118,063,123

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Operations Director

Paseo De La Riviera | Coral Gables, Florida, United States

Project Description

Located in the heart of Coral Gables, this mixed-use, urban-infill project was designed to blend with the historic Mediterranean architecture of the Miami area neighborhood. Comprised of two 725,000 square feet buildings, the project includes 204 apartments and 245 branded hotel units. The residences feature vibrant contemporary living areas, resort-style amenity areas, adjacent upscale dining, shopping, and easy access to the Miami Metrorail. The project consists of a 640 parking space parking garage, 30,000 square feet of ground-floor retail space, a state-of-the-art fitness center, two elevated pool decks, upscale restaurants, 23,000 square feet of office space, and a large "paseo" courtyard for residents, visitors, and neighbors to enjoy.

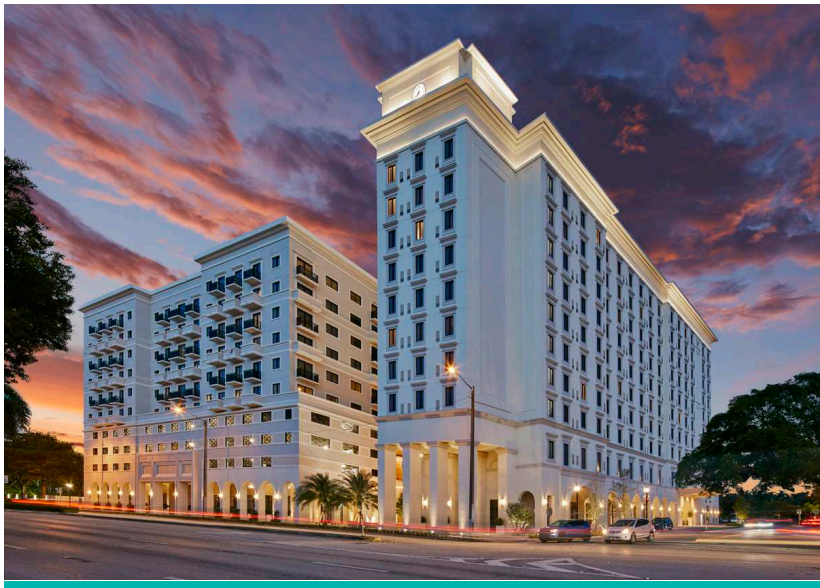
Project Value: $99,032,402

Project Type: Hospitality

Project Method: CM at Risk

Role on the Project: Operations Director

GABLES STATION



PASEO DE LA RIVIERA

SARAH BRAND

ROLE ON THE PROJECT: **DESIGN MANAGER**

Years of Experience

19

Education, Credentials and Designations

- Bachelor of Science, Civil Engineering, Duke University
- LEED Accredited Professional
- DBIA Designated Professional
- Professional Engineer

Additional Project Experience

- Constitution Square Office Building III Tenant
- Joint Regional Correctional Facility, Chesapeake, Virginia, Criminal Justice
- St. Elizabeth West Campus Phase IB Tunnels, Washington, D.C., Ancillary Facilities
- Utah Data Center, Bluffdale, Utah, Mission Critical
- Park & Ford Apartments, Alexandria, Virginia, Multi-Family
- Museum Place, Washington, D.C., Multi-Family
- National Zoological Park - Asia Trail Phase II, Washington, D.C., Public Us/Civic
- U.S. Capitol Perimeter Security, Washington, D.C., Government

Experience Summary

As the design manager, Sarah will work with the HOK to incorporate innovative design strategies. She will ensure design and construction efforts are fully integrated and will coordinate HOK and Balfour Beatty to implement the final design in the field. Sarah will leverage her hands-on approach to develop solutions that will increase return on investment ("ROI"), decrease constructibility conflicts, and support economic growth for the Joint Government Center Campus project.

Key Individual's Highlights

- ☑ Local that works and lives in Florida and can dedicate her time to this Joint Government Center Campus project.
- ☑ Brings lessons learned from her vast P3/design-build project experience across the country.
- ☑ Ability to work closely and corroboratively with clients and design teams to manage and drive design to achieve the Sponsors' goals related to image, budget, and function.

Project Experience

Constitution Square Office Building 4 | Washington, D.C., United States

Project Description

This project included tenant improvements that involved the build-out of a new 12-story, 365,000 gross square feet office building and work included level-IV security counter measures, a 21,000 square-foot SCIF space, flexible office floor plates, extensive meeting and conference spaces, aluminum/glass office front, extensive millwork, LED light fixtures (including daylight sensors), painted drywall partitions, an HVAC central plant, rooftop amenity spaces, and a shared plaza. This project achieved a LEED Gold certification.

Project Value: $93,186,757

Project Type: Office/Corporate

Project Method: CM at Risk

Role on the Project: Design-Build Manager

National Science Foundation Headquarters | Alexandria, Virginia, United States

Project Description

This project included design-build services for a Class A, 759,111 square feet office building consisting of two wings adjoined by a 15-story tower; ground-level retail; three levels of below-grade parking with 380 spaces; tenant improvements on 19 floors include a visitor center, conference spaces, a cafeteria, a fitness center, a computer room, and open and closed offices and work stations. This project is LEED Silver certified for both base building and tenant interiors. It was constructed on a tight site adjacent to WMATA metro tracks.

Project Value: $220,251,405

Project Type: Office/Corporate

Project Method: Design-Build

Role on the Project: Design-Build Manager

Utah Data Center | Bluffdale, Utah, United States

Project Description

This design-build project included a 774,195 square feet, five-building wheel and tracked vehicle maintenance and training school; campus setting; classrooms, laboratories, a 250-seat auditorium, and long-span, column-free maintenance bays with long-span bridge cranes. It also included a state-of-the-art audio/visual equipment and unique systems for high voltage power, compressed gas and climate control. This project achieved a LEED Silver certification.

Project Value: $1,234,323,766

Project Type: Mission Critical

Project Method: Design-Build

Role on the Project: Design-Build Manager

CONSTITUTION SQUARE OFFICE BUILDING

KERN COUNTY JUSTICE FACILITY

WADE MARTIN

ROLE ON THE PROJECT: **BIM/VDC MANAGER**

Years of Experience

16

Education, Credentials and Designations

- Bachelor of Architecture, Architecture, Mississippi State University

Additional Project Experience

- Tavistock Office 1C, Orlando, Florida, Office/Corporate
- Icon Marina Village, West Palm Beach, Florida, Multi-Family
- Wellington Bay, Wellington, Florida, Multi-Family
- Advent Health Training Facility, Orlando, Florida, Hospitality
- Project 256, Lake Buena Vista, Florida, Hospitality
- Jacksonville University Basketball Training Facility, Jacksonville, Florida, Education
- Advent Health Orlando South Campus Renovations, Orlando, Florida, Healthcare
- University of Florida Baseball Stadium, Gainesville, Florida, Education
- Sarasota Memorial Hospital Oncology Tower, Sarasota, Florida, Healthcare
- Mount Sinai Medical Facility, Hialeah, Florida, Healthcare

Experience Summary

Wade has facilitated BIM/VDC and other technologies for local large projects across Florida and understands the value of integrating BIM/VDC early to increase cost savings and enhance project operations. With a background in construction, he brings a keen eye and vast experience with complex projects with intense utility, logistics and system coordination assessment and imaging, such as the Broward County Convention Center & Hotel. In addition, he has experience working with the Sponsors on COBie deliverables and understands their COBie processes, which he will translate over to the Joint Government Center Campus project.

Key Individual's Highlights

- ☑ Local that works and lives in Florida and can dedicate his time to this Joint Government Center Campus project.
- ☑ Recent project experience with the Sponsors = No learning curve.
- ☑ Built the BIM/VDC plan with Broward County for BCCCH and understands the Sponsors' BIM and Electronic Media Submittal Requirements for this project.
- ☑ Understands COBie the Sponsors' preferred COBie processes and will bring those lessons learned to this project.

Project Experience

Broward County Convention Center & Hotel (BCCCH) | Ft. Lauderdale, Florida, United States

Project Description

When complete, this expanded convention center will feature over 1.2 million square feet of event space, including 350,000 square feet of contiguous exhibition space, a new 65,000 square feet waterfront ballroom, the latest in technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. The new 29-story Omni Hotel will feature 800 rooms featuring various amenities. The upgraded convention center and hotel are designed to achieve a LEED Gold certification.

Project Value: $780,000,000

Project Type: Public Use/Civic and Hospitality

Project Method: Design-Build

Role on the Project: BIM/VDC Manager

Gables Station | Coral Gables, Florida, United States

Project Description

Gables Station is a 1.3 million square feet, mixed-use development. The project consists of three towers with a 168-key extended stay hotel, a combined 450 residential units, 87,900 gross square feet of retail, 105,000 square feet of commercial space and a five-story parking garage with 1,380 parking spaces. In addition to highway access from Coral Gables to Downtown Miami via US 1, the Metrorail is directly adjacent to the property. This transit-oriented project is enhanced by proximity to The Underline and Gables Station Linear Park which will provide a walkable, urban living space underneath the rails.

Project Value: $177,637,988

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: BIM/VDC Manager

Lake Nona Wave Hotel | Orlando, Florida, United States

Project Description

Providing sophisticated accommodations in the heart of Lake Nona's flourishing Town Center, this upcoming 17-story, 245,000 square foot hotel will house 239 spacious guestrooms and suites with in-room work spaces. The building's iconic sleek structural exterior design will evoke the feel of a moving wave, bringing a touch of ultra-modern elegance to the Lake Nona lodging landscape. Optimized to provide the latest innovative wellness amenities for health-centric guests, the resort will feature a relaxing outdoor pool and amenity bar area, a stylish indoor/outdoor lobby, indoor function space featuring a ballroom and meeting event space, and a state-of-the-art 24-hour fitness center. In addition, the project will include a 100-seat restaurant and a ground-floor retail space that will host a mix of restaurants and retail options.

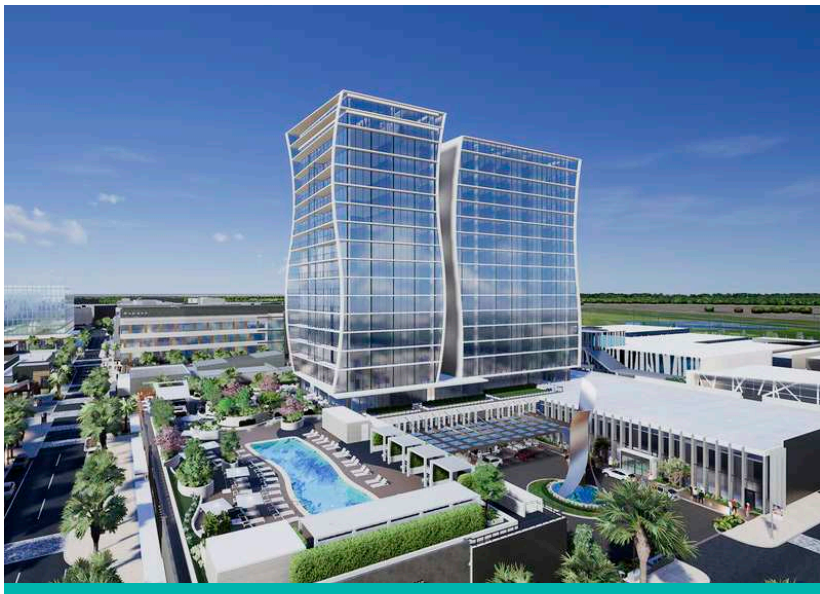
Project Value: $47,865,553

Project Type: Hospitality

Project Method: CM at Risk

Role on the Project: BIM/VDC Manager

BROWARD COUNTY CONVENTION CENTER & HOTEL



LAKE NONA WAVE HOTEL

JEREMIAH SIZER

ROLE ON THE PROJECT: **SYSTEMS DESIGN MANAGER**

Years of Experience

21

Education, Credentials and Designations

- Bachelor of Science, Construction Management, University of Cincinnati

Additional Project Experience

- Mayo Correctional Institution Annex & Main Unit Expansion, Mayo, Florida, Criminal Justice
- Lowell Correctional Annex Phase I, Ocala, Florida, Criminal Justice
- Loews Correctional Annex Phase I, Ocala, Florida, Criminal Justice
- Lanesboro Correctional Institution, Polkton, North Carolina, Criminal Justice
- Tabor Correctional Institution, Tabor City, North Carolina, Criminal Justice
- Bertie Correctional Institution, Windsor, North Carolina, Criminal Justice
- Las Colinas Detention & Re-Entry Facility, Santee, California, Criminal Justice
- Fort Bragg 108th ADA & SSA TEMF, Ft. Bragg, North Carolina, Ancillary Facilities
- Randall David Shughart Elementary Schools, Cameron, North Carolina, Education

Experience Summary

With 21 years of experience with the design, installation and service of low voltage systems, Jeremiah will ensure innovative and efficient design components are integrated from the onset. During construction, he will oversee system installation to ensure proper commissioning of the Joint Government Center Campus facilities.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and can dedicate his time to this Joint Government Center Campus project.
- ☑ Recent project experience with the Sponsors = No learning curve.
- ☑ Brings urban district best practices from Solitair Brickell, which was a high-rise tower built on a 0.6-acre site in the heart of the Brickell District in Downtown Miami.
- ☑ Brings multi-modal best practices from Gables Station, which is directly adjacent to the Metrorail and provides access to the highway.

Project Experience

Broward County Convention Center & Hotel | Ft. Lauderdale, Florida, United States

Project Description

When complete, this expanded convention center will feature over 1.2 million square feet of event space, including 350,000 square feet of contiguous exhibition space, a new 65,000 square feet waterfront ballroom, the latest in technology, new dining concepts, enhanced water taxi access, and an iconic waterfront plaza with public access. The new 29-story Omni Hotel will feature 800 rooms featuring various amenities. The upgraded convention center and hotel are designed to achieve a LEED Gold certification.

Project Value: $780,000,000

Project Type: Public Use/Civic and Hospitality

Project Method: Design-Build

Role on the Project: Senior Superintendent

Solitair Brickell | Miami, Florida, United States

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance. The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. High-end interiors include floor-to-ceiling windows, tile flooring, European-style kitchen cabinetry, quartz countertops, stainless steel appliances, vertical spa, electronic unit entries and programmable thermostats.

Project Value: $118,063,123

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Senior Superintendent

Gables Station | Coral Gables, Florida, United States

Project Description

Gables Station is a 1.3 million square feet, mixed-use development. The project consists of three towers with a 168-key extended stay hotel, a combined 450 residential units, 87,900 gross square feet of retail, 105,000 square feet of commercial space and a five-story parking garage with 1,380 parking spaces. In addition to highway access from Coral Gables to Downtown Miami via US 1, the Metrorail is directly adjacent to the property. This transit-oriented project is enhanced by proximity to The Underline and Gables Station Linear Park which will provide a walkable, urban living space underneath the rails.

Project Value: $177,637,988

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Senior Superintendent

SOLITAIR BRICKELL

GABLES STATION

NATHAN ATKIN

ROLE ON THE PROJECT: **PROJECT MANAGER (OFFICE TOWER)**

Years of Experience

17

Education, Credentials and Designations

- Bachelor of Science, Civil Engineering, University of Florida

Additional Project Experience

- TOHO Water Authority Administrative Headquarters, Kissimmee, Florida, Office/ Corporate
- Osceola County Communications/Emergency Operations Center, Kissimmee, Florida, Public Use/Civic
- Miami Dade College Hialeah Campus Remodel, Hialeah, Florida, Education
- Florida Atlantic University Parliament Hall, Boca Raton, Florida, Education

Experience Summary

As project manager, Nathan will provide oversight of the office tower of the Joint Government Center Campus project. During preconstruction,he will work hand-in-hand with the UCP team, HOK, consultants, and the Sponsors to get the best value for this project. During construction, Nathan will manage the day-to-day work with Marcus and Vince and ensure that the project stays on budget and to the schedule.

Key Individual's Highlights

- ☑ Local that works and lives in Broward County and can dedicate his time to this Joint Government Center Campus project.
- ☑ Brings urban district best practices from Solitair Brickell and River Landing, which were both high-rises built in heavily dense/high traffic areas in Miami.
- ☑ Experience with Class A, high-rise office buildings with high sustainability (LEED Gold) and parking garage.

Project Experience

River Landing | Miami, Florida, United States

Project Description

Minutes away from downtown Miami and the popular Brickell Area on Biscayne Bay, the River Landing Shops and Residences is a 2.4 million square foot mixed-use development located along the Miami River in Miami's rapidly evolving Health and Civic District. Built on roughly 8.1 acres of riverfront land, the project includes two luxury residential buildings with a combined 528 apartments, a seven-story shopping center with 488,000 square feet of space, 142,000 square feet of office space and a 2,344-space parking garage. With 850 feet of public riverfront land, the development will feature a waterside restaurant row, five riverfront marinas with public access areas and a walkable riverside park.

Project Value: $298,229,694

Project Type: Mixed-Use/Retail

Project Method: CM at Risk

Role on the Project: Senior Project Manager

Solitair Brickell | Miami, Florida, United States

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance. The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. High-end interiors include floor-to-ceiling windows, tile flooring, European-style kitchen cabinetry, quartz countertops, stainless steel appliances, vertical spa, electronic unit entries and programmable thermostats.

Project Value: $118,063,123

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Senior Project Manager

396 Alhambra Office Towers | Orlando, Florida, United States

Project Description

This three-phase project included remodeling an existing seven-story office building, replacing an existing three-story parking garage with an eight-story garage, and demolishing an existing one-story building and replacing it with a 189,000 square feet, 15-story, Class A office tower. The new tower achieved LEED Gold and the remodeled building LEED Silver. The office tower is now 14% more energy efficient than a standard office building, 40% more water efficient than a standard office building, maintains building operations that uses green cleaning and green pest control, etc.

Project Value: $64,815,157

Project Type: Office/Corporate

Project Method: CM at Risk

Role on the Project: Senior Project Manager

RIVER LANDING

396 ALHAMBRA OFFICE TOWERS

MARCUS NICELEY

ROLE ON THE PROJECT:

PROJECT MANAGER (TRANSPORTATION TOWER)

Years of Experience

17

Education, Credentials and Designations

- Bachelor of Science, Construction Management, Bowling Green State University

Additional Project Experience

- Lemon Bay High School, Englewood, Florida, Education
- Lowell Correctional Annex Phase I, Ocala, Florida, Criminal Justice
- Lowell Correctional Annex Phase II, Ocala, Florida, Criminal Justice

Experience Summary

As project manager, Marcus will provide oversight of the transportation tower of the Joint Government Center Campus project. During preconstruction, he will work hand-in-hand with the UCP team, HOK, consultants, and the Sponsors to get the best value for this project. During construction, Marcus will manage the day-to-day work with Nathan and Vince and ensure that the project stays on budget and to the schedule.

Key Individual's Highlights

- ☑ Local that works and lives in South Florida and can dedicate his time to this Joint Government Center Campus project.
- ☑ Brings urban district best practices from Solitair Brickell, which was a high-rise tower built on a 0.6-acre site in the heart of the Brickell District in Downtown Miami.
- ☑ Brings multi-modal best practices from Gables Station, which is directly adjacent to the Metrorail and provides access to the highway.
- ☑ Experience with large, complex office buildings with high sustainability (LEED Gold) and high interior and exterior finishes.

Project Experience

Solitair Brickell | Miami, Florida, United States

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance. The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. In addition, the project included high-end interiors.

Project Value: $118,063,123

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Project Manager

Harris Technology Center | Palm Bay, Florida, United States

Project Description

This six-story, 464,000 square feet office facility is the centerpiece of Harris' expanded Palm Bay campus. The modern, all-glass curtain wall exterior optimizes views for the 1,500 employees assigned to the center. Designed for high technology work, the facility includes collaborative work spaces and advanced innovation labs with LED screens and the latest in communications technology. It features amenities such as a multi-purpose conference room, employee cafeteria, executive dining room, and fitness facility. Site improvements included 1,793 new parking spaces. The project achieved LEED Gold certification. Sustainable features include designated high-efficiency vehicle parking spaces, bicycle racks, energy-efficient HVAC systems, LED light fixtures, intelligent lighting, automated window shades, and advanced storm water collection and retention.

Project Value: $91,190,231

Project Type: Office/Corporate

Project Method: CM at Risk

Role on the Project: Project Manager

Gables Station | Coral Gables, Florida, United States

Project Description

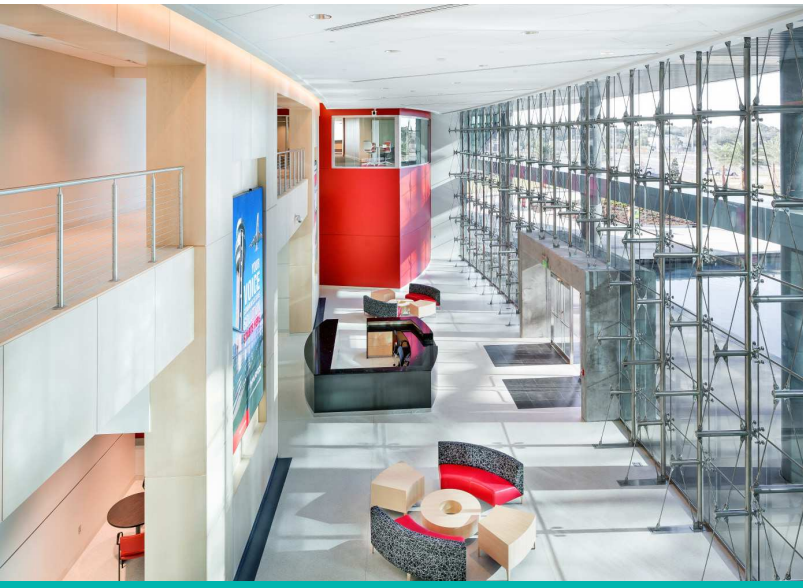
Gables Station is a 1.3 million square feet, mixed-use development. The project consists of three towers with a 168-key extended stay hotel, a combined 450 residential units, 87,900 gross square feet of retail, 105,000 square feet of commercial space and a five-story parking garage with 1,380 parking spaces. In addition to highway access from Coral Gables to Downtown Miami via US 1, the Metrorail is directly adjacent to the property. This transit-oriented project is enhanced by proximity to The Underline and Gables Station Linear Park which will provide a walkable, urban living space underneath the rails.

Project Value: $177,637,988

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: Project Manager



HARRIS TECHNOLOGY CENTER

GABLES STATION

JEFF BURNSIDE

ROLE ON THE PROJECT: **LEAD SUPERINTENDENT (OFFICE TOWER)**

Years of Experience

42

Education, Credentials and Designations

- Bachelor of Science, Civil Engineering, Purdue University

Additional Project Experience

- Santa Maria Condos, Florida, Multi-Family
- Blue and Green Diamonds, Miami Beach, Florida, Multi-Family
- Disney's Boardwalk Resort, Lake Buena Vista, Florida, Mixed-Use/Retail
- Hill Country Psychiatric & Professional Office Building, San Antonio, Texas, Office/Corporate
- Southern Hills Medical Office Building, Nashville, Tennessee, Office/Corporate
- Ft. Madison Medical Office Building, Ft. Madison, Iowa, Office/Corporate
- Ocala Radiation Treatment Facility, Ocala, Florida, Healthcare
- North Florida Medical Center, Gainesville, Florida, Healthcare
- Tallahassee Regional Hospital, Tallahassee, Florida, Healthcare
- Palms West Medical Center, Loxahatchee, Florida, Healthcare

Experience Summary

As superintendent with over four decades of construction experience, Jeff is an expert at managing and coordinating multiple field teams, maintaining safe and efficient field operations. In his role, he will supervise and coordinate all field level construction activities over the office tower in order to achieve project milestones while adhering to the overall construction schedules and budgets, exceeding the profit goals, maintaining construction quality control and ensuring a safe working environment.

Key Individual's Highlights

- ☑ Local that works and lives in South Florida and can dedicate his time to this Joint Government Center Campus project.
- ☑ High-rise upscale project expertise including office towers in dense urban districts.
- ☑ Brings multi-modal best practices from Gables Station, which is directly adjacent to the Metrorail and provides access to the highway.

Project Experience

Gables Station | Coral Gables, Florida, United States

Project Description

Gables Station is a 1.3 million square feet, mixed-use development. The project consists of three towers with a 168-key extended stay hotel, a combined 450 residential units, 87,900 gross square feet of retail, 105,000 square feet of commercial space and a five-story parking garage with 1,380 parking spaces. In addition to highway access from Coral Gables to Downtown Miami via US 1, the Metrorail is directly adjacent to the property. This transit-oriented project is enhanced by proximity to The Underline and Gables Station Linear Park which will provide a walkable, urban living space underneath the rails.

Project Value: $177,637,988

Project Type: Multi-Family

Project Method: General Contractor

Role on the Project: General Superintendent

One Rincon Hill | San Francisco, California, United States

Project Description

One Rincon Hill is an upscale residential project located in the up-and coming Rincon Hill neighborhood of San Francisco. This two-phase development includes two cast-in-place concrete towers, 64- stories and 52-stories. Phase I consists of the taller of the two towers, approximately 762,000 square-feet, and include 390 units with 513 spaces of underground parking. The project is comprised of five levels of parking under a high-rise residential tower and low-rise villas. This project achieved the first three-day concrete pour cycle on the west coast and the first partial occupancy of a major high-rise in San Francisco. Special aspects of this project include the demolition of the famed Bank of America clock tower and extensive excavation. The site is bounded by the Bay Bridge (Caltrans) and on and off ramps to the highway requiring considerable shoring and critical utility maintenance.

Project Value: $220,000,000

Project Type: Multi-Family

Project Method: CM at Risk

Role on the Project: General Superintendent

Jupiter Medical Center & Office Building | Jupiter, Florida, United States

Project Description

This addition and renovations project included a two-story concrete frame with five-story elevator tower, 80,000 square feet exterior stucco veneer with storefront, new emergency room, radiology department with MRI and two CT Scans, OR department with central sterile and outpatient surgery. 40,000 square feet renovation consisting of ICU, lab, medical records, physical therapy, pharmacy and cardiac rehabilitation two-story office building, 10,000 square feet with exterior stucco.

Project Value: $17,500,000

Project Type: Healthcare & Office/Corporate

Project Method: CM at Risk

Role on the Project: General Superintendent

GABLES STATION

ONE RINCON HILL

SAMUEL BUNDY

ROLE ON THE PROJECT: **LEAD SUPERINTENDENT (TRANSPORTATION TOWER)**

Years of Experience

40

Education, Credentials and Designations

- Associate of Science, Construction Management, Florida State College of Jacksonville

Additional Project Experience

- Johnson & Johnson, Jacksonville, Florida, Healthcare
- AIG, Maitland, Florida
- Deutsche Bank, Jacksonville, Florida, Mixed-Use/Retail
- Florida School of the Death and Blind School, St. Augustine, Florida, Education
- Lake County Schools, Umatilla, Florida, Education

Experience Summary

As superintendent with over four decades of construction experience, Sam is an expert at managing and coordinating multiple field teams, maintaining safe and efficient field operations. In his role, he will supervise and coordinate all field level construction activities over the transportation tower in order to achieve project milestones while adhering to the overall construction schedules ad budgets, exceeding the profit goals, maintaining construction quality control and ensuring a safe working environment.

Key Individual's Highlights

- ☑ Local that works and lives in Florida and can dedicate his time to this Joint Government Center Campus project.
- ☑ Vast multi-modal project expertise including transportation facilities.
- ☑ Brings urban district best practices from JRTC that included transforming an entire district in Downtown Jacksonville into a multi-modal urban core.

Project Experience

Jacksonville Regional Transportation Center | Jacksonville, Florida, United States

Project Description

The Jacksonville Regional Transportation Center at LaVilla is a transit-oriented development that offers travelers a variety of transit options. The project has revitalized the LaVilla district into a multi-modal urban core, building a successful transportation infrastructure and serving as a catalyst for the future downtown Jacksonville innovation corridor. This project was comprised of two phases with an overall modern building design. The first phase was the Greyhound bus station. The second phase included JTA's five-story administrative office building built over the existing Skyway system, and a bus transfer facility with a pedestrian bridge to the Greyhound bus station.

Project Value: $56,777,180

Project Type: Transportation and Office/Corporate

Project Method: CM at Risk

Role on the Project: Superintendent

Jacksonville University Basketball Performance Center | Jacksonville, Florida, United States

Project Description

The Basketball Performance Center at Jacksonville University will be a two-story, 26,000 square feet practice facility that will feature coaching staff offices, weight room, training room, and a full-court and a half of playing surface which will serve as the new practice venue for athletic programming. The new building will also offer 24-hour gym access for coaches, a rare amenity in collegiate athletics, and a weight room directly off the practice floor for daily use to improve individual performance and injury prevention programs.

Project Value: $7,700,000

Project Type: Education

Project Method: CM at Risk

Role on the Project: Superintendent

Johnson & Johnson | Jacksonville, Florida, United States

Project Description

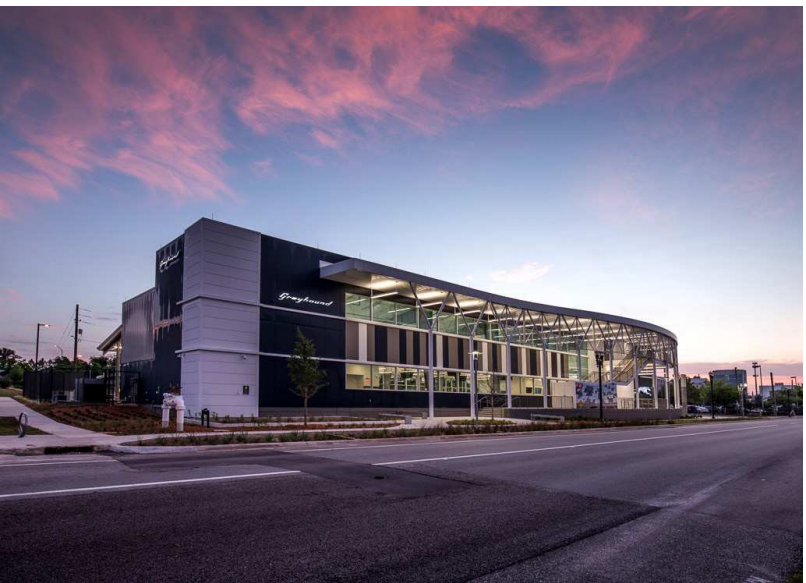
This project included new construction of a 20,000 square-foot tank farm with a chemical supply and storage facility. It included 13 tanks, two supply pipe bridges, delivery docks and scales. It also included new construction of a 35,000 square-foot manufacturing facility mechanical mezzanine, chemical storage, and loading docks. Lastly, the project included a new central utility plant that housed all new chillers, cooling towers, air compressors, boilers, and new electrical service to supply a manufacturing facility.

Project Value: $68,600,000

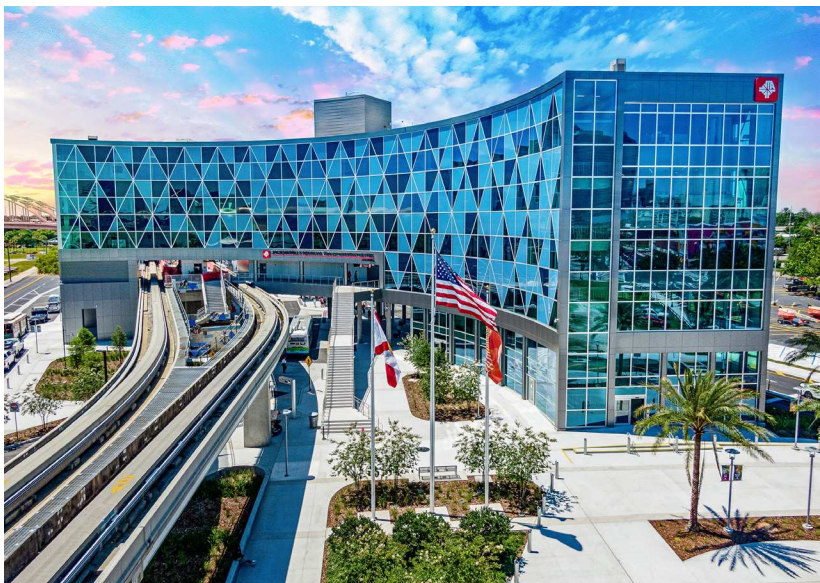
Project Type: Healthcare

Project Method: CM at Risk

Role on the Project: Superintendent

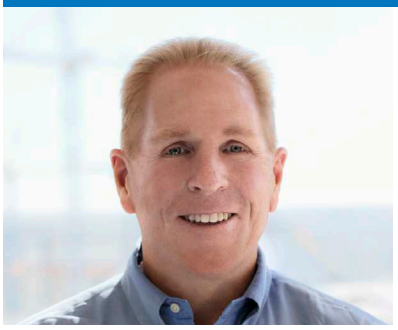


JACKSONVILLE REGIONAL TRANSPORTATION CENTER - PHASE 1



JACKSONVILLE REGIONAL TRANSPORTATION CENTER - PHASE 2

Support Staff



Mike Carlin
Vice President, Operations

Mike began his career with Balfour Beatty in 1990 and has since taken on various roles within the business giving him experience in all market types. Throughout his tenure, he has built many of Florida's recognizable landmarks, such as Solitair Brickell, Virgin Miami Central, River Landing, Gables Station, Paseo De La Riviera, the Fort Lauderdale International Airport, and the CityPlace Office Tower. Mike will bring his lessons learned to the Joint Government Center Campus project team to ensure they succeed.

Earnest DeLoach
Vice President, Legal/CBE/DE&I

Earnest is responsible for all legal affairs for the Florida operations including contracting matters and litigation management, and serves as the division's compliance officer. He focuses on helping project teams, clients and stakeholders identify areas of improvement by turning potential project risks into opportunities to leverage and improve their business. In addition, he will work alongside Mila to ensure the team, in accordance with the Sponsors, meet their CBE and DE&I goals.

Mila Smith
Vice President, HR/DE&I

Mila is a trusted advisor in terms of talent management, team diversity, employee relations, change management and coaching. She works with operations to develop strategies to build talented teams and will implement strategies on the Joint Government Center Campus project to support diversity and inclusion and ensure the UCP team delivers on their DBE, CBE, and overall DE&I goals.

John Harris
Senior Vice President/BUL

John creates and leads strategies in core markets and niche projects offering value-driven delivery strategies throughout the state. His many responsibilities include leading and supporting over 200-management employees through all stages of the project lifecycle – including client development, marketing, BIM services, pre-construction, and operations. He will guide the team throughout the Joint Government Center Campus project to ensure it is successfully executed.

Scott Skidelsky
President

Scott has been a leader in the Florida construction industry for 30 years playing a key role in many iconic projects across the state. His people-first leadership style has led Florida to be the thriving business it is today, ensuring teams have the leadership and resources needed to deliver excellence. He will provide leadership oversight and support on the Joint Government Center Campus project throughout all phases.

Mark Konchar
Chief of Innovation

Mark joined the company in 1999 on the design-build National Academy of Sciences headquarters project in Washington, D.C. Since that time, Mark has helped develop Balfour Beatty's approach to integrated projects, which provides team-based project solutions and design facilitation processes on large P3, design-build, and IPD projects. He will ensure the Joint Government Center Campus project is setup for success starting day one.

Culture of Diversity, Equity and Inclusion

Balfour Beatty builds a workforce that truly represents the communities they work in, ensuring all of their employees feel comfortable being themselves at work. Not only will this help them to better deliver the vital infrastructure that keeps their society moving, it will also ensure they have the expertise to drive the industry forward. Balfour Beatty's action plan is closely aligned to their values, ensuring they build on a strong culture of fairness, inclusion, and respect. Every employee in Balfour Beatty is responsible for maintaining an inclusive working environment and promoting fairness, inclusion, and respect in the workplace. Additionally, their trailblazing diversity, equity and inclusion ("DE&I") leaders actively support the goal to promote inclusive programs on their jobsites and attract, develop, promote, and retain more diverse talent in their firm.

Local executive leadership for the Florida Division and national DE&I leaders Earnest DeLoach and Mila Smith led various events and education opportunities for employees (and local community organizations) across the nation. Mila and Earnest also founded the national Balfour Beatty Diversity, Equity and Inclusion advisory board that works closely with leadership executives to raise awareness for DE&I issues and ensure Balfour Beatty is exceeding their goals to build a diverse and inclusive workplace by educating and unifying the workforce. In the past year, they've successfully launched the annual Balfour Beatty DE&I Conference and summit series that saw a range of powerful speakers covering important topics on race and gender identity in the construction industry.

> "It takes meaningful actions to achieve a diverse, equitable and inclusive work environment and we are proud to publicly declare our commitment in supporting our diverse team members and providing our workforce with an array of resources to continue vital conversations across the nation."
>
> - Balfour Beatty Executive Leadership

Question A

Provide evidence that addresses GC's safety record and demonstrates the GC's safety culture within its organization.

Safety Culture

At Balfour Beatty safety is top priority. Their innovative safety program, Zero Harm, sets the bar high, with a goal of zero deaths, zero permanently disabling injuries, zero injuries to the public, and zero long-term harm to health. Through Zero Harm, they are challenging the construction industry's assumptions about safety. Balfour Beatty believes that no level of harm should come to anyone because of their business.

As a method for promoting a culture of safety on this project, Balfour Beatty will ensure the subcontractors accept the responsibility of conducting work in a safe manner. Through Balfour Beatty's orientation and training process they make clear to every worker what is expected of them when working on your project site.

Balfour Beatty's orientations will address overall project safety, the requirements of working on the Joint Government Center Campus site, security requirements at each work area, the importance of Foreign Object Debris ("FOD") prevention, and how employees should work when in proximity to movement areas. These orientations are reinforced in Balfour Beatty's weekly safety meetings where they engage all the workers on site to focus on the upcoming week's construction activities and their impact to the overall job safety plan. This constant communication keeps everyone's focus on maintaining Zero Harm.

2020 RECORDABLE INCIDENT RATE = 0.53

Balfour Beatty's Recordable Incident Rate ("RIR") is six times less than the national average, which is 2.90. A RIR is a calculation of the actual number of reocrdable safety incidents and the total work hours of all employees.

Pre-Task Plan

For each day's work, the Balfour Beatty project management team will work closely with the trade contractors to develop a safe plan of action for the day's specific work activities called a pre-task plan, which will be posted on the jobsite for review, collected daily, and stored in the on-site job book. Work will not commence without a pre-task plan meeting and completed documentation posted. Balfour Beatty has identified specific steps that all their employees, subcontractors and partners must take to help the team achieve Zero Harm:

- Eliminating Fatal Risks: Identify fatal risks and establish design, management, and behavioral protocols to eliminate them.
- Eliminating Hazards: Identify and plan out hazards in all activities they undertake.
- Maintaining Zero Harm Day-To-Day: Establish and maintain management, monitoring, review, audit, and assurance systems geared for Zero Harm.
- Keeping the Public Safe from Harm: Manage and maintain levels of separation, security monitoring, and stewardship to safeguard members of the public from exposure to our hazards.
- Working with Customers: Enlist the support and cooperation of customers to achieve Zero Harm. All Balfour Beatty's businesses and the people within them must make safety personal. The partners, employees, and the public know that they will leave the job sites as safe and healthy as they arrived.
- Keeping People Healthy: Conduct health checks and health risk assessments to ensure there is no long-term harm to health from working on the business. Balfour Beatty is actively developing specific work plans for conducting business in the wake of COVID.

COVID-19 Mitigation

Balfour Beatty has over a year of experience running projects safely in the COVID-19 world and recognize the potential for health and safety impacts, disruption, and introduction of inefficiencies it can have on projects. They are committed to the health and safety of anyone involved with their projects. Balfour Beatty is currently employing detailed measures to mitigate the spread of COVID-19 and they will continue these practices on the Joint Government Center Campus project.

Question B

Provide the specific involvement of GC's key staff in projects noted in item 3 (Past Performance) below. Specifically identify their role and responsibilities on projects including Class A high-rise commercial office or government building, multi-level parking structures, multimodal transportation facilities, green sustainable facilities, and other multi-disciplined projects of similar scope and size.

Team Experience

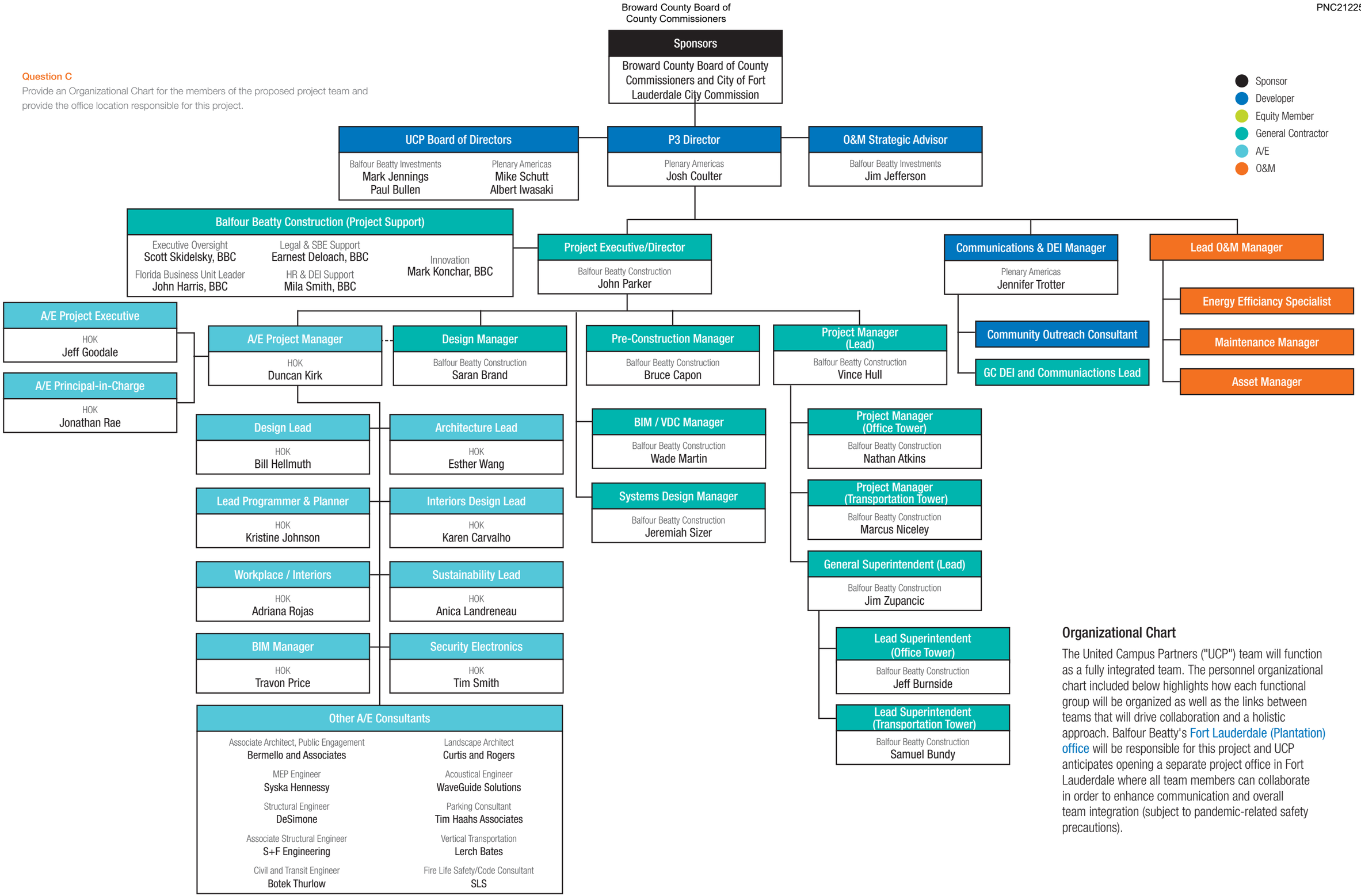
Balfour Beatty has assembled a team of experts with a rich history and proven track record designing and building multi-story, Class A office projects with parking garages and transportation elements in urban cities. They understand the complexities of building on active, fully operational and logistically challenging sites. From site conditions to operating in and around an active area with ongoing activities, they will ensure the utmost safety, seamless delivery and no surprises. Balfour Beatty's combined industry experience provides the Sponsors with a seasoned team that is ready to overcome any challenge and successfully deliver the Joint Government Center Campus. To review key staff members' experience on specific projects, refer to section B4 - Past Performance.

Table B1-1: Key Staff Experience on Similar Projects

	OFFICE	PARKING	TRANSPORTATION	URBAN/ACTIVE SITE	SUSTAINABLE
John Parker Project Executive/Director	●	●	●	●	●
Bruce Capon Pre-construction Manager	●	●	●	●	●
Sarah Brand Design Manager	●	●	●	●	●
Jeremiah Sizer Systems Design Manager	●	●	●	●	●
Wade Martin BIM/VDC Manager	●	●	●	●	●
Vince Hull Project Manager (Lead)	●	●	●	●	●
Nathan Atkin Project Manager (Office Tower)	●	●	●	●	●
Marcus Niceley Project Manager (Transportation Tower)		●	●	●	●
Jim Zupancic General Superintendent (Lead)	●	●	●	●	●
Jeff Burnside Lead Superintendent (Office Tower)	●	●	●	●	●
Samuel Bundy Lead Superintendent (Transportation Tower)	●	●	●	●	●
SUPPORT TEAM					
Mike Carlin VP of Operations	●	●	●	●	●
Earnest DeLoach VP of Legal, CBE, DE&I	●	●	●	●	●
Mila Smith VP of HR, DE&I	●	●	●	●	●
Mark Konchar Chief of Innovation	●	●	●	●	●
Scott Skidelsky President	●	●	●	●	●
John Harris SVP, Business Unit Leader	●	●	●	●	●

Question C

Provide an Organizational Chart for the members of the proposed project team and provide the office location responsible for this project.



Organizational Chart

The United Campus Partners ("UCP") team will function as a fully integrated team. The personnel organizational chart included below highlights how each functional group will be organized as well as the links between teams that will drive collaboration and a holistic approach. Balfour Beatty's Fort Lauderdale (Plantation) office will be responsible for this project and UCP anticipates opening a separate project office in Fort Lauderdale where all team members can collaborate in order to enhance communication and overall team integration (subject to pandemic-related safety precautions).

Question C

Provide evidence of knowledge and experience with the Florida Building Code, and its accessibility requirements and any other related state, local municipal and jurisdictional agencies.

Florida Building Code

The UCP's Life Safety and Code expert SLS has worked on more than 50 projects in the City of Fort Lauderdale and is actively engaged in a number of large complex projects. The approval process in the City of Fort Lauderdale is very transparent and the Building and Fire Departments are both very easy to work with and are active stakeholders early in the design process through the very end of a project. There are a number of different permitting strategies which can be utilized as well as Private Provider options to support a project along with multiple methods to finish a project whether it's a TCO, a PCO or a CO. John Travers is the Building Official and Chief Lucas is the Fire Marshal, but primarily participates through representation of Captain Bruce Strandhagen. There are outside agencies that do participate in the approval process, including but not limited to Broward County Elevator Department and Office of Regional Communications and Technology ("ORCAT") for public safety communications.

As Life Safety and Code expert, SLS has completed more than 500 high-rise mixed-use projects, with a large concentration located in South Florida. The project team consists of licensed fire protection engineers, architects, former fire marshals and former NFPA executives who have extensive experience with complex high-rise structures including the largest projects in the South Florida; including but not limited to the Broward County Convention Center and Hotel ("BCCCH"), Broward County Courthouse, Hardrock Stadium, Icon Las Olas, Fort Lauderdale Airport Expansion, Hardrock Hotel & Casino, 201 SE Second Avenue, 600 Brickell Avenue, Brickell City Center, Marquis Marriot and Wells Fargo Office, Miami World Center, Fontainebleau Hotel & Resort as well as many others.

In addition, SLS has worked with Balfour Beatty on various projects in South Florida, such as the Broward County Convention Center & Hotel, River Landing, and Solitair Brickell.

▼ BCCCH

▼ RIVER LANDING

▼ SOLITAIR BRICKELL

As part of all projects, SLS is extensively involved in participation in determining occupancy loading and strategies for accommodating the egress capacity using traditional methods and non-traditional methods (e.g. horizontal exiting, timed egress, non-simultaneous occupant loading) in conjunction with the respective building and fire departments. Similarly, for high-rise structures, SLS has developed the holistic life safety master plan for facilities addressing all critical life safety features ranging from concept configuration of all systems (i.e. fire alarm with phased evacuation and mass notification, smoke control inclusive of atria, stair and elevator pressurization and floor to floor smoke control, multi-zone sprinkler/standpipe/fire pump systems and emergency responder radio coverage systems). Based on the complexity of these projects, one of their roles/responsibilities is to make the project's building and fire department stakeholders and participants in the design process and we rely on direct relationships for further collaboration and input both during design as well as during permitting, construction and the transition to occupancy.

B2

LICENSING

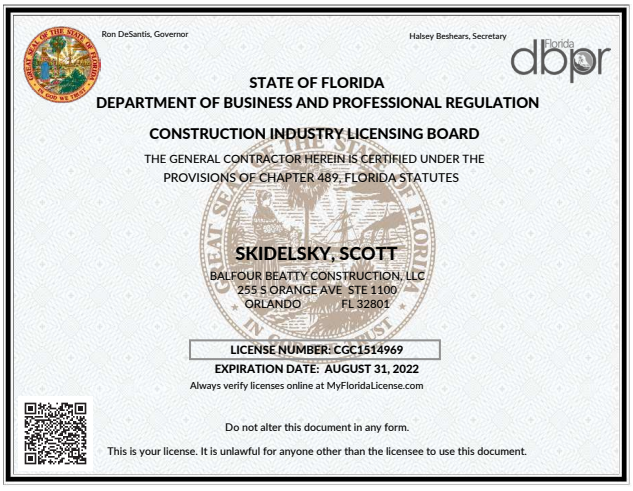
B2 LICENSING

Question A

Submit satisfactory proof of licensing with submittal. General Contractor must be a State of Florida Certified General Contractor. If the GC does not currently possess state licenses (issued by the Florida Department of Business and Professional Regulation), for applicable scope of work (Certified General Contractor) confirm the GC's commitment to apply and obtain state requirements by time of execution of agreement (or prior to any services required under the agreement).

General Contractor Licenses

Balfour Beatty is licensed to perform work in the State of Florida. Below is Scott Skidelsky's (President) general contractor license (License No. CGC1514969) and Balfour Beatty's State of Florida certification.



Ron DeSantis, Governor

Halsey Beshears, Secretary

Florida dbpr

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

SKIDELSKY, SCOTT

BALFOUR BEATTY CONSTRUCTION, LLC
255 S ORANGE AVE STE 1100
ORLANDO FL 32801

LICENSE NUMBER: CGC1514969
EXPIRATION DATE: AUGUST 31, 2022

Always verify licenses online at MyFloridaLicense.com

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.

State of Florida
Department of State

I certify from the records of this office that BALFOUR BEATTY CONSTRUCTION, LLC is a Delaware limited liability company authorized to transact business in the State of Florida, qualified on September 28, 2004.

The document number of this limited liability company is M04000004032.

I further certify that said limited liability company has paid all fees due this office through December 31, 2020, that its most recent annual report was filed on January 24, 2020, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

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

Secretary of State

Tracking Number: 9408327260CU

To authenticate this certificate,visit the following site,enter this number, and then follow the instructions displayed.

https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication

B3

SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES

B3 SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES (LEED AND BIM EXPERIENCE)

Question A

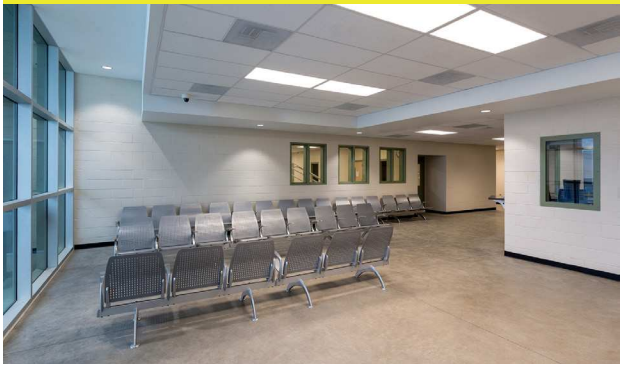
Provide evidence of experience completing LEED projects accredited under "LEED v4.1 for Building Design and Construction" or latest version for projects of similar scope per Section 3B (below.) List current and past projects (including certification level) and credentials of your LEED accredited professionals on the project team. Describe GC's experience with the WELL Building principles and process. Provide evidence of experience working with independent Commissioning Agents.

LEED Experience

Encouraging sustainability is an on-going objective of Balfour Beatty. They've become experts in approaching each project with an eye to increase sustainability and achieve LEED certifications and WELL Building Principles. Buildings have a tremendous impact on our world from their use of resources, their long-term impact on our environment and the welfare of the building inhabitants. Below are relevant examples of Balfour Beatty projects that used sustainability practices to achieve a minimum LEED Silver certification.

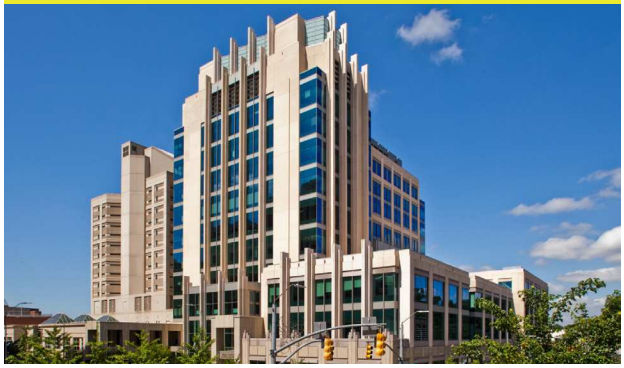
▼ KERN COUNTY JUSTICE FACILITY

**HOK worked on this project with Balfour Beatty*



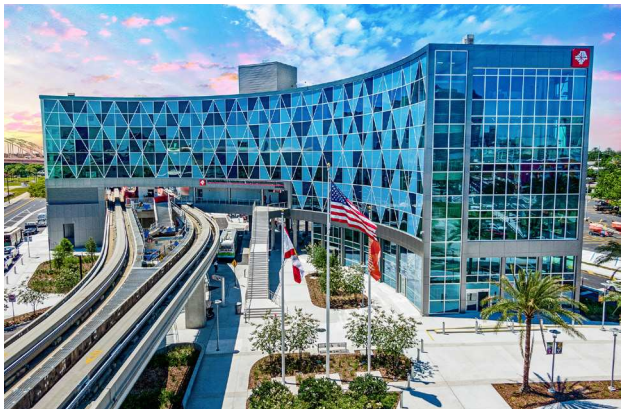
▼ WAKE COUNTY JUSTICE FACILITY

**HOK worked on this project with Balfour Beatty*



▼ RIVER LANDING

▼ JACKSONVILLE REGIONAL TRANSPORTATION CENTER



▼ EDITH GREEN WENDELL WYATT FEDERAL BUILDING

▼ SOLITAIR BRICKELL

Net Zero Projects

Balfour Beatty has completed multiple net zero facilities, including the largest net zero public school in the United States, which was Lady Bird Johnson Middle School. Below are additional recent project examples of Balfour Beatty's completed net zero projects.

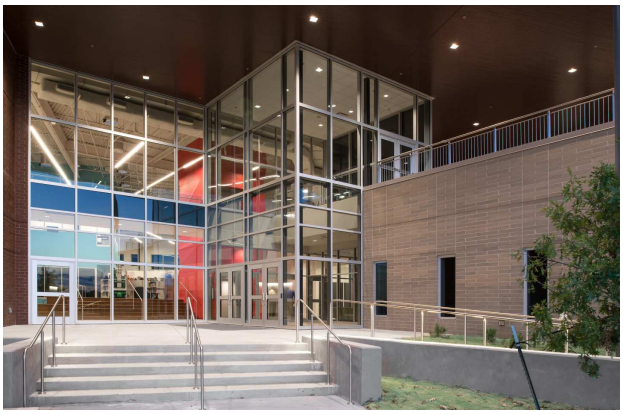
▼ COUNTY OF SAN DIEGO NORTH COASTAL LIVE WELL CENTER

**Largest project to achieve Zero Energy certification in California*

▼ LADY BIRD JOHNSON MIDDLE SCHOOL

**Largest net zero energy public school in the United States*

▼ RICHARD LEE ELEMENTARY SCHOOL



▼ OAK PARK HIGH SCHOOL

WELL Building Experience

The WELL Building Standards are a system of principles that merges the best practices of design and construction with evidence-based health and wellness values that promote occupant well-being. Environment plays a major role in the health and wellness of occupants. Like Balfour Beatty's process for meeting the Sponsors' LEED goals, planning for WELL certification begins from the outset of design and pre-construction. Balfour Beatty will work with the Sponsors and stakeholders to identify the project goals and determine the path to achieve the outlined WELL goal.

Through the application of the WELL Building Standards below, the Sponsors' can measure their environmental impact on staff enhancing their performance and well-being.

- Air WELL promotes a healthy indoor environment through the optimization of Indoor Air Quality ("IAQ") performance, introducing advanced techniques to control IAQ and levels of contaminants.
- Water WELL aims to optimize water quality while promoting accessibility, introducing filtration and treatment as well as strategic placement designed to facilitate a healthy lifestyle.
- Nourishment WELL works to create environments that facilitate improved eating habits by providing occupants with healthy food choices, behavioral cues, and knowledge about nutrient quality.
- Light WELL introduces advanced techniques in indoor lighting to optimize lighting performance and promote alignment with the body's natural circadian rhythm to improve energy, mood, and productivity.
- Fitness WELL introduces building design technologies and knowledge-based strategies to encourage physical activity and enable fitness regimens within occupants' daily lifestyle.
- Comfort WELL creates indoor environments that minimize distractions while promoting productivity through thermal, acoustic, ergonomic, and olfactory parameters that address known sources of discomfort.
- Mind WELL promotes the support of mental and emotional well-being by providing the occupants with feedback and knowledge about their environment through policy, design elements and advanced technology and through introducing spaces that support relaxation.

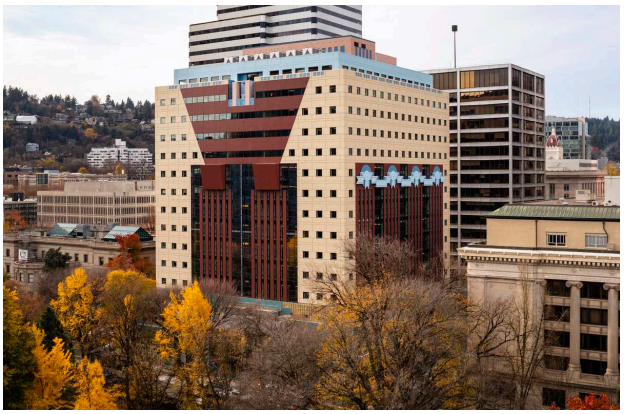
Since Air WELL and Water WELL are two of the hardest standards to meet, Balfour Beatty will enlist the support of their MEP trade partners early in the project to identify systems that promote a healthy indoor environment and high-water quality. During pre-construction, Balfour Beatty will examine the specifications to ensure they can reach optimal lighting performance. They will "bank" points during the process to make sure they comfortably clear the bar for your desired level of certification. Construction is just the start of the WELL journey. After certification, the Developer and O&M Team Member will need to maintain records to comply with the regular follow-ups necessary to maintain WELL certification.

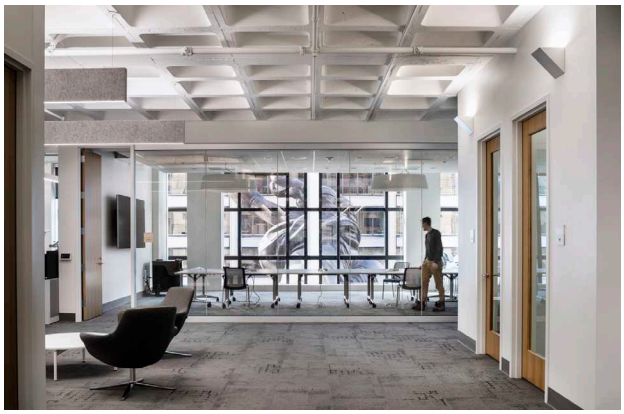
Commissioning Agent Experience

Balfour Beatty has vast experience working with many commissioning agents across the country. With every LEED project they have built, those project teams have worked with commissioning agents to achieve the LEED certification. Balfour Beatty's project team for the Joint Government Center Campus has experience with commissioning agents in both Broward County and the City of Fort Lauderdale - most recently on the Broward County Convention Center & Hotel project.

Balfour Beatty has been working with the local International Well Building Institute experts for years to increase their technical expertise, efficiency, and health of their community projects. They have recent experience completing projects across the country with WELL Building Standards, such as the Arup Seattle Office, which received a WELL Gold certification, and the Portland Building for the City of Portland, which is pursuing a WELL certification.

▼ CITY OF PORTLAND OFFICE BUILDING (WELL BUILDING STANDARDS)





▼ ARUP SEATTLE OFFICE BUILDING (WELL BUILDING STANDARDS)

As part of Balfour Beatty's regular commissioning and closeout process, they will provide training and a digital record of all building systems to ensure the Sponsors have the information needed to comply with WELL Building Standards after completion and warranty. One of the benefits of a fully integrated development team is that Balfour Beatty's knowledge of WELL requirements will be seamlessly shared with the Developer and then either directly or indirectly with the O&M Team Member to ensure ongoing compliance. Balfour Beatty's involvement and Plenary's long-term investment horizon ensures this.

Question B

Describe how the team will help identify and address potential sustainability strategies during design and construction of a multi-storied, Class A high-rise commercial office or government building with parking garage to achieve LEED goals.

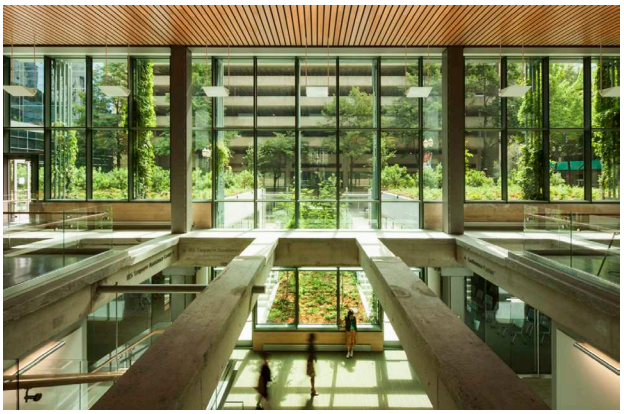
Sustainability

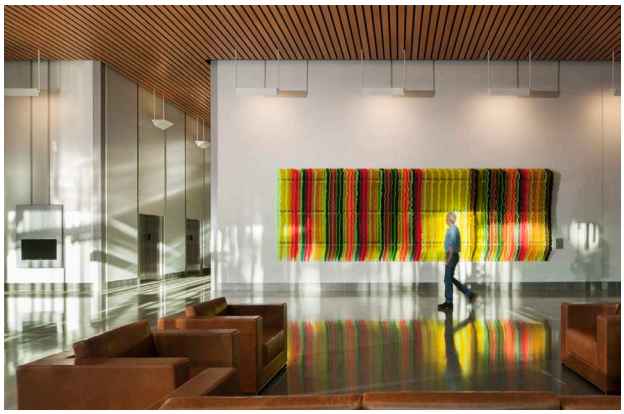
Design and Pre-construction

Balfour Beatty champions sustainability from the day design begins through construction and turnover. They've also increased their outreach to their clients, design partners, subcontractors, and local communities to promote the incorporation of sustainable strategies in their own work. This emphasis on sustainability is evident both in the way Balfour Beatty thinks about design decisions that can lead to a more sustainable building and in the way Balfour Beatty works to ensure its construction practices reflect sustainability best practices. Below are some of Balfour Beatty's sustainability best practices during the pre-construction phase:

- Evaluation of a large range of design ideas to maximize sustainable attributes.
- Provide close participation and coordination from the Balfour Beatty pre-construction team with HOK as the program develops to maximize the number of credits or sustainable attributes for the project.
- Review contract documents for identification of sustainable requirements.
- Introduction of key subcontractors early in the decision-making process.
- Provide cost analysis of potential LEED credits or other sustainable attributes.
- Establish correct scopes for subcontracts so that the sustainable goals and LEED credits are highlighted and properly accounted for from the beginning.

▼ SUSTAINABLE PROJECT EXAMPLE: EDITH GREEN WENDELL WYATT FEDERAL BUILDING (LEED PLATINUM)





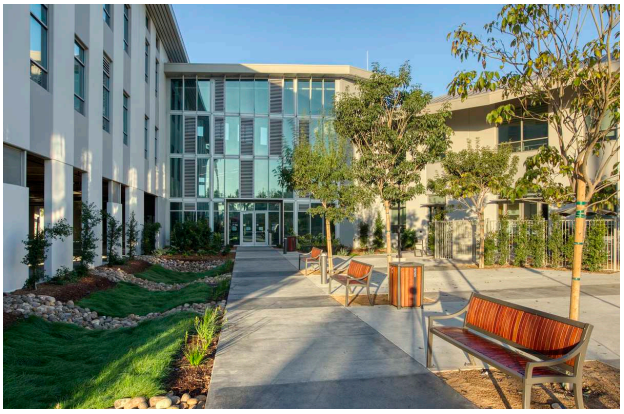
Construction

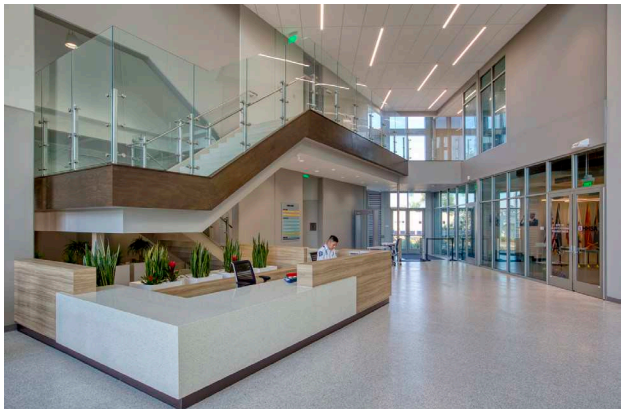
Once the project has transitioned in the construction phase, the team will implement the sustainability procedures below on the Joint Government Center Campus to ensure achievement of the Sponsors' goals.

- Work closely with the quality control team to ensure compliance in the field and develop a project specific training and educational program so that subcontractors are aware of our procedures and our responsibility to the project for meeting sustainability goals.
- Provide scrutiny of submittal process for compliance with contract documents and for specific sustainable goals.
- Develop and implement erosion and sediment controls plans that satisfy LEED prerequisites and that protect air and water quality from run-off and dust generation. Balfour Beatty's plan will also protect onsite materials for re-use.

- Understand requirements for appropriate site use so that if areas are to be protected appropriate site boundaries are established and then respected. Also, to minimize the areas required for habitat restoration.
- Apply a construction waste management plan that diverts the maximum content away from landfills and back into the product manufacturing cycle. This plan can accommodate co-mingled materials or materials sorted on site. All subcontractors will receive on-site training as to suitable waste management procedures. Balfour Beatty will work with local haulers to determine items that can be recycled locally and then if possible, develop a plan for items that could be recycled on site or find alternative disposal methods for those materials.
- Manage proven Indoor Air Quality ("IAQ") plan to protect indoor air quality during construction. Balfour Beatty's plan includes items such as establishing correct HVAC equipment/ductwork handling, properly scheduling materials for installation in the building to limit on-site storage and when materials are stored on-site implement protocols for storage of absorptive materials.
- Limit use of building HVAC systems for temporary heating and cooling. When permanent equipment is used follow protocols for filter use and replacement. Finally, thorough consistent housekeeping is the first step for protecting IAQ.
- To maximize the use of regional and recycled materials, Balfour Beatty's standard operating procedure begins during procurement of subcontractors by buying the correct materials. It is then confirmed through the submittal phase and finally during installation by inspections and quality control procedures.
- Carefully oversee installation of work so it meets contract requirements and sustainable goals.
- Establish processes for collecting, managing, and submitting documentation for certification review throughout the project duration, so that documentation is collected regularly rather than as a last-minute activity.

▼ SUSTAINABLE PROJECT EXAMPLE: NORTH COASTAL HEALTH & HUMAN SERVICES (WELL BUILDING STANDARDS)





▼ SUSTAINABLE PROJECT EXAMPLE: LADY BIRD JOHNSON MIDDLE SCHOOL (NET ZERO)

Question C

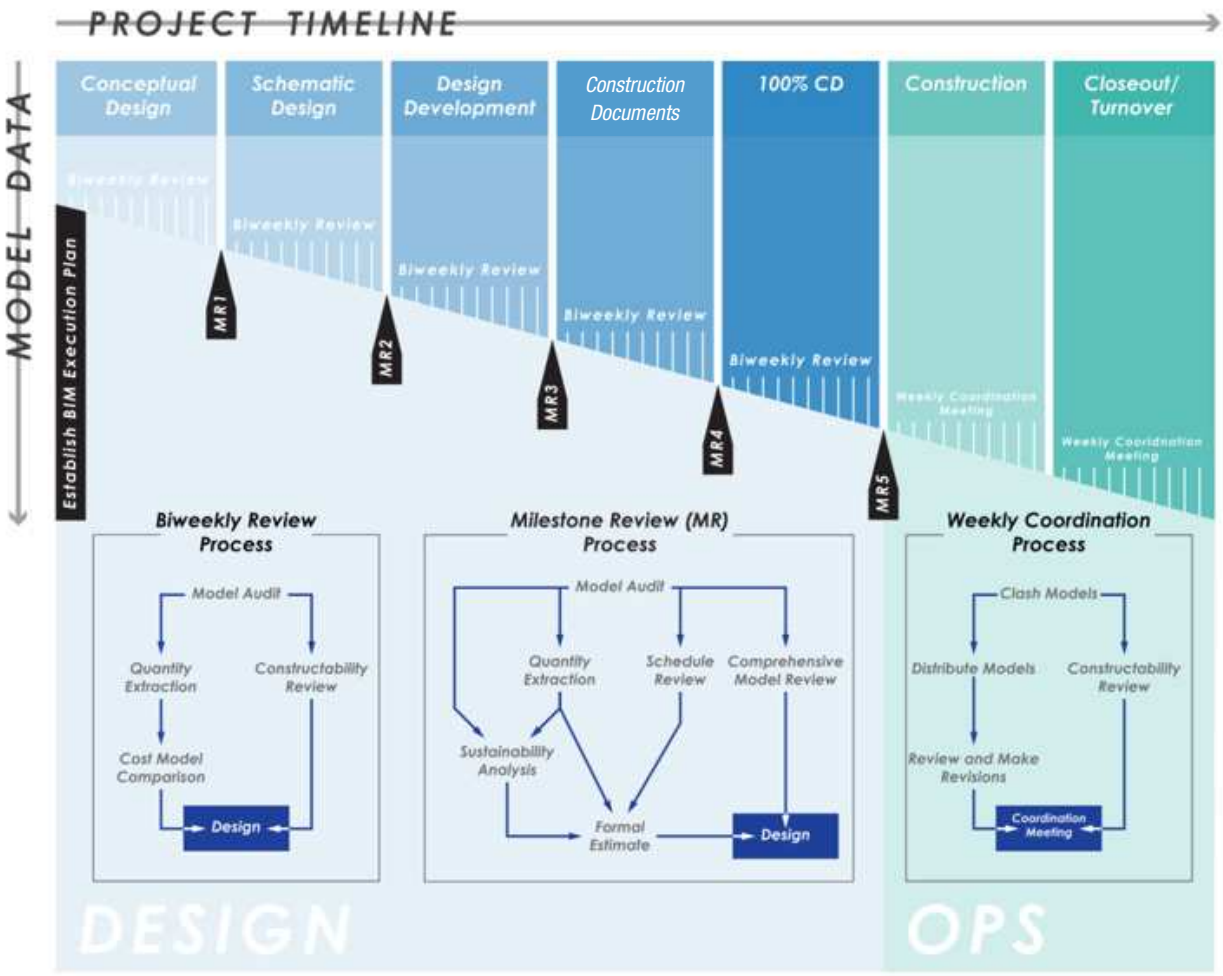
Describe experience in utilization of BIM during all phases including scheduling, coordination, interference management as well as development and output of Construction Operations Building Information Exchange (COBie) deliverables. Identify BIM Manager and key BIM personnel to be assigned to this project. Identify GC's office's primary BIM software platform and supporting software. Explain GC's approach to meet the requirements of BIM and Electronic Media Submittal Requirements.

Building Information Modeling

Construction technology is rapidly progressing and forever changing how contractors build. Balfour Beatty's mission is to not only to stay in stride with this evolving landscape, but to be innovators. Their Building Information Modeling ("BIM") and Virtual Design and Construction ("VDC") department works closely with industry leading hardware and software providers to develop tools that solve problems. Led by Wade Martin, with support of the national technology team, Balfour Beatty's local in-house BIM/VDC department possesses the necessary tools to help deliver predictability and cost certainty to our clients using a robust Building Information Modeling coordination process.

This enables Balfour Beatty's project team to better understand the Sponsors' project's details and risks in turn reducing cost impacts and schedule delays. This process also allows them to proactively plan during the pre-construction phase by utilizing the model to perform in depth 3D constructability analysis. BIM has improved Balfour Beatty's capabilities as a team to better communicate and mitigate potential issues in the field.

▼ BELOW IS A FLOWCHART OF BALFOUR BEATTY'S BIM COORDINATION PROCESS.

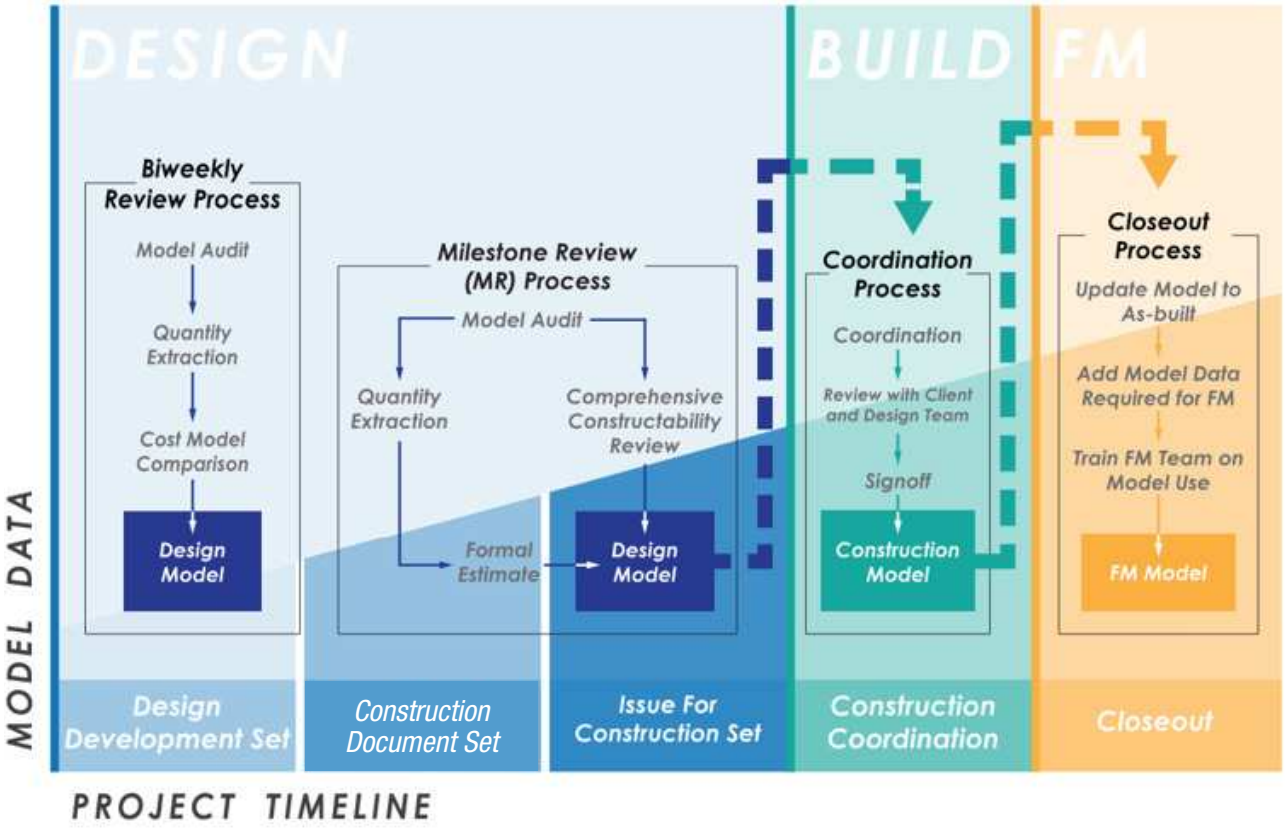


BIM to Facility Information Management Process

From inception to reality, the model plays a pivotal role throughout the BIM to Facility Information Management ("FIM") process. Summarized, good information in means good information out. Balfour Beatty realizes the focus that needs to put on the facility management deliverable early in the project. Once the information platform is established the team will center their development of the model around it.

The United Campus Partners ("UCP") team is very familiar with Construction, Operations, and Building Information Exchange ("COBie"), which is being utilized by Broward County on the Broward County Convention Center and Hotel project. Balfour Beatty will work alongside HOK to formulate the best BIM plan, in accordance with the Sponsors' BIM and Electronic Media Submittal Requirements, to succeed on the Joint Government Center Campus project. Having managed these same submittal requirements on BCCCH, Balfour Beatty brings an existing understanding of what the Sponsors will require. This will minimize the learning curve and streamline the administration associated with BIM and Electronic Media Submittals.

▼ BELOW IS A FLOWCHART OF BALFOUR BEATTY'S BIM TO FIM PROCESS.

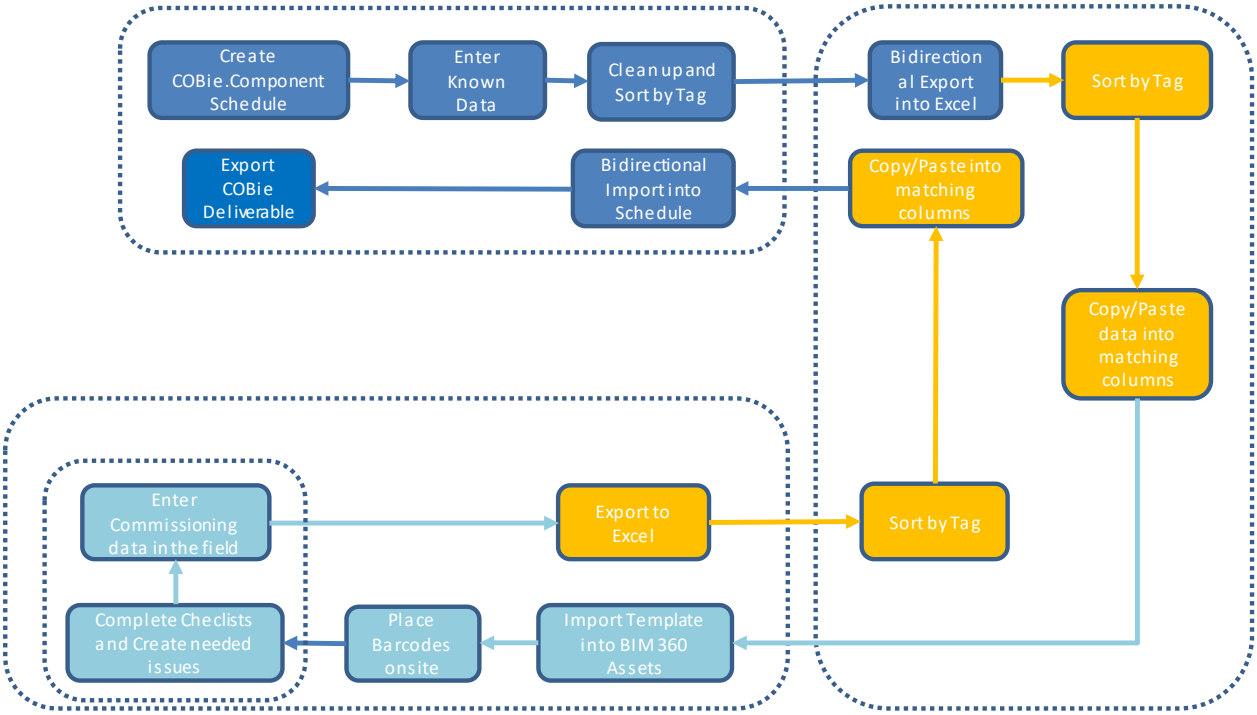


COBie & Commissioning

Utilizing BIM 360 Assets, Balfour Beatty can take the COBie tracking process further into commissioning. This allows the team to more thoroughly complete the commissioning efforts and collect valuable data needed for the COBie deliverables. Balfour Beatty will create barcodes for each asset thus making this process quick and efficient. Once the data is entered into the BIM 360 application by the subcontracors, that data can then be imported back into Revit (Refer workflow diagram below).

This also assists the team and the subcontractor track delivery, installation and start-up status of the assets. A similar workflow is implemented for punch-list items. Each room becomes an asset and receives a barcode that the subcontractors can scan to see relevant work to be completed in that space. Once work is marked complete in the application, the quality control manager will receive a notification to check the work and close any resolved issues pertaining to that room.

▼ BELOW IS A WORKFLOW OF BALFOUR BEATTY'S COBIE AND COMMISSIONING PROCESS.

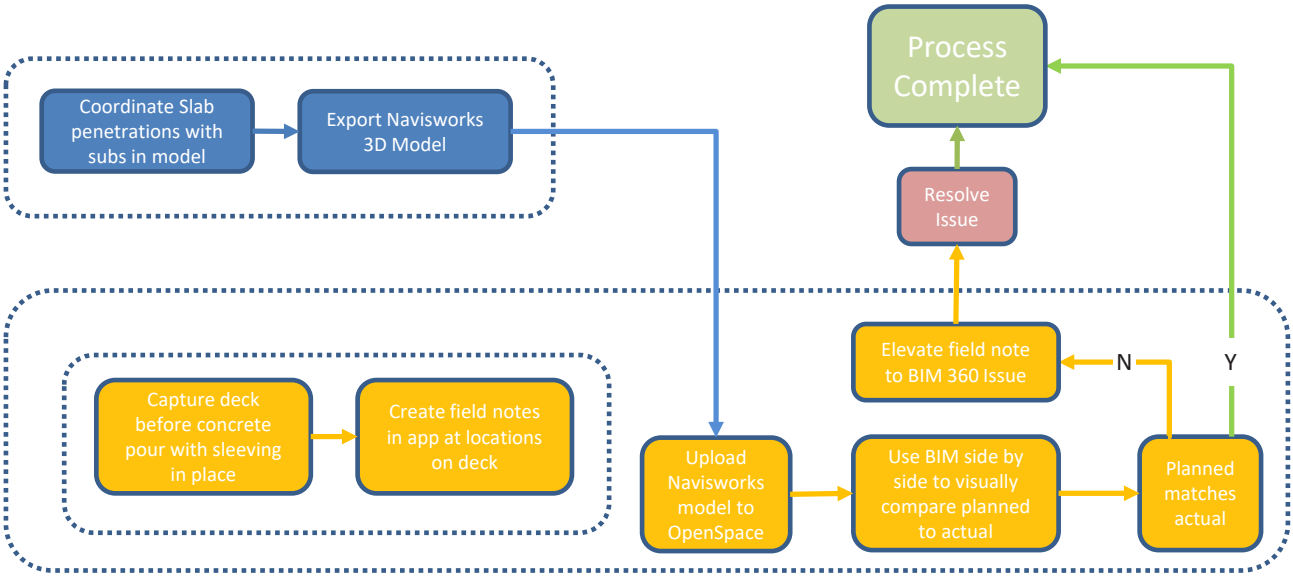


Quality Control & Supporting Technologies

Quality control means paying attention to the details. Balfour Beatty thinks about the things that could impact the Sponsors' daily operations, then plan and take actions to avoid interruptions. They take a proactive approach to quality control, and it starts with staffing the Joint Government Center Campus project with people who know and demand quality construction.

In addition, to ensure quality control is successful in all phases, Balfour Beatty will implement the right tools. They understand how crucial it is to lay the groundwork early so when construction begins, the team is ready to track issues and mitigate them quickly. Balfour Beatty has a vast toolbox including 360 image capture, BIM 360, laser scanning, drones, augmented reality, virtual reality and more.

▼ BELOW IS A WORKFLOW USING OPENSPACE FOR CHECKING PENETRATIONS.



Balfour Beatty's Toolbox

Leading the industry, Balfour Beatty has fostered a people-first culture that goes beyond procedures to ensure work is being executed as safely and productively as possible. Listed below are their implemented innovative technologies to provide safe and accessible options for clients, teams and project partners.

Laser Scanning

Laser scanning provides a high level of accuracy that is imperative to implement, especially on large projects such as the Joint Government Center Campus.

MEPF COORDINATION ON BROWARD COUNTY CONVENTION CENTER & HOTEL

Balfour Beatty used laser scanning on the Broward County Convention Center & Hotel project to help coordinate Mechanical, Electrical, Plumbing and Fire ("MEPF") around the existing building's structure and overhead conditions. Furthermore, the team scanned the spaces after the new MEPF was installed to compare against the coordinated locations in the model.

Benefits of laser scanning:

- Ensures that the as-builts match what has been installed onsite to prevent re-design or re-work;
- Lowers construction costs;
- Reduces schedule delays due to unforseen conditions;
- Reduces risk on the project; and
- It's a safer, faster, and more cost effective than traditional surveying.

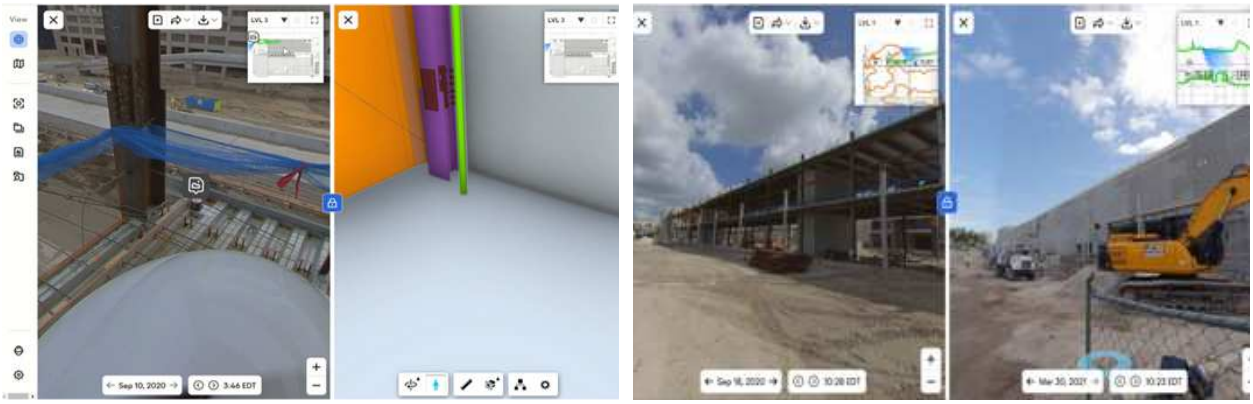
Virtual Jobsite - 360 Image Capture

Integrating 360 Image Capture and tools like Vuzix smart glasses and hard hat-mounted 360° cameras, Balfour Beatty can provide safe, virtual and hands-free jobsite walkthroughs.

Benefits of 360 Image Capture:

- Allow jobsite teams to immediately address issues via live stream, conduct virtual site walks, update the team with time stamped images and reference the entire project history in one organized location.

▼ BELOW ARE 360 IMAGE CAPTURES FROM THE BROWARD COUNTY CONVENTION CENTER & HOTEL PROJECT.



Quantity Take-off

3D take-off tools enable estimators to extract design data from models to save time producing budget updates, and to do so with a higher level of accuracy. These tools integrate with the 3D design and construction models to help measure and quantify objects such as steel, concrete, walls, doors, windows, etc.

Benefits of quantity take-off:

- Makes estimating faster, easier, and more accurate than traditional methods;
- Designers receive better, more accurate cost feedback as the design progresses;
- Estimators spend more time focusing on scoping, pricing, and soliciting subcontractors; and
- More people review the accuracy of the design model, providing another level of quality control.

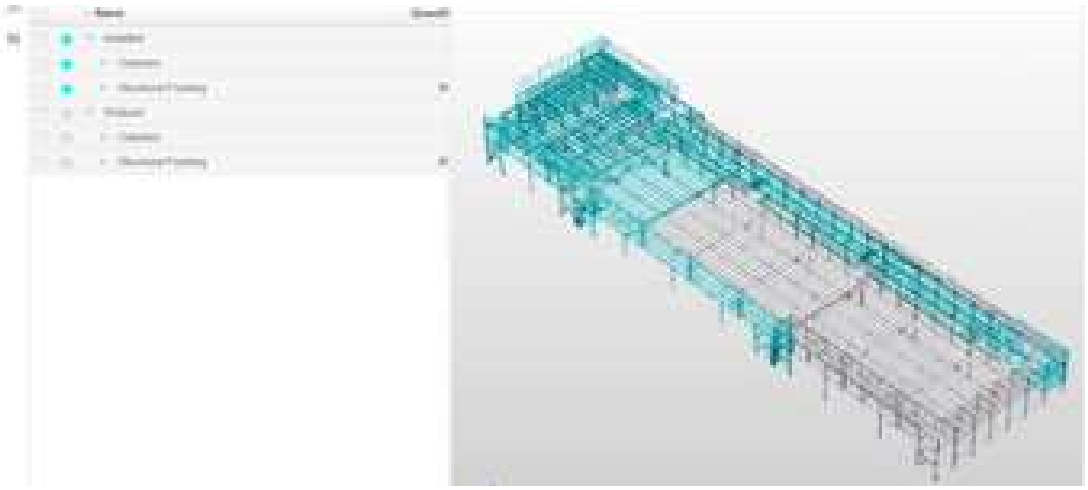
Assemble Systems

This visual variance tool can run a comparison check to graphically show model additions, deductions, and quantity changes. Balfour Beatty utilizes variance to track changes for any numerical model property such as cost, area, length, or weight. Balfour Beatty can also extract comprehensive visual inventories quickly and gain insight into every model parameter, whether custom, shared or project- based. Balfour Beatty's team prepares take-offs of building systems and assemblies by the unit of measure of choice. They can add unit costs for quick insight and verification of cost or budget implications.

Benefits of Assemble Systems:

- Enable the team to quickly evaluate the estimate.
- Perform variance checks track numerical changes.
- Creates budget + schedule certainty.
- Web-based sharing for easy model sharing.

▼ BELOW IS A SCREENSHOT SHOWING HOW TO GRAPHICALLY TRACK INSTALLATION OF MATERIALS.



Navisworks

Additionally, Balfour Beatty will lend their expertise with Navisworks to the design coordination process. The team uses models created by designers to create a composite 3D coordination model to review the building systems.

Benefits of model coordination:

- More detailed constructability review allowing us to better build the designers intent.
- Clash detection between key construction trades.
- Leveraging AR/VR to facilitate virtual mockups and walk throughs.
- Better coordinated shop drawings reducing field issues and schedule delays.
- Produces 3D visual reference for installation verification.
- Utilizing tablets to better communicate changes to the field.

To fuel Balfour Beatty's drive for continuous improvement, their innovation and technology teams are focused on research, development, and the deployment of leading-edge best practices, including Lean and sustainability processes and technologies that will help them deliver higher quality, more efficient and cost-effective solutions for the Sponsors.

B4

PAST PERFORMANCE

B4 PAST PERFORMANCE

Questions A, B, C

Describe GC's experience on projects of a comparable nature, scope, complexity and duration, along with evidence of satisfactory completion, both on time and within budget, for the past ten (10) years. Describe GC'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, overcoming restrictive urban site constraints. Provide evidence of experience in Design-Build or Integrated Project Delivery (IPD). Provide evidence of completed projects integrating multi-modal transportation options.

Project Experience

On the following pages, Balfour Beatty has provided a detailed matrix and project sheets of relevant projects that are similar in scope to the Sponsors' Joint Government Center Campus project.

▼ NATIONAL SCIENCE FOUNDATION HEADQUARTERS

▼ CAPITOL CROSSING COMPLEX

▼ JACKSONVILLE REGIONAL TRANSPORTATION CENTER

▼ NGA CAMPUS EAST

Balfour Beatty Project Matrix

PROJECT NAME	LOCATION	DOLLAR VALUE	SIZE (TOTAL SF)	COMPLETION	DELIVERY METHOD	SUSTAINABILITY	GC EVALUATION CRITERIA										
							OFFICE BUILDING	PARKING	SUSTAINABLE	COMMISSIONING	HIGH-RISE	MULTI-MODAL	URBAN DISTRICT	SECURITY	MULTI-PHASED	HIGH FINISHES	TEAM MEMBER PARTICIPATION *SEE RESUME FOR ROLE*
Top Relevant Projects																	
Jacksonville Regional Transportation Center	Jacksonville, FL	$57M	66,938 sf	2020	CM at Risk	LEED Silver	●	●	●	●		●	●	●	●	●	●
Solitair Brickell	Miami, FL	$118M	750,000 sf	2018	CM at Risk	NGSB		●	●		●		●	●	●	●	●
Capitol Crossing Complex	Washington, D.C.	$524M	2.2M sf	2016	CM at Risk	LEED Platinum	●	●	●	●	●	●	●	●	●	●	●
Constitution Square Office Building 4	Washington, D.C.	$150M	538,302 sf	2019	CM at Risk	LEED Gold	●	●	●	●	●	●	●	●	●	●	●
National Science Foundation Headquarters	Alexandria, VA	$220M	759,111 sf	2017	Design-Build	LEED Silver	●	●	●	●	●	●	●	●	●	●	●
NGA Campus East	Fort Belvoir, VA	$1.5B	2.4M sf	2011	CM at Risk	LEED Gold	●	●	●	●	●	●		●	●	●	●
Harris Technology Center	Palm Bay, FL	$91M	464,000 sf	2015	CM at Risk	LEED Gold	●	●	●	●		●		●	●	●	●
Additional Relevant Projects																	
Broward County Convention Center & Hotel	Fort Lauderdale, FL	$780M	1.2M sf	2023 (Active)	Design-Build	LEED Gold	●	●	●		●	●	●	●	●	●	●
Virgin Miami Central	Miami, FL	$55M	-	2017	CM at Risk	LEED Silver	●	●	●	●	●	●	●	●	●	●	●
River Landing	Miami, FL	$291M	2.4M sf	2020	CM at Risk	LEED Silver		●	●	●	●		●	●	●	●	●
Edith Green Wendall Wyatt Federal Building	Portland, OR	$137M	500,000 sf	2013	CM at Risk	LEED Platinum	●	●	●	●	●		●	●	●	●	●
Disney's Pandora: The World of Avatar	Orlando, FL	Confidential	387,000 sf	2017	Integrated Project Delivery	LEED Certified		●	●	●	●		●	●	●	●	●
King County Children & Family Justice Center *(Worked with HOK)*	Seattle, WA	$150M	300,000 sf	2020	Design-Build	LEED Certified		●	●	●			●	●	●	●	●
LAX Automated People Mover	Los Angeles, CA	$2.6B	-	2023 (Active)	Design-Build	LEED Gold		●	●			●	●	●	●	●	●
Hays County Government Complex	San Marcos, TX	$49M	230,000 sf	2011	Design-Build	LEED Certified	●	●	●	●			●	●	●	●	●

JACKSONVILLE REGIONAL TRANSPORTATION CENTER

Location:
Jacksonville, FL, USA

Status:
Complete

Project Size:
66,938 sf

Project Delivery:
CM at Risk

Project Value:
$ 56,777,180

Sustainability:
LEED Silver

Project Description

The Jacksonville Regional Transportation Center is transit-oriented mobility hub, main bus transfer facility and the administrative headquarters for the Jacksonville Transportation Authority ("JTA"), the only public transit service provider in the City of Jacksonville.

Phase 1

JRTC Intercity Bus Terminal ("IBT") Station Built to replace the former Pearl Street bus station built-in 1956. Phase one of the Jacksonville Regional Transportation Center includes the 10,000 square feet Intercity Bus Terminal. Focused on offering commuters modern comfort, amenities, connectivity and convenience, the new IBT facility provides 24-hour operations for passenger travel and expanded terminals for regional and national Greyhound, Megabus and Red Coach operations. LEED Silver certified, the station houses nine bus bays, ticketing areas, office spaces, a commercial freight delivery platform, and a spacious, fully functioning cafeteria with dining and high-tech passenger waiting areas.

By using a single, seamless bus loading platform over multiple travel lanes prone to crossing lane accidents, they can control the flow of passenger boarding to provide a safer and timelier ridership experience. The elevated bridge attached to the building connects both JRTC facilities together creating a safe passage for travelers crossing W. Forsyth Street.

Phase 2

Built over an existing elevated monorail system that runs through the center's main building, the project features dedicated drop-off, ticketing and circulation spaces for JTA's bus transit system, Skyway and various alternative transportation modes.

Arriving guests are greeted by a grand entry staircase that provides direct access to the Skyway terrace and guest reception area and offers great views of the urban plaza and 21 bay bus transfer facility directly below. Inside, the facility offers dedicated conference rooms and office spaces for JTA's administrative headquarters and ridership operations as well as a food vending area and space for future additional commercial usage such as dining or retail.

Homage to the city's historical past can be seen throughout various murals inside the center dedicated to embracing the city's landmark legacy, while future ideation will take place in the 3,000 square feet Technology Incubator Learning Center inside. More than an all-inclusive transportation center - at its heart, the facility is a beacon of innovation and opportunity representing the hope of economic prosperity, enhanced mobility and a better life for the residents of the local LaVilla community.

Relevance to the Project

- ☑ Office building component
- ☑ Bus terminal and multi-modal elements
- ☑ Parking
- ☑ High-performance building
- ☑ LEED Silver certification
- ☑ Located within a restrictive urban district
- ☑ Complex build with multiple phases
- ☑ Iconic Florida project
- ☑ Completed on time and within budget

▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Samuel Bundy
Superintendent

Bruce Capon
Preconstruction Manager

Earnest DeLoach
Legal and SBE

Mila Smith
HR and DE&I

John Harris
SVP/BUL

Scott Skidelsky
President

SOLITAIR BRICKELL

Location:
Miami, FL, USA

Status:
Complete

Project Size:
750,000 sf

Project Delivery:
CM at Risk

Project Value:
$ 118,063,123

Sustainability:
National Green Building Standard

Project Description

Solitair Brickell is a 50-story, 750,000 gross square feet apartment tower in the Brickell district of Miami. The project was built on a 0.6 acre, zero-lot-line site with neighboring properties just inches away. 438 units are above an eight-story parking podium with 430 parking spaces. 35 floors have apartment living units; each apartment floor is approximately 12,500 square feet. The ground floor includes 5,000 square feet of retail space and a high-end lobby entrance.

The building exterior's distinctive profile has uniquely-oriented balconies and fenestrations to resemble a Medjool date palm. High-end interiors include floor-to-ceiling windows, tile flooring, European-style kitchen cabinetry, quartz countertops, stainless steel appliances, vertical spa, electronic unit entries and programmable thermostats.

The 10th and 50th floors serve as amenity spaces. On the 10th floor there is a state-of-the-art gym, yoga studio, sauna, massage spa, large bar, interior and exterior lounge areas, and sales offices. Innovative spaces with amenities foster interaction between residents. The 50th floor contains a large lounge, bar area, pool, outdoor barbeque facilities, large cabanas and provides a spectacular view of the Miami skyline, Biscayne Bay, Miami Beach and beyond.

Pre-construction

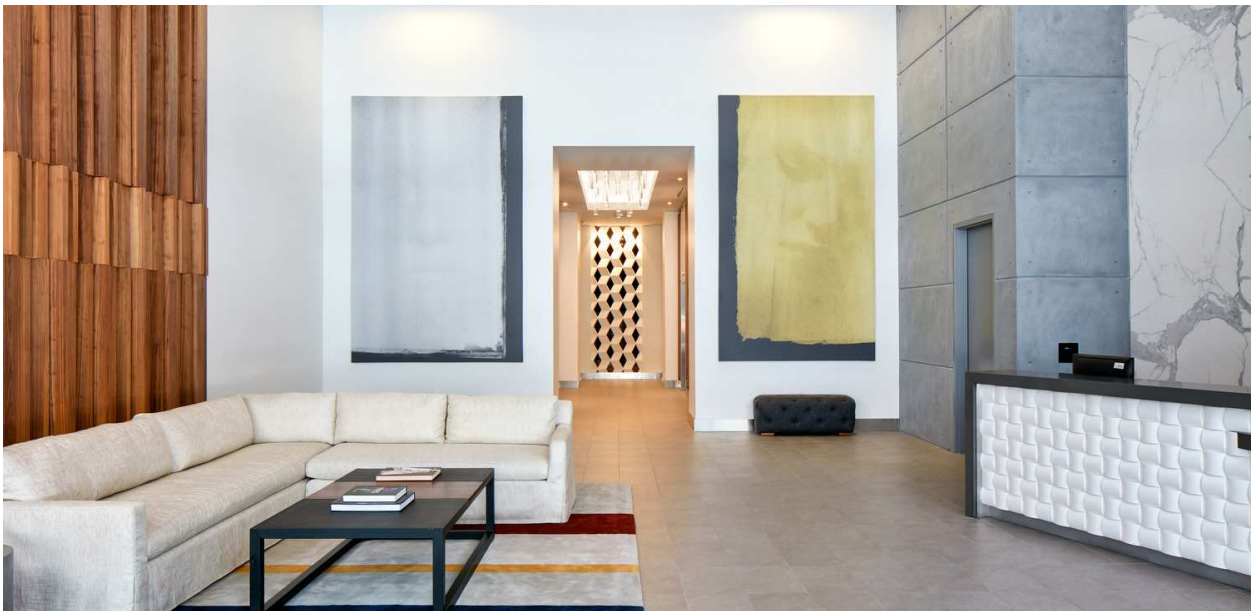
A significant pre-construction success story involved waterproofing, where the scope was redesigned during a collaborative meeting. The developer, architect, structural engineer, waterproofing design consultant, Balfour Beatty, subcontractors, and product manufacturers reviewed each application in detail in our BIM collaboration room.

Through this effort, we were able to redefine waterproofing materials and applications which eliminated waste and promoted product efficacies.

The above-mentioned collaborative effort was the norm and helped save the Owner over $8 million dollars. It also afforded Balfour Beatty the luxury of being in a position to have 90% of the job subcontractor contracts executed within 60 days of our construction start date. This paid off with the overall change orders executed for design drawing errors totaling less than 1% at project completion.

Relevance to the Project

- ☑ Located within a restrictive urban district
- ☑ Complex build with multiple phases
- ☑ High-rise building
- ☑ Office/shared space components
- ☑ Parking garage
- ☑ High-performance building
- ☑ National Green Building Standard certification
- ☑ High-end interior and exterior finishes
- ☑ Iconic South Florida project
- ☑ Completed on time and within budget



▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Vince Hull
Project Executive

Nathan Atkin
Senior Project Manager

Marcus Niceley
Project Manager

Jim Zupancic
Operations Director

Jeremiah Sizer
Systems Design Manager

Bruce Capon
Precon Manager

Mila Smith
HR and DE&I

John Harris
SVP/BUL

Scott Skidelsky
President

CAPITOL CROSSING COMPLEX

Location:
Washington, D.C., USA

Status:
Complete

Project Size:
2.2 million sf (Seven acres)

Project Delivery:
CM at Risk

Project Value:
$ 524,258,369

Sustainability:
LEED Platinum

Project Description

The Capitol Crossing project reestablished three city blocks in northwest Washington, D.C. that existed prior to the highway's construction in the late 1960's by infilling air rights above the existing I-395 Highway between E Street and Massachusetts Avenue. By reconnecting the Capitol Hill and East End neighborhood, the project restores the area to the original Pierre L'Enfant 1791 Master Plan.

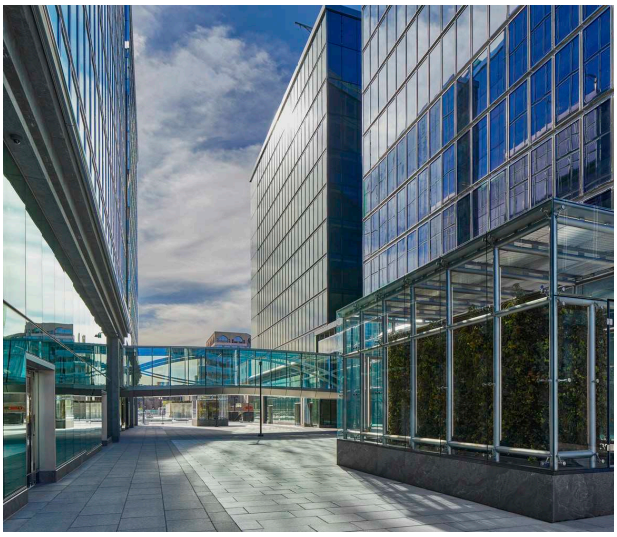
This complex project will ultimately consist of a 2.2 million square feet development that offers larger tenants the unique ability to grow and expand in Trophy/Class A space.

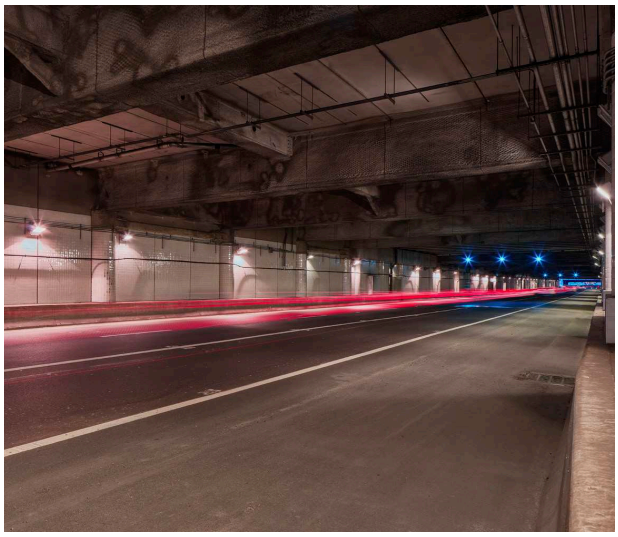
The overall scope of Balfour Beatty's work included:

- Relocation of major utilities on site and in the surrounding neighborhood impacting approximately 12 city blocks.
- Installation of two new highway portals.
- Erection of a seven-acre platform over the highway (which also extended the existing tunnel) to support new commercial, retail, and public open space.
- Build-out of and installation of new ventilation systems for the newly created tunnel.
- Adjustment to the existing Air Rights Tunnel north of the site.
- Relocation of a historic synagogue, which houses the Jewish Historical Society.
- Enabling and preparatory work (including selective demolition, utility relocation, a basement addition, and miscellaneous scope) to prepare the Holy Rosary Church for a new Annex and Rectory and keep the church functioning during construction.
- Installation of a new 700,000 square feet, 1,146-space below-grade parking garage spanning three city blocks.
- Construction of a below grade, combined trash and loading facility serving the entire Capitol Crossing development.
- Construction of two LEED Platinum certified, 12-story trophy quality office buildings connected by a glass pedestrian bridge.

Relevance to the Project

- ☑ Office buildings
- ☑ High-rise buildings
- ☑ Multi-modal elements
- ☑ Parking garage
- ☑ High-performance building
- ☑ LEED Platinum certification
- ☑ Located within a restrictive urban district
- ☑ Complex build with multiple phases
- ☑ Iconic office/corporate project
- ☑ Completed on time and within budget

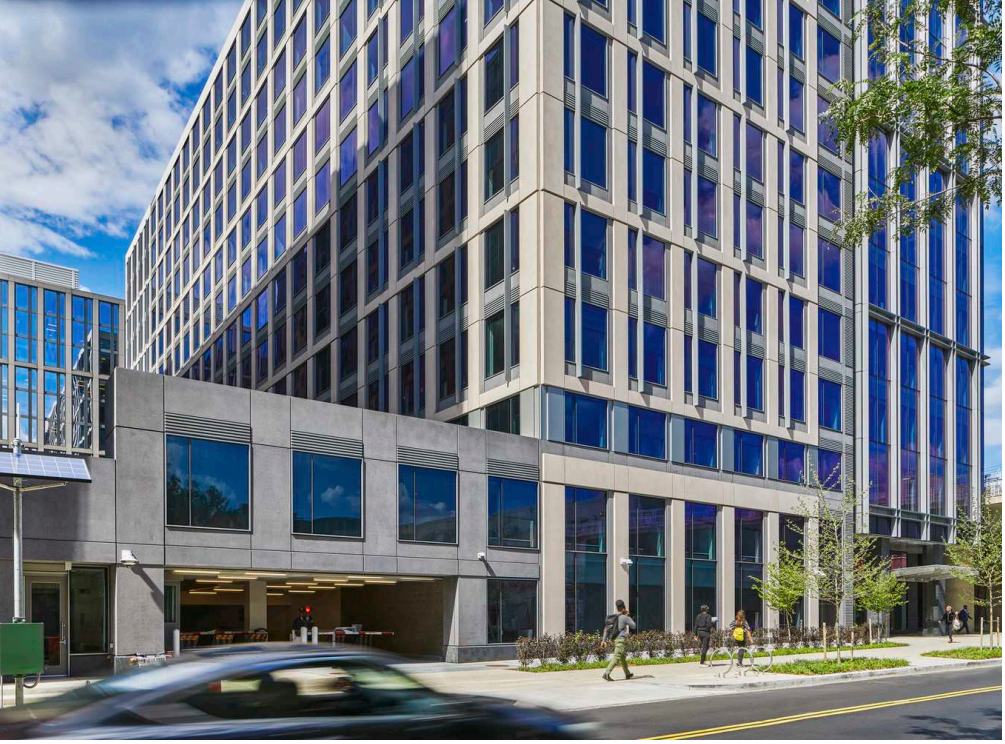




▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Sarah Brand
Design Manager

Mark Konchar
Chief Innovation



CONSTITUTION SQUARE OFFICE BUILDING 4

Location:
Washington, D.C., USA

Status:
Complete

Project Size:
538,302 sf

Project Delivery:
CM at Risk

Project Value:
$ 93,186,757

Sustainability:
LEED Gold & Silver

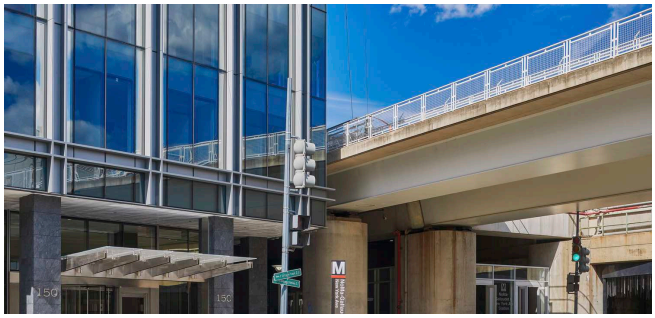
This complex consisted of multiple projects with a combined total of $150M.

Project Description

Balfour Beatty provided construction services to StonebridgeCarras, LLC for Constitution Square Office Building 4 ("CSOB4"). Designed by HOK and located in the NoMa area of Northeast Washington, D.C., CSOB4 totals 538,302 square feet (including penthouse) for a GSA tenant, with a 106,834 square feet basement and green roof. It features 13 stories of office space and two levels of below-grade parking with 263 spaces.

The tenant build-out incorporated advanced security measures, a 2,000 square feet SCIF space, and extensive meeting and conference spaces. The base building is LEED Platinum certified, and the tenant space is LEED Gold certified (surpassing the LEED certified goal).

OB4 was designed to meet a Facility Security Level IV which included a glazing performance condition of 3b for the first four floors for blast protection. The exterior precast skin was enhanced accordingly to sustain the required loads for this level of protection.



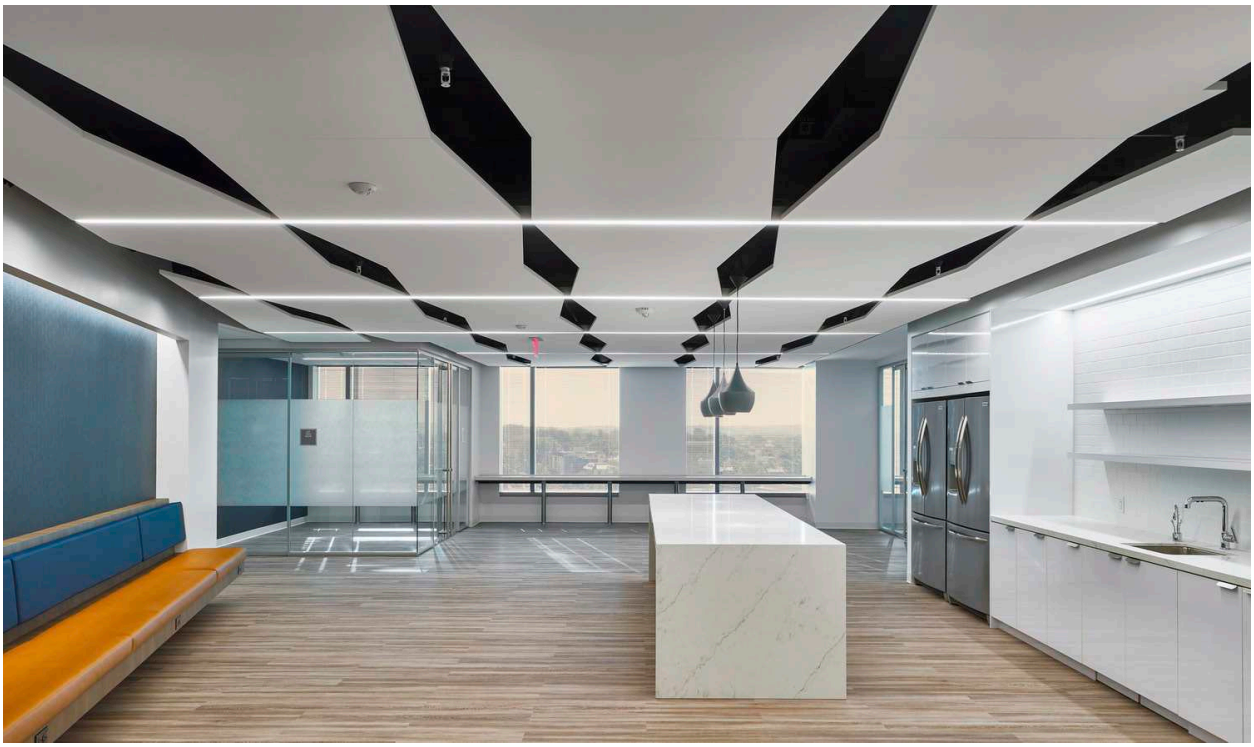
The façade of the building is made up of curtainwall at the southeast corner of the building, with architectural precast and punch windows on the rest of the façades. As part of the project, sections of the existing south façade on Constitution Square Office Building 3 ("CSOB3") to the north were removed to allow CSOB4 to tie in at floors two through seven.

The tight site included elevated WMATA tracks on one side (it is adjacent to the Metropolitan Branch Trail and the Washington Metropolitan Area Transit Authority's (WMATA) NoMa-Gallaudet Red Line metro station) and existing buildings on two other sides.

Constitution Square Office Building 4 is the final piece of StonebridgeCarras' 2.7 million square feet, mixed-use Constitution Square development.

Relevance to the Project

- ☑ Office buildings
- ☑ High-rise buildings
- ☑ Multi-modal elements
- ☑ Parking garage
- ☑ High-performance building
- ☑ LEED Gold and Silver certifications
- ☑ Located within a restrictive urban district
- ☑ Complex build with multiple phases
- ☑ High interior and exterior finishes
- ☑ Completed on time and within budget



▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Sarah Brand
Design Manager

Mark Konchar
Chief Innovation

NATIONAL SCIENCE FOUNDATION HEADQUARTERS

Location:
Alexandria, VA, USA

Status:
Complete

Project Size:
759,111 sf

Project Delivery:
Design-Build

Project Value:
$ 220,251,405

Sustainability:
LEED Silver

Project Description

Balfour Beatty provided design-build services for the new National Science Foundation ("NSF") Headquarters, located at the Hoffman Town Center in Alexandria, VA. The Class A, 759,111 square feet office and retail building consist of two wings adjoined by a 15-story tower.

The east and west wings are 15 and 19 stories respectively and include retail space on the ground floor. The new facility houses roughly 2,200 NSF employees and contractors, and features 36 conference rooms. Amenities include a fitness center; a three-level, 380-space, below-grade parking garage; an outdoor seating area; and large cafeteria.

In addition, this project is FSL3 with security upgrades on the lower levels for blast protection.

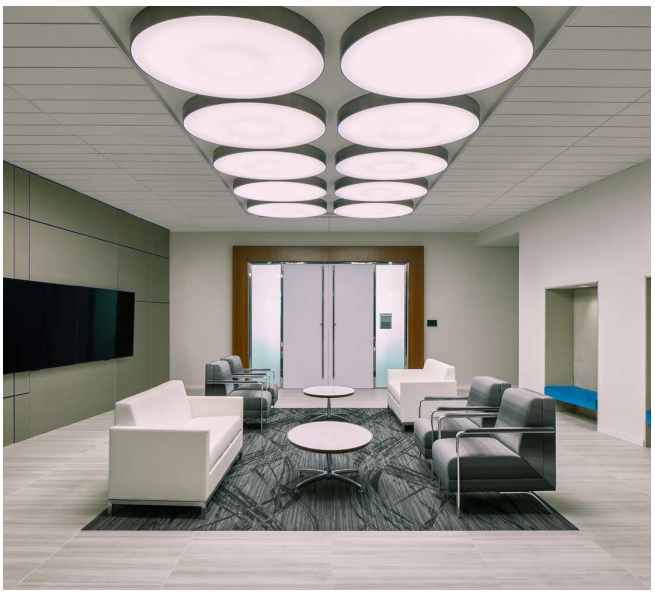
The tenant improvements ("TI") included the design and construction of 582,790 square feet on 19 floors to include a Visitor Center with white marble floors and a monumental staircase, conferencing spaces, a cafeteria, a fitness center, a computer room, and open and closed offices and work stations. The TI were constructed in accordance with GSA standards.

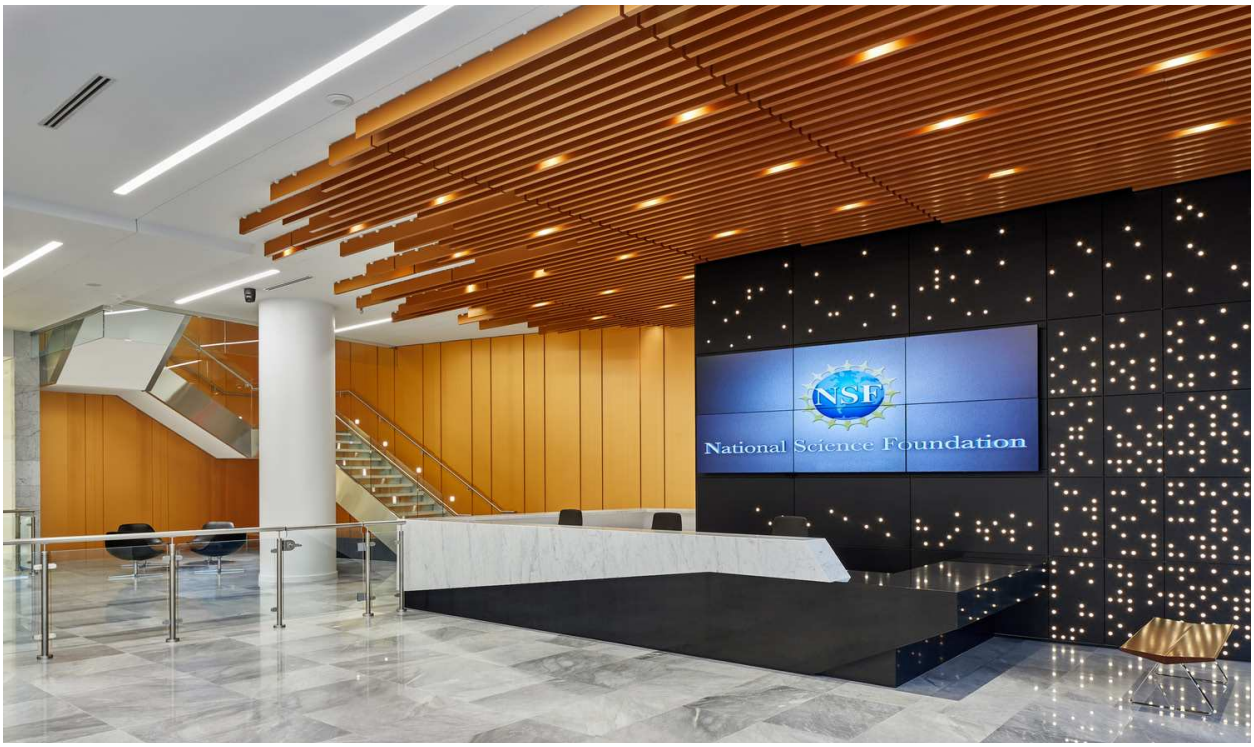
The project is LEED Silver certified for both base building and tenant interiors. The building was constructed adjacent to elevated WMATA metro tracks.

Balfour Beatty began working on the project with Hoffman Company, LLC in 2008, providing budgeting services, and assisted Hoffman in winning a 15-year lease with the National Science Foundation (tenant).

Relevance to the Project

- ☑ Office buildings
- ☑ High-rise buildings
- ☑ Parking garage
- ☑ High-performance building
- ☑ LEED Silver certification
- ☑ Located within a restrictive urban district
- ☑ Complex build with multiple phases
- ☑ High interior and exterior finishes
- ☑ Iconic office/corporate project
- ☑ Completed on time and within budget

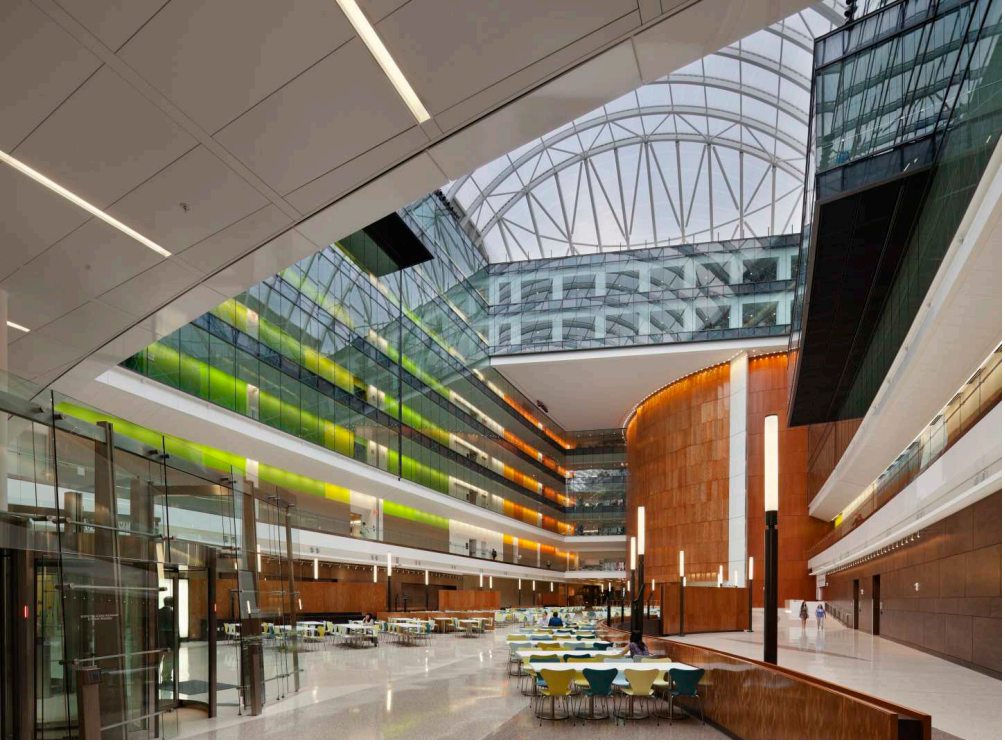




▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Sarah Brand
Design Manager

Mark Konchar
Chief Innovation



NGA CAMPUS EAST HEADQUARTERS

Location:
Fort Belvoir, VA, USA

Status:
Complete

Project Size:
2.4 million sf

Project Delivery:
CM at Risk

Project Value:
$ 1,460,246,699

Sustainability:
LEED Gold

Project Description

The NGA Campus East Headquarters project, located on the secure site of Fort Belvoir, VA, consisted of a 2.2 million square feet operations center and office building, a 150,000 square feet data center, a 105,000 square feet central utility plant, a six-level parking structure with 5,100 spaces, and supporting facilities including a visitor control center. The consolidated campus achieved LEED Gold certification – surpassing the LEED Silver requirement – and houses 8,500 NGA workers.

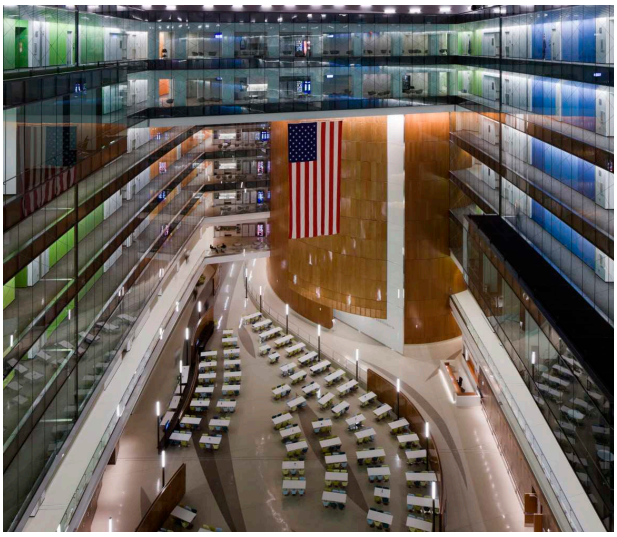
The project was completed on fast-track basis using Early Contractor Involvement ("ECI") delivery method. By working closely as an integrated team with the owner, architect, and other key project stakeholders, the team substantially completed construction six months ahead of schedule to meet NGA's needs. The team led pre-construction services for the entire project and construction services for the main operations center building, including interior fit-out, system furniture, technology accessories, seating for conference rooms, high density movable shelving for the library, food service equipment, and all fitness equipment.

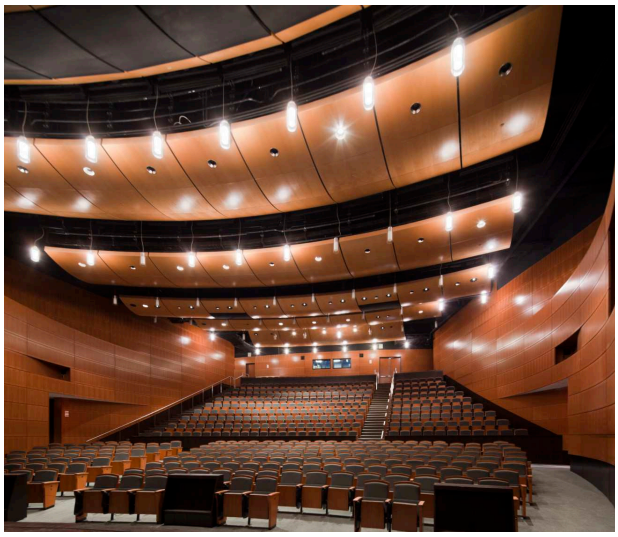
The main operations building is a complete SCIF facility and utilizes extensive security, Chemical Biological Radioactive Nuclear Detection, Radio Frequency Identification, sound masking and Land Mobile Radio systems. The technology center and the central utility plant are also SCIF facilities. The main office building houses a mix of administrative and analytical floor space, training and conferencing facilities, computer laboratories, a 504-seat auditorium, and a command center. Raised access flooring is installed throughout the work areas. Food service, retail, health and fitness amenities are also included.

The primary objective of the new campus design is to reinforce and enhance the operational goal to utilize the consolidation as a vehicle to achieve cultural transformation. The team worked closely with the client to understand and identify the primary organizational and cultural attributes to be reflected in the building design.

Relevance to the Project

- ☑ Office building
- ☑ Parking garage
- ☑ High-performance building
- ☑ Integration of highly technological systems
- ☑ Advanced security
- ☑ LEED Gold certification
- ☑ Large project worth over $1B
- ☑ Complex build with multiple phases
- ☑ High interior and exterior finishes
- ☑ Iconic office/corporate project
- ☑ Completed on time and within budget

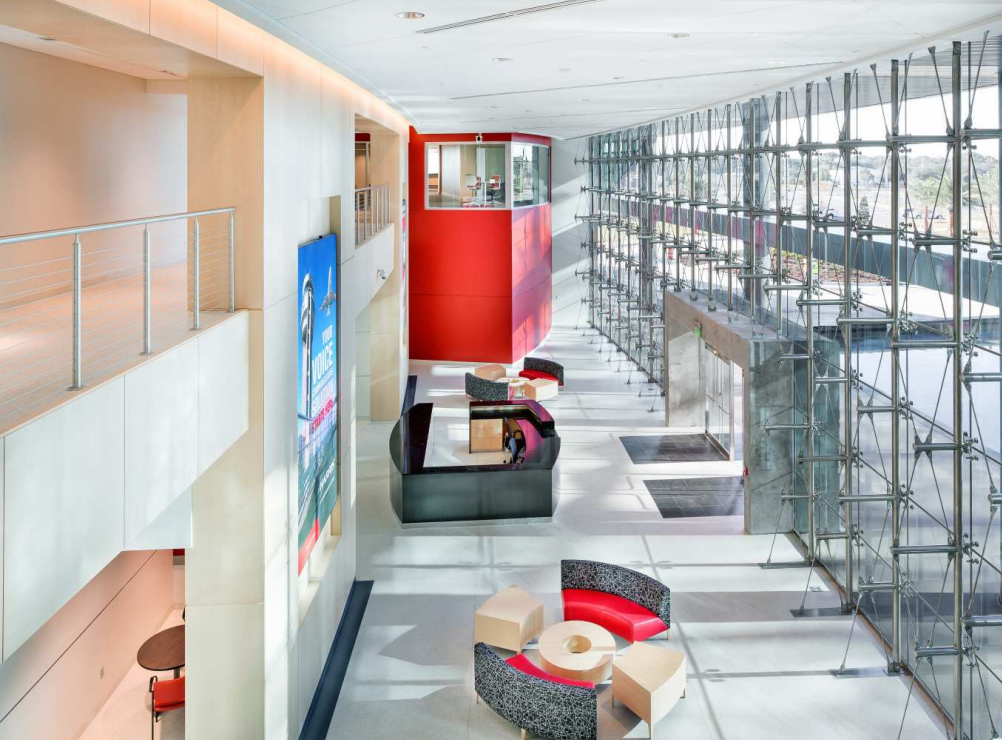




▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Sarah Brand
Design Manager

Mark Konchar
Chief Innovation



HARRIS TECHNOLOGY CENTER

Location:
Palm Bay, FL, USA

Status:
Complete

Project Size:
464,000 sf

Project Delivery:
CM at Risk

Project Value:
$ 91,190,231

Sustainability:
LEED Gold

Project Description

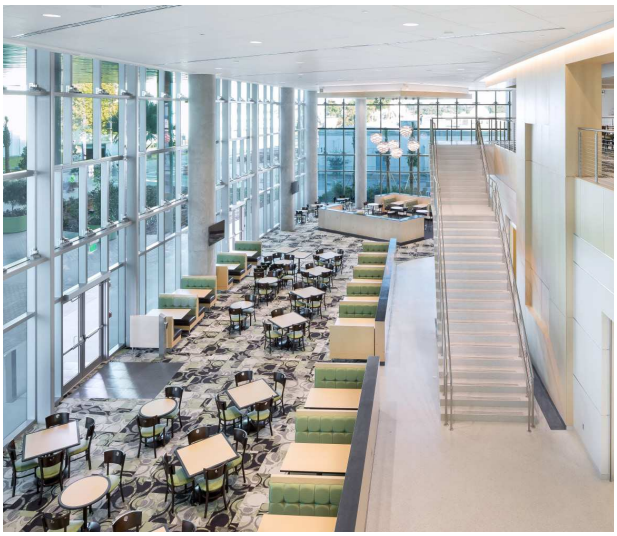
This six-story, 464,000 square feet office facility is the centerpiece of Harris' expanded Palm Bay campus. The modern, all-glass curtainwall exterior optimizes views for the 1,500 employees assigned to the center.

Designed for high technology work, the facility includes collaborative work spaces and advanced innovation labs with LED screens and the latest in communications technology. It features amenities such as a multi-purpose conference room, employee cafeteria, executive dining room, and fitness facility. Site improvements included 1,793 new parking spaces.

The project achieved LEED Gold certification. Sustainable features include designated high-efficiency vehicle parking spaces, bicycle racks, energy-efficient HVAC systems, LED light fixtures, intelligent lighting, automated window shades, and advanced storm water collection and retention.

Relevance to the Project

- ☑ Office building
- ☑ Parking garage
- ☑ High-performance building
- ☑ Integration of highly technological systems
- ☑ Advanced security
- ☑ LEED Gold certification
- ☑ Complex build with multiple phases
- ☑ High interior and exterior finishes
- ☑ Iconic office/corporate project
- ☑ Completed on time and within budget



▼ KEY PROPOSED STAFF MEMBERS THAT WORKED ON THIS PROJECT:

Marcus Niceley
Project Manager

Bruce Capon
Precon Manager

Mila Smith
HR and DE&I

John Harris
SVP/BUL

Scott Skidelsky
President

Question D

Vendor should provide references for a minimum of three (3) projects listed in 3a, 3b, and 3C (above) to show evidence of qualifications and previous experience. Add the additional information below on the Reference Verification Forms.

i. Building Area Size (GSF)
ii. Cost Control and Management
iii. LEED certification level
iv. Extent of BIM services
v. Master permitting processes and issues
vi. Scheduling, phasing and staging
vii. Company role and responsibility for the project
viii. List GC's project manager and other key personnel involved on the referenced project

Reference Forms

On the following pages, Balfour Beatty has provided three reference forms with the required additional information. They have also included two additional reference forms for the Sponsors to review. Below are images of the projects referenced in the forms.

NATIONAL SCIENCE FOUNDATION HEADQUARTERS

JACKSONVILLE REGIONAL TRANSPORTATION CENTER - P1

JACKSONVILLE REGIONAL TRANSPORTATION CENTER - P2

CAPITOL CROSSING COMPLEX

CONSTITUTION SQUARE

KERN COUNTY JUSTICE FACILITY

Reference Form #1: National Science Foundation Headquarters

Broward County Board of
County Commissioners
Bid PNC2122559R1

BROWARD COUNTY FLORIDA

Vendor Reference Verification Form

Broward County Solicitation No. and Title:
PNC2122559R1. Developer for Joint Government Center Campus (JGCC) (Step One)

Reference for: Balfour Beatty Construction, LLC

Organization/Firm Name providing reference:
USGBF NSF LLC - Owner's Representative

Contact Name: John C. Dillingham Title: President, MM TATES CO. Reference date: 04/08/21

Contact Email: mtateco @ cox.net Contact Phone (703) 850-7100

Name of Referenced Project: National Science Foundation Headquarters

Contract No.	Date Services Provided:	Project Amount:
	02/17/2014 to 08/24/2017	$ 220,251,405.00

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:

Design-Build services for the Class A 759,111-square-foot office and mixed use tower which included 3 levels of below grade parking garage. The project achieved LEED Silver certification and was constructed adjacent to elevated Washington Metro tracks.

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☑	☐
3. Timeliness of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐
4. Project completed within budget	☐	☐	☑	☐
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)
Balfour Beatty's services were spectacular!

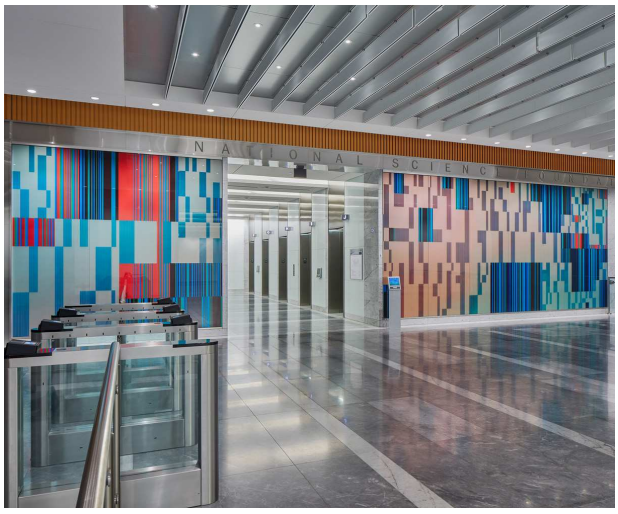
THIS SECTION FOR COUNTY USE ONLY

Verified via: ____EMAIL ____VERBAL Verified by: _____ Division: _____ Date: _____

Reference Form #1 - National Science Foundation Headquarters

- Building Area Size (GSF): 759,111 SF
- Cost Control and Management: Procore
- LEED certification level: LEED Silver certified
- Extent of BIM services: Balfour Beatty's BIM services include a thorough BIM Plan designed specifically for this project and a full-time BIM Manager that manages the softwares and procedures that keep all stakeholders informed on the status of the project at all times. For more information on Balfour Beatty's overall BIM approach for their projects, refer to Tab 3: Specialized Experience, Knowledge and Capabilities (LEED and BIM Experience and Knowledge), Question C.
- Master permitting processes and issues: Balfour Beatty coordinated with the City of Alexandria to successfully obtain all necessary permits – from street closing and right of way access to environmental and building permits The team utilized mock-ups of the façade and windows, allowing the team to work out details of aesthetics and coordinate dissimilar materials prior to installation to the building. As part of this process, the team worked closely with the design team and the City of Alexandria to meet all Development Special Use Permit (DSUP) requirements.The team worked closely with multiple City departments and code officials, for four months, to allow the NSF Information Technology staff to move into and occupy the building prior to the building being complete.

  The Balfour Beatty team met with the City to identify the key components required to occupy the NSF's fourth floor computer space and put together a plan to execute the strategy in short order. The early move-in allowed the NSF to begin running their mission and data center activities out of their new facility before full acceptance and occupancy of their new space, making for a smoother overall transition. Through these efforts Balfour Beatty has established an excellent relationship with the City and a thorough knowledge of their permitting process.
- Scheduling, phasing and staging: Pre-construction began in June of 2014 and the project's completion date was August of 2017.
- Company role and responsibility for the project: Balfour Beatty was the general contractor for this Design-Build Contractor Led project.
- List GC's project manager and other key personnel involved on the referenced project: Sarah Brand (Design Manager), Mark Konchar (Chief Innovation), Donald Morris (Senior Project Manager), Christopher Kirkwood (Superintendent), Michael Saunders (Safety Manager), David Metz (Chief of Surveying/Technology), Jill Simmons (Senior Project Accountant), Sarah Michaelson (Senior Project Engineer)



Reference Form #2: Jacksonville Regional Transportation Center

Balfour Beatty Construction, LLC

Jacksonville Transportation Authority

Todd Brearley | Const. PM II | 04/06/2021

tbrearley@ jtafla.com | 904-568-9004

Jacksonville Regional Transportation Center (JRTC)

RFQ-15-001	07/01/2016	01/30/2020	$ 56,777,180.00

CM at Risk services. Balfour Beatty successfully completed this two-phased transportation project that included a bus station and a five-story office building over an existing Skyway system. These two buildings were connected by a pedestrian bridge.

Reference Form #2 - Jacksonville Regional Transportation Center

- Building Area Size (GSF): 66,938
- Cost Control and Management: Procore
- LEED certification level: LEED Silver
- Extent of BIM services: Balfour Beatty's BIM services include a thorough BIM Plan designed specifically for this project and a full-time BIM Manager that manages the softwares and procedures that keep all stakeholders informed on the status of the project at all times. For more information on Balfour Beatty's overall BIM approach for their projects, refer to Tab 3: Specialized Experience, Knowledge and Capabilities (LEED and BIM Experience and Knowledge), Question C.
- Master permitting processes and issues: To expedite and efficiently progress the permitting process, Balfour Beatty hired a permitting consultant, which saved both time and money on the project.
- Scheduling, phasing and staging: The project was mapped out into two phases. Phase 1 included the 10,000 square foot Intercity Bus Terminal. Phase 2 included the five-story office building built over the existing Skyway system and a pedestrian bridge connecting it to the bus terminal.
- Company role and responsibility for the project: Balfour Beatty was the general contractor for this CM at Risk project.
- List GC's project manager and other key personnel involved on the referenced project: Susanna O'Donoghue (Project Manager), Dave Campbell (Project Executive), Samuel Bundy (Senior Superintendent), Wade Martin (BIM/VDC Manager), Bruce Capon (Pre-construction Manager/Senior Vice President), Chris Diaz (Vice President, Safety), Earnest DeLoach (Vice President, Legal), John Harris (Senior Vice President/Business Unit Leader), Scott Skidelsky (President)

Reference Form #3: Capitol Crossing Complex

Balfour Beatty Construction, LLC

PGP Development LLC

Ted Hallinan | Vice President | 04/07/2021

thallinan@ pgp.us.com | 202-470-4884

Capitol Crossing Complex

06/01/2014 | 03/01/2020 | $ 524,258,369.00

Balfour Beatty provided preconstruction and CM at Risk services for the construction of a seven-acre platform over the I395 highway, major utility relocations, installation of two new highway portals and the construction of two 12-story Class A office towers on top of the platform reestablishing three city blocks in Washington, D.C. The project also included a 700-000 sf parking garage.

Balfour Beatty's safety program is exemplary, working on a constrained urban site with an operating highway is difficult. There were no safety incidents.

Reference Form #3 - Capitol Crossing Complex

- Building Area Size (GSF): 1M+ (Seven acres)
- Cost Control and Management: Procore
- LEED certification level: LEED Platinum
- Extent of BIM services: Balfour Beatty's BIM services include a thorough BIM Plan designed specifically for this project and a full-time BIM Manager that manages the softwares and procedures that keep all stakeholders informed on the status of the project at all times. For more information on Balfour Beatty's overall BIM approach for their projects, refer to Tab 3: Specialized Experience, Knowledge and Capabilities (LEED and BIM Experience and Knowledge), Question C.
- Master permitting processes and issues: The permitting process at Capitol Crossing was complex due the extensive list of Authorities Having Jurisdiction and work within both private and public property, as well as within air rights, spanning three city blocks. Careful planning, due diligence and forethought regarding end use sequencing was crucial for the Capitol Crossing project. Much of the work, such as the streets, sidewalks, and $27M worth of utility work, fell under the District Department of Transportation's ("DOT") and end user Utility companies' purviews. The team, including Owner (Property Group Partners), Designer ("STV"), and Balfour Beatty, worked closely with DDOT for several years throughout design to create a set of plans and specifications acceptable to DDOT.

  It was broken into an Early Utility Package, to allow this extensive scope to begin prior to full design, and a Highway, Deck, and Bridge package that ultimately fell under the DDOT umbrella, despite being a project run by a private developer. DDOT essentially "self-permitted" these portions of the project. Additionally, the Highway, Deck, and Bridges built in, above, and around the I-395 highway fell under both the Federal Highway Administration and District Department of Transportation jurisdiction, requiring an additional level of investigations, reports, and design approvals (such as the Environmental Impact Study and Security Analysis) prior to obtaining permits. Balfour Beatty's involvement early in the design process allowed us to provide constructability and schedule analysis along the way, to ensure that the designs presented were realistic and achievable once permitted.
- Scheduling, phasing and staging: The project was mapped out into six phases. Pre-construction began in December of 2021 and final completion was in May of 2020. Balfour Beatty met all schedule commitment with minimal delays due to unforseen conditions.
- Company role and responsibility for the project: Balfour Beatty was the general contractor for this CM at Risk project.
- List GC's project manager and other key personnel involved on the referenced project: Timothy Boerschlein (Senior Project Manager), Sarah Brand (Design Lead), Mark Konchar (Chief Innovation), Benjamin Catino (Superintendent), Samuel Brownfield (BIM/VDC Manager), Jose Abarca (Safety Manager), Peter Gaddis (Quality Control Manager), Robert Robidoux (Purchasing Director), Sherrie Mwamba (Senior Project Accountant)

ADDITIONAL Reference Form #1: Constitution Square Office Building 4

Balfour Beatty Construction, LLC

Stonebridge Associates, Inc.

Kevin Cosimano	Principal	4/7/21
cosimano@stonebridge.us.com		3019139610, x2226

Constitution Square Office Building 4

N/A	10/01/2016	07/26/2019	$ 160,907,699.00

CM at Risk services. Balfour Beatty successfully completed 538,000 sf class A office tower and interior fit out project for StonebridgeCarras, LLC. The project included two levels of below grade parking and achieved LEED Platinum certification for the base building and LEED Gold for the tenant space.

We are extremely pleased with our Balfour relationship and hired them for a massive 1.75 million SF mixed-use project in Alexandria Virginia. The development includes approximately 750 residential units, an 85,000 SF grocery store, 120,000 SF of additional retail/

ADDITIONAL Reference Form #2: Kern County Justice Facility

Led by John Parker with HOK

Balfour Beatty Construction, LLC

County of Kern

Geoffrey Hill 04/08/2021

hillg@ kerncounty.com

Kern County Justice Facility

12/30/2014 02/28/2018 $ 104,827,047.00

Balfour Beatty provided design-build services for this new 220,253-square-foot detention facility.

B5

PROJECT APPROACH

B5 PROJECT APPROACH

Question A

Describe the overall GC's team approach to strategically planning and constructing this urban development project. Describe the GC's project approach to deliver pre-construction services for this specialized building type.

i. Cost Estimating
ii. Value Engineering – target value analysis
iii. Scheduling – pull planning; Last planner system
iv. Best Practices
v. BIM
vi. Constructability review
vii. Permitting and bidding

Pre-construction Approach

Balfour Beatty will provide a proactive approach to pre-construction services that involves every member of the United Campus Partners ("UCP") team. The United Campus Partners team believes in a lean and integrated delivery process to maximize innovation and deliver the most value to the Sponsors. This process has yielded increased satisfaction and superior project outcomes throughout the industry and the UCP team has unique skill sets and capabilities to deliver the benefits below to the Sponsors.

- Increased value (scope/program) for money invested/financed.
- Improved reliability (time and budget).
- Higher safety and quality.
- Maximum flexibility for engagement and timing of design and stakeholder involvement.

To maximize the potential of this approach, address the unique South Florida market conditions, and accommodate flexibility of the P3 process, the UCP team has organized their approach across three distinct phases.

1 **Detailed RFQ/RFP (Competition):** Develop a concept with soft cost submission, allow the ability for a stakeholder work session during RFP to share concepts and get feedback prior to submission, and award based on qualifications of team, approach, and concepts.

2 **Pre-development Phase (PDA and Project Validation):** Award to financial close (negotiation period), which entails working together to confirm, validate and finalize approach and financials while advancing design through a validation process commensurate with the Sponsors' desired level of PDA design completion.

3 **Full Design and Construction Phase:** Post-PDA to project completion.

Table B5-1 below outlines when, and at what level, the team's preconstruction processes will be executed throughout the three phases.

Table B5-1: Preconstruction Progression

	Competition RFQ/RFP Phase	PDA Validation Phase	Design and Construction Phase
Best Practice			
Target Value Design			
Budget			
Schedule			
BIM/VDC			
Constructability			
Permits			
Bid Day			
Design	10%	TBD	TBD -->100%

LEGEND

- Full "moon" indicates constant and/or full application or process/people.
- Half "moon" indicates active and growing participation.
- Quarter "moon" indicates consistent attention, precursor based on available design/information.
- Empty "moon" indicates waiting and/or largely completed process.

In addition to the table, the outline below describes the United Campus Partner's pre-construction processes, cost estimating approach, and best practices within each phase.

Phase 1 - Detailed RFQ/RFP (Competition):

RFP Development

- High quality detailed estimate at 10% design documents based on historical market trends and input from the subcontractor market.
- Early check to verify that project budget and funding are in alignment.

Phase 2 - Pre-development Phase (PDA and Project Validation):

Programming: Budget Verification/Conceptual Estimating

- Advance the design in partnership with the Sponsors and keeping it aligned with the Sponsors' scope and budget.
- Early check of budget to verify that project scope and funding are in alignment – Focus will be on delivering real-time decision-making information in a highly collaborative way, accessible to key team members.
- Present budgets in a format that is easily reconciled allowing design change impacts on the budget to be tracked.
- Estimate deliverables are provided with the level of detail as if it were a design development budget. The more detail that is provided the more accurate the team can be with anticipating the final scope of work.

Cost Estimate Updates

- Cost estimates will be updated on a periodic basis to enable decision-making and benchmarking of the project scope and budget.
- Detailed qualifications and value management suggestions will be presented in an interactive budget tracker.
- Establish scope tracking procedures to provide variance information and decision-making matrices.

Firm Price Proposal

- At the conclusion of the PDA phase a firm price proposal will be developed and submitted to support financial close and will be the basis of the design-build contract with UCP.

Phase 3 - Full Design and Construction Phase:

Ongoing Project Cost Controls

- Project team will work together to manage the completion of design and permitting within the contract price.
- Any changes arising from unforseen conditions or Sponsor driven design/program changes will be managed via the established cost control process and tracked in Procore.

The United Campus Partners team has already begun some of the pre-construction efforts on this project. Upon project award, the team will offer the Sponsors proactive, value-added solutions to meet the program and budget goals. Immediately following the SmartStart kick-off (defined below), Balfour Beatty will have pre-planning meetings to ensure coordination with any other jobsite activities.

Stakeholder Alignment

The most important phase of any project is within the first 30-90 days to develop a communication plan. The biggest risk is starting work without aligning every party's goal to ensure continuity and clear understanding of the Sponsors' goals and expectations.

The United Campus Partners' approach to this critical time is two-fold. It starts by developing a "First 30-Day Road Map" with key actions items for all project stakeholders followed by a SmartStart project kick- off meeting with all key stakeholders. This facilitated work session is a Balfour Beatty best practice designed to ensure that the Sponsors' notions of value are understood and serves as the basis to build the entire project strategy, as well as form a high-performance team that can hit the ground running.

The main components of a SmartStart kick-off meeting are values alignment, governance and stakeholders, and milestone planning.

Values alignment:

- What is important to the Sponsors?
- How do the Sponsors define success?

Identification of stakeholders and influencers:

- Who will be involved?
- In what way?
- Who are the key individuals?

Governance:

- How will the stakeholders interact?
- What will the team's processes look like?
- How can the team be most efficient?
- What form of communication is preferred?
- Meeting cadence?

Milestone planning:

- How does the team get from here to there?
- What is important to achieve and by when?

Construction Operations Team Embedded Day One

Balfour Beatty's construction operations team will be involved in all phases of the team's pre-construction approach to assist with estimating, cost tracking, constructability review and other pre-construction services. Starting at the Pre-Development Phase ("PDA"), the Balfour Beatty team will establish a meeting schedule with the Sponsors leveraging virtual meeting tools and when possible, in person meetings and co-located offices. This approach will foster collaboration, complete transparency, and a solutions-oriented mind set between the Sponsors and the Balfour Beatty team. Balfour Beatty's goal is to work with the Sponsors and all stakeholders to ensure all aspects of this project are appropriately analyzed and all possible solutions are considered for design aesthetic, cost, schedule, safety, and constructability – ultimately crafting a plan and schedule that achieves the Sponsors' vision for the Joint Government Center Campus.

Balfour Beatty's estimating department in Florida consists of 12 employees and is led by Bruce Capon. With over 35 years of industry experience, Bruce is a seasoned pre-construction expert. He is a South Florida native with local market knowledge and recent experience with Broward County that will be invaluable to the Sponsors. In coordination with our operations team leadership, Bruce and his team will be involved throughout pre-construction to conduct in-house document reviews, evaluate constructability concerns, identify conflicts, and establish scope of work between trades.

BRUCE CAPON
PRE-CONSTRUCTION MANAGER

This level of participation ensures a seamless transition into the construction phase. The team will conduct regular design review meetings and coordination of the documents with the user groups throughout the process to identify project phasing requirements, sequence of work and areas of the design in need of further development to ensure expectations are being met. Balfour Beatty will provide cost feedback on a real-time basis to analyze the potential use of different materials, systems, and types of equipment. This will allow the Sponsors and overall team to make timely and cost-effective design decisions throughout pre-construction.

Resources used during the design phase will include digital cost estimating, system analysis, lifecycle studies, and value engineering capabilities, in-house mechanical and electrical engineering resources, in-house scheduling/phasing and cash flow systems, and our local/area construction market expertise and experience.

Cost Control

To effectively manage the project budget and forecasting, change event management, accounting information, project records, scope and non-scope changes, Balfour Beatty will introduce Procore at the onset of the project. They will tailor the system to report the specific information that the Sponsors prefers to view. Balfour Beatty utilizes Procore to track cost updates and project statuses in real time helping our project teams quickly identify and mitigate any challenges early before they become issues. All financial controls are viewable in one platform.

Our system is interactive, meaning that as updated cost revisions are entered into any part of the system, all related budgets and contracts are automatically updated throughout the system, at the same time. This is especially valuable as the team is considering different design alternatives during the PDA period. The cost impacts of each alternative considered can be quickly and thoroughly evaluated. The project team, including HOK, the subcontractors and/or the Sponsors, is always working off the most current information. In addition, comprehensive project reports generated from our program will be distributed to members of the project team monthly outlining overall project progress.

Value Engineering

Value engineering is not scope reduction or a "gutting" of the architect's design. It is a value-enhancing process that preserves the intent and function of the building and its systems by increasing function, decreasing cost, or doing both, for systems or portions of a project. The formula below expresses this concept:

VALUE = FUNCTION / COST,

where value increases with increased function, decreased cost, or both.

Value engineering will occur throughout the PDA period to analyze such items as first cost vs. lifecycle cost, scheduling issues, elements of the design that are "must-haves," etc. Value analysis provides the Sponsors and the project team with the appropriate information necessary to make budget, schedule, and design decisions for the project.

Example: On the Solitair Brickell project, built by a majority of Balfour Beatty's proposed team, they value engineered over $8M+ in cost savings for the client, ZOM. A significant preconstruction success story involved waterproofing, where the scope was redesigned during a collaborative meeting. The developer, architect, structural engineer, waterproofing design consultant, Balfour Beatty, subcontractors, and product manufacturers reviewed each application in detail in our BIM collaboration room. Through this effort, the team was able to redefine waterproofing materials and applications which eliminated waste and promoted product efficacies.

The above-mentioned collaborative effort was the norm and **saved ZOM over $8 million dollars.** It also afforded Balfour Beatty the luxury of being in a position to have 90% of the job subcontractor contracts executed within 60 days of our construction start date. This paid off with the overall change orders executed for design drawing errors totaling less than 1% at project completion.

▼ BALFOUR BEATTY SAVED ZOM $8M+ ON THE SOLITAIR BRICKELL PROJECT

Scheduling

Balfour Beatty's approach to scheduling is a fully integrated team process, incorporating input from all members of the integrated team and most importantly the Sponsors. The project schedule must reflect input from the entire team, including HOK's design schedule and procurement, for sequencing of activities, interrelationships, and durations. When project team members participate in the schedule development, each feels ownership and commitment to achieving the schedule - the result is an integrated master schedule that is an effective tool to manage the overall project.

Balfour Beatty understands the need to maintain a high level of confidence in the schedule's ability to forecast when activities occur, and the use of the schedule as a planning tool to keep team members properly focused on a coordinated effort to achieve successful project completion. Starting at the early stages of the project during the RFP and PDA phases, and continuing throughout the project lifecycle, Balfour Beatty utilizes a systematic process for planning.

Pull planning success is derived from four basic actions:

1. Involve the right people in the planning process: Pull planning uses the foreman and other boots-on-the-ground team members to collaboratively build the work plan. These are the people that have the most knowledge about the challenges, constraints, interdependencies, and how the work gets completed.
2. Obtain reliable commitments: The same people that are making commitments are also doing the work on your project. This holds them accountable to complete the work as planned. The commitments are revisited on a weekly basis so that the root causes of why activities were missed can be identified (over commitments, under commitments, missed considerations, etc.) and corrective actions taken immediately to impact remaining work more quickly.
3. Enable open and collaborative discussions early: By having everyone in the room to weigh in on the issues everyone understands the reasons behind certain decisions, allowing increased coordination between trades (even trades that don't typically coordinate with each other). Because everyone understands the bigger picture and the impact that they have on everyone else, the team can come up with creative solutions that optimize the sequencing for the entire project.
4. Allow for continuous improvement: Because the commitments and work plans are revisited on a weekly basis, the project team becomes better at both planning and executing the work. Because issues are caught early and addressed in a meaningful way, team performance can improve significantly over the life of the project.

▼ PULL PLANNING DRIVES TRUST AND COLLABORATION AMONGST SUBCONTRACTORS AND PROJECT STAKEHOLDERS ENABLING THE TEAM TO BE IN SYNC AND WORK TOWARDS THE END GOAL.

Building Information Modeling

Building Information Modeling ("BIM") is a practice that integrates various technologies to create coordinated data in a three-dimensional format. This enables Balfour Beatty to better understand and visualize the project details and risks resulting in predictable, successful outcomes.

BIM allow Balfour Beatty to pro-actively plan during the pre-construction phase by building the project virtually, which allows for proper execution during construction. BIM has improved Balfour Beatty's capabilities to plan and manage their projects by incorporating technology into our core management processes.

BIM maximizes productivity by improving coordination with existing infrastructure and avoiding field discrepancies during the construction phase. Wade Martin, BIM/VDC Manager will lead the BIM and technology processes on this project. To learn more about Balfour Beatty's BIM approach and processes, refer to Section B3, item C.

Constructability Reviews

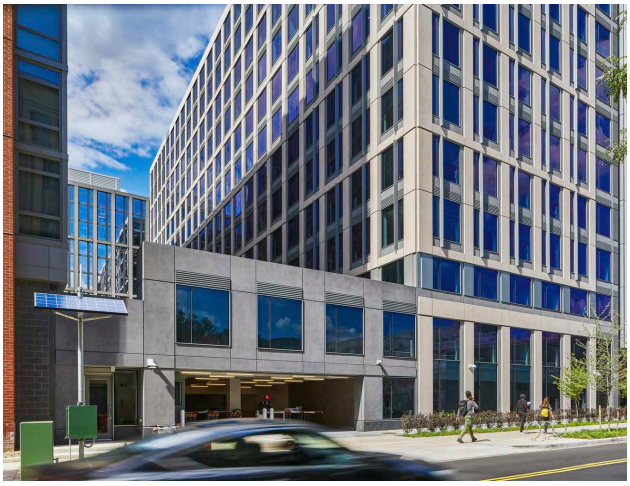
The most efficient way to resolve conflicts, issues, or omissions is pro-actively planning for them before they have a chance to become solidified in the documents. Concepts, designs, details, and missing information are all easiest to update, revise, or eliminate early in the design stages where the trickle-down effects of late-stage changes are minimized or eliminated completely.

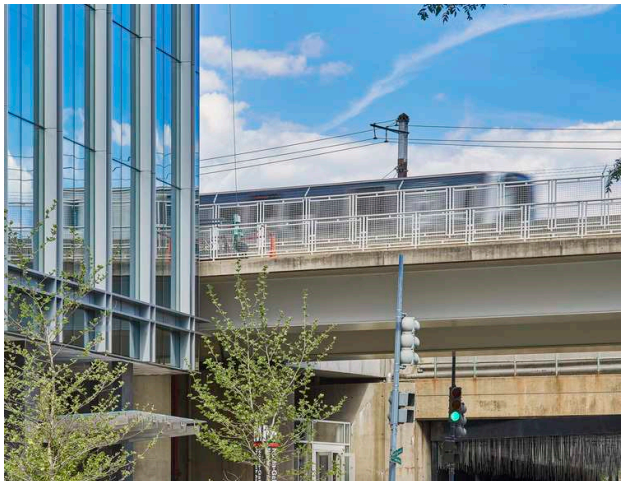
Both Balfour Beatty's operations and estimating teams will be prioritizing and mitigating all issues that would affect this project and the envelope of the facility during schematic and design development phases of design.

This ensures that Balfour Beatty can immediately identify and resolve any items that will affect the schedule and overall site plan. It also allows Balfour Beatty to explore ideas to efficiently approach the project build and bring any concerns to your attention immediately during the proposal submission and interview steps. For example, building within a dense and urban city that requires extremely detailed planning and coordination up front.

▼ EXAMPLE: CONSTITUTION SQUARE OFFICE BUILDING

The Constitution Square Office Building 4 project was built on a tight, urban site next to elevated WAMATA tracks and existing buildings on two other sides. Through the constructability review process, Balfour Beatty followed the best practices outlined below to ensure the project could be built safely and comply with local authority requirements.





Construction Safety Best Practices in Urban Districts

- Crane operations: A crane control system will ensure that no loads will be swung over the operating zone.
- Debris Netting: The buildings will be securely covered in full height debris netting throughout construction to prevent debris from falling onto the tracks. The netting will be monitored by safety personnel and superintendents to ensure durability.
- Operating Zone: The building footprint may abut the 30' operating zone, but the construction operations will not impact the operating zone. Any limited activities will have a task-specific work plan that is reviewed with FEC/ Brightline for approval and will incorporate any additional conditions required (spotters/monitors, work time restrictions, etc.)

Permitting

Balfour Beatty has a proactive approach to permitting which is critical to keep the project on schedule. They consider the permitting department a team member and engage early on in planning discussions to create the most effective permit breakouts for different buildings, different sites, and turnover sequences.

Balfour Beatty will engage with the Sponsors from the onset to discuss early permits, access during construction, and plan reviews. The fire department plays a key role in the permitting process and a best practice is involving them early on as a team member to help maintain the project schedule.

Balfour Beatty will communicate with both the permitting department and the fire department about life safety which directly relates to Balfour Beatty's Zero Harm (safety program) culture and program. They will also work with both departments to develop plans and schedules for three crucial milestones: temporary power, pre-power, and permanent power.

PERMITTING EXPEDITER

Balfour Beatty will also consult with a permitting expediter, which is a best practice that has been successful on many of their projects including the Broward County Convention Center & Hotel where the team worked with Tabitha Poche from Builders Choice Permitting, Inc.

This allows proper sequencing and planning of activities and requirements to get elevators, fire alarm, sprinklers and mechanical systems tested and approved for operation and training early with fewer last-minute changes.

Balfour Beatty will lead the permitting process including documentation and submittal of building plans and specifications. The documents will be reviewed with HOK to result in refined subcontractor pricing and minimal delays once the project is under construction. Balfour Beatty will address code issues within the documents and request each bidder to comment on the codes with each bid package.

They will assign an individual of the project team to focus on maintaining communication with key individuals at the permitting department and fire department. This individual will create a matrix on governing entities and who the main contacts are to ensure that all permits are obtained. Our proactive approach, sound processes, procedures, and commitment to teamwork with all stakeholders is a proven approach to maintain the project schedule.

Subcontractor Bidding

Balfour Beatty greatly values the lasting relationships they have with their business partners. These relationships allow Balfour Beatty to provide exceptional service to their clients, and they are becoming even more critical in today's vastly changing marketplace. Since these relationships are so critical to a project's success, Balfour Beatty strives to create a team environment and align the interests of all parties before any project begins.

Balfour Beatty's established subcontractor pre-qualification process helps to better identify and track the skills, services, and capabilities of each of their business partners. Prospective subcontractors will also be asked to provide information on their diversity and inclusion programs including existing CBE/DBE certifications, history of engaging CBE/DBE suppliers, and experience hiring and training apprentices. Balfour Beatty has a long list of pre-qualified South Floridian subcontractors. During the PDA period they will actively engage the local contractor community to pre-qualify additional prospective vendors. This consistent evaluation process will provide the Sponsors with confidence in a fair, efficient, and effective approach.

Once Balfour Beatty has vetted and approved the prequalified subcontractors, they will proactively begin their bid solicitation process through procurement, bidding, engagement, and collaboration.

Procurement & Bidding

- Plan a procurement and bid packaging strategy that meets your team's approval, fits the needs of the project's schedule, and aligns with our commitment to CBE/DBE inclusion and local workforce development.
- While developing the bid strategy, Balfour Beatty will also inform the wider contractor community of project description, anticipated scopes of work to be subcontracted, and the pre-qualification process. Building on the pool of pre-qualified contractors, we will develop bid lists of industry partners including those certified as CBE and/or DBE for each bid package.
- Balfour Beatty understands the importance of collaboration with the Sponsors and will engage the Sponsors for input prior to inviting contractors to bid.
- Balfour Beatty will submit the proposed bidder invite lists as a formal submittal to ensure all appropriate partners can provide input.
- With approved bid lists in hand, they move to inform the market.

EXAMPLE: BROWARD COUNTY CONVENTION CENTER & HOTEL

Using this approach to engaging local CBE contractors and collaborating with project owners, Balfour Beatty was able to exceed the County's CBE participation goal (30%) and is currently over 46% of dollars paid in the monthly utilization report for CBEs on the Broward County Convention Center and Hotel project.

Engagement

- The subcontractor market is extraordinarily busy, so proactive planning and notice is required to ensure high levels of bidder engagement and participation. That is why immediately after bid invites are sent, Balfour Beatty will hold a "Town Hall" style pre-bid meeting to generate interest with the subs and efficiently communicate the key information around the project and bid process. They recently held a virtual "town hall" event for a project with over 200 subcontractors in attendance.
- In the weeks leading up to the bid, their estimating and operations teams will make constant contact with the subcontractor market for continued engagement and to leverage long-standing relationships with the subcontractor community for price, schedule, and quality benefits. In addition to encouraging prospective bidders to submit competitive bids, Balfour Beatty also actively solicit further constructability input and ideas of additional cost saving initiatives from potential contractors, suppliers, and manufacturers.

Collaboration

- Through our integrated team approach, our pre-construction team is embedded early in the bidding process by reviewing and commenting on scope checklists. Their early engagement is important in identifying any potential scope gaps.
- On bid day, Balfour Beatty will work to keep the Sponsors informed on the bid status and results.
- During post-bid, they will schedule interviews with the most competitive subcontractors to confirm bidders' capability, availability, and alignment with Sponsor and Project values. Prior to awarding a bid package, the project team to do a deep dive scope review and ensure a complete and correct scope is being bought.

Achieving CBE & DBE Goals

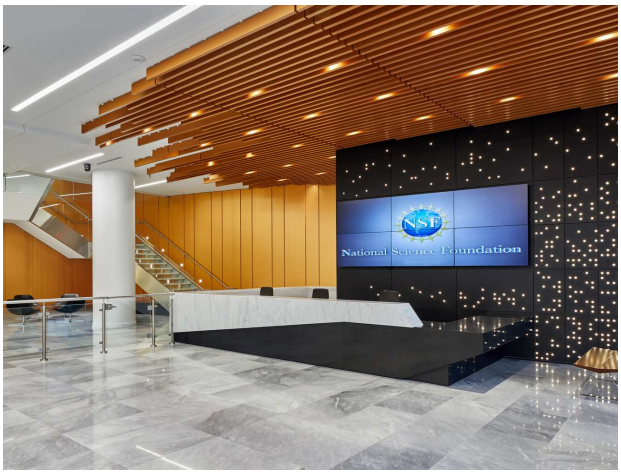
Balfour Beatty gives small, certified business enterprises ("CBE"), and disadvantaged businesses the maximum practical opportunity to participate in our projects at all subcontracting levels. These businesses foster innovation, creativity, and competition, and are a vital part of the community. They maximize SBE/CBE/DBE participation not because of any contract requirements, but because it is the right thing to do. Developing opportunities for SBE/CBE/DBE businesses is an integral part of how Balfour Beatty operates. This process will be tailored to the specific needs of the Joint Government Center Campus project.

The key to our approach is that it begins in the planning and preconstruction phase, allowing the team to engage these businesses at the onset of the project to ensure successful participation. Their recent projects utilizing county certified CBE's and DOT certified DBE's gives them confidence that they can meet the goals established for the project. Communicating opportunities and generating interest in the local CBE and DBE community early in the process is key to provide maximum participation throughout the project.

Where possible Balfour Beatty will break down larger bid packages to allow smaller firms to participate. Identifying the talent pool of interested companies with the opportunities in procurement with this project, they can identify key areas to target for participation. These efforts will ensure they are helping build capacity among the SBE/CBE/DBE community and create lasting relationships for the future.

EXAMPLE: NATIONAL SCIENCE HEADQUARTERS FOUNDATION

Balfour Beatty worked diligently to meet small business participation at all tier levels and achieved the following total project participation: Small Business 38.32%.



Question B

Describe the GC's project approach to deliver construction services.

i. Coordinating and constructing multi-level facilities
ii. Specialized systems
iii. Parking garages
iv. Urban settings
v. Accreditation process
vi. Commissioning and transitioning from existing to new facilities

Construction Approach

Construction Management & Coordination

Balfour Beatty understands that the best projects are a result of careful planning and collaboration between all members of the project team, including the owner, design professionals, construction management professionals and trade partners. Procore helps the entire project team share and review all project information on one well-organized platform. The ability to easily input and access project data promotes effective team communication and is a game changer in making team processes successful throughout the project. In addition, Procore provides 24/7 transparency with all project information available in one platform.

PROCORE®

Procore's Project Management Essentials suite of tools includes RFIs, submittals, drawings, specifications, meeting minutes, daily reports, etc. Balfour Beatty uses Procore's Construction Financials suite of tools for contract management, change event management, budget management and forecasting. Procore provides value for the entire project team.

The Broward County Board of County Commissioners and the City of Fort Lauderdale City Commission (The Sponsors)

- Access to critical project information with full visibility into every step of the process.
- Stay connected to the actionable insights you need to make smart management decisions - all while maintaining the highest standards of data security.
- No surprises. Real-time updates and unlimited access to historical information.

HOK (Design Team)

- Real-time communication and access for everyone so no one is left out of the loop.
- Intelligent Spec Management ties specs to RFIs and submittals for design intent confirmation.
- Close RFIs faster through tracked email. Zero learning curve.

Balfour Beatty (General Contractor)

- Enhanced communication and decision making everyone on one platform.
- Accuracy. All team members work off the most up-to-date information.
- Smart task management. More teamwork, less rework.

Trade Partners

- Save time with immediate access to up-to-date drawings and documents.
- No more paper reports. Access to current documents in basements and Wi-Fi free zones.
- Submit daily reports, including manpower, directly from mobile devices.

Urban Settings

For a project of this magnitude, it is imperative that the designs are developed using input from all stakeholders and will be designed for safety, constructability, optimum performance, and community satisfaction with the operating system and transportation assets. By taking this comprehensive approach, particularly in urban settings with many stakeholders in close proximity to the project site, their team is exemplifying what it means to be a good neighbor.

Most importantly, Balfour Beatty will use safe construction practices. The safety of all people within and around the project is their top priority in every step of design, temporary traffic control, construction, and final conditions. Balfour Beatty's construction approach will avoid and reduce noise, dust, and vibration impacts on adjacent properties , maximize access to businesses and residents, and maximize mobility. They will communicate and coordinate all major work activities with the Sponsors. Their team will provide safe routes for pedestrians, cyclists, and motor vehicles throughout construction.

In addition, it's important to closely monitor foot traffic on the project site. Balfour Beatty uses full-height turnstiles to monitor and report the workforce entering and exiting access points for their projects. Everyone that enters and exits the site must first scan their employee badge, which contains all their information including medical concerns. Five seconds into approaching the full-height turnstile, a video camera records the workers entering and exiting the job site. Once a worker scans their badge, their time of entry and/or exit will be logged through a linked system that holds all the turnstile data. This system is efficient and safety-oriented due to its ability to quickly show whether a worker is on or off the job site.


JIM ZUPANCIC
GENERAL SUPERINTENDENT (LEAD)

"Scheduling and planning are key operational success factors, but it is critical that we understand our manpower resources and if they are being properly allocated. This system allows us to properly evaluate resources with immediate, accurate information," says Jim Zupancic, General Superintendent (Lead) proposed on this project.

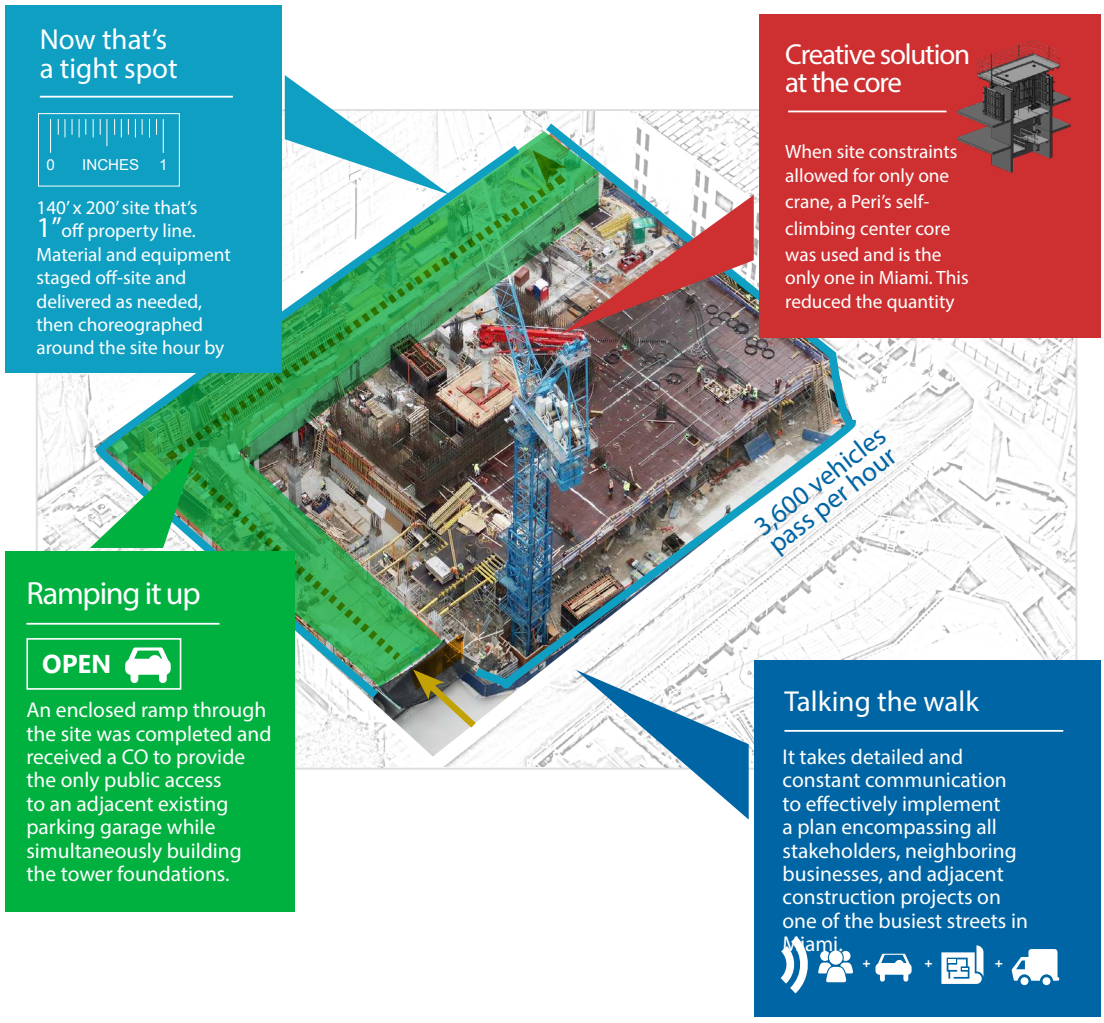
The turnkey operation of having a badge, drug test, certification verification and safety orientation system as a one-stop shop can be invaluable particularly for large, high volume projects or those located in busy areas - as an example, our team for the Solitair Brickell, a high-rise development in Miami, successfully used the same system. The advantages of this system can be summarized below.

- Improved safety: Off-site safety orientation, briefing and background checks frees up job site congestion and ensures nobody enters the active job site until they are safe and clear to do so. Designated entry portals allow for the clear separation of man and machine.
- Improved efficiency: Third party management of safety administration frees up SHE teams to spend more time focused on workplace safety initiatives, toolbox talks and any other safety challenges that arise.
- Improved emergency response: The system's text alert function allows the team to quickly identify and send an SMS to all workers who are on-site at any given time. This is invaluable in the event of an emergency evacuation.
- Improved transparency: Clients can access the database and gain a better understanding of manpower and man hours worked.
- Improved scheduling and resource management: The results are available in real-time which allows management to conduct manpower evaluations and address any shortages as they arise.
- Improved administration: The badging system allows the team to track and manage certifications for everyone.
- Improved security: The portal system prevents unauthorized individuals from gaining access.

Example: Solitair Brickell

Solitair Brickell is a 535-foot-tall high-rise residential tower located on a 0.6-acre plot of land in a, urban, dense neighborhood of Brickell in Downtown Miami. The project was built on a zero-lot line, postage stamp sized site with neighboring properties just inches away. The only means of material delivery was through a 200-foot-long street frontage area along SW 8th Street which is the most congested central artery street into the Brickell Area. To state that site logistics on this project were a challenge would be an understatement.

Led by Jim Zupancic, coordination was key for the project team. All deliveries onto the site were coordinated on a delivery board, hoist and crane use were detailed to the hour, and coordination with Miami Police and FDOT were critical. Logistics continued to be a challenge as we constructed the podium; there was no set-back to utilize for any material laydown. All deliveries had to be brought into the building and materials could only be stocked as needed for that week's activities. At the project's completion, the team successfully built this high-rise tower in Miami by meeting every schedule milestone, and every bonus was achieved. To learn more about this project's successes over site constraints and the overall build, scan or click the QR code below to watch a short video.



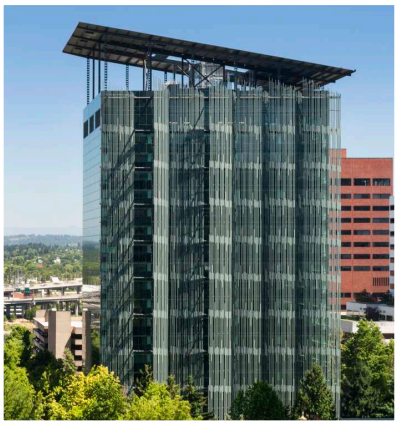
Accreditation Process

Buildings have a tremendous impact on the world from their use of resources, their long-term impact on the environment, and the welfare of the building inhabitants. Balfour Beatty understands that LEED and WELL certified buildings are “high-performance buildings” - those that have been designed and built using a holistic approach incorporating sustainable design and construction methods. They will champion the cause of sustainability from the day design begins through construction and turnover.

The LEED Certification process will require a highly integrated approach among all team members and project stakeholders. It is critical to the success of the sustainability effort to find synergies between the programmatic requirements of the building, and the distribution of credits in the LEED Certification process.

Concurrent to the initial P3 efforts, an initial LEED Charette would be held. Each LEED prerequisite and credit will be evaluated based on the opportunities and constraints inherent in the project requirements, desires of the Sponsors and project stakeholders, and feasibility based on HOK and Balfour Beatty's input. After an initial list of credits to pursue is determined, each discipline will further investigate the impacts and synergies of implementation, and begin inclusion in the drawings and specifications. To learn more about Balfour Beatty’s sustainability approach and processes, refer to section B3, Item B.

▼ BUILT BY BALFOUR BEATTY, THE EDITH GREEN WENDELL WYATT FEDERAL BUILDING RECEIVED AN LEED PLATINUM CERTIFICATION.



Specialized Systems

As a mixed-use high-rise building with mission critical functions, the project’s approach will be to not only follow the minimum code compliance requirements with respect to systems but meet those traditionally utilized in Fort Lauderdale and Broward County with an emphasis on mission critical functions.

From a life safety perspective as a high-rise building, systems will include smoke control systems inclusive of stair pressurization, lobby protection and the Fort Lauderdale Fire Department’s preferred floor to floor smoke control approach along with all of the traditional life safety systems within a high-rise like automatic fire pumps, sprinkler and specialty suppression systems, emergency responder radio coverage/BDA systems, emergency generator and a combination fire alarm/mass notification system. Systems will be designed for critical functionality to address emergency and operational needs which will follow county wide best practices which in part have been developed by members of this team as well as enhancements to the design features such as horizontal exits.

Commissioning & Transitioning

A proactive, job specific close-out and transition plan will be created at the beginning of the project to ensure all items are being properly tracked and procured. Project as-builts shall be updated weekly throughout the project to ensure final documents are delivered on time.

The entire team is fully involved with completing punch-list items, so it’s done quickly and efficiently. This way, there’s less work for the Sponsors to keep track of in the long run. Balfour Beatty will also ensure that as-builts are a key component of subcontractor pay requisitions to ensure we are all getting succinct and complete documents for the end user. The Balfour Beatty project team will closely coordinate with the Sponsors to create and implement plans for proper commissioning of systems, delivery of attic stock, completion of punch lists and ensure all close-out documentation is organized. In addition, they will hire a transitioning subcontractor to perform owner trainings to ensure the Sponsors are fully transitioned into the new joint government building.

The team will implement a detailed method to report and track potential warranty issues to resolution. Balfour Beatty will also schedule and conduct a detailed warranty walk through facilities at six and 11 months after completion.

Question C

Describe a quality-assurance, quality control system within the organization and as it relates to sub-contractors and GC in order to ensure high-quality design solutions.

Quality Assurance & Control

Quality assurance and control means paying attention to the details. Balfour Beatty thinks about the things that could impact your daily operations, then plan and take actions to avoid interruptions. They take a proactive approach to quality control, and it starts with staffing this project with people who know and demand quality construction.

Balfour Beatty thinks about what could impact the Sponsors' daily operations, then plans and takes actions to avoid interruptions. They take a proactive approach to quality control, and it starts with staffing your project with people who know and demand quality construction.

During the design phase Balfour Beatty will work with Broward County and HOK to ensure that quality control measures are identified early on. Balfour Beatty will provide a comprehensive Quality Control Plan (QCP) that ensures all services, calculations, studies, designs, drawings, specifications, and construction management services required by the contract are performed and provided in accordance with the highest professional standards.

The QCP is the foundation of the quality control ("QC") program. It is here that the expectations are confirmed, and unique project requirements are outlined. This is a comprehensive plan for design and construction identifies critical quality items and establishes the processes of control, measure, and maximizes quality for all phases of the project. It is not a simple system of checks and balances, but a culture of quality that envelops each decision made by the project team.

The plan will outline the team's roles and responsibilities and continue with quality control organization and staffing, addressing challenging aspects of the project, submittal requirements, commissioning, testing, inspection, closeout, and reporting. Balfour Beatty's quality control measures will ensure:

- Program compliance;
- Code compliance;
- Coordination of A/E disciplines;
- Budget compliance;
- Submittal compliance;
- Proactive, first-time quality in installed work;
- Fully commissioned and functional MEP systems;
- Minimal punch list; and
- Well-documented quality compliance.

Question D

Describe the GC's 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.

Public Outreach

If public outreach becomes the responsibility of the Developer, the Sponsors can be confident that Balfour Beatty and the United Campus Partners team will create a tailored Community Awareness Plan ("CAP") that outlines how stakeholders will be engaged, relationships developed and maintained, and coordination with the Sponsors. As long-standing community members with strong roots in Broward County and the City of Fort Lauderdale, building community is our mission and reflected in our approach to engaging local stakeholders.

The UCP approach to community engagement and outreach is steeped in the values and ethics of the International Association for Public Participation ("IAP2"). This foundation guides community engagement in a way that is based on treating the public with respect and dignity, leading to increased public trust and confidence in both the project and the Sponsors.

IAP2 developed the Core Values for the Practice of Public Participation for use in developing and implementing public participation processes to help inform better decisions that reflect the interests and concerns of potentially affected people and entities. The Core Values were developed with broad international input to identify those aspects of public participation that cross national, cultural and religious boundaries.

1	Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2	Public participation includes the promise that the public's contribution will influence the decision.
3	Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4	Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5	Public participation seeks input from participants in designing how they participate.
6	Public participation provides participants with the information they need to participate in a meaningful way.
7	Public participation communicates to participants how their input affected the decision.

With the IAP2 framework as a foundation to this project communications with stakeholders, the team will collaborate with the Sponsors to:

- Define the developer's, Sponsors', and the public's role in the decision-making process and how these roles may evolve through design development and construction phases.
- Determine commitments to be made to the public and confirm that they can be filled in good faith.
- Identify the developer's and Sponsors' roles and responsibilities related to creating, approving, and disseminating project information.
- Define a branding approach that highlights the project's civic benefits and balances the potential concerns of the surrounding communities.

Community Awareness Plan

Dedicating time early on to establish agreement on roles, responsibilities, and expectations will benefit the project long-term and allow for maximum efficacy of the Project Community Awareness Plan ("CAP"). The plan will include, but not be limited to, the following:

- Project overview, including project purpose and background.
- Identify project brand, tag lines, and let talking points.
- Description of project boundaries, both the primary and secondary areas.
- Statement of challenges and opportunities put forth by this project.
- Strategies to resolving difficult issues and reaching the various public audiences.
- Action plan on how information will be conveyed to and collected from the public and adherence to public notification related mitigation measures will be maintained.
- Maintenance of traffic and parking considerations involving collaboration with the Sponsors, United Campus Partners, property owners, business operators and residents.
- Implementation plan of a Mitigation Action Contingency Plan.
- Schedule of key elements.
- Schedule of public engagement activities such as groundbreaking, last steel beam, and ribbon cutting.
- Description of collateral materials to be produced including websites, newsletters, fact sheets, press release.
- Media (social and traditional) plan, including policy on earned and paid media.
- Maintain a stakeholder database that documents communication with all stakeholders and a project mailing list for easy communication and notification.

As the project progresses, the CAP will continually be updated throughout its lifecycle. The public is likely to be more tolerant of whatever inconveniences and stresses will occur during construction if they have an understanding and appreciation of the program. If given the responsibility to maintain public outreach, the Balfour Beatty and United Campus Partners team look forward to exploring these options further.

▼ BELOW IS AN EXAMPLE OF BALFOUR BEATTY AND HOK'S PUBLIC OUTREACH EFFORTS (VIA WEBSITE) ON THE KING COUNTY PROJECT THEY WORKED ON TOGETHER.

Question E

Describe the team's approach and past successes as a participant in projects using a design-build, IPD or public-private partnership.

Design-Build/IPD/P3 Experience

Balfour Beatty has successfully completed over 375 complex design/build projects nationwide totaling $10.3B – more than $1B of those projects were completed in Florida. Delivering a compelling design solution must come with certainty of cost, scope and program in order to meet the overall vision of the Sponsors for the Project. Construction then must be carried out on schedule and with exceptional levels of quality and safety.

The design-build/IPD/P3 portfolio spans a range of market sectors including complex transit infrastructure like the $2.8B LAX Automated People Mover to large-scale, highly innovative attraction projects like Disney's Pandora: World of Avatar. In addition, Balfour Beatty is currently the design builder on the $780M design-build Broward County Convention Center Expansion and Hotel – one of the country's largest active design-build projects.

$10B+
completed design-build/ IPD/P3 projects **nationwide**

$1B+
completed design-build/ IPD/P3 projects in **Florida**

$780M+
active, design-build project with **Broward County**

As the general contractor, Balfour Beatty's number one goal at the onset of a project is to clearly understand and establish project expectations and then manage the team to realize and support that vision – all while ensuring everyone adheres to the program and budget. Balfour Beatty brings an arsenal of tools that when applied to the project starting at the very beginning, will support implementation of a predictable plan for project execution.

Starting at team mobilization and continuing through project duration, they work together to confirm communication and contract administration procedures which address the completion of the project. The following is the methodology and approach that will be applied at the project start and systematically utilized through the course of program planning, design, costing, scheduling, execution, all the way to completion to provide the essential monitoring data in real-time for validation.

To deliver most innovation and superior outcomes our methodology is built on a lean and integrated process and includes following key major phases:

- Project and Team Formation;
- Team Governance; and
- Design Facilitator.

▼ BROWARD COUNTY CONVENTION CENTER & HOTEL

▼ DISNEY'S PANDORA: THE WORLD OF AVATAR

▼ PENN MEDICINE PAVILION

▼ LAX AUTOMATED PEOPLE MOVER

Project Team & Formation

As mentioned within the pre-construction approach, SmartStart is Balfour Beatty's proprietary project framework used to develop a high-collaborative, high-performance team , and custom project strategies at the project kick-off meeting. In a teaming environment, SmartStart enables alignment, transparency, and better integration, leveraging the entire team's collective expertise and capabilities. SmartStart ensures the Sponsors' values are understood among all team members and that these goals serve as the basis for the project strategy. Balfour Beatty will facilitate an interactive workday with all key team members and the entire team, which includes the Sponsors, the United Campus Partners, engineers, consultants, and trade partners.

Team Governance

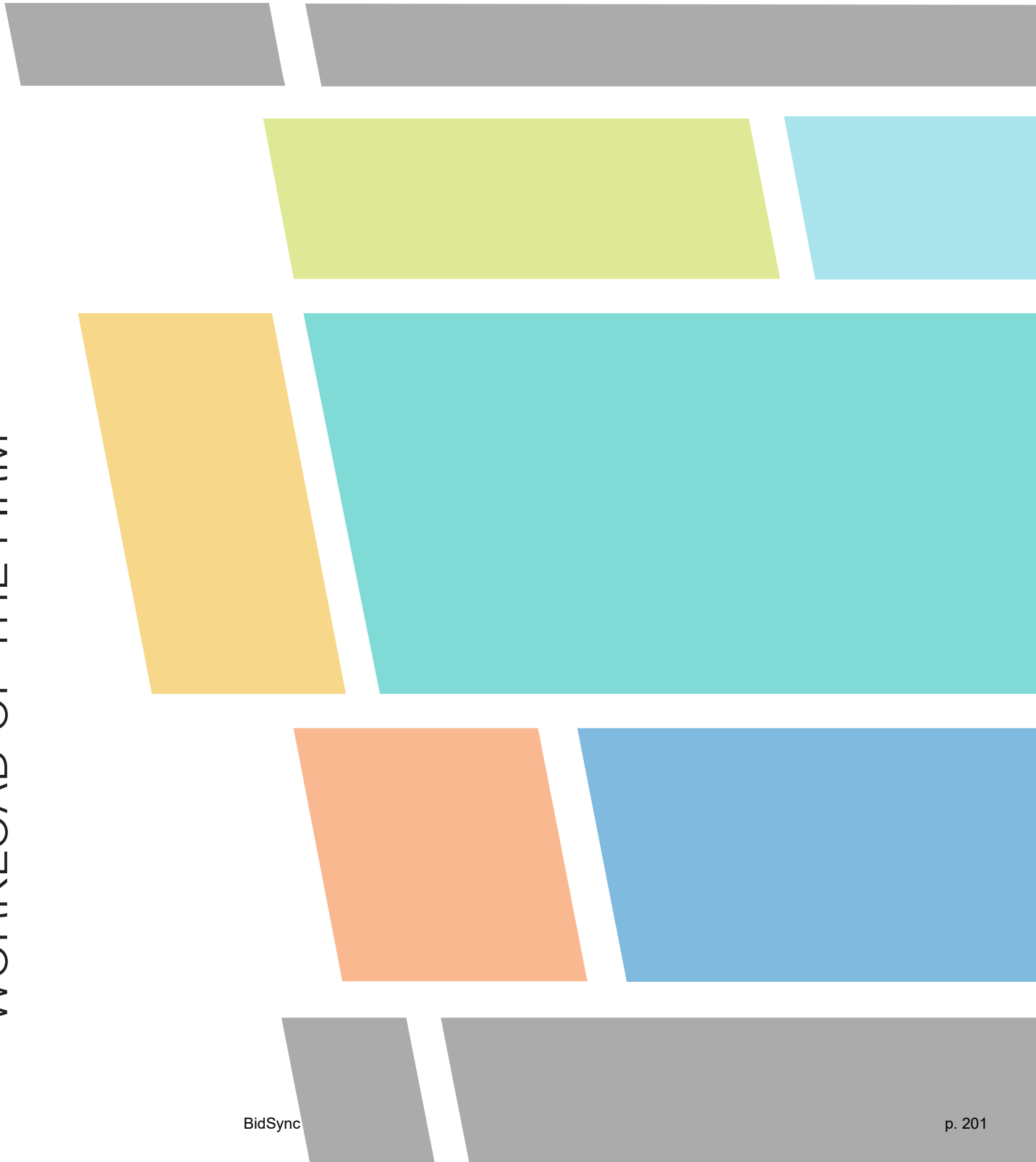
Effective communication is critical to the success of any project. The team will further establish executive leadership (strategic), project leadership (operational) and product delivery (tactical) teams which have been proven to be a best practice for high-performing teams to maintain high level of partnering, focus on the strategic mission, while also adapting to changing tactical demands/ needs of the project.

Team Facilitator

Clear lines of accountability will be established for the team through a designated facilitator who will foster robust communication and interaction amongst all stakeholders throughout the design and construction phases. The facilitator Sarah Brand (Design Manager), will bring an increased level of focused management to the team through regular technical assessments of project progress. She is an experienced industry professional skilled at design-build/IPD/ P3 delivery and possess the technical knowledge to strategize and assess site and building systems design, energy reduction and construction operations. Sarah will serve as an integrating link among the stakeholders utilizing tools such as pull planning and agile management processes to optimize the project relationships and delivery of the completed product.

B6

WORKLOAD OF THE FIRM



B6 WORKLOAD OF THE FIRM

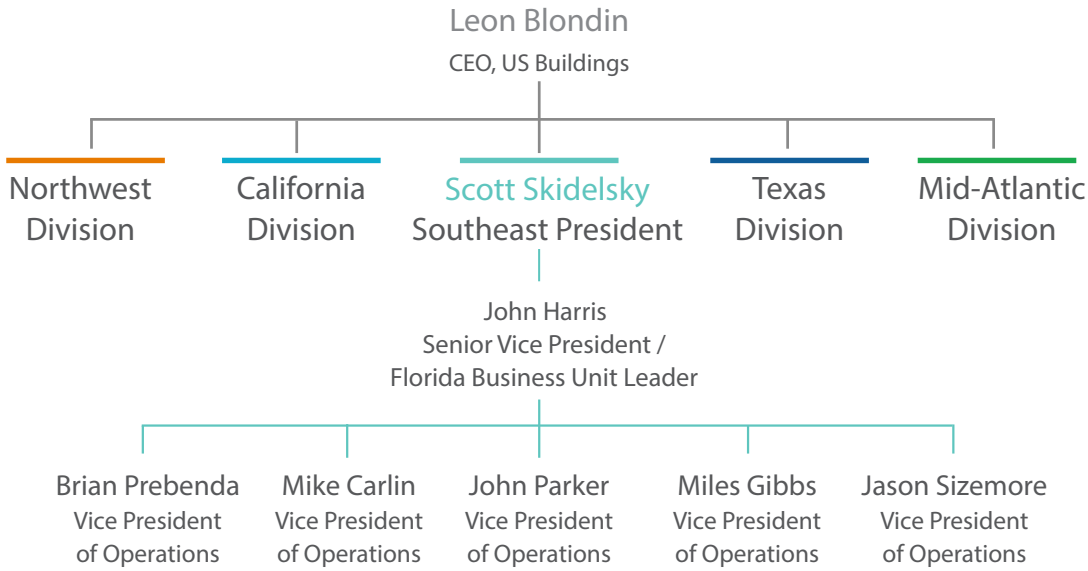
Question A

For the Prime Vendor only, list all completed and active projects that Vendor has managed within the past five years. In addition, list all projected projects that Vendor will be working on. Projected projects will be defined as a project(s) that Vendor is awarded a contract but the Notice to Proceed has not been issued. Identify any projects that Vendor worked on concurrently. Describe Vendor's approach in managing these projects. Were there or will there be any challenges for any of the listed projects? If so, describe how Vendor dealt or will deal with the projects' challenges.

Workload

Before Balfour Beatty pursues any specific project, they carefully review their staff and resources to verify availability. They plan far in advance for upcoming projects and strategically place team members on projects where their talents are most utilized. A huge part of Balfour Beatty's success has been based around their careful examination of projects and the resources needed. With over 345 personnel across the Southeast, they never have the need to overextend their team or our resources; and can assure the Sponsors that the Balfour Beatty project team will be able to perform their duties throughout the completion of this project. Below is Balfour Beatty's national organizational chart outlining the leadership across all U.S. divisions.

Balfour Beatty's Florida business unit is led by John Harris, Senior Vice President with support from five Vice Presidents of Operations who oversee all project operations in Florida. Each Vice President of Operations has leadership and oversight responsibilities of their assigned projects with the autonomy to mitigate challenges with support from John Harris and Scott Skidelsky as needed. The Florida business unit has consistently and successfully managed more than $400M in annual revenue over the last several years.

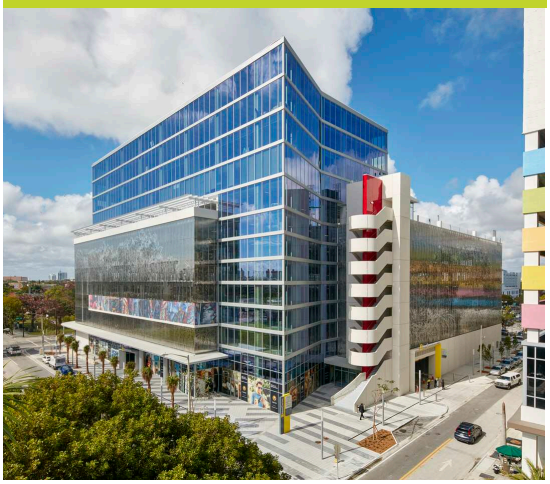


To the right is a list of Balfour Beatty's completed and active projects in Florida within the past five years.

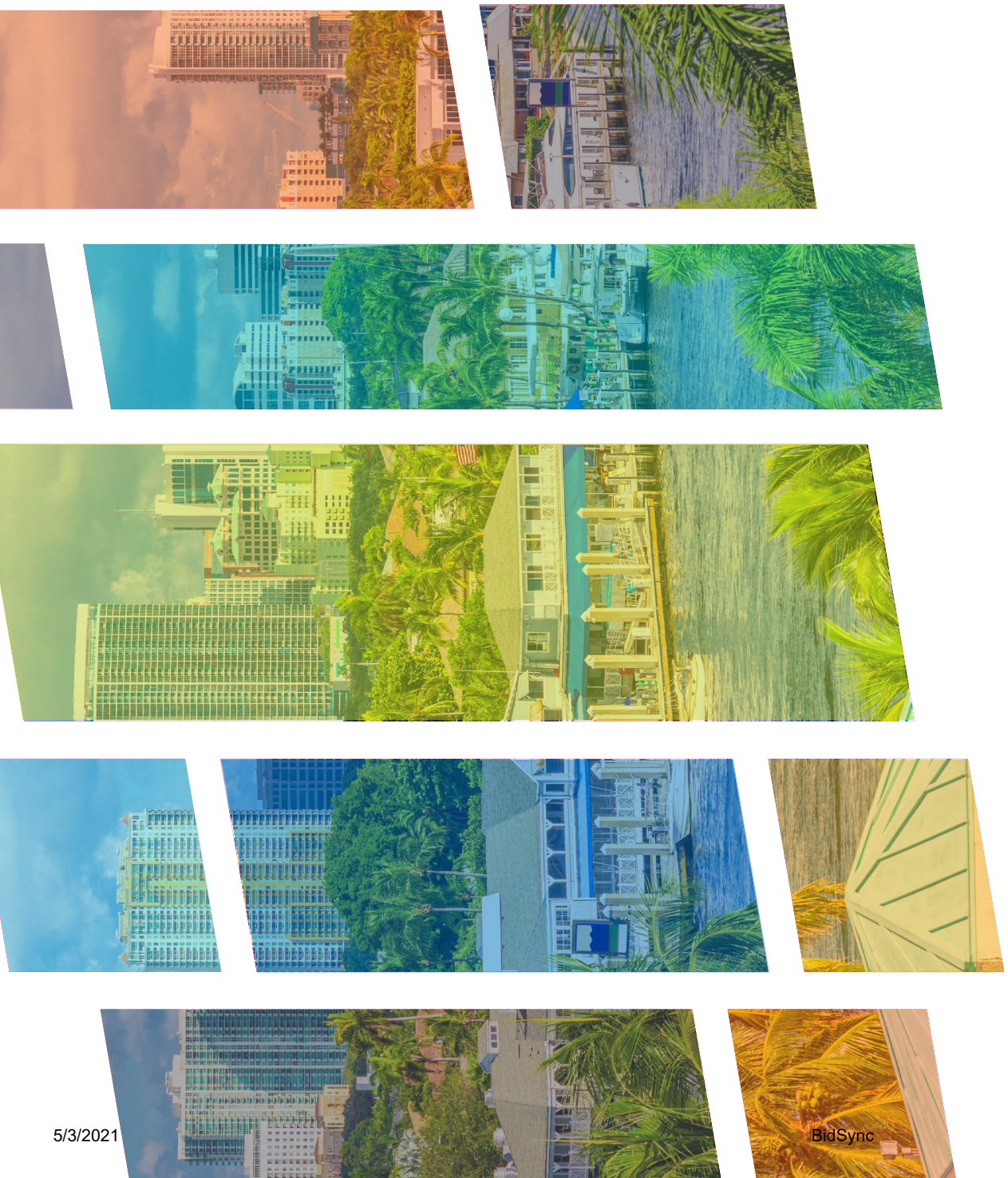
Disney's Pandora: The World of Avatar

River Landing

Virgin Miami Central

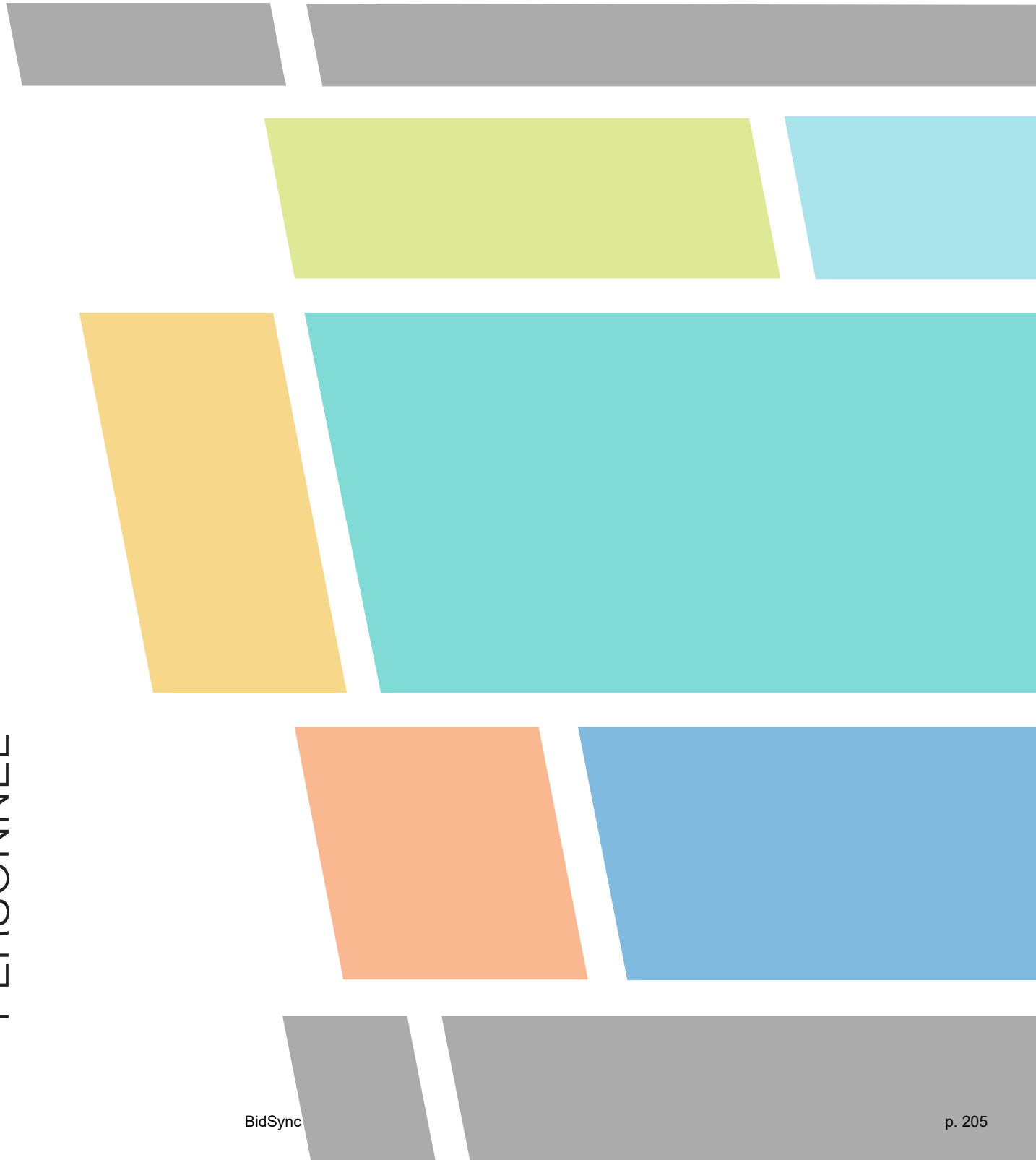


Project Name & Location	Contract Value	Project Status
Lemon Bay High School, Englewood, FL	63,703,304	COMPLETE
Florida Atlantic University Continuing Services, Boca Raton, FL	6,000,000	COMPLETE
Disney Polynesian Resort Expansion, Lake Buena Vista, FL	84,574,672	COMPLETE
Disney's Pandora: The World of Avatar, Lake Buena Vista, FL	322,090,343	COMPLETE
Orlando Magic Events Ctr Wor, Orlando, FL	270,086	COMPLETE
Ft. Lauderdale Int Apt Term. 4 W. Exp. & FIS, Ft. Lauderdale, FL	1,939,190	COMPLETE
Disney's Animal Kingdom Base Park Expansion, Lake Buena Vista, FL	93,215,308	COMPLETE
420 East (fka Artisan 420), Orlando, FL	45,396,464	COMPLETE
Hard Rock Hotel & Resort - Daytona, Daytona Beach, FL	230,608	COMPLETE
JAA Hangar & Bldg Dev Prgm, Jacksonville, FL	39,185,999	COMPLETE
Florida Int'l Univ Student Academic Success Center, Miami, FL	26,483,937	COMPLETE
Lynx Parramore Bus Rapid Transit (BRT), Orlando, FL	12,444,147	COMPLETE
Palm Beach SC Dennis P. Gallon Campus, Loxahatchee Groves, FL	22,283,423	COMPLETE
Loews Sapphire Falls Resort at Universal Orlando, Orlando, FL	245,031,460	COMPLETE
Alpharetta Data Center, Alpharetta, GA	171,930	COMPLETE
Solitair Brickell Apartments, Miami, FL	118,063,123	COMPLETE
Windsor at Celebration, Celebration, FL	57,793,739	COMPLETE
Loews Miami Beach Hotel Renovation Phase 1, Miami Beach, FL	3,826,725	COMPLETE
Gables Station, Coral Gables, FL	173,116,563	ACTIVE
Project Yellow Jacket, St Petersburg, FL	5,579,072	COMPLETE
UCF College of Medicine Clinical Skills Renovation, Orlando, FL	343,250	COMPLETE
Paseo De La Riviera, Coral Gables, FL	94,995,819	COMPLETE
Plantation Office Renovation, Plantation, FL	216,448	COMPLETE
Margaritaville Hotel, Kissimmee, FL	140,000	COMPLETE
Jacksonville Regional Transportation Center (JRTC), Jacksonville, FL	48,883,357	COMPLETE
Universal Project 927, Orlando, FL	150,000	COMPLETE
Orlando Sports Entertainment District (OSED), Orlando, FL	2,850,341	PRECON
W Hotel Remodel-Ft Lauderdale, Ft Lauderdale, FL	21,600,000	COMPLETE
Margaritaville Retail, Kissimmee, FL	19,345,194	COMPLETE
Disney's Coronado Springs Resort Expansion, Lake Buena Vista, FL	171,832,341	COMPLETE
Virgin MiamiCentral, Miami, FL	78,504	COMPLETE
BCCCH - CC and Hotel Pursuit precon, Ft Lauderdale, FL	125,000	COMPLETE
Orange Lake Resorts Crb3-Cow, Cape Canaveral, FL	12,292,358	COMPLETE
Lake Nona Pixon Apartments, Orlando, FL	42,000,000	COMPLETE
Lake Nona Town Center – Wave Hotel, Orlando, FL	47,865,553	ACTIVE
Project Mischief, Orlando, FL	98,500,000	ACTIVE
Ucf Com Facilities Mgmt, Orlando, FL	9,935	COMPLETE
River Landing, Miami, FL	291,311,296	COMPLETE
Lake Nona Parking Garage G Phase 2, Orlando, FL	15,649,832	COMPLETE
Epcot Project C-1, Orlando, FL	2,850,341	COMPLETE
SeaWorld Sesame Street, Orlando, FL	19,000,000	COMPLETE
Camden Lake Eola (520), Orlando, FL	78,408,439	ACTIVE
BCCCH-Design-Enabling & Conv Center, Ft Lauderdale, FL	5,325,935	PRECON
Project 89 - River Country, Orlando, FL	56,300,372	COMPLETE
Project Kappa, Orlando, FL	14,132,449	COMPLETE
Jta Environmental Grphics, Jacksonville, FL	169,432	COMPLETE
Bccch-Design-Hotel, Ft Lauderdale, FL	3,243,084	PRECON
Epcot France Creperie, Lake Buena Vista, FL	5,505,951	COMPLETE
Heritage Place At Broward Mall, Plantation, FL	612,451	ACTIVE
Project 256, Lake Buena Vista, FL	16,348,248	COMPLETE
Warren Henry W Broward Auto Ds, Davie, FL	75,000	PRECON
Warren Henry S Dade Auto Dlrsp, Miami, FL	50,000	PRECON
Ice Breaker Roller Coaster, Orlando, FL	9,217,222	COMPLETE
Riptide Race, Orlando, FL	3,823,177	COMPLETE
Bccch-Design Dev Hotel Amend#2, Ft Lauderdale, FL	5,121,225	PRECON
Bccch-Design Dev Conv Ctr Amen, Ft Lauderdale, FL	10,654,952	PRECON
Wellington Bay, Wellington, FL	67,587,831	ACTIVE
BCCCH-Conv Ctr W Exp Utility, Fr Lauderdale, FL	12,398,782	ACTIVE
JIA Terminal Expansion, Jacksonville, FL	1,722,130	PRECON
Bccch-Conv Ctr W Exp Gmp#2, Ft Lauderdale, FL	1,756,668	ACTIVE
Toll Bros Univ City Ph Ii, Sweetwater, FL	80,000,000	PRECON
Universal 904, Orlando, FL	150,000	PRECON
Bccc Dsgn Hotel, Ft Lauderdale, FL	7,252,612	PRECON
Bccc Dsgn Conv Ctr, Ft Lauderdale, FL	12,588,605	PRECON
LeAD Sports And Health Accelerator, Orlando, FL	2,255,637	COMPLETE
Orlando Magic Training Facility, Orlando, FL	50,000,000	ACTIVE
JU Basketball Training Facility, Jacksonville, FL	6,900,000	ACTIVE
Broward County Convention Center Exp & Hotel, Fort Lauderdale, FL	780,000,000	ACTIVE
Tampa Re-entry Facility, Tampa, FL	7,900,000	PRECON
Lake Nona Hotel Garage, Orlando, FL	15,493,526	ACTIVE
Tavistock Office 1C, Orlando, FL	11,200,000	ACTIVE
Icon Marina Village Luxury Apartments, West Palm Beach, FL	110,000,000	ACTIVE
Epcot Project 200 Cow, Orlando, FL	2,923,782	ACTIVE



VOLUME C
A/E CONSULTANTS

C1 ABILITY OF PROFESSIONAL PERSONNEL



C1 ABILITY OF PROFESSIONAL PERSONNEL

Question 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.

As the Design Architect and Architect of Record on the United Campus Partners' ("UCP") team, HOK brings direct experience delivering Class-A high-rise, sustainable civic buildings in South Florida. The design firm is an industry leader in delivering projects under various delivery models including Design-Build and P3, and recently delivered two government projects with key UCP team members, Balfour Beatty Construction (General Contractor) and Plenary Americas (Co-Developer): the Miami-Dade County Civil and Probate Courthouse and the King County Family Justice Center.

HOK Executive Leadership

Jeff Goodale

A/E Project Executive

Jonathan Rae

A/E Principal In Charge

Duncan Kirk

A/E Project Manager

HOK Design Leadership

Bill Hellmuth

Lead Project Designer

Kristine Johnson

Lead Programmer / Planner

Adriana Rojas

Workplace and Interiors Designer

Anica Landreneau

Sustainability / LEED Lead

Travon Price

BIM / Design Technology Manager

A/E Team Qualifications Overview

Executive Leadership of the A/E team includes **A/E Principal in Charge, Jonathan Rae**, who as principal of the Florida Practice has been leading and delivering projects in Florida for over 25 years. Jonathan has direct experience with designing high rise and government projects in south Florida and understands all the key unique criteria involved. Jonathan will commit the needed resources to deliver this project. Jonathan will be supported by **A/E Project Executive Jeff Goodale.** Jeff is a recognized leader in the world of P3 and understands the designer's role in delivering outstanding value for owner's in this delivery method. Jeff has delivered government projects under multiple delivery methods and his focus on fully integrated team collaboration results in optimal outcomes and efficiencies for clients. He has worked with both the UCP Developer and design-builder on multiple projects across the country and the mutual respect and strength of those relationships will provide value to the sponsors.

Duncan Kirk as Project Manager, will manage the A/E team, consultants and deliverables and will serve as the A/E primary point of contact for the sponsors. Duncan brings more than 38 years of experience in the management and direction of multi-disciplinary A/E consultant teams, delivering similar design-build and P3 public projects. He is a member of the technical board guiding HOK's initiatives to achieve great design by means of building science, craft and professional excellence. His experience with large, iconic projects includes the Miami-Dade County Civil and Probate Courthouse and the Howard County Circuit Courthouse allows Duncan to lead this team effectively and efficiently.

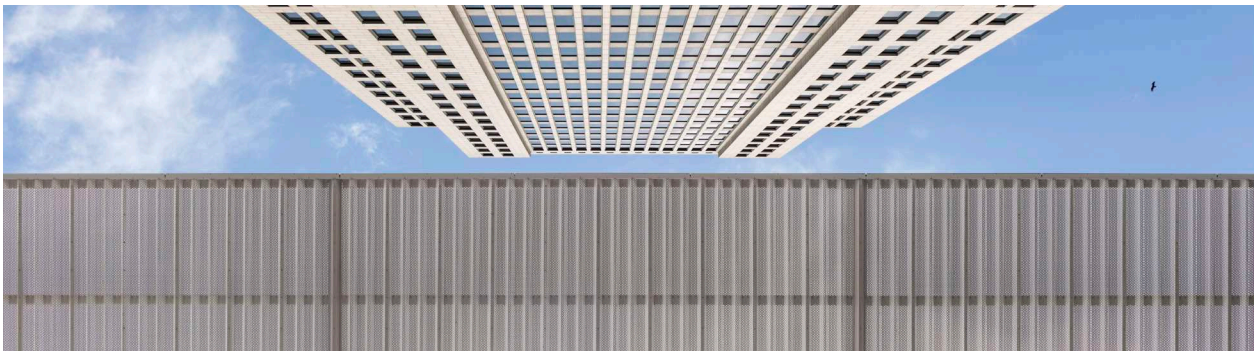
HOK's Chief Executive Officer and Chairman, Bill Hellmuth will serve as Lead Designer on the project. Bill has designed high-rise civic and government buildings around the world that are sustainable, operationally efficient and responsive to regional architecture. Bill served as the design principal on Howard County Circuit Courthouse and Miami-Dade County Civil and Probate Courthouse, both P3 projects, widely recognized as models in the industry, with Duncan, Jonathan, Jeff, and the UCP team. Bill is a resident of the immediate area and fully understands the need for an iconic presence on the Fort Lauderdale skyline as the Sponsor has described.

Lead Programmer and Planner, Kristine Johnson, has been focused on the programming planning and design of civic and federal buildings and understands the critical importance of adjacencies, circulation and security. She will work closely with **Workplace / Interior Designer Adriana Rojas** and **Project Architects Esther Wang (Core & Shell) and Karen Carvalho (Interiors)** to develop floorplans and engage stakeholders in workgroups.

HOK's **Sustainability Lead, Anica Landreneau**, leads HOK's global sustainable design practice, and serves on the national USGBC LEED Advisory Committee, IECC 2024 Code Development Committee and Consultative Council for the National Institute for Building Sciences. Anica will work with the integrated UCP team from the start looking for opportunities for efficiency and design and Engineering solutions to achieve Net Zero Energy and LEED Gold minimum Certification.

Tim Smith leads HOK's security electronics group, and has deep experience implementing security systems and processes for government buildings, including multiple security levels, points of access, public and secure spaces and emergency measures. Tim's expertise and relationships with equipment manufacturers allows him to troubleshoot systems before they are on site, saving time and money for the sponsors.

Travon Price is the BIM/Design Technology Manager with HOK and specializes in integrating BIM on complex projects to communicate design solutions, consultant coordination, and schedule management. Travon will work closely with the UCP technology management to integrate our deliverables.



The HOK leadership team will be supported by a full complement of experts outlined below:

Associate Architect Bermello Ajamil and Partners will support the UCP A/E team by providing Local Project management support, Interior design, Project Coordination, City and municipal planning submittal coordination, Design Approval Requirements, production, specification and Quality Control support as well as community and public engagement with the UCP Community engagement lead. Located in Fort Lauderdale Bermello also will provide transit expertise, having recently designed the Viscaya Metrorail, the Miami International Airport Tri-Rail Station extension, Dolphin park and ride and multiple Port Terminals around the world.

Syska Hennessy Group will be the MEP Engineer for the JGCC project, led by John Bilotta. Syska Hennessy has completed federal courthouses and office buildings, agency headquarters, and US embassies under multiple delivery methods including Design-Build and P3. Syska is also an industry leader in the design of sustainable building systems including LEED Platinum, net zero energy and water performance, and carbon neutrality. They are currently providing MEP/FP and vertical transportation engineering services for the Broward County Convention Center and Hotel Expansion under Balfour Beatty Construction and bridging documents for the Fort Lauderdale GSA courthouse. This experience gives them first-hand knowledge of the local AHJ and how to work with them to successfully deliver projects in Fort Lauderdale. Syska also has an extensive working relationship Balfour Beatty Construction and with HOK to design and deliver federal, county, and local government projects of all types including civic, courthouses, healthcare facilities, airports, commercial buildings and more. Our experiences with these teams and the associated projects allow the best of the design to meet the best of construction.

SLS will provide life safety and code analysis for the project, led by Mike Sheehan. Mike is known throughout the industry for providing this critical service on complex, public and private projects throughout the United States, but particularly in south Florida. Mike is working on our current Miami-Dade Civil and Probate courthouse as well as HOK's Children's and Family courthouse. SLS has extensive experience in southern Florida and Broward County with projects such as the Broward County Convention Center, Broward County Municipal Center, 790 Broward Boulevard, and Broward County Courthouse Complex. SLS will bring value to the team by ensuring code and life safety requirements are met and the overall project approach is in line with local, state, and federal regulations.

DeSimone will be the Structural Engineer and is an industry leader in the practice of high-rise structural engineering. In over 30 years under the leadership of William O'Donnell, the firm has designed some of the most significant projects in Florida. The firm has designed nearly 100 million sf of projects at a value of over $26B in Florida alone. DeSimone's project experience ranges from the tallest building in Florida to healthcare to office buildings to residential towers to resorts. They are designing Broward County's Convention Center Expansion and Miami-Dade County's new Civil and Probate Courthouse with HOK and Plenary. DeSimone is widely recognized as providing the best design, complete documents and exemplary service.

William O'Donnell as Principal-In-Charge and Abdul Mohammad as Project Manager have led our structural engineering team for the P3 delivery of the Miami-Dade Civil Courthouse. This is a challenging building with 21-foot floor to floor heights and a very narrow site five feet away from the Metro Rail tracks. William O'Donnell is the Principal-In-Charge of the Broward County Convention Center Expansion. This is a fast-tracked design-build effort with critical deadlines to support the Fort Lauderdale Boat Show – a major economic driver in Broward County.

S&F Structural Engineers will support DeSimone. S&F's recent Fort Lauderdale experience working on the BC judicial Complex East Wing Wind Mitigation, BC Judicial Center, Edgar Mills Multi-Purpose Government Center and the Ravenswood Bus maintenance Facility will be valuable to the UCP team. S&F Engineers has provided engineering services under a continuing service contract as sub-consultant for Broward County, School Board of Broward County, Broward County Aviation Department, Broward County Sheriff's Office, and was responsible for the modernization of cruise Terminals 4 and 25 at Port Everglades.

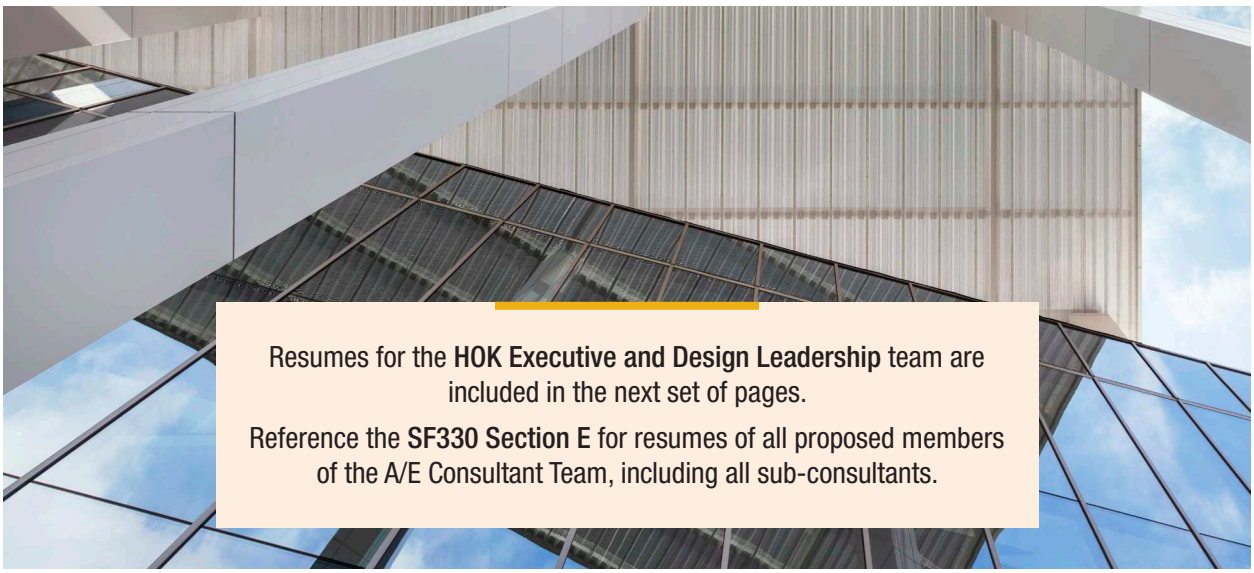
Botek Thurlow Civil Engineers ("BTE") has specialized in private and municipal projects in and for the City of Fort Lauderdale and Broward County for the past 15 years. Their vast high and mid-rise and government project experience in downtown Fort Lauderdale includes both rail and bus transit work. They are intimately familiar with the development and approval processes, design and permitting and construction phase services requirements for these projects, especially in Fort Lauderdale and Broward County.

Curtis + Rogers Landscape Design Studio has extensive local experience with public urban projects for the City of Miami, Broward County, Miami-Dade County, Florida Department of Transportation and others – which have been designed, constructed and delivered on-time and on budget. They design environments using a process that includes understanding of the influences of a physical setting, the history and culture of an area, and from opportunities and constraints that grow from the program.

Waveguide will provide Acoustical consulting for the JGCC project. Waveguide has recent experience delivering projects with HOK, providing full scope acoustical consulting services (sound isolation, acoustical surface finishes and HVAC noise and vibration control) for the University of South Florida Health - Morsani College of Medicine and the Royal Caribbean Headquarters. Waveguide has deep experience designing acoustics for large spaces including performing arts centers and concert halls, courthouses, public chambers and emergency operations centers. They understand the importance of sound mitigation and delivery in public spaces.

Tim Haahs Associates ("THA") will provide Parking Planning and Design. THA has extensive south Florida experience in designing parking structures of all shapes and sizes. THA is currently working on two parking designs for Broward County for expansions at Broward Sheriff's Office and the Fort Lauderdale Police Department. Their extensive parking design experience around the state, includes work for governmental agencies such as Clearwater, Naples, Jacksonville, Miami, Coral Gables, Village of Palmetto Bay, Port Orange and Orlando.

Lerch Bates will provide Vertical Transportation consulting. Lerch Bates are experts in consulting, engineering and technology for the design and management of vertical and horizontal transportation systems, including high rise elevators, commercial elevators, freight elevators, escalators and moving walkways. They provide clear analysis and cost effective recommendations – ranging from code compliance to aesthetic considerations.



Resumes for the **HOK Executive and Design Leadership** team are included in the next set of pages.

Reference the **SF330 Section E** for resumes of all proposed members of the A/E Consultant Team, including all sub-consultants.

JEFF GOODALE AIA, ACA

ROLE ON THE PROJECT: **A/E EXECUTIVE LEADERSHIP**

Years of Experience

30

Education, Credentials and Designations

University of Illinois, Urbana-Champaign; Bachelor of Science, Architecture Studies 1986

Additional Project Experience

- Fort Lauderdale Police Headquarters Needs Assessment, Fort Lauderdale, Florida, Government / Justice
- Lake Correctional Institution In-Patient Health Unit, Clermont, Florida, Government, Justice
- City of Hollywood Police Headquarters, Florida, Government / Justice
- Pasco County Jail Expansion, Land O' Lakes, Florida, Government / Justice

Experience Summary

Jeff Goodale has been engaged in advising and providing projects on a wide variety of project delivery models. Over his 30 years of experience, he's completed projects with traditional design/ bid/ build, design-build, public private partnership, Integrated Project Delivery, LEAN delivery, and hybrids of all of the above. He is recognized as an expert in these subjects by AIA and DBIA and spoken and presented on topics related to these methods. In particular, his latest emphasis has been on the identification and mitigation of risk on all of these methods, identifying cost impacts, and advising on the long term facility management and budget implications of each delivery method, and it's appropriateness for each clients' needs.

Key Individual's Highlights

- ☑ Leader in the world of P3 and understands the designer's role in delivering outstanding value for owner's in this delivery method
- ☑ Delivered government projects under multiple delivery methods and his focus on fully integrated team collaboration results in optimal outcomes and efficiencies
- ☑ Worked with both the UCP Developer and Design-Builder on multiple projects across the country

Project Experience

Miami-Dade County Civil and Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the A/E Principal in Charge on this project, Jeff provided day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

Judge Seymour Gelber and Jude William E. Gladstone Miami-Dade Children's Courthouse | Miami, Florida, USA

Project Description: The 14-story building houses 18 courtrooms and 16 supporting agencies, making it easy for families to access services in one central location. The team created the best possible experience for people who need to use this building. Daylit corridors and generous common spaces display public art. The LEED Gold building's east-west orientation minimizes solar heat gain from the tropical sun while offering spectacular views to Biscayne Bay and the city. **Project Value:** $93.8M; **Project Type:** Government / Civic; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E Principal in Charge on this project, Jeff provides day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

Indianapolis Justice Center | Indianapolis, Indiana, USA

Project Description: This state-of-the-art LEED facility will transform how justice is done while reducing recidivism for the people it serves. The courts tower hovers as a crystalline patterned form, conveying the importance of the judicial system. As a counterpoint, the mental health/detention center sits quietly as a more monolithic background element. An exterior language of precast and glass communicate a sense of permanence and lightness to the overall design. **Project Value:** $571M; **Project Type:** Government / Civic; **Role on the Project:** As the A/E Principal in Charge on this project, Jeff provides day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

San Francisco Public Safety Campus | San Francisco, California, USA

Project Description: Balancing transparency and security, the complex conveys the openness of government through daylight-filled, inviting spaces. The building is designed to blend into the developing neighborhood while establishing a distinct presence befitting a significant civic landmark. Variegated, high-performance glass reinforces transparency in government, filling the building with light and views. The building sits atop a secure concrete plinth base, communicating safety and security to the community. A courtyard connects staff and visitors to the community and nature. **Project Value:** $243M; **Project Type:** Government / Civil; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E Principal in Charge on this project, Jeff provides day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

SAN FRANCISCO PUBLIC SAFETY HEADQUARTERS

JONATHAN RAE AIA, LEED AP

ROLE ON THE PROJECT: **A/E PRINCIPAL IN CHARGE**

Years of Experience

27

Education, Credentials and Designations

- Bachelor of Architecture, Kansas State University, 1994
- Registered Architect: FL (#AR92342)
- LEED Accredited Professional

Additional Project Experience

- Santa Rosa County, Judicial Center, Milton, Florida, Government
- Lee County VA Healthcare Clinic, Fort Myers, Florida, Government
- University of Miami Patricia Louise Frost Music Studios, Miami, Florida, Institutional

Experience Summary

With more than 27 years of architectural experience and regional leadership, Jonathan overseas Tampa's studio operation and marketing efforts as well as serving as Principal-in-Charge on key projects. His professional experience encompasses several market sectors, with a key focus on Corporate and Commercial projects. Key to his success as a studio leader, Jonathan has a unique ability to effectively balance a client's vision and goals with the demands of the budget and schedule, while maximizing efficiencies throughout all phases of a project to build seamless collaborations between all project stakeholders.

Key Individual's Highlights

- ☑ Local Principal that works in South Florida - strong relationships with the local market
- ☑ Over 20 years of experience, including management and direction of multi-disciplinary A/E consultant teams, delivering similar design-build and P3 public projects

Project Experience

Miami-Dade County Civil and Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the Architect of Record on this project, Jonathan was responsible for stamping all drawings, specifications, and construction documents.

Royal Caribbean Headquarters | Miami, Florida, USA

Project Description: HOK is leading the design for the new $300M campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. **Project Value:** $300M; **Project Type:** Corporate; **Project Method:** Design-Bid-Build. **Role on the Project:** As the A/E Principal in Charge on this project, Jonathan provides day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

Tampa International Airport SkyCenter One Office Building | Tampa, Florida, USA

Project Description: As part of a P3 team, HOK was responsible for the design of the SkyCenter One Office Building. The new office building provides a premier workplace in Tampa's active commercial office market. One of the key advantages of the continued development of the Westshore area is easy access to expressways and interstates. **Project Value:** $86M; **Project Type:** Commercial; **Project Method:** P3; **Role on the Project:** As the A/E Principal in Charge on this project, Jonathan provided day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

Mainsail Hotel and Convention Center | Fort Meyers, Florida, USA

Project Description: As part of a P3 effort between the City and Developer, HOK was hired to design the 243-key, 12 story hotel includes meeting spaces, a culinary theater, fitness facilities, and 210 parking spaces. **Project Value:** $55M; **Project Type:** Government / Civic; **Project Method:** P3; **Role on the Project:** As the A/E Principal in Charge on this project, Jonathan provided day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

Confidential Financial Client, New Corporate Campus | Tampa, Florida, USA

Project Description: As part of the firm's corporate growth strategy and to ensure that their real estate footprint reflects their business. To allow the campus to grow incrementally, the master plan was divided into two phases. Each phase will expand the campus by approximately 300,000 square feet and add 2,300 employees—aligning with the corporate growth strategy. **Project Value:** Confidential; **Project Type:** Corporate; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E Principal in Charge on this project, Jonathan provided day to day principal-level oversight, working closely with the design team to optimize project cost, schedule, and vision parameters.

MAINSAIL HOTEL AND CONVENTION CENTER

ROYAL CARIBBEAN HEADQUARTERS

DUNCAN KIRK AIA, LEED GA, NCARB

ROLE ON THE PROJECT: **A/E PROJECT MANAGER**

Years of Experience

38

Education, Credentials and Designations

- Bachelor of Architecture, University of Idaho, 1982
- Registered Architect: FL (#AR100858), DC, KY, MD, NC, PA, VA
- LEED Green Associate
- NCARB Certified

Additional Project Experience

- GSA, Nuclear Regulatory Commission, Rockville, Maryland, Government
- National Recognizance Organization Office Complex, Chantilly, Virginia, Corporate
- Porsche Cars Noth America Experience Center and Headquarters, Atlanta, Georgia, Corporate

Experience Summary

Duncan Kirk brings 38 years of architectural experience to the office. As a Senior Principal for the firm, he specializes in the leadership of HOK's largest government office projects. Duncan is particularly experienced in working with HOK's largest government and developer clients and consistently completes projects within budget and schedule parameters. As Technical Principal, he is a member of the firm wide Project Delivery Board and is part of the senior management of the Washington DC and Atlanta Offices. He has overall responsibility for the technical quality of contract documents and construction administration.

Key Individual's Highlights

- ☑ Over 38 years of experience in the management and direction of multi-disciplinary A/E consultant teams, delivering similar design-build and P3 public projects.
- ☑ Member of the technical board guiding the firm's initiatives to achieve great design by means of building science, craft and professional excellence.
- ☑ Experience with large, iconic projects, understands the business of managing the project.

Project Experience

Miami-Dade Civil & Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the A/E Project Manager on this project, and primary day-to-day contact for the A/E team, Duncan was responsible for overall coordination of design activities and deliverables.

Constitution Square Mixed-Use Development, Office Buildings I, II, III, IV | Washington, DC, USA

Project Description: Covering a full city block just north of Union Station and the US Capitol Building, this office, residential and retail development has a commanding presence in Washington, DC's vibrant NoMa neighborhood. Four 12-story, LEED Platinum office buildings anchor the transit-oriented, pedestrian-friendly development and include below-grade parking. Constitution Square was the first commercial mixed-use project in DC to earn LEED for Neighborhood Development certification. **Project Value:** $350M; **Project Type:** Government; **Project Method:** Design-Build; **Role on the Project:** As the A/E Project Manager on this project, Duncan was the primary day-to-day contact for the A/E team, responsible for the overall coordination of design activities and deliverables.

Royal Caribbean Headquarters | Miami, Florida, USA

Project Description: HOK is leading the design for the new $300 million campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. **Project Value:** $300M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E Project Manager on this project, Duncan was the primary day-to-day contact for the A/E team, responsible for the overall coordination of design activities and deliverables.

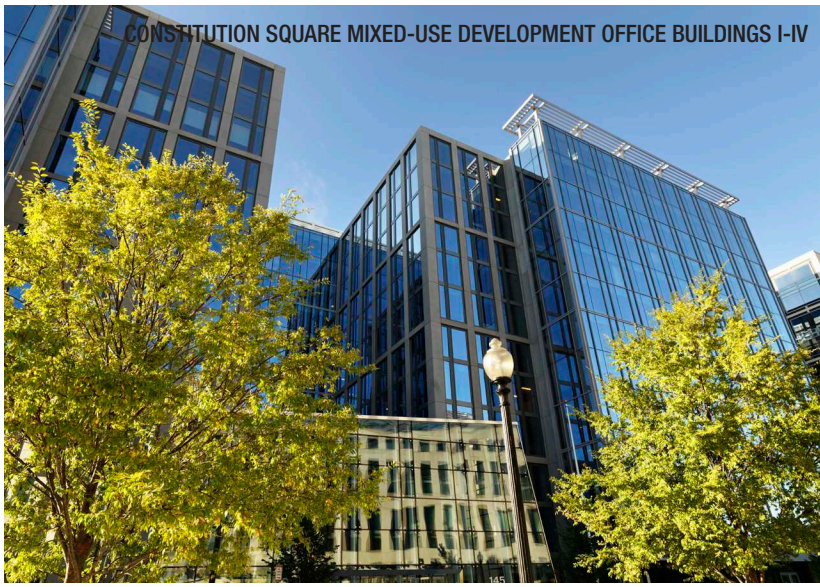
Howard County Circuit Courthouse | Columbia, Maryland, USA

Project Description: This project is the second availability-payment structured municipal public-private partnership (P3) to reach financial close in the US. This new world-class facility features space for the State's Attorney, Sheriff, local Bar Association, Public Defender, Clerk of Courts, office space, and courtrooms for six judges, jury assembly area, a cafeteria, and fitness center, and an adjacent 691-space parking garage. Durable high-quality system design ensures its useful life goes beyond the 30-year contract. **Project Value:** $150M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the A/E Project Manager on this project, Duncan was the primary day-to-day contact for the A/E team, responsible for the overall coordination of design activities and deliverables.

US Coast Guard Headquarters | Washington, DC, USA

Project Description: HOK provided landscape architecture and interior design services for the Coast Guard's LEED Gold headquarters, an 11-story project commissioned by GSA. At the time of completion, the design-build project was the largest project delivered for GSA. **Project Value:** $646.5M; **Project Type:** Government; **Project Method:** Design-Build; **Role on the Project:** As the A/E Project Manager on this project, Duncan was the primary day-to-day contact for the A/E team, responsible for the overall coordination of design activities and deliverables.


MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE


CONSTITUTION SQUARE MIXED-USE DEVELOPMENT OFFICE BUILDINGS I-IV

WILLIAM K. HELLMUTH FAIA, LEED AP BD+C

ROLE ON THE PROJECT: **LEAD PROJECT DESIGNER**

Years of Experience

46

Education, Credentials and Designations

- Master of Architecture, Princeton University, 1977
- Bachelor of Architecture, University of Virginia, 1975
- Registered Architect: DC, MD, NY, VA
- LEED Accredited Professional

Additional Project Experience

- GSA, Social Security Administration Headquarters, Alabama, Government
- US EPA Headquarters, Research Triangle Park, North Carolina
- GSA, Alfred A. Arraj US Courthouse, Denver, Colorado, Government / Civic
- GSA, Nuclear Regulatory Commission, Rockville, Maryland, Government
- GSA, National Cancer Institute, Rockville, Maryland, Government
- Greenland Dalian Tower, China, Corporate / Commercial

Experience Summary

Bill is HOK's Chairman and CEO and the design principal for the Washington, DC office. Bill is a Senior Fellow of the Design Futures Council, a member of the Delos Advisory Board and a GSA Design Excellence Peer. Bill has been widely recognized for his innovative design and ability to create exciting spaces that meet a client's aesthetic and functional needs. Bill has designed high-rise civic and government buildings around the world that are sustainable, operationally efficient and responsive to regional architecture.

Key Individual's Highlights

- ☑ Sets the vision and leads the design to ensure all elements are consistant with the goals of the sponsors
- ☑ Over 45 years of experience in the management and direction of multi-disciplinary A/E consultant teams, delivering similar design-build and P3 public projects
- ☑ GSA Design Excellence Peer, Senior Fellow of the Design Futures Council, and Member of the Delos Advisory Board

Project Experience

Miami-Dade County Civil and Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the Lead Project Designer on this project, Bill was responsible for setting the overall vision, and ensuring quality of design through all phases of the project.

One Reston Town Center | Reston, Virgina, USA

Project Description: HOK served as the lead architect for this new 420,000 square feet trophy office tower. At a grand 330-foot height, the tower will punctuate the growing Reston skyline, 125 feet taller than anything around it, offering stunning panoramic views extending from downtown Washington, DC to the Blue Ridge Mountains. The project also includes a six-level, 1,275-space parking garage and a 35-foot tall glass screen for wind protection on the rooftop terrace. 1760 Reston Parkway considers the environment at all levels—the wavy facades and landscaped plazas engage pedestrians on the ground, and the sleek glass exterior makes an impressive impact on the skyline. **Project Value:** $260M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Lead Project Designer on this project, Bill was responsible for setting the overall vision, and ensuring quality of design through all phases of the project.

Abu Dhabi National Oil Company (ADNOC) Headquarters | Abu Dhabi, UAE

Project Description: The new headquarters for ADNOC symbolizes the company's importance in the UAE. Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies. The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. **Project Value:** $405.9M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Lead Project Designer on this project, Bill was responsible for setting the overall vision, and ensuring quality of design through all phases of the project.

Constitution Square Mixed-Use Development, Office Buildings I, II, III, IV | Washington, DC, USA

Project Description: Covering a full city block just north of Union Station and the US Capitol Building, this office, residential and retail development has a commanding presence in Washington, DC's vibrant NoMa neighborhood. Four 12-story, LEED Platinum office buildings anchor the transit-oriented, pedestrian-friendly development and include below-grade parking. Constitution Square was the first commercial mixed-use project in DC to earn LEED for Neighborhood Development certification. **Project Value:** $350M; **Project Type:** Government; **Project Method:** Design-Build; **Role on the Project:** As the Lead Project Designer on this project, Bill was responsible for setting the overall vision, and ensuring quality of design through all phases of the project.

Howard County Circuit Courthouse | Columbia, Maryland, USA

Project Description: This project is the second availability-payment structured municipal public-private partnership (P3) to reach financial close in the US. Durable high-quality system design ensures its useful life goes beyond the 30-year contract. **Project Value:** $150M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the Lead Project Designer on this project, Bill was responsible for setting the overall vision, and ensuring quality of design through all phases of the project.


ONE RESTON TOWN CENTER


ADNOC HEADQUARTERS

KRISTINE JOHNSON AIA, LEED AP, NCARB

ROLE ON THE PROJECT: **LEAD PROGRAMMER & PLANNER**

Years of Experience

20

Education, Credentials and Designations

- Bachelor of Architecture, Design, Clemson University, 2000
- Registered Architect: FL (#AR99774), MD, WI, IN
- LEED Accredited Professional
- NCARB Certified

Additional Project Experience

- GSA Region 3 IDIQ, Various Locations, Government
- Roybal Federal Office Building & Spring Street Courthouse Expansion Study, Los Angeles, California, Government / Civic
- Berkeley County Commission, Berkeley County Judicial Center, and Government Campus, Martinsburg, West Virginia
- Administrative Office of the US Courts, Various Locations, Civic / Government
- Montgomery County Judicial Center Annex and Renovation, Rockville, Maryland, Civic / Government

Experience Summary

Kristine has two decades of programming, planning, and design experience in the government sector. Her experience with government building types includes government office buildings, courthouses, correctional facilities, FBI Academy, public safety facilities, SCIFs, and American embassies. She focuses on engaging the stakeholders to understand the organization's operations and maximize efficiencies.

Key Individual's Highlights

- ☑ Two decades of experience in the programming and planning of next generation government facilities, including design-build and P3 public projects
- ☑ Works together with clients and project teams to maximize design and efficiency in all types of civic, government, and justice projects

Project Experience

Miami-Dade County Civil and Probate Courthouse Owner's Representative* | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the Courts Lead / Peer Review Kristine acted on behalf of the Owner to protect the County's interests during the project.

** Experience as Owner's Rep is prior to joining HOK*

Broward County Judicial Complex | Fort Lauderdale, Florida, USA

Project Description: Prior to joining HOK, Kristine was a part of the A/E team to deliver the new campus, which includes a county office building, the County jail, three courthouse buildings, an energy center and a parking garage. The new 740,000 square feet court building, will occupy a 1.55-acre portion of the campus, and will be 20-stories high and feature 74 courtrooms and hearing rooms, as well as office space for several government agencies. The courthouse will feature state-of-the-art technology, including extensive audio-visual and evidence presentation systems for the courtrooms and office spaces. Security will be enhanced through the use of CCTV, card access, duress devices (push buttons) and entry screening security systems. Designed for LEED Gold certification, the courthouse includes energy reductions up to 22 percent, water-use savings up to 30 percent, recycling up to 75 percent of construction waste, and the use of low VOC materials and finishes. **Project Value:** $197M; **Project Type:** Government / Civic; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Courts Architect, Kristine supported the project team during construction administration, served as a project executive for later phases of renovation.

Maricopa County Criminal Court Tower | Phoenix, Arizona, USA

Project Description: Prior to joining HOK, Kristine was a part of the A/E team to deliver the new 725,000 square feet, 16-story high-rise courts tower that will provide 32 criminal courtrooms, including 16 standard or large trial courtrooms and 16 courtrooms and court sets designed to serve the special requirements of the high-volume and specialty courts that so effectively serve the superior court system today. Design will provide appropriate security; separate circulation for judges, the public, and incustody defendants; public spaces; and holding areas in configurations that accommodate the needs of the Superior Court. The design also includes a new vehicular sallyport and central holding area, campus-wide and building control center, in-custody holding areas with a separate secure circulation system, and a new public entrance. **Project Value:** $260M; **Project Type:** Government / Civic; **Project Method:** CMAR; **Role on the Project:** As the Courts Architect on this project, Kristine worked to understand the spatial impact of current practices and forecasted future impacts to develop a functional facility design that maximized space and fostered efficient workflows.

Montgomery County Department of Public Works and Transportation New Council Building | Rockville, Maryland, USA

Project Description: Prior to joining HOK, Kristine was a part of the A/E team to provide the programming, planning, and concept design of the new Council Office Building (COB), a 12-story high rise, 261,701 square feet building with a mechanical penthouse and two additional parking levels below grade. **Project Value:** $75M; **Project Type:** Government / Civic; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Manager & Project Architect, Kristine was the primary day-to-day contact for the A/E team, responsible for the overall coordination of design activities.

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

BROWARD COUNTY JUDICIAL COMPLEX

ADRIANA ROJAS IIDA, NCIDQ, LEED GA

ROLE ON THE PROJECT: **WORKPLACE/INTERIOR DESIGNER**

Years of Experience

29

Education, Credentials and Designations

- Interior Design Associate of Science, International Academy of Design and Technology, 2003
- Program for Development Managers Institute for Advanced Studies in Business, Caracas, Venezuela,1995
- Bachelor of Architecture, Central University of Venezuela, 1994
- Registered Interior Designer: FL (#ID4874)
- LEED Green Associate
- NCIDQ Certified

Additional Project Experience

- Lake Correctional Institution InPatient Mental Health Unit, Tampa, Florida, Government
- Broward County Courthouse Move Management, Fort Lauderdale, Florida, Government / Civic

Experience Summary

Adriana is director of interiors for HOK's Tampa studio. She has more than 20 years of experience providing design leadership for multidisciplinary projects in the US and abroad. Adriana uses her robust knowledge of interior architecture and workplace design to guide teams in the delivery of projects that exceed client expectations and inspire building occupants.

Key Individual's Highlights

- ☑ Over 20 years of experience providing design leadership in the delivery of next generation government facilities, including design-build and P3 public projects
- ☑ Excels in guiding design efforts on large-scale, multidisciplinary projects while ensuring clients realize the most value from their investments
- ☑ Inside-out approach to planning assessing all design elements to consider how best fit and function

Project Experience

University of South Florida Health Morsani College of Medicine and Heart Institute, | Tampa, Florida, USA

Project Description: This 13-story tower serves as the marquee home of USF Health's medical school and heart institute and an anchor for Tampa's burgeoning downtown waterfront district. It will house more than 1,800 students, faculty, researchers and staff. The facility includes large auditoriums and public assembly space and creates a signature image for the University and College, and enhances outreach and communication with a diverse downtown population. The facility will achieve WELL Certification as part of Tampa's WELL Certified city district, which focuses on improving the way people live by building healthy communities.

Project Value: $189M; **Project Type:** Institutional; **Project Method:** Design-Build; **Role on the Project:** As the Workplace / Interior Designer on this project, Adriana was responsible for the comprehensive workplace solution to include furniture and interiors.

Royal Caribbean Headquarters | Miami, Florida, USA

Project Description: HOK is leading the design for the new $300M campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. **Project Value:** $300M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Workplace / Interior Designer on this project, Adriana was responsible for the comprehensive workplace solution to include furniture and interiors.

Tampa International Airport SkyCenter One Office Building | Tampa, Florida, USA

Project Description: As part of a P3 team, HOK was responsible for the design of the SkyCenter One Office Building. The new office building provides a premier workplace in Tampa's active commercial office market. One of the key advantages of the continued development of the Westshore area is easy access to expressways and interstates. **Project Value:** $86M; **Project Type:** Corporate / Commercial; **Project Method:** P3; **Role on the Project:** As the Workplace / Interior Designer on this project, Adriana was responsible for the comprehensive workplace solution to include furniture and interiors.

Osceola County Research Center Florida Advanced Manufacturing Research Center | Kissimmee, Florida, USA

Project Description: HOK was selected to design a research and incubation facility focused on developing the next generation of universal smart sensors. Bridging the Innovation Development Gap will be the home of research aimed at advancing technologies to shape the future of automobiles, surgical devices, home appliances, and many other devices. The goal is to recruit or create the world's first industry-led smart sensor consortium. **Project Value:** $75M; **Project Type:** Government; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Workplace / Interior Designer on this project, Adriana was responsible for the comprehensive workplace solution to include furniture and interiors.

Lake Correctional Institution InPatient Mental Health Unit | Tampa, Florida, USA

Project Description: HOK was selected for the new Mental Health inpatient treatment facility. The inpatient component will serve a population of 550 patients, including a 30 bed infirmary. **Project Value:** $130M; **Project Type:** Government / Justice; Project Method: Design-Bid-Build; **Role on the Project:** As the Workplace / Interior Designer on this project, Adriana was responsible for the comprehensive workplace solution to include furniture and interiors.


USF HEALTH COLLEGE OF MEDICINE AND HEART INSTITUTE


ROYAL CARIBBEAN HEADQUARTERS

ANICA LANDRENEAU

ASSOC. AIA, LEED AP BD+C, WELL AP, FITWELL, BREEAM

ROLE ON THE PROJECT: **SUSTAINABLE DESIGN/LEED COORDINATION**

Years of Experience

15

Education, Credentials and Designations

- Bachelor of Science in Environmental Design, University of Houston, Gerald D. Hines College of Architecture, 2005
- LEED Accredited Professional Building Design + Construction
- WELL AP Certified
- FITWELL Certified
- BREEM Certified

Additional Project Experience

- Constitution Square Mixed-Use Development Office Buildings I-IV, Washington, DC, Government
- One Reston Town Center, Reston, Virginia, Corporate / Commercial
- Royal Caribbean Headquarters, Miami, Florida, Corporate / Commercial
- Howard County Circuit Courthouse, Columbia, Maryland, Government / Civic

Experience Summary

As Director of Sustainable Design at HOK, Anica leads the firm's AIA 2030 commitment toward a carbon-neutral portfolio. Anica is serving her second term on the District of Columbia Green and Energy Codes TAG, authoring high-performance building codes, and is in her second term on the Mayor's Green Building Advisory Council. She serves on the LEED Advisory Committee, the AIA National Codes and Standards Committee and the AIA Blue Ribbon Panel on Codes. She also is on the Consultative Council for the National Institute of Building Sciences and leads HOK's partnerships with BREEAM USA, Delos/International WELL Building Institute and the International Finance Corp EDGE green building program.

Key Individual's Highlights

- ☑ Serves on the Green and Energy Codes TAG, was appointed on the Mayor's Green Building Advisory Council and co-chairs the Building Energy Performance Standard Task Force.
- ☑ Serves on the national USGBC LEED Advisory Committee, IECC 2024 Code Development Committee and Consultative Council for the National Institute for Building Sciences.
- ☑ Senior Fellow of the New Buildings Institute and a member of the AIA's 2021 Board Government Advocacy Committee.
- ☑ Previously served on the AIA Blue Ribbon Panel on Codes, coauthoring Disruption, Evolution, and Change: AIA's Vision for the Future of Design and Construction.
- ☑ With the GSA, she coauthored The New Sustainable Frontier: Principles of Sustainable Development.
- ☑ Anica's testimony before Congress and policy recommendations were included in the Majority Staff Report, Solving the Climate Crisis: The Congressional Action Plan for a Clean Energy Economy and a Healthy, Resilient, and Just America

Project Experience

Miami-Dade Civil Courthouse Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency. **Project Value:** $254M; **Project Type:** Government / Civil; **Project Method:** P3; **Role on the Project:** As the Sustainable Designer on this project, Anica was responsible for the overall sustainable design of the project, ensuring project goals for building performance are met.

University of South Florida Health Morsani College of Medicine and Heart Institute, | Tampa, Florida, USA

Project Description: This 13-story tower serves as the marquee home of USF Health's medical school and heart institute and an anchor for Tampa's burgeoning downtown waterfront district. It will house more than 1,800 students, faculty, researchers and staff. The facility includes large auditoriums and public assembly space and creates a signature image for the University and College, and enhances outreach and communication with a diverse downtown population. The facility will achieve WELL Certification as part of Tampa's WELL Certified city district, which focuses on improving the way people live by building healthy communities. **Project Value:** $189M; **Project Type:** Institutional; **Project Method:** Design-Build; **Role on the Project:** As the Workplace / Interior Designer on this project, Anica was responsible for the comprehensive workplace solution to include furniture and interiors.

Abu Dhabi National Oil Company (ADNOC) Headquarters | Abu Dhabi, UAE

Project Description: The new headquarters for ADNOC symbolizes the company's importance in the UAE. Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies. The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. **Project Value:** $405.9M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Sustainable Designer on this project, Anica was responsible for the overall sustainable design of the project, ensuring project goals for building performance are met.


CONSTITUTION SQUARE MIXED-USE DEVELOPMENT OFFICE BUILDINGS I-IV


ADNOC HEADQUARTERS

ESTHER WANG AIA, LEED AP, NCARB

ROLE ON THE PROJECT: **PROJECT ARCHITECT (CORE & SHELL)**

Years of Experience

29

Education, Credentials and Designations

- Bachelor of Architecture, Tunghai University Taiwan, 1992
- Registered Architect: VA
- LEED Accredited Professional; NCARB Certified

Additional Project Experience

- National Cancer Institute, Rockville, Maryland, Civil Infrastructure
- Washington Dulles International Airport Concourse B Expansion, East Automated People Mover Station, West Automated People Mover Station, and 12 Gate Concourse West Expansion, Chantilly, Virginia, Aviation / Transportation
- National Center of Civic and Human Rights, Atlanta, Georgia, Civic / Cultural

Experience Summary

Esther Wang brings technical design expertise in a variety of projects including commercial office buildings core-and-shell as well as building renovation and repositioning. As project architect, Esther works with clients to understand and meet their needs, provides innovative solutions in problem solving, and conducts technical design service that contribute to projects' success. She maintains expertise in building enclosure design, and is experienced in detailing complicated façade systems for projects both local and overseas.

Key Individual's Highlights

- ☑ Senior level project architect with a strong background in commercial core and shell projects and contemporary knowledge of advanced building technologies, components and suppliers.
- ☑ Over 20 years of experience providing design leadership in the delivery of Class-A high-rise facilities, including design-build and P3 public projects

Project Experience

One Reston Town Center | Reston, Virginia, USA

Project Description: HOK served as the lead architect for this new 420,000 square feet trophy office tower. At a grand 330-foot height, the tower will punctuate the growing Reston skyline, 125 feet taller than anything around it, offering stunning panoramic views extending from downtown Washington, DC to the Blue Ridge Mountains. The project also includes a six-level, 1,275-space parking garage and a 35-foot tall glass screen for wind protection on the rooftop terrace. 1760 Reston Parkway considers the environment at all levels—the wavy facades and landscaped plazas engage pedestrians on the ground, and the sleek glass exterior makes an impressive impact on the skyline.

Project Value: $260M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Esther was responsible for and full documentation coordination with the A/E team.

Royal Caribbean Headquarters | Miami, Florida, USA

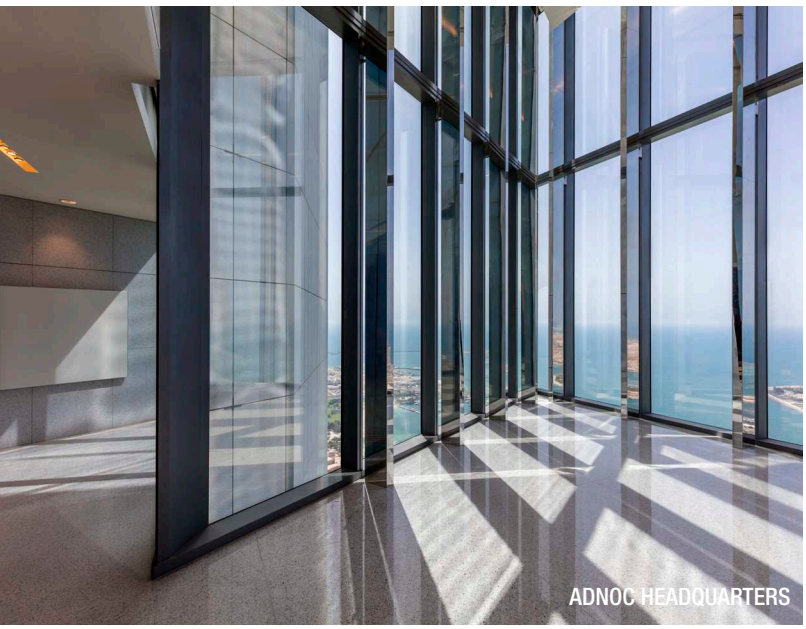
Project Description: HOK is leading the design for the new $300M campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. **Project Value:** $300M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Esther was responsible for and full documentation coordination with the A/E team.

Abu Dhabi National Oil Company Headquarters | Abu Dhabi, UAE

Project Description: The new headquarters for Abu Dhabi National Oil Company ("ADNOC") symbolizes the company's importance in the UAE. Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies. The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. **Project Value:** $405.9M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Esther was responsible for and full documentation coordination with the A/E team.

Porsche Cars North America Experience Center and Headquarters | Atlanta, Georgia, USA

Project Description: HOK's design invites customers, business partners and brand enthusiasts to celebrate every aspect of Porsche. A curvy, 1.6-mile test track shoots through the building's lower levels before vanishing into the courtyard and beyond. Though it is the track that immediately connects visitors to Porsche's legendary heritage, this is more than a testing ground for motor sport enthusiasts. The building also brings together employees from five divisions into one sleek, high-performance workplace. HOK designed the three levels of contemporary, naturally illuminated office space to encourage collaboration and creativity. A 13,000 square feet business center features state-of-the-art conference rooms, event spaces and a driving simulator lab. **Project Value:** Confidential; **Project Type:** Corporate; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Esther was responsible for and full documentation coordination with the A/E team.


ADNOC HEADQUARTERS


ONE RESTON TOWN CENTER

KAREN CAVALHO AIA, IIDA, NCARB, LEED GA

ROLE ON THE PROJECT: **PROJECT ARCHITECT (INTERIORS)**

Years of Experience

22

Education, Credentials and Designations

- Bachelor of Architecture, Virginia Polytechnic Institute and State University, 1997
- Registered Architect: FL (#AR96334), NJ
- Registered Interior Designer: FL (#ID5986)
- LEED Green Associate
- NCARB Certified

Additional Project Experience

- Interiors Contract Work for Humana, Verizon & Farmers, Various Locations, USA, Social Infrastructure

Experience Summary

Karen is an award-winning Architect who brings a fresh view of the design field to HOK Florida. Her expertise includes design development, construction documents and construction administration of projects varying in scope and size. She is a valuable member of the HOK design team. Her technical knowledge has made her an excellent liaison between the consultants, sub-consultants and the clients throughout all phases of the project. In addition to the knowledge and leadership Karen brings to the team in her project management role, she also offers insight and quality control to all corporate master service agreement projects.

Key Individual's Highlights

- ☑ Senior level project architect with a strong background in commercial core and shell projects and contemporary knowledge of advanced building technologies, components and suppliers.
- ☑ Local Principal that works in South Florida - strong relationships with the local market

Project Experience

Royal Caribbean Headquarters | Miami, Florida, USA

Project Description: HOK is leading the design for the new $300 million campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment.

Project Value: $300M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Karen was responsible for and full documentation coordination with the A/E team.

Lake Correctional Institution InPatient Mental Health Unit | Tampa, Florida, USA

Project Description: HOK was selected for the new Mental Health inpatient treatment facility. The inpatient component will serve a population of 550 patients, including a 30 bed infirmary. Project Value: $130M; **Project Type:** Government; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Karen was responsible for and full documentation coordination with the A/E team.

Baycare St. Joseph's Main Inpatient Bed Tower | Tampa, Florida, USA

Project Description: The new tower is approximately 156,000 square feet, which will add 90 private patient beds as well as various support functions. The project also includes minor renovation in the existing hospital basement and levels 1, 2, and 5 where the new tower will connect. In addition, a new elevated conditioned sky-bridge on level-2 will connect the new tower to the existing St. Joseph's Women's Hospital, allowing patient and staff movement between buildings. **Project Value:** $91M; **Project Type:** Institutional; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Karen was responsible for and full documentation coordination with the A/E team.

Confidential Financial Client, Interiors and Workplace | Tampa, Florida, USA

Project Description: As part of the firm's corporate growth strategy and to ensure that their real estate footprint reflects their business. To allow the campus to grow incrementally, the master plan was divided into two phases. Each phase will expand the campus by approximately 300,000 square feet and add 2,300 employees—aligning with the corporate growth strategy. **Project Value:** Confidential; **Project Type:** Corporate; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Karen was responsible for and full documentation coordination with the A/E team.

Interiors Contract Work for Humana, Verizon & Farmers | Various Locations, USA

Project Description: HOK was selected as part of a master services agreement to provide on going services at various locations around the US. These services include renovations of existing spaces and tenant fit-out of shell space. In addition, HOK has been responsible for writing and reviewing design guidelines for each client. **Project Value:** Confidential; **Project Type:** Corporate; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Project Architect (Core & Shell) on this project, Karen was responsible for and full documentation coordination with the A/E team.

ROYAL CARIBBEAN HEADQUARTERS

BAYCARE ST JOSEPH'S MAIN INPATIENT BED TOWER

TIMOTHY SMITH RCDD, RTPM, LEED GA

ROLE ON THE PROJECT: **SECURITY ELECTRONICS DESIGNER**

Years of Experience

37

Education, Credentials and Designations

- DeVry Institute of Technology Technicians Diploma, 1984
- Registered Communications Distribution Designer: US (2003)
- Registered Telecommunications Project Manager: US (2011)
- LEED Green Associate

Additional Project Experience

- Utah Prison Replacement, Salt Lake City, Utah, Government / Justice
- Circleville Justice Correctional Facility, Circleville, Ohio, Government / Justice
- Witchita County Law Enforcement Center, Wichita Falls, Texas, Government / Justice
- Stanislaus County Jail, Modesto, California, Government / Justice
- Blount County Justice Center, Marysville, Tennessee, Government / Justice

Experience Summary

Timothy Smith has more than 33 years of professional experience, and is HOK's Senior Security and Technology Designer. With extensive experience in new construction and renovation projects, his expertise can be utilized in many project applications. His security expertise includes but is not limited to: Network Video Management Systems, Intercom Systems, Perimeter Fence Electronics, Access Control, Staff Duress, Programmable Logic Controls and Graphical User Interface (GUI) Based Security Control Systems. He is credentialed as a Registered Communications Distribution Designer and as a registered Telecommunications Project Manager. His experience with information transport systems ranges from small building distribution systems to large campus distribution systems. Designs applications include: outside plant, ductbank, equipment/ telecommunications room layouts, standards compliant grounding systems, standards compliant raceway systems, riser backbone and horizontal communication cabling systems.

Key Individual's Highlights

- ☑ Delivered government projects under multiple delivery methods and his focus on fully integrated team collaboration results in optimal outcomes and efficiencies
- ☑ brings a unique perspective of the industry having spent time on both sides of the fence as an integrator and a security electronic systems designer

Project Experience

Indianapolis Justice Center | Indianapolis, Indiana, USA

Project Description: This state-of-the-art LEED facility will transform how justice is done while reducing recidivism for the people it serves. The courts tower hovers as a crystalline patterned form, conveying the importance of the judicial system. As a counterpoint, the mental health/ detention center sits quietly as a more monolithic background element. An exterior language of precast and glass communicate a sense of permanence and lightness to the overall design.

Project Value: $571M; **Project Type:** Government / Civic; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Security Systems Designer, Tim was responsible for the design and integration of security systems.

Wayne County Consolidated Justice Center | Detroit, Michigan

Project Description: New comprehensive justice center, replacing older facilities in downtown Detroit. Project includes all new 2,280 bed adult detention center, 160 bed juvenile detention center, 29 courtroom criminal courthouse, Prosecutor's office, sheriff's headquarters and 1,500 parking spaces. New central energy plant with county facility maintenance facilities co-located. Project site is master planned for future additional courthouses. **Project Value:** $500M; **Project Type:** Government / Justice; **Project Method:** Design-Build; **Role on the Project:** As the Security Systems Designer, Tim was responsible for the design and integration of security systems.

Hays County Public Safety Campus | San Marcos, Texas, USA

Project Description: Project includes two significant Justice Facilities – A Public Safety Center that includes a Law Enforcement Center / LEC, a 911 Center, and an Emergency Operations Center / EOC; A major renovation and expansion to the existing jail adding new housing for 192 beds, all new support spaces for 1104 inmates, and a new County Fleet Services building. The design includes all low voltage systems; a security automation system, telecommunications systems and audio visual systems for both facilities. **Project Value:** $106M; **Project Type:** Government / Justice; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Security Systems Designer, Tim was responsible for the design and integration of security systems.

Albert V. Bryan US Courthouse Courtroom Technology Infrastructure | Alexandria, Virginia, USA

Project Description: Prior to joining HOK, Timothy was part of the Dewberry team commissioned with Newcomb & Boyd to design presentation technology upgrades for three courtrooms in the Alexandria Federal Courthouse for high profile trials. The design team conducted conceptual planning meetings to determine what type of audio-visual systems would be used and what modifications would be needed to accommodate the new systems. Dewberry subsequently developed Design Intent drawings that were used to direct the efforts of the Contractor hired to construct the modifications and install the new equipment. **Project Value (Security Systems):** $870,000; **Project Type:** Government / Justice; **Project Method:** Design-Bid-Build; **Role on the Project:** As the Security Systems Designer, Tim was responsible for the design and integration of security systems.

TRAVON PRICE

ROLE ON THE PROJECT: **A/E BIM MANAGER/COORDINATION**

Years of Experience

28

Education, Credentials and Designations

- Associate Degree in Business Maryland Institute of Art, Minor in Organizational Management, 2006

Additional Project Experience

- Constitution Square Office Buildings I, II, III, IV, Washington, DC, Civil Infrastructure
- DC Consolidated Forensics Laboratory, Washington, DC Government / Justice

Experience Summary

Travon Price has over 28 years of experience in the architecture industry, providing project support to architectural staff using AutoCAD/Revit and related software. At HOK, He organizes project specific BIM Coordinators and provide support to project teams,implements Revit and other design software in compliance with HOK BIM standards, participates in firm-wide BIM efforts and maintains current knowledge of BIM and other design software, industry developments in integrated practice, and other applicable techniques.

Key Individual's Highlights

- ☑ Over 20 years of experience providing design technology support to architectural staff in the delivery of Class-A high-rise facilities, including design-build and P3 public projects
- ☑ Part of the project team to deliver the DC Consolidated Forensics Laboratory—recipient of an AIA BIM Award

Project Experience

Miami-Dade County Civil and Probate Courthouse | Miami, Florida, USA

Project Description: The 23-story courthouse respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The sustainable design goals are to provide a healthy work environment, maximize energy efficiency and water conservation, and promote environmental stewardship and climate resiliency.

Project Value: $254M; Project Type: Government / Civil; Project Method: P3; **Role on the Project:** As the A/E BIM Manager on this project, Travon was responsible for implementing Revit and other design software in compliance with BIM standards for the project.

One Reston Town Center | Reston, Virgina, USA

Project Description: HOK served as the lead architect for this new 420,000 square feet trophy office tower. At a grand 330-foot height, the tower will punctuate the growing Reston skyline, 125 feet taller than anything around it, offering stunning panoramic views extending from downtown Washington, DC to the Blue Ridge Mountains. The project also includes a six-level, 1,275-space parking garage and a 35-foot tall glass screen for wind protection on the rooftop terrace. 1760 Reston Parkway considers the environment at all levels—the wavy facades and landscaped plazas engage pedestrians on the ground, and the sleek glass exterior makes an impressive impact on the skyline. **Project Value:** $260M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E BIM Manager on this project, Travon was responsible for implementing Revit and other design software in compliance with BIM standards for the project.

Royal Caribbean Headquarters | Miami, Florida, USA

Project Description: HOK is leading the design for the new $300 million campus featuring an open plan to facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. A basketball court, soccer field and running track will be on top of a 1,450-vehicle parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. **Project Value:** $300M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E BIM Manager on this project, Travon was responsible for implementing Revit and other design software in compliance with BIM standards for the project.

Abu Dhabi National Oil Company Headquarters | Abu Dhabi, UAE

Project Description: The new headquarters for Abu Dhabi National Oil Company ("ADNOC") symbolizes the company's importance in the UAE. Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies. The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. **Project Value:** $405.9M; **Project Type:** Corporate / Commercial; **Project Method:** Design-Bid-Build; **Role on the Project:** As the A/E BIM Manager on this project, Travon was responsible for implementing Revit and other design software in compliance with BIM standards for the project.

ONE RESTON TOWN CENTER

ROYAL CARIBBEAN HEADQUARTERS

Question B

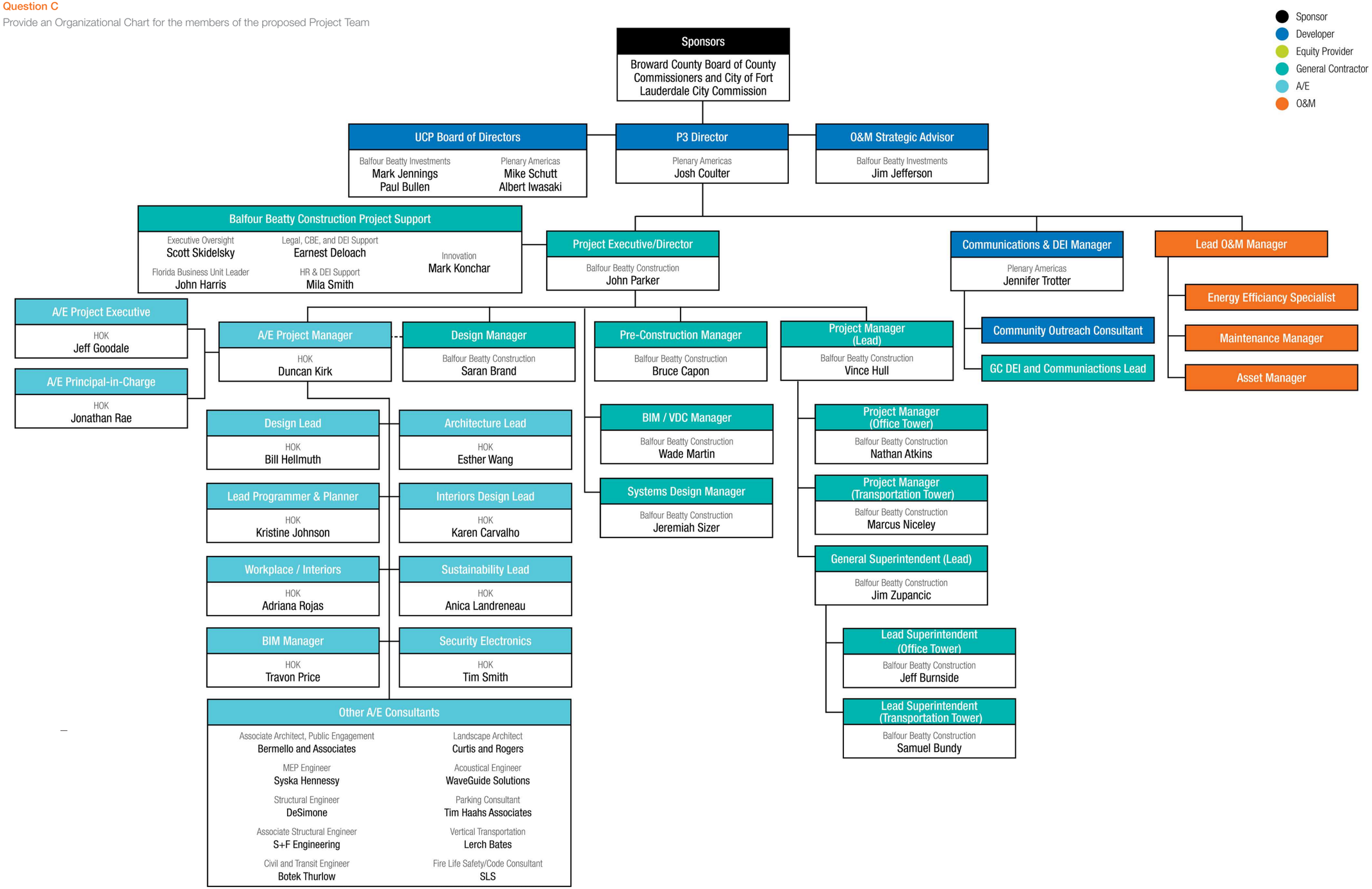
Provide the specific involvement of A/E Consultants key staff and sub-consultants in projects noted in item 3 (Past Performance) below. Identify their role and responsibilities on similar government projects.

1B TEAM PAST PERFORMANCE SNAPSHOT

KEY PERSONNEL (REFERENCE SF330 SECTION E)		EXAMPLE PROJECTS (REFERENCE SF330 SECTION F)									
		01	02	03	04	05	06	07	08	09	10
NAME	ROLE	Miami-Dade County Probate and Civil Courthouse	USF Health Morsani College of Medicine and Heart Institute	One Reston Town Center	Abu Dhabi National Oil Company (ADNOC)	Constitution Square Mixed-Use Development, OB I-IV	Royal Caribbean Headquarters	Miami-Dade Children's Courthouse	Howard County Circuit Courthouse	Indianapolis-Marion County Community Justice Center	San Francisco Public Safety Campus
Jeff Goodale (HOK)	A/E Executive Leadership	●						●		●	●
Jonathan Rae (HOK)	A/E Principal In Charge	●					●				
Duncan Kirk (HOK)	A/E Project Manager	●				●	●		●		
Bill Hellmuth (HOK)	Lead Project Designer	●		●	●	●			●		
Kristine Johnson (HOK)	Lead Programmer & Planner	●									
Adriana Rojas (HOK)	Workplace / Interior Designer		●				●				
Anica Landreneau (HOK)	Sustainability Designer / LEED	●	●	●	●	●	●		●		
Esther Wang (HOK)	Project Architect (Core & Shell)			●	●		●				
Karen Carvalho (HOK)	Project Architect (Interiors)						●				
Tim Smith (HOK)	Electronic Security Designer									●	
Travon Price (HOK)	A/E BIM Manager / Coordination	●		●	●	●	●		●		
DeSimone	Structural Engineering	●									
Curtis & Rogers	Landscape	●									
THA Consulting	Parking						●				
SLS Consulting	Life Safety / Code Analysis	●									

Question C

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



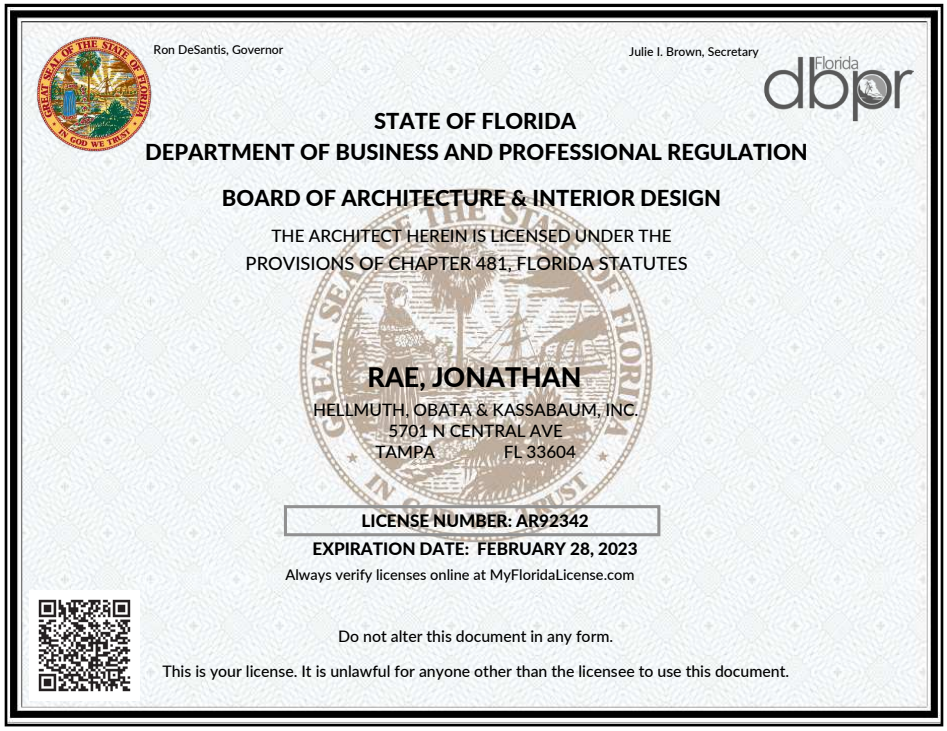
Question D

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.

HOK's firm's license (#AAC001139) is current and HOK is eligible to perform Architecture and Interior Design services: https://www.myfloridalicense.com/LicenseDetail.asp?SID=&id=E58D55F0161593E5E631FC6B3A1D83C0

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 are included here and in the pages to follow.

▼ JONATHAN RAE - A/E PRINCIPAL IN CHARGE



Ron DeSantis, Governor

Julie I. Brown, Secretary

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RAE, JONATHAN

HELLMUTH, OBATA & KASSABAUM, INC.
5701 N CENTRAL AVE
TAMPA FL 33604

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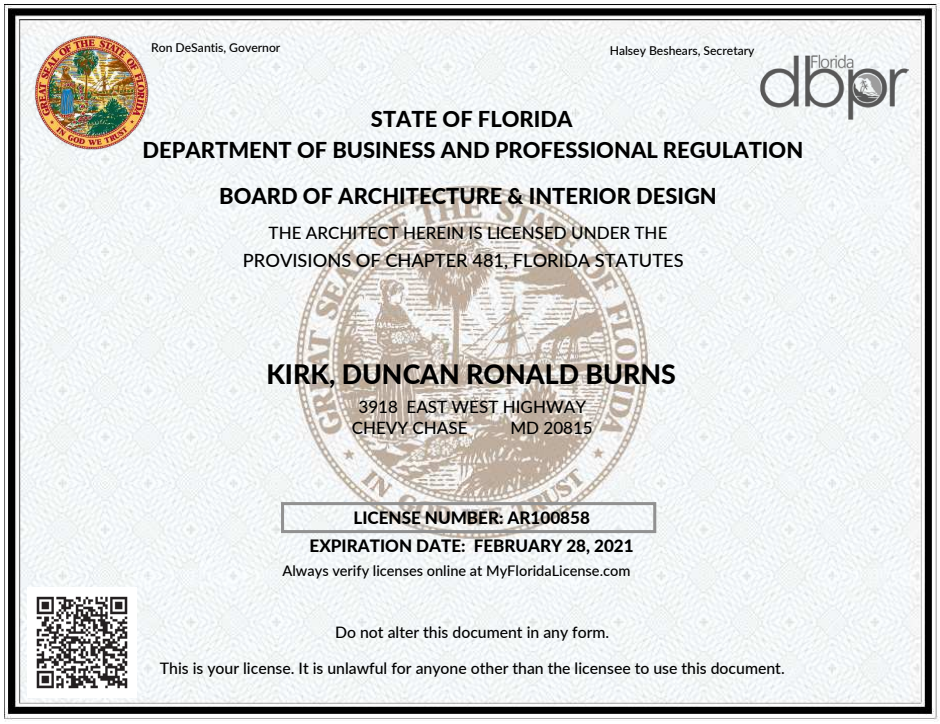
▼ DUNCAN KIRK - A/E PROJECT MANAGER



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KIRK, DUNCAN RONALD BURNS

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CHEVY CHASE MD 20815

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▼ KRISTINE JOHNSON - LEAD PROGRAMMER & PLANNER

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JOHNSON, KRISTINE BISHOP

6955 JEREMIAH COURT
MANASSAS VA 20111

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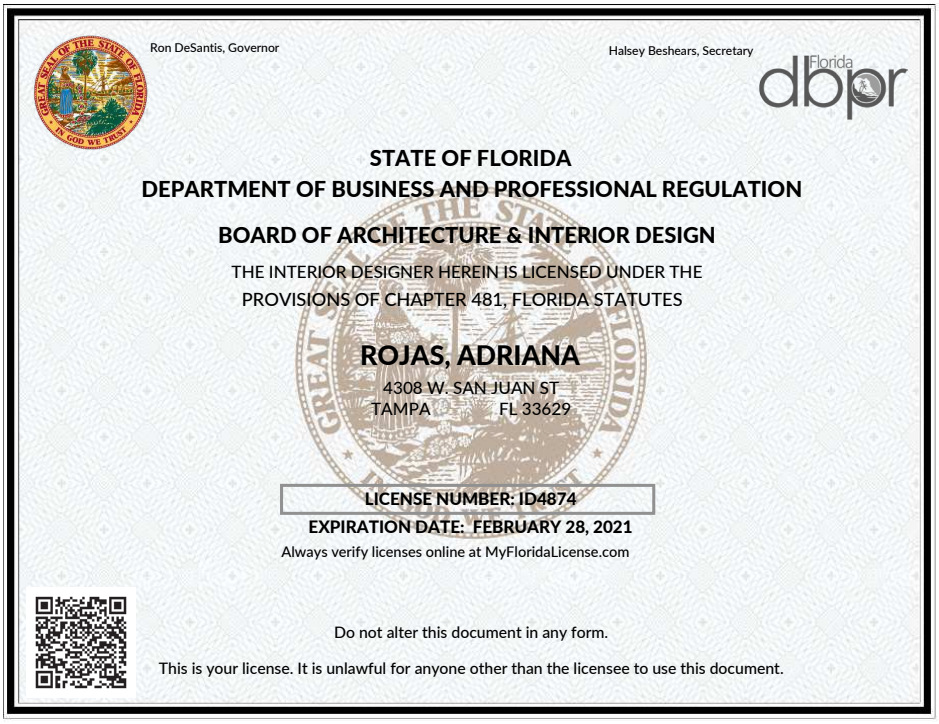
▼ ADRIANA ROJAS - WORKPLACE / INTERIOR DESIGNER



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ROJAS, ADRIANA

4308 W. SAN JUAN ST
TAMPA FL 33629

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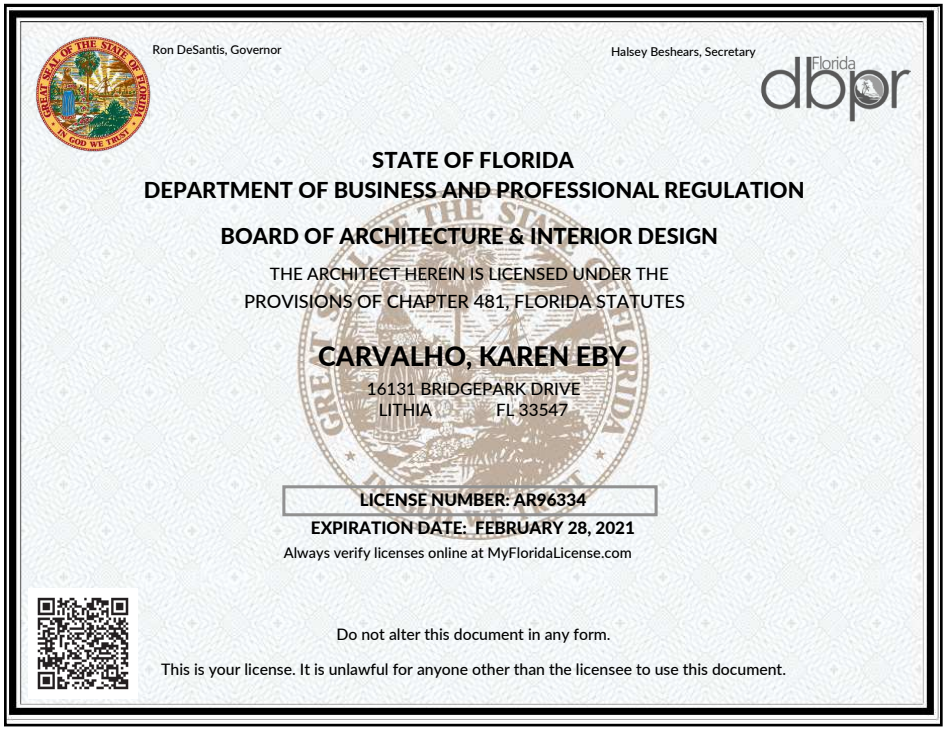
▼ KAREN CARVALHO - PROJECT ARCHITECT (INTERIORS)



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CARVALHO, KAREN EBY

16131 BRIDGEPARK DRIVE
LITHIA FL 33547

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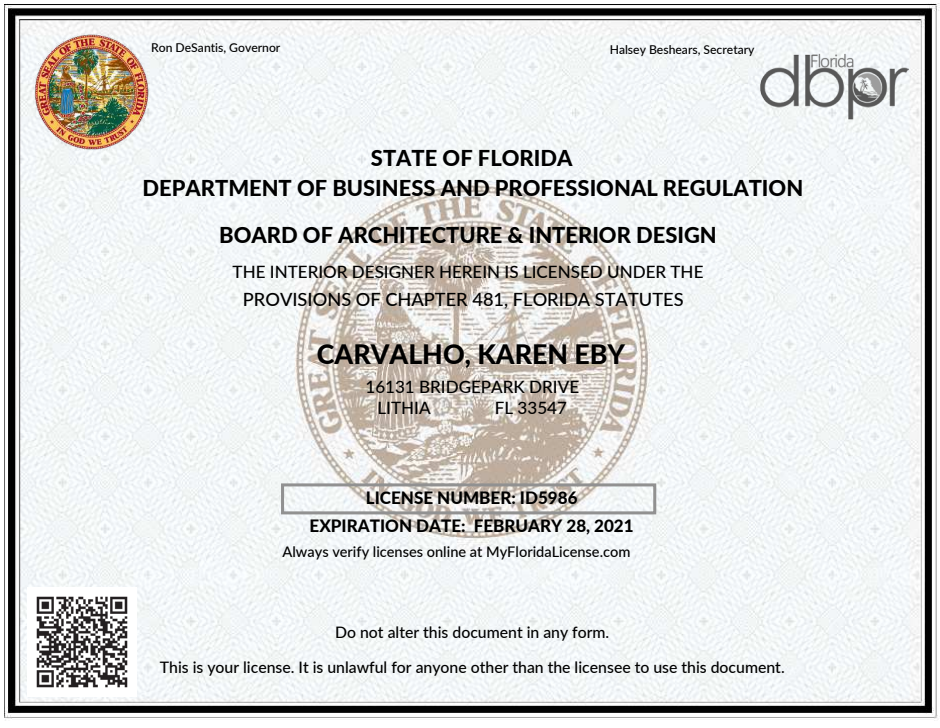
▼ KAREN CARVALHO - PROJECT ARCHITECT (INTERIORS)



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CARVALHO, KAREN EBY

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▼ SAUL SUAREZ - LOCAL PROJECT ARCHITECT / CONSTRUCTION ADMINISTRATION

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SUAREZ, SAUL G

2601 S BAYSHORE DR 10TH FLOOR
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LICENSE NUMBER: AR0006878
EXPIRATION DATE: FEBRUARY 28, 2023

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▼ EVAN STEFAS - LEAD MECHANICAL ENGINEER

Licensee Details

Licensee Information

Name:	**STEFAS, EVANGELOS (Primary Name)**
Main Address:	**2035 N CRANBROOK AVE** **SAINT AUGUSTINE Florida 32092**
County:	**ST. JOHNS**
License Mailing:	
LicenseLocation:	

License Information

License Type:	**Professional Engineer**
Rank:	**Prof Engineer**
License Number:	**75946**
Status:	**Current,Active**
Licensure Date:	**04/29/2013**
Expires:	**02/28/2023**

Special Qualifications	**Qualification Effective**
Mechanical	**04/29/2013**

Alternate Names

▼ JAY LANE - LEAD ELECTRICAL ENGINEER

Licensee Details

Licensee Information

Name:	**LANE, JAY JOSEPH (Primary Name)**
Main Address:	**906 RUDDER RD** **NONE** **NONE** **JACKSONVILLE Florida 32233-2912**
County:	**DUVAL**
License Mailing:	**906 RUDDER RD.** **ATLANTIC BEACH FL 32233**
County:	**DUVAL**
LicenseLocation:	

License Information

License Type:	**Professional Engineer**
Rank:	**Prof Engineer**
License Number:	**71396**
Status:	**Current,Active**
Licensure Date:	**06/25/2010**
Expires:	**02/28/2023**

Special Qualifications	Qualification Effective
Electrical & Computer	**06/11/2009**
Advanced Building Code Course Credit	**10/22/2018**

▼ WILLIAM O'DONNELL - STRUCTURAL PRINCIPAL IN CHARGE

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SPECIAL INSPECTOR NUMBER: 1176

O'DONNELL, WILLIAM ROBERT

800 BRICKELL AVENUE
6TH FLOOR
MIAMI FL 33131

LICENSE NUMBER: PE54759

EXPIRATION DATE: FEBRUARY 28, 2023

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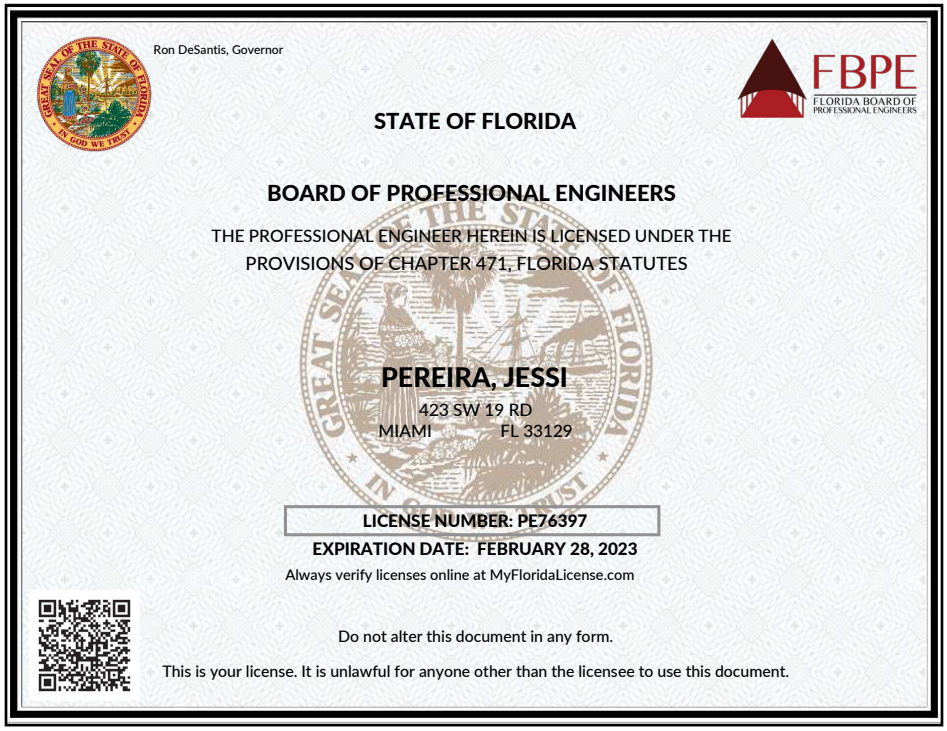
▼ JESSI PEREIRA - STRUCTURAL PROJECT MANAGER



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PEREIRA, JESSI
423 SW 19 RD
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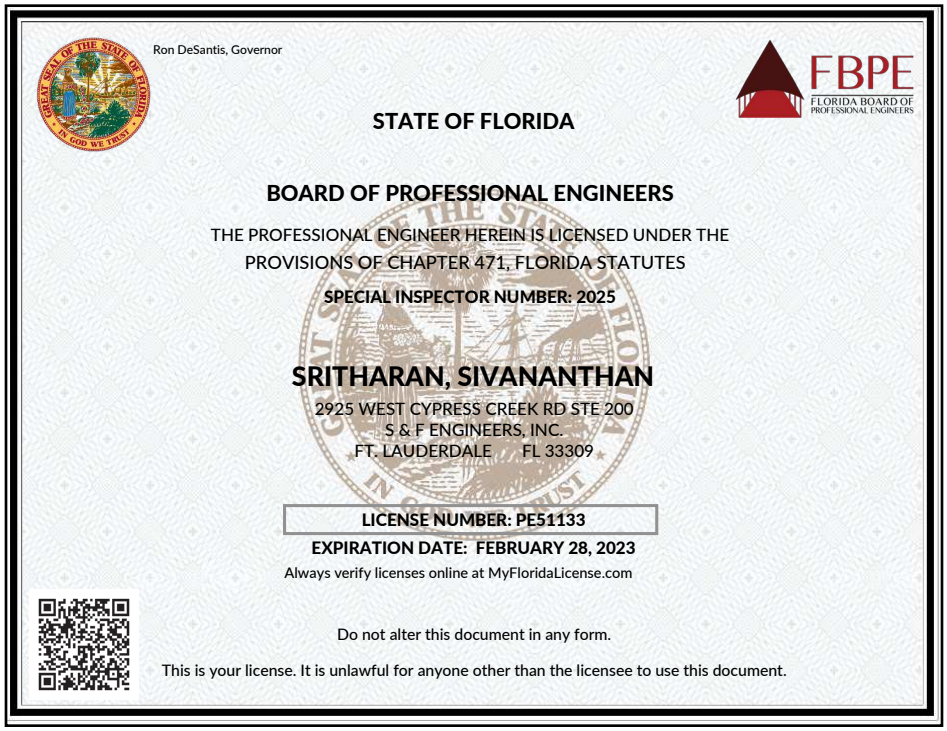
▼ SIVANANTHAN SRITHARAN - STRUCTURAL ENGINEER



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SPECIAL INSPECTOR NUMBER: 2025

SRITHARAN, SIVANANTHAN
2925 WEST CYPRESS CREEK RD STE 200
S & F ENGINEERS, INC.
FT. LAUDERDALE FL 33309

LICENSE NUMBER: PE51133
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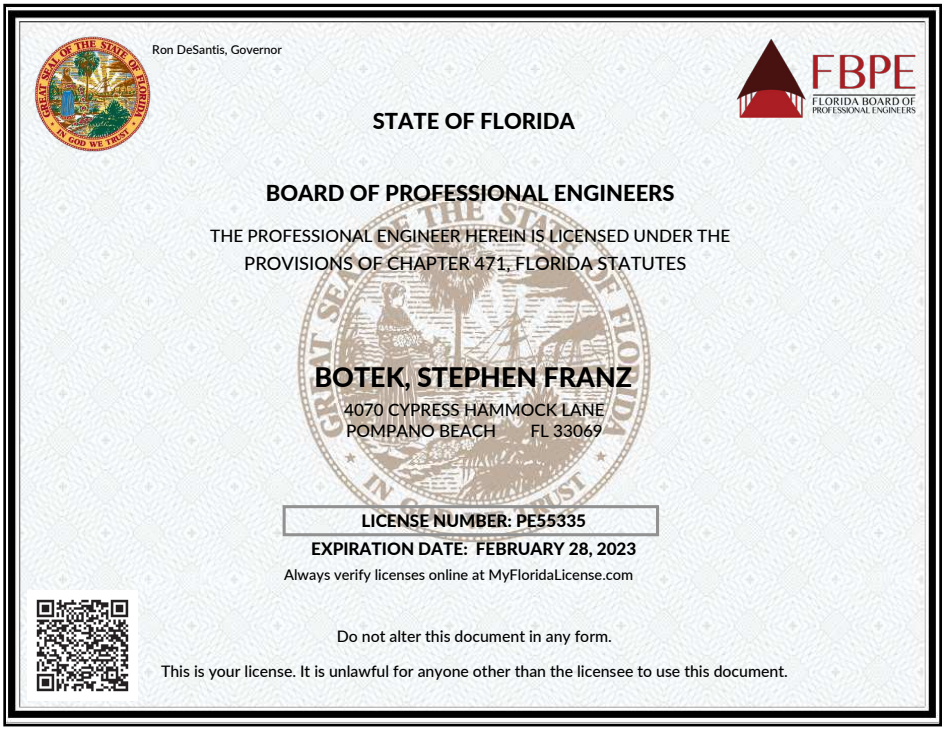
▼ STEPHEN BOTEK - LEAD CIVIL ENGINEER



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BOTEK, STEPHEN FRANZ

4070 CYPRESS HAMMOCK LANE
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▼ AIDA CURTIS - LANDSCAPE PRINCIPAL IN CHARGE

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CURTIS, AIDA MARIA

7901 SW 58 AVE
MIAMI FL 33143

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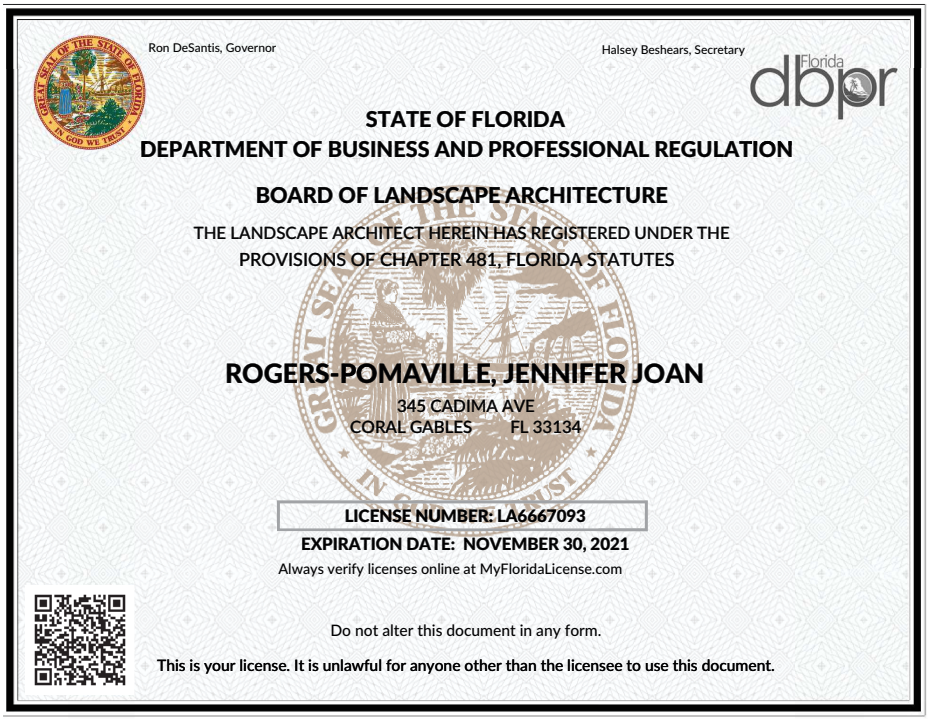
▼ JENNIFER ROGERS-POMAVILLE - LANDSCAPE PROJECT MANAGER



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ROGERS-POMAVILLE, JENNIFER JOAN

345 CADIMA AVE
CORAL GABLES FL 33134

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▼ JAVIER SANCHEZ - PARKING PROJECT MANAGER

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SANCHEZ, JAVIER OCTAVIO

TIMOTHY HAAHS & ASSOCIATES INC
3601 SENTINEL DRIVE
HYATTSVILLE MD 20782

LICENSE NUMBER: AR94353
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▼ MICHA/EL LAGANA - VERTICAL TRANSPORTATION PROJECT MANAGER

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND
PROFESSIONAL REGULATION

ELC832 ISSUED: 04/21/2019

ELEVATOR COMPANY
LERCH BATES INC
ELEVATOR COMPANY
REQUIRED TO CARRY OR BE COVERED
BY GENERAL LIABILITY INSURANCE

IS REGISTERED under the provisions of Ch.399 FS.
Expiration date : DEC 31, 2019 L1904210000001

▼ MICHA/EL SHEEHAN - LIFE SAFETY / CODE PROJECT MANAGER

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SHEEHAN, MICHAEL PATRICK

260 PALEMO AVE
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Question 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.

United Campus Partners ("UCP") Life Safety and Code expert SLS has worked on more than 50 projects in the City of Fort Lauderdale and is actively engaged in a number of large complex projects. The approval process in the City of Fort Lauderdale is very transparent and the Building and Fire Departments are both very easy to work with and are active stakeholders early in the design process through the very end of a project. There are a number of different permitting strategies which can be utilized as well as Private Provider options to support a project along with multiple methods to finish a project whether it's a TCO, a PCO or a CO.

SLS understands that John Travers is the Building Official and Chief Lucas is the Fire Marshal, but will primarily participate through representation of Captain Bruce Strandhagen. There are outside agencies that do participate in the approval process, including but not limited to Broward County Elevator Department and ORCAT for public safety communications.

SLS Consulting has worked on more than 500 projects across all counties in South Florida. SLS has a direct relationship with all Fire Marshals and Building Commissioners in these counties including Broward County. The SLS team consists of licensed fire protection engineers, mechanical engineers, chemical engineers, registered architects, code development professionals, former fire department officers, and construction personnel. Many of SLS team members currently sit on National Fire Protection Association ("NFPA") committees and the Chief Development Officer spent a 34 year career as the Director of NFPA's Built Environment Codes and Fire Protection Systems group. SLS has extensive knowledge of and experience with the Florida Building Code and its accessibility requirements.

The management process will include the following:

- Establish early contact and relationships with the AHJ, to describe the project, and outline schedule and permitting goals.
- Subsequent meetings with designated department heads to develop permit strategy specific to the new JGCC teams.
- Meet with Fire Marshal and City of Fort Lauderdale reviewers to expand on project scope and Life Safety approach.
- Regular meetings with permitting entities' management personnel to ensure compliance with protocol and policy for permit package, review and track permit progress, and identify upcoming priority packages.
- Work closely with the general contractor to ensure permit packages and schedules are coordinated with upcoming construction schedule permit requirements.
- Participate in community meetings led by the UCP team to keep community stakeholders informed of the project development and campus upgrades.

Question 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.

HOK brings decades of experience in the programming, design, and construction of Class-A high-rise commercial or government building projects accommodating over 1500 occupants and over 500,000 square feet in size. They design places that are as intelligent and sustainable as they are beautiful. These buildings also are memorable—whether viewed from a distance or up close. When all of this comes together in a design, there's an overwhelming feeling that everything is right. Evidence of completed projects are included below.

▼ MIAMI-DADE COURTHOUSE

▼ ADNOC HEADQUARTERS

▼ ONE RESTON TOWN CENTER

▼ BARCLAYS WORLD HEADQUARTERS

▼ CENTRAL BANK OF KUWAIT HEADQUARTERS

▼ GREENLAND DALIAN EAST HARBOR TOWER

1A CLASS-A HIGH RISE EXPERIENCE SNAPSHOT

SF330 SECTION F #	PROJECT NAME	LOCATION	$VALUE (CONSTR)	SIZE		COMPLETION	DELIVERY METHOD	LEED CERT. LEVEL	A/E EVALUATION CRITERIA						ADDITIONAL RELEVANCY FACTORS								
				TOTAL SF	HEIGHT				CLASS A OFFICE HIGH-RISE	COMMERCIAL BUILDING	GOVERNMENT BUILDING	MINIMUM 1500 OCCUPANTS	MINIMUM 500,000 SF	TEAM MEMBER PARTICIPATION REFERENCE RESUMES FOR ROLES AND RESPONSIBILITIES (SECTION 1A AND SF330 SECTION E)	COMPLETED WITHIN LAST 10 YEARS	INNOVATIVE / ICONIC DESIGN SOLUTIONS	PUBLIC ASSEMBLY, CHAMBER AREAS / COURTROOMS	PARKING GARAGE	FL BUILDING CODE	TARA / SECURITY CONSIDERATIONS	LIFE SAFETY / IT / LOW VOLTAGE SYSTEMS	HIGH-PERFORMANCE BUILDING STRATEGIES	STAKEHOLDER / COMMUNITY ENGAGEMENT
01	Miami-Dade County Probate and Civil Courthouse PROJECT EVIDENCE ON NEXT PAGE	Miami, FL	$254M	620,000 SF	23 floors, 474 FT	2023	P3	LEED Silver	•		•	•	•	•	•	•	•	•	•	•	•	•	•
04	Abu Dhabi National Oil Company (ADNOC) PROJECT EVIDENCE ON NEXT PAGE	Abu Dhabi, UAE	$405.9M	1,900,000 SF	65 floors, 1,122 FT	2016	Design-Bid-Build	LEED Platinum	•	•		•	•	•	•	•	•	•		•	•	•	•
03	One Reston Town Center	Reston, VA	$210M	840,000 SF	24 floors, 330 FT	2016 (design)	Design-Bid-Build	LEED Gold	•	•		•	•	•	•	•	•	•		•	•	•	•
Barclays World Headquarters		London, England	confid.	1,000,000 SF	30 floors, 498 FT	2004	Design-Bid-Build	BREEM Excellent	•	•		•	•	•	•	•	•	•		•	•	•	•
Central Bank of Kuwait Headquarters		Kuwait City, Kuwait	$406M	807,000 SF	40 floors, 782 FT	2016	Design-Bid-Build		•		•	•	•	•	•	•	•	•		•	•	•	•
Greenland Dalian East Harbor Tower		Dalian, China	--	3,200,000 SF	108 floors, 1929 FT	2015 (design)	Design-Bid-Build		•	•		•	•	•	•	•	•	•		•	•	•	•

1

Example of Completed Project

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

Location: Miami, Florida, USA
Project Size: 620,000 gsf
Project Height: 23-floors, 474 ft
Occupancy: 1500+
Construction Value: $ 254,000,000
Status: Design Complete (2020)
Project Delivery: DBFM
Certification: LEED Silver
Role: Design Architect / Architect of Record

Team Member Participation: HOK (Jeff Goodale, Jonathan Rae, Bill Hellmuth, Duncan Kirk, Kristine Johnson, Anica Landreneau, Travon Price), Plenary, DiSimmone, Curtis + Rogers, SLS Consulting

Project Description

HOK, as part of the Plenary Justice Miami P3 team, was selected to design, construct, operate and maintain a new state of the art, flexible, efficient and cost effective solution to replace the existing civil and probate courts in downtown Miami.

The new 23-story courthouse will be located on a narrow site adjacent to an active commuter rail line. The team was challenged with fitting a large, complex program on the site, while maintaining accessibility and security. The design respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process.

Forty-six courtrooms will be provided in the initial construction project along with a shell floor for build-out of four additional in the future. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth.

The use of typical court floor for development of structural, MEP design and circulation systems makes conversion of any office floor to courts possible. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The court floors stack vertically to make the most efficient use of elevators, stairs and shafts while meeting security and clear span structural requirements.

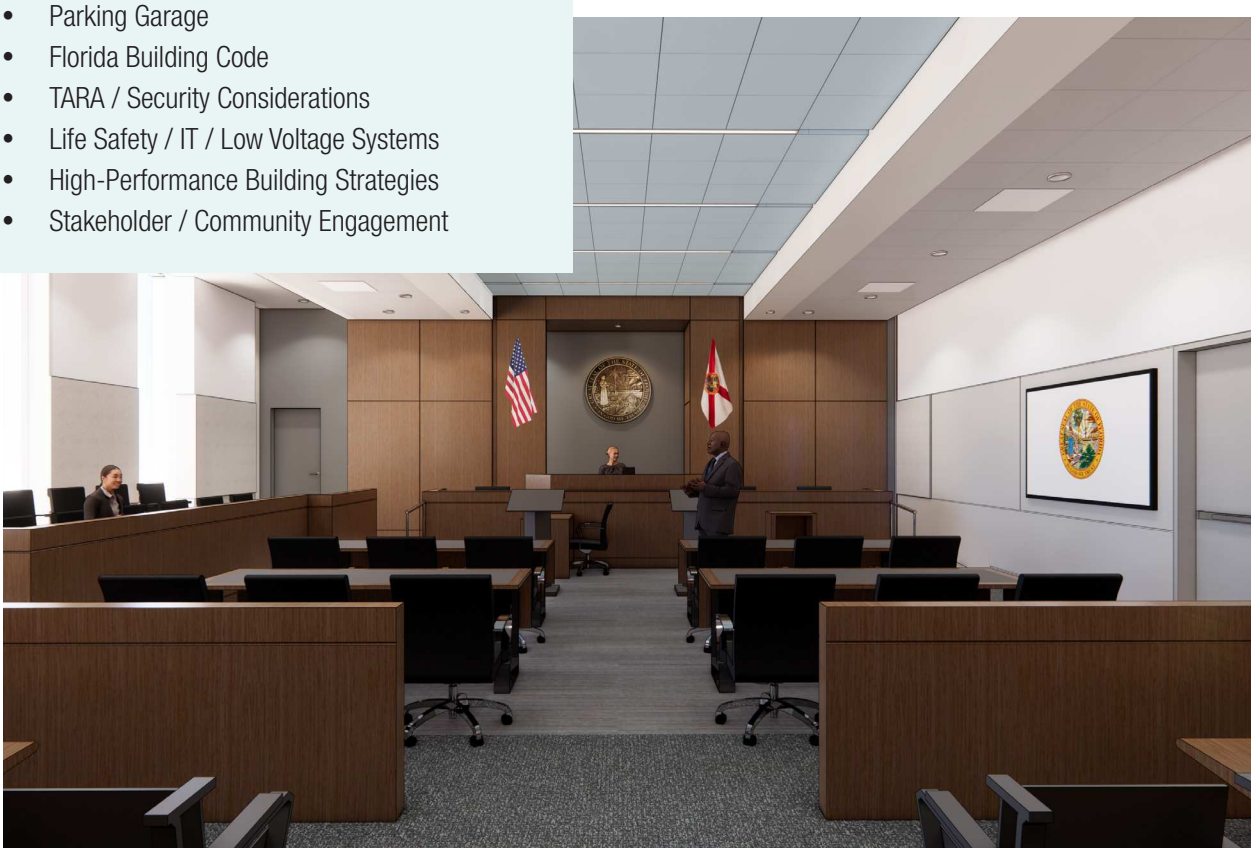
To maximize resource efficiency and reduce the environmental impacts of the design, construction and operation of the project, the design team will select products that reduce the consumption of energy, water, and non-renewable resources, minimizing the pollution resulting from the employment of building technologies and materials.

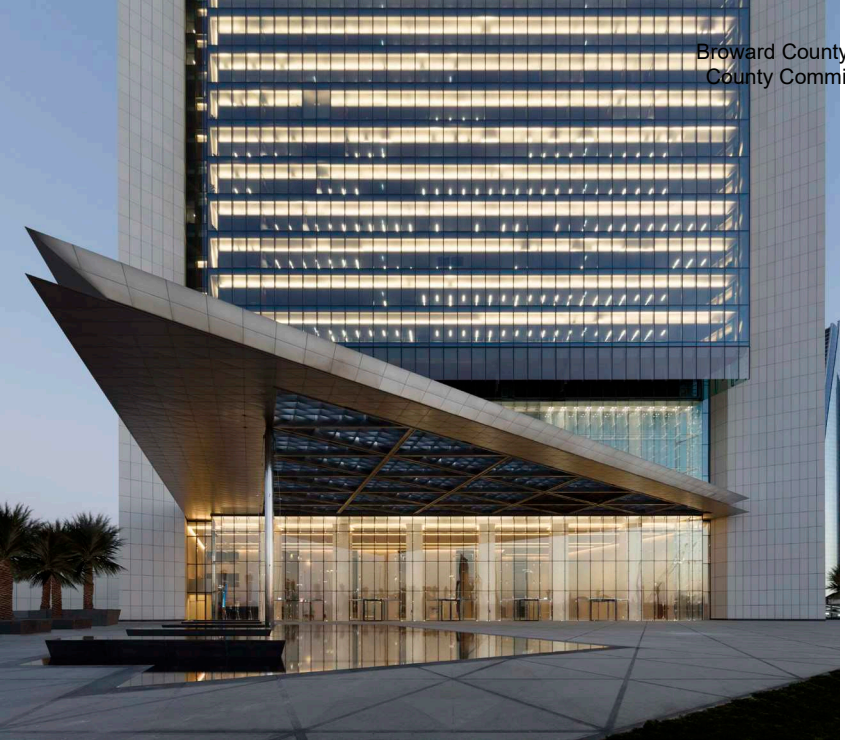
KEY DESIGN FEATURES

- Optimizes daylight to courtrooms, public and staff areas
- Includes a compressed and efficient court stack that allows for flexibility and growth
- Utilizes space above judicial support areas for building systems to increase volumetric efficiency and maintenance access
- Co-locates AV and IT systems for increased service access and efficient temperature control
- Machine room less elevators ("MRL") increase usable arealncludes innovative mechanical systems, well placed to reduce duck runs and for economical operations

RELEVANCY

- Class A Office High-Rise
- Next Generation Civic & Government Building
- Minimum 500,000 sf / 1500+ Occupants
- Urban District Setting
- Innovate / Iconic Design Solutions
- Public Assembly, Chamber Areas / Courthouses
- Parking Garage
- Florida Building Code
- TARA / Security Considerations
- Life Safety / IT / Low Voltage Systems
- High-Performance Building Strategies
- Stakeholder / Community Engagement





2

Example of Completed Project

ABU DHABI NATIONAL OIL COMPANY HEADQUARTERS

Location: Abu Dhabi, UAE
Project Size: 1,900,000 sf
Project Height: 74-floors, 1,123 ft..
Occupancy: 1500+
Construction Value: $ 254,000,000
Status: Construction Complete (2015)
Project Delivery: Design-Bid-Build
Certification: LEED Platinum
Role: Design Architect / Architect of Record

Team Member Participation: HOK (Bill Hellmuth, Anica Landreneau, Travon Price)

Project Description

The new headquarters for Abu Dhabi National Oil Company ("ADNOC") symbolizes the company's importance in the development of the United Arab Emirates.

Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies.

The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. To maximize flexibility, offices are organized with a modular approach that is interchangeable and repeatable.

The tower's north-south orientation minimizes the ground-level footprint, leaving ample room for landscaped amenity space. The north side of the tower is fully glazed to offer Gulf views and take advantage of limited direct sunlight. The south side, where sunlight is stronger, incorporates fritted glass and sun shades.

Extending south of the tower structure, the three-level rectangular podium houses employee service retail space, the service loading area, a heritage museum, and the main lobby and circulation space. The roof of the rectangular podium extends south across the access road to connect to a new mosque.

AIA Maryland, Honor Award, 2018

SUSTAINABLE DESIGN FEATURES

HOK designed the headquarters in the shape of a parallelogram to provide the ideal solar orientation. The north side of the tower, facing the Persian Gulf, is fully glazed to offer views and take advantage of limited direct sunlight. The south side, where sunlight is stronger, incorporates fritted glass and sun shades.

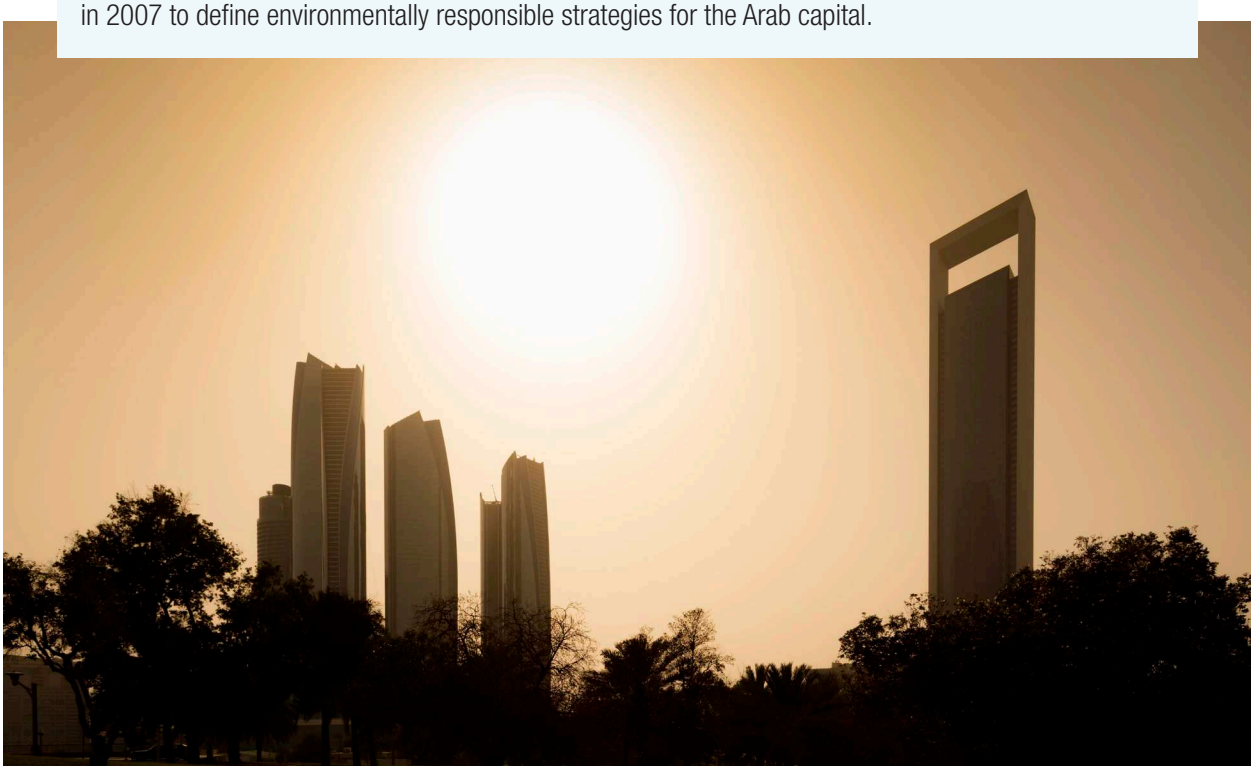
Both east and west sides are clad in granite to screen the 65-story glass core from harsh sunlight. These piers house service elevators, fire stairs and mechanical rooms. They are carefully detailed so access hatches, ventilation louvers and maintenance equipment are hidden from view to preserve the simple forms and clean lines.

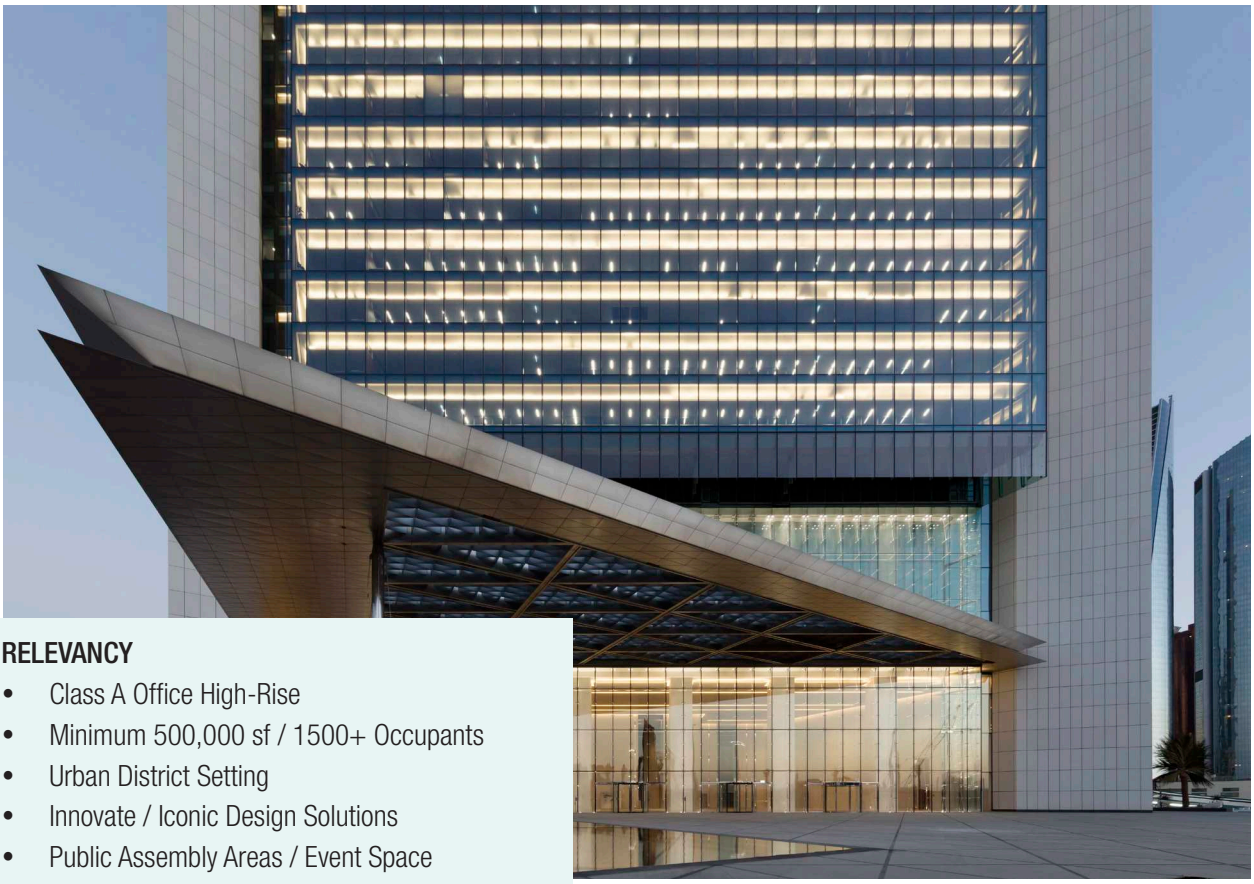
The south façade is fitted with an LED lighting system to enhance the tower's presence at night when cooler temperatures allow the city to come alive. The lighting display can be programmed to change color, patterns and intensity to mark holidays and other events.

The entrance to the building on the north side is marked by a large, stainless-steel canopy supported by a single column. The canopy repeats the triangular and parallelogram shapes of the building in its pattern of aluminum louvers.

To maximize flexibility of interior space, the offices are laid out in a modular design. Private and open offices are arranged along the perimeter to capture daylight and scenic views, while reception areas and conference rooms are located within the center. On the top floor is an executive dining area with an outdoor terrace under the architrave.

HOK achieved LEED Platinum certification through energy and water conservation measures. The building's orientation and highly efficient mechanical systems are designed to consume 24 percent less energy than the baseline standard set by ASHRAE 90. 1-2004. Potable water use will be reduced by 40 percent from standard practices through high-efficiency fixtures and reuse of mechanical condensate for flushing.The building design is a pilot project for Abu Dhabi's new green building initiative, known as the Pearl Building Rating System. This system is part of Estidama (Arabic for "sustainability"), an effort begun in 2007 to define environmentally responsible strategies for the Arab capital.





RELEVANCY

- Class A Office High-Rise
- Minimum 500,000 sf / 1500+ Occupants
- Urban District Setting
- Innovate / Iconic Design Solutions
- Public Assembly Areas / Event Space
- Parking Garage
- Multi-Modal Transit Integration
- TARA / Security Considerations
- Life Safety / IT / Low Voltage Systems
- High-Performance Building Strategies
- Stakeholder / Community Engagement

Question 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.

As UCP Life Safety and Code expert, SLS Consulting ("SLS") has completed more than 500 high-rise mixed-use projects, with a large concentration located in South Florida. The project team consists of licensed fire protection engineers, architects, former Fire Marshals and former National Fire Protection Association ("NFPA") executives who have extensive experience with complex high-rise structures including some of the largest projects in South Florida:

- Broward County Convention Center and Hotel;
- Broward County Courthouse;
- Hard Rock Stadium;
- Icon Las Olas;
- Fort Lauderdale Airport Expansion;
- Hard Rock Hotel & Casino;
- 201 SE Second Avenue;
- 600 Brickell Avenue;
- Brickell City Center;
- Marquis Marriott and Wells Fargo Office;
- Miami World Center; and
- Fontainebleau Hotel & Resort.

As part of all projects, SLS is extensively involved in participation in determining occupancy loading and strategies for accommodating the egress capacity using traditional methods and non-traditional methods (e.g. horizontal exiting, timed egress, non-simultaneous occupant loading) in conjunction with the respective building and fire departments.

Similarly, for high-rise structures, SLS has developed the holistic life safety master plan for facilities addressing all critical life safety features ranging from concept configuration of all systems (i.e. fire alarm with phased evacuation and mass notification, smoke control inclusive of atria, stair and elevator pressurization and floor to floor smoke control, multi-zone sprinkler/standpipe/fire pump systems and emergency responder radio coverage systems. Based on the complexity of these projects, SLS's approach, aligned with UCP's collaborative philosophy, is to make the project's building and fire department stakeholders and participants in the design process. SLS relies on direct relationships to further collaboration and input both during design as well as during permitting, construction and the transition to occupancy.

Evidence of project experience is included on the next page.

▼ MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

Relevancy

SLS provided the fire protection / life safety on the 620,000 square feet courthouse, overseeing smoke control rational analysis, emergency operations planning, evacuation planning consulting, and smoke control special inspections.

▼ BROWARD COUNTY COURTHOUSE COMPLEX

Relevancy

SLS provided the fire protection / life safety on the 714,000 square feet facility. Scope included emergency evacuation management plans and emergency response training programs in addition to general consulting.

▼ BROWARD COUNTY CONVENTION CENTER AND HOTEL

Relevancy

SLS is responsible for fire protection / life safety on multiple facets of the 600,000 square feet convention center renovation and expansion, including upscale 800-unit hotel, 65,000 square feet waterfront ballrooms and parking facility.

▼ UNIVERSITY OF MIAMI HEALTH ATRIUM

Relevancy

SLS is responsible for fire protection / life safety overseeing smoke control special inspections for the state-of-the-art, 500,000 square feet, 15-story university medical campus.

Question 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

Designing a Facility that is Secure

Security is integral to the civic process, preserving the dignity and safety of the government system and its participants by proactively managing and effectively responding to threats. Fundamentally, civic architecture establishes the main security, technology enhances it, and effective operations ensures it. This includes maintaining a primary point of public access and developing three separate and distinct levels of circulation – public, private, and secure. Universal screening at the building's entrance (or other appropriate location separating general public space from protected public and governmental spaces) is the best and first line of defense, however, if not designed properly, the resulting effect is the creation of a fortress-like structure that is intimidating to the public and other users. The overarching challenge will be to fully understand the various building users, their level of interaction with the facility, and the many sensitivities that exist between multiple user groups at any given time.

HOK will work with the user groups to ensure all agencies are collaborative stakeholders in defining the Sponsor's vision. Specifically in terms of security, the UCP team will seek opportunities to:

- Use architecture as a passive security element to intuitively protect staff and users;
- Develop a line of deterrence that prevents disruptive or damaging effects on the public, staff, and structure;
- Develop after-hours functionality that prevents the breaching of security of the entire facility;
- Utilize interior design that eliminates blind spots and mixing of users where not intended;
- Establish a first-floor level elevation that brings natural light into the public and staff spaces, without creating security concerns after-hours; and, accommodate mail, packages, and materials delivery that prevents dangerous substances or other threatening devices from entering the facility; and
- Establish clear and secure lines of circulation and access.

Technology

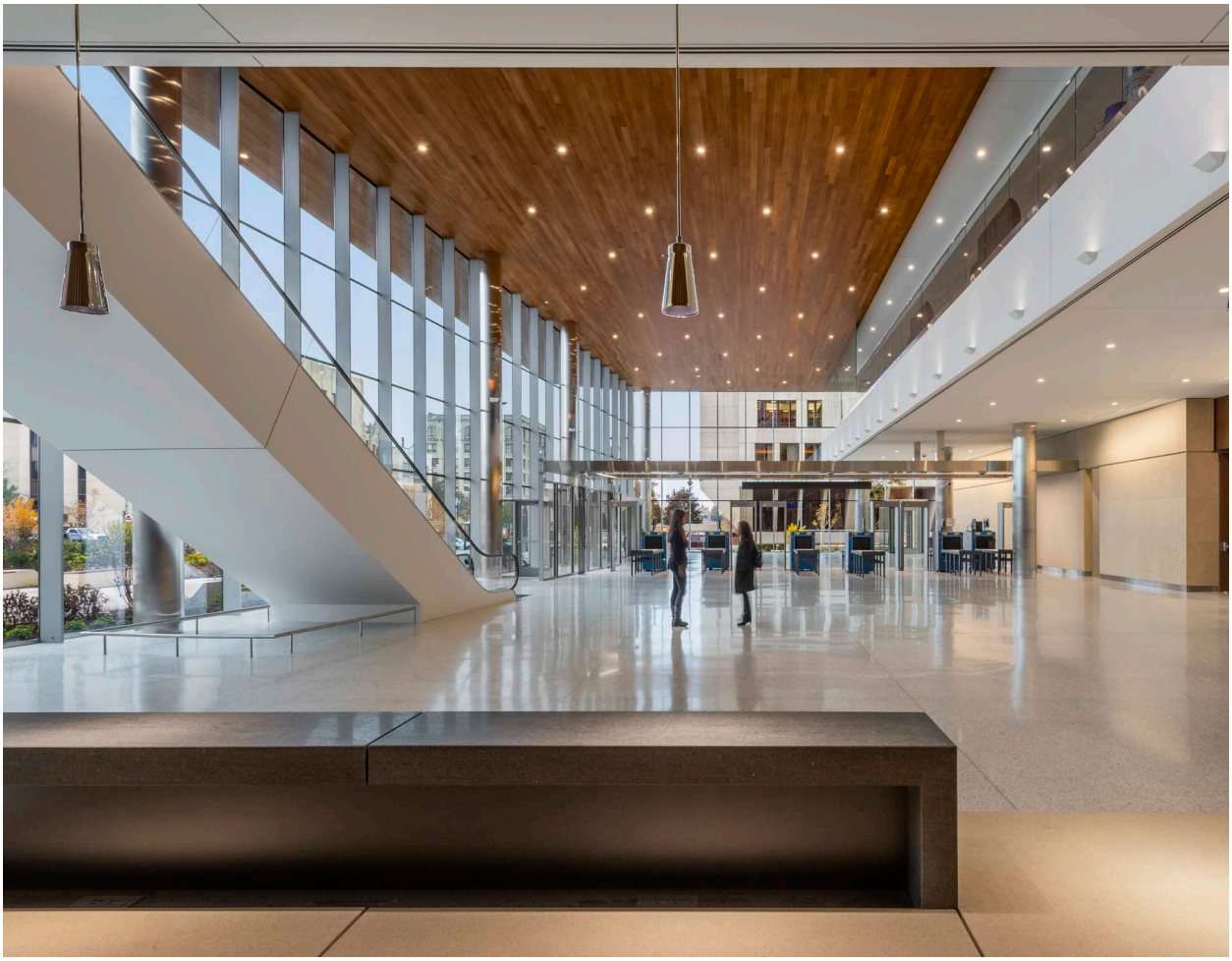
HOK has in-house Electronic Security specialists whose focus is using electronic systems to supplement the architectural designs built-in physical security measures. HOK's process begins with the principles of Crime Prevention Through Environmental Design ("CEPTED"). CEPTED seeks to provide security using natural surveillance, natural access control and territoriality. Understanding these principles helps to minimize the need for electronic security countermeasures. Security and free access to government services are often at odds with each other and thus the design process can require compromise of one or the other if not properly implemented. Security is only as effective as people are willing to be inconvenienced by it. If it becomes too burdensome, people will circumvent security measures. Understanding the relationship between security and access allows the HOK team to put in place electronic

security measures that still allow efficient movement and access while protecting the most critical assets of government which are people and the ability to provide services. Technology should extend human capabilities; thus the use of electronic security should not make providing those services more difficult.

As a result of the pandemic, the design of security electronic systems has evolved to include more touchless technology. Access control has long been a touchless technology but more recently, intercom systems using touchless technology have emerged. In addition to security screening, temperature screening can now be conducted at the same time. Video systems with temperature sensors and analytics to determine if a mask is being worn or not are being used to screen people entering civic spaces and they can be turned back before even entering if the system detects an elevated temperature. Access control systems can also be used for contact tracing.

IT / Low Voltage

Understanding information transport systems and telecommunications systems for a state of the art civic building is the responsibility of HOK's in house technology specialists. Understanding technologies such as wireless networking, passive optical networking, and structured cabling systems are just the start of building a state-of-the-art building communications system. Meeting the needs of all occupants is critical to a successful project. Understanding the elements of coordination with communications utility providers, user group standards, isolation of network systems, technology, city and county services, transportation service provider systems, propagation and cellular propagation, and virtual private networks all require specific attention to allow the design team to provide infrastructure and horizontal systems that meet all the needs of each user group and provides for the future as the building and tenants evolve over time.



EXPERIENCE SNAPSHOT

POTTER COUNTY COURTS - Designing for the next pandemic, the screening queue is designed with the ability to detect people entering the building with elevated temperatures, using thermal imaging cameras, so they can be prevented from further exposing staff and visitors by identifying them at the security checkpoint.

SANTA ROSA COURTS - The use of optical turnstiles provides a level of security without looking fortress like helping to balance the need for security with the need for public access and the perception of open government.

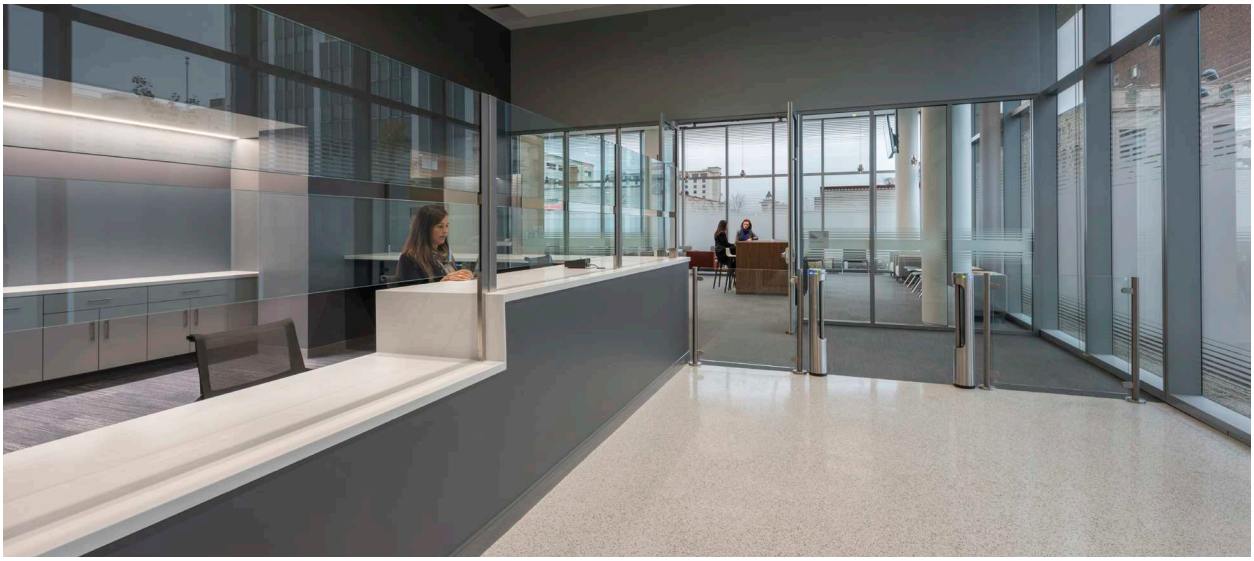
STANISLAUS COUNTY COMMUNITY SERVICES CENTER - Securing the site with the use of ornamental fencing, video surveillance and emergency call stanchions helped to address the challenges of the facility being located across the street from the County jail release area. Preventing the released inmates from crossing onto the site where public transportation is available.

MARION COUNTY CJC - Using video analytics to prevent people from entering secure parking while the door is up for a vehicle. The system is able to distinguish the difference between vehicles and persons, causing an alert when a person enters off the street.

TARA / Security Considerations

Planning security both electronic and physical is an integrated part of the architectural design process at HOK. Understanding the assets to be protected, the criticality of those assets, the risks associated with them and the likelihood of an attack against them are all part of the security assessment process. Again, applying CEPTED principles to the identified risks means locating the most critical assets inside several concentric layers of physical security with natural and electronic access control.

Threats can also be associated with adjacencies. The intended target may not be your building but an iconic building across the street. The threat still applies to your building. Including security in the architectural design means a compromise between open office work environments and a compartmental approach to address active shooter scenarios. Open office can be achieved safely with outer layers of security to prevent access to the more open areas. Automation of access control with gun shot detection can lock down areas without human intervention. Security also means considering where fresh air intakes for the mechanical systems are located, protecting utility service entrances and vehicular access to the building.



Question 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

As leaders in the programmin, planning, and design of civic and public buildings and all related spaces within, HOK understands the essential adjacencies, design elements, and circulation paths that are critical to effective and safe operations.

HOK's practice leaders understand the critical importance of acoustical mitigation, controllable lighting and access to daylight, clear sightlines, and the use of technology for visual and acoustical communication in Public Assembly and Chambers areas.

Acoustical separation is critical at many different levels and must be provided where needed. Detailing of interior construction and the hierarchy of sound transmission class ("STC") ratings that will get the desired level of privacy will be based on HOK's experience, and their detailed library of best-practices which has been compiled from their design of over 100 award winning courthouses.

The HOK team will utilize sound mitigating panels, appropriate and durable material selection for ceilings, floors and furniture, as well as AV technology to amplify proceedings effectively. They will also use as much controlled lighting and daylight as possible and employ video monitors throughout the Chambers. Chambers and prefunction spaces are large, open and heavily used. The design of these spaces must be appropriate for their function, include smooth logical pathways and transitions, and perhaps most importantly, include very attractive and highly durable materials that will stand up to time, elements and abuse.

Acoustical Mitigation

UCP's Acoustical Consultant, Waveguide, understands the importance of acoustics in the design of assembly spaces where speech intelligibility and freedom from distracting noise are paramount to the success of the project. Waveguide has extensive expertise in the design of civic meeting venues, auditoria, lecture halls, boardrooms and large town hall meeting spaces. Waveguide assisted HOK in the acoustical design of lecture halls and auditoria for the University of South Florida Morsani College of Medicine & Health Institute and the Royal Caribbean Headquarters projects. Waveguide has assisted other HOK teams with acoustical designs for projects such as Porsche Cars North America, Mercedes Benz Headquarters and Norfolk Southern Headquarters. Waveguide has also assisted other design teams in the design of acoustically critical spaces for Orange County Sanitation District Headquarters Building, San Diego Gas and Electric Emergency Operations Center, Charlotte 911 Communications Center, City of Escondido Police and Fire Headquarters and Chula Vista Police Headquarters. Waveguide is very familiar with the US GSA acoustical standards for federal buildings having been involved in the Los Angeles Federal Courthouse design-build competition.

Question J

Provide evidence of experience in Design-Build or Integrated Project Delivery (IPD).

HOK is one the world's leading designers of large, complex projects. HOK has executed well over 100 projects using the design-build, P3 or IPD process, and is actively involved in more today. They have extensive experience in all facets of these projects as well, from delivery method analysis and advisory to criteria document development, planning, programming, designing, and construction administration.

Often these projects are civic and mission critical, whether that be healthcare, national security, science labs, or in this case, a joint government center for Broward County and the City of Fort Lauderdale.

HOK has a proven track record and are engaged throughout the design and construction process during all phases of a design-build project. They provide extensive program documents and creative concept prototypes that communicate real-world flexible solutions.They have an excellent track record with clients for building consensus among team members.

HOK brings experience and capabilities in both the design-build and P3 project delivery methods, and their proven methods and procedures utilized within these delivery methods will help adapt to evolving sponsor requirements in project delivery, in both design and construction.

HOK is a corporate member of the Design-Build Institute of America ("DBIA") and has successfully completed over 100 design-build projects, including for federal agencies and public institutions such as the GSA, DOJ, USACE, DOS and DOD.

Members of this team recently collaborated on three Design-Build /P3 government projects: Miami-Dade County Civil and Probate Courthouse, Howard County Courthouse and the Design-Build King County Children and Family Justice Center. HOK's unique experience with P3 design and delivery, with UCP team members, will provide assurance that the new JGCC will meet or exceed functional requirements within budgetary restraints, while being operated and maintained over the full life of the Project.

100+
Design-Build, P3, IPD projects

18M+
square feet

$4B
in the last 3 years

12
DBIA awards in the last 7 years

HOK AWARDS FROM THE DESIGN-BUILD INSTITUTE OF AMERICA — DBIA

Design-Build - King County Children and Family Justice Center Phase - 2020

Design-Build - California Health Care Facility Stockton - 2014

Design-Build - Ventura County Medical Center Hospital Replacement Wing - 2018

Design-Build - Air Force Technical Application Center (Design-Build Phase I) - 2014

Design-Build - Mule Creek Infill Complex - 2017

Design-Build - Richmond City Justice Center - 2015

Design-Build - Seatac Concourse D Annex - 2019

EXPERIENCE SNAPSHOT

KING COUNTY CHILDREN AND FAMILY JUSTICE CENTER - DB

DBIA National Award - Merit - 2020
Federal / State / County / Municipal

HOK and Balfour Beatty collaborated on the new juvenile justice and community center to provide the Seattle area with a much needed improvement to conditions supporting the city's most vulnerable populations.

The design and build partners worked closely together to create a composition that both provided a new facility that evoked a calm and healing environment for youth and their families while also providing appropriate levels of security. The design-build team partnered closely with the county to communicate with the community as the project developed and to effectively provide inclusion with all stakeholders.

EXPERIENCE SNAPSHOT

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE - P3

DBIA National Award - Merit - 2020
Federal / State / County / Municipal

HOK worked within a P3 framework with Plenary to provide a new 600,000 square feet civil and probate court design that is located downtown across the street from the historic courthouse.

The P3 solution included an innovative approach to fit the required uses within the very constrained available floor plate by creating utility mezzanines at each floor, which in turn greatly benefitted the facility management group, Johnson Controls. Further, HOK and Plenary worked very closely with the contractor in understanding site constraints to create a durable yet easy to build façade.

P3 Awards 2019

EXPERIENCE SNAPSHOT

HOWARD COUNTY CIRCUIT COURTOUSE - P3

The 238,000 square feet facility is the first public-private partnership to be completed in Howard County, MD. The new facility will resolve deficiencies in the existing courthouse, which was built 175 years ago. The project will result in an over 50% reduction of impervious surface and no existing trees will be removed, with over 100 new trees planted. The new courthouse is scheduled to be completed in July 2021.

The International P3 Awards honored the project with top honors:

Gold - Best Social Infrastructure Project

As the largest project in the history of the county, this was the first availability-payment structured municipal P3 to reach financial close in the United States outside of Long Beach, California. The project is a game changer for Howard County's justice system and a model for the rest of the country. Factors that stood out during the judging process included the project's well-structured procurement – 11 months from RFP to financial close – and innovative approaches to design and sustainability.

HOK DESIGN-BUILD EXPERIENCE

Ventura County Medical Center
Ventura, California

Travis County Civil and Family
Courthouse Austin, Texas

Kern County Justice Facility
Bakersfield, California

ARE Illumina Campus
San Diego, California

Manhattan Associates Headquarters
Atlanta, Georgia

Humber College - L Building
Toronto, Ontario, Canada

29-37 DAVIES STREET
London, United Kingdom

Snaresbrook Crown Court
London, United Kingdom

BRIDG at NeoCity
Kissimmee, Florida

MOJ - Taylor House
London, United Kingdom

HCA Beaufort House DTC
London, United Kingdom

University of Glasgow Research Hub
Glasgow, United Kingdom

Cardiff University Innovation
Campus Cardiff, United Kingdom

Dairy Farmers of America
Headquarters Building
Kansas City, Kansas

CDCR Mule Creek Infill Complex
Ione, California

LaGuardia Airport Terminal B
New York, New York

Dubai Parks Phase 1
Dubai, United Arab Emirates

ASD Middle School
Dubai, United Arab Emirates

Square Up TI at 4240
St. Louis, Missouri

UC Merced 2020 Athletic Facilities
Merced, California

Spire London
London, United Kingdom

Timberyard
London, United Kingdom
Eglin Clinic Houston, Texas

Kennesaw State University, English
Classroom & Office Addition
Kennesaw, Georgia

Marion County Community Justice
Campus Indianapolis, Indiana

Joliet New In-Patient Treatment
Center Joliet, Illinois

SeaTac Concourse D Hardstand
Holdroom, SeaTac Washington
UMKC Engineering School
Kansas City, Missouri

SFO Courtyard 3 Connector San
Francisco, California

Parsons Houston Downsize 2018
Houston, Texas

PGS Level 1 Houston, Texass

SWC Bldg. F - Slab Repair
Houston, Texas

Relevant Solutions
Houston, Texas

GreensPoint Entertainment &
Sporting Campus – Concept
Houston, Texas

Calvetti Ferguson Test Fit Houston
Houston, Texas

UH-Melcher Starbucks
Houston, Texas

SDIA ASF San Diego, California

Georgia Institute of Technology
Whitaker Biomedical Engineering
Building Atlanta, Georgia

Alaska Psychiatric Institute
Anchorage, Alaska

HCA UHB Viability Stage Birmingham,
United Kingdom

University of Georgia Sanford
Stadium West End Improvements
Athens, Georgia

Discovery Square
Rochester, Minnesota

TIA Gateway Office Building
Tampa, Florida

Kiewit K1K2 Tenant Improvements
Lenexa, Kansas

Kiewit K3 Core/Shell & Site
Lenexa, Kansas

UH-Food Truck Court
Houston, Texas

Kiewit HQ K3 Core/Shell New
Lenexa, Kansas

BNB Additional Works
London, United Kingdom

Royal London Hospital - Women &
Children's Entrance
London, United Kingdom

AT&T Wireless Services Headquarters
Cerritos, California

Olathe Ice Arena
Olathe, Kansas

Contra Costa County Medical
Mental Health Suite Remodel
Martinez, California

Santa Rosa County Courthouse
Milton, Florida

Parsons Troy, Michigan
Troy, Michigan

Chevron 1400 Louisiana Garage
Houston, Texas

Place de Ville - Base Building Work
Ottawa, Ontario, Canada

RECL PDV Turnstile
Ottawa, Ontario, Canada

RECL - Cladding Column PDV
Marriott Hotel
Ottawa, Ontario, Canada

Aylesbury Magistrates Court
Aylesbury, United Kingdom

PHE P18 Biosciences
London, United Kingdom

Project Brightside
Ayois Nikolas, Cyprus

Royal London Clinical Trials
London, United Kingdom

Elephant Park
London, United Kingdom

University of Arizona ICA Indoor
Sports Center Tucson, Arizona

Goosehead Insurance Headquarters
Interior Design
Irving, Texas

University of Houston-Scholar Walk
Houston, Texas

AMC Home Office Relocation
Leawood, Kansas

Stanislaus Public Safety Center
Project 1 Housing Units
Modesto, California

WSP-Parsons Brinckerhoff- Denver
Tech Denver, Colorado

Rockwell Collins
Sao Jose dos Campos, Brazil

Eli Lilly - Puerto Rico
Hato Ray, Puerto Rico

INS Tacoma
Tacoma, Washington

Johns Hopkins Montgomery Cty
Campus Bldg
Rockville, Maryland

US Embassy
Tashkent, Uzbekistan

US Embassy
Tbilisi, Georgia
Jet Blue Operations Campus
Hangar Jamaica, New York

Millenium Village
Al Udeid, Qatar

Georgia State University Petit
Science Center BSL 3 Lab
Renovation Atlanta, Georgia

USF Health Morsani College of
Medicine + Heart Institute
Tampa, Florida

KKR Office Relocation
Houston, Texas

UT Dell Pediatrics Lab
Austin, Texas

Ballpark Site Plan Revision/
Mixed Use Washington, District of
Columbia

NEC Suva, Fiji

Coyote Ridge Correctional Center
Connell, Washington

Managua NOX
Managua, Nicaragua

National Oceanic and Atmospheric
Administration, Center for Weather
and Climate Prediction College
Park, Maryland

US Army Corps of Engineers
Southern Command Headquarters
Miami, Florida

DAL- Wilson Office Interiors
Renovation Carrollton, Texas

SRI Center for Advanced Drug
Research Harrisonburg, Virginia

Fort Lee Logistics U
Fort Lee, Virginia

Fort Belvoir Residential
Ft. Belvoir, Virginia

Managua SED 2004
Managua, Nicaragua

Mount Weather
Berryville, Virginia

US Embassy
Belmopan, Belize

CSU Fullerton-Bus. & Econ. Sch.
Design Fullerton, California

UCI Medical Ctr. Replacement
Hospital Irvine, California
Newport Magistrates Courts
Newport, Gwent, United Kingdom

Patricia H. Clark Children and
Family Justice Center
Seattle, Washington

Stanislaus REACT Center
Modesto, California

TML_Tamar Development
Hong Kong, Hong Kong, China

Grayson County Jail
Sherman, Texas

NOAA NCWCP Remobilization
Services Riverdale Park, Maryland

Vaccine & Gene Therapy Institute
FL (VGTI) Florida

UTSA - Academic Building III
San Antonio, Texas

US Embassy - Abu Dhabi, UAE
Abu Dhabi, United Arab Emirates

Herlong Federal Prison
Herlong, California

Williamsburg County Federal Prison
South Carolina

Patrick Air Force Base Technical
Application Center
Cocoa Beach, Florida

JE Dunn Headquarters
Kansas City, Missouri

TD Ameritrade (INT)
Omaha, Nebraska

Clark Construction - ECB2 Initial
Design Fort Meade, Maryland

MOJ-Kelley House
London, United Kingdom

RCJ – Security & Upgrades
London, United Kingdom

51ST and Oak + Young Matrons
Kansas City, Missouri

Davidson County Criminal Justice
Center Complex
Nashville, Tennessee

Tampa International Airport
Main Terminal Concessions
Redevelopment
Tampa, Florida

Papworth Planning Pre-PB
Cambridge, United Kingdom

Old Bailey Refurbishment
London, United Kingdom

Richmond Justice Center Adult
Detention Center and Law
Enforcement Center
Richmond, Virginia

Harris County Jail
Hamilton, Georgia

LAC + USC Medical Center
Los Angeles, California

Medical College of St.
Bartholomew's Hospital
London, United Kingdom

Hilton Metropole Hotel
London, United Kingdom

National Institutes of Health
William H. Natcher Building
Conference Center and Office
Complex Bethesda, Maryland

Sharp/Grossmont Feasibility Study
La Mesa, California

Lake Erie College of Osteopathic
Medicine Bradenton, Florida

JFK International Airport JetBlue Support Operations Campus
Jamaica, New York

University of Texas San Antonio Regional Academic Health Center
Edinburg, Texas

Tampa International Airport Security Enhancements
Tampa, Florida

U.S Department of State Embassy Complex Sofia, Bulgaria

US Department of State Embassy Complex Yerevan, Armenia

621 Capitol Mall Lot A
Sacramento, California

California DGS 10th & O Street
Sacramento, California

Calvetti Ferguson Test Fit Dallas
Dallas, Texas

LA County Mental Health Treatment Center Los Angeles, California

UC Irvine Health Campus Programming Irvine, California

US Embassy Compound
Lima, Peru

US Embassy Complex
Sana'a, Yemen Arab Republic

Scott M. Matheson Courthouse
Salt Lake City, Utah

Community Hospital of the Monterey Peninsula The Pavilions Project
Monterey, California

DC Youth Services Center
Washington, District of Columbia

University of California Irvine Natural Sciences Building
Irvine, California

Hawker Barracks, Woodbridge Airfield Masterplan Regimental Headquarters
Suffolk, London, United Kingdom

San Mateo County Sheriff's Forensic Laboratory and Coroner's Office San Mateo, California

Chevron Phillips Chemical Company Headquarters
The Woodlands, Texas

University of South Florida Intercollegiate Athletic Facility
Tampa, Florida

Hinchingbrooke Diagnostic and Treatment Centre Huntingdon, Cambridgeshire United Kingdom

St Bartholomews and the Royal London Hospitals PFI Preferred Bidder Stage
London, United Kingdom

10 Court Feasibility
London, United Kingdom

High Value Courts
London, United Kingdom

Byron G. Rogers Federal Building
Denver, Colorado

Sun Microsystems
Multiple US Locations

University of California Irvine Medical Center Replacement Hospital Irvine, California

US Department of State Consulate Project Frankfurt, Germany

Federal Bureau of Prisons
Williamsburg, South Carolina

Opus San Jose Office Building
San Jose, California

The Galleria on Lesnaya Mixed-Use Development Moscow, Russia

US Embassy Annex Building
Bogota, Columbia

Florida Community College, Criminal Justice Center Florida Community College, North Campus
Jacksonville, Florida, United States

Greenville County Courthouse Renovation / Judicial Wing Addition
Greenville, South Carolina

JFK International Airport Delta Air Lines Terminal Jamaica, New York

Insgroup - Sage Plaza
Houston, Texas

RBC_RBP Plaza Office Project
Toronto, Ontario, Canada

Kiewit Regional Headquarters
Lenexa, Kansas

Polk Youth Development Center
State of Florida Polk City , Florida

303 Almaden San Jose, California
USA San Jose, California

Pahokee Youth Development Center
State of Florida Pahokee, Florida

San Mateo County Government Center Office Building
Redwood City, California

Healthland Fitness Clubs
Berlin, Germany
Tampa International Airport Airside "E" Tampa, Florida

Continental Airlines Cargo Facility
Newark, Jersey

Ministry of Defense Headquarters Main Building
London, United Kingdom

Carilion Roanoke Memorial Hospital South Pavilion Addition
Roanoke, Virginia

Federal Correctional Institution and Federal Prison Camp, Williamsburg County Federal Bureau of Prisons
Salters, South Carolina

Hillsborough County Falkenburg Road Jail Programming/Master Plan/Design Criteria
Tampa, Florida

Illinois CBD-Rushville Treatment & Detention Facility
Rushville, Illinois

University of Notre Dame, Campus Crossroads Project,
Notre Dame, Indiana

Lea County Detention Facility
New Mexico

St. Louis Cardinals New Ballpark
St. Louis, Missouri

Edward W. Brooke Courthouse Renovation
Boston, Massachusetts

Illumina P2A Parking
San Diego, California

GMU-Academic VI/Research II
Fairfax, Virginia

Charleston County Detention Center
Charleston, Georgia

Morley Construction Company - Big Blue Bus
Santa Monica, California

TM2_Tamar Interiors
Hong Kong, China

Travis County Correctional Complex
Travis County, Texas
ADC Florence West Expansion
Florence, Arizona

Mabarek Center
Lahore, Pakistan,

GSA SSA Phase III Core & Shell
Birmingham, Alabama

Tamar Development Project
Hong Kong, China

City of Glendale Courthouse
Glendale, Arizona

Goose Creek Correctional Center
Matanuska-Susitna Borough, Alaska

Shell Woodcreek Phase II
Houston, Texas

GSA SSA Phase II
Birmingham, Alabama

Graterford II Bridging Documents
Graterford, Pennsylvania

Douglasville Public Safety & Municipal Court Design-build
United States

DC Youth Services Facility Building
Washington, District of Columbia

Bennettsville Federal Prison
Salters, South Carolina

Alameda County Juvenile Justice Center San Leandro, California

UC Irvine Engineering Unit 3
Irvine, California

Ins Detention Facility
Pearsall, Texas

San Quentin Health Services
San Quentin, California

C2

SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES

C2 SPECIALIZED EXPERIENCE, KNOWLEDGE AND CAPABILITIES

Question 2A

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. .

LEED Knowledge and LEED Team Credentials

HOK's Sustainability Lead, Anica Landreneau, leads HOK's global sustainable design practice, and serves on the firm's board of directors and design board. Based in Washington, DC, she serves locally on the Green and Energy Codes TAG, is on the Mayor's Green Building Advisory Council and co-chairs the Building Energy Performance Standard Task Force. Anica also serves on the national USGBC LEED Advisory Committee, a position which allows her to help guide the future of LEED and stay abreast of relevant changes in the evolving rating system guidelines and policies.

With an extensive history of sustainable design leadership and LEED project experience, HOK has certified over 120.6 million square feet of LEED project space, including 39 Platinum, 155 Gold, 102 Silver and 41 Certified projects. Additionally, HOK has certified 10 WELL Building projects totaling over 565,000 square feet and pre-certified another

HOK LEED

155 Gold

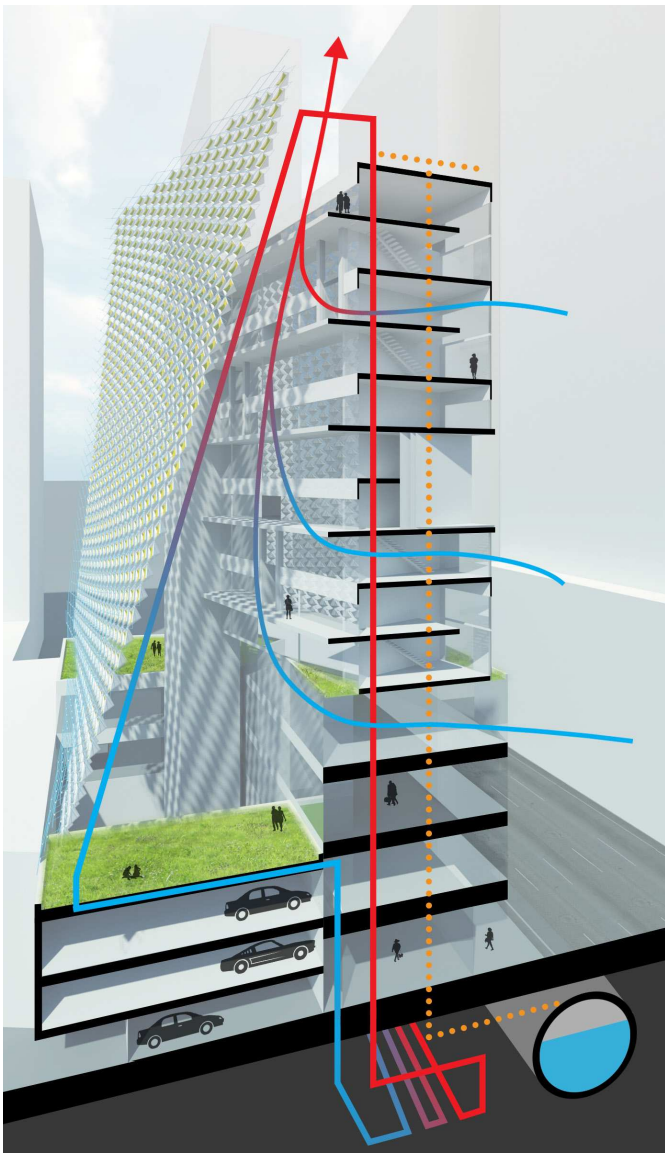
120.6M Certified square feet

102 Silver

41 Certified projects

39 Platinum

active 280,000 square feet project that is tracking WELL Platinum level certification. In addition to these certifications, HOK has committed to applying sustainability best practices to all of their projects, including energy and water efficiency, and human health and wellness strategies like daylight access, acoustic comfort, indoor air quality, and biophilic design.



HOK approaches LEED management and high performance, sustainable design through an integrated process to ensure that all goals and priorities are clearly understood and that steps are taken throughout design, construction, and into occupancy to meet these objectives.

The building is targeting a minimum LEED Gold Certification, as well as net zero energy performance and WELL Building features. These targets and others (including site design, water reduction, material selection, and indoor environmental quality) will be validated and potentially expanded through a collaborative process workshop with key stakeholders at the beginning of the project design process. This will provide the foundation for both the project's LEED strategy and the Owner Project Requirements ("OPR") document that will be reviewed and referenced throughout the Commissioning process.

To position for LEED energy performance credits and net zero energy, the HOK team will establish a target Energy Use Intensity ("EUI") that aligns with the net zero goals for the project and provides guidance for energy modeling benchmarking throughout the project. The HOK team will discuss all potential sources of energy generation for the site and calculate the anticipated site energy budget or capacity to help inform the target EUI. If on-site solar photovoltaics are explored as an in-scope or future source of onsite renewable energy, the availability of rooftop and site area relative to building energy loads will inform both the EUI target and massing concepts during this stage. For example, at four stories the EUI target might be 25 kBtu/sf/year for full energy offsetting by rooftop PV array. At five stories the EUI target might be 20 kBtu/sf/year for the same total building area, with a more compact footprint and roof area.

Weather and Climate Data

The next step in the design process is to evaluate weather and climate data to identify key opportunities and challenges for the project based on its program and place.

This stage of design is the right time to use early phase energy modeling to identify optimal orientation and massing for load control, daylighting and both indoor and outdoor air flow. While orientation for this project will be influenced by the site location, configuration and adjacencies, the climate information will still inform development of massing for energy efficiency, as well as façade optimization undertaken in the Load Reduction step.

Climate data will also inform landscape design and water strategies. For example, exterior temperatures, seasonal wind patterns, and shading from surrounding buildings can help to identify best exterior zones for occupied landscape areas. Comfort in the outdoor microclimate is key to ensuring building users will utilize these spaces and receive the health and wellness benefits from this biophilic experience. Similarly, rainfall data will confirm feasibility for capture as a non-potable water resource, as well as informing best management practice strategies for onsite rainwater management.

Iterative Energy Modeling

The next step is a focus on iterative energy modeling to identify architectural load reduction strategies and development of feasible passive design strategies. This includes optimizing the window to Wall Ratio (WWR) on each elevation, and designing for daylighting without unwanted solar heat gain or glare discomfort.

This is the right time in early design to discuss system-related strategies that may impact building size and form, like fan energy reduction and pressure drop. This may include larger Air Handling Units (AHUs) which would necessitate a larger mechanical room or penthouse. It may include larger ducts which would increase floor to floor height, and larger shafts which would increase floor area.

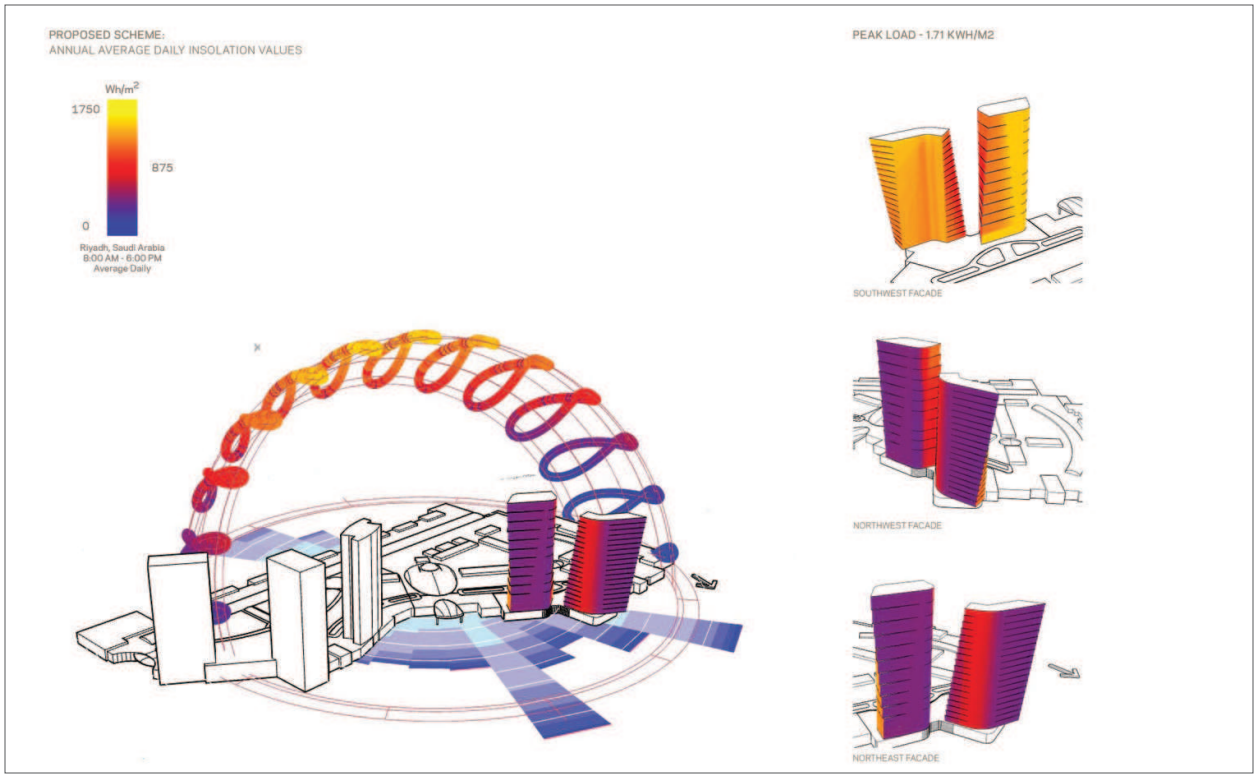
Integrated Solutions

The next step in the design process is to look at integrated solutions. Once the loads have been reduced through passive architectural measures, it is important to look at high performance envelope, systems and operations. The building should be designed with a tight thermal envelope to minimize leakage and thermal transfer. Enclosure commissioning is highly recommended, in addition to MEP system commissioning, to ensure the envelope performs as intended. A well-designed envelope also improves thermal and visual comfort for occupants by controlling thermal bridging, air leakage, condensation and moisture related indoor air quality issues.

Discussion of issues like cloud computing, metering and monitoring, smart building controls to reduce lighting and HVAC loads, setpoints and setbacks may impact the system capacity and design. Other operations and maintenance considerations may impact the selection of system technology. The intent is to reduce peak loads and overall system capacity so that a high-performance system can be accommodated within the project budget as well as, reduce maintenance concerns and facilitate efficient and healthy operations for building occupants.

Water systems are also critical to consider in this step of the design process, to address stormwater regulations and project water use efficiency for LEED. Rainwater can be partially managed on site through green infrastructure, and may also be captured and treated for cooling tower makeup (if a cooling tower is included in the design), irrigation (if required), and wastewater conveyance to further reduce potable water use in addition to system and equipment water efficiencies.

Once the building energy demand has been reduced through passive design and efficient technology, the sizing of renewable energy systems will be minimized, more affordable for the project, and provide a greater impact relative to remaining building loads. Solar photovoltaics and solar thermal hot water are potential technologies, but biodigesters and fuel cells may also be options for consideration as alternate fuel sources. Lifecycle cost will be explored for viable systems to inform payback period on these systems.



The most important step in the process, particularly to validate net zero energy performance, is to operate the building in a high-performance manner consistent with design intent, while ensuring occupant comfort and productivity. This requires consistent occupant engagement and solicitation of feedback, in addition to collection of building performance metrics. The most important aspect of performance in the building is human performance.

Energy Modeling Methodologies

HOK performs detailed climate analyses to determine the most appropriate design strategies for their projects resulting in significant energy reductions and cost savings for their clients and communities.

HOK utilizes Ecotect, Equest, Vasari and various other energy modeling tools to study passive design solutions that can reduce energy use on a project.

- Ecotect is a powerful tool that is utilized in pre-design and schematic phases of a project. 70% of all design decisions are made in these two phases and Ecotect ensures that energy and daylight performance are examined during these early stages.
- Equest is an energy simulation tool similar to DOE-2 that the HOK team uses in early stages to estimate energy performance for massing, orientation, stacking, glazing design, daylighting design and simple MEP system analysis.
- Solar Advisor Model ("SAM") and Retscreen estimate energy production, first costs and payback for renewable systems such as solar PV, solar thermal, geothermal and wind. Geo-exchange systems can also be analyzed, but are not considered to be renewable.
- Massing and Orientation can reduce external heat gains while optimizing passive solar benefits in hot climates.
- Window to wall ratios, facade insulation, roof insulation and window performance can reduce external heat gains while optimizing passive solar benefits in hot climates.
- Conduction and convection losses are also explored for different building assemblies. This analysis is most effective when performed in the conceptual or pre-design phases of a project.

Question 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.

UCP's Sustainability Designer,Anica Landreneau and her team, have hands-on experience managing over 35 LEED v4 projects, including BD+C, IC+D and O+M, all of which utilize LEED v4.1 pilot credit alternative compliance paths. HOK continues to stay abreast of quarterly v4.1 addenda, leveraging these updates to support current v4 projects and future v4.1 registered projects. HOK's sustainability group provides training and guidance to project teams on the v4.1 criteria for targeted credits, and has developed custom v4.1 specification language and submittal coversheets to further educate the contractor and sub-contractor teams during the construction phase.

HOK also has extensive experience working with independent Commissioning Agents (CxAs) on both LEED and non-LEED projects. For LEED projects, HOK ensures that the CxAs are engaged early in design to provide oversight and verify that the building system design meets the performance requirements set forth by the project owner. Whether the CxA is contracted through HOK or directly by the Sponsors, HOK ensures that the CxA answers directly to the Sponsors and that their scope meets the requirements of the LEED prerequisite and targeted credits. The majority of HOK's LEED projects pursue Enhanced Commissioning of HVAC Systems, with additional projects also adopting Monitoring Based Commissioning (typically Owner-operated projects or those with ambitious energy performance goals that are supported by long-term monitoring infrastructure protocols) and/or Envelope Commissioning.

EXPERIENCE SNAPSHOT:
HOWARD COUNTY CIRCUIT COURTHOUSE - P3

The Howard County Circuit Courthouse, located in Columbia Maryland, **registered for LEED under the v4 BD+C Rating system for New Construction projects** in the fall of 2018 prior to the release of the v4.1 pilot rating system. As the v4.1 pilot was released in January 2019, followed by semi-quarterly updates, the LEED strategy evolved to adopt appropriate v4.1 alternative compliance paths, including Protect and Restore Habitat, Green Vehicles, Acoustics, Indoor Air Quality Assessment, and multiple materials-based credits.
In support of these v4.1 material credits (EPDs, Sourcing of Raw Materials, Material Ingredients, and Low-Emitting Materials), HOK developed v4.1 language for construction specifications to ensure that CA phase selections and documentation met the requirements of these alternative compliance paths. This project has completed design documentation and implemented the material-based v4.1 criteria and tracking throughout construction, which will wrap up mid-2021.

Commissioning efforts for the project include Fundamental and Enhanced HVAC Commissioning, as well as Building Envelope Commissioning. This P3 project is served by two specialized independent Commissioning Agents, working in coordination with the County, developer, design team and construction team to ensure that the building and its systems will perform as designed to meet the County's requirements.

2B LEED CERTIFIED PROJECT SNAPSHOT

SF330 SECTION F #	PROJECT NAME	RELEVANCE	LEED RATING SYSTEM	TARGET / CERTIFICATION LEVEL	CERTIFIED / ACTIVE	COMMISSIONING AGENT
01	MIAMI-DADE COUNTY PROBATE & CIVIL COURTHOUSE	Florida, Government/Justice	v4	Silver Target	Active	
02	UNIVERSITY OF SOUTH FLORIDA HEALTH MORSANI COLLEGE OF MEDICINE & HEART INSTITUTE	High Rise	v4	Silver Target	Active	
03	ONE RESTON TOWN CENTER	High Rise	v4	Gold Target	Active	
04	ADNOC HEADQUARTERS	High Rise	v2.2	Gold	Certified	●
05	CONSTITUTION SQUARE OFFICE BUILDING 1	LEED Platinum, Mixed Use	v2.0	Platinum	Certified	●
	CONSTITUTION SQUARE OFFICE BUILDING 2	LEED Platinum, Mixed Use	v2.0	Platinum	Certified	●
	CONSTITUTION SQUARE OFFICE BUILDING 3	LEED Platinum, Mixed Use	v2009	Platinum	Certified	●
	CONSTITUTION SQUARE OFFICE BUILDING 4	LEED Platinum, Mixed Use	v2009	Platinum	Certified	●
06	ROYAL CARIBBEAN HEADQUARTERS	Florida, LEED Master Site	v4	Gold Target	Active	
07	JUDGE SEYMOUR GELBER AND JUDGE WILLIAM E. GLADSTONE MIAMI-DADE CHILDREN'S COURTHOUSE	Justice/Florida	v2.1	Gold	Certified	●
08	HOWARD COUNTY CIRCUIT COURTHOUSE	Government/Justice	v4	Gold Target	Active	
10	SAN FRANCISCO PUBLIC SAFETY BUILDING	Government/Justice	v2009	Gold	Certified	●
Facebook WDC Phase 3		LEED v4	v4	Gold	Certified	●
Shiseido New York Headquarters		LEED v4	v4	Silver	Certified	●
Lendlease Headquarters, NY		LEED Platinum + WELL	v4	Platinum Target	Active	
Morgan Stanley, Miami		Florida	v4	Silver Target	Active	
Lake Correctional Institution		Florida, Government/Justice	v4	Silver Target	Active	
Confidential Campus Existing Building Renovation		Campus/LEED Master Site	v4	Silver Target	Active	
Accenture One Manhattan West		LEED Platinum + WELL	v4	Platinum Target	Active	
Confidential Atlanta Headquarters		LEED Platinum + WELL	v4	Platinum Target	Active	
Inernal Revenue Service Center		Government	v2009	Silver	Certified	●
535 Mission		LEED Platinum, High Rise/Mixed Use	v2009	Platinum	Certified	●
CHCF Stockton		Campus/LEED Master Site	v2009	Gold	Certified	●
Philips 66 Corporate Headquarters		High Rise	v2009	Gold	Certified	●
1101 16th Street		LEED Platinum, Mixed Use	v2009	Platinum	Certified	●
Colgate Palmolive Technology Campus		Campus/LEED Master Site	v2009	Gold	Certified	●
Sealed Air Headquarters - Innovation Center, 3 Buildings		Campus/LEED Master Site	v2009	Gold	Certified	●
KAPSARC Community Buildings, 4 Buildings		Campus/LEED Platinum Master Site	v2009	Platinum	Certified	●
Shell Woodcreek Campus Phase, multiple buildings		Campus/LEED Master Site	v2009	Gold	Certified	●
Skanska West Memorial Place, 2 Buildings		Campus/LEED Platinum Master Site	v2009	Platinum	Certified	●

Question 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-termchanges 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.

The UCP team will lead the Sponsors in discussion about priorities for Resiliency, anticipated changes and risks, and how to plan for them. In Fort Lauderdale, the most frequent natural threats buildings face are coastal and interior flooding, high wind events such as hurricanes and tropical storms and high temperatures and drought. It is important for stakeholders and those facilitating design and construction processes to understand that additional guidelines, standards, and design strategies exist for survivability of buildings and infrastructure beyond minimum building codes enforced by authorities having jurisdiction ("AHJ"). For example, rather than hardening the entire facility, a safe room may be incorporated and have little impact to the overall project budget if considered early.

Potential design solutions will be holistically coordinated across Civil, MEP, Code/Fire/Lifesafety, Structural and IT disciplines. HOK will also lead and facilitate the team's strategy for how campus, site and building design will support clear emergency response and evacuation of buildings and site.

HOK will design to the Sponsors' adopted codes, but can facilitate discussion of where to go beyond code in building and site design, or to minimize elements that may present future hazards or vulnerabilities. Other man-made risks may include blast or physical threats, and this can be coordinated with structural engineering or a security specialist. Building design may be hardened, anti-ram devices may be integrated with landscape, and security protocols and sequence of entry will be assessed in the programming and planning phase.

EXPERIENCE SNAPSHOT:
ROYAL CARIBBEAN HEADQUARTERS - MIAMI

HOK is leading the design for a new 350,000 square foot headquarters to consolidate Royal Caribbean Cruises Ltd.'s employees in Miami. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. The lobby is more than 15 feet above sea level. Key mechanical equipment will be located 20 feet above sea level in a mezzanine deck. The plan allows for an expanded dock along the site's southwest edge, with the building set back 10 feet to create a natural barrier of trees and landscape.

Resiliency planning may also include preparing for loss of services such as power, water, sewer, waste disposal or other. Discussion may include energy or water autonomy in the event of disruption and determination of the number of days of service. Water treatment and storage, back-up power, onsite energy generation, energy storage, and other onsite services may be evaluated for feasibility and to determine if at any point additional resources need to be brought in to assist the team.

COVID-19 and Pandemic Design and Operations

As the team emerge from the COVID-19 pandemic, new measures will need to be incorporated into the design and operations of civic facilities. From court rooms to public lobbies to administration spaces, employers are focused on protecting employees, residents and visitors from the spread of pathogens, while ensuring the business of the facility can continue.

HOK has teamed with subject matter experts in our MEP, Healthcare, Science + Technology and Low Voltage Engineering groups to help define the new normal for civic facilities to efficiently and effectively bring back certainty to the public and staff in our government buildings.

HOK will work with the Sponsors to identify ways to better position them for any future pandemic or security risk.

Healthier Facilities

Moving forward, it will be essential to implement rigorous, trackable and visible sanitation procedures and educate the public and staff on new protocols. Possible solutions might include:

- Touchless hand washing and hand sanitizer stations as well as disposable mask dispensers.
- Anti-microbial materials and finishes similar to those used in hospitals.
- Normative design, with increased access to fresh air, daylight and nature.

Touchless Technology

New ways of screening and credentialing staff and visitors entering buildings will need to be addressed:

- Touchless and frictionless access control for employee security access throughout the building could reduce or almost eliminate touch points as well as minimize transmission of pathogens.
- Facial recognition access control coupled with an access control database are now capable of tagging all credential holders that may have come in contact with a pathogen carrier.

Remote Communication

Increased use of video communication systems could greatly reduce the amount of people entering the facility. This reduction in people entering the facility lessens the chance of exposure to pathogens.

Dispersement

Dispersing populations within a secure facility is a challenge. Design considerations for new security flows and crowds, integration with existing security checkpoints, impacts to intake and housing units will need to be reimagined.

- The use of negative air in intake and waiting areas would flush contaminated air outside. Medical screening at entry would quickly identify anyone with a temperature, exhibiting symptoms, or in a high-risk population.
- In chambers floors and lobbies, security lines might be separated by glass panels, and biometric scanners might be attached to already-used metal detectors.
- Mechanical Solutions. Several HVAC system solutions can be considered to improve occupant health and safety.
- Increasing air change rates with enhanced filtration.
- HVAC Containment strategies, zoning or dedicated HVAC systems in high risk zones such as public waiting areas could reduce the spread of airborne contaminates.
- Maximizing outdoor ventilation (to exceed ASHRAE 62.1 standards) and using air economizers would increase outdoor air ventilation.
- Intense Ultra-Violet Germicidal Irradiation ("UVGI") can be used in air-handling equipment to prevent mold and effectively kill known viruses in a single pass.

Infection Impact

Government and public facilities worldwide are faced with infection impacts and now more than ever are considering how to create cleaner, more infection deterrent facilities. It is an issue that every public space will need to address. By working with agencies such as the Association for Professionals in Infection Control ("APIC") or Centers for Disease Control and Prevention ("CDC"), HOK will need to understand potentially new standards and procedures and how to best to implement them.

Question 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.

New technologies and design strategies are making the idea of designing net zero energy buildings, which produce as much on-site renewable energy as they consume over a year, more mainstream and commercially viable. In order to achieve a Net Zero Energy Building ("NZEB") the UCP team will work to closely with MEP Engineer Syska Hennessy to follow a series of steps in Design and Operations.

- Discovery and Definition: First, the Sponsors and the design team will define 1) project goals and target metrics, 2) financial parameters and alternative financing solutions, 3) team roles and responsibilities, and 4) design and modeling software tools and methodology.
- Climate and Place: The next step is to perform a climate analysis for the site to understand external loads, resources and challenges. Analysis should look at topography, geology, biology, and hydrology in addition to context clues, such as vernacular architecture and cultural norms. The design team will look for opportunities to harvest free water and energy from the site, including rainwater, condensate, natural ventilation, passive solar heating and convection.
- Load Reduction: The most cost effective way to reach net zero is to reduce overall building energy loads before designing a renewable energy system to provide sufficient energy for the building. Load reduction will minimize the renewable energy investment by reducing the size of the photovoltaic array or other renewable energy source. Load reduction may be achieved through programming and space requirements reduction, site planning, massing and orientation, building envelope optimization and plug load control.
- Integrated Solutions: Once loads have been reduced, then they can be efficiently handled through high-performance mechanical systems, lighting, Building Automation Systems, sensors and controls. Systems may include ground source heat exchange, radiant heat and cooling, desiccant cooling, energy recovery ventilation, direct current lighting, demand controlled ventilation and heat shift chillers.
- Renewable Systems: After building energy demand has been reduced through load reduction and efficient systems, the project can employ renewable energy systems to make up the balance of demand. It is recommended for this project that a solar PV canopy be located on the top level of the parking deck, both providing shade for the upper level of parking but also providing renewable energy for the adjacent building. Arrays over 30,000 square feet may be financed through power purchase agreements ("PPA") or incentive programs
- Occupancy: Once the building has been designed to achieve net zero energy over the course of a year, it will be important to monitor, measure and optimize building performance, as well as engage occupants in energy conservation and plug load reduction activities. Building optimization for net zero performance is a process rather than a destination.

NET ZERO CERTIFIED PROJECTS:

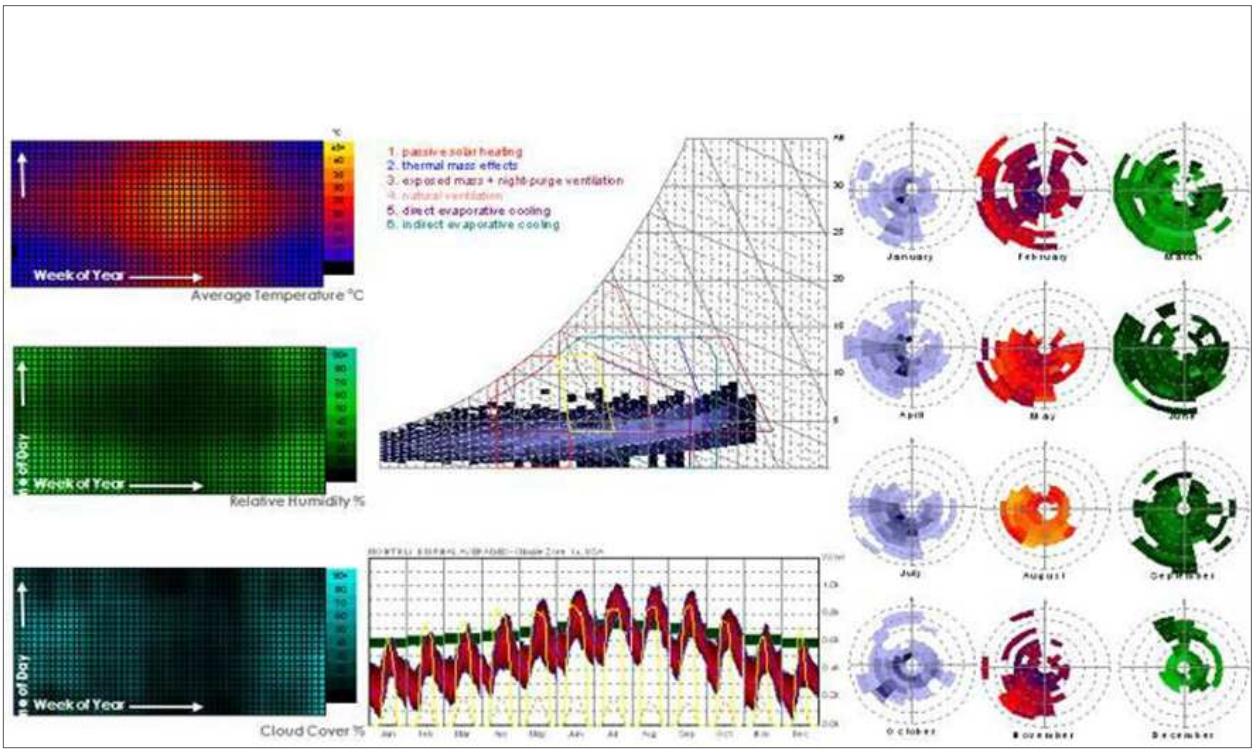
- County of San Diego, North Coastal Live Well Health Center, San Diego, CA
- Makers Quarter Block D, San Diego, CA
- Palomar Community College, Operations & Maintenance Complex, San Marcos, CA
- Southwestern College, Autotech Building, Chula Vista, CA
- Southwestern College, IT Building, Chula Vista, CA

With the ambitious goal of achieving net zero energy consumption and carbon emissions by 2030, federal and local government agencies are focused on innovative technologies to help achieve that goal by improving building performance. GSA's Green Proving Ground ("GPG") platform identifies specific technologies that advance toward the 2030 challenge; these include building-envelope optimization, energy management, water conservation strategies, and on-site power and design of renewable energy systems.

These are the same strategies Syska has applied on federal projects dating back to before the GPG was established, and Syska is actively engaged with the GPG to evaluate new and emerging strategies and technologies.

Syska designs systems with four key tenets in mind: resource efficiency, pollution prevention, indoor environmental quality and community enhancement. They utilize computational fluid dynamics ("CFD") modeling, energy simulation and daylight modeling to determine the optimum engineering design solutions

For the JGCC project, considering the location, there are several specific areas that they may consider for energy strategies but the most obvious is the use of solar energy. Solar can be used in many different forms from photovoltaic arrays to daylighting design. Our designed daylighting systems reduce lighting and cooling energy significantly and improve well-being of the occupants. Working as an integrated team with HOK, they can orient the building to maximize the buildings potential for solar energy. For example, Syska helped develop an orientation-specific approach to external and internal shading and daylight redistribution elements for the Environmental Protection Agency Region 8 headquarters in Denver, Colorado, that provides balance between building energy reduction and occupant visual comfort.



Syska works with government agencies under public-private partnership (P3), design-build and integrated project delivery ("IPD") contracts, recently delivering the following high performance LEED Gold Buildings:

- Governor George Deukmejian Courthouse in Long Beach, California
- US EPA's Region 8 headquarters in Denver, Colorado
- The Benjamin P. Grogan and Jerry L. Dove Federal Building in Miramar, Florida.

EXPERIENCE SNAPSHOT:
HEALTH AND HUMAN SERVICES AGENCY BUILDING

Health and Human Services Agency building in San Diego, is a 36,000 square feet facility that will house a Bio-psychosocial rehabilitation clinic, a mental health clinic, administration offices, a public health clinic, Military and Veteran services office, and Aging and Independence services offices.

Syska provided the County with a net zero building that promotes wellness for the myriad clinics housed within. To reduce the consumption of energy and take advantage of the mild local climate, the building's massing and orientation was tuned to maximize the potential for natural ventilation and daylight harvesting.

The building was also designed with a VRF system to provide thermal comfort using high- efficiency variable speed compressors and heat recovery capability, as well as to allow for higher controllability and monitoring of energy usage. Besides a low operating EUI, the HHSA LiveWell facility utilizes efficient plumbing systems, healthy materials, and includes local heritage elements in the design, all contributing to it's LEED Platinum certification.

In support of the sponsor's goal for this facility to operate as net positive energy on an annual basis, the design incorporates a 300kW of solar PV system to offset energy consumption onsite with renewable energy.

Question E

Describe relevant experience and include knowledge of WELL Building principles and methodologies.

HOK + Delos Partnership: WELL AP Program

Delos, a wellness real estate and technology firm, partnered with HOK to accelerate the organization's mission to integrate health and wellness into the built environment. The new partnership leverages HOK's worldwide network of designers and clients to further expand the global reach of the WELL Building Standard ("WELL").

As part of this partnership, HOK is undertaking a major initiative to educate and professionally accredit its design teams through the WELL Accredited Professional ("WELL AP") program. HOK also collaborates with the International WELL Building Institute ("IWBI") to provide research and insight from subject matter experts that will strengthen the foundation of WELL.

"HOK is recognized globally as a champion of environmental stewardship through sustainable design, and we are thrilled to partner with them to advance our efforts to achieve broad industry adoption of the WELL Building Standard," said Delos Founder and CEO Paul Scialla. "HOK has already designed the world's first project certified under v1 of WELL, and we look forward to continuing to collaborate with them to propel the design and construction community forward to build WELL."

Bill Hellmuth is a member of the Delos Advisory Board – a distinguished group of industry leaders in science, medicine, real estate, sustainability and government affairs – and provides strategic counsel on design that will guide the development of healthier buildings. This partnership with Delos enables HOK design teams to integrate the principles of the WELL Building Standard to improve the health and well-being of the people who experience the environments HOK creates.

HOK was the interior design firm and sustainability consultant for TD's newly renovated office within the Toronto-Dominion Centre in downtown Toronto. The project achieved WELL Certification at the Gold level and is the first project globally to be certified under v1 of WELL and was Canada's first within the standard's New and Existing Interiors typology. Delos and HOK are working with the real estate development company Strategic Property Partners ("SPP") on the design of multiple buildings within its mixed-use development on a 53-acre site in downtown Tampa.

WELL
COMMUNITY

EXPERIENCE SNAPSHOT:
USF HEALTH MORSANI COLLEGE OF MEDICINE

HOK's USF Morsani is part of the Water Street Tampa community setting an international precedent of wellness-integrated design. This 13-story tower will serve as the marquee home of USF Health's medical school and heart institute and an anchor for Tampa's burgeoning downtown waterfront district. It will house more than 1,800 students, faculty, researchers and staff in a state-of-the-art hub for medical education and research.

The facility pursued WELL Certification as part of Tampa's WELL Certified city district, which focuses on improving the way people live by building healthy communities. Grounded in its evidence-based approach, the WELL Community Standard builds upon the WELL Building Standard and aims to positively impact individuals throughout the public spaces where they spend their time.

The evolution of the WELL Community Standard benefitted from expertise provided by several notable community-level projects, including Water Street Tampa, which helped inspire the creation of the standard in September 2015 to make a commitment towards integrating wellness and sustainability into the all the places and spaces where we spend our time.

The development is anchored around Amalie Arena, home of the Tampa Bay Lightning and the Tampa Bay Storm professional football team, and includes the HOK designed University of South Florida Morsani College of Medicine and Heart Institute, and a mix of residential, retail, waterfront, and green space.

As the world's first WELL Certified city district, this multi-phase project will help create a roadmap for how cities worldwide can be designed and developed to support public health. Individual building projects that HOK and SPP are collaborating on include the new 320,000 square feet University of South Florida Morsani College of Medicine and Heart Institute, an adjoining 300,000 square feet medical office building and a parking, residential and retail building.

WELL combines best practices in design and construction with evidence-based medical and scientific research – harnessing the built environment as a vehicle to support human health and well-being. WELL Certified spaces can help create a built environment that improves the nutrition, fitness, mood, sleep patterns and performance of its occupants. WELL works harmoniously with LEED and the Living Building Challenge and is expanding alignment with other international leading green building systems like Three Star, Green Star and BREEAM.

HOK currently has 11 certified WELL projects, and over 30 in active design. Their focus remains the same, deliver first-class design solutions that are underpinned by a framework of health and wellness.

HOK has convincingly demonstrated that WELL projects can be delivered without compromising aesthetic goals, building performance or budget constraints. The built projects include office buildings, hospitals, laboratories, corporate campuses, courthouses, airports, museums, schools and master planned communities throughout the world.

WELL AP Project Approach

In order to serve clients in the best possible way, HOK has developed best-in-class industry tools to assist with WELL / Health & Wellness in our design and delivery of world-class projects.

Portfolio Assessments and Gap Analysis

What does it take to get to WELL certification or simply how do we make the workplace a healthier experience? HOK's gap analysis process will establish a set of criteria from which to work from, it will help realize the areas that need additional analysis, areas where improvements are needed to meet preconditions and explore new areas that align the JGCC project with today's trends in health and well-being.

Benchmarking, Metrics, and Market Assessments

HOK has extensive knowledge, historical information and vast market assessments wherever they operate. This data assists with identifying where problems are, and what it will take to meet their client's goals of health and wellness in their workplace. It also helps identify which features or ideas related to health and wellness should be pursued vs. which should not. As with any starting point, establishing a solid benchmark is required to measure success after project completion.

Facilitation of Pre-Testing (e.g. Air & Water Testing)

HOK's ability to quickly identify unacceptable levels of pollutants in air and water and innovate solutions to reverse these conditions.

Design Guidelines and Policy Documents

Developing company-wide design guidelines is a specialty of HOK that stems from their extensive workplace portfolio experience. Best practices from projects are the starting point for good design guidelines. With the introduction of HOK's health and wellness guidelines, clients will now have guidelines that truly represent the employee population's needs and desires of the workplace. These guidelines act as how-to manuals for client's in-house planners, office managers, facilities personnel, and other workgroups to ensure compliance over the three-year WELL certification period and recertification if desired.

Facilitation and Training

Part of HOK's delivery of services will include training and facilitation of training for the Sponsors. Because HOK's Partnership agreement includes two WELL faculty, they are permitted to train other external groups for the WELL exam, as well as provide WELL overview presentations.

Evaluation of WELL vs. Other Tools and Systems

There are other tools available in the marketplace that touch on the concepts of WELL, although WELL is the forefront product in the industry. HOK can perform initial comparisons of WELL to The Living Building Challenge, STAY well, and other such rating systems, to find the one best suited for their clients.

Adaption of Well for Non-Standard Project Types

As WELL evolves to cover new building typologies, some of which are in pilot phase, including WELL for Communities, HOK will offer these additional services as they come online or ask Sponsors for participation in pilot phases. These pilot phases allow the Sponsors to be the first to adopt these new rating systems, giving the team a competitive advantage, as others wait for the product to officially be released. In addition to WELL for Communities, pilots are or will be coming online shortly for multi-family residential, sports/fitness and recreation, education, retail, restaurants, public assemblies and more.

Surveys are the real measure of success on a project because they highlight where the project successfully implemented features and where additional work may be needed to improve conditions further.

Question F

Provide evidence of projects with mechanical systems that provide for enhanced air exchange and air compartmentalization within tenant spaces in the facility.

Syska has been committed to the advancement of building system designs and has been researching to develop a cohesive and data-driven MEP engineering response to the current pandemic and to an overall improved indoor air quality ("IAQ") strategy. They have been involved in both the frontline response and the long-term strategy with clients and state governing bodies. Syska has designed and performed construction administration for expedited healthcare facility expansions and is working with commercial clients on IAQ improvement solutions to their workspaces. Syska's organizations deep institutional knowledge and extensive experience from the healthcare sector is leveraged when studying Ventilation Air, UV and filtration strategies in office environments looking to reduce biohazard risk for their employees.

As a demonstration of this commitment, in 2020 Syska was chosen as one of the few selected companies to participate in the NYSERDA-funded IAQ energy study to provide insights for the commercial market in response to COVID-19. This study was based on case studies of actual client and their projects along with analysis and recommended strategies for improved IAQ. This work included CFD analysis on air cleaner applications and other viral risk mitigation strategies for commercial clients.

As the response to bio-hazards moves forward and clients start to implement prevention methods, it is important to understand the fine balance between carbon reductions and occupant wellness that needs to be maintained. At the onset of any project, they focus on the current relevance and health and energy considerations for improving indoor air quality and the strategies to do so. They help the Sponsor with the data and metrics that can be used to measure the quality of indoor air, along with the wellness, biohazard risk, financial effects of improving air quality. It is critically important that the Sponsor's expectations are met and that they are making well-educated and informed decisions. During the analysis of systems, early in the project, they will go over the energy impacts, and how to reduce them.

Some of the strategies that will need to be discussed and analyzed include operational strategies such as building flush out and/or increased ventilation rates. Other strategies include additional system enhancements such as greater filtration or the addition of UVGI strategies. This combined with properly zoning air handling systems based on building exposures to separating lobbies from office environments to the amount and type of air handling equipment all are a part of the overall energy and IAQ performance strategies of this type of building occupancy.

EXPERIENCE SNAPSHOT:
CONFIDENTIAL FINANCIAL CLIENT CORPORATE HQ

New York, NY. Multi-floor, 850,000 square feet space building within a building, with dedicated chiller plant, generator power, and domestic water feeds to all floors. Syska's design efforts include the interior fit-out of a 400-person auditorium, full cooking cafeteria, conferencing center, executive suites, two trading floors, and eight floors of office space. The majority of the space is designed to provide all underfloor air distribution ("UFAD") and dedicated uninterruptable power distribution throughout the office spaces.
Syska's design features a modulator underfloor electrical bus distribution, perimeter 2-pipe and 4-pipe re-cool and reheat, and a heat recovery chiller to make domestic hot water with the chilled water return.

Air handling units and other terminal air handling equipment are designed with UVGI lighting as well as higher ratings on space filtration through the air handling equipment. The building air systems are also capable of 30% outside air to all occupied zones.

Other strategies may include hybrid ventilation designs in public areas. This can improve the quality of the space and minimize mechanical cooling. For example, the headquarters of the Natural Resources Defense Council ("NRDC") in Santa Monica, California, incorporates manually operable windows that are interlocked to the building's high-efficiency cooling system automatically shutting down the cooling system given the optimal outdoor design conditions.

The new Long Beach Civic Center is a game changing development that revitalized civic core to serve local residents, businesses and visitors. It is also an important development because building operating costs and carbon footprint is designed to be 50% lower than standard office building.

The $520M, design-build-finance-operate-maintain ("DBFOM") civic center replaces the old city hall and provides efficient new offices for the Port of Long Beach, a new city library, a retail marketplace, three parking garages, including a new subterranean garage, public park and related infrastructure and landscaping.

To achieve lowest cost MEP with highly efficient systems, enhanced air filtration and differing levels of air exchange rates and air distribution systems, Syska provided preliminary energy modeling, solar studies and system sketches to inform the overall architectural and programmatic concept. Syska's high performance team developed whole building strategies to lower the energy needed and introduced renewable sources.

To save money and significantly improve energy efficiency, heating and cooling was supplied from under the floor, eliminating many ceilings, increasing floor to ceiling heights so daylight would penetrate deeper into the narrow floor plate enabling the lights to be turned off a significant duration of the day. LEED Gold certification was targeted and all buildings are exceeding ASHRAE 90.1-2007 by at least 22% before, and 34% after renewables are taken into account.

The solution encompassed onsite renewable generation solutions for two of the high-rise towers, which have to be very energy efficient to achieve external independent review's requirement to generate 25% of energy required on an average sunny day.

EVIDENCE OF PROJECTS WITH ENHANCED MECHANICAL SYSTEMS

- North Central Bronx Hospital - ICU Bed Conversion for COVID-19 Patients, Bronx, NY
- John Muir Health, Advance Urgent Care – Room conversion to negative isolation rooms, Brentwood, CA
- New Hanover Regional Medical Center Intensive Care Unit – COVID-19 Negative Pressure Conversion Project, Wilmington, NC

Question G

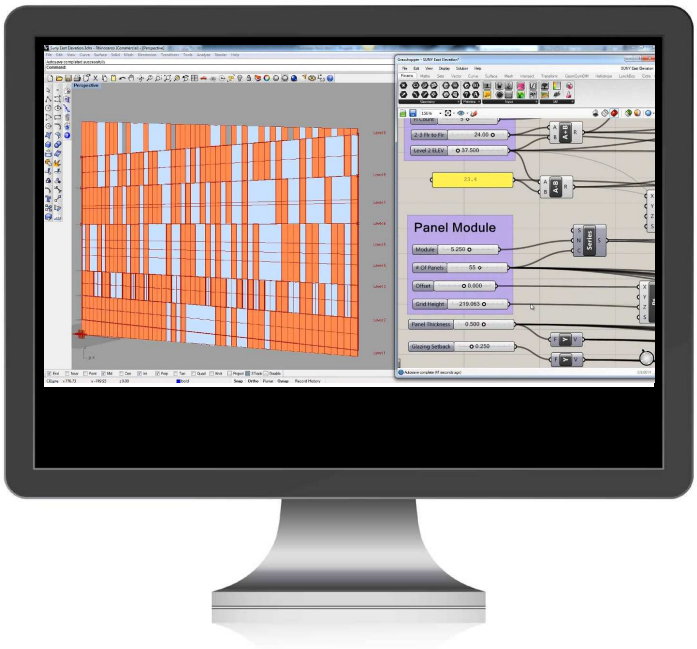
BIM Capabilities and Experience: Describe your firm's specific experience in utilization of Building Information Modeling (BIM) software during all phases of design and construction including visualization, scheduling, clash detection, interference management and COBie software. Describe the team's experience in generative and parametric programmatic modelling. Identify your office's predominating BIM software platform and supporting software.

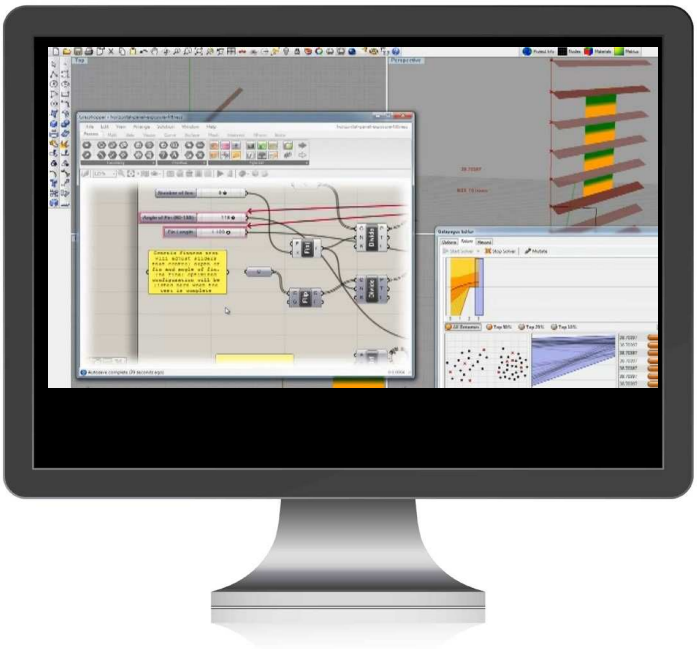
Building Information Modeling

Building Information Modeling ("BIM") was embraced by the HOK team over twelve years ago as a way to represent geometry, spatial relationships, geographic information, quantities and properties of building components to produce models that serve as a complete repository of information about a facility. The entire UCP design-build team will use Autodesk Revit as the software platform for design.

Dedicated, smart use of technology is very important for a variety of reasons, and will give the design-build team a real advantage in moving the project forward effectively. The advanced use of BIM promotes team integration and provides a high degree of completion and coordination throughout the process. This technology makes it very easy for the team to assess the building design, keep track of the project cost throughout the various phases and review the completion of documents in a virtually real time environment.

The UCP team recognizes the value, quality, and efficiencies BIM provides to the design and construction. To support this value, HOK has implemented and maintained a robust skills assessment and training program for all technical staff. New staff are evaluated on their technology and trained with self-paced and classroom-style sessions. Their educational materials are reinforced through regularly scheduled sessions for each major project milestone.





TOOLS + TECHNOLOGY:

HOK Virtual Reality APP

In 2018, HOK's Design Technology Group released the firm's first mobile app. HOK Virtual Reality ("VR") allows users to view project renderings in one of two 360-degree experiences—either in a panoramic view on their phones or by placing their phones in a headset such as Google Cardboard.

"We wanted to create a simple way to get our clients more engaged that didn't require them to come into the office," said James Vandezande, HOK's Chief Technology Officer. "This brings VR to them and allows them to experience a design at their leisure."

Vandezande imagines the app being of particular value for clients who want key user groups or occupants to experience a space while it's still in the design phase.

A healthcare client, for example, could allow their doctors to get a virtual feel of their new medical space. A research center could have its scientists experience how a new lab layout could improve their workflows.

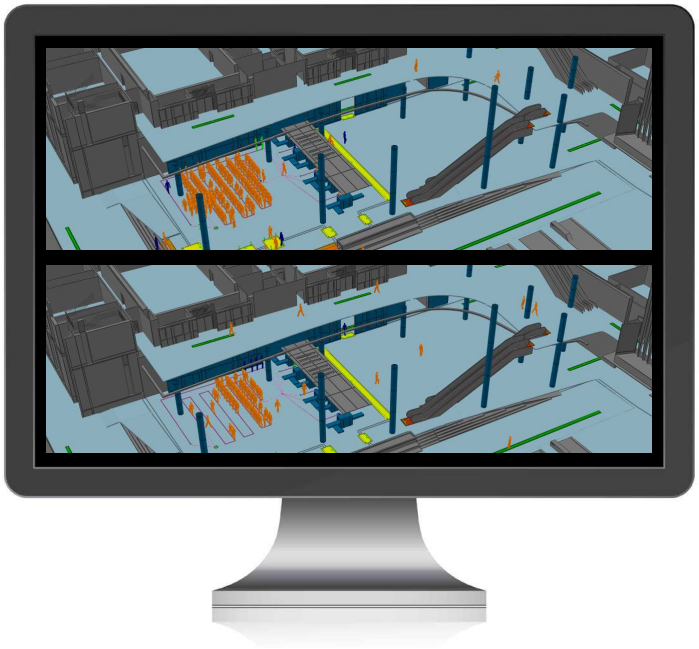
"HOK VR will allow these user groups to get into a future space and see what it will be like," he said. "This is another tool we can use to help clients fully understand a design."

Parametric Modeling Experience

While HOK has award-winning designers engaged with every project and a highly collaborative environment to leverage UCP's collective expertise – the use of generative design and parametric modeling further extends this knowledge. HOK's team of Design Technology experts have the ability to develop and deploy bespoke solutions to meet the needs of each unique project. Some examples of prior experience include the use of "genetic" algorithms to determine optimal shading depth and angles for building facades (LG North America Headquarters); geometry optimization for terracotta panel size focusing on fabrication, cost and constructability (SUNY Buffalo School of Medicine); and generative modeling/ analysis for the structural bridges at LaGuardia Airport Central Terminal saving thousands of tons of steel from original design.

Virtual Reality Engine

To expand on the modeled data of BIM throughout the design process, the team can create virtual walkthroughs that can help project stakeholders work rapidly through issues prior to any work, time or costs being expended during construction. HOK utilizes a user-friendly Virtual Reality Engine ("VRE") software platform as an enhancement for design visualization. VRE's are a powerful design and presentation tool that allow users to navigate through the project as quickly as the mouse pointer can slide across the screen.



This software is similar to state-of-the-art video game platforms and allows the BIM data to be imported and visualized like a video game or photo-realistic simulation. Users are free to rotate the view to any desired vantage point and can travel to any portion of a virtual design, allowing users to validate sight lines, access and mobility, and overall understanding of the design intent.

In contrast to the use of a pre-set animation, the VRE software can be updated and used for a variety of design, educational and operational purposes. As an end-user enhancement, HOK can provide interactive functions that provide better visualization of the proposed design - facilitating the Sponsor's ability to engage in a timely, well-informed review and approval process. Before occupying the facility, this tool could be used to allow employees to virtually explore their new work environments. Staff members could potentially use the VRE as an analytical tool for emergency planning and situational analysis.

Integrating BIM with Pedestrian Simulation

Since 2011, HOK design teams have used pedestrian simulation software to help analye important spaces in a wide variety of facilities including government facilities, airport terminals, hospitals, sports stadiums, and justice facilities.

These types of analytical design approaches result in superior outcomes for Sponsor's facilities - more efficient employee flow, congestion avoidance, and maintenance of secure pathways - just to name a few.

Facility Data Requirements & COBie

HOK has extensive experience working with various facility management staff to determine the most valuable data managed and delivered at handover. HOK's design team and design technology experts have worked with organizations such as New York Presbyterian Hospital and Penn State University to define, review and deliver model-based data for spaces, equipment, and furniture. For management and delivery of facility data, HOK uses dRofus – a robust program management platform that directly integrates with Revit software. As a web-based platform, the Sponsor can collaborate with the design team on defining and tracking BIM data throughout the design process.

A MODEL FOR BIM: DC CONSOLIDATED FORENSICS LABORATORY

AIA - Technology in Architectural Practice BIM Award
AIA DC - Presidential Citation for Sustainability

The Consolidated Forensic Laboratory ("CFL") combines Washington, DC's public safety, forensic science and public health efforts in a state-of-the-art, LEED Platinum building. The DC CFL provides a real-world example of how integrated design can spark collaboration, design for efficiencies, and ultimately lead to first-cost savings. HOK utilized project management tools that encouraged open communication and collaboration from lab planning and programming, to design documentation, coordination and constructability sequencing.

Integrating BIM made it possible for the team to complete the construction and commissioning of this complex facility in just over 32 months and deliver a LEED Platinum building 17% under budget.

From the initial planning stages, BIM enabled the team to develop room data sheets and lab standards for end users while helping future occupants visualize how the space would function.

The team consisted of HOK and 30 subconsultants; all using the Revit model in various capacities. Three architectural models were shared between multiple offices of the prime architect and the associate interior architect.

Many of the specialty consultants used the BIM model to complete studies including Wind wake/exhaust entrainment, Vibration analysis, daylighting, Site lighting, atrium exhaust analysis and EMI/RFI investigation and shielding. Conceptual casework layouts were developed and schematic equipment blocks (from field surveys) were placed in the model. The design team integrated the mechanical and electrical systems, architectural components, and the structure to determine sequencing implications and identify conflicts. Regularly scheduled meetings were held with the respective architectural and design teams along with the subcontractors to address the means and methods of the design intent. This process allowed all parties to visually realize what may not be readily seen on the design documents. Adjustments could be made immediately in real time to determine what solutions would work. Furthermore, BIM construction coordination allowed the Contractor to pre-assemble major utilities in the shop, thus reducing construction staging area and field labor, while improving quality.

The AIA recognized the project's expected cost savings, time savings and sustainable outcomes with a Technology in Architectural Practice BIM Award.

Question 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.

Integrated Planning Process

Successful integration of Building Information Modeling and technology requires planning with the end in mind. For UCP's Design-Build team, this process has commenced and will ultimately become integrated once the teams align at the post-award orientation meeting.

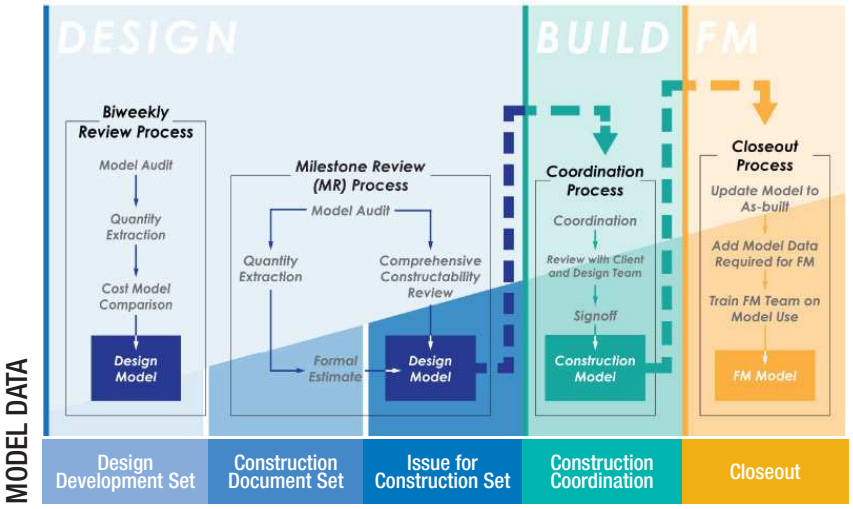
The comprehensive BIM Execution Plan and approach considers criteria for success important to the Sponsors, Project End Users, Trade Partners and the Design-Builder. Clear definition of success for all stakeholders allows us to create a vision and path toward flawless execution of model coordination and a seamless transition of model information into construction and facilities operation. Most importantly, the UCP project team must acknowledge the BIM Execution Plan is a living document intended to maximize efficiency in design, construction, operations, and lifecycle cost of the project.

The basis of the BIM Execution Plan will help the extended team avoid duplication of effort and will support accurate management of coordinate systems – a crucial aspect of BIM collaboration on a large project.

BIM to FIM Process

From inception to reality the model plays a pivotal role throughout the BIM to FIM process. Summed up, good information in, good information out. The team realizes the focus that needs to be put on the facility management deliverable early in the project. Once the information platform to be used has been established, the team will center the development of the model around it.

The HOK team is very familiar with COBie or Construction, Operations and Building Information exchange, which is the platform used by the Sponsor. HOK will work alongside Balfour Beatty to formulate the best plan based on previous experience and the tools needed to succeed. The graphic below depicts the means by which the design-build team of HOK and Balfour Beatty will leverage tools and processes to achieve the VDC goals and objectives of the project.



PROJECT TIMELINE

Question I

Describe how models and model data will be compiled, reviewed and managed

Content and Templates

Every project model is started with a standardized template that is based on the culmination of over 10 years of expert BIM experience. The template provides the basic toolkit of fundamental assemblies and components including robust wall types, doors, casework and more. The HOK team has developed an extensive library of content for government facilities, which allows the team to generate fully-modeled views for testing operational site lines, developing cost estimates and verifying all required **county** and **federal** accessibility clearances. In addition, the library allows the team to model items that require coordination for critical clearances, such as security sliding door hardware, equipment, and fixtures.

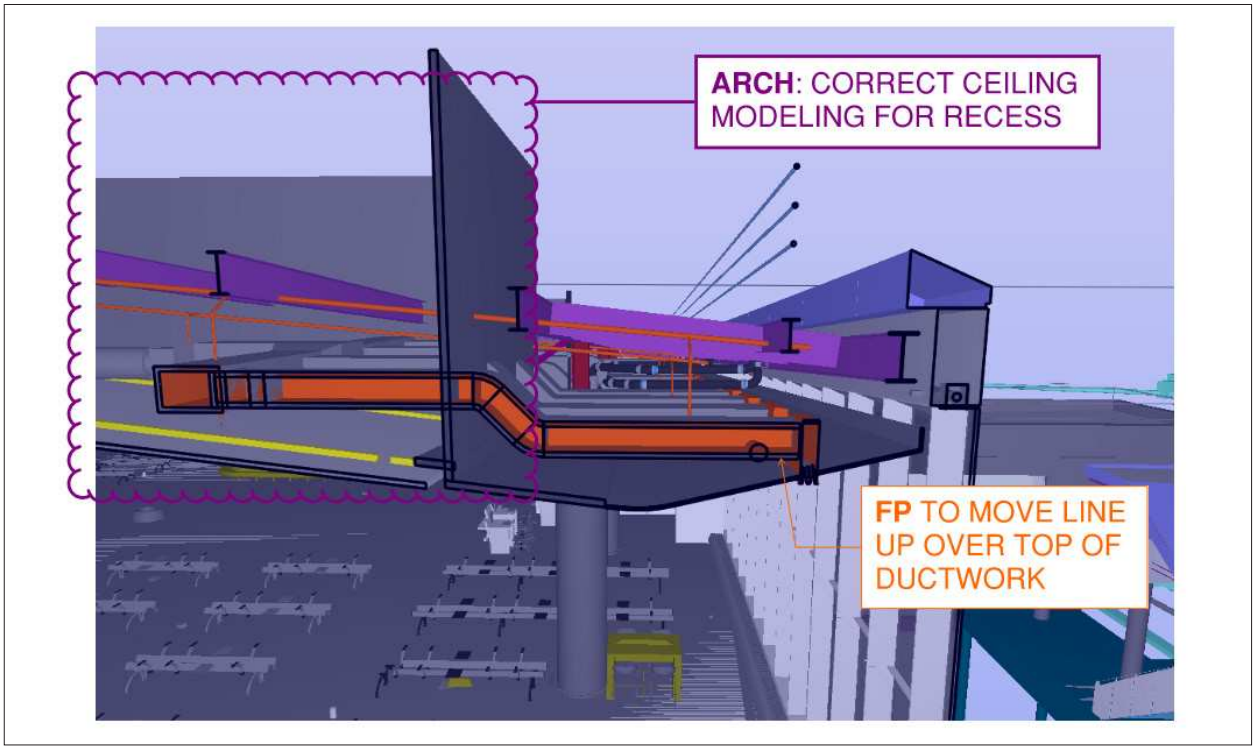
Project Model Audits

In addition to real-time monitoring of BIM performance, design models are audited by our Design Technology experts at regular intervals throughout the project lifecycle to ensure compliance with HOK standards and our client's data requirements. Reports are logged in our Project Quality Management System and issues tracked for appropriate completion. Regular audits and model checks ensure data is being developed and prepared to support the lifecycle of the building operation.

Clash Detection / 3D Coordination

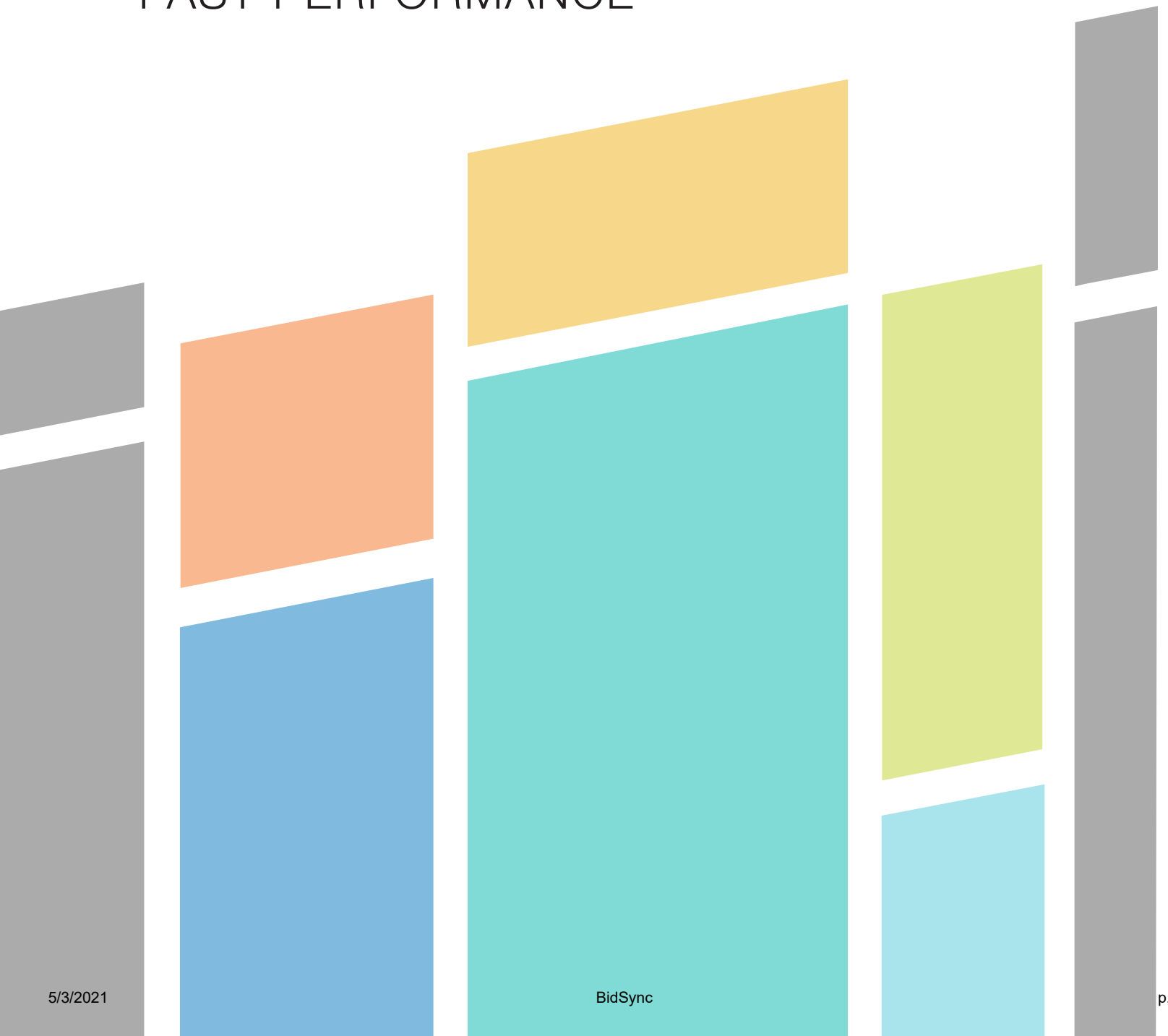
Clash detection / 3D Coordination is conducted as a recurring process throughout the design phases at increasing levels of specificity. Predefined clash and model logic rules are used to identify the most important issues for the team to reconcile and resolve before they become costly problems on the construction job site.

Models and the data included within the models is routinely reviewed and managed via corporate standards and confirmed against project specific criteria outlined in the BIM Execution Plan.



C3

PAST PERFORMANCE



C3 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.

Question 3A 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.

Question 3B 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.

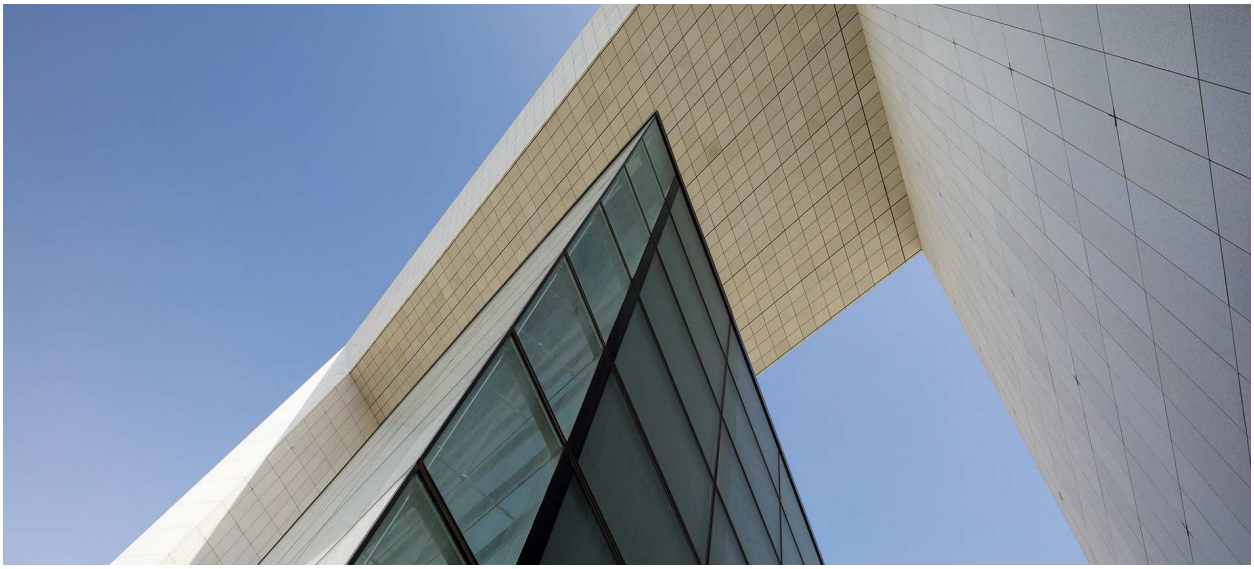
Question 3C Provide evidence that the firm achieved outstanding solutions and outcome in new Government facility projects and projects of a similar nature.

Question 3D Provide evidence of completed projects incorporating parking garage facility and parking management technology.

Question 3E Provide evidence of completed projects integrating multi-modal mass transit options.

Question 3F 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.



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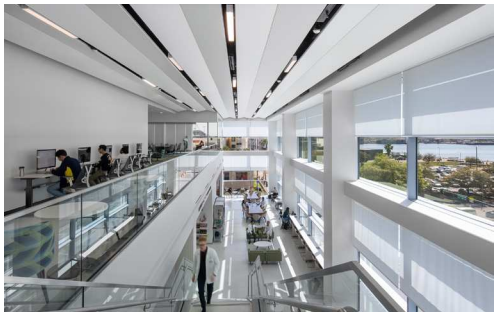

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PROJECT SNAPSHOT SUMMARY MATRIX

SF330 SECTION F #	PROJECT NAME	LOCATION	$VALUE (CONSTR)	SIZE		COMPLETION	DELIVERY METHOD	COMMISSIONING UNDER LEED	A/E EVALUATION CRITERIA												ADDITIONAL RELEVANCY FACTORS							
				TOTAL SF	HEIGHT				NEXT GEN CIVIC & GOVERNMENT FACILITY	COMPLETED IN THE LAST 10 YEARS	MET BUDGET / SCHEDULE CONSTRAINTS	CLASS A OFFICE HIGH-RISE	STRATEGIC HIGH-PERFORMANCE BUILDINGS	URBAN DISTRICT SETTING	EVIDENCE OF SATISFACTORY COMPLETION	COMPLETED ON A PHASED-BASIS	PARKING GARAGE	MULTI- MODAL TRANSIT INTEGRATION	ALTERNATE PROJECT DELIVERY METHOD	TEAM MEMBER PARTICIPATION	MINIMUM 1500 OCCUPANTS	MINIMUM 500,000 SF	INNOVATIVE / ICONIC DESIGN SOLUTIONS	PUBLIC ASSEMBLY, CHAMBER AREAS / COURTROOMS	FL BUILDING CODE	TARA / SECURITY CONSIDERATIONS	LIFE SAFETY / IT / LOW VOLTAGE SYSTEMS	STAKEHOLDER / COMMUNITY ENGAGEMENT
01	Miami-Dade County Probate and Civil Courthouse	Miami, FL	$254M	620,000 sf	23 Floors, 474 ft	2023	P3 DBFOM	LEED Silver	•	•	•	•	•	•	•		•		•	•	•	•	•	•	•	•	•	•
02	University of South Florida Health Morsani College of Medicine and Heart Institute	Tampa, FL	$189M	430,000 sf	13 Floors, 214 ft	2021	DB	LEED Certified, WELL Certified		•	•	•	•	•	•					•	•	•		•	•	•	•	•
03	One Reston Town Center	Reston, VA	$260M	840,000 sf	24 Floors, 330 ft	2016 (design)	DBB	LEED Gold		•	•	•	•		•		•			•	•	•	•			•	•	•
04	Abu Dhabi National Oil Company (ADNOC)	Abu Dhabi, UAE	$405.9M	1,900,000 sf	65 Floors, 1,122 ft	2016	DBB	LEED Platinum		•	•	•	•	•	•		•	•	•	•	•	•	•	•		•	•	•
05	Constitution Square Mixed-Use Development, Office Buildings I-IV	Washington, DC	$350M	2,000,000 sf	12 Floors, 242 ft	2019	DB	LEED Platinum		•	•	•	•	•	•	•	•	•	•	•	•	•	•			•	•	•
06	Royal Caribbean Headquarters	Miami, FL	$300M	575,000 sf	10 Floors, 70 ft	2019 (design)	DBB	LEED Gold		•	•		•	•	•		•			•	•	•		•	•	•	•	•
07	Judge Seymour Gelber and Judge William E. Gladstone Miami-Dade Children's Courthouse	Miami, FL	$93.8M	371,500 sf	14 Floors, 232 ft	2013	DBB	LEED Gold	•	•	•	•	•	•	•		•			•	•		•	•	•	•	•	•
08	Howard County Circuit Courthouse	Columbia, MD	$150M	470,000 sf	4 Floors, 56 ft	2021	P3 DBFOM	LEED Gold	•	•	•		•		•		•		•	•	•		•	•		•	•	•
09	Indianapolis-Marion County Community Justice Center	Indianapolis, IN	$571M	1,380,000 sf	12 Floors, 168 ft	2021	CMAR	LEED Certified	•	•	•	•	•	•	•		•		•	•	•	•	•	•		•	•	•
10	San Francisco Public Safety Campus	San Francisco, CA	$243M	307,620 sf	6 Floors, 18 ft	2015	CMAR	LEED Gold	•	•	•		•	•	•		•		•	•	•		•	•		•	•	•

SF330 Section F #1

MIAMI-DADE COUNTY CIVIL AND PROBATE COURTHOUSE

Location:
Miami, Florida, USA

Project Size:
620,000 sf

Construction Value:
$ 254,000,000

Status:
Design Complete (2020)

Project Delivery:
P3, DBFOM

Certification:
LEED Silver

HOK Member Participation:
HOK (Goodale, Rae, Hellmuth, Kirk, Johnson, Landreneau, Price), Plenary, DiSimmone, Curtis + Rogers, SLS Consulting

Project Description

HOK, as part of the Plenary Justice Miami P3 team, was selected to design, build, operate and maintain a new state of the art, flexible, efficient and cost effective solution to replace the existing civil and probate courts in downtown Miami.

The new 23-story courthouse will be located on a narrow site adjacent to an active commuter rail line. The team was challenged with fitting a large, complex program on the site, while maintaining accessibility and security. The design respects and reflects the dignity of the justice system and the importance of Miami-Dade's citizens in the judicial process.

Forty-six courtrooms will be provided in the initial construction project along with a shell floor for build-out of four additional in the future. The design solution optimizes daylight to courtrooms, public and staff areas, and includes a compressed and efficient court stack that allows for flexibility and growth.

The use of typical court floor for development of structural, MEP design and circulation systems makes conversion of any office floor to courts possible. All building systems are designed to facilitate future change to ensure the new Courthouse will remain a vital component of the justice system. The court floors stack vertically to make the most efficient use of elevators, stairs and shafts while meeting security and clear span structural requirements.

To maximize resource efficiency and reduce the environmental impacts of the design, construction and operation of the project, the design team will select products that reduce the consumption of energy, water, and non-renewable resources, minimizing the pollution resulting from the employment of building technologies and materials.

Relevance to the Project

- ☑ Class A Office High-Rise
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly, Chamber Areas / Courthouses
- ☑ Parking Garage
- ☑ Florida Building Code
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement

SF330 Section F #2

UNIVERSITY OF SOUTH FLORIDA HEALTH MORSANI COLLEGE OF MEDICINE AND HEART INSTITUTE

Location:
Tampa, Florida, USA

Project Size:
430,000 sf

Construction Value:
$ 189,000,000

Status:
Construction Complete (2021)

Project Delivery:
DB

Certification:
LEED-NC Certified, WELL Certification (pre-certified)

Team Member Participation:
HOK (Rojas, Landreneau)

Project Description

This 13-story tower serves as the marquee home of USF Health's medical school and heart institute and an anchor for Tampa's burgeoning downtown waterfront district. It will house more than 1,800 students, faculty, researchers and staff in a state-of-the-art hub for medical education and research.

Goals for providing space that supports student-centered learning drove HOK's design. The facility includes large auditoriums, state-of-the-art and highly adaptable classrooms, an experiential learning lab, virtual anatomy technologies and informal learning settings that support team-based learning pedagogies.

To encourage interdisciplinary interaction and collaboration, learning spaces are integrated with lab areas. Spanning four floors, the flexible lab facilities support interdisciplinary cardiovascular research and clinical care. Office and faculty space is flexible to promote the creation of a forward-thinking academic workplace that breaks down departmental barriers.

The new Morsani College of Medicine and Heart Institute offers the medical school an opportunity to define a new relationship with the Tampa community. The building creates a signature image for the University and College, and enhance outreach and communication with a diverse downtown population. There will be a strong public health presence and outreach program provided through the new facility.

The facility will achieve WELL Certification as part of Tampa's WELL Certified city district, which focuses on improving the way people live by building healthy communities. The project represents a defining moment in the history of USF and the future of how research, medicine, and medical students will transform health together.

Vendor Verification Form Attached

Relevance to the Project

- ☑ Class A Office High-Rise
- ☑ Minimum 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly Areas
- ☑ Florida Building Code
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement


USF HEALTH
USF HEALTH TANEJA COLLEGE OF PHARMACY
USF HEALTH HEART INSTITUTE
WATER STREET
TAMPA

SF330 Section F #3

ONE RESTON TOWN CENTER

Location:
Reston, Virginia, USA

Project Size:
840,000 sf

Construction Value:
$ 260,000,000

Status:
Design Complete (2019)

Project Delivery:
DBB

Certification:
LEED-NC Gold

Team Member Participation:
HOK (Hellmuth, Landreneau, Wang, Price)

Project Description

HOK served as the lead architect for this new 420,000 square feet trophy office tower being developed by Akridge and Reston Town Center. The 24-story building represents the increasing trend of experimenting with taller silhouettes in the suburbs.

At a grand 330-foot height, the tower will punctuate the growing Reston skyline, 125 feet taller than anything around it, offering stunning panoramic views extending from downtown Washington, DC to the Blue Ridge Mountains. The project also includes a six-level, 1,275-space parking garage and a 35-foot tall glass screen for wind protection on the rooftop terrace.

The tower will house 15,000 square feet of ground-floor retail, 23,000 square feet open floor plates and 10-foot high ceilings with floor-to-ceiling glass windows with panoramic views of Washington, DC, and the Blue Ridge Mountains. Amenities include a fitness center on the seventh floor, a cyber lounge, and three private landscaped terraces.

Due in part to the recent expansion of the Metro, suburban areas like Reston have become increasingly mixed-use, transit-oriented areas aimed at attracting new residents and employers.

One RTC considers the environment at all levels—the wavy facades and landscaped plazas engage pedestrians on the ground, and the sleek glass exterior makes an impressive impact on the skyline.

Relevance to the Project

- ☑ Class A Office High-Rise
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Event Space
- ☑ Parking Garage
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement

Vendor Verification Form Attached


Broward County Board of County Commissioners

SF330 Section F #4

ABU DHABI NATIONAL OIL COMPANY HEADQUARTERS

Location:
Abu Dhabi, UAE

Project Size:
1,900,000 sf

Construction Value:
$ 405,900,000

Status:
Construction Complete (2016)

Project Delivery:
DBB

Certification:
LEED-NC Platinum

Team Member Participation:
HOK (Hellmuth, Landreneau, Wang, Price)

Project Description

The new headquarters for Abu Dhabi National Oil Company ("ADNOC") symbolizes the company's importance in the development of the United Arab Emirates.

Located on one of Abu Dhabi's most prominent urban sites, the 75-story tower creates a new city landmark while articulating ADNOC's role as one of the world's most dynamic, influential petroleum companies.

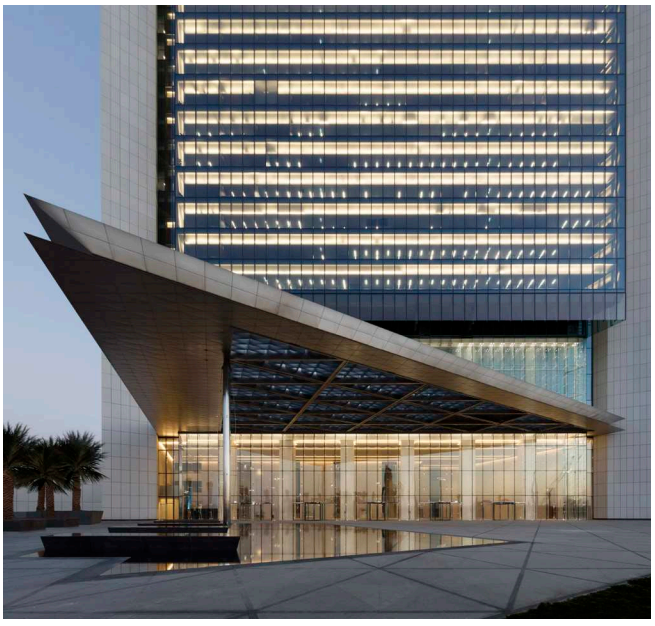
The elegant, minimalistic design of the building expresses stability, strength and seriousness of purpose. Combining majestic spaces and high-quality materials, the design maximizes views of the Arabian Gulf through careful massing of the tower and placement of the surrounding courts, plazas and landscape. To maximize flexibility, offices are organized with a modular approach that is interchangeable and repeatable.

The tower's north-south orientation minimizes the ground-level footprint, leaving ample room for landscaped amenity space. The north side of the tower is fully glazed to offer Gulf views and take advantage of limited direct sunlight. The south side, where sunlight is stronger, incorporates fritted glass and sun shades.

Extending south of the tower structure, the three-level rectangular podium houses employee service retail space, the service loading area, a heritage museum, and the main lobby and circulation space. The roof of the rectangular podium extends south across the access road to connect to a new mosque.

Relevance to the Project

- ☑ Class A Office High-Rise
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly Areas / Event Space
- ☑ Parking Garage
- ☑ Multi-Modal Transit Integration
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement




GROUND LEVEL
B1 LEVEL
B2 LEVEL
B3 LEVEL

SF330 Section F #5

CONSTITUTION SQUARE MIXED USE DEVELOPMENT OFFICE BUILDINGS I-IV

Location:
Washington, DC, USA

Project Size:
2,000,000 sf

Construction Value:
$ 350,000,000

Status:
Construction Complete (2020)

Project Delivery:
DB

Certification:
LEED-NC Platinum

Team Member Participation:
HOK (Kirk, Hellmuth, Landreneau, Price)

Project Description

Covering a full city block just north of Union Station and the US Capitol Building, this office, residential and retail development has a commanding presence in Washington, D.C.'s vibrant NoMa neighborhood.

Four 12-story, LEED Platinum office buildings anchor the transit-oriented, pedestrian-friendly development. All four buildings include first-floor retail space and below-grade parking. The development totals more than three million square feet.

One Constitution Square accommodates several public sector tenants and features a partially enclosed rooftop terrace with a panoramic city view.

Two Constitution Square, home to 2,000 Federal Government employees, incorporates SCIF rooms and on site amenities. Two Constitution Square incorporates several Sensitive Compartmented Information Facility ("SCIF") rooms and on-site amenities for 2,000 Department of Justice employees.

Three Constitution Square houses a federal government tenants with flexible, 30,000 square feet floor plates and a single column line that accommodates demanding layout requirements. The Class A office building features green space in the private courtyard and integrates a plaza linked to the adjacent Metro rapid transit station.

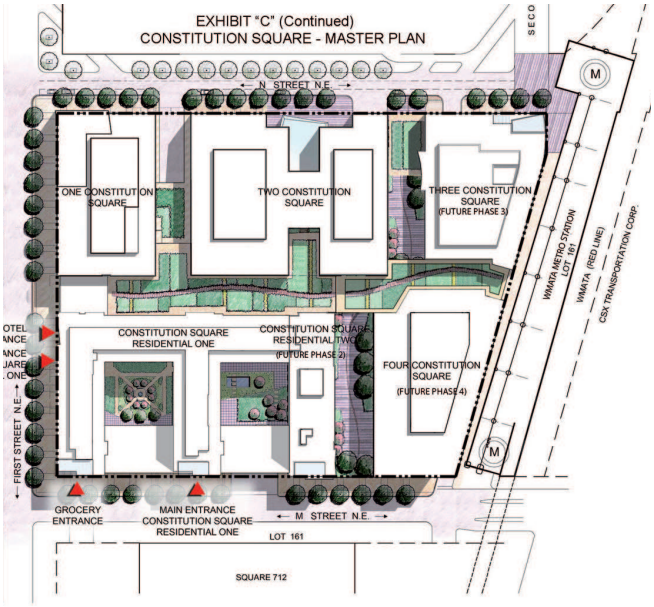
Four Constitution Square is the newest LEED Platinum addition to the site, with 493,641 square feet of BOMA rentable office space to be fit-out for the Department of Justice. Four Constitution Square was also completed with Balfour Beatty.

The development offers convenient access to a mix of restaurants and retail offerings along the tree-lined streets. Constitution Square was the first commercial mixed-use project in Washington D.C. to earn LEED for Neighborhood Development certification.

Vendor Verification Form Attached

Relevance to the Project

- ☑ Class A Office
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Event Space
- ☑ Parking Garage
- ☑ Multi-Modal Transit Integration
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement



SF330 Section F #6

ROYAL CARIBBEAN HEADQUARTERS

Location:
Miami, Florida, USA

Project Size:
575,000 sf

Construction Value:
$300,000,000

Status:
Design Complete (2019)

Project Delivery:
DBB

Certification:
LEED-NC Gold

Team Member Participation: HOK (Rae, Kirk, Rojas, Landreneau, Wang, Carvalho, Price), THA Consulting

Project Description

HOK is leading the design for a new headquarters to consolidate Royal Caribbean Cruises Ltd.'s employees in Miami. The $300M campus will be at the southwest corner of Dodge Island and bring together employees currently working in two separate office buildings and temporary spaces. Tracing the sinuous form, the edge of each floor extends out to create horizontal shading devices varying from three to 12 feet in depth. Accessible terraces are located in zones facing downtown, within the sky garden, around the executive floor and in the southeast corner looking toward the ocean. At night, the edges will be illuminated with LED lighting, emphasizing the curvilinear form and creating a dramatic beacon of light on the water.

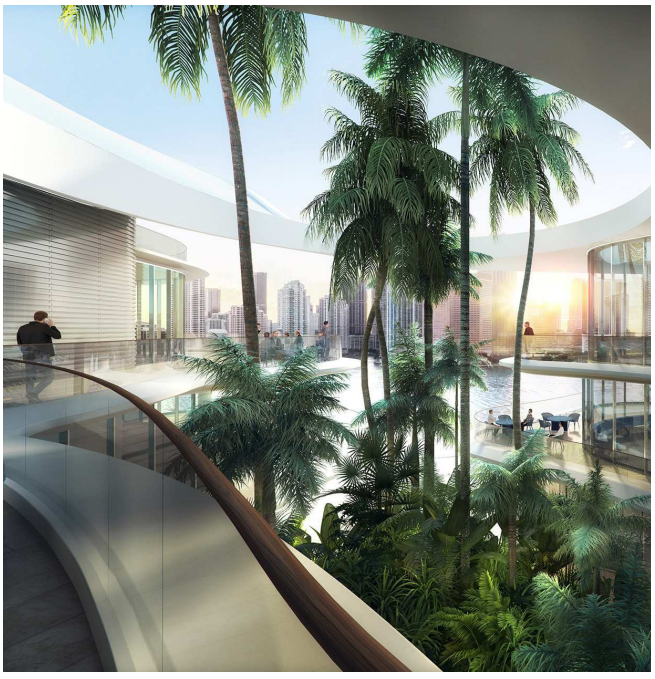
An open plan for most of the workplace floors will facilitate collaboration among different departments with a variety of technology-enhanced meeting spaces. The building's boomerang shape allows natural daylight to reach deep into the floor plates. Interior stairs connecting each floor follow the building curves, promoting wellness and collaboration. Other amenities include an auditorium, training rooms and two cafeterias.

Connected by a verdant courtyard with native plantings and pedestrian paths, the adjacent 1,450-vehicle parking garage echos the edges and curves of the main office building. A basketball court, soccer field and running track will be on top of the parking garage. Anticipating the impacts of climate change and rising sea levels in Miami, the resilient design elevates most of the building program and critical equipment. The lobby is more than 15 feet above sea level. Key mechanical equipment will be located 20 feet above sea level in a mezzanine deck. The plan allows for an expanded dock along the site's southwest edge, with the building set back 10 feet to create a natural barrier of trees and landscape.

Vendor Verification Form Attached

Relevance to the Project

- ☑ Class A Office
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Event Space
- ☑ Parking Garage
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement



Broward County Board of County Commissioners

SF330 Section F #7

JUDGE SEYMOUR GELBER AND JUDGE WILLIAM E. GLADSTONE MIAMI-DADE CHILDREN'S COURTHOUSE

Location:
Miami, Florida, USA

Project Size:
371,500 sf

Construction Value:
$ 93,800,000

Status:
Construction Complete (2013)

Project Delivery:
DBB

Certification:
LEED-NC Gold

Team Member Participation:
HOK (Goodale)

Project Description

This downtown Miami building combines juvenile and family courts in a non-traditional, welcoming environment. Designed to minimize stress for children and families, the 14-story building houses 18 courtrooms and 16 supporting agencies, making it easy for families to access services in one central location.

The team created the best possible experience for people who need to use this building. Five floors are flexible to support the County's changing needs. Three floors offer families storefront locations for key support agencies. Agile courtrooms and technologies accommodate different case types.

The bright, spacious interiors communicate respect and warmth toward the children and their families. Daylit corridors and generous common spaces display public art. Several large-scale murals and tile installations feature portraits created by students.

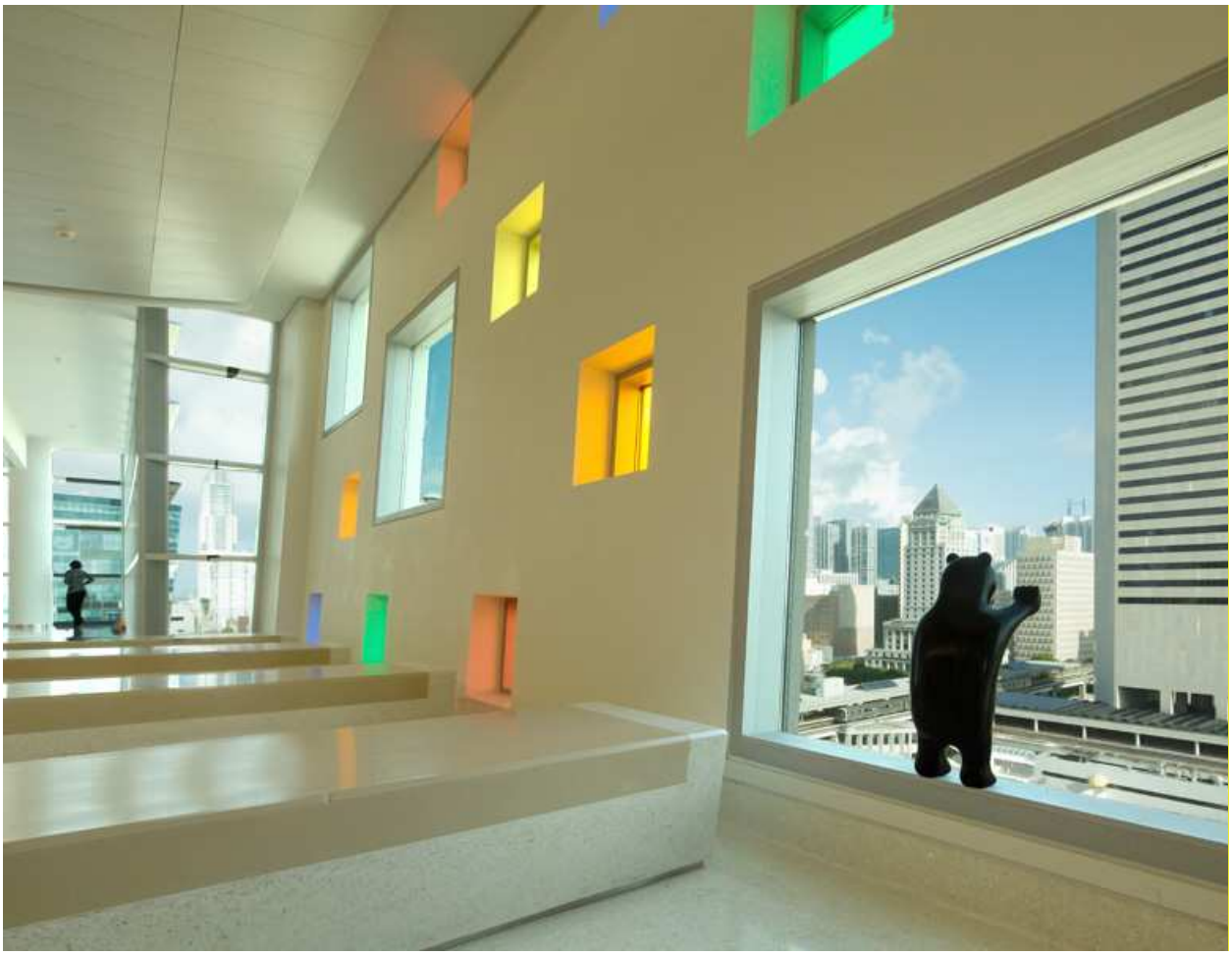
As part of providing a healthy environment, Miami-Dade County wanted to integrate sustainability into the design. The LEED Gold building's east-west orientation minimizes solar heat gain from the tropical sun while offering spectacular views to Biscayne Bay and the city.

A concrete screen wall on the main civic facade provides shading. Multicolored glass windows create an ever-changing daylight experience in public waiting areas. At night, light from the interior creates a random pattern of primary colors across this south-facing "confetti wall." The building is set back 10 feet to create a natural barrier of trees and landscape.

Vendor Verification Form Attached

Relevance to the Project

- ☑ Class A Office
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly, Chamber Areas / Courthouses
- ☑ Parking Garage
- ☑ Florida Building Code
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement




CHILDREN'S COURTHOUSE

Broward County Board of County Commissioners

SF330 Section F #8

HOWARD COUNTY CIRCUIT COURTHOUSE

Location:
Columbia, Maryland, USA

Project Size:
470,000 sf

Construction Value:
$ 150,000,000

Status:
Construction Complete (2021)

Project Delivery:
DBFOM

Certification:
LEED-NC Gold

Team Member Participation:
HOK (Goodale, Kirk, Hellmuth, Landreneau, Price)

Project Description

Located in Howard County, Maryland, the new Howard County Circuit Courthouse ("HCCC") is the largest capital project in the history of Howard County. This new world-class facility ushers in a new era of safety, innovation, and justice in Howard County, Maryland.

The 250,000 square feet new circuit courthouse features space for the State's Attorney, Sheriff, local Bar Association, Maryland Public Defender, Clerk of Courts, as well as office space and courtrooms for six judges, a large and comfortable jury assembly area, a cafeteria, and fitness center, as well as an adjacent 691-space parking garage. As part of the planning and programming for the new facility, HOK considered the stressful state that many visitors are in when they come to the courthouse, and incorporated design considerations to help minimize that stress through the design. The new courthouse will allow the staff, judges, departments and litigants to promote the judiciary mission of access to justice.

The design features a four-story atrium, a large entryway that will provide safety screening for those entering the Courthouse and separate hallways and elevators for prisoners to enhance public safety. The plan also includes office space and a courtroom for a sixth judge, a larger and more comfortable jury assembly area, and a 691-space parking garage adjacent to the Courthouse. The new Circuit Courthouse will be durable with high-quality systems to ensure its useful life extends well beyond the 30-year contract. Sustainability plans include installing solar panels and planting more than 100 new trees.

HOK is part of the Edgemoor-Star America Judicial Partners ("ESJP") team that was selected to design-build-finance-operate-maintain the new circuit courthouse in Howard County, Maryland. This project is the second availability-payment structured municipal public-private partnership to reach financial close in the US.

Relevance to the Project

- ☑ Class A Office
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly, Chamber Areas / Courthouses
- ☑ Parking Garage
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement


Broward County Board of County Commissioners

SF330 Section F #9

INDIANAPOLIS-MARION COUNTY COMMUNITY JUSTICE CENTER

Location:
Indianapolis, Indiana, USA

Project Size:
1,380,000 sf

Construction Value:
$ 571,000,000

Status:
Construction Complete (2021)

Project Delivery:
CMAR

Certification:
LEED-NC Certified

Team Member Participation:
HOK (Goodale)

Project Description

Rising above the coal ashes of a former industrial plant, a new 1.38 million square feet civic campus brings a sense of energy and pride to the Indianapolis community. Founded on principles of transparency, universal access and a holistic approach to mental health, this state-of-the-art LEED facility will transform how justice is done while reducing recidivism for the people it serves.

Unlike similar facilities of this project type—where judicial, law enforcement and punitive functions are treated as separate—the building weaves together all three into one cohesive expression.

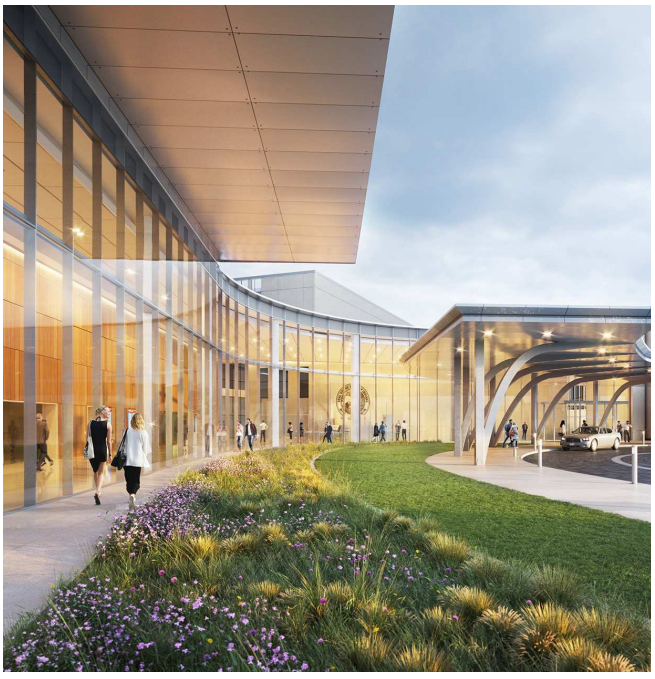
The courts tower hovers as a crystalline patterned form, conveying the importance of the judicial system. As a counterpoint, the mental health/detention center sits quietly as a more monolithic background element. Weaving both together are the sheriff's department and public spaces in the two-story facade along the main parking area and Pleasant Run Creek.

In addition to the functional interconnectedness, the building and landscape are merged together. Building forms are bent and carved to integrate with the creek and the civic entry plaza. Artificial site topography rises up 16 feet to create a universal accessible approach for visitors and staff while ensuring that secure ground-level functions are uninterrupted. The design orients interior public circulation and waiting areas to nature. An outdoor courtyard provides a place of respite for staff and inmates.

An exterior language of precast and glass communicate a sense of permanence and lightness to the overall design, bringing a balance of both traditional and contemporary architecture to the campus. HOK is collaborating with DLZ, Synthesis, Lerch Bates and Camacho.

Relevance to the Project

- ☑ Class A Office
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly, Chamber Areas / Courthouses
- ☑ Parking Garage
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement




Broward County Board of County Commissioners

SF330 Section F #10

SAN FRANCISCO PUBLIC SAFETY CAMPUS

Location:
San Francisco, California, USA

Project Size:
307,620 sf

Construction Value:
$ 243,000,000

Status:
Construction Complete (2015)

Project Delivery:
CMAR

Certification:
LEED-NC Gold

Team Member Participation:
HOK (Goodale)

Project Description

San Francisco's new public safety campus brings together the community's critical municipal services to establish an anchor within a busy city corridor in the Mission Bay district. Balancing transparency and security, the complex conveys the openness of government through daylight-filled, inviting spaces. The shared municipal building houses San Francisco's police headquarters, a district police station and a 1920s masonry fire station renovated for community use.

Located alongside the busy Third Street corridor between Mission Rock and China Basin Streets, the building was designed to blend into the developing neighborhood while establishing a distinct presence befitting a significant civic landmark. The master plan unifies the new campus into a striking civic complex composed of two six-story wings and a new two-story fire station. The design preserves the historic Fire Station No. 30 to use as a community room and as a grounding element that juxtaposes and complements the surrounding modern architecture. Variegated, high-performance glass reinforces transparency in government, filling the building with light and views.

The building sits atop a secure concrete plinth base, communicating safety and security to the community. An expansive entry plaza and south plaza connect with pedestrian-friendly landscaped sidewalks, reinforcing the historic fire station's important role on the site. A courtyard connects staff and visitors to the community and nature. Two 65-foot-wide office wings connect via a transparent east-west core to form an offset H-configuration that tempers the perceived massing from the street. The site was previously part of a working waterfront district, before becoming a rail yard. The design honors the site's central location and historic importance through its connectivity to surrounding public parks, strategic public open spaces and art.

Relevance to the Project

- ☑ Class A Office
- ☑ Next Generation Civic & Government Building
- ☑ Minimum 500,000 sf / 1500+ Occupants
- ☑ Urban District Setting
- ☑ Innovate / Iconic Design Solutions
- ☑ Public Assembly, Chamber Areas / Courthouses
- ☑ Parking Garage
- ☑ TARA / Security Considerations
- ☑ Life Safety / IT / Low Voltage Systems
- ☑ High-Performance Building Strategies
- ☑ Stakeholder / Community Engagement


Look Up, Their Courage Shines

1

VENDOR REFERENCE VERIFICATION FORM - University of South Florida Health Morsani College of Medicine and Heart Institute

Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: Hellmuth, Obata, & Kassabaum, Inc. (HOK)

Organization/Firm Name providing reference:
University of South Florida

Contact Name: David Wildes Title: Assist. Dir., Des. + C Reference date: 04/13/2021

Contact Email: wildesd@ usf.edu Contact Phone: +1 813-974-0125

Name of Referenced Project: USF Health Morsani College of Medicine and Heart Institute

Contract No.	Date Services Provided:		Project Amount:
	03/01/2016	to 06/01/2021	$ 189,000,000.00

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:

Programming, lab planning and all phases of A/E services for 430,000 GSF university medical education and research laboratory facility. The building is a fourteen story high rise located on one city block in downtown Tampa, Florida.

Please rate your experience with the referenced Vendor:	**Needs Improvement**	**Satisfactory**	**Excellent**	**Not Applicable**
1. Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☑	☐
3. Timeliness of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐
4. Project completed within budget	☐	☐	☑	☐
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: ____EMAIL ____VERBAL Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

2

VENDOR REFERENCE VERIFICATION FORM - One Reston Town Center

Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: Hellmuth, Obata, & Kassabaum, Inc. (HOK)

Organization/Firm Name providing reference:
Akridge

Contact Name: David Toney Title: Senior VP Reference date:

Contact Email: dtoney@ akridge.com Contact Phone: +1 202 207 3923

Name of Referenced Project: One Reston Town Center

Contract No. Date Services Provided: Project Amount:
06/30/2015 to 02/28/2019 $ 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:
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	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☐	☑
3. Timeliness of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐
4. Project completed within budget	☐	☐	☐	☑
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)

Great experience with the HOK team. Very professional and wonderful to work with.

THIS SECTION FOR COUNTY USE ONLY

Verified via: ____EMAIL ____VERBAL Verified by: _____ Division: _____ Date: _____

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BROWARD COUNTY FLORIDA

Vendor Reference Verification Form

Broward County Solicitation No. and Title:

Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: Hellmuth, Obata, & Kassabaum, Inc. (HOK)

Organization/Firm Name providing reference:

Stonebridge Associates, Inc.

Contact Name: Kevin Cosimano Title: Principal Reference date: 4/12/21

Contact Email: cosimano@ stonebridge.us.com Contact Phone: +1 301 652 8193

Name of Referenced Project: Constitution Square Mixed-Use Development Office Buildings I-IV

Contract No.	Date Services Provided:			Project Amount:
Multiple Contracts	2006	to	2021	$ 350,000,000.00

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:

Please rate your experience with the referenced Vendor:	**Needs Improvement**	**Satisfactory**	**Excellent**	**Not Applicable**
1. Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☑	☐
3. Timeliness of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐
4. Project completed within budget	☐	☐	☑	☐
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)

HOK has been our primary Architectural Services provider in the Washington Metropolitan Area for the past 15 years and led the design team, creating a sense of place in NoMA that now rivals other

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4

VENDOR REFERENCE VERIFICATION FORM - Royal Caribbean Headquarters

Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: Hellmuth, Obata, & Kassabaum, Inc. (HOK)

Organization/Firm Name providing reference:
Royal Caribbean Group

Contact Name: Bianca Hernandez Title: PM, Exec. Projects Reference date:

Contact Email: bhernandez@rccl.com Contact Phone: +1 305 539 6875

Name of Referenced Project: Royal Caribbean Headquarters

Contract No.	Date Services Provided:		Project Amount:
	02/01/2018	to	$ 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:
architecture, structural, engineering, FFE, interior design, landscaping, hardscaping

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☐	☑	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☑	☐
3. Timeliness of:				
a. Project	☐	☑	☐	☐
b. Deliverables	☐	☑	☐	☐
4. Project completed within budget	☐	☐	☐	☑
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)

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5

▼ VENDOR REFERENCE VERIFICATION FORM - Miami-Dade Children's Courthouse

Vendor Reference Verification Form

Broward County Solicitation No. and Title:
Developer for Joint Government Center Campus (JGCC) (Step 1) (PNC2122559R1)

Reference for: Hellmuth, Obata, & Kassabaum, Inc. (HOK)

Organization/Firm Name providing reference:
Miami-Dade County Internal Services Department

Contact Name: Jorge L. Orol Title: Manager Reference date: 04/15/2021

Contact Email: Jorge.Orol@ miamidade.gov Contact Phone: 305-215-3955

Name of Referenced Project: Miami-Dade Children's Courthouse

Contract No.	Date Services Provided:		Project Amount:
Project W40114	08/08/2005 to	01/31/2015	$ 17,244,059.00

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:

Provide all Architectural, engineering and professional services as required to design a Courthouse type building, of approximate 371,500 square feet of space, and fourteen stories high. Building to provide eighteen (18) Courtrooms, Judges Chambers and all Department Support Offices for the 11'th Judicial Courts, in accordance with the Program as developed by Carter Goble Associates, Inc. in association with the Consulting Group of South Florida, and the national Center for State Courts and the reactivation of the Downtown Government Center Development of regional impact (DRI). Hellmuth Obata and Kassabaum (HOK) also are providing construction Administration Services to the completion of the Project.

Please rate your experience with the referenced Vendor:	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	☐	☐	☑	☐
b. Accuracy	☐	☑	☐	☐
c. Deliverables	☐	☐	☑	☐
2. Vendor's Organization:				
a. Staff expertise	☐	☐	☑	☐
b. Professionalism	☐	☐	☑	☐
c. Turnover	☐	☐	☑	☐
3. Timeliness of:				
a. Project	☐	☐	☑	☐
b. Deliverables	☐	☐	☑	☐
4. Project completed within budget	☐	☐	☑	☐
5. Cooperation with:				
a. Your Firm	☐	☐	☑	☐
b. Subcontractor(s)/Subconsultant(s)	☐	☐	☑	☐
c. Regulatory Agency(ies)	☐	☐	☑	☐

Additional Comments: (provide on additional sheet if needed)

My impression of the entire HOK design team was nothing but positive. They always conducted themselves as responsible professionals and I am very satisfied with their work.

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C4

PROJECT APPROACH

C4 PROJECT APPROACH

Question A

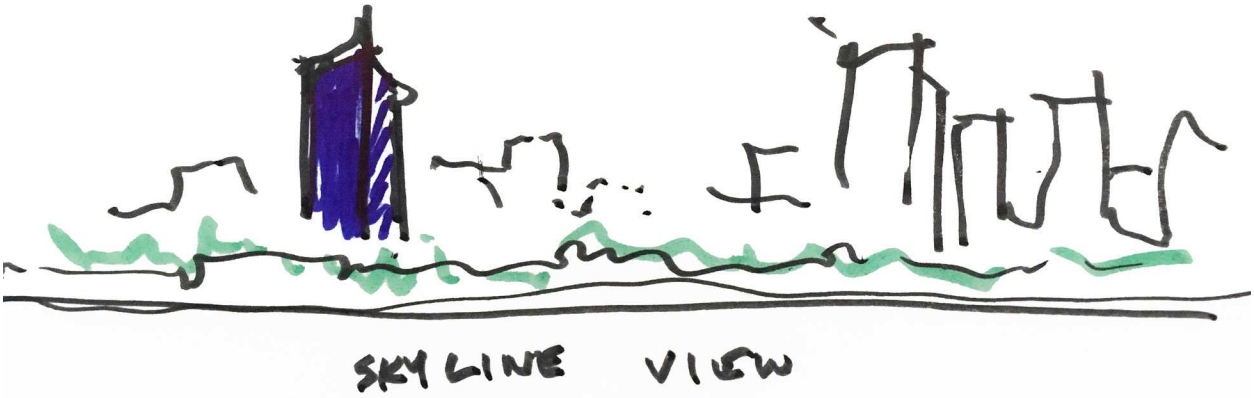
Describe the overall team's approach to strategically planning this urban development project, taking into consideration occupancy and project typology. Describe your team's design philosophies as it relates to critical regionalism, integrating local context with the proposed building typologies.

Downtown Fort Lauderdale is rich with civic buildings, representing the arts, education, government, and justice services. The new combined offices for the city of Fort Lauderdale and Broward County represent cooperation and collaboration and continue the sponsors commitment to serving and welcoming its diverse and growing community.

Cities are defined by their public buildings, and the Joint Government Center Campus ("JGCC") project is a terrific opportunity to not only add to the skyline of Fort Lauderdale but also to reinforce a commitment to smart growth as outlined in the City's 2035 Vision Plan.

The building is placed at the main Brightline stop and the Central Bus Terminal for Broward County which connects the northern corridor from Miami to Fort Lauderdale, Palm Beach, soon Orlando, and eventually to Tampa on the west coast. In the Late 1800's Henry Flagler built the railway that opened up Florida to modern development.

Brightline serves an important mission, providing inter-city travel and promoting smart growth along its corridor. With an economic impact of already over $6.4B for Florida, locating the JGCC right at the nexus of Broward County transit speaks to the Sponsors understanding of the importance of rail in connecting South Florida communities and to their commitment to smart and sustainable growth.



The JGCC combines both city and county chambers, government offices, and the Broward County Department of Transportation. What could be more symbolically appropriate than providing these various uses at a central transit hub to reinforce a civic commitment to the community and good stewardship of tax dollars?

The JGCC must be welcoming and provide multiple opportunities to engage and serve the public, but it must also reflect the importance of the government functions within. This accessible civic building must also be secure and provide a safe place for the City and County to conduct business.

The building is rich with program and design opportunity. The chambers, public spaces, administration offices and the transportation building can be expressed individually within the building, while maintaining clarity of purpose through design, and expressing their functions in a beautiful way.

The JGCC also represents opportunity to demonstrate the sustainable principles embraced by both the City and the County, by striving to achieve net zero and energy efficiency. The JGCC must respect the environment of Broward County, including harsh sun conditions, potential gale force winds and floods, all while maximizing access to natural light and providing a healthy and comfortable place to work. Our design will examine multiple façade options to provide the best solutions for the Sponsors taking into account critical regionalism and the local context, including surrounding downtown buildings and features.

The exterior of the JGCC must do more than respond to environmental conditions, it must also place the building within the architecture of the region.

The JGCC will be one of the most prominent and symbolic buildings in Broward County, and its design must take its place on the skyline. As you travel from both the North and the South, I-95 gently curves around downtown Fort Lauderdale, and the silhouette of the building will be visible from a great distance. The JGCC will expand the skyline from the waterfront downtown out to the Brightline, encouraging development and growth along that corridor.

How the building meets the ground is important and the design must allow for space at the ground level that becomes part of the public realm. The building should be secure without becoming a fortress, and it must be inviting and welcoming to a diverse community. The architecture can reinforce that by considering how the design makes spaces around the building, how the building invites people in, and the paths of travel as people move around and through the building.

As the Architect of Record, HOK is committed to creating environments that make a profoundly positive impact on people's lives. Just as a city reveals important details about its inhabitants and times, a building speaks to history and ideas. As a civic building, the JGCC has the responsibility to reflect the character, culture, and aspirations of the people and place it represents, while remaining true to enduring principles of efficiency and quality. Form and function should be closely related; however, building image and symbolism add a deeper expression of meaning and mission. This ethos is central to the design of the JGCC - the physical embodiment of civic collaboration and service in our society.

Site and Context

Establishing a successful public presence starts with a deep understanding of the site and urban context. The JGCC must engage the streetfront and the neighborhood in a way that maximizes opportunities for economic development and growth, expanding the commercial corridor from downtown Fort Lauderdale. The UCP team will work with the sponsors and the community to develop a site design that appropriately reflects the high-profile character of the JGCC. The views from the highway provide the first visual impression and will be particularly important. In addition, the design team will need to tackle how to integrate the secure functions of the building with the open public functions.

The UCP team will clearly define the public entrances and paths of perimeter pedestrian circulation, while architecturally identifying the secure entry. Vehicle circulation will be important given the variety of traffic that must be accommodated, and the separation of vehicles, pedestrians, staff, and public must be clearly defined through the site design. Secure parking should be provided and areas for service vehicles must be handled discreetly.

Productive and Healthy Workspaces

HOK designs with the understanding that employees are the biggest asset and expense. Staff turnover causes downtime, and incurs costs related to severance, hiring, and training. Research has shown that buildings can improve overall satisfaction, productivity and performance by as much 12.5 percent or reduce them by 17 percent. That is a 30% swing between employee performance in the best and worst buildings.

Some of the elements of design that really impact productivity and the wellbeing of people include:

1. Designing “activity-based work settings” that offer a variety of spaces that support team needs and individual preferences that may change over time.
2. Providing natural light, views and the ability to see changing light throughout the day.
3. Creating an opportunity to connect with nature or expose people to spaces that mimic nature by use of natural materials, plants or “biometric” features in space.
4. Providing work environments for introverts and extroverts, including spaces that are for heads-down or thinking work versus collaboration and chance meetings.
5. Addressing acoustics issues through the mix and organization of spaces as well as sound masking and other technologies.
6. Creating the opportunity and desire for movement in the workplace to encourage health and spark innovation.

Flexibility and Change

The new facility should be designed to accommodate changes to functional groupings and changing practices and technologies. Workplace components should be easily moveable and adaptable to changing organization or work processes. Space types should also be flexible to accommodate large and small work groups or conferencing to promote collaboration. There should be an emphasis on flexible shared spaces as well including cafes, hallways with seating or informal workspaces, and circulation pathways that encourage informal interactions and collaboration.

Security

Civic buildings by their very nature have always dealt with issues of security. As vehicles of government and justice, these facilities can become targets for those who want to challenge law. While designing to meet any real or perceived threats, HOK is mindful that these buildings embody the sense of openness that is imperative to judicial design in a free society. For the JGCC, HOK will consider perimeter security, blast resistance, set-backs, progressive collapse, lighting, landscape features, entry design, security screening, door access controls and public access policy.

Building Technology

During the programming phase of the project, HOK will work closely with the Sponsors' representatives to define special technology requirements for the office space and public assembly spaces, in particular. Within the public assembly areas, technology applications may be related to addressing requirements of the Americans with Disabilities Act, and to provide system efficiency, such as use of video or teleconferencing. The goal of the programming process will be to develop an infrastructure for the public assembly rooms which addresses both the technology requirements of today, as well as the needs of tomorrow. Beyond the standard distribution of data and telecom lines, this means a building that actively responds to its occupants and environment. All of the engineering and data systems within the building can be integrated and controlled by a Building Automation System, reflecting a strategy to ensure the building is operated as designed.

Design Excellence

Excellence results when the influencing factors are distilled into a design that expresses the special nature of the challenge. South Florida has a rich history in architectural character. HOK understands this historical narrative and is comprised of excellent listeners and keen observers who will absorb information and develop an elegant physical solution that conveys an appropriate sense of place and meets the objectives of the government.

Question B

Describe your team's approach with integrating facility needs assessments, programming, and the design criteria package in the in the architectural, interior design and construction for this Project.

The term that best describes HOK's design approach is 'Integration'. As stated, the design-build approach affords the UCP team the opportunity to incorporate all of the Project Objectives seamlessly into the final product, maximizing its potential. The UCP team is endeavoring to deliver an eminently safe, secure facility that is fast to build, easy to maintain, and reflects the dignified image that is appropriate for a facility of this type, located on a prominent civic campus in downtown Fort Lauderdale. In addition, the design will promote the transparency of the government system, provide staff with a gratifying place to work and be proud of, and stand as a facility that the residents of Broward County will see as a cost-efficient use of public funds. During the design process, the UCP team will engage in several different and distinct processes designed to provide continuity and consensus in the project among the entire project team. These distinct processes are Kick-off, Program Verification + Needs Assessment, Master Development Planning, Design Development, Construction Documents, Permitting, and Construction Administration.

UCP respects the important work that has already been performed in the Design Criteria Package ("DCP") as well as the building program that has been created for each project component. UCP will examine and build upon that work to advance the design of the JGCC. The team will validate our design against the DCP and program documents and will use a compliance checklist to verify that design requirements are met and to guard against "scope creep". UCP will also engage the Sponsors at each stage to review compliance with the DCP requirements and relevant codes and standards, and to review any alternate solutions and recommendations.

While these processes happen consecutively throughout the project, they also tend to overlap as areas of the project tend to be developed at different paces. HOK has developed a management system that tracks all of these processes and makes certain that they are complimentary to each other. In addition, each process has a report out mechanism that keeps the entire team informed and up-to-date while also painstakingly explaining decisions and staying with issues until consensus is reached.

- Kick-off: The UCP team will review all of the DCP materials, and without duplicating previous visioning efforts performed by the criteria document team, the team carry out informal pre-interviews with key stakeholders, and assemble a kick-off workshop during SmartStart to discuss and confirm all aspects of the project, from operation, aesthetics, lifecycle, and current future goals of the new government center campus. UCP will engage with the Sponsors to review diagrams, precedent images and written concepts to confirm needs and wants, in this session. HOK will compile these lists, and record the decisions, and use the lists as the guiding principles throughout the entire project.
- Program Verification + Needs Assessment: Using the DCP documents and guiding principles as the starting point, HOK will review and document the entire program to set the framework of unique spatial, massing, movement, adjacency and security needs, and provide initial analysis, observations and questions. HOK will conduct several workshops and review sessions of updated diagrams and plans as they develop to evaluate the current program and look at opportunities for beneficial modifications. HOK will also review security measures and access, primary and secondary circulation, vertical transportation, materials and other basic system requirements during this phase.
- Master Development Planning: Started during the RFP and continued in PDA the team will work with the sponsors and stakeholders to develop building siting criteria and understand how the JGCC will engage the surrounding community and attract private development and non-traditional revenue capabilities. HOK will evaluate circulation and accessibility, public access and community engagement points, integration with transportation and parking, and zoning and urban planning criteria.

- Design Development: HOK will develop the overall architecture of the building, both interior and exterior and with its systems, simultaneously, so the entire design and pricing are developed in an integrated fashion. HOK will use Target Value Design to keep a balance of cost distribution throughout the entire design process during the PDA. The team will also break up the facility into Design Sets, such as curtainwall or chambers, so these elements can potentially be developed at different, more appropriate paces. Decisions about the overall steel structure, as an example, need to move at a different pace than the chambers and administrative offices, areas that have a great deal of detail and affect operations so profoundly.
- Construction Documents: Upon approval of design development documents HOK will further develop the common components of the facility. The MEP and AV/Technology and Security experts will review the features and applications of proposed products with the Sponsors and will write specifications for their use. Construction details will continue to develop and a detailed cost estimate will be prepared to ensure the budget has been met. During the construction document preparation, HOK's internal construction services staff will assist the General Contractor's staff in the review of construction details, material selection and compatibility, and methods of construction. Early site, foundation and other system packages will be developed to help facilitate procurement/ bidding and construction activities.
- Permitting, Construction Administration: HOK will take a proactive approach in obtaining permit and agency review and approvals. During design, HOK will perform a preliminary walk-through with the appropriate approving agency representatives to familiarize them with the unique aspects of a facility of this type. The team will perform a Code Report at the outset of the project that identifies all applicable codes and will review the codes at each phase of design. During the construction phase, HOK will perform periodic site visits, progress meetings, and observation of construction. HOK will complete our construction administration services with the preparation of punch lists and record construction documents.

Question 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 design-build delivery model incentivizes the integration of design and construction, facilitating the engagement of all team members in the design process from the outset. Rather than the traditional design-bid-build approach where the design team separately develops a set of documents that are then passed on to the builders, P3 utilizes the expertise of the constructors and designers simultaneously to ensure building components and systems are thoroughly vetted and coordinated for economy of construction and efficiency of design. Additionally, including the operator in the design process ensures the selection of high-quality materials and systems that provide long-term lifecycle benefits to the Project.

Throughout the design, some of the proven quality control tools and procedures HOK will use to coordinate with the UCP team to help reach key decisions quickly include: assigning the proper team members to each task, using BIM as a tool to facilitate coordination, proper execution of work plans, and using web-based information sharing tools that are accessible and functional for the team.

The first step down the path of a successful project is the creation of a team that consists of organizations and personnel who have the necessary qualifications, experience and level of commitment to ensure that the project will be expertly managed. It is this team's sincere belief that the group of professionals that we have assembled for the execution of this project is of the highest caliber and is perfectly suited to manage this project to a successful completion.

The second step is to structure the team in a fashion that promotes collaboration and timely decision making. The team is assembled with the minimum amount of layering thereby enhancing communications and directing timely decision-making to the appropriate level within our organization.

Each group will be staffed at project kick-off with the appropriate members of the design team, design-build subcontractors, quality control staff, and the UCP General Contractor staff who will eventually be responsible for the actual construction of the specific component. Creating these teams at the onset of the project and keeping them together through construction facilitates communication amongst team members, enhances everyone's understanding of the project's requirements and ensures that design and construction personnel are collaborating on design and construction issues throughout the entire project. The senior members of the project staff have the ultimate responsibility for ensuring that each of these components adheres to the sponsor's Design Criteria Package project quality, schedule and budget requirements and that it is properly integrated into the overall project.

With these tools in place, the scheduled QC design and constructability reviews (including reviews with stakeholders, consultants, contractors, maintenance and operate team members, and cost estimators) will be easier and more productive. The organization, accuracy and overall quality of our work is founded on effective team communication through regular and frequent multidisciplinary team meetings. Detailed agendas and accurate meeting reports outline and document the decisions made and follow-up action items.

These meetings become a forum for the designer and UCP team to monitor job progress to ensure on-time and on-budget project delivery. UCP will use the following measures to facilitate coordinated work:

- Conduct a full team kick-off meeting to establish primary points of contact, procedures, confirm schedules, scope and deliverables.
- Clearly define scope of work, deliverables and schedules for each individual and sub-consultant, and agree upon them at the beginning of the project.
- Ensure that all consultants use compatible BIM/CAD systems, vocabularies and standards.
- Implement a rigorous quality assurance/quality control program that is agreed upon by all.
- Critical to each phase of QC is a rigorous follow-through to confirm any technical issues identified in the reviews are incorporated into the design and documentation.

The UCP team knows that quality control is also a very important component in the design process. Design document quality control is much more than a final document review process, a check list or a list of operational procedures. It's an attitude that promotes a "passion for excellence".

Timing of Reviews: Although the timing of reviews differs from project to project, typical QA/QC reviews occur at the completion of the Schematic Design Phase, the completion of the Design Development Phase, completion of 50% Construction Documents, and at 100% Construction Documents.

Time Allotted for Reviews: It is critical that appropriate time for QC/QA reviews is allocated during the project scheduling process. Designated QA/QC staff members from HOK, Balfour Beatty, and Plenary will conduct coordination and constructability reviews throughout each phase.

QA Document Reviewers: QA Document Reviewers will be responsible for reviewing 100% of the Construction Documents and Specifications. They will include a licensed architect or engineer or deemed as a person with knowledge appropriate to the scale and type of project. These individuals have extensive experience as Project Architects and Project Engineers, possess a great amount of technical knowledge in all aspects of building materials and their applications, methods of construction, building constructability, product specifications, and are knowledgeable with all aspects of the engineering disciplines and their relationships with the general construction.

QA Subject Matter Reviewers: QA Reviewers are dedicated to Design and are responsible for reviewing all applicable checklists and meeting with the project team during the Schematic, Design Development, and Construction Documents Phases of the project.

Quality Attainment Monitoring / Measuring Processes: HOK has specific tools for the Project Manager and QA Reviewer to use to assure that the various tasks and performance monitoring checklists have been completed according to the Task Plan Schedule and that quality issues are addressed and resolved in a timely manner.

These tools include:

- Task Planning Schedule;
- QC Checklist; and
- Overall QA Checklist.

BIM Plan: Building Information Modeling ("BIM") will be integrated into the entire Joint Government Center Campus from predesign through implementation. UCP has standardized BIM Project Guidelines which the firms requires to be utilized at the beginning of each project and communicated to all team members involved.

The "Checks and Balances" system described above has been proven on our projects to be the best quality control advancement in our industry.

Question 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 goal

Design that Supports the Process

Often the design is seen solely as the end product that the occupants will inhabit and operate. This is, in fact, only part of the story, the facility should also be designed to be secure, economical and efficiently built. It must be planned in a way that will predictably give its occupants the best possible outcome that reflect the Sponsors' desires, and balances economic, schedule, functional, maintenance, security and aesthetic issues.

- Operations: the design should include the latest advancements in technology, sustainability and energy conservation to minimize operational and lifecycle costs.
- Staffing: the facility must be a great place to work, to maximize staff retention and reduce unwanted turnover.

Every decision concerning design will be vetted for all of these criteria by the entire team every step of the way. and this approach will continue to be integrated throughout the design process. Further, this team will be able to find efficiencies in developing an understanding of the Joint Government Center Campus' program and functions. HOK will incorporate its experience working within the County and apply its knowledge of the latest trends in innovative civic design. Always mindful of ways to maximize staff efficiency and satisfaction, the design will continue to evolve up to the point where construction implementation needs to take place. Even after initial construction activities begin HOK will continue to use feedback from the field to further improve interior layout.

While the team continues to refine workflow, HOK is always mindful of the security overlay of the facility and the current activity in the neighboring buildings and on a very active urban/transit adjacent site. Every element of the design will be reviewed for its mission and its risks to ensure secure and separate public/judicial circulation while taking advantage of operational and shared program efficiencies. Appropriate measures must be taken with windows, doors, camera locations and access controls. In addition, all elements of the design must be tamper and vandal resistant for security purposes.

Commitment to Integrated & Sustainable Design

Recently, energy efficiency has been elevated to top priority for government-owned buildings due to ambitious federal goals and mandates. This represents an opportunity to implement sustainable technologies and practices on a large scale and help transform the marketplace.

Having completed more LEED Platinum space than all other firms in the world combined, HOK brings a depth of knowledge to streamline the design and renovation process. HOK is dedicated to an integrated design process through building information modeling, which enhances the ability to design energy- and resource-efficient projects.

Building on two decades of hands-on experience in integrated design, HOK is committed to creating high-performing, resilient environments for future generations. HOK approaches design through an integrated, multi-disciplinary and collaborative engagement between its clients, consultants and end-users to create a shared vision and goals for its projects. It follows the design through the entire project and into operations, ensuring success for the project vision.

The Integrated Design Process provides a means to explore and implement Sustainable Design principles effectively. From early concept through to construction and operations, tailored studies help inform the design process to optimize passive design solutions, integrate active systems, and provide lifecycle cost analysis for our clients. This frames energy, environmental, and economic performance goals early in the project, tracks progress throughout design, and provides cost feedback to understand initial investment against long term operational savings and return on investment periods. HOK creates buildings in response to environmental factors, including passive design for energy efficiency, natural ventilation in super-high and dense cities, and natural daylight and indoor environmental quality in cutting edge workplaces.

With the current state of the environment, it is apparent that sustainable design is no longer an option or a luxury, but a necessity. HOK believes the design and construction industry has a responsibility to address the impact of the building environment on the world's ecosystems. HOK's design approach is centered on making sustainability integral to the design – baked in, not bolted on.

EXPERIENCE SNAPSHOT

Syska Hennessy Group, UCP MEP Engineer, designs high-performance buildings that work with the earth's resources instead of against them. The results are happy, healthy occupants; efficient and effective buildings, energy and water systems; the lowest cost of total ownership; and mitigation of the harmful impacts by buildings and communities.

Syska designs sustainable building systems that:

- Meet client's budget.
- Foster occupants comfort and enthusiasm about the new environment.
- Enable operations staff to successfully transition to new systems.
- Provide building space easily adapted to evolving usage patterns.
- Support and enhance the architectural concept(s).
- Equal or exceed design-phase performance projections.
- Achieve expected sustainability metrics and certifications, including LEED Platinum, net zero energy and water performance, and carbon neutrality.

Syska's approach is a performance-driven integrative process that begins with establishing the client's quantifiable sustainability metrics and targets; tying them together with design, analysis and simulation services; and tracking progress against them throughout the project's lifecycle. They work with clients to set achievable and quantifiable targets; evaluate benchmarks, including comparable buildings, green building rating systems, codes and other performance standards; and measure progress throughout the project, often validating through LEED certification and building operation.

Syska's approach to sustainability engineering design synchronizes sustainability criteria with conventional criteria for a balanced design that optimizes all criteria. Syska Hennessy Group's sustainability engineering specialists possess the critical design attitudes, holistic and collaborative thinking, and critical communication skill sets necessary to achieve successful, sustainable designs for our clients' projects.

Question E

Describe the team's approach and past successes as a participant in projects using a design-build or public-private partnership.

Successful integration and performance in design-build and P3 projects start with processes for the JGCC and invest in processes and tools to promote clear and effective communication and collaboration. The benefits of the integrated design-build approach include the creation of a cohesive team early in the design, transparency in decision making, incorporating input from the design-builder and operator into the design, the acceleration of the design schedule and efficient management. The success of this project is directly tied to the ability of the team to collaborate effectively throughout the design, construction and activation phases of the overall JGCC development. The benefits of the integrated P3 approach include the creation of a cohesive team early in the design, transparency in decision making, incorporating input from the design-builder and operator into the design, the acceleration of the design schedule and efficient management.

HOK will work closely with both Balfour Beatty, the O&M Team Member, Plenary, and the Sponsors on the JGCC project in order to successfully balance user needs, budget constraints, schedules and design aspirations. The team's extensive experience in working on design-build projects guides the process to balance competing needs against budget and schedule parameters. HOK enjoys working to document the smallest detail and to explain, present, and refine the appearance and design of the facility to exceed your expectations.

Design Reviews with Stakeholders

HOK prepares Sponsors by providing clear information and support materials to them and stakeholders in advance, enhancing the productivity of interactive work sessions and helping them understand the decisions that will be expected of them. Simple diagrams to illustrate a design issue coupled with three dimensional drawings and renderings, generated from the Revit model, or physical models generated by in-house 3D printers enable the team to illustrate the functional design as well as the aesthetic expression of the facility. These tools enable the stakeholders to better understand the design, assist in generating discussion and eliciting comments. HOK believes that listening carefully to the stakeholders, who will be the primary users of the facility, addressing their concerns and incorporating their ideas in a skillful and design conscious manner results in a continually improving design.

On-Board Reviews

Reviews are typically scheduled a week or two after issuing a progress submission. At these meetings, everyone on the client side has the opportunity to ask questions, seek clarifications and express any concerns they have with the design direction. Upon receipt of comments from stakeholders, the design team will analyze each comment or recommendation and make a specific response to each item. Work sessions will be scheduled such that information discussed in one meeting will be built upon in the subsequent meetings. Review and acceptance of prior decisions is critical to the advancement of the work. HOK will utilize graphics and illustrations that are easily understood by individuals who are not versed in the architectural profession. From 2D diagrams to 3D renderings to physical models the team communicates to different audiences using the most appropriate tools.

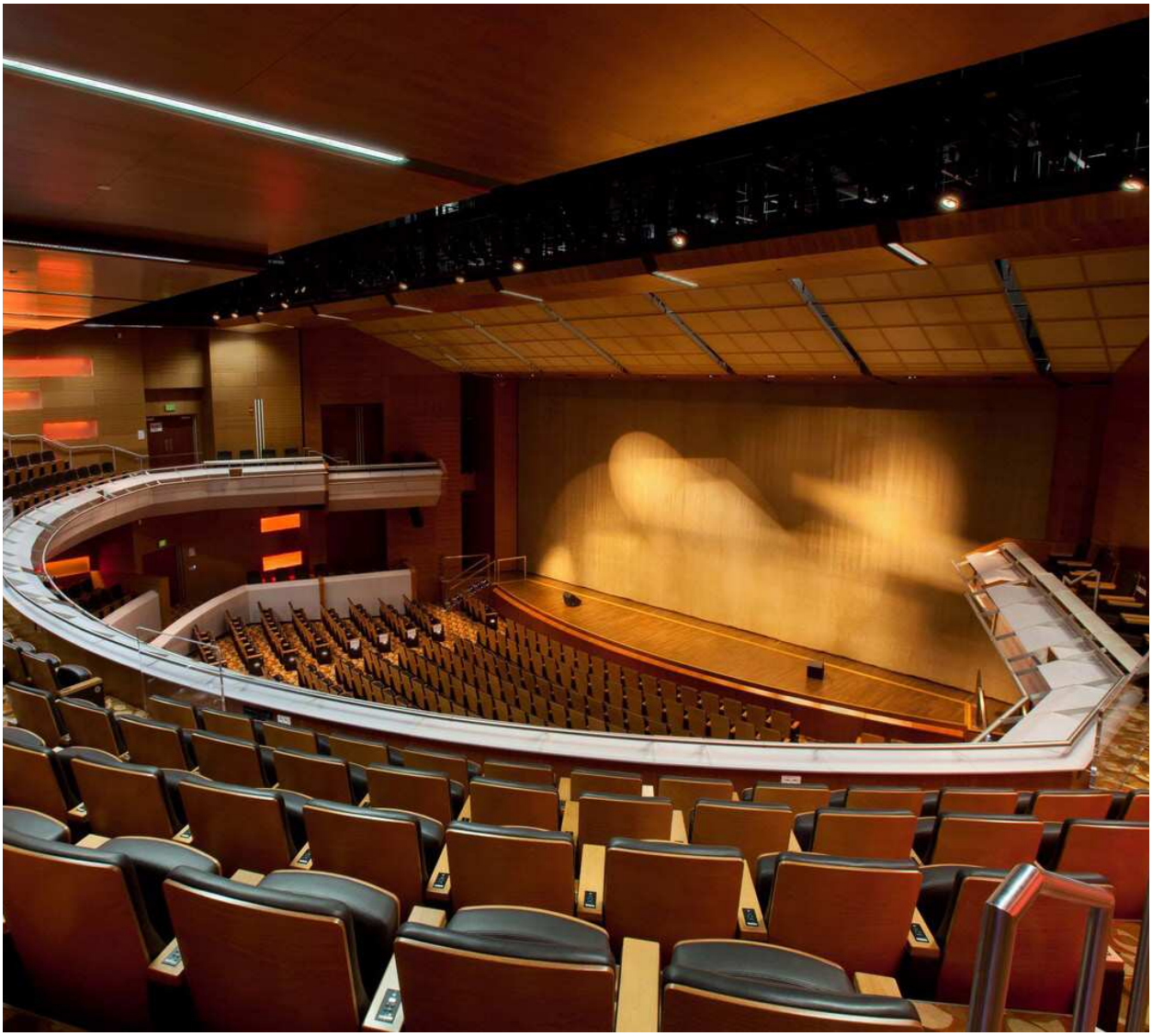
Cross-Firm & Constructability Reviews

HOK's shared practice is to continuously review drawings throughout the design and construction documentation phases in order to prevent and correct problems before they have altered the course of the project. HOK will be responsible for controlling the accuracy of these drawings as the foundation for quality design documentation and minimizing construction changes. Cross-firm and constructability reviews are based upon a few key building blocks:

- Building Information Modelling ("BIM") will be a principal tool utilized by all team members for the coordination of design and construction. BIM facilitates the sharing of information among owners, architects, engineers, interior designers, contractors, facility managers and other team members and provides a high degree of completion and coordination between disciplines throughout the process. It becomes easy for the team to assess the building design, keep track of the progress through the various phases and review the completion of documents in a virtually real time environment. This shared platform ensures that everyone is working in, and reacting to, the most current

model in real time. Clash detection will be utilized to further coordination of systems during design and construction phase shop drawing development.

- The use of Autodesk's Revit and Navisworks software by all team members is a critical factor for its model integration and "clash detection" capabilities. Because all design disciplines can insert their work into a single model, both electronic and human clash detection can be utilized. In-house processes for cost control, constructability review, value engineering, cost benefit analyses, and quality assurance occurs regularly during the project.
- Regular coordination meetings with the UCP team are critical. Some will be specific to "constructability" and quality assurance reviews and some specific to lifecycle costing and best value for operation and maintenance. HOK will conduct several in-house design charrettes that include tests for constructability as well as early cost estimating for building systems and construction assemblies.
- HOK's design reviews, presentations and interviews with the Sponsors need to be frequent and thorough to make sure that the sponsors are fully aware of the implications of each design decision. Technical and code reviews will be conducted by experienced professional staff at key points which generally coincide with the issuance of progress sets for cost estimation at the close of each design phase.



Question 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.

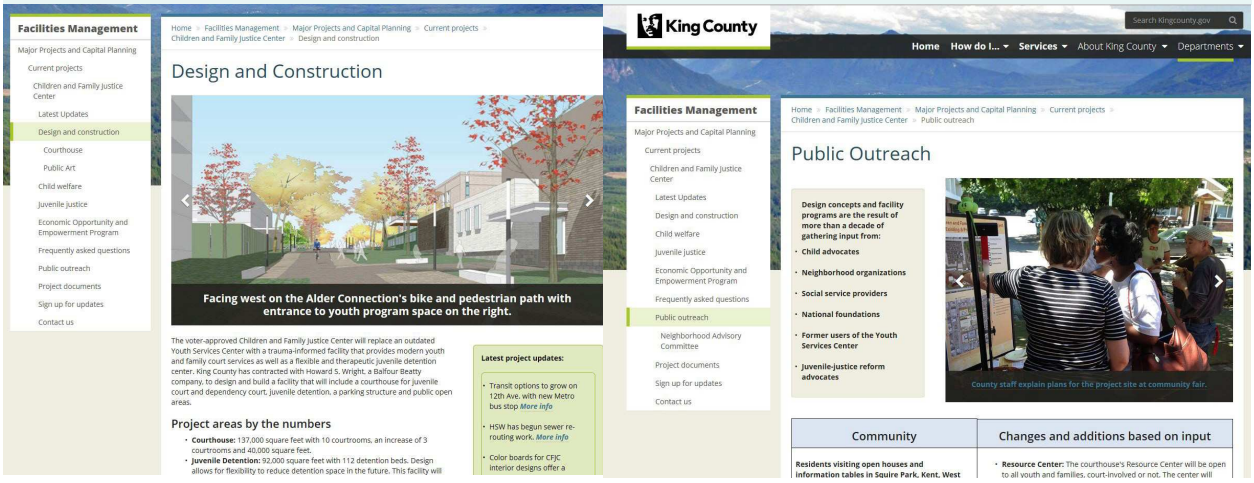
If public outreach becomes the responsibility of the Developer, the Sponsors can be confident that HOK and the United Campus Partners team will create a tailored Community Awareness Plan ("CAP") that outlines how stakeholders will be engaged, relationships developed and maintained, and coordination with the Sponsors. As a global design and architecture firm, our mission is to design buildings and spaces that deliver solutions that inspire communities and respond to the needs of people. We also bring this approach to engaging local communities on landmark projects nationwide, including recently on the King County Children's and Family Justice Center in which we built community support for the project through a series of public meetings, open houses, fairs, and focused workshops.

The UCP approach to community engagement and outreach is steeped in the values and ethics of the International Association for Public Participation ("IAP2"). This foundation guides community engagement in a way that is based on treating the public with respect and dignity, leading to increased public trust and confidence in both the project and the Sponsors.

IAP2 developed the Core Values for the Practice of Public Participation for use in developing and implementing public participation processes to help inform better decisions that reflect the interests and concerns of potentially affected people and entities. The Core Values were developed with broad international input to identify those aspects of public participation that cross national, cultural and religious boundaries.

EXPERIENCE SNAPSHOT:
KING COUNTY CHILDREN AND FAMILY JUSTICE CENTER

Throughout the project, community outreach and public involvement were key to getting the new, 340,000 square feet, 140-bed facility approved for design and construction. For over a year, community outreach meetings were held to garner input and build consensus for all stakeholders. The outreach included a series of public meetings, "open houses", fairs, Focused workshops and access to the County's website. The workshops helped to improve the overall project for the community and meet the important criteria the County & users needed for this highly secure building type. Approval was granted from the NAC to the County and the project kicked off in 2016.



1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

With the IAP2 framework as a foundation to this project communications with stakeholders, the team will collaborate with the Sponsors to:

- Define the developer's, Sponsors', and the public's role in the decision-making process and how these roles may evolve through design development and construction phases.
- Determine commitments to be made to the public and confirm that they can be filled in good faith.
- Identify the developer's and Sponsors' roles and responsibilities related to creating, approving, and disseminating project information.
- Define a branding approach that highlights the project's civic benefits and balances the potential concerns of the surrounding communities.

Community Awareness Plan

Dedicating time early on to establish agreement on roles, responsibilities, and expectations will benefit the project long-term and allow for maximum efficacy of the Project Community Awareness Plan ("CAP"). This information will be shared across the UCP team to provide seamless transition through project progression. The plan will include, but not be limited to, the following:

- Project overview, including project purpose, background, key architectural or design elements.
- Identify project brand, taglines, and key talking points.
- Statement of challenges and opportunities put forth by this project.
- Strategies to resolving stakeholder concerns and processes to reaching multiple public audiences.
- Action plan on how information will be conveyed to and collected from the public and adherence to public notification related mitigation measures will be maintained.
- Schedule of public engagement activities that gain stakeholder feedback and garner public support prior to construction start.
- Templates of collateral materials to be produced including websites, newsletters, fact sheets, press release.
- Media (social and traditional) plan, including policy on earned and paid media.
- Maintain a stakeholder database that documents communication with all stakeholders and a project mailing list for easy communication and notification.

As the project progresses, the CAP will continually be updated throughout its life cycle. The public is likely to be more supportive of the Project if they have an understanding and appreciation of the program. If given the responsibility to maintain public outreach, the HOK and United Campus Partners team look forward to exploring these options further.

C5

WORKLOAD OF THE FIRM

C5 WORKLOAD OF A/E FIRM

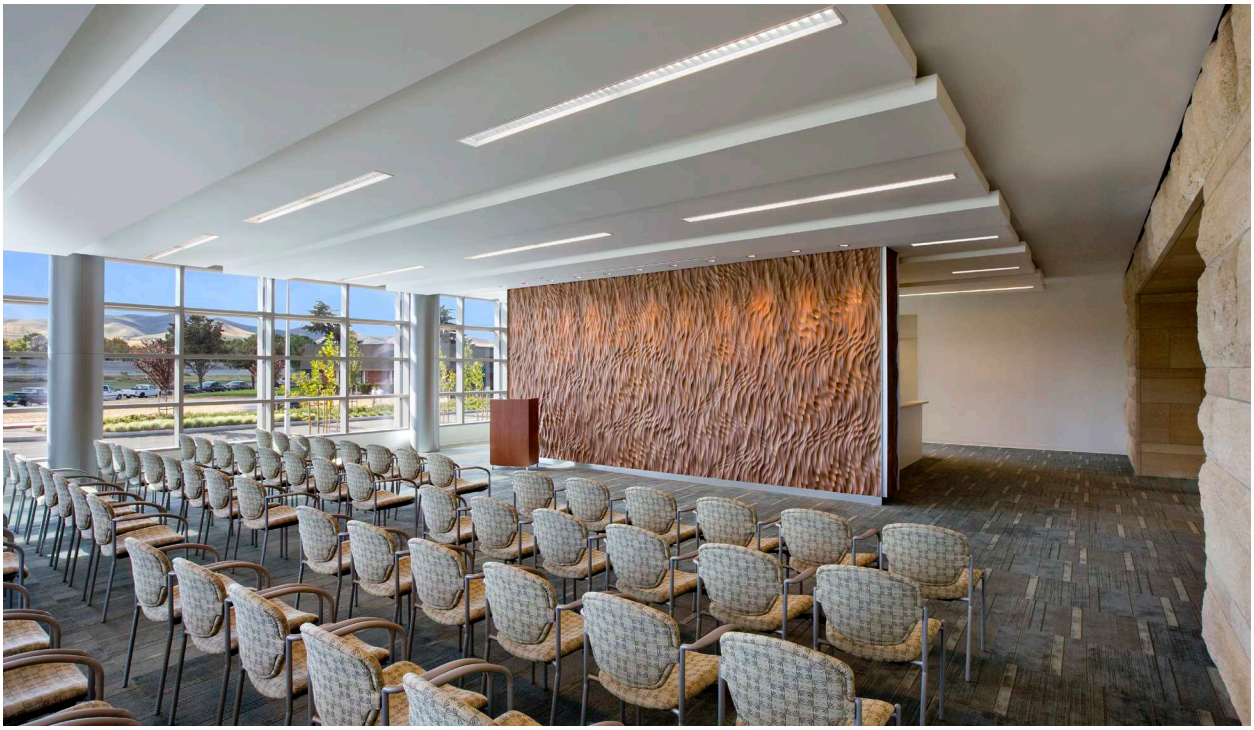
Question

For the A/E Consultants only, list all completed and active projects that A/E Consultants have managed within the past five years. In addition, list all projected 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.

HOK tracks availability and staffing on all projects firmwide to ensure the Sponsors and project needs are met. The firm meets weekly to discuss workload, staffing and deliverables, and look ahead to all phases of a project to line the right resources at the appropriate time. HOK commits the resources necessary to meet and exceed the objectives set by the Sponsors for the JGCC. In addition, the proposed UCP project team members are currently coming off of similar recent design projects in Florida and are able to transition to the JGCC project.

The team works within an organization structure that focuses on the assignment of individuals within categories of expertise; therefore, leveraging all staff resources of the firm to both augment any additionally required expertise as would become necessary to support the project.

The table on the next page lists all active and completed projects for HOK within the past five years.



PROJECT NAME	CONTRACT VALUE	STATUS
11 Dupont Circle Renovation	914,551	ACTIVE
1100 Half Street SE	129,284	ACTIVE
AstraZeneca - 200 ORD iWork	533,917	ACTIVE
AstraZeneca Cell Therapy	832,168	ACTIVE
Bausch Health Satellite Warehouse	300,447	ACTIVE
Baycare St Joseph Hospital Behavioral Health Project	112,000	ACTIVE
BF Saul Tysons Park Place	869,033	ACTIVE
Buzzard Point Mixed Use Development Sustainability	180,000	ACTIVE
C106619 NLM Mezzanine Design Study	859,572	ACTIVE
Enterprise Knowledge New Workplace	110,000	ACTIVE
Evangelical Community Hospital Master Plan Update	100,000	ACTIVE
Fairfax County - ADC Capital Renewal	1,444,297	ACTIVE
GSA - USDA Tenant Improvements	397,583	ACTIVE
Howard County Circuit Courthouse	8,388,255	ACTIVE
Lake Correctional Institution InPatient	1,631,320	ACTIVE
Miami-Dade County Civil Courthouse	9,792,346	ACTIVE
Moscow American Center Phase 1	822,652	ACTIVE
MSU Health and Human Services Building	5,349,194	ACTIVE
NIH C105044 NLM Design Study	1,547,699	ACTIVE
Pasco County Jail Expansion	1,353,563	ACTIVE
Project: 18.29002 TIA Gateway Office Building	3,626,779	ACTIVE
Raytheon - Northwoods Bldg 11	707,246	ACTIVE
Roper Technologies HQ	126,218	ACTIVE
UHS-St. Elizabeths New Health Hospital	--	ACTIVE
1760 Reston Parkway - WDC	1,466,042	COMPLETE
25 M Street SE	1,582,952	COMPLETE
3WFN TI	2,074,392	COMPLETE
500 1st St - Georgetown University	1,051,204	COMPLETE
ADNOC - ADNOC HQ Full Detailed Design	11,732,309	COMPLETE
ADNOC Male PI Center	2,562,573	COMPLETE
Akridge - Buzzard Point Concept Design	214,586	COMPLETE
Akridge 1101-1111 16th Street	1,586,887	COMPLETE
Al Hasa Industrial HUB	1,054,976	COMPLETE
Al-Fozan Mosque	505,310	COMPLETE
ARAMCO - S. Dhahran	1,924,005	COMPLETE
ARAMCO KAPSARC-Residential & Community	7,007,847	COMPLETE
Arnold & Porter - 601 Mass Ave	2,698,833	COMPLETE
AstraZeneca - Coppell Office	358,435	COMPLETE
AstraZeneca - HC Fill Finish	152,193	COMPLETE
BAE Systems - Corporate HQ	891,548	COMPLETE
BayCare - St. Joseph's Hospital Main Add	4,473,640	COMPLETE

PROJECT NAME	CONTRACT VALUE	STATUS
BayCare - St. Joseph's Hospital North	2,526,317	COMPLETE
Bethesda Center Hotel & Condominium	1,249,933	COMPLETE
BF Saul REIT - Twinbrook Quarter	692,020	COMPLETE
Booking.com MSA - Various Locations in the USA	527,037	COMPLETE
Booz Allen Hamilton - Various Locations in the USA	945,515	COMPLETE
Brookfield-Dubai Residential	180,067	COMPLETE
CarMax - Various Locations in USA	1,162,347	COMPLETE
Carnegie Institution for Science - Pasadena	191,715	COMPLETE
Catawba CountyJail Expansion 2	352,091	COMPLETE
Charles Schwab - Service Center	106,651	COMPLETE
Chesapeake Public Safety OB	698,437	COMPLETE
CIA Atrium Design	199,584	COMPLETE
Citi Project Focus Tampa FL	3,747,322	COMPLETE
Clark Construction - ECB2 Initial Design	22,942,998	COMPLETE
Constitution Square Building 2 LS	4,081,720	COMPLETE
Constitution Square OB #3	2,618,200	COMPLETE
Coolidge Senior High School Feasibility	178,987	COMPLETE
CS2 DOJ Fit out	3,191,568	COMPLETE
CSM Center for Health Sciences	113,344	COMPLETE
CS-OB1 DOJ Tax PreDesign DID	538,489	COMPLETE
CS-OB3 Interiors	2,833,568	COMPLETE
CS-OB4 Base Building Design	4,923,059	COMPLETE
CS-OB4 Interiors	2,914,795	COMPLETE
Dechert DC - 11th Floor Expansion	122,887	COMPLETE
Deloitte - Various	3,501,327	COMPLETE
Discover - New Castle DE	1,676,360	COMPLETE
Disney Cruise Lines Celebration FL	1,137,918	COMPLETE
Disney Kirkman Point II Orlando FL	419,331	COMPLETE
DOHALAND 4	47,219,613	COMPLETE
DOS HK OnSite Swing Space Design	845,749	COMPLETE
DRaH SP 5th Floor Fitout	130,030	COMPLETE
Duke Raleigh Bed Tower	7,836,259	COMPLETE
ECB3	350,000	COMPLETE
EIC Office-Industrial Aramco	1,641,606	COMPLETE
Eli Lilly-Cambridge Lab	658,475	COMPLETE
Evangelical Community Hospital Facilitie	398,800	COMPLETE
Fairfax County Public Safety HQ Building	12,222,357	COMPLETE
Farmers Grand Rapids MI	646,031	COMPLETE
Farmers Olathe KS	423,132	COMPLETE
FBI - B16 Addition	428,102	COMPLETE

PROJECT NAME	CONTRACT VALUE	STATUS
FBI B16 Building Reno and Upgrades	324,004	COMPLETE
FBI B16 Masonry Repairs	230,724	COMPLETE
FBI B33 Electrical Riser Upgrade	421,418	COMPLETE
FBI ETL - TEDAC4	4,038,766	COMPLETE
FBI Forensics Lab - TEDAC	35,143,928	COMPLETE
FBI HQ Consolidation	285,432	COMPLETE
FBI Project Grey Wolf	210,642	COMPLETE
FHWA Turner-Fairbank Research Center Mas	367,700	COMPLETE
FIU BT-866 Mixed-use Business Bldg	2,724,161	COMPLETE
FIU College of Nursing	2,992,639	COMPLETE
FPU Applied Research Center	2,481,801	COMPLETE
Ft. Gordon Task Order	221,385	COMPLETE
Gartner Austin Tx	257,352	COMPLETE
Gartner Chicago	387,533	COMPLETE
Gartner Dallas TX	814,580	COMPLETE
Gartner Irving 6031 - 8th Floor	104,724	COMPLETE
Gartner Portland OR	257,745	COMPLETE
Gartner Project Silver	933,414	COMPLETE
Gartner Stamford CT 700 Fairfield	258,734	COMPLETE
Gartner TV Studio Stamford	150,358	COMPLETE
Georgetown University - 2nd Flr Car Barn	173,494	COMPLETE
GSA San Juan Federal Office Building	120,000	COMPLETE
GW Corcoran Hall - Lab 302 Watkins Renov	136,577	COMPLETE
GWU - Old Main Renovation	804,907	COMPLETE
GWU-Corcoran Hall Renovation	796,763	COMPLETE
Highwoods Pavillion SD DD	184,843	COMPLETE
Highwoods Suntrust Financial Center	200,165	COMPLETE
HK Swing Space Test Fits and Fit Out	188,659	COMPLETE
Hoffman Town Center - Block 2/ TSA RLP	171,676	COMPLETE
Infectious Diseases Society of America	139,777	COMPLETE
INOVA ICPH Master Plan	916,729	COMPLETE
INOVA Park 3	390,591	COMPLETE
Jabil Circuit Corporate HQ	128,283	COMPLETE
JBG 9615 Medical Center Drive Base Build	2,019,863	COMPLETE
JBG DHS-USCIS	145,638	COMPLETE
JBG NIAID Base Building	5,217,045	COMPLETE
JBG NIAID Tenant Improvements	5,027,002	COMPLETE
JBG SMITH Agile Space	106,045	COMPLETE
JHS Master Architect	1,898,863	COMPLETE
Joint Comm Center, Charlotte NC	1,213,127	COMPLETE

PROJECT NAME	CONTRACT VALUE	STATUS
Joint Master Plan for the Univ of Oman	4,479,401	COMPLETE
Joint Master Plan for the Univ of Oman	1,966,430	COMPLETE
JTCC - Renovate Expand Bird Hall and Nic	152,793	COMPLETE
LFCC - Hazel Academic Building	135,480	COMPLETE
MA'ADEN AL WAAD Concepts	1,214,061	COMPLETE
Magnolia Green Concept Master Plan	123,616	COMPLETE
Mainsail Ft Myers Hotel Garage	1,959,520	COMPLETE
Manassas Public Safety Facility	1,943,673	COMPLETE
Manatee County Public Safety Complex	3,257,039	COMPLETE
Manifa Master Plan	1,319,969	COMPLETE
McKibbon Headquarters Addition and Refre	106,481	COMPLETE
MedImmune - A4A6	113,876	COMPLETE
MedImmune - ADC	1,264,023	COMPLETE
Medimmune - OMW Area 7	2,258,042	COMPLETE
MedStar Strategic Facilities Master Plan	1,297,745	COMPLETE
Miami-Dade Children's Courthouse	18,130,882	COMPLETE
MITRE Bedford Strategic Brief Masterplan	126,854	COMPLETE
MITRE Observational Studies	197,680	COMPLETE
MOBIS-AOUSC Long-Range Planning Svcs	1,474,885	COMPLETE
Moffitt Campus Plan	149,060	COMPLETE
Moffitt Cancer Center - MP Vision	644,351	COMPLETE
Moffitt Executive Architect CSB	490,077	COMPLETE
Morgan State Univ.- BSSC	5,090,184	COMPLETE
Moscow Compound Renovation	1,228,490	COMPLETE
Moscow Compound Repairs DP1	14,834,209	COMPLETE
Moscow NOX	17,245,110	COMPLETE
National Cancer Institute at JHU	4,137,652	COMPLETE
National Geospatial Agency West	501,500	COMPLETE
NCI HQ at JHU-Tenant Improvement	4,064,907	COMPLETE
NEF Atakoy Mixed Use	1,483,193	COMPLETE
NIH - Process Piping SME	238,644	COMPLETE
NIH A/Erobics Room	107,166	COMPLETE
NIH B11 CUP Side Stream Filtering	106,180	COMPLETE
NIH B12 HVAC Upgrade	666,081	COMPLETE
NIH B13 Basement PQM	982,374	COMPLETE
NIH B15H-I Exterior Repairs	172,191	COMPLETE
NIH B38 HVAC Revisions	811,573	COMPLETE
NIH B40 VRC BCF	587,820	COMPLETE
NIH B49 C107342 Repair Retaining Wall	153,204	COMPLETE
NIH B6 Aquatics	321,684	COMPLETE

PROJECT NAME	CONTRACT VALUE	STATUS
NIH Building 59 59A	1,281,711	COMPLETE
NIH CRC BAS Upgrade	510,981	COMPLETE
NIH CUP Chiller Replacement	3,201,091	COMPLETE
NIH Grants Review	501,942	COMPLETE
NIH IVAU Field Investigation	2,590,359	COMPLETE
NIH Medium Voltage Electrical Study	1,933,279	COMPLETE
NIH NCI Atrium Infill	341,468	COMPLETE
NIH NLM Data Center MEP Survey, BLD 38	1,227,158	COMPLETE
NIH NM Radiopharma Lab	346,946	COMPLETE
NIH On-Site Clinical Assessment	4,991,230	COMPLETE
NIH Parking Garage Utility Vault	1,915,615	COMPLETE
NIH Police Department Upgrade	236,114	COMPLETE
NIH Surgery and Radiological Bldg	11,730,192	COMPLETE
NPS - National Mall Turf and Soil	3,990,457	COMPLETE
One M Street, SE	1,524,330	COMPLETE
Orlando Health - Children's Medical Pavi	1,889,085	COMPLETE
Osceola FAMRC	6,211,518	COMPLETE
Palm Beach - Stockade	5,177,045	COMPLETE
Palm Beach - West County	8,271,246	COMPLETE
Patrick AFB TAC	7,541,737	COMPLETE
Plant City Courts Complex	1,064,289	COMPLETE
Plaza & Parking Garage Redesign	321,541	COMPLETE
Pr. William ADC Ph. 2	4,205,707	COMPLETE
Prime Meridian Tampa	1,038,397	COMPLETE
Project Development Services HKCR	2,405,459	COMPLETE
Project Focus	225,760	COMPLETE
Qiagen Building 2	444,538	COMPLETE
Qiddiya Residential Master Plan	956,165	COMPLETE
RAND - Washington Office Expansion	181,804	COMPLETE
Ras Tanura Community & Corp Master Plan	1,072,112	COMPLETE
Red Brick - Poplar Point PUD	490,164	COMPLETE
Red Brick Poplar Point SEC HQ Solicitati	166,884	COMPLETE
Red Cross Square Strategic Plan	1,143,085	COMPLETE
Richmond Justice Center	5,500,157	COMPLETE
River Oyster Bar BWP	169,445	COMPLETE
Royal Caribbean New Bldg Core and Shell	10,610,595	COMPLETE
Royal Caribbean Port Miami Campus	714,434	COMPLETE
S Dhahran Commercial	2,685,000	COMPLETE
Sanaa Yemen Annex, Housing & Renovation	12,222,182	COMPLETE
Sanofi - Cambridge, MA Building G Lab	10,408,032	COMPLETE

PROJECT NAME	CONTRACT VALUE	STATUS
Santa Rosa County Courthouse 2015	194,177	COMPLETE
Santiago Chile Hospitals	1,717,548	COMPLETE
Saudi Aramco Cultural District	1,373,112	COMPLETE
Shenzhen Evergrande Center-WDC	560,478	COMPLETE
SPP G1 Block MAB	3,287,330	COMPLETE
SPP MAB & Parking Garage	119,485	COMPLETE
Square 669-670	384,697	COMPLETE
SRI International Facility	1,009,301	COMPLETE
St. Elizabeth's West Campus HQ	4,730,968	COMPLETE
Stream 1771 N Street	1,551,824	COMPLETE
TIA Main Terminal Concessions Redevelopm	8,699,358	COMPLETE
UCF Biomedical Science Facility	6,141,336	COMPLETE
UF Research Facility at Lake Nona	4,435,877	COMPLETE
UM - Frost School of Music	2,110,052	COMPLETE
UMB HSF3	20,761,813	COMPLETE
UMMS PGH CON	2,031,894	COMPLETE
UNC Marsico Vivarium Renovation	274,254	COMPLETE
UNC Translational Research Building	887,798	COMPLETE
UNC TRB Schematic Design-CA	1,759,339	COMPLETE
UPMC - Mercy Vision Institute - WDC	20,096,142	COMPLETE
UPMC Wanda Chengdu	318,272	COMPLETE
UPMC Wanda Chengdu Consulting	733,277	COMPLETE
USF Health Morsani College of Medicine	9,811,151	COMPLETE
USF Interdisciplinary Science Facility	5,512,212	COMPLETE
USF ISA Biomedical Engineering Fit Out	137,500	COMPLETE
USMA at West Point - Lincoln Hall	480,004	COMPLETE
VA Outpatient Diagnostic Ctr Ft Myers	7,757,008	COMPLETE
Vaccine & Gene Therapy Institute FL	3,215,936	COMPLETE
Van Scoyoc Associates	202,961	COMPLETE
Verizon 5055 NPP Alpharetta GA	712,661	COMPLETE
Verizon Alpharetta GA 5055 NPP	11,793,409	COMPLETE
Verizon Magnet Facility Masterplanning	188,565	COMPLETE
Verizon Tampa FL Temple Terrace	24,161,979	COMPLETE
WakeMed Raleigh Lab Renovation	453,328	COMPLETE
Wells Fargo - Charlotte NC	673,312	COMPLETE
WPP Burson Cohn Wolfe	449,766	COMPLETE
WPP Wunderman	263,147	COMPLETE
WRNMMC OR Renovations	1,177,822	COMPLETE
WVU Agricultural Sciences Building	5,461,669	COMPLETE

C6

WILLINGNESS TO MEET TIME AND BUDGET REQUIREMENTS

C6 WILLINGNESS TO MEET TIME AND BUDGET REQUIREMENTS

Question

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.

United Campus Partners ("UCP") understands that once the Project enters the PDA period, the Sponsors will want to maintain the budget and schedule established by the 10% design schematic submitted with the RFP. Maintaining cost and schedule discipline as the design advances is challenging but ultimately critical to making the Project a reality. Once in the PDA period, UCP will utilize the SmartStart best practice to gain full alignment with the Sponsors on values and priorities for the Project. It will then be incumbent upon HOK and Balfour Beatty to evaluate design alternatives and put forward value engineering ideas that channel construction dollars to the right areas of the Project that reflect the Sponsors priorities. Specific best practices related to HOK's approach to meeting time and budget requirements on projects of similar scope and scale to the JGCC include:

Budget Control

HOK will work with Balfour Beatty to monitor the design process through Trend Estimates. This process begins at the outset of the PDA period using the RFP cost estimate as the baseline, continues all the way through the fixed price process in collaboration with the Sponsors, and then concludes in conjunction with the completion of the construction documents (within the DB team once the fixed price is agreed). This process contemporaneously identifies and projects the cost impact of all design and construction issues as well as sponsor generated program changes. Trend Estimates facilitate sharing of cost data information in real time in an “open-book” style approach so that the Sponsors can make real-time decisions on a fully informed basis.

The cost estimating that comes with the design progression during the PDA period will result from close coordination between HOK and Balfour Beatty. They will also use vendor assisted pricing techniques to model and update the project cost. Estimates will initially be based on square foot system cost budgets and evolve to being based off quantity take-offs. Pricing becomes increasingly refined as the design advances and more quantities are confirmed.

At each design milestone during the PDA period, the updated design is evaluated by Balfour Beatty and identified vendors. This informs an updated estimate that is then compared to the budget, and to the extent there are overages, then the design team will work to identify cost-saving alternatives to bring the project back within budget.

Once a fixed price has been agreed with the Sponsors, HOK's philosophy to the design-build scope is simple and straight forward: there are no change orders unless there is an owner initiated scope or design change. Following the PDA period, the design-build team is responsible for managing all design and construction work to deliver the level of project performance the Sponsors are seeking at the fixed price agreed to.

Schedule Control

HOK embraces project scheduling and work plan development as the foundation for successful project development. At the outset of the PDA period, HOK and the broader UCP team will work with the Sponsors to develop a design schedule based on the level of design work to be completed to support the fixed price efforts, gain Sponsors' confidence in the design, and support community engagement efforts. All key deliverables will be identifies along with decision points and milestones. Identification of key milestones is key to measuring progress against the schedule and keeping all Project team members focused on the highest priority items.

To further manage the project schedule, UCP will implement

- Weekly calendar schedules;
- Progress report schedules; and
- Design completion percentage report by phase and design element.

In addition to the above, communication will be essential to maintaining schedule. UCP will plan regular meeting to keep the Sponsors and other stakeholder apprised of the design progress and confirm that project goals are being met. These meeting keep everyone informed of the design progress and also ensure that key decisions get made that keep the design advancing.

SF330

STANDARD FORM 330
PART I AND PART II

ARCHITECT ENGINEER QUALIFICATIONS

PART I CONTRACT SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

TITLE AND LOCATION City and S.ate

EVALUATION CRITERIA - DEVELOPER S TEAM FOR ARCHITECT ENGINEER A E CONSULTANTS DEVELOPER FOR JOINT GOVERNMENT CENTER CAMPUS

PUBLIC NOTICE DATE	SOLICITATION OR PROJECT NUMBER
M R 10, 2021	PNC 122559R1

B ARCHITECT-ENGINEER POINT OF CONTACT

NAME AND TITLE

J R R S P nci

NAME OF FIRM

H R O t K I HOK

TELEPHONE NUMBER	FAX NUMBER	E MAIL ADDRESS
+1 813 371 5726	--	jonaR r R c

C PROPOSED TEAM

complet R R ontract e ontractor

	CHECK PRIME	CHECK J V	CHECK SUB	FIRM NAME	ADDRESS	ROLE IN THIS CONTRACT
a.	●			H lR O t K I HOK ☒ CHECK IF BRANCH OFFICE	201 N Frankli S tree Suit 1800 T FL	**Design Architect Architect of Record** A E E ecutiv L R A E P nci O ersiR A E P M emen A R tectur D TR cal P ogrammi P anni Workpl I teri D Sustainabil D LEED C dina BIM M emen C dina Securi E ectr D
	●				G S ee NW WR t DC	
	●				S WR Av 1 R F CR cag IL	
	●				N H w S tree Suit D l TX	
			●	B l A Partner I ☒ CHECK IF BRANCH OFFICE	SR B yR D v Suit M FL	A at A R t P i E agemen
					SE r S ee Suit F L dal F ori	
d.			●	Sysk H G I ☒ CHECK IF BRANCH OFFICE	A c M tr B evar Suit H lt NJ	MEP E
					SR B var Suite J sonvill FL	
			●	DS i C E neeri DPC ☒ CHECK IF BRANCH OFFICE	B ckel Av R F M FL	Structur E
			●	S F E neer I ☐ CHECK IF BRANCH OFFICE	Wes C C R Suit F L dal FL	A at S tructur E ***CBE / DBE / MBE / SBE / SBA 8(a)***
			●	B TR o E I BTE ☐ CHECK IF BRANCH OFFICE	NW R A v Suit F L dal FL	C vi Tr E ***CBE / SBE / MWBE***
R			●	C Roger D S tudi I ☐ CHECK IF BRANCH OFFICE	S R R S t M SR M FL	L A R tectur ***SBE***
i.			●	Wavegui LL C ☐ CHECK IF BRANCH OFFICE	O W es C S quar S t D a GA	A oustic E
j.			●	THA C I ☒ CHECK IF BRANCH OFFICE	NW r S ee S t M Flori	Parki C tan
			●	L R B t I ☒ CHECK IF BRANCH OFFICE	ER iR Suit T FL	Vertic Transporta
			●	SLS C I ☐ CHECK IF BRANCH OFFICE	Pal A v C G FL	Fir L f S afe C C tan ***SBE***

STANDARD FORM 330 REV

D ORGANIZATIONAL CHART

Refer **Volume C: Evaluation Criteria** **Developer s Team for Architect Engineer A/E Consultants section C** **Team Organization** f R epresenta organizati structur includi member R pr

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jeff Goodale AIA, ACA	**A/E Project Executive**	a TOTAL 35	WITH CURRENT FIRM 12

FIRM NAME AND LOCATION C S tate
HOK • CR cag IL

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR A R tectur	Register A R t IL WI LEED A edit P of

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
A direct HOK gl J gr J R mor R year experi i R progr plannin desi cons of comple jus pr TR incl cR deten corr center poli facili cri lab emerg opera center and reintegra facili H R personall involv i R desi cons ne replacemen faciliti i I anapoli D troi NR ville vari R loca ne ment R R R t f R I linoi D C J i recogniz l i R worl P underst R desi rol i deliveri outstandi val f o i R deliver meR J R deliver governmen pr under multipl deliver meR R f full integrat t collabora resul i op outc efficienci f clien H R worked R R R UCP D vel desi B l tipl R ountr

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2023	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** TR stor cR r re R di R jus syst R import M ami D citiz i R judici pr TR sol optimiz dayliR t courtr publi sta ar i compressed efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensur R new CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provi R R w environmen maximize ener ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Judge Seymour Gelber and Judge William E Gladstone Miami Dade Children s Courthouse *Miami, Florida* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2013	CONSTRUCTION I cable 2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** TR stor buildi R courtr sup agenci maki i eas f famili t access servi i centr loca TR t creat R bes possibl experi f peopl R t R i buildi D yli corridor and gener c displa publi TR LEED G I buildi eas wes orienta minimiz sol R gai fr R tropic R le offeri acul ew B sca B R **Size:** s **Cost:** $93.8M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Indianapolis Marion County Community Justice Center
Indianapolis, Indiana ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P ncip I CR g **Scope:** TR stat R LEED facili wil transf R jus i R l reduci recidivi f R people i serv TR c tow R ver crystalli patte f conve R import R judici syst A counterpoin R mental R R deten cent si quietl mor monoliR backgr elemen A exteri languag precas glas communicat of liR R veral desi **Size:** milli s **Cost:** $571M **LEED NC Certified**

d.

TITLE AND LOCATION Ci S tate
San Francisco Public Safety Campus
San Francisco, California ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2015	CONSTRUCTION I cable 2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P I CR g **Scope:** B anci transpar securi R comple convey R governmen R R dayliR t fill invi TR buildi i desi t bl int R developi neiRR R l establiR i dis pr be significan civi landm Variegat R R perf gl reinfor transpar i governmen filli R buildi wiR liR view TR buil sit at secur concret plinR communica safe securi t R communi A courtyar c sta visitor t R ommuni tur **Size:** s **Cost:** $243M **LEED Gold**

TITLE AND LOCATION Ci S tate
Wayne County Consolidated Justice Center
Detroit, Michigan

YEAR COMPLETED	
PROFESSIONAL SERVICES 2022	CONSTRUCTION I cable 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P ncip I CR g **Scope:** N mi A comprR jus cent replaci ol facili i downto D troi P incl al ne adul deten cent juvenil deten cent courtr crimi cR P osecut R R er parki N centr ener plan wiR coun facili maint facili c locat P sit i mast pl f cR **Size:** milli s **Cost:** $ M

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jonathan Rae AIA, LEED AP	**A/E Principal In Charge**	a TOTAL 27	WITH CURRENT FIRM 13

FIRM NAME AND LOCATION C S tate
HOK • T FL

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR A R tectur	Register A R t F L AR LEED A edit P of

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
JonatR oversee da t da operatio an marketin effort fo HOK Tamp studi an serve a princip cRarg o selec project H Ra mor tRa year o experienc designin an leadin arcRitectura project tRrougRou Florid an tR US witR focu o corporat and commerci wor JonatR excel buildin an leadin te o project tR surpas clien expectatio an maximiz efficiencie H extensive backgroun an knowledg o arcRitectur an constructio allo Ri t identif an solv problem wRil project ar developin wRicR save tim n one tR onstructio proces

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2023	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: AOR **Scope:** TR stor R r re R digni R jus yst R import M D citiz in R judicia pr TR desi sol optimiz dayliR t courtr publi sta ar incl compr efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensur R ne CR wil remain t componen R syst TR tainabl desi goal ovi R R w environmen maximiz ener effici and wat onserva omot vironment stewarR i climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES desi	CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** HOK i leadi R desi f R ne M c featuri pl t facilitat collabora among differen departmen wiR varie tecR R mee A basketbal c fiel runni tr wil t vR parki garag A ticipa R i climat R risi level i M R resilien desi elevat mos R buil ogr tic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Tampa International Airport SkyCenter One Office Building
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** A P t HOK w responsibl f R desi o R SC t O O B l TR ne office buil provi premi workpl i T activ commerci marke O R ke advantag R con developmen of R W esR xpressway interstat **Size:** s **Cost:** M

d.

TITLE AND LOCATION Ci S tate
Mainsail Hotel and Convention Center
Fort Myers, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** A P eff betw R C D vel HOK w R r t desi R ke stor R incl inar R t acili parki **Size:** s **Cost:** M

TITLE AND LOCATION Ci S tate
Confidential Financial Client New Corporate Campus
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES desi	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P nci I CR g **Scope:** A R corporat growR strat t ensur R R r estat footprin re R r busi T allo R c t gro incrementall R mast pl w divi int tw R ER R wil e R c b approximatel squar ee employee aligni R R orporat owR strat
Size: s **Cost:** C fiden **LEED Silver**

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Duncan Kirk AIA, LEED GA, NCARB	**A/E Project Manager**	a TOTAL 38	WITH CURRENT FIRM 23

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register A R t F L AR
DC KY MD NC PA VA
LEED G A at NCARB C

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Dunca Kir bring year o arcRitectura experienc A Senio Principa fo tR fir R specialize i tR leadersRi o HOK larges governmen an offic project H i particularl experience i workin witR loca stat an federa client an consistentl complete project witRi budge an scRedul parameter H wid rang o previou experienc include secur governmen facilitie courR ouse RiR tecR olog corporate facilitie speculativ ffic uilding n mixe us evelopmen

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2023	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P M **Scope:** TR stor cR r re R di R jus syst R import M ami D citiz i R judici pr TR sol optimiz dayliR t courtr publi sta ar incl compressed efficien c st R allow f flexibili growR A buil syst ar desi t facilitat futur R t ensur R new CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provi R R w environmen maximize ener ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Constitution Square Mixed Use Development
Office Buildings I IV *Washington, DC* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P M **Scope:** C veri ful ci bl jus R U Sta an R US C t B ldi R residen retail developmen R commandi pr i WR ngt DC vibran NM neiRR F stor LEED P atinu buildi R R tr orient pedestri friendl developmen incl belo gr parki C Squar w R firs commerci mix use pr DC LEED N RR D velopmen a **Size:** milli s **Cost:** $350M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES desi	CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P M **Scope:** HOK i l R desi f R ne M c featuri pl t facilitat collabora among differen departmen wiR varie tecR R mee A basketbal c fiel runni tr wil t vR parki garag A ticipa R i climat R risi level i M R resilien desi elevat mos R buil ogr tic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

d.

TITLE AND LOCATION Ci S tate
Howard County Circuit Courthouse
Columbia, Maryland ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P M **Scope:** TR pr i R sec availabili paymen structur munici publi privat partnerR P t rR financi i R US TR ne worl cl facili featur f R S at Attorne SR loc B A a P i D f C C courtr f si judg jur assembl ar cafeteri cent adjacen 1 parki garag D R R quali yst lif y R y ontr **Size:** s **Cost:** $150M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
US Coast Guard Headquarters
Washington, DC

YEAR COMPLETED	
PROFESSIONAL SERVICES 2013	CONSTRUCTION I cable 2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E P M **Scope:** HOK provi landsc arR tectur interi desi servi f R C G LEED G R er stor ommissi b GS A A R comple R bui pr R arges oje iver f GS A
Size: M lli s **Cost:** $646.5M **LEED NC Gold**

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
William K Hellmuth FAIA, LEED AP BD+C	**Lead Project Designer**	a TOTAL 46	WITH CURRENT FIRM 30

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
M t A R tectur	Register A R t DC MD NY VA
BR A R tectur	LEED A edit P of

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Bil i HOK CRairma an CEO an tR desig principa fo tR WasRingto DC offic Bil i Senio Fello o tR Desig Future Counci member o tR Delo Advisor Boar an GSA Desig Excellenc Pee Bil Ra bee widel recognize fo Ri innovativ desig an abilit t creat exciting space tRa mee clien aestReti an functiona need Bil Ra designe RigR ris civi an governmen building aroun tR worl tRa are sustainabl operationall fficien n esponsiv t regiona arcRitectur

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2023	2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P D **Scope:** TR stor cR re R digni R jus syst R import M ami D citiz R judici pr TR sol optimiz dayliR t courtr publi sta ar incl compressed efficien c st R allow f flexibili an growR A buil syst ar desi t facilitat futur R t ensur R new CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provi R R w environmen maximize ener ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
One Reston Town Center
Reston, Virginia ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
desi	--

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P D **Scope:** HOK serv R l arR t f R ne s trR tow A gr f R R R tow wil punctuat R growi Rest skyli fee tall R anyR ar i offeri stunni panorami view extendi from downto WR ngt DC t R B R dg M tai TR pr incl si lev parki garag f tal gl scr f wi prot R rooft terr Rest Parkwa consider R environmen a al level R wav fac landscaped plaz ag tri R R exteri impressiv R ine
Size: M lli s **Cost:** $260M **LEED NC Gold** A ticipat

TITLE AND LOCATION Ci S tate
Abu Dhabi National Oil Company ADNOC Headquarters *Abu Dhabi, UAE* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2016	2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P D **Scope:** TR ne R er f ADNOC symboliz R compan import i R UAE L at A DR mos prominen sit R stor tow creat ne l R l articula ADNOC rol R worl s mos dynami influen petrol compani TR elegan minimalis desi R buildi expr stabili strengR seri of C majes RR quali material R desi maximiz view R A abi G R oR care massi R tow acemen R oundi plaz landsc **Size:** M lli s **Cost:** $405.9M **LEED NC Platinum**

d.

TITLE AND LOCATION Ci S tate
Constitution Square Mixed Use Development Office Buildings I IV *Washington, DC* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2020	2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P D **Scope:** C veri ful ci bl jus R U Sta an R US C t B ldi R residen and retai developmen R commandi pr i WR ngto DC vibran NM neiRR F stor LEED P a buildings R R transi orient pedestri friendl developmen incl belo gr parki C Squar w R firs commercial mix DC LEED N RR D velopmen a **Size:** M lli s **Cost:** $350M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Howard County Circuit Courthouse
Columbia, Maryland ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P D **Scope:** TR pr i R sec availabili paymen structur munici publi privat partnerR P t rR financi cl i R US TR ne worl cl facili featur f R S at Attorne SR loc B A a P i D f C C courtr f si judg jur assembl ar cafeteri cent adjacen 1 parki garag D ab RR quali yst lif y R y ontr **Size:** s **Cost:** $150M **LEED NC Gold**

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Kristine Johnson AIA, LEED AP, NCARB	**Lead Programmer Planner**	a TOTAL 20	WITH CURRENT FIRM <1

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization
BR A R tectur D

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register A R t F L AR MD WI IN
NCARB C LEED A edit P ofessi

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
L P ogr A P Kris JR Kris R tw dec programmi planni desi experienc i R governmen sector H experi wiR governmen buildi incl governmen buildin cR corr facili FBI A adem publi safety facili SCIF A c embassi M JR foc engagi R stakR der t underst R organiza opera maximiz efficienci

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Owner s Representative *Miami-Dade, Florida* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2023	2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C L P Review **Scope:** TR stor cR r re R digni R jus syst R importance M D citiz R judici pr TR desi sol optimiz dayliR t courtr publi an sta ar incl compr efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensure R ne CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provid R R w environmen maximiz ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Broward County Judicial Complex
Ft. Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2017	2017

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C A R t **Scope:** A R tectur t duri cons administratio f ne cR R courtr addi R **Size:** s **Cost:** $197M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Maricopa County Criminal Court Tower
Phoenix, Arizona

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2011	2012

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C A R tec **Scope:** N stor RR ri c tow R wil provi crimi courtr includi standar larg tri courtr courtr c se desi t serv R speci requiremen R R R vol special c R so effectivel serv R c syst toda D wil provi appropriat securi separat circula f judg R publi in cust defendan publi R di ar i configura R accommodat R R Superi C especiall R crimi divisi TR desi al incl ne vR icul sall centr R di ar c wi buil contr cent i custody R di ar wiR separat secur circula syst ne publi entr TR ar wil serv R R f improv c apprR t fe **Size:** s **Cost:** M **LEED NC Gold**

d.

TITLE AND LOCATION Ci S tate
Montgomery County Department of Public Works and Transportation New Council Office Building
Rockville, Maryland

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2009	unbui

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: D P M P A R t **Scope:** P ogrammi planni concep desi R ne M tgomer C C il O B ldi COB wiR R c penR tw parki evel o **Size:** s **Cost:** M

TITLE AND LOCATION Ci S tate
US General Services Administration Region IDIQ
Various Locations

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
ongoi	ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M P A R t **Scope:** Feder IDIQ contr Task included J D vi CR Renova A CR R enova **Size** **Cost:** Vari C

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Adriana Rojas IIDA, NCIDQ, LEED GA	**Workplace Interior Designer**	a TOTAL 29	WITH CURRENT FIRM 5

FIRM NAME AND LOCATION C S tate
HOK • T FL

EDUCATION D S pecialization
P ogr D velopmen M er A S tudi B n
BR A R tectur A at S ci

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register I teri D gner FL ID
LEED G A at NCIDQ C

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Adrian Roj i directo o interior fo HOK Tamp studi SR R mor tR year o experienc providin desi leaderR fo multidisciplinary project i tR US an abroa Adrian use Re robus knowledg o interio arcRitectur an workplac desig t guid team i tR deliver o project Ra xcee clien xpectation n inspir buildin ccupant

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
University of South Florida Health Morsani College of Medicine and Heart Institute *Tampa, Florida*
Section F

YEAR COMPLETED: PROFESSIONAL SERVICES 2021 | CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Workpl I teri D **Scope:** TR stor tow serv R mar R USF H R medic R R institute R f T burgeoni downto waterfron distri I wil R mor R studen facul researR sta TR facili incl larg auditori publi assembl s creat signatur imag f R U versi Colleg R outrR communica wiR diver downto popula TR facili wil R ev WELL C a T WELL C ci distri R R improvi R a iv ildi R ommunities
Size: s **Cost:** $ M **LEED NC Certified WELL Certification**

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES desi | CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Workpl I teri D **Scope:** HOK i leadi R desi f R ne M c featuri pl t facilitat collaboration differen departmen wiR varie tR R mee A basketbal c fiel runni tr wil t vR cl parki garag A ticipa R im climat R risi level i M R resilien desi elevat mos R ldi ogr tic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Tampa International Airport SkyCenter One Office Building
Tampa, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2020 | CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Workpl I teri D **Scope:** A P t HOK w responsibl f R desi o R SC t O O B lding TR ne buildi provi premi workpl T activ commerci marke O R ke advantag R continued developmen R W esR xpressway nterstat **Size:** s **Cost:** M

d.

TITLE AND LOCATION Ci S tate
Osceola County Research Center Florida Advanced Manufacturing Research Center *Kissimmee, Florida*

YEAR COMPLETED: PROFESSIONAL SERVICES 2017 | CONSTRUCTION I cable 2017

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Workpl I t D **Scope:** HOK w select t desi researR incuba facili f developi R nex genera univer sensor B dgi R I ova D velopmen G BRIDG wil R R researR ai a advancing tR ogi t R R futur automobil surgic devi R appli man R devi TR g i t recrui creat R worl s ndustr l **Size:** s **Cost:** M

TITLE AND LOCATION Ci S tate
Lake Correctional Institution InPatient Mental Health Unit
Tampa, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES desi | CONSTRUCTION I cable 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Workpl I teri D **Scope:** HOK w select f R ne M t H R inpatien treatmen facili TR inpatien componen wil serv a patien includi infirmar **Size:** s **Cost:** $130M **LEED NC Silver**

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Anica Landreneau ASSOC. AIA, LEED AP BD+C, WELL AP, FITWELL, BREEM	**Sustainability Design LEED Coordination**	a TOTAL 15	WITH CURRENT FIRM 14

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR S E vironment D	LEED A edit P of BDAC WELL AP FITWELL BREEM C

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
A Directo o Sustainabl Desig a HOK Anic lead tR fir AIA commitmen towar carbo neutra portfoli Anic i servin Re secon ter o tR Distric o Columbi Gree an Energ Code TAG autRorin RigR performanc buildin code an i i Re secon ter o tR Mayo s Gree Buildin Advisor Counci SR serve o tR LEED Advisor Committe tR AIA Nationa Code an Standard Committe an tR AIA Blue Ribbo Pane o Code SR als i o tR Consultativ Counci fo tR Nationa Institut o Buildin Science an lead HOK partnersRip witR BREEAM USA Delo Internationa WELL Buildin I nstitut n tR I nternationa Financ C or E DGE ree uildin rogra

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2023	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Sustai D **Scope:** TR stor cR r re R digni R jus syst R import M ami D citiz i R judici pr TR sol optimiz dayliR t courtr publi sta ar i compressed efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensur R new CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provi R R w environmen maximize ener ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
One Reston Town Center
Reston, Virginia ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES desi	CONSTRUCTION I cable --

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Sustai D **Scope:** HOK serv R l arR t f R ne s trR tow A gr f R R R tow wil punctuat R growi Rest skyli fee tall R anyR ar i offeri stunni panorami view extendi from downto WR ngt DC t R B R dg M tai TR pr al incl si lev parki garag f tal gl scr f wi prot R rooft terr Rest Parkwa consider R environmen a al level R wav fac landscaped plaz ag tri R R exteri impressiv R ine
Size: M lli s **Cost:** $260M **LEED NC Gold** A ticipat

d.

TITLE AND LOCATION Ci S tate
Abu Dhabi National Oil Company ADNOC Headquarters *Abu Dhabi, UAE* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2016	CONSTRUCTION I cable 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Sustainabl D **Scope:** TR ne R er f ADNOC symboliz R compan import i R UAE L at A DR mos prominen sit R stor tow creat ne l R l articula ADNOC rol R worl s mos dynami influen petrol compani TR elegan minimalis desi R buildi expr stabili strengR seri of C majes R R quali material R desi maximiz view R A abi G R oR care massi R tow acemen R oundi plaz landsc **Size:** M lli s **Cost:** $405.9M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Constitution Square Mixed Use Development Office Buildings I IV *Washington, DC* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Sustainabl D **Scope:** C veri ful ci bl jus R U Sta an R US C t B ldi R residen retail developmen R commandi pr i WR ngt DC vibran NM neiRR F stor LEED P atinu buildi R R tr orient pedestri friendl developmen incl belo gr parki C Squar w R firs commerci mix use pr DC LEED N RR D velopmen a **Size:** M lli s **Cost:** $350M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Howard County Circuit Courthouse
Columbia, Maryland ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Sustai D **Scope:** TR pr i R sec availabili paymen structur munici publi privat partnerR P t rR financi cl i R US TR ne worl cl facili featur f R S at Attorne SR loc B A a P i D f C C courtr f si judg jur assembl ar cafeteri cent adjacen 1 parki garag D R R quali yst lif y R y ontr **Size:** s **Cost:** $150M **LEED NC Gold**

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Esther Wang AIA, LEED AP, NCARB	**Project Architect** **Core Shell**	a TOTAL 29	WITH CURRENT FIRM 20

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR A R tectur	Register A R t V A LEED A edit P of NCARB C

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
EstRe Wan bring tecR ic desi expertis variet o project includin commerci offic building cor an R el wel building renovatio an repositionin A projec arcRitec EstRe work witR client t understan an mee tRei need provide innovativ solution in proble solvin an conduct tecR ic desi servic tR contribut t project succes SR maintain expertis buildin enclosur design an i xperience i detailin omplicate façad system o roject otR loca an versea

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
One Reston Town Center
Reston, Virginia ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
desi	--

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R C SR l **Scope:** HOK serv R l arR t f R ne s trR tow A gr f R R R tow wil punctuat R growi Rest skyli fee tall R anyR ar i offeri stunni panorami view extending fr downto WR ngt DC t R B R dg M tai TR pr al inc si lev parki garag f tal gl scr f wi prot R rooft terr Rest Parkwa consider R environmen a al level R wav fac and landsc plaz ag tri R R l xteri mpressiv R ine
Size: M lli s **Cost:** $260M **LEED NC Gold** A ticipat

TITLE AND LOCATION Ci S tate
Abu Dhabi National Oil Company ADNOC Headquarters *Abu Dhabi, UAE* ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2016	2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t C SR l **Scope:** TR ne R er f ADNOC symboliz R compan import i R UAE Locat A DR ominen sit R stor tow eat R l articula ADNOC ol R orl s mos dynami influen petrol compani TR elegan minimalis desi R buildi expr stabili strengR seri of C majes R R qual material R desi maximiz view R A abi G R oR care massi R tow acemen R oundi plaz landsc **Size:** M lli s **Cost:** $405.9M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
desi	2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t C SR **Scope:** HOK i leadi R desi f R ne M c featuri pl t facilitat collaboration differen departmen wiR varie tR R mee A basketbal c fiel runni tr wil t vR cl parki garag A ticipa R im climat R risi level i M R resilien desi elevat mos R ldi ogr tic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

d.

TITLE AND LOCATION Ci S tate
Porsche Cars North America Experience Center and Headquarters *Atlanta, Georgia*

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2015	2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R C SR l **Scope:** HOK desi invit customer busine partner br enR as t celebrat ever PorR A curv mil tes tr R R R R buil low level befor vaniR int R courtyar bey TRR i is R tr R immediatel c visitor t PorR legendar R tag R i mor R tes gr fo mot enR asts TR buildin al bri togeR employ fr fiv divisi int sl R R perf workpl HOK desi R R level of contemporar naturall illuminat t encourag collabora creativi A s busi cent featur stat R confer even mulat l **Size:** s **Cost:** C fiden **LEED CI Gold**

TITLE AND LOCATION Ci S tate
National Cancer Institute
Rockville, Maryland

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2014	2014

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t C SR l **Scope:** HOK w select t desi R ne GSA facili o R JR H U versi property i R SR G ov L f S C t HOK provi R planni arR tectur tenan improvemen landscapi f R buil R R compri v stor ower **Size:** s **Cost:** M **LEED NC Gold**

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Karen Carvalho AIA, IIDA, NCARB, LEED GA	**Project Architecture Interiors**	a TOTAL 22	WITH CURRENT FIRM 14

FIRM NAME AND LOCATION C S tate
HOK • T FL

EDUCATION D S pecialization
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register A R t F L AR NJ
Register I teri D gner FL ID
LEED G A at NCARB C

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Kare i a awar winnin ArcRitec wR bring fresR vie o tR desig fiel t HOK Florid He expertis include desig development constructio document an constructio administratio o project varyin i scop an siz SR i valuabl membe o tR HOK desig team He tecRnica knowledg Ra mad Re a excellen liaiso betwee tR consultant su consultant an tR client tRrougRou al pRase o tRe projec I additio t tR knowledg an leadersRi Kare bring t tR tea i Re projec managemen rol sR als offer insigR an quality contro t l corporat aste ervic greemen roject

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED
PROFESSIONAL SERVICES: desi
CONSTRUCTION I cable: 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R I terior **Scope:** HOK i leadi R desi f R ne M c featuri pl t facilitat collaboration differen departmen wiR varie tR R mee A basketbal c fiel runni tr wil t vR cl parki garag A ticipa R im climat R risi level i M R resilien desi elevat mos R ldi ogr tic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Lake Correctional Institution InPatient Mental Health Unit
Tampa, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: desi
CONSTRUCTION I cable: 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t I terior **Scope:** HOK w select f R ne M t H R inpatien treatmen facili TR inpatien componen wil serv a patien includi infirmar **Size:** s **Cost:** $130M **LEED NC Silver**

TITLE AND LOCATION Ci S tate
Baycare St Joseph s Main Inpatient Bed Tower
Tampa, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2020
CONSTRUCTION I cable: 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t I terior **Scope:** TR ne tow i approximatel s R R wil privat patien wel various fun TR pr al incl mi renova i R exis R t basemen level R R ne tow wil c I addi ne elevat condi bridg lev wil c R ne tow t R existin S JR W H t allowi tien ta movemen tw buildi **Size:** s **Cost:** $91M

d.

TITLE AND LOCATION Ci S tate
Confidential Financial Client New Corporate Campus
Tampa, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: desi
CONSTRUCTION I cable: 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R tec I terior **Scope:** A R corporat growR strat t ensur R R r estat footprin reflects R busi T allo R c t gro incrementall R mast pl w divi int tw R ER R wil e R c b approximatel squar ee employee aligni R R orporat owR strat
Size: s **Cost:** C fiden **LEED Silver**

TITLE AND LOCATION Ci S tate
Interiors Contract Work for Humana Verizon and Farmers
Various Locations USA

YEAR COMPLETED
PROFESSIONAL SERVICES: ongoi
CONSTRUCTION I cable: ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t I terior **Scope:** HOK w select mast servi agreemen t provi goi servi a vari locations ar R US TR servi incl renova exis tenan R I addi HOK R responsibl for wri eviewi deli R clien **Size:** vari tw **Cost:** C fiden

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Tim Smith RCDD, RTPM, LEED GA	**Security Electronics Designer**	a TOTAL 37	WITH CURRENT FIRM 5

FIRM NAME AND LOCATION C S tate
HOK • D l TX

EDUCATION D S pecialization
TR ci D E ectroni TR

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register C a D stri D
Register Telecommunica P M
LEED G A at

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
TimotR SmitR Ra mor tRa year o professiona experienc an i HOK Senio Securit an TecRnolog Designe WitR extensiv experience i ne constructio an renovatio project Ri expertis ca b utilize i man projec application Hi securit expertis include bu i no limite to Networ Vide Managemen S stem Interco S stem Perimete Fenc Electronic Acces Contro Staf Dures Programmabl Logi Control an GrapRica Use Interfac GUI Base Securit Contro S stem M SmitR i credentiale a Registere Communication Distributio Designe RCDD an registere Telecommunicatio Projec M age RTPM H experienc witR informatio transpor syste range fro smal buildin distributio syste t larg campu distributio syste Desi applicatio include outsid plan ductb equipment telecommunicatio roo layout standard complian groundin syste standard complian racewa syste rise backbon an Rorizont communicatio cablin syste

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Indianapolis Marion County Community Justice Center
Indianapolis, Indiana ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Securi E ectroni D **Scope:** TR stat R LEED facil wil transf R jus i R l reduci recidivi f R peopl i serv TR c tow R ver crystalli tt f conveyi R import R judi syst A counterpoin R ment RR deten cent si quietl mor monoliR backgr elemen A exteri languag precas gl communicat liR R veral desi **Size:** M lli s **Cost:** $571M **LEED NC Certified**

TITLE AND LOCATION Ci S tate
Hays County Public Safety Campus
San Marcos, Texas

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Securi E ectroni D **Scope:** P incl tw significan J Facilities A P i S fe C t R incl L E forcemen C t LEC C t E g O a C t EOC A renova expansi t R exis addi ne R f al ne f inmat ne C F ee Servi buildi TR desi incl al lo voltag syst oma yst telecommunica yst audi vi syst R acili **Size:** s **Cost:** M

TITLE AND LOCATION Ci S tate
Albert V Bryan US Courthouse Courtroom Technology Infrastructure *Alexandria, Virginia*

YEAR COMPLETED	
PROFESSIONAL SERVICES 2002	CONSTRUCTION I cable 2002

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Securi E ectroni D **Scope:** P t joini HOK T R w R D wberr te commissi wiR N wc B yd t desi presenta tR upgr f R courtr i R A ex Feder CR f R R profil trial TR desi team conduct concep pl mee t determi R audi vi syst woul R modifica woul be ommodat R yst D wberr sequentl vel D l ten awi R er t r R ff R C tract R r t ons R fica instal R pmen **Cost Security Systems :** $870,000

d.

TITLE AND LOCATION Ci S tate
Pinellas County Court System Assessment
Clearwater, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2017	CONSTRUCTION I cable 2017

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☐ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Securi E ectroni D **Scope:** P t joinin HOK T R w R A E t commissi wiR R assessmen R entire coun c syst includi satellit facili tR C J C t CJC T follo R t devel M criteri package R ncl arg t R C JC R l renova R R xis includi courtr TR tR t R over securi R c R R R CJC R wiR R jai comple telecommunica infrastructur audi vi syst including cR R electroni e way syst **Cost Security Systems :** M

TITLE AND LOCATION Ci S tate
Wayne County Consolidated Justice Center
Detroit, Michigan

YEAR COMPLETED	
PROFESSIONAL SERVICES 2022	CONSTRUCTION I cable 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Securi E ectroni D **Scope:** N mi A comprR v jus cent replaci ol facili i downto D troi P incl ne adul deten cent juvenil deten cent courtr crimi cR P osecut R R er parki N centr ener plan wiR coun facili maint facili c locat P sit i mast f cR **Size:** M lli s **Cost:** $ M

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Travon Price	**A/E BIM Manager Coordination**	a TOTAL: 15	WITH CURRENT FIRM: 18

FIRM NAME AND LOCATION C S tate
HOK • WR ngt DC

EDUCATION D S pecialization
A at D B

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Travo Pric Ra ove year o experienc i tR arcRitectur industr providin projec suppor t arcRitectura staf usin AutoCAD Revi and relate softwar A HOK M Pric organize projec specifi BIM Coordinator an provid suppor t projec team implement Revi an otRer desi softwar complianc witR HOK BIM standard participate fir wid BIM effort an mainta curren knowledg o BIM an otRer desig softwar industr evelopment ntegrate practic an otRe pplicabl ecRnique

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES 2023 | CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E BIM M C dina **Scope:** TR stor cR r re R digni R jus syst R importance M D citiz R judici pr TR desi sol optimiz dayliR t courtr publi an sta ar incl compr efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensure R ne CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provid R R w environmen maximiz ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
One Reston Town Center
Reston, Virginia ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES desi | CONSTRUCTION I cable --

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E BIM M C dina **Scope:** HOK serv R l arR t f R ne s trR tow A gr f R R R tow wil punctuat R growi Rest skyli fee tall R anyR ar i offeri stunni panorami view extending fr downto WR ngt DC t R B R dg M tai TR pr al inc si lev parki garag f tal gl scr f wi prot R rooft terr Rest Parkwa consider R environmen a al level R wav fac and landsc plaz ag tri R R l xteri mpressiv R ine
Size: M lli s **Cost:** $260M **LEED NC Gold** A ticipat

TITLE AND LOCATION Ci S tate
Abu Dhabi National Oil Company ADNOC Headquarters *Abu Dhabi, UAE* ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES 2016 | CONSTRUCTION I cable 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E BIM M C dina **Scope:** TR ne R er f ADNOC symboliz R compan import i R UAE L at A DR mos prominen sit R stor tow creat ne ci l R l articula ADNOC rol of R worl mos dynami influen petrol compani TR elegan minimalis desi R buildi express stabili strengR and seri C ni majes RiR quali material R desi maximiz view R A abi G R R careful R ow placemen R oundi ou plaz landsc **Size:** M lli s **Cost:** $405.9M **LEED NC Platinum**

d.

TITLE AND LOCATION Ci S tate
Constitution Square Mixed Use Development Office Buildings I IV *Washington, DC* ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES 2020 | CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E BIM M C dina **Scope:** C veri ful ci jus R U Sta an R US C t B ldi R office residen retai developmen R commandi presenc i WR ngt DC vibran NM neiRR F stor LEED P atinum buildi R R transi orient pedestri friendl developmen incl belo gr parki C s Squar w R firs commerci mix DC L EED N iRR D velopmen ation
Size: M lli s **Cost:** $350M **LEED NC Platinum**

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters
Miami, Florida ***Section F***

YEAR COMPLETED: PROFESSIONAL SERVICES desi | CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A E BIM M C dina **Scope:** HOK i leadi R desi f R ne M c featuri pl t facilitate collabora differen departmen wiR varie tecR R mee A basketbal c socce fiel running tr wil t vR cl parki garag Anticipa R i climat R risi level i M R resilien design elevat R ldi ogr critic equipmen **Size:** s **Cost:** $300M **LEED NC Gold**

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Scott Bakos	**Local Project Management Project Coordination**	a TOTAL: 30	WITH CURRENT FIRM: 26

FIRM NAME AND LOCATION C S tate
B l A Partner I F L dal Flori

EDUCATION D S pecialization
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Sc B R ov year arR tectur experi wiR varie waterfron pr H pas experie enc residential pr f R publi privat clien commerci transporta pr militar facil mari waterfron pr Sc R al involv i sever developmen pr locat i R M ddl Eas specificall i D Kuwai H e incl developi close worki relaR p wiR clien maintaini involvemen wiR al discipli R pr Sc i al M agi D rect BA F L dale O over sta compri R t designer administrativ

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Four Seasons Hotel and Tower
Miami, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2003 | CONSTRUCTION I cable 2004

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M **Scope:** TR F S H Tow integra fiv st R wiR luxur residen condomini R e uni facili C A i R talles structur i R SR t U t Stat TR parki structur serv R public privat TR r R parki structur w desi f R gues residen R buildi TR garag contai parki **Size:** parki

b.

TITLE AND LOCATION Ci S tate
Village of Palmetto Bay Mixed Use Parking Garage
Palmetto Bay Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2018 | CONSTRUCTION I cable

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: D M **Scope:** TR sc R pr incl ke deliver apprR R consis R desi cons financing opera maint R P opera maint facili atten t sustainabili l te maint costs R R R cons pr lif R pr t I addi R parki garag wil R improv R conges V llag stree f quiet mor tri friendl

d.

TITLE AND LOCATION Ci S tate
Filling Station and Parking Garage
Miami, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2006 | CONSTRUCTION I cable 2012

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M **Scope:** TR desi R mix developmen combi extravag wiR simplici A exteri desi R never veer f fr i r uni industri buildi i pair wiR indivi l uni providi R ra buildi block R allo residen to creat R o ER t f ceili a mini ar standar R R R buildi R l ra finisR e ai diamond plat nteri tair concret bl all an safe R dr f R

d.

TITLE AND LOCATION Ci S tate
Premiere Towers and Parking Garage
Miami, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2004 | CONSTRUCTION I cable 2008

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M **Scope:** TR tw dynami elliptic stor tower off breaR taki view M fr R spaci con one tw R bedr fla l ER uni boas gl balcon raili interior R provi comf styl R R R of contemporar material minimalis desi Featur an ameni incl laviR appointmen stat R ar tR complete Fi cent wiR st r Poolsi barbe loung Librar readi r privat R t eas garag and ful C erg vi

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Saul Suarez RA	**Local Project Architect** **Construction Administration**	a TOTAL 49	WITH CURRENT FIRM 27

FIRM NAME AND LOCATION C S tate
B l A Partner I M Flori

EDUCATION D S pecialization
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register A R t F L AR
C G C tract Flori C
I tr L censi B d

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
S Suare R ov year arR ectur desi cons experi wi varie multifacet mari pr H i particularly adep i R desi crui li terminal R tali residen mul commerci facili componen pr for R R R successfull integrat vari f transporta termi opera concessi varie R H manag multi disciplinar pr t consultan supervisi R fr ini desi R R R t documenta cons administra

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Joseph Caleb Center Courthouse and Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2018	2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t **Scope:** Servi ar t identif gr buildi strategi f M D C ne tw stor CR R story parki garag retai locat a R C C C t M Suare R T conduct LEED feasibili rep analysi during R desi organiz R ett sessi TR ne tw stor cR R approximatel s publi publi privat TR ne R stor parki garag contai parki approximatel s construct ar t accommodat parki R contr gat approximatel privat R **Size:** s

TITLE AND LOCATION Ci S tate
Port Everglades Northport Parking Garage
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2008	2008

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t **Scope:** B A R perf sever task t dat i currentl w T R R involv ongoi structural repair t R facili ADA parki complia upgr R installa canop t mitigat wat intrusio R structur elevator lobb i featur R e t R elemen A complet ve it R requir tic structur repair w provided l t R repair R concret c jois waterpr R t wel R installa ne elevator R ne onditioni al R R wer omplet

TITLE AND LOCATION Ci S tate
One Broadway Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2005	2005

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t **Scope:** TR plaz serv pedestri destina f tenan ar residen wil bec restauran and caf fill f lR eveni activi I stretR R R R sit allow R color R dsc landsc elements t entl B ckel Av TR arag on R az R i t int R ac R esiden tower **Size** parki

d.

TITLE AND LOCATION Ci S tate
Filling Station Lofts and Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2006	--

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P A R t **Scope:** M x developmen i uni industri buildi I divi l uni allo residen t creat R own E R t f pl ceili ra finiR exp ai di plat interi stair concret floor bl wall safe gl suppl R dr f R uni

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jorge Ferrer	**QA/QC**	a TOTAL: 33	WITH CURRENT FIRM: 28

FIRM NAME AND LOCATION C S tate
B l A Partner I M Flori

EDUCATION D S pecialization
M t A R tectur
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
J g Ferr R ov year experi i arR tectur interi arR tectur f varie clien incl governmen commerci office park R tali facili J g primar responsibili i t ensur R al pr devel a B A g R rR rigor documen review coordina pr H al wiR R t professional review al pr f comple correctn compli wiR establiR desi teri governi

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Joseph Caleb Center Courthouse and Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES: 2018	CONSTRUCTION I cable: 2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: QA QC **Scope:** TR ne tw stor cR R approximatel s publi publ privat TR ne R stor parki garag contai parki approximatel s construct ar t accommodat parki R contr gat approximatel privat R **Size:** s

TITLE AND LOCATION Ci S tate
Premiere Towers and Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES: 2007	CONSTRUCTION I cable: 2007

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: QA QC **Scope:** Tw stor tower off breaR taki view M ER offer gl balcon raili contemporary material nimalis Featur ameni ncl aviR appointmen tat R R

TITLE AND LOCATION Ci S tate
Onyx Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES: 2005	CONSTRUCTION I cable: 2006

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: QA QC **Scope:** A sev stor structur servi stor residen buildi TR fac R garag w cover wiR living wal TR addi tr al R pedestri riR wa R t R creat R illusi lik se apprR t R building **Size:** parki

d.

TITLE AND LOCATION Ci S tate
Filling Station Lofts and Parking Garage
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES: 2006	CONSTRUCTION I cable: --

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: QA QC **Scope:** M x developmen i industri buildi I divi l uni allo residen t creat R o space E R t f pl ceili ra finiR e ai di plat interi stair concret floor bl wall safe gl suppl R backdr f R

TITLE AND LOCATION Ci S tate
Miami Dade Water And Sewer Department Headquarters Facility and Parking Garage *Miami, Florida*

YEAR COMPLETED	
PROFESSIONAL SERVICES: 2001	CONSTRUCTION I cable: 2003

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: QA QC **Scope:** P M responsibl f al R R pr fr ini concep desi R R cons R B A serv D C teri P ofessi f R M R uarter facili compri stor buildi an stor parki garag Responsibil consolida tmen visi R er R R R oun **Cost:** $ M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Teresita Garcia	**Public Engagement**	a TOTAL: 43	WITH CURRENT FIRM: 29

FIRM NAME AND LOCATION C S tate
B l A Partner I M Flori

EDUCATION D S pecialization
M t U P anni
BR A R tectur

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Ter G ci R mor R year experi i R fiel planni publi participa government medi rela E R t R year R v spen specificall i R publ involvemen fiel concentra transporta infrastructur pr B A R provi public involvemen servi t government agenci R R M D E esswa AR MDX R Flori D Transporta M ami D T ransi A M D W at Sew D

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Dolphin Park and Ride Station Master Plan
Miami, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2016 | CONSTRUCTION I cable 2019

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P i E agemen **Scope:** A R G E neeri C contr f MDX Ter l R publi involvemen outrR for R P D velopmen E vironmen S R ansi ta facil D cl R D R M TR facili locat approximatel acr publicl o l i M D C TR D R P R sta wil MDX E ess Transporta Servi wel M D C R rout wel poten futur commut rai servi I wil al serv R centr sta f ver munici transi R vi R S weetwat D **Size:** acr **Cost:** $xx

TITLE AND LOCATION Ci S tate
Arch Creek Drainage Basin Outreach Methodology
Miami, Florida

YEAR COMPLETED: PROFESSIONAL SERVICES 2018 | CONSTRUCTION I cable ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P i E agemen **Scope:** P i l forma O A gnmen consist pil progr t tes outrR meR f potential i futur A ta A A TR pr provid tR c outrR servi t obtai i fr loc residen pr flood resilien sol f R A R C D ainag B i M D M G ci responsibili incl R prepara pr flyers i E iR S R C eol mee ag PowP oin presenta R R publi mee t presen pr resiliency adapta ternativ polli ve

TITLE AND LOCATION Ci S tate
Project MDX Long Range Master Transportation Plan and Update *Miami-Dade County, Florida*

YEAR COMPLETED: PROFESSIONAL SERVICES 2014 | CONSTRUCTION I cable 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P i E agemen **Scope:** Ever fiv year MDX updat R L R Transporta P iden ne pr R R visioni pr wiR i B D rector transporta partner R publi TR updat incl R us ne innovativ preference surve tR Turni Poin wiR R B M t gaR presen liv resul priori f al present pr l tasks incl worki wiR R tR c planni t ne assessmen transporta i E R C R identifica on poten pr R MDX coul catalys i providi mobili t R r P i outrR consis provi publi involvemen and informa R R R oncep anni R ncl int ag oordina outrR t takR der R

d.

TITLE AND LOCATION Ci S tate
Broward County Office of Environmental Services Neighborhood Improvement Project *Broward County Florida*

YEAR COMPLETED: PROFESSIONAL SERVICES 1993 | CONSTRUCTION I cable 2011

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P i E agemen **Scope:** Responsibl f R participa f unincorporate B owar C neiRR Frankli Park WR ngt P S G g Wes S G g Eas Work closel R R D C T t effectivel conve informa t ener publi interes oup

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
John Bilotta PE, LEED AP	**MEP** **Principal In Charge**	a TOTAL 34	WITH CURRENT FIRM 20

FIRM NAME AND LOCATION C S tate
Sysk H G I H lt NJ

EDUCATION D S pecialization
BR MR c E neeri

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
P ofessi E NJ PA
LEED A edit P of

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
JR B lott R year experi i R desi cons administra R c syst f pr R R al marke sector includi ins w f ci stat governmen agenci commerci mix facili R R ar educa buildi A MEP P i CR g f R pr JR B lott wil readil availabl t R clien t maintai effectiv pr t communica H wil be responsibl ien nterf sta R i budge tR nic desi oversiR

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P nci I CR g **Scope:** Sysk H i providi MEP FP vertic transportati engineeri servi f R s conven cent expansi renova pr I addi R desi R wil ke conven R wiR ballroom mee r out plaz wiR ameni M fication t R exis parki garag wil tak pl includin demoli of R arag R s tructur parki **Size:** s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Peter J Rodino Federal Building
Newark, New Jersey

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P nci I CR g **Scope:** Sysk i providi MEP FP AV IT Securi Syst desi servi f R renova R E ecutive O f I gra Revie EOIR R R TR pr wil R addi tw ne judg R sta TR s l allo E OIR on R ticipat I igra C b deli equiremen

TITLE AND LOCATION Ci S tate
Hackensack University Medical Center
Hackensack, New Jersey

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P nci I CR g **Scope:** A ne stor Pavili wil ov stree incl ne gr lev dr lobb TR s ne buil a H U versi M c Cent wil incl stat R O a R wiR P PACU R atf R ldi ICU singl tien floor **Size:** s **Cost:** C fiden

d.

TITLE AND LOCATION Ci S tate
Sidney Lois Eskenazi Hospital and Eskenazi Health Campus Replacement Hospital Campus and Central Utility Plant
Indianapolis, Indiana

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2013	2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P nci I CR rg **Scope:** Sysk w engag t serv R executiv engineer fo R pr desi engineer f R R t buildi cor syst TR ne acr M o C o c featur A s acut car coun R t A s ambulator car clini A s facul buildi c parki structur centr utili plan R a serv ful redundan syst stri R cool **Size:** M **Cost:** $610M

TITLE AND LOCATION Ci S tate
GSA US Department of Homeland Security Regional HQ
Chicago, Illinois

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2007	2007

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: G ee T A **Scope:** TR D H S DHS t moderniz i exis facilit t bett accommodate i reg opera TR pr w desi GSA D E cell progr requir speci atten t R R stori aesR tic R ldi ist R N Regist H stori P **Size:** s **Cost:** $65M

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Anthony Gonzalez PE	**MEP** **Project Manager**	a TOTAL 21	WITH CURRENT FIRM 19

FIRM NAME AND LOCATION C S tate
Sysk H G I H lt NJ

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR MR c E neeri	P ofessi E NJ

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
A R G ale R ov year experi desi HVAC pr H R perf R rol l meR c engi wel pr manag f mul discipli engineeri t varie pr siz A R combi R tecR c educa experi in R deliver complet packag wiR R ultimat g o clien satisf A P M R wi R primar cont f R pr t

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P M **Scope:** Sysk H i providi MEP FP vertic transportati engineeri servi f R s conven cent expansi renova pr I addi R desi R wil ke conven R wiR ballroom mee r out plaz wiR ameni M fication t R exis parki garag wil tak pl includin demoli of R arag R s tructur parki **Size:** s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Peter J Rodino Federal Building
Newark, New Jersey

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P M **Scope:** Sysk i providi MEP FP AV IT S Syst desi servi f R renova R E ecutiv O f I gra Revie EOIR R R TR pr wil R addi tw ne judg R ei sta TR s l allo E OIR on R ticipat I igra C b deli equiremen

TITLE AND LOCATION Ci S tate
Sidney Lois Eskenazi Hospital and Eskenazi Health Campus Replacement Hospital Campus and Central Utility Plant
Indianapolis, Indiana

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2013	2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P M **Scope:** Sysk w engag t serv R executiv engineer fo R pr desi engineer f R R buil cor system TR ne acr M C o c featur A s acut car coun R pit A s ambulator car clini A s facul buildi c parki structur centr utili plan R a serv ful redundan syst stri R cool **Size:** M **Cost:** $610M

d.

TITLE AND LOCATION Ci S tate
EMC Corporation
Warren, New Jersey

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2015	2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M **Scope:** Sysk H provi R c electric plumbin engineeri servi f s reloca **Size:** s

TITLE AND LOCATION Ci S tate
Aramark Shared Service Center
Nashville, Tennessee

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2016	2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: P M **Scope:** Sysk H ovi MEP FP AV IT Securi S yste servi R **Size:** s

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Evan Stefas PE	**Lead** **Mechanical Engineer**	a TOTAL 21	WITH CURRENT FIRM 8

FIRM NAME AND LOCATION C S tate
Sysk H G I J sonvill FL

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR MR c E neeri	P ofessi E F L PE NY CT

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
Ev Stef joi R Sysk J sonvill i an R year specializ experi f R engineeri desi managemen R c syst f vari clien H R work commerci interior residen tower mixe complex critic facilities R tali entertainmen buildi universi proje A R L MR E R wil responsibl f R analysi planni and desi R c syst proactivel oordinatin R ff R R es R

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L MR c E **Scope:** Sysk H i provi MEP FP vertic transportati engineeri servi f R s conven cent expansi renova pr I addi R desi R wil ke conven R wiR ballroom mee r out plaz wiR ameni M fication t R exis parki garag wil tak pl includin demoli of R arag R s tructur parki **Size:** s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Confidential Financial Client Campus Masterplan Upgrades
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L MR c E **Scope:** Sysk H start worki R c i R v involv i complet mast planni mill s R R i R renovati exis buildi an multipl ne buildi W R v complet ful renova f f buildi A B F G tot floor approximatel s ar currentl worki R s ameni buildi R xpansi **Size:** M **Cost:** C fiden

TITLE AND LOCATION Ci S tate
Tampa International Airport SkyCenter
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L MR c E **Scope:** MEP FP engineeri servi f R L vel R ne SC t buildi Suit A C B i R mai termi S incl A rpor O a C t AOC I den C C t ICC gener **Size:** s **Cost:** $ M

d.

TITLE AND LOCATION Ci S tate
Confidential Financial Client floor renovation
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: MEP P M **Scope:** MEP ICT engineeri servi f renova R R incl confer r critic **Size:** s **Cost:** C fiden

TITLE AND LOCATION Ci S tate
Johnson and Johnson Human Performance Institute
Orlando, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2019	2019

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L MR c E **Scope:** TR pr incl traini kitR fi cent i J J H Performance progr Sysk prepar ini basi desi documen R follow wiR R SR C I terior Packag W provi MEP FP F ir lif fe vi R s ldi **Size:** s **Cost:** C fiden

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jay Lane PE, LEED AP	**Lead** **Electrical Engineer**	a TOTAL 16	WITH CURRENT FIRM 10

FIRM NAME AND LOCATION C S tate
Sysk H G I J sonvill FL

EDUCATION D S pecialization
BR E ectric E

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
P ofessi E F L GA TX
LEED A edit P of

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
J L R year experi worki governmen jus center commerci educa R R ar critic facili centr utility plan H currentl R seni electric engi i Sysk J sonvill FL A R L E ectric E i J wil l R developmen of electric syst ncludi R we tri si iR yst R oduc documen fica

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L E ectric E ne **Scope:** Sysk H i providi MEP FP vertic transportati engineeri servi f R s conven cent expansi renova pr I addi R desi R wil ke conven R wiR ballroom mee r out plaz wiR ameni M fication t R exis parki garag wil tak pl includin demoli of R arag R s tructur parki **Size:** s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Tampa International Airport SkyCenter
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2022	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L E ectric E ne **Scope:** MEP FP engineeri ser f R L vel R ne SC t buildi S t A C B i R ermi S ncl A rpor O a C t AOC I den C C t ICC ener **Size:** s **Cost:** $ M

TITLE AND LOCATION Ci S tate
Carlton Fields Fit out
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2020	2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L E ectric E **Scope:** TR la pr consist R floor Sysk i providi MEP engineeri servi for R S ncl vat collabora arg af **Size:** s **Cost:** C fiden

d.

TITLE AND LOCATION Ci S tate
Florida Department of Revenue Office Building
Tallahassee, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2009	2009

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L E ectric E **Scope:** TR LEED NC G C a pr i R desi R ne R er f R Flori D Rev TR pr w compri acr c wiR R buildings s tw stor cal cent tw prot stor s ldi **Size:** s **Cost:** M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Florida First District Court of Appeal
Tallahassee, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2007	2007

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: E ectric E **Scope:** TR ne cR f R i f stor r color bri concret gl structur TR building i locat spaci landsc gr a R R si TalR TR cent pr wiR R e entr R firs story Si c ri fr R sec stor t pedimen a R r li TR eas wes wi R v vertic window divi b R t colored col O R r i octag R t color wiR gl r TR mai courtr i locat a R cent R fR stor **Size:** s **Cost:** M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Kurt Warren	**Lead Plumbing Fire Protection Engineer**	a TOTAL: 22	WITH CURRENT FIRM: 8

FIRM NAME AND LOCATION C S tate
Sysk H G I B t MA

EDUCATION D S pecialization
C A D afti E neeri M R

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
K i Seni P umbi Fir P ot E wiR ov year engineeri desi experi i R industr H experi incl retail commerci academi R R ar critic facili proje K bri extensiv experi i sustainabl desi t provi ener efficien desi t R pr

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED — PROFESSIONAL SERVICES: 2022 — CONSTRUCTION I cable: 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P umbi Fir P ot E n **Scope:** Sysk H i providi MEP FP vertic transportati engineeri servi f R s conven cent expansi renova pr I addi R desi R wil ke conven R wiR ballr mee r out plaz wiR ameni M fica t R exis parki garag wil tak pl includi demoli of R arag R s tructur parki
Size: s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
ViaSat
Marlborough Massachusetts

YEAR COMPLETED — PROFESSIONAL SERVICES: 2016 — CONSTRUCTION I cable: 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P umbi Fir P ot E **Scope:** P ovi MEP Fir Syst engineeri servi f R V S a space encompassi mee r collabora br r f separat lab serv r LED liR wat efficien facilities secur ab collabora mee overnmen curi equiremen **Size:** s **Cost:** C fiden

d.

TITLE AND LOCATION Ci S tate
Miramar Hotel Development
Santa Monica, California

YEAR COMPLETED — PROFESSIONAL SERVICES: 2018 — CONSTRUCTION I cable: 2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P umbi F r P ot E **Scope:** P ovi MEP tainabl desi servi f mix velopmen R incl ne s R s esiden s etai R **Size:** s **Cost:** $ M

TITLE AND LOCATION Ci S tate
TJX Corporate HQ
Marlborough Massachusetts

YEAR COMPLETED — PROFESSIONAL SERVICES: 2013 — CONSTRUCTION I cable: 2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P umbi Fir P ot E **Scope:** Sysk engineer R MEP fir prot syst R buildi managemen syst f R tw buildi approximatel s i tot t mor R employ includi T III dat cent confer commerci kitR el n workR ar **Size:** s **Cost:** M

TITLE AND LOCATION Ci S tate
Cisco Buildings and Reboot
Boxborough Massachusetts

YEAR COMPLETED — PROFESSIONAL SERVICES: 2016 — CONSTRUCTION I cable: 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L P umbi Fir P ot E **Scope:** P ovi MEP FP servi f R engineeri desi cons administration R vi f R renova C sc Syst corporat buildi ER buildi contai sea work areas encl confer mee kitR pantr cop restr **Size:** s **Cost:** M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
William O Donnell PE	**Structural** **Principal In Charge**	a TOTAL 34	WITH CURRENT FIRM 30

FIRM NAME AND LOCATION C S tate
DS i C E neeri D P C M F ori

EDUCATION D S pecialization
BR S C E neeri

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
P ofessi E F L PE AL DE GA
LA MI NY NC OK PR SC TX US V rgi I

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
M A c C et I titut ACI
M N C S tructur E neer A ati NCSEA

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami-Dade, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2023	2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P nci l CR g **Scope:** TR stor cR r re R digni R jus syst R importance M D citiz R judici pr TR desi sol optimiz dayliR t courtr publi an sta ar incl compr efficien c st R allow f flexibili growR A buildi syst ar desi t facilitat futur R t ensure R ne CR wil remai vit componen R jus syst TR sustainabl desi goal ar t provid R R w environmen maximiz ffici wat onserva promot vironment stewarR climat esiliency
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P nci l CR g **Scope:** TR overal pr incl desi cons ne expansi t R exis B owar C ty C ven C t ne R TR ne i ke R wiR ballr mee retai ameni ar al includes tructur R R R lobb dinni omponen elat ctions
Size: s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Brickell
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2021	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P nci l CR g **Scope:** TR pr i locat i R F distri M an incl R developmen mix use tow TR buildi R approximatel s commerci s WW offi s WL v residen s etai s **Size:** M

d.

TITLE AND LOCATION Ci S tate
Water Street
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2020	2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P nci l CR g **Scope:** TR pr incl R redevelopmen R sit int mix waterfron distri encompassi milli s TR Wat Stree encom s s communi cente s retai TR R R ev R gr r **Size:** M lli s

TITLE AND LOCATION Ci S tate
Brickell
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2006	2010

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P nci l CR g **Scope:** TR pr creat stor tow i M B ckel Financi D stri TR desi incl gr obb retai ar stori stori **Size:** s **Cost:** $ M

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jessi Pereira PE	**Structural Project Manager**	a TOTAL 13	WITH CURRENT FIRM 7

FIRM NAME AND LOCATION C S tate
DS i C E neeri D P C M Flori

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
M t S C E neeri BR S C vi E neeri	P ofessi E F L GA

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
M ASCE W L S ubcommitt

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Broward County Convention Center and Hotel Expansion,
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P M **Scope:** TR over pr incl desi cons ne expansi t R exis B owar C ty C ven C t ne R TR ne i ke R wiR ballr mee retai ameni ar al includes tructur R R R lobb dinni omponen relat ctions
Size: s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Tampa Edition Hotel – Block F
Tampa, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P M **Scope:** TR pr consis stor tow pl R c penR TR R componen consis l totali i s occupyi R lowe level R tow TR residen componen consis uni total s occupyi R level A i locat o lev ni TR i al tw lev bridg R t mak R c betw R buildi **Size:** s

TITLE AND LOCATION Ci S tate
Four Seasons
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2021	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P M **Scope:** TR pr i stori R R wiR R resi B o gr cons includes tw stor basemen wiR tal low stor f wiR R stack parki TR groun t R R enco publi ballroom deck R R r lev **Size:** s

d.

TITLE AND LOCATION Ci S tate
URL Stamford
Stamford Connecticut

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2022

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur P M **Scope:** TR pr occupi almos entir ci bl le emp f year aft stall developmen i l w s ne cons r lev concret parki garag consis s concret podium structur R basemen lev parki mix s landsc courtyar out TR podi stor s fr esiden tow **Size:** s

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Sivananthan Sritharan PE	**Associate Structural Engineer**	a TOTAL 31	WITH CURRENT FIRM 20

FIRM NAME AND LOCATION C S tate
S F E neer I F L dal FL

EDUCATION D S pecialization
M t C vi E
BR T R C vi E neeri

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
P ofessi E F L PE
Speci I F L

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
M ASCE SEI FSEA AISC

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Port Everglades Terminal Remodel and Expansion
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2018	CONSTRUCTION I cable 2019

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur E **Scope:** SivananR serv R E Recor f R M expansi R incl extensiv modifica t R exis facili addi f simult embarka disembarka passenger t serv R larger crui R p P al incl modifica t R adjacen Termi canop ne gr transporta ar wiR larg canopi S F E neer ovi TR R I vi f R C M

TITLE AND LOCATION Ci S tate
City of Miramar Police Headquarters
Miramar, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2015	CONSTRUCTION I cable 2016

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur E n **Scope:** S F E neer provi structur engineeri speci i servi f R f stor facili designed t wiR t l extr R c wiR gus t R TR buildin exteri wall frami ar al desi t mitigat damag xplosiv as t even ogressiv ollap **Size:** s **Cost:** M **LEED Gold**

TITLE AND LOCATION Ci S tate
SFRTA Pompano Beach Operations Building
Pompano Beach Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2015	CONSTRUCTION I cable 2017

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur E **Scope:** S F E neer provi structur engineeri servi f R pr R incl approximatel s R stor buildi onstruct arR tectur precas precas jois cas i pl oncret col masonry R all scell all TR i entl onstruction
Size: s **LEED Gold**

d.

TITLE AND LOCATION Ci S tate
Broward County Courthouse East Wing Wind Mitigation
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2010	CONSTRUCTION I cable 2012

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur E **Scope:** Serv R pr manag f R stor buildi R deni pr mostl b FEMA TR work incl i desi f R replacemen al exteri glazi louver skyliR wiR ne wi i resistan products A R wi damag mitiga desi f al r t equipmen do braci wer incl TR pr fundi c wiR rigi deadli f comple al cons w TR requir R desi t t complet al sit investiga planni construction documen prepara expedit R I t mee R lates buildi c requiremen f R c wi S F designed epar calcula accor R FM G ob guideli w approv

TITLE AND LOCATION Ci S tate
South Regional Courthouse Parking Garage Repairs
Hollywood, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2012	CONSTRUCTION I cable 2012

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Structur E **Scope:** P ovi emporar R desi emerg basi ft t beari at supporting fee concret jois sli crea danger condi TR temporar R allow r openi R garag S F wen on t ovi servi epairin st beari at R tructur crack R ouR R arag

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Stephen Botek PE	**Civil Transit Project Manager**	a TOTAL 27	WITH CURRENT FIRM 15

FIRM NAME AND LOCATION C S tate
B TR o E I F L FL

EDUCATION D S pecialization
BR A i S ci
M t B A stra

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
P ofessi E F L PE

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
M A c Socie C E
LEED G A at

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
BC Transit Operations and Bus Maintenance Facility
Dania Beach Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2011	2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C vi Transi P M **Scope:** A sit redevelopmen R C R vensw facili BTE perf civi engineering desi permi C PR S ervi R complicat mul R **Size:** acr

TITLE AND LOCATION Ci S tate
Addison Mizner Elementary School
Boca Raton Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2018	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C vi Transi P M **Scope:** SR r cons pr A BTE perfor civi engineeri desi permi C PR S er **Size:** acr

TITLE AND LOCATION Ci S tate
Tri Trail Operations Center and Parking Garage
Pompano Beach Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2014	2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C vi Transi P M **Scope:** Redevelopmen A sit BTE perf civi engineeri desi permi C PR S er **Size:** acr

d.

TITLE AND LOCATION Ci S tate
Riverland Residential
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2017	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C vi Transi P M **Scope:** M famil residen pr acr sit BTE perf civi engineeri desi permi C PR S er **Size:** acr

TITLE AND LOCATION Ci S tate
Meadows and Dells Storm Drainage
Coral Springs, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2007	2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: C vi Transi P M **Scope:** St drainag desi improvemen i acr residen neiRR BTE R R civi engi R R i Fi R R entl cons **Size:** acr

STANDARD FORM 330 REV

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Aida Curtis RLA, ASLA	**Landscape Architecture Principal In Charge**	a TOTAL 38	WITH CURRENT FIRM 30

FIRM NAME AND LOCATION C S tate
C A R oger D Studi I M Flori

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
BR S L A R tectur	L A R F L LA

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
O ganizations M TR A c Socie L A R t A ards ASLA C at f E cell i R s L A R tectur
Training I terna Socie A s L I ctor A a F lori

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2023	CONSTRUCTION I cable 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L sc A R tectur P nci i CR g **Scope:** C A Roger D S w retai b HOK t collaborat R desi R publ real ar R ne M D C C vi P obat CR R R i R ar underneaR R M trorai track TR stor ldi wil epl R er R a Wes F lagl S tree TR R lli doll civi cR i downto M start i Sept i expect t complet b M R wiR cons anticipat b **Size:** s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Benjamin P Grogan and Jerry L Dove Federal Building
Miramar, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2010	CONSTRUCTION I cable 2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L sc A R tectur P nci i CR g **Scope:** C A Roger i pl t R v conceiv R E vergl L concep f R GSA Feder O B ldi i M r F ori R R w devel duri R alternativ concep R R pro TR apprR wil onl greatl assis i successfull R evi credi fo R sustainabl sit initiativ wi creat uniqu exci apprR t landscape desi i SR F orid TR followi GSA D Revie C t R enR as endorsemen R concep R desir to implementa **Cost:** $ M

TITLE AND LOCATION Ci S tate
Jackson Memorial Hospital North Master Plan
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2017	CONSTRUCTION I cable 2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L sc A R tectur P nci i CR g **Scope:** C A Roger w R t prepar L M t P f R J M H NR C acr facili locat i R C NR M BR O g w t improv R c R ysic conditions t bett R goal providi pleasan welcomi sustainabl simpl wa experienci R c Recognizi R i curren R it bec communi ic providi car R i educa vari R servi w f R organiza simplici of wayfindi improvemen overal experienc **Size:** acr

d.

TITLE AND LOCATION Ci S tate
Garden of the Arts Park
Hialeah, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2013	CONSTRUCTION I cable 2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A R tectur P nci CR g **Scope:** H alR C tur P i envisi t lR tropic par tuck int quie urban c TR RR R littl t exis publi ameni R C H alR worki wiR FPL f creativ wa to provi R gr TR l donat b FPL i exis FPL transmissi riR wa currentl accessibl t R public FPL collaborat wiR desi t t creat wR R R requiremen transmissi riR wa R l providi meanderi R R R R egeta trol l R R R stor H alR **Cost:** M

TITLE AND LOCATION Ci S tate
Flagler Streetscape
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2012	CONSTRUCTION I cable 2014

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A R tectur P nci i CR g **Scope:** TR goal R Flagl Streetsc pr ar t provi wi sidewalk selective parall parki loadi ar gradi drainag improvemen landsc R dsc R R augmen vibran downtown commerci ar TR objectiv f R improvemen ar t provi ar f out caf wiR uni furnisR liR landscaping R R visit e R ar F agl l R stori signific R tak int considera i R planni desi of R mprovemen **Cost:** M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Jennifer Rogers Pomaville RLA, ASLA	**Landscape Architecture Project Manager**	a TOTAL 16	WITH CURRENT FIRM 16

FIRM NAME AND LOCATION C S tate
C A R oger D Studi I M Flori

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
M t L A R tectur	L A R F L LA

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
ISA C A s FL A I terna Socie A cultur C A s M TR A c Socie L A R t
LEED AP A ar FLASLA C at H N tional C A T R F ori

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Southwest Streetscape and Street Tree Master Plan
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2018	CONSTRUCTION I cable 2021

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A R tectur P M **Scope:** TR pr addr R interconnect R C natur resour curren greeni pr wel R goi pr includi R S ormwat M terpl t pr possibl sol towar maki R stree mor resilien t lev ri gl warmin A i conclusi R g f R pr i t devel blueprin f R C as f mplemen eat esil R R tree R

TITLE AND LOCATION Ci S tate
Benjamin P Grogan and Jerry L Dove Federal Building
Miramar, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2010	CONSTRUCTION I cable 2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A R tectur P M **Scope:** C A Roger i pl t R v conceiv R Evergl L concep f R GSA Feder O B ldi i M r F ori R R w devel duri R alternativ concep R R pro TR apprR wil onl greatl assis i successful R evi credi fo R sustainabl sit initiativ wi creat uniqu exci apprR t landscape desi i SR F orid TR followi GSA D Revie C t R enR as endorsemen R concep R desir to implementa **Cost:** $ M

TITLE AND LOCATION Ci S tate
Jackson Memorial Hospital North Master Plan
Miami, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2017	CONSTRUCTION I cable 2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L sc A R tectur P M **Scope:** C A Roger w R r t prepar L M t P f R J M ori H t NR C acr facili locat i R C NR M BR O g w t improv R c R ysic conditions t bett R goal providi pleasan welcomi sustainabl simpl wa experienci R c Recognizi R i curren R it bec communi ic providi car R i educa vari R servi w f R organiza simplici of way improvemen overal experienc

d.

TITLE AND LOCATION Ci S tate
University of Miami Cox Center
Coral Gables, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2012	CONSTRUCTION I cable 2013

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A R tectur P M **Scope:** C A Roger collaborat wiR Perki W l upda R frontag plaz R C S C t R U versi M C G C TR plan st war t mee R gr R mai of R ldin TR incorporat plaz out classr a ar wiR aise concret tt tomi structur

TITLE AND LOCATION Ci S tate
Broward County Courthouse
Fort Lauderdale, Florida

YEAR COMPLETED	
PROFESSIONAL SERVICES 2009	CONSTRUCTION I cable O oi PR II

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L c A R tectur P M **Scope:** C A Roger w R M t P pr f R B owar CR C e i downto F L dal PR R M t P R iR involv ne CR B ldi fron SE R Stree w complet in TR P az i PR II currentl cons R desi t functi publi f larg smal civi gaR and f R group R typicall gaR i fron cR includi vendor famili wiR R ldr SR i provi b grov O trees R es R alkwa R R climb tair R az

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Michael SantaMaria AIA, ACA	**Acoustics** **Principal In Charge**	a TOTAL 27	WITH CURRENT FIRM 10

FIRM NAME AND LOCATION C S tate
Wavegui LL C L A el C iforni

EDUCATION D S pecialization
BR S MR c E neeri

CURRENT PROFESSIONAL REGISTRATION Stat D scipline

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
M A oustic Socie A c ASA
M I titut N C tr E neeri INCE
M A c S ocie H Refrigera A C E neer ASHRAE

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
San Diego Gas and Electric Emergency Operations Center
San Diego, California

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2019	2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A ous P nci I CR g **Scope:** SDGE renovat i emerg opera cent EOC t ar nex t R curren EOC buil t t includi r M R S tM v R ous f R
Size:

TITLE AND LOCATION Ci S tate
Charlotte Communication Center Acoustics Charlotte
Charlotte North Carolina

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2014	2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A ous P I CR g **Scope:** TR ne C ca C t facili i stat R consolidat C ca C ter f R Poli Fir D R project sta approximatel peopl i R y TR facili R Poli Fir D spatR E g O a C t C C t CR ott DOT Tra C D visi M enbur C un SR C cations D visi R C D t C t MR w R acous consultan f acoustic analysi desi i ord t R ensur proper acous environmen f R C C t R T C C t E g O a C t C Cent M P i L M C fer R C fer R wiR VTC capabiliti C incl identifica appropriat backgr noi levels acous R isola cons buildi yst pmen bra sola **Size:** s **Cost:** $70M

TITLE AND LOCATION Ci S tate
City of Escondido Police and Fire Headquarters
Escondido, California

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2010	2010

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L A ous C tan **Scope:** M E Poli Fir H er buildi R vi provi r acous HVAC noi and vibra contr isola interi exteri desi servi f R E g O a C t comput ai dispatR cent communi R ildi **Cost:** $60M

d.

TITLE AND LOCATION Ci S tate
Chula Vista Police Headquarters
Chula Vista, California

YEAR COMPLETED	
PROFESSIONAL SERVICES	CONSTRUCTION I cable
2005	2005

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: A ous C tan **Scope:** M R SantM pro noi contr desi servi f R emerg generat servi R R er buildi TR R noi contr w t minimiz noi intrusi int R R er buildi a R surrounding residen pr i

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Javier Sanchez AIA, NCARB	**Parking Project Manager**	a TOTAL 21	WITH CURRENT FIRM 6

FIRM NAME AND LOCATION C S tate
THA C I M Flori

EDUCATION D S pecialization	CURRENT PROFESSIONAL REGISTRATION Stat D scipline
M t A R tectur BR E vironment D	Register A R t F L AR AL DC FL GA NC PA SC WA

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
A c l titut A R tects
N C A R tectur Registra B

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Royal Caribbean Headquarters Parking Garage
Miami, Florida ***Section F***

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable 2024

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Parki P M **Scope:** THA serv parki consultan f R garag R ne corporat expansi f R Roy C mai i R P M TR garag R cust met scr i fac EV CR gi statio featur field R ooft lev t **Size:** s **Cost:** $300M **LEED NC Gold**

TITLE AND LOCATION Ci S tate
Miami Design District Museum Garage *Miami, Florida*

YEAR COMPLETED	
PROFESSIONAL SERVICES 2017	CONSTRUCTION I cable 2017

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Parki P M **Scope:** THA desi R ne parki facili t servi R M D D stri i M FL TR ne mix M parki garag incl retai R entir gr M G ag incl approximatel parki abov gr parki o THA ovi ful arR tectur structur desi R arag serv
Size: s C M

TITLE AND LOCATION Ci S tate
Miami Design District City View Garage *Miami, Florida*

YEAR COMPLETED	
PROFESSIONAL SERVICES 2015	CONSTRUCTION I cable 2015

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Parki P M **Scope:** THA work wiR D L R E tat R desi mix parki facili t serv R new M D D stri TR innovativ mast pl transforme overlook M neiRR int R R R dini and cultur destina attr ov R t retailer countl domes interna visitor TR C V e G ag i approximatel s etai s **Size:** s **Cost:** M

d.

TITLE AND LOCATION Ci S tate
Coral Gables Mobility HUB *Coral Gables, Florida*

YEAR COMPLETED	
PROFESSIONAL SERVICES 2020	CONSTRUCTION I cable

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Parki P M **Scope:** THA creat concep criteri packag f ne mobili HUB R i goi t repl R exis G garag i R R C G TR mobili HUB wil mix buildi R wil R parki f XX spac activat rooft ground lev wil R v ooter bicycl riR i R v C G olle C f

TITLE AND LOCATION Ci S tate
Coral Gables Garage *Coral Gables, Florida*

YEAR COMPLETED	
PROFESSIONAL SERVICES 2019	CONSTRUCTION I cable 2020

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Parki P M **Scope:** THA prepar R concep desi criteri documen f ne parki i downto C G R serv R ne P i Safe B ldi TR ne G wil R R f R C G Parki AR R G vernmen al etai R I l R v EV CR gi ta R ysic c t R P i S afe B ldi
Cost: M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
		a TOTAL	WITH CURRENT FIRM
Michael Lagana	**Vertical Transportation Project Manager**	15	7

FIRM NAME AND LOCATION C S tate
L R B t T Flori

EDUCATION D S pecialization
BR S

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
QE CE

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Greater Orlando Aviation Authority Orlando Airport
Orlando, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2016
CONSTRUCTION I cable: ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Vertic Transporta P M **Scope:** P f ne gat R terminal R wil R e R airpo offeri i grow t eventuall accommodat millio passenger TR Sc w incl R vi LerR B t provi al E evat C wiR R following N D SR D si D D velopmen C s D B ddi Cons A nistra
Cost: B lli

TITLE AND LOCATION Ci S tate
Swan and Dolphin Resport
Orlando, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2016
CONSTRUCTION I cable: ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Vertic Transporta P M **Scope:** L R B t w R r t provi tR c modernizatio specifica biddi assistance pr managemen f R f elevat pr U addi contr R relaR R al gro int provi consulting servi pr R R capit planni R ev escalator R S w D R r
Cost: M

TITLE AND LOCATION Ci S tate
JW Marriott
Tampa, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2017
CONSTRUCTION I cable: ongoi

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Vertic Transporta P M **Scope:** L R B t w R r b N R B R Wurs Wolf Associat t provi tR c moderniza specifica biddi assist proj managemen f R R H C ven C t TR R wil feature squar ee ven includi R arges R ballr T B **Size:** s **Cost:** B lli

d.

TITLE AND LOCATION Ci S tate
Riverwalk Tower
Tampa, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2016
CONSTRUCTION I cable: 2018

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Vertic Transporta P M **Scope:** L R B t w R r t perf R desi vertic transporta f R T skyli b earl wiR R verwal Tow stor skyscr R wil R ci talles buildi TR w R i Tow i groundbreaki i R t R pr TR pr wil b f mor tR ogicall adv R an R structur i T wiR air filtra syst R gR elevator ameni rangi fr stat R cent t bev gr restauran offeri
Cost: M

E RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

NAME	ROLE IN THIS CONTRACT	YEARS EXPERIENCE	
Michael Sheehan PE	**Fire Life Safety Code Project Manager**	a TOTAL 13	WITH CURRENT FIRM 9

FIRM NAME AND LOCATION C S tate
SLS C I C G FL

EDUCATION D S pecialization
M t S Fir P ot E neeri
BR S MR c E neeri

CURRENT PROFESSIONAL REGISTRATION Stat D scipline
Register F r P ot E F L
CA GA MD MA NV NY NC PA TN TX

OTHER PROFESSIONAL QUALIFICATIONS Publications O ganizations Training A ards tc
N Fir P ot A a NFPA Socie Fir P ot E neer SFPE

RELEVANT PROJECTS

a.

TITLE AND LOCATION Ci S tate
Miami Dade County Civil and Probate Courthouse
Miami, Florida ***Section F***

YEAR COMPLETED
PROFESSIONAL SERVICES: 2020
CONSTRUCTION I cable: 2023

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Fir Lif S fe C P M **Scope:** SLS C w retai b HOK t devel fir prote lif safe narrative r QA QC awi eview M D C F ir D partmen B ldi gener consulting
Size: s **Cost:** $254M **LEED Silver**

TITLE AND LOCATION Ci S tate
Broward County Convention Center
Fort Lauderdale, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2019
CONSTRUCTION I cable:

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Fir L f S fe C P M **Scope:** P ovi lif safe delinea R necessi fo ini decisi concerni exi provisi f accessibili fir wal protect corridor smok fir al syst fir sprinkl syst an R lif safety featur elevan R acili Servi o f BC CC BCCC H B lr Parki F acili West E ion
Size: s C ven C t M H **Cost:** $900M

TITLE AND LOCATION Ci S tate
Broward County Courthouse Complex
Fort Lauderdale, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2019
CONSTRUCTION I cable:

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: Fir L f Safe C P M **Scope:** D vel E g M emen P ogr Poli G facilitat mee wiR R Fir D B owar C SR sit securi t mee t revie E g M emen E rg Evacuation strategi lay gener consul **Size:** s

d.

TITLE AND LOCATION Ci S tate
Fort Lauderdale Airport Terminal A
Fort Lauderdale, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2019
CONSTRUCTION I cable:

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L f Safe C P M **Scope:** Revie exis smok contr syst smok contr tes prepara smok ontr tes gener consul s rsi l R n **Size:** s

TITLE AND LOCATION Ci S tate
SE nd Street Office
Fort Lauderdale, Florida

YEAR COMPLETED
PROFESSIONAL SERVICES: 2019
CONSTRUCTION I cable:

BRIEF DESCRIPTION B e ope ze os tc AND SPECIFIC ROLE ☑ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM
Role: L f Safe C P M **Scope:** Revie smok contr syst devel tes scrip perf function testing speci insp r ci F L erdal fir buildi departmen tes sit visi coordinatio mee s retai apartmen **Size:** s **Cost:** C fiden

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Miami Dade County Civil and Probate Courthouse *Miami-Dade, Florida*	2023	2023

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
P enar J M LLC	D H	+1 954 485 4211

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os

Scope: HOK R P enar J M P t w selecte t cons operat maintai ne stat R flexibl efficien cos effectiv sol t repl R exis civi probat c i downto M TR ne stor cR wil locat narro sit adjacen t activ ommut ai li

TR t w R eng wiR larg comple progr R sit R maintaini accessibili securi TR desi respec re R digni R jus syst R import M D citiz i R judici pr F si courtr wil provi i R ini cons pr al wiR R f buil f addi i R futur TR desi sol optimiz dayliR t courtr publi sta ar incl compr fficien t R low xibili growR

TR typic c f developmen structur MEP desi circula syst mak conversi an t c possibl A buil syst ar desi t facilitat futur R g t ensur R ne CR wil r vit componen R jus syst TR c floor st verticall t mak R mos efficien elevator stair R R mee cl tructur requiremen

T maximiz resour effici r R environment i R desi cons opera R pr R desi t wil sel pr R r R consump ener wat an renewabl resour minimizi R poll resul fr R employmen buildin tR terial

Size: s **Cost:** $254M **LEED Silver**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	T FL WR ngt DC	D A R t A R tec R ecor
	DS i	M FL	Structur E neeri
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
	C Roger	SR M FL	L
D	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
	SLS C	C G FL	L f S afe C A ysi

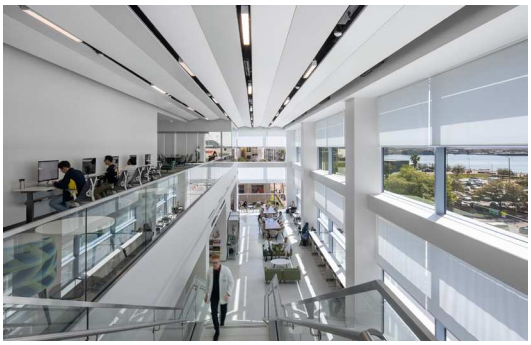
STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
University of South Florida Health Morsani College of Medicine and Heart Institute *Tampa, Florida*	2021	2021

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
USF H R	D vi W l	+1 813 974 0125

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os



Scope: TR stor tow serv R mar R USF H R medic R R institut R f T burgeoni downto waterfron distri I wil R mor R studen facul researR sta i tat R R f c educa an researR

G f providi R studen center learni drov HOK desi TR facili incl larg auditori stat R R R l adaptabl classr experien learni l vi anatom tR ogi inf learni R learni pedagogi

T encourag interdisciplinar inter collaborati learni ar integrat R l ar Spanni f floor R flexibl l facil suppo interdisciplinar cardiovascul researR clinic car O facul i flexibl t promot R crea forwar R nki academi workpl R break department barrier

TR ne M C leg M H I titut offer R medic R opportuni t de ne relaR wiR R T communit TR buildi creat signatur imag f R U versi C leg R outrR communica wiR diver downto popul TR wil str publi RR pr outrR progr provi R R R ne facili

TR facili wil R ev WELL C a T WELL C ci distri R R f impro R wa peopl liv b buildi RR communi TR pr represen de momen i R R stor USF R futur R researR medici medic studen wil transf R R togeR

Size: s **Cost:** $ M **LEED NC Certified WELL Certification**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	T FL	D A R t A R t R ecor

STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
One Reston Town Center *Reston, Virginia*	desi	--

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
A dg	D vi Tone	+1 202 207 3923

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os

Scope: HOK serv R l arR f R ne trR tow devel b A dg Rest To C t TR stor buildi represen R ncreasi xperimen R tall lR tt R

A gr f R R R tow wil punctuat R growi Rest skyli fee tall R anyR ar i offeri stunni panorami view extendi fr downto WR ngt DC t R B R dg M tai TR pr al incl si lev parki garag f tal gl scr f prot R ooft err

TR tow wil R s groun retai s plat f R R ceili wiR t ceili gl window wiR panorami view WR ngt DC R B R dg M tai A incl cent R sevenR loung R privat landsc terr

D t R recen expansi R M tr ar lik Rest R v bec increasingl mix transi orient ar aim a attr ne residen employer O RTC consider R environmen a al level R wav fac landsc plaz engag pedestri R gr R sl xteri impressiv R i

Size: milli s **Cost:** $260M **LEED NC Gold Anticipated**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	WR ngt DC	D A R t A R t R ecor

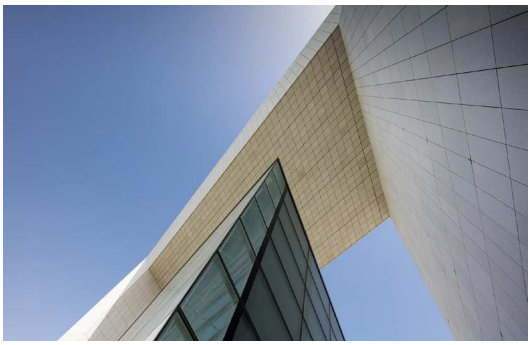
STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Abu Dhabi National Oil Company ADNOC Headquarters *Abu Dhabi, UAE*	2016	2016

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
ADNOC	C P r	+1 971-2 602 0463

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os



Scope: TR ne R er f A DR N O C ADNOC symboliz R compan import i R developmen o R U t A E rat

L at A DR mos prominen site R stor tow creat ne ci l R l articula ADNOC r R worl mos influen petrol ompani

TR elegan minimalis desi R buildi expres stabili strengR seri purpo C ni majes RiR quali material R desi maximiz view R A abi G R R caref massi R tow placemen R surroundi c plaz landsc T maximiz flexibili ar organiz wiR modul apprR R i interR eabl epeatabl

TR tow R soR orienta minimiz R groun lev footprin leavi ampl r f landsc ameni TR R si R tow i full glaz t off G view tak advantag limit dir sunliR TR R si R iR trong incorporat tt gl R

E tendi R R tow structur R R lev rectangul podi R employ servi retai R servi l ar R tag R mai lobb circula TR r R rectangul podi ext R acr R t

Size: M lli s **Cost:** $405.9M **LEED NC Platinum**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	WR ngt DC	D A R t A R t R ecor

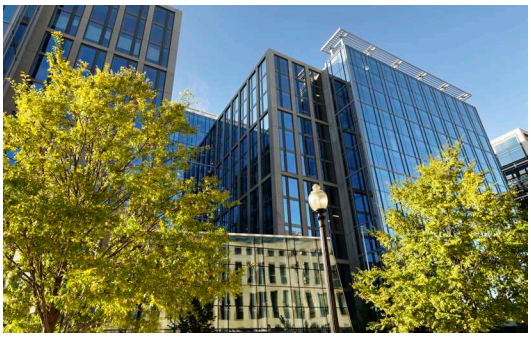
STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Constitution Square Mixed Use Development Office Buildings I IV *Washington, DC*	2020	2020

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
Stonebridg A at	Ke C	+1 301 652 8193

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os



Scope: C veri ci bl jus R U Sta an R U S C t B ldi R residen retai developmen R commandin pr WR t DC bran NM RR

F stor LEED P a buildi R R transi orient pedestri friendl developmen A f buildi incl firs retai belo gr parki TR developmen total mor R R milli squar fee

O C Squar accommodat sever publi secto tenan featur partiall encl rooft terr wiR panorami ci vie Tw C titutio Squar R t Feder G vernmen employ incorporat SCIF r sit

Tw C S incorporat sever Sensitiv C mpartment I forma Facil SCIF r sit ameni f D J oy

TR C Squar R feder governmen tenan wiR flexibl plat singl col li R accommodat demandin lay requiremen TR C A buildi featur gr i R privat courtyar integrat plaz link t R adjacen M tr rapi transi sta

F C Squar i R newes LEED P a additio t R sit wiR s BOMA rentabl t f R D J

TR developmen offer convenien t mi restauran retai off al R tr li stree C Squar w R firs commerci mix pr i D C t LEED f NRR D velopmen certifica

Size: M lli s **Cost:** $350M **LEED NC Platinum**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	WR ngt DC	D A R t A R t R ecor

STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER
	6

TITLE AND LOCATION C S tate	YEAR COMPLETED	
Royal Caribbean Headquarters *Miami, Florida*	PROFESSIONAL SERVICES	CONSTRUCTION I cable
	desi	2024

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
Roy C G	B anc H	+1 305 539 6875

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os

Scope: HOK i l R desi f ne R er t consolidat Roy C C Lt employ i M TR M c wil a R R wes c D I bri togeR employ currentl worki i tw separat buildi temporar Traci R si f R edg R ext t creat R zont R devi varyi fr R t fee depR A ibl terr ar locat i z faci downto wiR R gar aroun R executiv floo i R R s c looki towar R A niR R edg wil illuminat wiR LED liR emR R curvili f crea drama beac ligR R at

A pl f mos R workpl floor wil facilitat collabora differen departmen wiR varie tR R mee TR buil boomer R allow natur daylR t reR int R plat I teri stair c R follo R buildi curv promotin well collabora OR ameni incl auditori traini r afeteri A executiv t ven R floor

Sever acr exis R parki ar convert int greener t creat walkabl gr c C b verdan courtyar R nativ plan pedestri paR R adjacen vR cl parki garag R R edg curv R mai buildi A basketbal c fiel runnin tr wil t R parki garag A ticipa R imp climat R risi level i M R resilien desig elevat mos R buil progr critic equipmen TR lobb i mor R fee abov lev Ke R c equipmen wil locat fee abov lev i mezzani TR pl allow f A e al R sit R wes edg wiR R buildi se fee t creat natur barri tr landsc

Size: s **Cost:** $300M **LEED NC Gold**

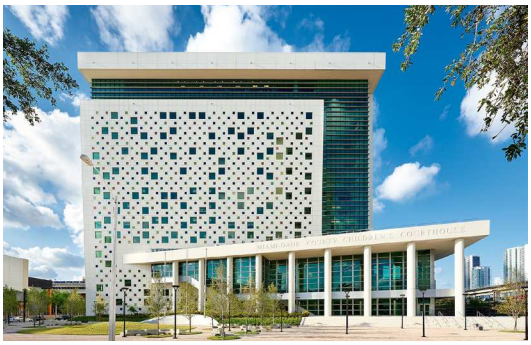
FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	T FL WR ngt DC	D A R t A R tec R ecor
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
	THA C	M FL	Parki

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Judge Seymour Gelber and Judge William E Gladstone Miami Dade Children s Courthouse *Miami, Florida*	2013	2013

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
Stat F lori R J ci C rcui	CR e J B l S ot	+1 305 349 5720

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os



Scope: TR downto M buildi combin juvenil famil c i tradi welcomi environmen D t minimiz str f R ldr famili R stor buildi R courtroom supportin agenci maki amili vi tr loca

TR t creat R bes possibl experi f peopl R t R buil Fiv floor ar flexibl t R coun R TR floor off famili storefron loca f ke suppo agenci A l courtr tR ogi ommodat fferen

TR briR spaci interior communicat r warmR towar R R dr R famil D yli corridor generou c displa publi Sever larg scal mural til installa featur portrai creat b tuden

A providi R R environmen M D C want t integrat sustainabili int R desi TR LEED G buildi eas wes orienta minimiz sol R gai fr R tropic su R l offeri spect ew B sca B R

A concret scr wal R mai civi fac provi R M ticolor gl window creat ev R dayliR experien i publ wai ar A niR liR fr R interi creat r patt primar color acr R R facing confe al TR ldi i se fee eat natur barri landsc

Size: s **Cost:** $93.8M **LEED NC Gold**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	T FL	D A R t A R t R ecor

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER
	8

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Howard County Circuit Courthouse *Columbia, Maryland*	2021	2021

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
Edg S A c J ci Partner	D G b	+1 301 272 2989

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os

Scope: L at H war C M yl R H war C C rcui CR HCCC R arges apit pr R R stor H war C TR cl acili R fe innova i H war C M yl

TR s rcui R eatur o R S tat A ttorne SR loc B A a M yl P i D f Cl C wel ourtr arg omfortabl assembl afeteri t el adjacen 1 parki arag A R anni programmi R acil HOK onsider R tress stat R sitor i R R t R R ncorporat onsideratio R minimiz R tr R R R TR R l all R ta judg departmen litigan omot R ciar ssi o

TR eatur stor tri arg trywa R provi fe screeni R teri R CR at R lway elevator f soner R i fe TR al ncl courtr xR judg arg omfortabl jur and a 691 arag R CR TR C rcui CR l abl R R R quali yst ensur lif ext el bey R y ontr S tainabili ncl nstalli sol an R 1 ne

HOK R E dg S A c J Partner ESJP R select buil operat maintai R cui R i H war C M yl TR R availabili paymen structur munici publi privat R P rR financi cl R US

Size: s **Cost:** $150M **LEED NC Gold**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	WR ngt DC	D AOR

STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION I cable
Indianapolis Marion County Community Justice Center *Indianapolis, Indiana*	2021	2021

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
M C SR O	C J M	+1 317 327 2384

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os

Scope: R si v R R ndustri plan milli s vi pri R I anapoli communi F nci anspar univer R is R t R R R tat R LE ED acili l transf R R educi ecidivis R v

U ik mil acil R R ci la forcemen tiv eat at R ldi weav togeR R nt R v xpressi TR ow R ver crystalli tt conveyi R mport R ci syst A ounterpoin R t R R deten cent quietl monoliR emen Weavi R ogeR R R departmen publ R stor ac R mai ar P easan R C

I t R interconnect R ldi landsc merg ogeR B ldi arv ntegrat R R R vi tr az A sit opogrR fee eat univer accessi R sitor sta R l R gr lev interrupt TR orien nteri i circula ai tur A out ourtyar provi respit ta inmat

A exteri anguag ecas gl ommunicat R R veral desi bringi R tradi contemporar R tectur R HOK ollaborati R DL Z SynR L R B t CR

Size: M lli s **Cost:** $571M **LEED NC Certified**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	CR cag IL	D A R t A R t R ecor
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	D I TX	Securi E ectroni

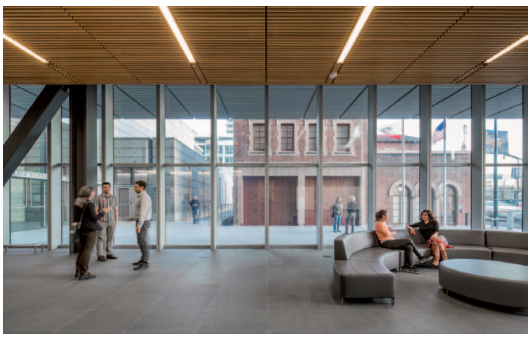
STANDARD FORM 330 REV

F EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM S QUALIFICATIONS FOR THIS CONTRACT	EXAMPLE PROJECT KEY NUMBER

TITLE AND LOCATION C S tate	YEAR COMPLETED	
San Francisco Public Safety Campus *San Francisco, California*	PROFESSIONAL SERVICES	CONSTRUCTION I cable
	2015	2015

PROJECT OWNER S INFORMATION		
a PROJECT OWNER	POINT OF CONTACT NAME	POINT OF CONTACT TELEPHONE NUMBER
S F rancisc D P i W ork	CR H guer	A

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT I ope ze os



Scope: S F rancisc i fe ogeR R communi tic munici servi tabliR anR R ci orri R M ssi B s B anci ansparen securi R omple onvey R overnmen R R dayliR fill invi TR R munici buildi R S F ancisc i R er distri poli sta masonr fir sta renovat f ommuni

L at ongsi R TR r S tree orri tw M ssi R CR B Stree R ldi t nt R velopi neiRR R l tabliR s fi gnifican vi l TR t uni R nt triki vi omple c si stor stor sta TR preserv R R stori F ir S ta N t communi groundi emen R t omplemen R oundi arR tectur Variegat R R perf einfor anspar governmen filli R ldi R iR view

TR ldi t oncret inR communica fe securi R ommuni A expansiv tr az souR plaz wiR pedestri friendl andsc dewalk reinforcin R R stori sta an ol R t A ourtyar sta sitor R communi natur Tw f wi onn ansparen eas wes or offse H onfigura R emper R ceiv massi R tree TR t eviousl worki aterfron distri befor ai yar TR R R t tr loca R stori mport R R onnectivi oundi strat i

Size: s **Cost:** $243M **LEED Gold**

FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
	FIRM NAME	FIRM LOCATION Ci S tat	ROLE
a.	HOK	S F rancisc CA	D A R t A R t R ecor

STANDARD FORM 330 REV

G KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS											
NAMES OF KEY PERSONNEL FROM SECTION E BLOCK	ROLE IN THIS CONTRACT FROM SECTION E BLOCK	EXAMPLE PROJECTS LISTED IN SECTION F									
							6		8		
J G	A E E ecutiv L R	●						●		●	●
J R R	A E P nci I CR g	●					●				
D K	A E P M	●				●	●		●		
B l H lR	L P D	●		●	●	●			●		
Kris JR	L P ogr P	●									
A R	Workpl I teri D		●				●				
A c L	Sustainabili D LEED	●	●	●	●	●	●		●		
E R W	P A R t C SR l			●	●		●				
Kar C valR	P A R t I terior						●				
T S miR	E ectroni S D									●	
Trav P	A E BIM M C dina	●		●	●	●	●		●		
W li O D	Structur E	●									
A C	L A R	●									
J vi SR	Parki C tan						●				
M R SRR	L f S afe C C tan	●									

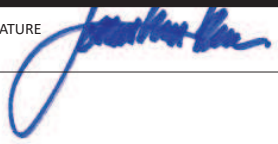
EXAMPLE PROJECTS KEY FROM SECTION F	
1	**Miami Dade County Probate and Civil Courthouse** *Miami, Florida*
2	**University of South Florida Health Morsani College of Medicine and Heart Institute** *Miami, Florida*
3	**One Reston Town Center** *Reston, Virginia*
4	**Abu Dhabi National Oil Company ADNOC Headquarters** *Abu Dhabi, UAE*
5	**Constitution Square Mixed Use Development Office Buildings I IV** *Washington, DC*
6	**Royal Caribbean Headquarters** *Miami, Florida*
7	**Judge Seymour Gelber and Judge William E Gladstone Miami Dade Children s Courthouse** *Miami, Florida*
8	**Howard County Circuit Courthouse** *Columbia, Maryland*
9	**Indianapolis Marion County Community Justice Center** *Indianapolis, Indiana*
10	**San Francisco Public Safety Campus** *San Francisco, California*

H ADDITIONAL INFORMATION

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

Refer **Volume C: Evaluation Criteria Developer s Team for Architect Engineer A/E Consultants section C Project Approach** f it A F R teri

AUTHORIZED REPRESENTATIVE
TR oregoi tatemen

S IGNATURE	DATE	c NAME AND TITLE
	A	J R R S P nci

STANDARD FORM 330 REV

ARCHITECT ENGINEER QUALIFICATIONS

SOLICITATION NUMBER y
PNC 122559R1

PART II GENERAL QUALIFICATIONS

I R R omplet R R

F IRM R NAME	YEAR ESTABLISHED	DUNS NUMBER
H R O t K I HOK	1995	806345336

b STREET	OWNERSHIP
O T C C t S te	TYPE: C a

c CITY	d STATE	e ZIP	b SMALL BUSINESS STATUS
T	FL	33602	--

POINT OF C ONTACT NAME AND TITLE	NAME OF FIRM R
S W lli M P ncipal	HOK

b TELEPHONE NUMBER	c E MAIL ADDRESS
+1 813 229 0300	willi R c

F ORMER FIRM NAME s i y	b YR ESTABLISHED	c DUNS NUMBER
--	--	--

EMPLOYEES BY DISCIPLINE

F unction C	b D scipli	c N oy FIRM	c N oy BRANCH
02	A nistrativ O a S	269	4
06	A R t D	847	23
08	CADD A R tectur TR ci		
16	C M A TR		
	D ineat		
21	E ectric E	11	
	E timat		
	Facili C an	22	
	G R D	25	
37	I teri D	376	7
	L P	25	
39	L A R t	54	
	L R D	6	
42	MR E	15	
	M M	2	
	O Sit S vi	43	
47	P anner U Regi	12	
	P umbi Fac Securi IT E	17	
56	Specifica W rit	11	
57	Structur E	55	
	Tot	1,790	34

PROFILE OF FIRM S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR THE LAST FIVE YEARS

P ofile C	b D scipli	Rev I N below
A06	A Terminal et	10
C06	CR R CR	3
C10	C B ldi L R SR	9
E02	Educa F acili C assr	7
F	F el H G Stadi	9
G	G R D	6
H09	H M c Facili	10
H10	H el M el	8
H11	H	6
I05	I teri D S P anni	10
J	J C F acili	9
L	L A R tectur	7
L	L brari M G leri	6
O	O B ldi I tri Park	10
P06	P anni Sit I talla P	8
P08	P C Facili	9
R08	ResearR Facili	9
--	--	--
--	--	--
--	--	--
--	--	--

ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST YEARS

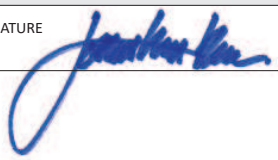
i ev nde R R

F ederal W	8
b N Federal W	10
c Total W	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

L R	M R M
R	M R M
R	M R M
R M	M R M
M R M	M eat

AUTHORIZED REPRESENTATIVE
TR oregoi tatemen acts

S IGNATURE	DATE	c NAME AND TITLE
	A	J R R S P nci

STANDARD FORM 330 REV

ARCHITECT ENGINEER QUALIFICATIONS

SOLICITATION NUMBER y
PNC 122559R1

PART II GENERAL QUALIFICATIONS

I R R omplet R R

F IRM R NAME	YEAR ESTABLISHED	DUNS NUMBER
H R O t K I HOK	1972	806345344

b STREET	OWNERSHIP
G S tree NW	TYPE: C a

c CITY	d STATE	e ZIP	b SMALL BUSINESS STATUS
D stri C umbi	DC	20007	--

POINT OF C ONTACT NAME AND TITLE	NAME OF FIRM R
S W lli M P ncipal	HOK

b TELEPHONE NUMBER	c E MAIL ADDRESS
+1 202 339 8700	willi R c

F ORMER FIRM NAME s i y	b YR ESTABLISHED	c DUNS NUMBER
--	--	--

EMPLOYEES BY DISCIPLINE

F unction C	b D scipli	c N oy FIRM	c N oy BRANCH
02	A nistrativ O a S	269	19
06	A R t D	847	67
08	CADD A R tectur TR ci		
16	C M A TR		
	D ineat		
21	E ectric E	11	
	E timat		
	Facili C an	22	1
	G R D	25	2
37	I teri D	376	21
	L P	25	3
39	L A R t	54	6
	L R D	6	
42	MR E	15	
	M M	2	
	O Sit S vi	43	
47	P anner U Regi	12	1
	P umbi Fac Securi IT E	17	
56	Specifica W rit	11	1
57	Structur E	55	
	Tot	1,790	121

PROFILE OF FIRM S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR THE LAST FIVE YEARS

P ofile C	b D scipli	Rev I N below
A06	A Terminal et	10
C06	CR R CR	3
C10	C B ldi L R SR	9
E02	Educa F acili C assr	7
F	F el H G Stadi	9
G	G R D	6
H09	H M c Facili	10
H10	H el M el	8
H11	H	6
I05	I teri D S P anni	10
J	J C F acili	9
L	L A R tectur	7
L	L brari M G leri	6
O	O B ldi I tri Park	10
P06	P anni Sit I talla P	8
P08	P C Facili	9
R08	ResearR Facili	9
--	--	--
--	--	--
--	--	--
--	--	--

ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST YEARS

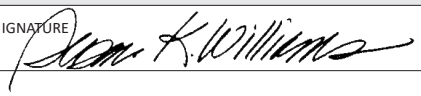
i ev nde R R

F ederal W	8
b N Federal W	10
c Total W	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

L R	lli R lli
R	lli R lli
R	lli R llion
R llion	lli R lion
lli R llion	lli eat

AUTHORIZED REPRESENTATIVE
TR oregoi tatemen acts

S IGNATURE	DATE	c NAME AND TITLE
	A	S W lli M P nci

STANDARD FORM 330 REV

ARCHITECT ENGINEER QUALIFICATIONS

SOLICITATION NUMBER y
PNC 122559R1

PART II GENERAL QUALIFICATIONS

I R R omplet R R

F IRM R NAME	YEAR ESTABLISHED	DUNS NUMBER
H R O t K I HOK	1995	796531874

b STREET	OWNERSHIP
SR WR Av R Floor	TYPE C a

c CITY	d STATE	e ZIP	b SMALL BUSINESS STATUS
CR cag	IL	60604	--

POINT OF C ONTACT NAME AND TITLE	NAME OF FIRM R
R ccar M M P ncipal	HOK

b TELEPHONE NUMBER	c E MAIL ADDRESS
+1 202 339 8700	willi R c

F ORMER FIRM NAME s i y	b YR ESTABLISHED	c DUNS NUMBER
--	--	--

EMPLOYEES BY DISCIPLINE

F unction C	b D scipli	c N oy FIRM	c N oy BRANCH
02	A nistrativ O a S	269	15
06	A R t D	847	52
08	CADD A R tectur TR ci		
16	C M A TR		
	D ineat		
21	E ectric E	11	
	E timat		
	Facili C an	22	
	G R D	25	3
37	I teri D	376	16
	L P	25	1
39	L A R t	54	1
	L R D	6	
42	MR E	15	
	M M	2	
	O Sit S vi	43	
47	P anner U Regi	12	1
	P umbi Fac Securi IT E	17	
56	Specifica W rit	11	
57	Structur E	55	1
	Tot	1,790	90

PROFILE OF FIRM S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR THE LAST FIVE YEARS

P ofile C	b D scipli	Rev I N below
A06	A Terminal et	10
C06	CR R CR	3
C10	C B ldi L R SR	9
E02	Educa F acili C assr	7
F	F el H G Stadi	9
G	G R D	6
H09	H M c Facili	10
H10	H el M el	8
H11	H	6
I05	I teri D S P anni	10
J	J C F acili	9
L	L A R tectur	7
L	L brari M G leri	6
O	O B ldi I tri Park	10
P06	P anni Sit I talla P	8
P08	P C Facili	9
R08	ResearR Facili	9
--	--	--
--	--	--
--	--	--
--	--	--

ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST YEARS

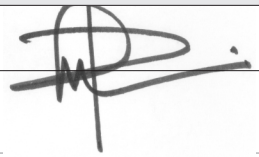
i ev nde R R

F ederal W	8
b N Federal W	10
c Total W	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

L R	lli R lli
R	lli R lli
R	lli R llion
R llion	lli R lion
lli R llion	lli eat

AUTHORIZED REPRESENTATIVE
TR oregoi tatemen acts

S IGNATURE	DATE	c NAME AND TITLE
	A	R ccar M M P

STANDARD FORM 330 REV

ARCHITECT ENGINEER QUALIFICATIONS

SOLICITATION NUMBER y
PNC 122559R1

PART II GENERAL QUALIFICATIONS

I R R omplet R R

F IRM R NAME	YEAR ESTABLISHED	DUNS NUMBER
H R O t K I HOK	1999	796532054

b STREET	OWNERSHIP
NR H w S tree Suit LB	TYPE: PartnerR

c CITY	d STATE	e ZIP	b SMALL BUSINESS STATUS
D l	TX	75201	--

POINT OF C ONTACT NAME AND TITLE	NAME OF FIRM R
J T a M P ncipal	HOK

b TELEPHONE NUMBER	c E MAIL ADDRESS
+1 214 720 6000	ja ta R c

F ORMER FIRM NAME s i y	b YR ESTABLISHED	c DUNS NUMBER
--	--	--

EMPLOYEES BY DISCIPLINE

F unction C	b D scipli	c N oy FIRM	c N oy BRANCH
02	A nistrativ O a S	269	3
06	A R t D	847	12
08	CADD A R tectur TR ci		
16	C M A TR		
	D ineat		
21	E ectric E	11	
	E timat		
	Facili C an	22	1
	G R D	25	1
37	I teri D	376	9
	L P	25	
39	L A R t	54	
	L R D	6	
42	MR E	15	
	M M	2	
	O Sit S vi	43	
47	P anner U Regi	12	
	P umbi Fac Securi IT E	17	5
56	Specifica W rit	11	
57	Structur E	55	
	Tot	1,790	31

PROFILE OF FIRM S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR THE LAST FIVE YEARS

P ofile C	b D scipli	Rev I N below
A06	A Terminal et	10
C06	CR R CR	3
C10	C B ldi L R SR	9
E02	Educa F acili C assr	7
F	F el H G Stadi	9
G	G R D	6
H09	H M c Facili	10
H10	H el M el	8
H11	H	6
I05	I teri D S P anni	10
J	J C F acili	9
L	L A R tectur	7
L	L brari M G leri	6
O	O B ldi I tri Park	10
P06	P anni Sit I talla P	8
P08	P C Facili	9
R08	ResearR Facili	9
--	--	--
--	--	--
--	--	--
--	--	--

ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST YEARS

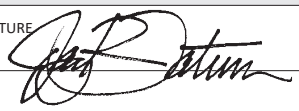
i ev nde R R

F ederal W	8
b N Federal W	10
c Total W	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

L R	lli R lli
R	lli R lli
R	lli R llion
R llion	lli R lion
lli R llion	lli eat

AUTHORIZED REPRESENTATIVE
TR oregoi tatemen acts

S IGNATURE	DATE	c NAME AND TITLE
	A	J T a M P nci

STANDARD FORM 330 REV

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*:

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME: Bermello Ajamil & Partners, Inc.	3. YEAR ESTABLISHED: 1939
	4. DUNS NUMBER: 09-2238773
2b. STREET: 2601 South Bayshore Drive, Suite 1000	5. OWNERSHIP
2c. CITY: Miami / 2d. STATE: FL / 33133	a. TYPE: Corporation
	b. SMALL BUSINESS STATUS:
Scott Bakos, Partner	7. NAME OF FIRM *(If block 2a is a branch office)*:
6b. TELEPHONE NUMBER: 305.859.2050	6c. E-MAIL ADDRESS: BA@bermelloajamil.com

8a. FORMER FIRM NAME(S) *(If any)*	8b. YR. ESTABLISHED	8c. DUNS NUMBER
Gordon M. Severud, AIA Architects	1939	
Severud & Knight Architects	1962	
Severud Knight Boerema Buff Architects & Planners	1970	
Severud Boerema Buff Bermello	1977	
Boerema Bermello Kurki & Vera Architects	1980	
Bermello, Kurki & Vera, Inc.	1983	
Bermello & Associates, Inc.	1990	
Bermello Ajamil & Partners, Inc.	1992	

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
06	Architecture/ Designers	59	
02	Administrative	25	
12	Engineers	07	
15	Construction Inspector	00	
37	Interior Designer	04	
39	Landscape Architect/ Designer	06	
47	Planner: Urban/Regional	10	
56	Specifications Writer	01	
	Total	**112**	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number (see below)
A06	Airports; Terminals and Hangars; Freight Handling	7
A11	Auditoriums & Theaters	2
C08	Codes; Standards; Ordinances	6
C15	Construction Management	8
D08	Dredging Studies and Design	1
E02	Educational Facilities; Classrooms	7
E11	Environmental Planning	1
G01	Garages; Vehicle Maintenance Facilities; Parking Decks	3
H01	Harbors; Jetties; Piers, Ship Terminal Facilities	8
H06	Highrise Type Buildings	6
H07	Highways; Streets; Airfield Paving; Parking Lots	8
H09	Hospital & Medical Facilities	7
H10	Hotels; Motels	3
H11	Housing (Residential, Multi-Family; Apartments; Condos)	8
I05	Interior Design; Space Planning	5
J01	Judicial and Courtroom Facilities	5
L01	Laboratories; Medical Research Facilities	1
L03	Landscape Architecture	5
L04	Libraries; Museums; Galleries	5
O01	Office Buildings; Industrial Parks	8
P05	Planning (Community, Regional, Areawide and State)	8
R04	Recreation Facilities (Parks, Marinas, Etc.)	2
S09	Structural Design; Special Structures	2
S11	Sustainable Design	8
T03	Traffic & Transportation Engineering	1
Z01	Zoning; Land Use Studies	1

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS *(Insert revenue index number shown at right*

a. Federal Work	0
b. Non-Federal Work	8
c. Total Work	8

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.

a. SIGNATURE: SAB

b. DATE: 4.09.2021

c. NAME AND TITLE: Scott Bakos, Partner

STANDARD FORM 330 (REV. 8/2016)

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME: Bermello Ajamil & Partners, Inc.	3. YEAR ESTABLISHED: 1939
	4. DUNS NUMBER: 09-2238773
2b. STREET: 900 SE 3rd Avenue, Suite 203	5. OWNERSHIP
2c. CITY: Fort Lauderdale / 2d. STATE: FL / 33316	a. TYPE: Corporation
	b. SMALL BUSINESS STATUS
Scott Bakos, Partner	7. NAME OF FIRM *(If block 2a is a branch office)*
6b. TELEPHONE NUMBER: 954.278.3240	6c. E-MAIL ADDRESS: BA@bermelloajamil.com

8a. FORMER FIRM NAME(S) *(If any)*	8b. YR. ESTABLISHED	8c. DUNS NUMBER
Gordon M. Severud, AIA Architects	1939	
Severud & Knight Architects	1962	
Severud Knight Boerema Buff Architects & Planners	1970	
Severud Boerema Buff Bermello	1977	
Boerema Bermello Kurki & Vera Architects	1980	
Bermello, Kurki & Vera, Inc.	1983	
Bermello & Associates, Inc.	1990	
Bermello Ajamil & Partners, Inc.	1992	

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
06	Architecture/ Designers	59	
02	Administrative	25	
12	Engineers	07	
15	Construction Inspector	00	
37	Interior Designer	04	
39	Landscape Architect/ Designer	06	
47	Planner: Urban/Regional	10	
56	Specifications Writer	01	
	Total	**112**	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
A06	Airports; Terminals and Hangars; Freight Handling	7
A11	Auditoriums & Theaters	2
C08	Codes; Standards; Ordinances	6
C15	Construction Management	8
D08	Dredging Studies and Design	1
E02	Educational Facilities; Classrooms	7
E11	Environmental Planning	1
G01	Garages; Vehicle Maintenance Facilities; Parking Decks	3
H01	Harbors; Jetties; Piers, Ship Terminal Facilities	8
H06	Highrise Type Buildings	6
H07	Highways; Streets; Airfield Paving; Parking Lots	8
H09	Hospital & Medical Facilities	7
H10	Hotels; Motels	3
H11	Housing (Residential, Multi-Family; Apartments; Condos)	8
I05	Interior Design; Space Planning	5
J01	Judicial and Courtroom Facilities	5
L01	Laboratories; Medical Research Facilities	1
L03	Landscape Architecture	5
L04	Libraries; Museums; Galleries	5
O01	Office Buildings; Industrial Parks	8
P05	Planning (Community, Regional, Areawide and State)	8
R04	Recreation Facilities (Parks, Marinas, Etc.)	2
S09	Structural Design; Special Structures	2
S11	Sustainable Design	8
T03	Traffic & Transportation Engineering	1
Z01	Zoning; Land Use Studies	1

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS *(Insert revenue index number shown at right*

a. Federal Work	0
b. Non-Federal Work	8
c. Total Work	8

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.

a. SIGNATURE

b. DATE: 4.09.2021

c. NAME AND TITLE: Scott Bakos, Partner

STANDARD FORM 330 (REV. 8/2016)

SYSKA HENNESSY GROUP

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME: **Syska Hennessy Group, Inc. – New Jersey Office**	3. YEAR ESTABLISHED: 1928(NJ 1982)
	4. DUNS NUMBER: 00-496-2155
2b. STREET: 200 American Metro Blvd, Suite 128	5. OWNERSHIP
2c. CITY: Hamilton; 2d. STATE: NJ; 2e. ZIP CODE: 08619	a. TYPE: Corporation
	b. SMALL BUSINESS STATUS: N/A
6a. POINT OF CONTACT NAME AND TITLE: John Bilotta, PE, LEED AP, Principal	7. NAME OF FIRM *(If block 2a is a branch office)*: **Syska Hennessy Group, Inc.**
6b. TELEPHONE NUMBER: 609.738.0235; 6c. E-MAIL ADDRESS: jbilotta@syska.com	
8a. FORMER FIRM NAME(S) *(If any)*	8b. YR. ESTABLISHED / 8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	(2) BRANCH
48	Administrative / Other	83	1
52	Architect	0	0
08	CADD Technician	18	0
02	Communications Engineers	35	1
21	Electrical Engineers	111	4
25	Fire Protection Engineers	9	0
42	Mechanical Engineers	140	8
52	Sanitary Engineers	24	1
54	Security Specialists	2	0
	Lighting Designer	7	0
	Vertical Transportation	8	0
	Total	437	15

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
A06	Airports: Terminals and Hangers; Freight	6
A12	Automation; Controls; Instrumentation	6
C12	Communications Systems; TV; Microwave	6
C10	Commercial Building (low rise); Shopping	5
C13	Computer Facilities; Computer Service	9
D04	Design-Build - Preparation of Requests for	3
E03	Electrical Studies and Design	9
E05	Elevators; Escalators, People-Movers	6
E07	Energy Conservation; New Energy Sources	6
F03	Fire Protection	6
H04	Heating, Ventilating, Air Conditioning	9
H09	Hospitals & Medical Facilities	8
J01	Judicial and Courtroom Facilities	6
L01	Laboratories; Medical Research Facilities	5
L05	Lighting (Interior; Displays; Theatres; etc.)	5
P07	Plumbing & Pipe Design	6
P12	Power Generation, Transmission,	5
R06	Rehabilitation (Buildings; Structures;	8
S02	Security Systems; Intruder & Smoke	5
S11	Sustainable Design	8
U03	Utilities (Gas and Steam)	5
	Central Utility Plants, Energy Services	5

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	7
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

b. DATE: March 31, 2021

c. NAME AND TITLE: John Bilotta, PE, LEED AP – Principal

AUTHORIZED FOR LOCAL REPRODUCTION

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SYSKA HENNESSY GROUP

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME **Syska Hennessy Group, Inc. – Jacksonville Office**	3. YEAR ESTABLISHED 1928(Jacksonville 2002)
	4. DUNS NUMBER 00-496-2155
2b. STREET 9000 Southside Boulevard, Building 100, Suite 1103	5. OWNERSHIP a. TYPE Corporation
2c. CITY: Jacksonville; 2d. STATE: FL; 2e. ZIP CODE: 32256	b. SMALL BUSINESS STATUS N/A
6a. POINT OF CONTACT NAME AND TITLE Kevin Meyer, PE – Associate Principal	7. NAME OF FIRM *(If block 2a is a branch office)* **Syska Hennessy Group, Inc.**
6b. TELEPHONE NUMBER 904.236.6635	6c. E-MAIL ADDRESS kmeyer@syska.com
8a. FORMER FIRM NAME(S) *(If any)*	8b. YR. ESTABLISHED / 8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	(2) BRANCH
48	Administrative / Other	83	1
52	Architect	0	0
08	CADD Technician	18	0
02	Communications Engineers	35	0
21	Electrical Engineers	111	5
25	Fire Protection Engineers	9	0
42	Mechanical Engineers	140	5
52	Sanitary Engineers	24	0
54	Security Specialists	2	0
	Lighting Designer	7	0
	Vertical Transportation	8	0
	Total	437	11

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
A06	Airports: Terminals and Hangers; Freight	6
A12	Automation; Controls; Instrumentation	6
C12	Communications Systems; TV; Microwave	6
C10	Commercial Building (low rise); Shopping	5
C13	Computer Facilities; Computer Service	9
D04	Design-Build - Preparation of Requests for	3
E03	Electrical Studies and Design	9
E05	Elevators; Escalators, People-Movers	6
E07	Energy Conservation; New Energy Sources	6
F03	Fire Protection	6
H04	Heating, Ventilating, Air Conditioning	9
H09	Hospitals & Medical Facilities	8
J01	Judicial and Courtroom Facilities	6
L01	Laboratories; Medical Research Facilities	5
L05	Lighting (Interior; Displays; Theatres; etc.)	5
P07	Plumbing & Pipe Design	6
P12	Power Generation, Transmission,	5
R06	Rehabilitation (Buildings; Structures;	8
S02	Security Systems; Intruder & Smoke	5
S11	Sustainable Design	8
U03	Utilities (Gas and Steam)	5
	Central Utility Plants, Energy Services	5

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	7
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

b. DATE: March 31, 2021

c. NAME AND TITLE

Kevin Meyer, PE – Associate Principal

AUTHORIZED FOR LOCAL REPRODUCTION

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STANDARD FORM 330 (REV. 8/2016)

ARCHITECT ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER
PNC2122559R1

PART II - GENERAL QUALIFICATIONS

(IF A FIRM HAS BRANCH OFFICES, COMPLETE FOR EACH SPECIFIC BRAND OFFICE SEEKING WORK.)

2a. FIRM (or Branch Office) NAME DeSimone Consulting Engineering, D.P.C		3. YEAR ESTABLISHED 2020	4. UNIQUE ENTITY IDENTIFIER 85-3062324
2b. STREET 800 Brickell Avenue, 6th Floor		**5. OWNERSHIP**	
2c. CITY Miami	2d. STATE FL	2e. ZIP CODE 33131	a. TYPE Design Professional Services Corporation
6a. POINT OF CONTACT NAME AND TITLE William R. O'Donnell, Managing Principal		b. SMALL BUSINESS STATUS N/A	
6b. TELEPHONE NUMBER (305) 441-0755	6c. EMAIL ADDRESS william.odonnell@de-simone.com	7. NAME OF FIRM (If Block 2a is a Branch Office) N/A	
8a. FORMER FIRM NAME(S) (IF ANY) DeSimone Consulting Engineering Group LLC DeSimone Chaplin & Associates DeSimone Chaplin & Dobryn Consulting Engineers		8b. YEAR ESTABLISHED 1969	8c. UNIQUE ENTITY IDENTIFIER 01-145-1572

9. EMPLOYEES BY DISCIPLINE

a. FUNCTION CODE	b. DISCIPLINE	c. NUMBER OF EMPLOYEES (1) FIRM	c. NUMBER OF EMPLOYEES (2) BRANCH
02	Administration	34	2
06	Structural Engineers	213	26
08	Construction Inspectors	26	9
15	CAD/BIM	41	7
21	Architects	5	1
24	Electrical Engineer	1	0
25	Environmental Scientist	2	0
26	Fire Protection Engineer	1	0
42	Forensic Engineer	12	0
57	Mechanical Engineer	2	0
	OTHER EMPLOYEES		
	TOTAL:	337	45

10. PROFILE OF FIRM S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. PROFILE CODE	b. EXPERIENCE	c. REVENUE INDEX NUMBER (see below)
C10	Commercial Building (Low Rise)	3
E02	Educational Facilities; Classrooms	3
G01	Garages; Vehicles Maintenance	3
H06	High-rise; Air-Rights-Type Building	5
H08	Historical Preservation	2
H09	Hospital and Medical Facilities	6
H10	Hotels; Motels	7
H11	Housing (Residential, Multi-Family)	8
L04	Libraries; Museums; Galleries	3
O01	Office Buildings; Industrial Parks	6
P08	Prisons and Correctional Facilities	2
R06	Rehabilitation (Buildings; Structures)	4
S03	Seismic Designs and Studies	3
S09	Structural Design; Special Structure	1

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

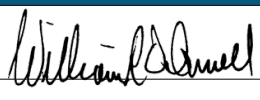
(Insert revenue index number shown at right)

a. FEDERAL WORK	3
b. NON-FEDERAL WORK	10
c. TOTAL WORK	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is statement of facts

a. SIGNATURE 

b. DATE
April 1, 2021

c. NAME AND TITLE
William R. O'Donnell, Managing Principal

STANDARD FORM 330 REV

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER
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 S&F Engineers, Inc.		3. YEAR ESTABLISHED 2001	4. UNIQUE ENTITY IDENTIFIER 09-516-4492
2b. STREET 2925 West Cypress Creek Road, Suite 200		5. OWNERSHIP a. TYPE Corporation (Florida)	
2c. CITY Fort Lauderdale	2d. STATE FL	2e. ZIP CODE 33309	
6a. POINT OF CONTACT NAME AND TITLE Sivananthan Sritharan, P.E.		b. SMALL BUSINESS STATUS CBE, DBE, MBE, SBE, SBA 8(a)	
6b. TELEPHONE NUMBER (954) 938-0020	6c. EMAIL ADDRESS sri@sfengineers.com	7. NAME OF FIRM (If Block 2a is a Branch Office)	
8a. FORMER FIRM NAME(S) (IF ANY)		8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

a. FUNCTION CODE	b. DISCIPLINE	c. NUMBER OF EMPLOYEES (1) FIRM	(2) BRANCH
57	Structural Engineer	3	
08	CADD Technician	1	
01	Administrative	2	
	OTHER EMPLOYEES		
	TOTAL:	6	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. PROFILE CODE	b. EXPERIENCE	c. REVENUE INDEX NUMBER (see below)
A06	Airports	3
B02	Bridges	1
C02	Cemeteries	1
C06	Churches	1
C10	Commercial Buildings	2
C11	Community Centers	1
C12	Communication systems	1
E02	Educational Facilities	1
F03	Firehouses	1
H09	Hotels	1
H11	Housing-Residential	1
J01	Judicial facilities	1
R06	Rehabilitation-Structures	1
S09	Structural Design-Special Str.	1
T02	Testing & Inspections	1

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. FEDERAL WORK	1
b. NON-FEDERAL WORK	4
c. TOTAL WORK	4

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is statement of facts

a. SIGNATURE 	b. DATE April 21, 2021
c. NAME AND TITLE Sivananthan Sritharan, P.E. - Principal	

STANDARD FORM 330 REV

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(COMPLETE ONE SECTION E FOR EACH KEY PERSON)

12. NAME	13. ROLE IN CONTRACT	14. YEARS EXPERIENCE	
Stephen Botek, PE	Civil Engineer	a. TOTAL 27	b. WITH CURRENT FIRM 15

15. FIRM NAME AND LOCATION	16. EDUCATION
Botek Thurlow Engineering, Inc. Fort Lauderdale, FL	Bachelor of Applied Science (1994, University of Toronto) Master of Business Administration (1996, Nova Southeastern University)

17. CURRENT PROFESSIONAL REGISTRATION
Professional Engineer (FL)

18. OTHER PROFESSIONAL QUALIFICATIONS (PUBLICATIONS, ORGANIZATIONS, TRAINING, AWARDS, ETC.)
Member American Society of Civil Engineer
LEED Green Associate

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (CITY AND STATE)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION
a.	BC Transit Operations and Bus Maintenance Facility, Dania Beach, FL ☐☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	2011	2018
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE 9 Acre site redevelopment of the County's Ravenswood facility. BTE performed civil engineering design, permitting and Construction Phase Services for this complicated multi phase project.		
b.	(1) TITLE AND LOCATION (CITY AND STATE) Addison Mizner Elementary School, Boca Raton, FL ☐☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	2018	2021
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE School re construction project – 11.5 Acres. BTE performed civil engineering design, permitting and Construction Phase Services		
c.	(1) TITLE AND LOCATION (CITY AND STATE) Tri Trail Operations Center and Parking Garage, Pompano Beach, FL ☐☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	2014	2018
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Redevelopment of 4.5 Acre site. BTE performed civil engineering design, permitting and Construction Phase Services		
d.	(1) TITLE AND LOCATION (CITY AND STATE) Riverland Residential, Fort Lauderdale, FL ☐☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	2017	2021
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Multi family residential project on 11 acre site. BTE performed civil engineering design, permitting and Construction Phase Services		
e.	(1) TITLE AND LOCATION (CITY AND STATE) Meadows and Dells Storm Drainage, Coral Springs, FL ☐☒ CHECK IF PROJECT PERFORMED WITH CURRENT FIRM	2007	2021
	(3) BRIEF DESCRIPTION (BRIEF SCOPE, SIZE, COST, ETC.) AND SPECIFIC ROLE Storm drainage design improvements in 22 acre residential neighborhood. BTE has been the civil engineer and project manager for this multi phase project since 2007. Final phase of the project is currently under construction		

STANDARD FORM 330 REV

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*:

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (*or Branch Office*) NAME: Curtis + Rogers Design Studio, Inc.	3. YEAR ESTABLISHED: 1991 / 4. UNIQUE ENTITY IDENTIFIER: DUNS 829384650
2b. STREET: 7520 S. Red Road, Suite M	5. OWNERSHIP
2c. CITY: South Miami / 2d. STATE: FL / 2e. ZIP CODE: 33143	a. TYPE: Corporation
6a. POINT OF CONTACT NAME AND TITLE: Aida M. Curtis, President	b. SMALL BUSINESS STATUS: Active
6b. TELEPHONE NUMBER: 305 442 1774 / 6c. EMAIL ADDRESS: aida@curtisrogers.com	7. NAME OF FIRM *(If Block 2a is a Branch Office)*

8a. FORMER FIRM NAME(S) *(If any)*	8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. Number of Employees (1) FIRM	c. Number of Employees (2) BRANCH
02	Administrative	1	
06	Architect	4	
08	CADD Technician	6	
48	Project Manager	2	
	Other Employees		
	Total	13	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
A11	Auditoriums & Theater	1
C06	Churches; Chapels	1
H11	Housing	2
H09	Hospitals & Medical Facilities	1
J01	Judicial & Courtroom Facilities	1
L04	Libraries; Museums; Galleries	1
R04	Recreation Facilities(Park, Marinas)	2
A06	Airports	1
D04	Design Builds	1
I06	Irrigation	1
O01	Office Building	1
T03	Transportation	1
H07	Highways; Streets; Parking Lots	1
C05	Child Care / Development Facilities	2

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	1
b. Non-Federal Work	5
c. Total Work	5

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE: Aida Curtis / b. DATE: 4/7/2021

c. NAME AND TITLE: Aida M. Curtis

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ARCHITECT ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (IF ANY)

PART II GENERAL QUALIFICATIONS
(If a firm has branch offices, complete for each specific branch office seeking work.)

2A. FIRM (OR BRANCH OFFICE) NAME: Waveguide LLC	3. YEAR ESTABLISHED: 1996
	4. DUNS NUMBER:
2B. STREET: One West Court Square, Suite 300	5. OWNERSHIP
	A. TYPE: LLC
2C. CITY: Decatur / 2D. STATE: GA / 2E. ZIP: 30030	B. SMALL BUSINESS STATUS: None
6A. POINT OF CONTACT NAME AND TITLE: Julie McKenna, Manager, Marketing Communications	7. NAME OF FIRM (IF BLOCK 2A IS A BRANCH OFFICE)
6B. TELEPHONE NUMBER: (404)815-1919 / 6C. E-MAIL ADDRESS: jmckenna@waveguide.com	

8a. FORMER FIRM NAME(S) (If any)	8b. YR. ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	c. No. of Employees (2) BRANCH
01	Acoustical Consultant	3	
02	Administration	8	
08	AV Designers and Drafters	9	
13	Data-Telecom Consultants	1	
14	Control System Programmers	4	
4	AV/IT Consultants	25	
N	AV Commissioning Agents	1	
NC	Technology Managers	135	
	Other Employees		
	Total	186	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number (see below)
A01	Acoustics, Noise Abatement	4
A11	Auditoriums & Theaters	2
A12	Automation; Controls; Instrumentation	4
C06	Churches; Chapels	1
C11	Community Facilities	2
E02	Educational Facilities; Classrooms	5
H08	Historical Preservation	1
H09	Hospital & Medical Facilities	2
J01	Judicial and Courtroom Facilities	1
L04	Libraries; Museums; Galleries	1
P06	Planning (Site, Installation, Project)	1
R08	Research Facilities	2

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS
(Insert revenue index number shown at right)

a. Federal Work	1
b. Non-Federal Work	7
c. Total	8

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

A. SIGNATURE 

B. DATE: April 1, 2021

C. NAME AND TITLE: Scott Walker, President, Waveguide

STANDARD FORM 330 REV

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*:

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM *(or Branch Office)* NAME: THA Consulting, Inc.	3. YEAR ESTABLISHED: 2006
	4. UNIQUE ENTITY IDENTIFIER: 940869001
2b. STREET: 40 NW 3rd Street, Suite 1102	5. OWNERSHIP
	a. TYPE: S Corporation
2c. CITY: Miami; 2d. STATE: FL; 2e. ZIP CODE: 33128	b. SMALL BUSINESS STATUS: No
6a. POINT OF CONTACT NAME AND TITLE: Mike Martindill, Principal/Vice President	7. NAME OF FIRM *(If block 2a is a branch office)*: THA Consulting, Inc. (HQ)
6b. TELEPHONE NUMBER: 770-850-3065 x 104 x104; 6c. E-MAIL ADDRESS: mmartindill@tha-consulting.com	
8a. FORMER FIRM NAME(S) *(If any)*: Timothy Haahs & Associates, Inc. (TimHaahs)	8b. YEAR ESTABLISHED: 1994; 8c. UNIQUE ENTITY IDENTIFIER: 940869001

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees (1) FIRM	(2) BRANCH
02	Administrative	8	0
06	Architecture	2	1
08	Project Designing	8	0
47	Planner: Urban/Regional	1	0
48	Project Management	9	1
57	Structural Engineering	7	0
	Other Employees	0	0
	Total	35	2

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
G01	Garages; Vehicle Maintenance Facilities;	7
R06	Rehabilitation (Buildings; Structures;	5
V01	Value Analysis; Life-Cycle Costing	1
Z01	Zoning; Land Use Studies	2

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	2
b. Non-Federal Work	7
c. Total Work	7

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE: 

b. DATE: 4/5/2021

c. NAME AND TITLE: Mike Martindill, Vice President

STANDARD FORM 330 (REV. 8/2016) **PAGE 6**

STANDARD FORM 330 REV

ARCHITECT ENGINEER QUALIFICATIONS	1. SOLICITATION NUMBER (If any)

PART II – GENERAL QUALIFICATIONS
(IF A FIRM HAS BRANCH OFFICES, COMPLETE FOR EACH SPECIFIC BRANCH OFFICE SEEKING WORK.)

2a. FIRM (or branch office) NAME	3. YEAR ESTABLISHED	4. UNIQUE ENTITY IDENTIFIER
Lerch Bates, Inc.	1980	36-2285171

2b. STREET	5. OWNERSHIP
3802 Ehrlich, Suite110	a. TYPE: Private Corporation

2c. CITY	2d. STATE	2e. ZIP CODE	b. SMALL BUSINESS STATUS
Tampa	FL	33624	N/A

6a. POINT OF CONTACT NAME AND TITLE	7. NAME OF FIRM (if block 2a is a branch office)
Dan Cook, Consultant	Corporate Headquarters 9780 S Meridian Blvd Englewood, CO 80112
6b. TELEPHONE NUMBER: 303-795-7956	6c. E-MAIL ADDRESS: Dan.cook@lerchbates.com

8a. FORMER FIRM NAME(S) (if any)	8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
	1947	36-2285171

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of employees (1) Firm	c. No. of employees (2) Branch
02	Administrative	32	5
08	CADD Technician	15	0
48	Project Manager	170	5
	Other Employees	50	
Total		265	10

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number (see below)
E05	Elevators, Escalators, Movers	9

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (insert revenue index number shown at right)

A. Federal Work	3 million
B. Non-Federal Work	43 million
C. Total Work	49,000 Million

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less that $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.

a. SIGNATURE

b. DATE: 10/14/2019

c. NAME AND TITLE: Julie Haehnlein, Business Manager

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1

Standard Form 330 *(8/2016)* **Page 6**

STANDARD FORM 330 REV

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER *(If any)*

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (*or Branch Office*) NAME: SLS Consulting, Inc.	3. YEAR ESTABLISHED: 2012 / 4. UNIQUE ENTITY IDENTIFIER: 80-0838615
2b. STREET: 260 Palermo Ave	5. OWNERSHIP
2c. CITY: Coral Gables / 2d. STATE: FL / 2e. ZIP CODE: 33134	a. TYPE: Corporation
6a. POINT OF CONTACT NAME AND TITLE: Michael Sheehan, PE, Founder & Principal	b. SMALL BUSINESS STATUS: SBA
6b. TELEPHONE NUMBER: 786-352-7377 / 6c. E-MAIL ADDRESS: msheehan@slsfire.com	7. NAME OF FIRM *(If Block 2a is a Branch Office)*

8a. FORMER FIRM NAME(S) *(If any)*	8b. YEAR ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER
N/A		

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. Number of Employees (1) FIRM	(2) BRANCH
06	Architect	1	
25	Fire Protection Engineer	7	
	Other Employees	26	
	Total	34	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number *(see below)*
C08	Codes, Standards, Ordinances	4
D04	Design-Build Prep of RFPs	5
E02	Educational Facilities	2
F03	Fire Protection	5
G01	Garages	3
H06	High-Rise, Air-rights-type Buildings	3
H10	Hotel	4
H11	Housing	4
L04	Libraries, Museums, Galleries	1
O01	Office Buildings, Industrial Parks	1
R03	Railroad, Rapid Transit	2
R04	Recreation	3
R06	Rehabilitation Facilities	1
R10	Risk Analysis	3
T02	Testing & Inspection Services	5

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown at right)

a. Federal Work	5
b. Non-Federal Work	6
c. Total Work	7

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

1. Less than $100,000
2. $100,000 to less than $250,000
3. $250,000 to less than $500,000
4. $500,000 to less than $1 million
5. $1 million to less than $2 million
6. $2 million to less than $5 million
7. $5 million to less than $10 million
8. $10 million to less than $25 million
9. $25 million to less than $50 million
10. $50 million or greater

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

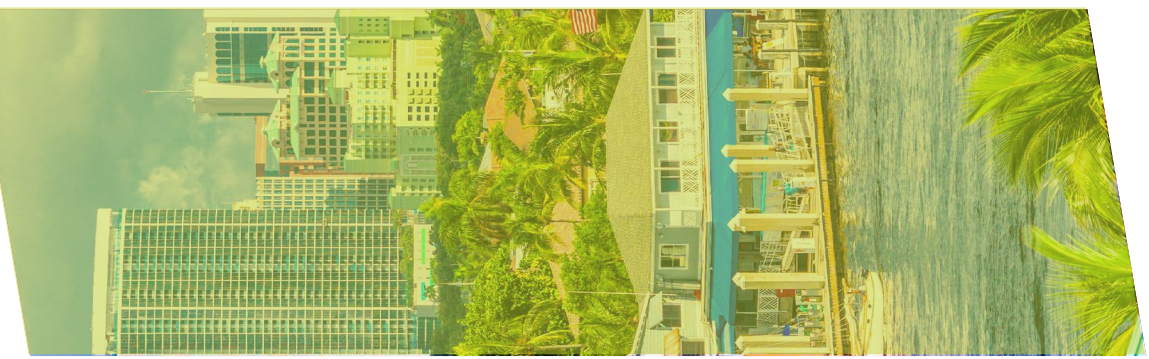
a. SIGNATURE

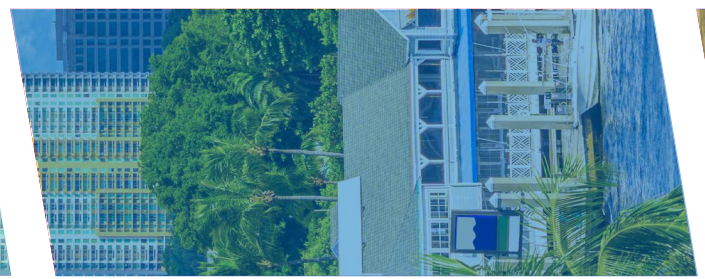
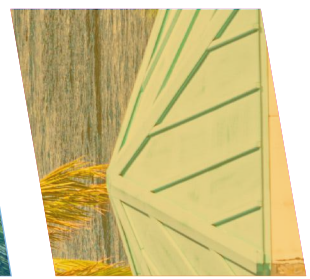
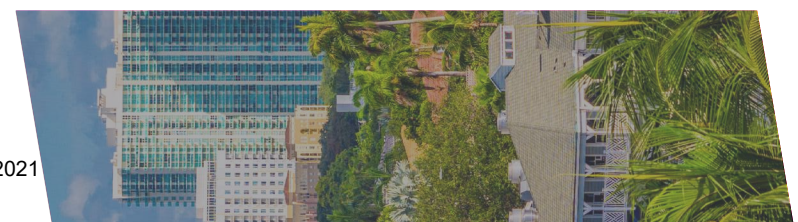
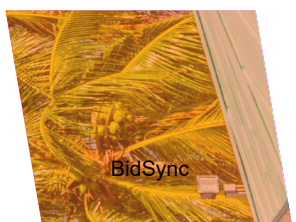
b. DATE: 03/22/2021

c. NAME AND TITLE: Michael Sheehan, PE, Founder & Principal

STANDARD FORM 330 (REV. 8/2016) **PAGE 6**

STANDARD FORM 330 REV

VOLUME D
GENERAL INFORMATION

D1 VENDOR QUESTIONNAIRE

Developer for Joint Government Center Campus

Vendor Questionnaire	United Campus Partners LLC
1. Legal business name:	United Campus Partners LLC
2. Doing Business As/ Fictitious Name (if applicable):	n/a
3. Federal Employer I.D. no. (FEIN):	86-3272935
4. Dun and Bradstreet No.:	n/a
5. Website address (if applicable):	n/a
6. Principal place of business address:	1 Country View Rd. Malvern, PA 19355
7. Office location responsible for this project:	Malvern, PA
8. Telephone no. Fax no.	T: (610) 355-8063
9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☑ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	In progress. Application submitted 4/15/21.
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: Principal - n/a Owner - n/a Officer - Member Managed Major Shareholders: Balfour Beatty Investments, Inc. (50%); Plenary Properties UCP Ltd. (50%)
12. Authorized Contact(S) For Your Firm: **Your Firm:** Name: Title: E-mail: Telephone No.: Name: Title: E-mail Telephone No.:	12. Authorized Contact(S) For Your Firm: Your Firm:Balfour Beatty Investments, Inc. Name: Mark Jennings Title: Executive Vice President E-mail: mjennings@bbcgrp.com Telephone No.: (610) 355-8063 Firm: Plenary Americas USA Ltd. Name: Mike Schutt Title:Senior Vice President E-mail: mike.schutt@plenarygroup.com Telephone No.: (813) 387-3878

Developer for Joint Government Center Campus

Vendor Questionnaire	United Campus Partners 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. ☐ Yes ☐ 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. ☐ Yes ☑ No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☐ No	14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☑ No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☐ No	15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☐ No	16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☑ No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No

Developer for Joint Government Center Campus

Vendor Questionnaire	United Campus Partners LLC
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☐ No	18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☑ No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☐ No	19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No

Developer for Joint Government Center Campus

Vendor Questionnaire	Balfour Beatty
1. Legal business name:	Balfour Beatty Construction, LLC
2. Doing Business As/ Fictitious Name (if applicable):	Balfour Beatty
3. Federal Employer I.D. no. (FEIN):	20-1627180
4. Dun and Bradstreet No.:	17-497-8630
5. Website address (if applicable):	www.balfourbeattyus.com
6. Principal place of business address:	3100 McKinnon Street, Dallas, TX 75201
7. Office location responsible for this project:	7901 S.W. 6th Court, Ste. 200, Plantation, FL 33324
8. Telephone no. Fax no.	Telephone: 954-585-4000 Fax: 954-585-4501
9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	9. Type of business (check appropriate box): ☐ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☑ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	M4000004032
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: Balfour Beatty is on the United Kingdom stock exchange.
12. Authorized Contact(S) For Your Firm: **Your Firm:** Name: Title: E-mail: Telephone No.: Name: Title: E-mail Telephone No.:	12. Authorized Contact(S) For Your Firm: **Your Firm: Balfour Beatty** Name: John Harris Title: Senior Vice President/Business Unit Leader E-mail: jharris@balfourbeattyus.com Telephone No.: (407) 581-4410 Name: Title: E-mail Telephone No.:

Developer for Joint Government Center Campus

Vendor Questionnaire	Balfour Beatty
13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☐ No	14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☑ No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☐ No	15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☐ No	16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☑ No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No

Developer for Joint Government Center Campus

Vendor Questionnaire	Balfour Beatty
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☐ No	18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☑ No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☐ No	19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☐ No	20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No

Developer for Joint Government Center Campus

Vendor Questionnaire	HOK
1. Legal business name:	Hellmuth, Obata & Kassabaum, Inc.
2. Doing Business As/ Fictitious Name (if applicable):	HOK
3. Federal Employer I.D. no. (FEIN):	43-1723985
4. Dun and Bradstreet No.:	806345336
5. Website address (if applicable):	www.hok.com
6. Principal place of business address:	10 South Broadway, Suite 200 St Louis, MO 63102
7. Office location responsible for this project:	One Tampa City Center, Suite 1800 Tampa, FL 33602 USA
8. Telephone no. Fax no.	Phone +1 813 229 0300 Fax +1 813 223 7116
9. Type of business (check appropriate box): ☑ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify	Missouri corporation ☑ Corporation (specify the state of Incorporation) ☐ Sole Proprietor ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ General Partnership (State and County Filed In) ☐ Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): https://dos.myflorida.com/sunbiz/	Document# F00000000540
11. List name and title of each principal, owner, officer, and major shareholder:	Hellmuth, Obata & Kassabaum, Inc. is a wholly-owned subsidiary of HOK, Inc., a Missouri corporation, which is, in turn, a wholly-owned subsidiary of HOK Group, Inc., a Delaware corporation. HOK Group, Inc. is 100% owned by its employees. The officers of Hellmuth, Obata & Kassabaum, Inc. are: Carl Galioto, President; Thomas Robson, Vice President (also, along with William Hellmuth, Director); Lisa Green, Secretary/Treasurer; Donovan Oliff, Assistant Secretary. The officers of HOK, Inc. are: Carl Galioto, President; Lisa Green, Secretary; Terry Paterni, Treasurer; Donovan Oliff, Assistant Secretary. The officers of HOK Group, Inc. are: William Hellmuth, Chairman/CEO; Carl Galioto, President; Lisa Green, Secretary; Terry Paterni, Treasurer/CFO; Donovan Oliff, Assistant Secretary.

Developer for Joint Government Center Campus

Vendor Questionnaire	HOK
12. Authorized Contact(S) For Your Firm: **Your Firm:** Name: Title: E-mail: Telephone No.: Name: Title: E-mail Telephone No.:	12. Authorized Contact(S) For Your Firm: **Your Firm: Hellmuth, Obata & Kassabaum, Inc.** Name: Title: E-mail: Telephone No.: Name: Title: E-mail Telephone 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. ☐ Yes ☑ 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. ☐ Yes ☑ No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☑ No	14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☑ No
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16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☑ No	16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☑ No

Developer for Joint Government Center Campus

Vendor Questionnaire	HOK
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No	17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☑ No	18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☑ No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No	19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☑ No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No	20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☑ No

2021 FOREIGN PROFIT CORPORATION ANNUAL REPORT

FILED
Feb 03, 2021
Secretary of State
2889979323CC

DOCUMENT# F00000000540

Entity Name: HELLMUTH, OBATA & KASSABAUM, INC.

Current Principal Place of Business:

10 SOUTH BROADWAY
STE. 200
ST. LOUIS, MO 63102

Current Mailing Address:

10 SOUTH BROADWAY
STE. 200
ST. LOUIS, MO 63102 US

FEI Number: 43-1723985

Certificate of Status Desired: No

Name and Address of Current Registered Agent:

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent — Date

Officer/Director Detail :

Title	PRESIDENT
Name	GALIOTO, CARL E.
Address	1065 AVENUE OF THE AMERICAS, 6TH FLOOR
City-State-Zip:	NEW YORK NY 10018

Title	DIRECTOR, VP
Name	ROBSON, THOMAS H
Address	10 SOUTH BROADWAY, STE. 200
City-State-Zip:	ST. LOUIS MO 63102

Title	ASST. SECRETARY
Name	OLLIF, DONOVAN
Address	10 S. BROADWAY STE. 200
City-State-Zip:	ST. LOUIS MO 63102

Title	SECRETARY, TREASURER
Name	GREEN, LISA A
Address	10 SOUTH BROADWAY, STE. 200
City-State-Zip:	ST. LOUIS MO 63102

Title	DIRECTOR
Name	HELLMUTH, WILLIAM K.
Address	3223 GRACE STREET, NW
City-State-Zip:	WASHINGTON DC 20007

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: LISA A. GREEN SECRETARY 02/03/2021

Electronic Signature of Signing Officer/Director Detail — Date

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STANDARD CERTIFICATIONS

STANDARD CERTIFICATIONS

Developer should complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of Sponsors' request. Failure to timely submit may affect Developer's evaluation.

If a response requires additional information, the Developer should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed and attached responses will become part of the procurement record. It is imperative that the person completing the Developer Standard Certification Form be knowledgeable about the proposing Developer's business and operations.

Cone of Silence Requirement Certification:
The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Developers, Board of County Commissioners, County staff, City Commissioners, City staff, and Unified Direct Procurement Authority (UDPA) members.

Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures.

After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the County's Director of Purchasing or designee (or those listed in the solicitation). The Cone of Silence terminates when the Unified Direct Procurement Authority (UDPA) takes action which ends the solicitation.

The Developer hereby certifies that: (check each box)

☑ The Developer has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and

☑ The Cone of Silence is currently in effect for this solicitation for all Broward County Board of County Commissioners (County), City of Fort Lauderdale Mayor and Commissioners (City), County and City Commissioners' staff, County Administrator, Deputy County Administrator, Assistant County Administrators, and their respective support staff, or any "Affected Person" (as defined in the Cone of Silence Ordinance), appointed by County to evaluate or recommend selection in this RFQ process, City Manager, Deputy City Manager, Assistant City Manager, and their respective support staff, or any "Affected Person" (as defined in the Cone of Silence Ordinance), appointed by City to evaluate or recommend selection in this RFQ process, with the further restriction that the members serving as the UDPA (County and City Commissioners), may not initiate contact with a Developer or Developer's representative while the Cone of Silence is in effect..

☑ The Developer agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:
Awards of all competitive solicitations may only be made to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actionsthat 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 violationoccurring in the workplace NO later than five days after such conviction.

5. Notifying Sponsers' 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 followingactions 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 subparagraphs1 through 6.

The Developer hereby certifies that: (check box)

☑ The Developer certifies that it has established a drug free workplace program in accordance with the above requirements.

Lobbyist Registration Requirement Certification

The Developer certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Developer, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Developer hereby certifies that: (select one)

☑ It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.

☐ It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County LobbyistRegistration 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:
Lobbyist's Firm:
Phone:
E-mail:

Name of Lobbyist:
Lobbyist's Firm:
Phone:
E-Mail:

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 toaward, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be ina 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 convictedDeveloper 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; andmay not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with anypublic 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 hasnot been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:
Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than $1 million.

The Developer hereby certifies that: (check each box)

☑ The Developer, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the

Scrutinized Companies that Boycott Israel List; and

☑ The Developer, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and

☑ If awarded the Contract, the Developer, owners, or principals will immediately notify the Sponsors' in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

Contractor's Certificate of Compliance with Non-Discrimination Provisions of the Contract:
Pursuant to City of Fort Lauderdale Ordinance Sec. 2-187(c), Developer [Contractor] must certify compliance with the Non-Discrimination provision of the ordinance.

The Developer shall not, in any of his/her/its activities, including employment, discriminate against any individual on the basis of race, color, national origin, religion, creed, sex, disability, sexual orientation, gender, gender identity, gender expression, or marital status.

1. The Contractor certifies and represents that he/she/it will comply with Section 2-187, Code of Ordinances of the City of Fort Lauderdale, Florida, as amended by Ordinance C-18-33 (collectively, "Section 2-187").

2. The failure of the Contractor to comply with Section 2-187 shall be deemed to be a material breach of this Agreement, entitling the Sponsors to pursue any remedy stated below or any remedy provided under applicable law.

3. The Sponsors may terminate this Agreement if the Contractor fails to comply with Section 2-187.

4. The Sponsors may retain all monies due or to become due until the Contractor complies with Section 2-187.

5. The Contractor may be subject to debarment or suspension proceedings. Such proceedings will be consistent with the procedures in section 2-183 of the Code of Ordinances of the City of Fort Lauderdale, Florida.

☑ The Developer agrees to comply with the requirements of the Non-Discrimination Provisions.

I hereby certify the information provided in the Standard Certifications:

Mike Schutt, Authorized Signatory 4/20/2021

Mark Jennings, Authorized Signatory 4/20/2021

*AUTHORIZED SIGNATURE/NAME TITLE DATE

Developer Name: United Campus Partners 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 ofthe Developer. As the Developer's authorized representative, I attest that any

and all statements, oral, written or otherwise, made in support of the Developer's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Developer's response may be used as a basis for rejection, rescission of the award, or termination of the contract by the UDPA and may also serve as the basis for debarment of Developer pursuant to of the Broward County Procurement Code and City of Fort Lauderdale Ordinance. I certify that the Developer's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a responsefor the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Developer agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages aswell as any special instructions sheet(s).

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INSURANCE REQUIREMENTS

Marsh

Rhanz Cuison
Senior Vice President

Marsh USA Inc.
633 West Fifth Street
Los Angeles, CA 90071
213 361 1810
Rhanz.Cuison@marsh.com
www.marsh.com

April 14, 2021

Broward County Purchasing Division
115 South Andrews Avenue
Fort Lauderdale, Florida 33301
Attn: Unified Direct Procurement Authority

Subject: Request for Qualifications
Broward County Joint Government Center Campus Project

To Whom It May Concern,

United Campus Partners LLC ("UCP"), which is owned by its Equity Members Balfour Beatty Investments, Inc. ("BBI") and Plenary Properties UCP Ltd (which is a wholly owned subsidiary of Plenary Americas US Holdings Inc.) ("Plenary"), has submitted a Statement of Qualifications in response to the Broward County and City of Fort Lauderdale Unified Direct Procurement Agency ("UDPA") Request for Qualification for the Joint Government Center Campus Project ("Project").

Marsh Risk and Insurance Services has been the insurance broker for Plenary for many years providing coverage for their insurance program including but not limited to General Liability, Workers Compensation, Auto Liability, Umbrella/Excess Liability, Builder's Risk, Environmental Liability and Professional Liability.

Please accept this letter as confirmation that should UCP be awarded the contract, UCP will be able to comply with the insurance requirements contained in the Request for Qualification Insurance Requirements

Evidence of insurance will be provided upon award of the project to UCP and successful negotiations of mutually agreeable contract terms.

Sincerely,

Rhanz Cuison
Senior Vice President
Marsh USA Inc.

Broward County Board of
County Commissioners

PNC2122559R1

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
04/09/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Willis Towers Watson Certificate Center
Willis Towers Watson Insurance Services West, Inc. c/o 26 Century Blvd P.O. Box 305191 Nashville, TN 372305191 USA	PHONE (A/C, No, Ext): 1-877-945-7378 FAX (A/C, No): 1-888-467-2378 E-MAIL ADDRESS: certificates@willis.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Starr Indemnity & Liability Company	38318
INSURER B : XL Insurance America Inc	24554
INSURER C : Fireman's Fund Insurance Company	21873
INSURER D : Great American Insurance Company of New Y	22136
INSURER E : Aspen American Insurance Company	43460
INSURER F : RSUI Indemnity Company	22314

INSURED
Balfour Beatty Investments, Inc
1 Country View Road, Suite 100
Malvern, PA 19355

COVERAGES **CERTIFICATE NUMBER:** W20671818 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT X LOC OTHER:			1000100023201	10/01/2020	10/01/2021	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 1,000,000 $ 10,000 $ 2,000,000 $ 4,000,000 $ 4,000,000
A	AUTOMOBILE LIABILITY X ANY AUTO X OWNED AUTOS ONLY X HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			SISIPCA08336920	10/01/2020	10/01/2021	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 2,000,000 $ $ $
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $			1000706008201	10/01/2020	10/01/2021	EACH OCCURRENCE AGGREGATE	$ 10,000,000 $ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y / N: No (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		1000001710	10/01/2020	10/01/2021	X PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	$ 1,000,000 $ 1,000,000 $ 1,000,000
A	Workers Compensation & Employers Liability - FL/WI Per Statute			1000001712	10/01/2020	10/01/2021	E.L. Each Accident EL Disease-Each Empl EL Disease- Pol Limit	$1,000,000 $1,000,000 $1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER

Evidence of Coverage

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Willis Towers Watson Insurance Services West, Inc.	Balfour Beatty Investments,Inc 1 Country View Road, Suite 100 Malvern, PA 19355
POLICY NUMBER See Page 1	
CARRIER: See Page 1 / NAIC CODE: See Page 1	EFFECTIVE DATE: See Page 1

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

INSURER AFFORDING COVERAGE: Starr Indemnity & Liability Company NAIC#: 38318
POLICY NUMBER: 1000001711 EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Workers Compensation &	E.L. Each Accident	$1,000,000
Employers' Liability - Z, CT, IA,	EL Disease-Each Empl	$1,000,000
NJ, NY, NC, TX - Per Statute	EL Disease- Pol Limit	$1,000,000

INSURER AFFORDING COVERAGE: XL Insurance America In NAIC#: 24554
POLICY NUMBER: US00086744LI20A EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	Each Occurrence	$15,000,000
($15M XS $10M)	Aggregate	$15,000,000

INSURER AFFORDING COVERAGE: Fireman's Fund Insurance Company NAIC#: 21873
POLICY NUMBER: USL008136203 EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	$25,000,000 Excess of	$25,000,000

INSURER AFFORDING COVERAGE: Great American Insurance Company of New York NAIC#: 22136
POLICY NUMBER: EXC3279305 EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	$25,000,000 Excess of	$50,000,000

AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY Willis Towers Watson Insurance Services West, Inc.	NAMED INSURED Balfour Beatty Investments,Inc 1 Country View Road, Suite 100 Malvern, PA 19355
POLICY NUMBER See Page 1	
CARRIER See Page 1 / NAIC CODE See Page 1	EFFECTIVE DATE: See Page 1

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

INSURER AFFORDING COVERAGE: Aspen American Insurance Company NAIC#: 43460

POLICY NUMBER: CX00JEY20 EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	$15,000,000 Excess of	$75,000,000

INSURER AFFORDING COVERAGE: RSUI Indemnity Company NAIC#: 22314

POLICY NUMBER: NHA091696 EFF DATE: 10/01/2020 EXP DATE: 10/01/2021

TYPE OF INSURANCE:	LIMIT DESCRIPTION:	LIMIT AMOUNT:
Excess Liability	$10,000,000 Excess of	$90,000,000

Willis Towers Watson

www.willistowerswatson.com

Willis of Texas, Inc.
15305 N. Dallas Parkway
Suite 1100
Addison, TX 75001
Phone: (972) 385-9800

April 14, 2021

Balfour Beatty Investments, Inc
1 Country View Road, Suite 100
Malvern, PA 19355

To Whom It May Concern,

Willis Towers Watson is the insurance broker for Balfour Beatty Investments, Inc (BBI) and can confirm BBI will have the ability to procure and maintain Pollution, Builders Risk, and Professional insurance coverages as part of the Developer for Joint Government Center Campus (JGCC) Step 1 Project in Broward County, FL.

Please feel free to contact our office with any questions

Sincerely,

Brandon Pfieffer
Brandon.Pfieffer@WillisTowersWatson.com

SUBMITTED TO:

BROWARD COUNTY PURCHASING DIVISION
115 SOUTH ANDREWS AVENUE, ROOM 212
FORT LAUDERDALE, FL 33301

SUBMITTED BY:

UNITED CAMPUS PARTNERS