



**Public-Private-Partnership to Design, Build, and Finance the
New Civic Center Public Safety
Building, Park, and Parking Structure**

RFQ S-1314



Balfour Beatty

City of Garden Grove
Economic Development Department
Craig Beck
Owner's Agent: City of Garden Grove

August 28, 2023

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Introduction Letter



1. Introduction Letter

August 28, 2023

Mr. Craig Beck
City of Garden Grove
Economic Development Department

E-submittal via: PlanetBids

Balfour Beatty

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San Diego, CA 92128
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Subject: Public-Private-Partnership to Design, Build, and Finance the New Civic Center Public Safety Building, Park, and Parking Structure / RFQ S-1314

Dear Craig and members of the Selection Committee,


Balfour Beatty + DLR Group are pleased to present our Statement of Qualifications to the City of Garden Grove (the City) in response to the Request for Qualifications (RFQ) for the Civic Center Revitalization Project (the Project). We would be delighted to be selected by the City as the development team and collaborate closely with the City, the Garden Grove Police Department, and other relevant stakeholders during the Exclusive Negotiations Period (ENP) to advance the design, construction, and financing plan for the project.

Our Unique Approach

In response to the City's RFQ and the "Evaluation Criteria", we have included the requested ENA Budget which aligns with the stated deliverables further clarified in Addendum No.1 dated August 16, 2023. Also included in our RFQ response is a second ENA Budget which outlines our Team's Fees and Financing costs to deliver 100% Construction Documents (CD's) during the ENP in lieu of the stated RFQ deliverables. This approach will allow for accelerated delivery of the necessary design deliverables with the opportunity to expedite the Construction Schedule while providing Garden Grove the best opportunity to meet the desired 2026 Occupancy date for the new Public Safety Building.

Introducing our Team Members

Balfour Beatty Balfour Beatty is a renowned global Company with a long-standing reputation for excellence and an extensive history of both financing and constructing large Design-Build projects. Our equity group has access to substantial internal capital resources and relationships with private financing parties, enabling us to invest in and finance projects of significant scale. We have a deep understanding of project finance structures and work closely with clients to develop tailored financial strategies that align with their specific needs.

 **DLR GROUP** DLR Group is an award-winning architectural firm known for its expertise in designing transformative buildings that enhance communities.
ARCHITECTURE ENGINEERING PLANNING INTERIORS

Our Team's commitment to quality, innovation, and collaboration sets us apart from our competitors. Together, Balfour Beatty and DLR Group form a formidable team that can seamlessly integrate design, construction, and financing to deliver accelerated delivery of the City's project. Our collaborative approach ensures that every aspect of the project is carefully considered from inception to completion. By working closely with stakeholders and leveraging our extensive experience, we can create and revitalize the City of Garden Grove's Civic Center so that it not only meets the immediate needs of the city but also stands as a lasting symbol of progress and innovation for the future Civic Center developments.

Collective Expertise

We have assembled a team that combines deep local presence with broad national resources and award-winning expertise.

- Balfour Beatty has structured 22 Progressive Procurements in North America, of which 12 have been design-build-finance (DBF).
- Balfour Beatty is ranked **#3** for Design-Build and **#5** for the Public Sector by Engineering News-Record (ENR) California in 2023.
- DLR Group is ranked **#2** Justice & Public Safety A/E Firm in the United States by BD+C Giants; **#1** Public Safety/Justice Facilities Design Firm by Building Design + Construction; **#1** Global Government Design Firm Building Design by WA100/2023 and **#3** Government Design Firm by BD World Architecture.

We are confident that no other development team will have a stronger Justice + Civic resume and more recent large project design-build experience, combined with the financial strength and development expertise suited to undertake the necessary activities to Design, Build and Finance the Project. Understanding the City of Garden Grove's desire for a generational building, as the leading construction and design firms in the industry, Balfour Beatty and DLR Group are uniquely positioned to deliver a project of this magnitude and significance.

Management and Key Personnel

Balfour Beatty has assembled a team of highly qualified Key Personnel that brings significant experience in the Justice and Civic space as well as all aspects of P3 delivery. Our team's hands-on experience in undertaking similar roles in the past will ensure successful delivery of the Project.

Dan Ferguson, Balfour Beatty's Director of Justice + Civic, brings over 36 years of experience with Design, Construction Management and General Contracting and he brings 10+ years of experience working directly with DLR Group. Included in this time, Balfour Beatty's + DLR Group's Design-Build delivery of the County of San Diego Youth Transition Campus, \$192M. Dan's experience as a Construction professional includes over 30 years of experience delivering large civic projects, including (6) Public Safety Buildings and for the past 16 years, he has been leading large project teams with the delivery of over \$1.6 billion dollars of municipal design-build projects. Prior to joining Balfour Beatty in 2020, Dan worked with Contra Costa County to ensure the delivery of their new Public Safety Building/Emergency Operation Center and County Administration Building.

Commitment to Collaborative Delivery

Balfour Beatty has highly relevant experience delivering progressive DBF P3 projects and has the proven tools and processes to ensure best-value outcomes for our clients. Our team members have successfully delivered 22 P3 projects through a predevelopment/progressive approach where final pricing was subject to a collaborative process to achieve budgetary goals. This experience provides demonstrable confidence that Balfour Beatty will meet the City's goals for a Project that is delivered within the Affordability Range.

Our shared vision aligns perfectly with the goals of the City of Garden Grove. We understand the importance of creating a Civic Center that not only serves its intended purpose but also becomes an iconic landmark within the community. Our team is dedicated to delivering a project that exceeds expectations in terms of functionality, sustainability, and design excellence. Our commitment to community engagement and local partnerships ensures that the project will have a positive impact on the City of Garden Grove and its residents. We believe in fostering meaningful relationships with local businesses, subcontractors, and suppliers to promote economic growth and create job opportunities within the community.

Optimizing Financial Solutions

Balfour Beatty has significant experience in successfully developing projects under similar progressive procurements and we understand how to provide deliverable, robust, low-cost financing solutions for projects in partnership with our clients. Our experience informs our belief in the value of transparency and seamless collaboration between the public and private sector teams.

Our team's key objective with the financing process will be to maximize value-for-money by achieving borrowing rates as close to the City's as possible. This will include selecting the most competitive financial structure for the Project as well as developing creative commercial solutions to contribute towards the City's goal of annual debt service between \$8m to \$9m. This submission presents two potential financing structures that could benefit the City: a sale of receivables structure or lease-leaseback structure. We remain committed to working collaboratively with the City during the ENP to evaluate other available structures and debt instruments transparently and equitably to deliver the most competitive solution for the City and tax-payers of Garden Grove.

Why Balfour Beatty Should be Shortlisted as Final Proposer

We would be delighted to be selected by the City as the Developer and we strongly believe the City will benefit greatly from our selection on account of our following strengths:

- A Design Build Team with recent history delivering a large, complicated Design Build Project on an operational/secured site
- Large Local General Contractor with National Resources
- Local Union Trade Partners - ACCO Engineered Systems, Taft Electrical, Bomel Construction

- Strong relationships across the project finance market developed over 80 successful P3 projects that can be leveraged here to provide the lowest cost finance solution
- Extensive experience in progressive P3s: Balfour Beatty has successfully achieved financial close in all of our progressive projects

Balfour Beatty and DLR Group are the ideal team to undertake this important project for the City of Garden Grove. Our combined expertise, commitment to excellence, and shared vision make us uniquely qualified to deliver a generational development that will shape the future for the City's Civic Center. Furthermore, Balfour Beatty has successfully executed numerous P3 projects worldwide, leveraging our financial acumen to deliver value for both clients and investors. We trust that the qualifications, expertise, and approach presented in this submission instill the confidence in the City to select Balfour Beatty as the partner of choice for this important Project.

We look forward to the opportunity to discuss our qualifications in more detail and demonstrate how Balfour Beatty + DLR Group is best suited to expedite the delivery of the City's vision.

We acknowledge the receipt of the following addenda to the RFQ:

Addendum #1: Dated August 16, 2023

Addendum #2: Dated August 16, 2023

Sincerely,

Balfour Beatty Construction, LLC



Brian H. Cahill
President, California

Balfour Beatty Investments



Mark Jennings
Executive VP of Finance



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Project and Team Experience



Balfour Beatty + DLR Group
Logan Memorial Educational Campus
San Diego Unified School District

2. Project and Team Experience

Balfour Beatty brings together a team that is specifically tailored to meet the City of Garden Grove’s (the City) goals and objectives for the design, construction, and financing of the City Center Revitalization Project (the Project) through the following key success factors:

- **P3 and Design-Build-Finance (DBF) experience** – Balfour Beatty brings unmatched experience in development, financing, and delivery of design-build-finance (DBF) and design-build-finance-maintain (DBFM) public-private-partnership (P3) projects over 20 have been DBF projects.
- **Local experience and capacity** – Our team’s has a strong footprint in Orange County, Los Angeles and Riverside.
- **Civic and justice expertise** – Balfour Beatty and DLR Group have deep and relevant experience in the civic and justice sector, Balfour Beatty is ranked number 2 Justice Facilities Contractor in California.
- **Collective experience** – Our team members will build upon our shared successful track-record of working together. Specifically, Balfour Beatty and DLR Group have over 60 years working together and a track record of 55 projects successfully delivered in the past.
- **Corporate commitments** – Each of our Team Members has a strong commitment to improving our country’s Civic + Justice infrastructure as well as a shared commitment to this Project, including the willingness, capacity and corporate support to deliver a fixed-price, date-certain design and construction solution.
- **Highly experienced Key Personnel** – Our team members have assigned a diverse and experienced team of key personnel with relevant and recent experience to deliver this project.
- **Commitment to CBB and DBE firms** – Balfour Beatty’s dedication is uncompromising commitment to local unions, firms, and disadvantaged firms - Our team is dedicated to fostering the growth of local firms, ensuring they play an integral role in the project’s success - as demonstrated by Balfour Beatty’s history exceeding local and disadvantage business goals. Moreover, our collaboration with local unions underscores our commitment to empowering the community while delivering exceptional results.

Introducing our Team Members




71 Total Projects Together
 12 Justice Facilities Together
 5 Total Design-Build Projects Together

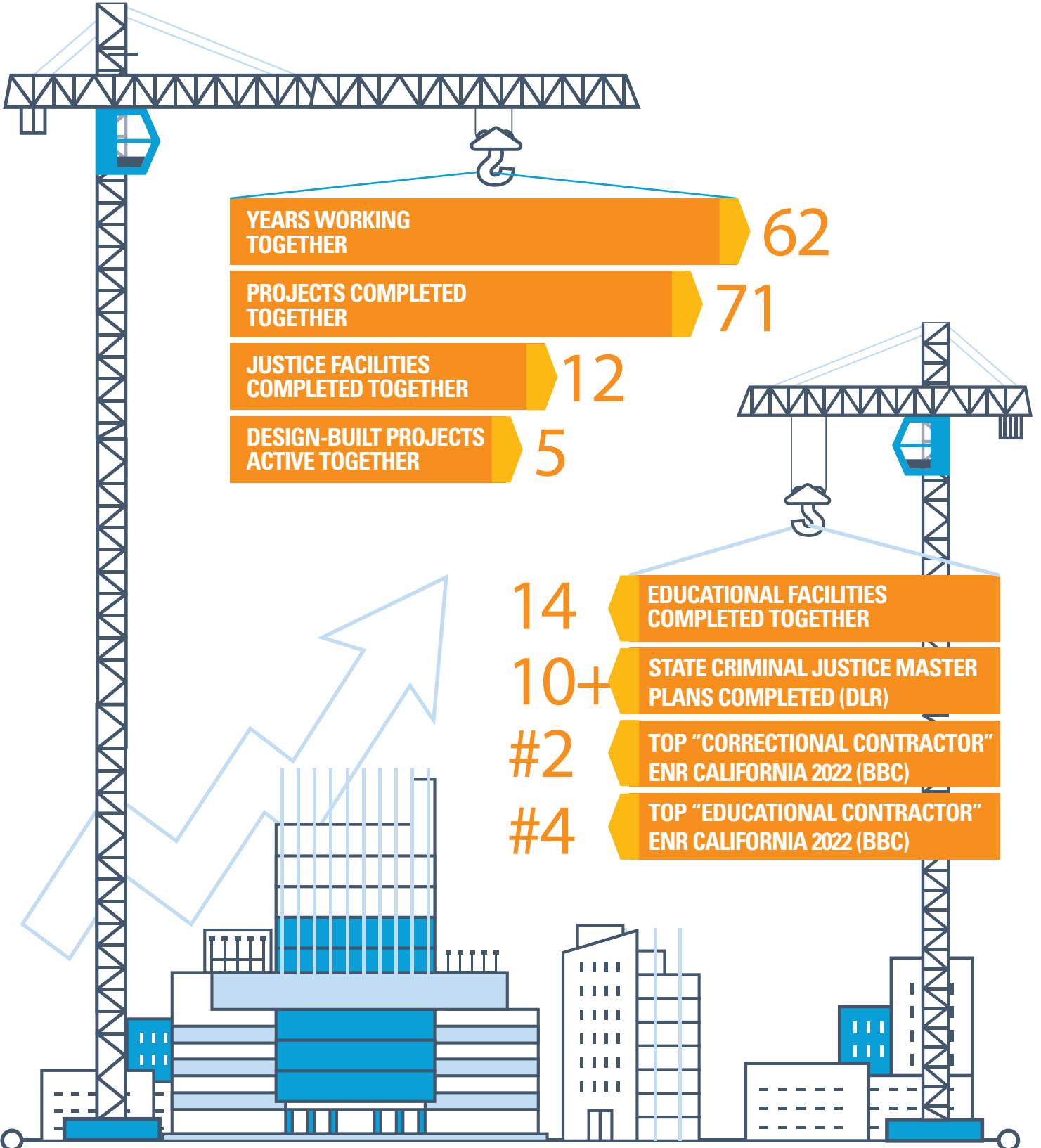
1 Active Design-Build Project Together

a) Firm Profiles and Team Organization

is the US construction arm of Balfour Beatty plc – a global infrastructure group headquartered in London and listed on the London Stock Exchange with a market capitalization of c. \$2.3 billion and daily net cash in excess of \$1 billion. Balfour Beatty is an industry-leading general contractor and provider of design-build and at-risk construction management services for public and private sector clients. Performing vertical and heavy civil construction, their teams build the unique structures and infrastructure that play an important role in how people live and work. Through Balfour Beatty Developments - a wholly owned subsidiary of Balfour Beatty plc, Balfour Beatty provides investment capability, project management, finance expertise and lifecycle management to facilitate the delivery of complex infrastructure and real estate projects. Over the past 20 years, Balfour Beatty has established itself as one of the largest investors in the public-private-partnership (P3) industry, having developed over 80 P3 projects globally, predominantly in North America and the UK.

a California corporation, is a nationally recognized expert in Public Safety facility planning and design. DLR Group has documented expertise and experience in public safety facilities related to operations, sustainable design, resilience planning, space planning, building assessment, cost of ownership analysis, and project management. DLR Group is among the few prominent design firms in the country that specialize in planning and designing Public Safety facilities. For over 40 years, DLR Group specialized in Justice + Civic design, with a particular focus on public safety projects. Over the last decade, DLR Group has successfully designed more than 50 facilities of this kind. More recently, DLR Group has been ranked No. 1 Justice & Public Safety A/E Firm in the United States by BD+C Giants. Our approach prioritizes safety and security for all, a community-responsive public safety facility, functionality to meet today’s needs with an eye toward the future, and total employee wellness.





2. Project and Team Experience

EPTDESIGN is a dynamic, award-winning, full-service landscape architecture firm with studios across Southern California.

Founded in 1962, we have completed projects for a diverse clientele in the public, developer, institutional, commercial, corporate, housing, private and international arenas. We value our track record of repeat work and believe it speaks not only to our commitment to design excellence, but also to our strong service orientation.

The firm's size — large enough to accommodate projects of significant scale, but small enough to provide hands-on attention — affords us maximum flexibility in addressing design, management, staffing, and cost issues. We provide landscape architectural services from concept design through design development, construction documentation, construction administration, and maintenance guidelines.

Our approach to projects is both passionate and pragmatic, with a strong emphasis on research, creativity, and collaboration. Success is measured by the realization of our goals and the gratification of creating timeless environments that yield lasting rewards.



For over 20 years, the staff at MA Engineers has provided complete mechanical, electrical, and plumbing (MEP) engineering solutions for civic facilities of all types including city offices, civic centers, fire stations, police facilities, community centers, and office facilities. MA Engineers maintains an excellent relationship with numerous

civic agencies, including the cities of San Diego, Poway, Coronado, and Murietta, as well as many others. These relationships, coupled with our experience in working with cities, enhances the ease and speed in which we can develop civic/municipal projects. We have performed MEP design for numerous public facilities, libraries, and community and civic centers across Southern California including:

- Fire Stations
- Police and Detention Facilities
- Parks and Recreation Facilities
- Parking Structures
- Civic and Community Centers



Delivering Inspired Infrastructure for over 100 years

Since 1915, BKF Engineers earned a reputation for its ability to successfully plan, design, survey, and implement complex projects. We draw upon and utilize our experience diligently guiding projects from the initial due diligence and feasibility stages, progressing project designs and permitting approvals, and concluding with construction and implementation. This proven approach recognizes that developing dynamic projects is informed by focused team collaboration, mitigating physical constraints and potential risks, and balancing designs goals with value engineering solutions.

Through our network of 16 west coast offices, BKF provides civil engineering, land surveying, and land planning services for government agencies, institutions, developers, design professionals, contractors, school districts, and corporations. Facilitating the unique permitting and expertise requirements of projects, we provide a number of specialty services, including Agency permit expediting, sustainable infrastructure, site accessibility consulting, hydrology/hydraulics, traffic signal and traffic handling designs, utility locating services, automated construction surveying monitoring, and 3D laser scanning.

BKF's decades of engineering, surveying, and planning experience is evident in our legacy projects throughout the west coast. By leveraging our diverse project portfolio in combination with innovative design solutions, BKF's team of more than 500 experienced staff is dedicated to successfully delivering sustainable and dynamic projects for our communities and partners.

Civic Design-Build Projects

- County of Santa Clara Animal Services Center
- Vacaville Fire Station 75
- Mineta San Jose International Airport ARFF Project
- Mountain View Fire Station #5
- Fresno Fire Station No. 18
- East County Hall of Justice
- Clifford L. Allenby Building (O Street)
- Santa Clara County Family Justice Center, Superior Court
- Anaheim Harbor 69-12kV Substation
- Golden Gate National Recreation Area Sanitary Sewer Pump Station
- Bay Meadows Linear Park
- Alcatraz Utility Improvements
- Orange County Zoo Large Mammal Exhibit

2. Project and Team Experience



a consulting electrical and low voltage design engineering firm founded in 1974, is dedicated to providing services of unique quality and range. Recently ranked amongst the largest 40

Electrical Design Firms in North America by EC&M Magazine, The Engineering Enterprise (TEE) has 48 employees in 6 offices to serve the California market.

TEE provides the following basic and specialty design services:

- Electrical Engineering
- Lighting and Lighting Control Systems
- Fire Alarm and Life Safety Systems
- Security Systems
- Telecommunication and Data Distribution Systems
- Audio Visual Systems
- Emergency Radio Responder Communication Systems
- Distributed Antenna Systems
- Photovoltaic and Energy Storage Systems
- Microgrids
- Mission Critical/Data Center Consultation
- Special Power Conditioning Systems
- Energy Conservation Analysis
- Equipment Acceptance and Maintenance Testing Coordination

Our electrical design and engineering experience is significant and includes the renovation and new construction of a wide variety of project types including civic center public safety buildings, parks, and parking structures. Our firm and our knowledgeable staff have significant experience working on teams that support public-private partnerships with the goal of designing, building, and financing large scale municipal government and public agency facilities.

As a firm, we hold a membership in the United States Green Building Council, and multiple members of our staff are LEED accredited professionals. TEE has more than 80 LEED projects to date, with 9 Zero Net Energy projects among them. These projects form part of an elite list of buildings in California to receive this distinction. TEE is also a member of the Design Build Institute of America (with 23 DBIA members).

All our Principals are “working principals” and are active in the firm’s design decisions, continually employing value engineering concepts and maintaining project cost control throughout the design process. Of particular importance to each project is the firm’s extensive research and application of new technologies and their impact on the project. The primary goal of TEE is to produce designs that accommodate the client’s needs and are technically sound, innovative, cost effective and completed on schedule. Nothing speaks more to the success of our design philosophy than the fact that 95% of our work comes to us through repeat clientele.

a) Firm Profiles and Team Organization



Established in 1934, **ACCO Engineered Systems** has grown to be the largest and most experienced mechanical contractor in the Western United States, and among the top three nationwide.

ACCO is an employee-owned company dedicated to the design, fabrication, installation, maintenance and service of commercial and industrial HVAC, refrigeration, plumbing, process piping, site utilities, fire sprinklers and building automation systems. Owners and builders have selected ACCO to design, install, and maintain hundreds of thousands of mechanical projects across all market segments.

ACCO offers complete in-house engineering, fabrication, installation, commissioning, and service capabilities. This integrated delivery system provides customers with the most practical, cost effective solutions for their particular mechanical and control system requirements.

CA Contractor’s License: #120696

CA DIR: #1000000546



Geocon West, Inc. (Geocon) is a California corporation established in 2003 as a professional engineering consulting firm providing comprehensive geotechnical, geologic, construction inspection, and environmental engineering and consulting services. In addition to these services, we also provide environmental remediation contracting (cleanup) services and operate soils and materials testing laboratories.

Geocon West, Inc. and its sister companies have nine regional offices that are located throughout California so that Geocon is well-positioned geographically to promptly, efficiently, and cost effectively service its clients’ needs. We employ a **staff of over 300** technically strong, highly motivated engineers, geologists, environmental scientists, technicians, and special inspectors. Our managing principals are practicing professional geologists or engineers who actively manage projects and assign and mentor technical staff. Each office is supported by state-of-the-art inventories of field equipment and instrumentation, comprehensive technical libraries, and modern data-management systems. Laboratory testing services are performed in an in-house soils and materials testing laboratory accredited by the American Association of State Highway and Transportation Officials (AASHTO), State of California Department of Transportation (Caltrans), Cement and Concrete Reference Laboratory (CCRL), Division of State Architect (DSA), and City of Los Angeles.

2. Project and Team Experience

Geocon has provided geotechnical engineering services on numerous parks, parking structures, and municipalities projects for public agencies. We are under contract to provide geotechnical consulting and other services for multiple cities and counties.

CA DIR: #1000001899



Bomel Construction Company, Inc.

Established in 1970, Bomel Construction Company, Inc. has become one of the largest concrete contractors in the United States.

Specializing in design-build parking structures, Bomel takes pride in self-performing the concrete and formwork, ensuring the schedule and quality of this critical aspect of the project. With fabrication facilities and an extensive collection of specialized equipment, formwork is delivered to the site ready for installation. Bomel takes great pride in its impeccable track record of never missing a scheduled completion date. With a dedicated team of 300+ long-term employees and decades of parking facility expertise, the company remains committed to delivering client satisfaction.

Services - Bomel's design-build capabilities generate comprehensive and cost-sensitive solutions. As a union provider, Bomel guarantees unparalleled quality. We have extensive experience in the public sector, having delivered parking structures for the City of Yorba Linda, Fullerton, Brea, and Newport Beach. Our experience with public agencies means we understand regulations and permitting processes, enabling us to navigate them efficiently.

Safety - The well-being of our employees is our top priority in all our projects. Our field superintendents and craftsmen undergo comprehensive training, equipping them with comprehensive knowledge and skills to execute projects with meticulous attention to safety protocols. By consistently minimizing accidents at our job sites, we are able to reduce insurance costs and offer our clients the most competitive pricing.

2023 EMR: 0.80

California License: CA 265409

Bonding Capacity: \$250,000,000 per project | \$500,000,000 aggregate



Taft Electric

Taft Electric has served the construction industry for over 76 years. The Company was founded in 1946 in Ventura, California, and was incorporated in 1965 by Mr. W.E. (Bud)

Hartman. The company has been proudly "employee owned and operated" since 2017.

State License No.: 772245 | **DIR** #100000149

Our best recommendations come from customers we have served in nearly every conceivable electrical installation from commercial, industrial, transportation, institutional, education, healthcare, solar energy, oil and gas exploration and residential sectors, Taft Electric has a long history of satisfied Owners, Contractors and Industry Partners.

Taft Electric is our people; people with knowledge, experience, supervisory talent, integrity and ingenuity. Our people are precision conscious craftsmen who stay abreast through technological advances and training. Our ultimate goals always revolve around providing the highest quality and most efficient deliverables on every project.

We have made our name synonymous with reliability and superior performance. We know how to complete a project on time and within budget despite many of today's current challenges.

Our Service group is available 24 hours a day/7 days a week. We utilize our resources collectively among our 7 locations throughout Northern and Southern California to respond quickly and remedy any electrical problem or request that arises to get our customers back up and running.

We also provide **design build** services and work in conjunction with many Architects and Engineers to create outstanding projects. Over the years, Taft Electric has established alliances with several well-known and respected engineering firms, giving us flexibility to select the firm most suitable for a specific project and the ability to handle more volume when required with more diversity. These firms are considered as part of our team and the Taft family. We utilize current industry software tools such as Bluebeam, Navisworks, AutoCAD and other file sharing protocols and have the ability to link data systems including e-mail to our CAD room; this allows us to communicate electronically sharing, making revisions and transferring documents for review, design assistance, and corrections.

Our promise is to provide a level of service and attention that continues to exceed our customers' expectations for many years to come. Taft's diverse project experience includes the following:

- Civic/Municipal Governments and Public Agencies
- Parks • Public Safety including Police Facilities

2. Project and Team Experience

a) Firm Profiles and Team Organization

Team Organization and Integration

Developer Team Organization

Our organizational approach assumes that the City will pursue a Design-Build-Finance project delivery, which implies the formation of a developer entity aligned with the preferred deal structure and financing approach to be determined during the ENP. In the event that the City opts for a Design-Build (DB) route, the need for a developer structure would be obviated. In such a scenario, our organization would seamlessly transition into a traditional design-build structure, with a design-build contract between the City and Balfour Beatty governing Project delivery, and bypassing the establishment of a developer entity to hold the project financing. Balfour Beatty has the capability to seamlessly adapt to the City's needs, whether as a developer entity or as a design-builder. The versatility of our team structure ensures that we can seamlessly align with the chosen approach.

Procurement Process Organization

During the ENP, Balfour Beatty will manage early development of the Project through our discipline-specific Working Groups – Design, Preconstruction, Legal/Commercial, and Finance. These working groups have representatives from all our team members, including Balfour Beatty, DLR Group, and key architecture and engineering subconsultants. Our working groups are cross functional and fully integrated and engage directly with one other to coordinate, make informed decisions, and develop and identify cost-optimal alternatives that will contribute towards the City's architectural vision and affordability objectives.

We have identified key personnel, roles and responsibilities for the successful execution of the ENA Milestones. The working group leads are identified below and detailed resumes for each lead are provided in Section 2 b) Experience of Key Personnel. Organizational charts for the ENA Period and the design-build period are included at the end of this section for additional details.

- Project Director – Dan Ferguson
- Design Manager – Kristen Tuerk
- Preconstruction Director – Landon McQuestion
- Finance Lead – Brian Chaya
- Commercial Lead – David Yoon

Each working group lead will report directly to Project Director, Dan Ferguson, supporting streamlined communication and efficient decision-making processes. Dan will remain as the primary and single point of contact and accountability to the City during the ENP. Importantly, Dan will continue to lead the Project as it transitions in the design-build period and ensure continuity of key personnel for a smooth transition between Project stages.

Design-Build Organization

During the design-build period, Balfour Beatty's organizational structure and functional relationships will transition from a Working Group structure to the more traditional Owner/Developer/Design-Builder structure. While the contractual relationships will be a function of the final scope and preferred deal structure (e.g. whether the City decides to move forward with a DB or a DBF route, etc.), the project agreement(s) that will be negotiated during the ENP will effectively implement the drop-down and interface principles between the parties; these will define key interfaces between the City, the developer, and the design-builder, including but not limited to design review and coordination; roles and responsibilities in testing and commissioning; procedures related to defects and warranties; and the collaborative definition and incorporation of additional design-build requirements.

Design and construction activities will be undertaken by Balfour Beatty as the design-builder, who will subcontract the design (architectural and engineering scope) to DLR Group. DLR Group will in turn subcontract key design and engineering designs to specialty firms.

Please see the design-build organizational chart at the end of this section for Balfour Beatty's proposed organization during the design-build phase.

2. Project and Team Experience

Team Governance

Procurement Process – All work completed during the Exclusive Negotiations Period (ENP) will be governed by the Exclusive Negotiating Agreement (ENA) between the City and Balfour Beatty. Our internal governance will be regulated through an ENA Drop Down Agreement / Teaming Agreement, which will establish the key contractual and functional relationships among our team members, including the formation of our discipline-specific working groups – Design, Preconstruction, Legal/Commercial, and Finance as well as the appointment of Dan Ferguson as Project Director. From the City’s perspective, Balfour Beatty will formally engage with the City through Dan Ferguson, our primary point of contact and single point of accountability.

Design-Build Period – At Financial Close, if the City decides to move forward with a DBF route, Balfour Beatty will form the Developer entity based on the preferred deal structure. During the ENP, our collaborative efforts with the City will extend to the development and negotiation of the necessary Project Agreement(s) and other relevant governing documents to achieve commercial close. We are aware that the City has provided a template design-build agreement tailored to the demands of a design-build project. As the deal structure continues to take shape, we remain committed to working closely with you to craft the pertinent governing documents. Our goal is to align the Project Agreement(s) seamlessly with the chosen deal structure, ensuring that the Project's contractual foundation is robust and aligned with both the City's vision and our objectives. **Section 3. e Financing Approach** discusses two indicative deal structures that could be of value to the City to deliver the Project; a typical contractual framework for each deal structure is presented therein. Independent of the contractual structure chosen is our proposed construction management approach, which will be in place after the Project reaches Financial Close and implemented as the project transitions into the Design-Build period, see **Section 3. b) Construction Management Plan and General Approach** for additional details.

Dispute Resolution – Each of the relevant agreements will include a process to manage the dispute resolution and facilitate resolving disputes in accordance with Balfour Beatty’s partnership principles: resolving all disputes at the lowest management level; setting a clear pathway and timeline for escalation and resolution; continuing to perform the Project’s design-build and works during pendency of any dispute; and, where beneficial, engaging neutral third party arbitrators to facilitate timely and unbiased dispute resolution.

Integrating the Team

Balfour Beatty’s approach to managing a fully integrated team is based on the following principles:

Proven collaboration tools and techniques – We will adopt Balfour Beatty’s SmartStart® program, a comprehensive framework for developing a high-performance team and a customized project strategy. **SmartStart®** is the result of Balfour Beatty’s extensive analysis into the effectiveness of our projects over the last five years. See **Section 3. a) Development and Management Plan** for additional details about SmartStart®.

Continuity of Key Personnel – Key Personnel will be intentionally retained across the Project phases to maintain relationships, accountability, and a consistent knowledge base from procurement through to operations.

Involvement of end-users during the ENP and design-build stages – To ensure full team and scope integration from the outset and that all operational and life-cycle requirements are considered early on, Balfour Beatty’s team will actively engage the City and the Police Department staff during the ENP and the design-build period.

2. Project and Team Experience

Experience Working Together

Table 1 below outlines a distilled selection of relevant projects in which our team members have worked together as well as the extent of our participation across each one (i.e. Developer, Design, and Construction, as detailed in columns A to C and clarified by the “Key” immediately below). The table exemplifies the collaborative synergy between Balfour Beatty and DLR Group over the course of a remarkable 62-year partnership. Our enduring alliance spans across 55 successfully completed joint projects, including a remarkable track record of five design-build ventures delivered successfully. Our shared experiences provide a meaningful foundation upon which past lessons learned and approaches will be leveraged for the benefit Project.

Table 1. Team Experience Working Together										
Project Name	A	B	C	D	E	F	G	H	I	J
	Developer	Design	Construction	Budget	Building Size (sf)	Justice / Civic	Progressive D-B	P3	Delivery Method	On Schedule/ On Budget
LAX Automated People Mover P3 (California, Under Construction)	BB	HDR	BBC	\$2.1B	1,500,000 sf		■		DBFOM	UC
Bowie State University Entrepreneurship Living-Learning Community	BBD	Design Collective, Inc.	BBC	\$48.6M	170,000 sf		■	■	DBF	■
University of North Carolina Wilmington Student Housing Village	BBD	Clark Nexsen	BBC	\$124M	409,722 sf		■	■	DBF	■
County of San Diego Youth Transition Center, San Diego, CA	—	DLR	BBC	\$191M	131,000 sf	■			D-B	UC
Kern County Justice Facility, Bakersfield, CA	—	DLR	BBC	\$104.8M	220,253 sf	■			D-B	■
The Portland Building Reconstruction, Portland, OR	—	DLR	BBC	\$161M	405,362 sf	■			D-B	■

KEY	BBD	Balfour Beatty Development	DLR	DLR Group	P3	Public Private Partnership
	BBC	Balfour Beatty Construction	UC	Under Construction	DBFOM	Design-Build-Finance-Operate-Maintain
	D-B	Design-Build	D-A	Design-Assist	DBF	Design-Build-Finance

Approach to Partnering and Collaborating with the City

Partnering Philosophy and Approach

Balfour Beatty is committed to proactive, constructive, and open engagement and collaboration with the City to enhance problem-solving, foster design excellence, and involve an engaged client that communicates objectives, challenges design proposals, and demands excellence. To achieve a cooperative partnership environment among our team members, Balfour Beatty will leverage its team member's extensive experience in progressive procurement along with best practices in the areas of team chartering, communication, project management, and collaboration. By leveraging our team members' expertise, we will create a collaborative and inclusive environment that addresses the unique needs of all parties.

During the ENP, our discipline-specific Working Groups will be led by Project Director, Dan Ferguson. While he will lead by example in fostering cooperation, every Team Member will proactively contribute to wide collaboration and partnering. Our purposefully flat Working Group structure, with individual Working Group leadership shared across individuals representing the Team Members, fosters partnership, efficient iteration of ideas, and quick and decisive decision-making, while it limits opportunities for disputes.

Following financial close, Balfour Beatty's commitment to a cooperative partnership will continue to be fostered by providing continuity of key personnel as the project transitions into the design-build period.

Engaging and Collaborating with the City of Garden Grove

The following individuals will lead the engagement with the City during each phase of the Project:

ENP

- Project Director – Dan Ferguson, CCM, DBIA

Design

- Senior Design Manager – Kristen Tuerk, AIA, DBIA, NCARB
- Preconstruction Director – Landon McQuestion, Assoc. DBIA, CMIT
- Principal In Charge – Darrell Stelling, AIA, DBIA
- Senior Project Manager – Jason Tran
- Public Safety Design Leader – Jake Davis, AIA
- Design Leader – Gary Retel, AIA
- Urban Planner – Chris Bell, AIA

Construction

- Senior Project Manager – Jacklyn Tate Smith, CISEC, DBIA
- General Superintendent – Sean Phillips

While these individuals will lead the engagement at each phase of the Project with the City, additional personnel will communicate directly with the City and its advisors. To clarify, these lines of communication and associated authority, Balfour Beatty proposes to formally map our respective organizations' personnel through an engagement matrix so lines of direct engagement are clear and coordinated across disciplines and throughout our respective leadership positions.

Benefits and Value

Balfour Beatty's team structure and approach have been successfully implemented by the team members in previous projects. The benefits to the Project are:

Continuity between project phases – Balfour Beatty's organization provides leadership continuity, knowledge transfer, and line-of-sight through all project phases. Key Personnel during the ENP will remain active and involved during delivery to ensure that knowledge and decision-making authority remain consistent from bidding to delivery and to ensure the collaborative relationship that Balfour Beatty fosters with the City during the Procurement Process continues.

Integrated team with extensive history of working together on similar projects

Public Safety and Essential Facility expertise

Extensive Progressive Design-Build experience

Demonstrated track record of working successfully under PLA's and engaging local unions

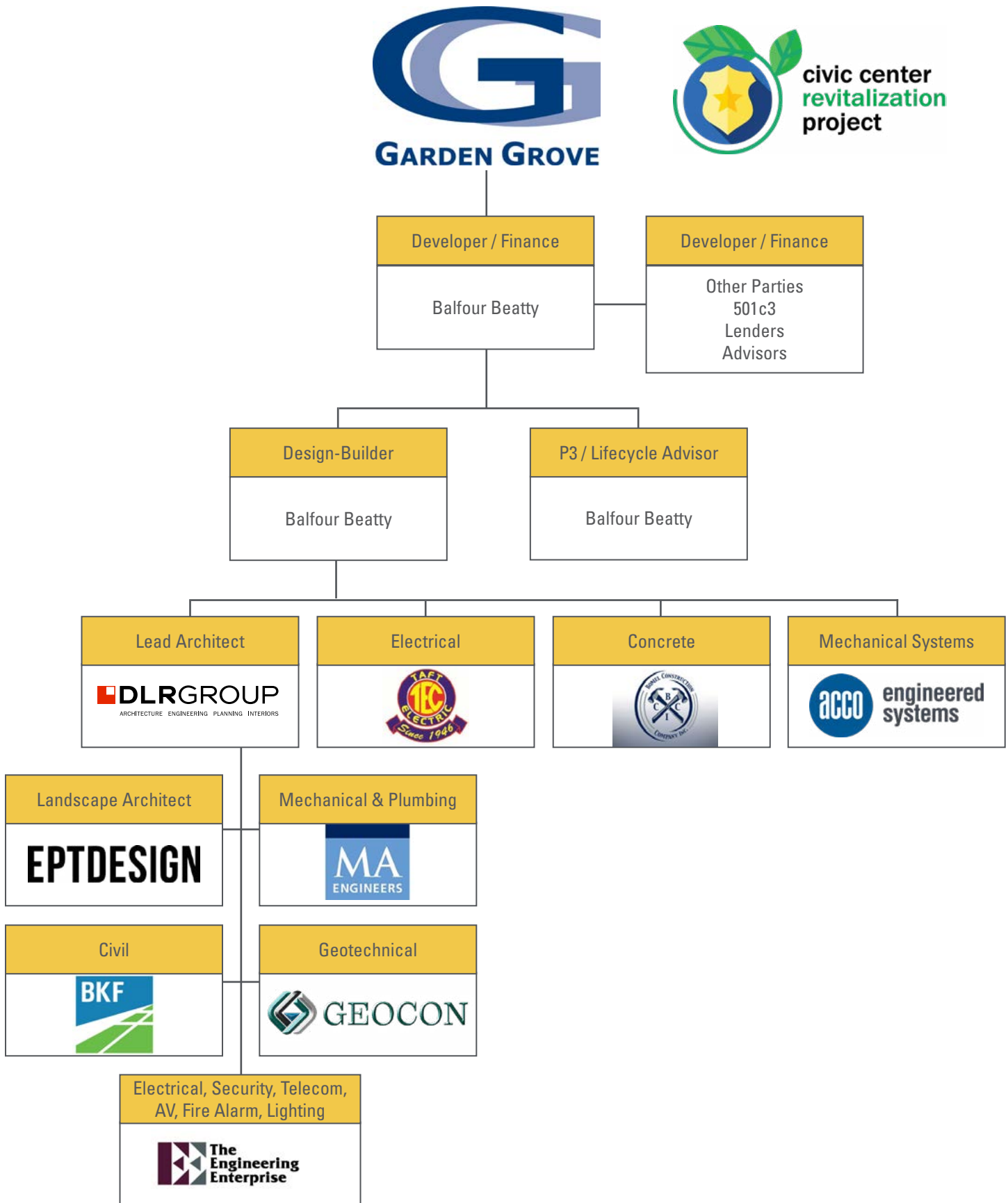
Collaborating with the client to overcome project challenges

The University of North Carolina Wilmington (UNCW) Student Housing project was developed by Balfour Beatty under a PDA structure. Three months before financial close, Wilmington was pummeled by Hurricane Florence, and the 13 apartment buildings that were originally slated for phased demolition to serve as swing space were condemned. UNCW suggested reversing the project's phasing and delivering Phase 2 first.

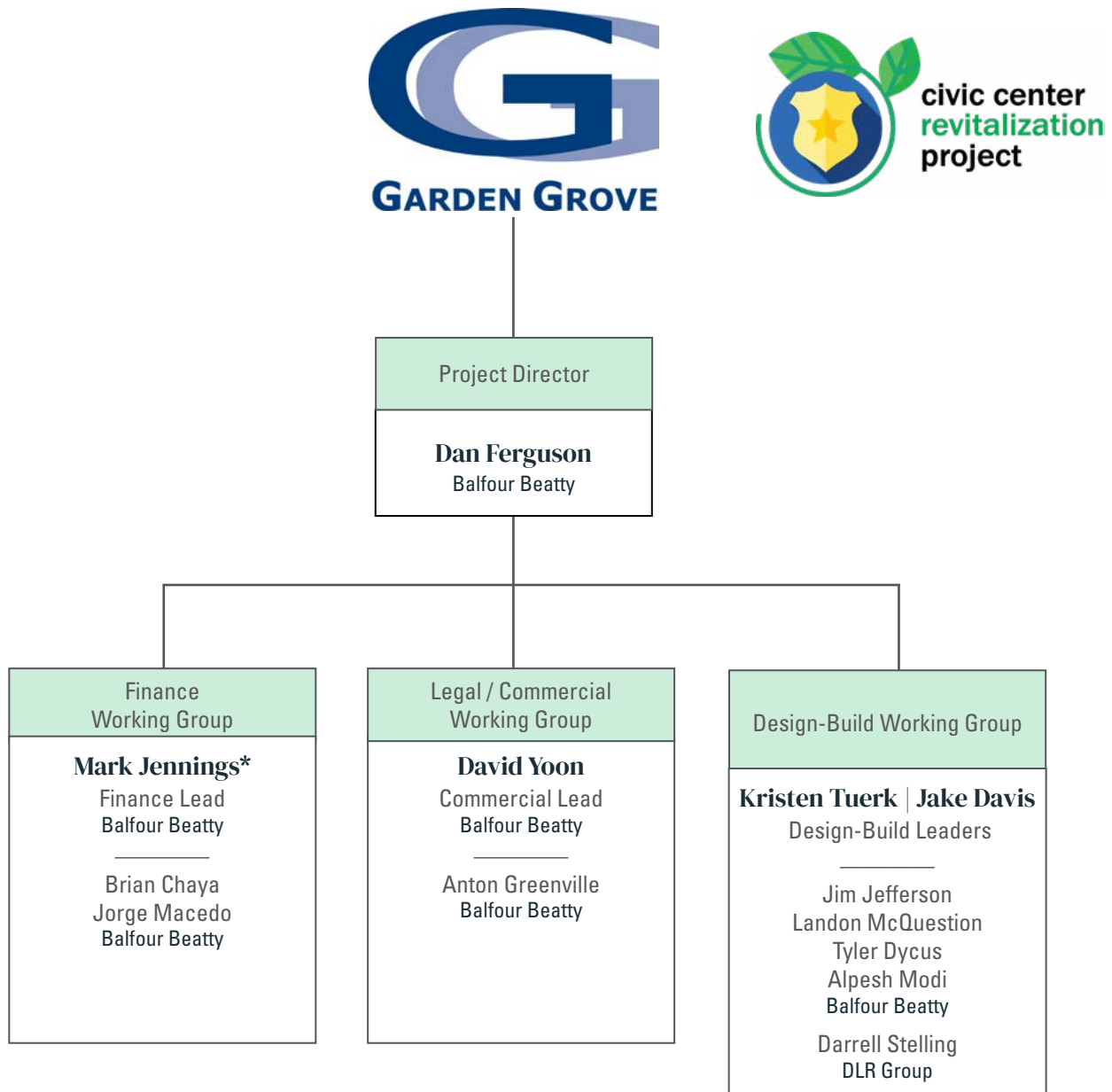
At the time, several sets of documents for Phase 1 were already in review for permitting. By springing into immediate action, UNCW, the State Construction Office (SCO), the design team, contractor, developer, and owner were able to work together and implement a plan to reverse the phasing and still achieve financial close.

The extensive hurricane damage to other campus buildings also prompted UNCW to request a redesign of the MEP and roof systems. The team was able to dovetail entirely new systems into the existing design in time to re-submit to the review and permitting agency. This was only possible because of the quality of the partnership as both sides worked collaboratively under a pre-development agreement to arrive at the right solution for the project.

Development Team Organization

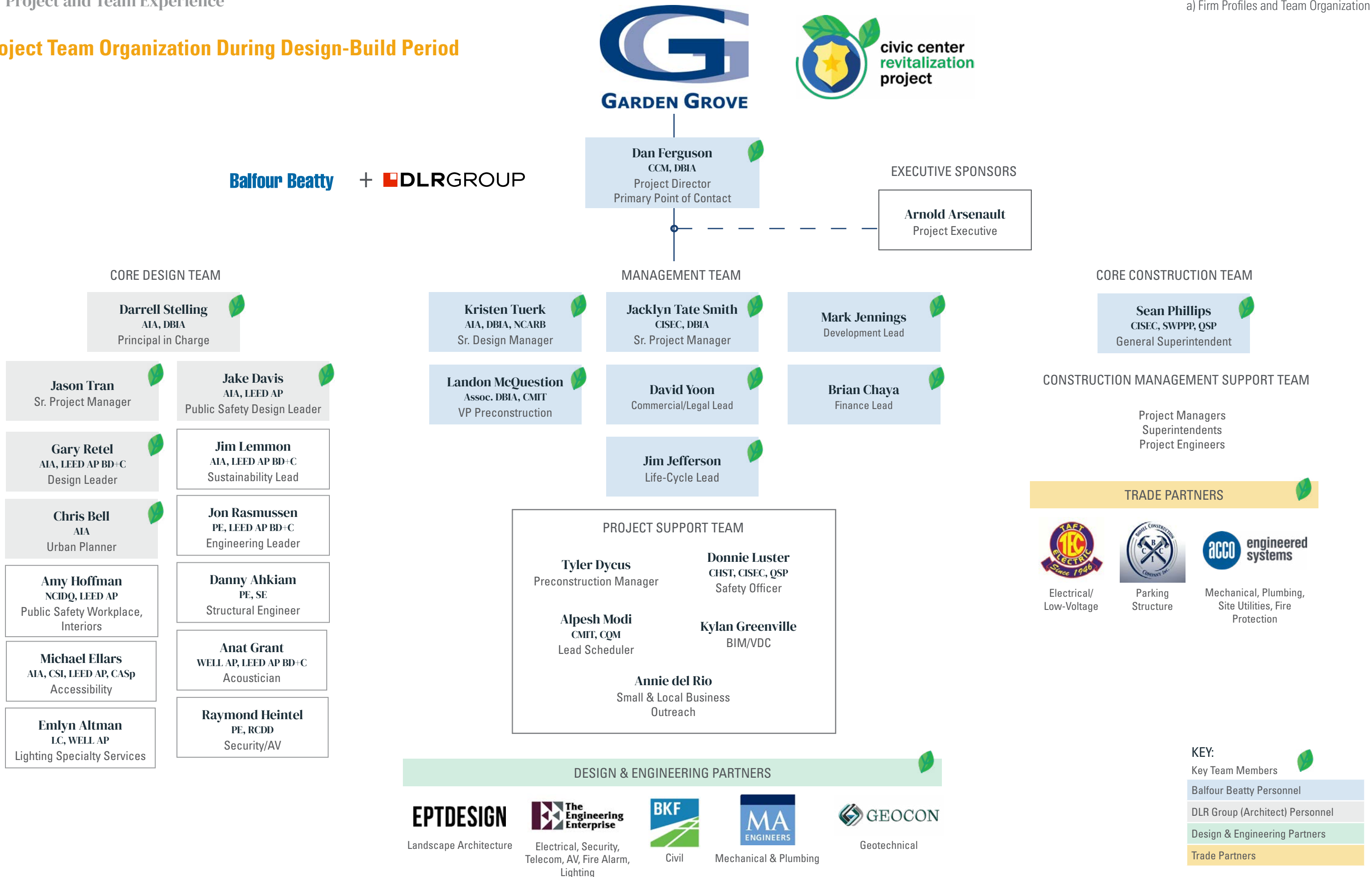


Developer's Organization Chart during the Exclusive Negotiations Period



* Denotes Key Personnel. Resumes for all Key Personnel are included in Section 2 b)

Project Team Organization During Design-Build Period





BALFOUR BEATTY

Dan Ferguson, DBIA, CCM

Project Director

Dan Ferguson brings over 36 years of experience with design, construction management and general contracting and he has been recognized by Construction Management Association of America (CMAA) as a DBIA designated professional since 2006. Dan’s experience as a construction professional includes over 36 years of experience delivering large civic projects and for the past 16 years, he has been leading large project teams with the delivery of over \$1.6 billion dollars of municipal construction projects. Prior to joining Balfour Beatty in 2020, Mr. Ferguson’s leadership *“set the County up for success with the two most important projects in Contra Costa County in the last thirty years”*. These projects included the new County Administration Building and the new County Public Safety Building and Emergency Operations Center (EOC). Dan brings strong team leadership, while driving schedule, quality and cost control and his history of lessons learned and relevant project experience delivering owner/client driven design-build solutions will serve as a benefit to the City of Garden Grove. Dan will be the City of Garden Grove’s Primary Point of Contact (POC) for the Project.

Primary Point of Contact

Years Experience

36 years

Education

B.A., Architecture, Iowa State University

Licenses and Certifications

- Designated Design-Build Professional (DBIA) since 2006
- Certified Construction Manager (CCM)

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- 911 Communication Centers
- 30+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Project Director | \$192M



Phase 1 of the Youth Transition Campus includes the construction of a new urban camp for boys and girls, academic instruction spaces, and visitation area for both families and service providers. This also included demolition of the current administration areas for new intake processing and medical facilities, new food service/dining, and laundry facilities. This first phase also included demolition of the administration and support areas of their operational Juvenile Hall. To support both the remainder of the existing operational facility and the new urban camp, new support services such as intake processing, medical facilities, food service and dining for both youth and staff, laundry facilities and staff administration and support areas were included in the Youth Transition Campus program.

Phase 2 of the project is for the design and construction of the Temporary Residential Placement Facility (TRPF) and a Probation Department Office Building. The TRPF will house 72 youth awaiting adjudication by the Court on charged offenses. Youth will be housed in 12-bed cohorts similar to the housing units constructed in Phase 1. The TRPF shall be trauma-informed and developmentally appropriate for the youth residing on the campus. The youth will participate in daily educational programs to be delivered in a new complex designed to be in proximity to the new residential housing buildings and gymnasium constructed in Phase 1. Educational buildings are designed to have 6 classrooms. The classroom buildings are similar in appearance, size, and finishes to the classroom buildings constructed in Phase 1. However, the roofs shall support photovoltaic panels. The office building for the Probation Department is located outside the secure perimeter on the Youth Transition Campus. Staff will access the building from the existing parking lot to the east of the existing Juvenile Probation Center and shall promote convenient access by staff to the Juvenile Courthouse.



County Youth Transition Campus

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified

County Administration Building & Public Safety Building/Emergency Operations Center | Contra Costa County | Role: Project Director | \$139M

Dan was the project Director for this multi-building County civic and public safety campus.

The **Sheriff's Administration and Emergency Operations Center (EOC)** opened in June of 2020. The building is equipped with state-of-the-art disaster management and public safety technology. Sheriff's Administration, Fiscal, Personnel, and Emergency Services are located in this building. Ballistic resistance structural elements provide a stronghold for the Sheriff's team in the County



The 2-story, 38,000-sf building is designed to operate independently during an emergency if city utilities become unavailable. The property was designed and built with sustainability in mind by implementing bio-retention basins and pervious paving to manage 100% of the anticipated rainwater runoff, keeping it out of the county storm water system.

From this new facility, the Sheriff's team has a state-of-the-art situation room, allowing the team to monitor several events at a time. The situation room contains a 32' wide x 14' tall video wall composed of 48 LCD screens that is custom programmed to allow multiple views and streaming capability. The building also features an 18' diameter glass Sheriff's crest in the lobby and a Lecture Hall that is equipped with a retractable stage for a formal assembly area. Additionally, the building utilizes hardscaping, lighting, led lighting and variable air volume fans for a small carbon footprint and an estimated 35% reduced water usage through low flow fixtures. The building's energy is provided by photovoltaic panels (PV) that generate enough energy load to cover the building's use, to include electric vehicle powering stations and return energy into the power grid.

The New 71,000 sf **County Administration Building** replaced the McBrien Building and is designed to be more efficient and community-friendly. The project included the master planning and strategic phasing of several blocks in downtown Martinez to include **parking and civic plazas** carefully designed to bring cohesion and better flow to the government district. Solar panel covered surface parking accommodates 250 vehicles, 75 spaces more than the previous, 12-story McBrien Building—a block away from the new site. Public plaza areas replace the space occupied by the previous building. The Administration building is a 4-story structure that sits on the edge of downtown Martinez, with stunning views of bay. The original site was razed, and the new building placed on a concrete pier foundation with an additional concrete slab. The exterior glass wave provides an elegant sleek look which comes alive at night. The new chamber room provides a state-of-the-art location for the Board to hold meetings. The County Administration, County Counsel, Human Resources Department, the Board of Supervisors and the Clerk of The Board have moved their operations into the building. As part of the project a new parking lot was completed on an adjacent site which now provides 75 new parking stalls for County staff and the public.



- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Design-Build Delivery
- ✓ Downtown Site
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified



Sean Phillips, CISEC, SWPPP, QSP

General Superintendent

As a General Superintendent, Sean will support the project team and will serve as another experienced operations manager to assist the general contractor with the coordination of field operations, safety, and schedule management for the entirety of the project. Sean will work closely with Balfour Beatty’s team, the City of Garden Grove and other project stakeholders to help identify challenges and/or perceived risks while working with the GC to deploy resources, as necessary, to ensure on time and on budget project delivery. Sean will be involved in the management of the project to ensure success from planning and preconstruction through construction and closeout – ensuring the project is delivered safely while exceeding all commitments and schedule milestones.

BALFOUR BEATTY

Years Experience

24 years

Licenses and Certifications

- Certified Inspector of Sediment & Erosion Control (CISEC)
- Qualified SWPPP Practitioner (QSP)
- OSHA 30-Hour Safety Training
- Forklift/Power Tool Certification
- Scaffold Certification
- CPR/First Aid Certified

Specialized Expertise

- Municipal Government/Public Agency Facilities
- 12+ Years of Public Safety Experience
- Design-Build
- 22+ years of Construction Management and Oversight Experience
- Local Subcontractor Outreach
- Value Engineering
- DVBE Outreach and Mentorship

RELEVANT PROJECT EXPERIENCE

LAX Automated People Mover | Los Angeles World Airports (LAWA) | Role: General Superintendent | \$2.75B

Balfour Beatty is an equity partner and JV member of the LAX Integrated Express Solutions (LINXS) joint venture team for the 30-year design-build-finance-operate-maintain (DBFOM) Automated People Mover (APM) project. The project is valued at approximately \$5 billion by Los Angeles World Airports (LAWA), which includes all design, construction, commissioning, operations and maintenance costs over the 30-year concession period. A key component of LAWA’s multi-billion dollar Landside Access Modernization Program (LAMP), the APM will consist of a 2.25-mile, above-ground airport transport system connecting LAX passengers with the airline terminals, a new centralized rental car facility, new pickup and drop-off locations with parking facilities, and Metro’s regional transit system.

The elevated, grade separated system, will be able to operate 9, 175’ trains simultaneously. In addition, the project includes a 9-acre maintenance and storage facility to maintain and store 11 electric-powered trains.

Pedestrian access will be enhanced by moving walkways to the terminals and parking garages. The project will leverage cutting-edge sustainability practices to reduce the airport’s carbon footprint. The APM will reduce traffic-related emissions, as the APM fleet will feature energy-efficient train cars designed to eliminate hazardous substances and toxic emissions, and to generate some of their own power. The maintenance and storage facility will generate nearly half of its power from a photovoltaic generation system. The project’s DBFOM Agreement with the City of Los Angeles includes the procurement and supply of passenger vehicles, facilities, equipment, subsystems and other components of the APM system, construction of other structures and improvements, including utility improvements, operation and maintenance of the project throughout the 30-year term of the DBFOM Agreement, performance of renewal work, and hand back of the APM project at the end of the term. The LAX APM is LAWA’s first P3 project and the largest contract ever awarded in the history of the City of Los Angeles.

LAX Automated People Mover



- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: General Superintendent | \$192M

Phase 1 of the Youth Transition Campus includes the construction of a new urban camp for boys and girls, academic instruction spaces, and visitation area for both families and service providers. This also included demolition of the current administration areas for new intake processing and medical facilities, new food service/dining, and laundry facilities. This first phase also included demolition of the administration and support areas of their operational Juvenile Hall. To support both the remainder of the existing operational facility and the new urban camp, new support services such as intake processing, medical facilities, food service and dining for both youth and staff, laundry facilities and staff administration and support areas were included in the Youth Transition Campus program.



County Youth Transition Campus

Phase 2 of the project is for the design and construction of the Temporary Residential Placement Facility (TRPF) and a Probation Department Office Building. The TRPF will house 72 youth awaiting adjudication by the Court on charged offenses. Youth will be housed in 12-bed cohorts similar to the housing units constructed in Phase 1. The TRPF shall be trauma-informed and developmentally appropriate for the youth residing on the campus. The youth will participate in daily educational programs to be delivered in a new complex designed to be in proximity to the new residential housing buildings and gymnasium constructed in Phase 1. Educational buildings are designed to have 6 classrooms. The classroom buildings are similar in appearance, size, and finishes to the classroom buildings constructed in Phase 1. However, the roofs shall support photovoltaic panels. The office building for the Probation Department is located outside the secure perimeter on the Youth Transition Campus. Staff will access the building from the existing parking lot to the east of the existing Juvenile Probation Center and shall promote convenient access by staff to the Juvenile Courthouse.



County Youth Transition Campus



Security Complex | Southwestern College



Security Complex | Southwestern College

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified

Southwestern College Security Complex | Chula Vista, CA | Role: General Superintendent | \$7.5M

The new 7,000 sf masonry security building project for Southwestern College consists of new offices and specialty rooms to house the campus security division as well as an automatically operated gated sally port to house all Campus Police Vehicles. Also constructed was a dispatch center that contained all central monitoring of all fire alarm systems for the campus. Project had advanced security systems to keep the building safe: there were security cameras placed all around the building as well interview rooms that had audio and visual recording capabilities. The project features a sally port sliding gate system, skylight in the main corridor of the building, operable partition for the main conference room, bullet-proof doors and armory rooms to safely house firearms, tie-in to the campus chilled and hot water system and fiber optic network to serve the building which resulted in extensive civil and underground work around the building.



- ✓ Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Silver Certified



Kristen Tuerk, AIA, DBIA, NCARB

Senior Design Manager

As your proposed Senior Design Manager, Kristen looks forward to the opportunity to collaborate with the City of Garden Grove to build your vision for the New Civic Center Public Safety Building, Park, and Parking Structure project. Through her experience working on similar projects, Kristen understands what it takes to deliver the City's Civic Center Revitalization Project and that starts with asking the right questions, knowing the complexities of this project type, and engaging you and your stakeholders to truly capture your facility needs. She will constantly strive to ensure your goals are met, that you have clarity on any process, and that at the end of the day, we deliver a project that the City of Garden Grove will be proud of.

BALFOUR BEATTY

Years Experience

14 years

Education

Masters of Architecture, Architecture, Cal Poly Pomona

B.A., Design, University of California Davis

Licenses and Certifications

- Architect, California C36183
- Designated Design-Build Professional
- National Council of Architectural Registration Boards (NCARB)

Specialized Expertise

- 10+ Years of Public Facilities Experience
- Municipal Government/Public Agency Facilities
- Design-Build
- Target-Value Design
- Lean Construction
- Division of the State Architect (DSA)
- Fast-Tracked Delivery.

RELEVANT PROJECT EXPERIENCE

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Project Director | \$192M

Phase 1 of the Youth Transition Campus includes the construction of a new urban camp for boys and girls, academic instruction spaces, and visitation area for both families and service providers. This also included demolition of the current administration areas for new intake processing and medical facilities, new food service/dining, and laundry facilities. This first phase also included demolition of the administration and support areas of their operational Juvenile Hall. To support both the remainder of the existing operational facility and the new urban camp, new support services such as intake processing, medical facilities, food service and dining for both youth and staff, laundry facilities and staff administration and support areas were included in the Youth Transition Campus program.



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County Youth Transition Campus

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified



Student Union | Southwestern College | Chula Vista CA | Role: Sr. Project Manager | \$80M

New 95,000 sf Student Union will complete the heart of campus and feature a state-of-the-art security and access control system, a cafeteria, a bookstore and a student union for students to gather, socialize and interact with their peers. Balancing a number of small discrete spaces with larger flexible spaces, the new facility will support student and campus programs and activities ranging from quiet study to casual dining, to formal events. Food service and dining will be connected by indoor spaces with outdoor terraces and patios. The new facility will replace the existing Student Union and Cafeteria buildings and consolidate the various programs and additional student life spaces that include the Associated Student Organization, book store, cares hub, culinary arts, learning communities, health and personal wellness and Veteran Resource Center.



Student Union | Southwestern College



Student Union | Southwestern College



North Coastal Health and Human Services Facility



North Coastal Health and Human Services Facility

- ✓ Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Project Labor Agreement
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®

North Coastal Health and Human Services Facility | County of San Diego | Role: Project Architect | \$23M

Balfour Beatty and HMC Architects provided design-build services to deliver the new North Coastal Live Well Health Center. Scope of work included demolishing the North Coastal Regional Center built in 1957 and Public Health Center built in 1958, and to co-locate programs and services in the new 3-story health services office building. The new 45,000 sf North Coastal Live Well Health Center houses the Mariposa Clubhouse, Military and Veterans Resource Center, mental health services, federally qualified health center, and alcohol and health services. Designed for optimal energy efficiency, this Net Zero Energy facility utilizes low impact development standards and uses sustainable design principles, practices and performance. Implementing low impact development standards and using sustainable design principles, practices and performance, the architecture, engineering, landscaping and building systems were designed for efficiency and ease of maintenance. Building operations and maintenance were recognized as a key component in all aspects of the design. Powered entirely by the sun and using no fossil fuels, the facility exceeded the County's minimum criteria for LEED® Gold designation and achieved **LEED® Platinum**, and also achieved **ILFI Zero Net Energy Certification** and is the only County-owned ZNE medical office listed in California.



A variable-rate flow (VRF) system combined with natural ventilation and operable windows was the solution to designing this ZNE building on a tight budget. We established a cost-trending log to map out all possible design modifications and enhancements to optimize value, afford net zero goals and deliver a best-in-class facility. That tool enabled cost informed design and client decision making to move forward efficiently.

Sustainability Awards

- American Institute of Architects, San Diego Chapter | Energy & Efficiency Award, 2019
- Associated General Contractors, San Diego Chapter | AGC Build San Diego Merit Award - Excellence in Sustainable Project, 2019

- ✓ Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Platinum Certified, ILFI Zero Net Energy Certified



Jacklyn Tate Smith, CISEC, DBIA

Senior Project Manager

As the VDC Specialist on the completed Las Colinas Detention and Reentry Facility and the Project Manager on the LAX Automated People Mover project, Jacklyn is no stranger to large projects. She looks forward to the opportunity to grow in her experience with managing large projects. As Senior Project Manager, Jacklyn supports the team by proactively managing the budget, controlling expenses, administering billings, and identifying and following up on work not covered by a subcontractors scope of work/budget. During preconstruction, Jacklyn will initiate set-up of the job management system, assist with bid package prep, solicit subcontractors/ suppliers, and initiate the building permit process. During project construction, Jacklyn will review and coordinate the QA/QC plan, develop submittal logs, actively participate in subcontractor orientation meetings, and provide the team with the most accurate, up-to-date information so that the most informed and effective decisions can be made quickly. She will also play an important role in project closeout. She will distribute owner required closeout documents and also schedule user-group trainings. Jacklyn is looking forward to bringing her knowledge and skills to the City of Garden Grove New Civic Center Public Safety Building, Park, and Parking Structure project.

BALFOUR BEATTY

Years Experience

14 years

Education

B.S., Civil Engineering, Cal Poly San Luis Obispo

Licenses and Certifications

- Certified Inspector of Sediment & Erosion Control (CISEC)
- Associate DBIA
- EIT

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 14+ Years of Public Safety Experience
- LEAN Construction

RELEVANT PROJECT EXPERIENCE

LAX Automated People Mover | Los Angeles World Airports (LAWA) | Role: Project Manager | \$2.75B

Balfour Beatty is an equity partner and JV member of the LAX Integrated Express Solutions (LINXS) joint venture team for the 30-year design-build-finance-operate-maintain (DBFOM) Automated People Mover (APM) project. The project is valued at approximately \$5 billion by Los Angeles World Airports (LAWA), which includes all design, construction, commissioning, operations and maintenance costs over the 30-year concession period. A key component of LAWA's multi-billion dollar Landside Access Modernization Program (LAMP), the APM will consist of a 2.25-mile, above-ground airport transport system connecting LAX passengers with the airline terminals, a new centralized rental car facility, new pickup and drop-off locations with parking facilities, and Metro's regional transit system. The elevated, grade separated system, will be able to operate 9, 175' trains simultaneously. In addition, the project includes a 9-acre maintenance and storage facility to maintain and store 11 electric-powered trains.

Pedestrian access will be enhanced by moving walkways to the terminals and parking garages. The project will leverage cutting-edge sustainability practices to reduce the airport's carbon footprint. The APM will reduce traffic-related emissions, as the APM fleet will feature energy-efficient train cars designed to eliminate hazardous substances and toxic emissions, and to generate some of their own power. The maintenance and storage facility will generate nearly half of its power from a photovoltaic generation system. The project's DBFOM Agreement with the City of Los Angeles includes the procurement and supply of passenger vehicles, facilities, equipment, subsystems and other components of the APM system, construction of other structures and improvements, including utility improvements, operation and maintenance of the project throughout the 30-year term of the DBFOM Agreement, performance of renewal work, and hand back of the APM project at the end of the term. The LAX APM is LAWA's first P3 project and the largest contract ever awarded in the history of the City of Los Angeles.

- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design





BALFOUR BEATTY

Landon McQuestion, Assoc. DBIA, CMIT

Vice President, Preconstruction and Estimating

With 22 years of experience in nearly every facet of construction, Landon has the advanced understanding of what it takes to get to the correct estimate or bid, efficiently and accurately. Landon achieves this through constant attention to detail, progressive thinking, and leveraging long-standing relationships with key subcontractors. Landon offers his open communication, current market and industry data, constant collaboration, and results. Landon's project responsibilities include overseeing and managing the estimating process during schematic design, design development, and construction documents; as well as initiating bid solicitation, evaluating bid responses, preparing quantity surveys, and reviewing project plans and specifications. He will work with the project management team to provide accurate and concise assumptions and project clarifications. Landon looks forward to delivering a successful New Civic Center Public Safety Building, Park, and Parking Structure project.

Years Experience

22 years

Licenses and Certifications

- Associate DBIA
- CMIT
- Zero Harm Safety Training
- OSHA-10 Hour Safety Training
- AED/CPR/First Aid Certified

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 20+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Precon & Estimating Director | \$192M

Phase 1 of the Youth Transition Campus includes the construction of a new urban camp for boys and girls, academic instruction spaces, and visitation area for both families and service providers. This also included demolition of the current administration areas for new intake processing and medical facilities, new food service/dining, and laundry facilities. This first phase also included demolition of the administration and support areas of their operational Juvenile Hall. To support both the remainder of the existing operational facility and the new urban camp, new support services such as intake processing, medical facilities, food service and dining for both youth and staff, laundry facilities and staff administration and support areas were included in the Youth Transition Campus program.



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- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified



**LAX Automated People Mover | Los Angeles World Airports (LAWA) |
Role: Precon & Estimating Director | \$2.75B**

Balfour Beatty is an equity partner and JV member of the LAX Integrated Express Solutions (LINXS) joint venture team for the 30-year design-build-finance-operate-maintain (DBFOM) Automated People Mover (APM) project. The project is valued at approximately \$5 billion by Los Angeles World Airports (LAWA), which includes all design, construction, commissioning, operations and maintenance costs over the 30-year concession period. A key component of LAWA's multi-billion dollar Landside Access Modernization Program (LAMP), the APM will consist of a 2.25-mile, above-ground airport transport system connecting LAX passengers with the airline terminals, a new centralized rental car facility, new pickup and drop-off locations with parking facilities, and Metro's regional transit system. The elevated, grade separated system, will be able to operate 9, 175' trains simultaneously. In addition, the project includes a 9-acre maintenance and storage facility to maintain and store 11 electric-powered trains.

Pedestrian access will be enhanced by moving walkways to the terminals and parking garages. The project will leverage cutting-edge sustainability practices to reduce the airport's carbon footprint. The APM will reduce traffic-related emissions, as the APM fleet will feature energy-efficient train cars designed to eliminate hazardous substances and toxic emissions, and to generate some of their own power. The maintenance and storage facility will generate nearly half of its power from a photovoltaic generation system. The project's DBFOM Agreement with the City of Los Angeles includes the procurement and supply of passenger vehicles, facilities, equipment, subsystems and other components of the APM system, construction of other structures and improvements, including utility improvements, operation and maintenance of the project throughout the 30-year term of the DBFOM Agreement, performance of renewal work, and hand back of the APM project at the end of the term. The LAX APM is LAWA's first P3 project and the largest contract ever awarded in the history of the City of Los Angeles.



LAX Automated People Mover



LAX Automated People Mover

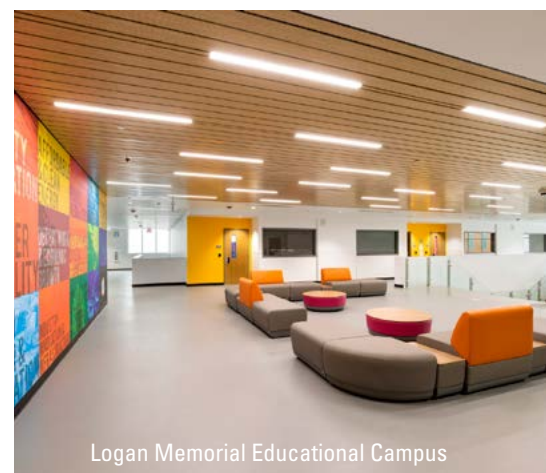
- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design

**Logan Memorial Educational Campus | San Diego Unified School District |
Role: Precon & Estimating Director | \$183M**

This project consisted of 300,000 sf of renovations and rebuilding of the existing 10-acre campuses of Logan K-8 and Memorial Prep into a TK-12 education complex. The project included the construction of a new elementary school for TK-5th grades and a 6th-grade academy on the existing Logan K-8 campus. New buildings for this campus include an administration, multi-purpose with food service facilities, and a 2-story classroom building. The project also included the construction of a new 7th and 8th-grade 2-story classroom and physical education buildings. The 12th-grade campus included the construction of an administration/library building, a new 2-story classroom building, a 2-story locker/science building and a gymnasium on the existing Memorial Prep campus. Three existing adjacent buildings were remodeled into a theater, kitchen/cafeteria, and career pathways educational spaces. Additional amenities include athletic fields with bleachers and a running track, hard-court areas, play areas, lunch shelters, outdoor stage, parking areas, ADA upgrades, a solar photovoltaic system throughout the project site, and a marquee and monument signs at each school.



Logan Memorial Educational Campus



Logan Memorial Educational Campus

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - Collaborative for High Performance Schools (CHPS) Designed

2. Project and Team Experience

b) Experience of Key Personnel within the Last 5 Years



Mark Jennings

Development Lead

As Executive Vice President, Balfour Beatty Investments, Mark Jennings runs the P3 business for Balfour Beatty in North America and is responsible for the commercial and financial structuring of all investment deals throughout North America as well as the financial asset management of Balfour Beatty's investment portfolio. Mark brings two decades of P3 experience, covering deal origination, financial and commercial negotiation, and asset management, and sits as a director on Balfour Beatty's P3 boards. Mark works with project stakeholders to meet client needs via the use of P3s.

BALFOUR BEATTY

Years Experience

21 years

Education

M.Sc., Finance (with distinction), London Business School

B.A. 2(i), Economics and Management Science, Keele University in Staffordshire, England

Licenses and Certifications

- Chartered Management Accountant (ACMA)

Specialized Expertise

- Two decades of P3 experience in North America and Europe
- Serves as director on several P3 project boards
- Structured in excess of \$16B debt for P3 projects

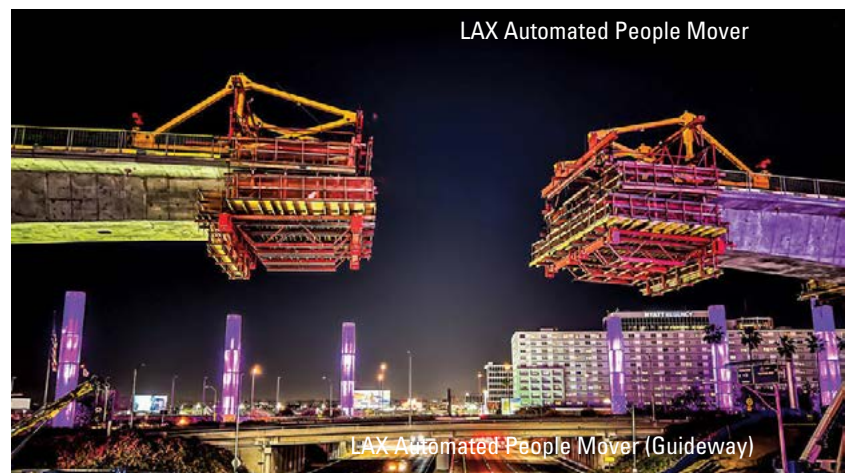
RELEVANT PROJECT EXPERIENCE

LAX Automated People Mover | Los Angeles World Airports (LAWA) | Role: Equity Lead and Chair of Board of Director | \$2.75B

Mark was Balfour Beatty's lead on the project from inception and he now serves as chair of the board of directors. The successful vertical integration of Balfour Beatty's involvement included equity investment and ongoing design-build delivery to provide reliable, time-certain access by the public and employees to the airline terminals, parking areas, intermodal transport facilities and a new consolidated car rental facility. The project has won nine awards, including IJGlobal's North American PPP deal of the year. Balfour Beatty is the largest equity member and largest DBJV member. Mark led engagement with client and the negotiation of the project agreement to provide the best value solution for LAWA, including \$1.3b of Private Activity Bonds, \$269m of construction bank debt, \$103m of equity and \$1.0b of client milestone payments.

The project employed a vehicle from Bombardier that had the ability to operate at steep gradients and work around tight bends. This allowed us to (i) build the maintenance service facility at grade and (ii) route the guideway around a structured parking facility negating the need to demolish. Both these innovations saved significant capex cost for the project. 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 \$585M has been identified for local, small or disabled veteran-owned businesses. The project created over 2,000 construction jobs.

- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design



Entrepreneurship Living-Learning Center at Bowie State University | Bowie, MD | Role: Finance Executive | \$50M

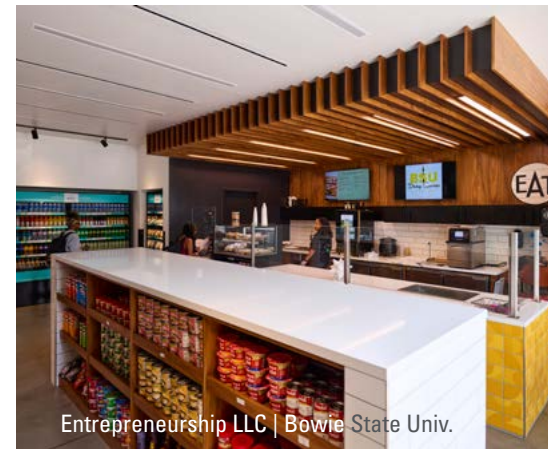
Using a P3 approach allowed BSU to fulfill the need to create an exciting, vibrant mixed-use development at the campus edge that will attract students, entrepreneurs, small businesses and the larger community to the campus and the region. The Project provides a hub for the residential needs of students and spurs idea creation for students and area small businesses. This transformative mixed-use community incorporates contemporary and forward-thinking architecture within a collegiate context. A sweeping curve of metal, glass, and light brick celebrates the Entrepreneurship Center and opens to the retail plaza and parking beyond. This glassy volume encourages activity and collaboration between the academic, retail, and residential amenity uses and serves as a beacon, drawing in residents, faculty, and community members.



Mark led the finance team for this project. Balfour Beatty was selected in April 2019. Utilizing a fast-track design-build-finance process, the team reached financial close in February 2020. The project was completed in July 2021 under budget and on time for the fall semester. The project was financed through the Maryland Economic Development Corporation utilizing privatized tax-exempt and taxable bonds as well as funds from the University for the E-center. The tax-exempt structure allowed for the most affordable rents and for the University to receive 100% of net cash flow. Balfour Beatty committed to maximizing SBE/MBE participation and creating alliances and mentoring relationships with minority businesses, increasing the number of companies that had the capacity to serve as primary subcontractors. The project provided over \$8M in subcontract dollars to SBE/MBE enterprises and generated over \$800K in Maryland sales and income tax.



Entrepreneurship LLC | Bowie State Univ.



Entrepreneurship LLC | Bowie State Univ.

- ✓ Within the Last 5 Years
- ✓ Design-Build-Finance Structure via a P3
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified

Student Housing Village at University of North Carolina Wilmington | Wilmington, NC | Role: Finance Executive | \$149M

In 2017, UNCW determined that P3 using a tax-exempt structure owned by Collegiate Housing Foundation would accomplish their goal “to reshape the freshman residential experience and how students relate to the University through its campus,” while also enabling UNCW to operate the village and follow campus design guidelines. Mark Jennings led the finance team that assisted UNCW and its financial advisor in evaluating funding structures and the bond underwriter for the transaction.



Student Housing Village | UNC

Completed in August 2021, the project has achieved those goals with a dynamic living-learning environment that enhances students’ connection to the campus core. The four buildings are critical to meeting on-campus housing demand, encompassing 1,814 beds arranged to promote social interaction. Specific program spaces include a student success center, classrooms, maker spaces, and large meeting rooms that foster academics.

The project was delivered on time and on budget, during adverse weather events, the COVID-19 pandemic, supply chain issues, and labor shortages. Significant additional scope was added into the project via savings realized through value engineering, sales tax rebates, and surplus contingency.



Student Housing Village | UNC

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Design-Build-Finance Structure via a P3
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - Designed to be LEED® Certified



Brian Chaya

Finance Lead

Brian will lead the financing effort on this project and will help to secure and structure low-cost robust financing that is highly deliverable. Post financial close he will assist with the asset management of the project and manage any refinancings that may be necessary.

Brian is responsible for the financial and commercial structuring of P3 investment projects across North America. In addition to supporting Balfour Beatty's new business pursuits, he provides financial support and oversight for its P3 investments from financial close through operations.

For the last 16 years he has worked on investment projects across most sectors that Balfour Beatty operates in including, student accommodation, hospitals, schools and multifamily housing.

Brian joined the company as a Financial Analyst, supporting the growth of its military housing division. In that role, he assisted in financial modeling, due diligence, and the procurement of debt for new business pursuits. He is also responsible for providing financial oversight of operational projects, acting as a liaison among development, construction, operations, and the management team members.



Years Experience

16 years

Education

B.S., Finance and Marketing, University of Pittsburgh

Specialized Expertise

- Extensive experience structuring financing for infrastructure P3 projects
- Experience both bank and bond funding markets in the role of underwriter, funder, and equity sponsor

RELEVANT PROJECT EXPERIENCE

Student Housing & Dining Master Plan at William & Mary | Williamsburg, VA | Role: Project Finance Director | \$240M

This P3 project commenced in July 2023 and will open in Fall 2025. The project features a housing and dining master plan to position the university to meet future strategic needs. This project delivers new housing for 935 students at West Woods as well as housing for 269 students in a new facility adjacent to Lemon and Hardy Halls. The new modern living units and community spaces will be conditioned using geothermal HVAC, in support of William & Mary's carbon-neutral campus by 2030 goal. The fossil-fuel-dependent systems in Lemon and Hardy Halls will also be transitioned to geothermal energy. A new ~50,000 gsf dining facility is included. Brian is the project finance director for the project and Provident Resources Group is the project's residential facility owner through an issuance of project-based, tax-exempt debt financing.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Design-Build-Finance Structure via a P3
- ✓ Sustainability - Geothermal HVAC



William & Mary
New Student Housing & Dining Master Plan

Student Housing Village at University of North Carolina Wilmington | Wilmington, NC | Role: Project Finance Director | \$149M

In 2017, UNCW determined that P3 using a tax-exempt structure owned by Collegiate Housing Foundation would accomplish their goal “to reshape the freshman residential experience and how students relate to the University through its campus,” while also enabling UNCW to operate the village and follow campus design guidelines. Brian was the project finance director that assisted UNCW and its financial advisor in evaluating funding structures and the bond underwriter for the transaction.

Completed in August 2021, the project has achieved those goals with a dynamic living-learning environment that enhances students’ connection to the campus core. The four buildings are critical to meeting on-campus housing demand, encompassing 1,814 beds arranged to promote social interaction. Specific program spaces include a student success center, classrooms, maker spaces, and large meeting rooms that foster academics.

The project was delivered on time and on budget, during adverse weather events, the COVID-19 pandemic, supply chain issues, and labor shortages. Significant additional scope was added into the project via savings realized through value engineering, sales tax rebates, and surplus contingency.



- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Design-Build-Finance Structure via a P3
- ✓ Sustainability - Designed to be LEED® Certified

Entrepreneurship Living-Learning Center at Bowie State University | Bowie, MD | Project Finance Director | \$50M

Using a P3 approach allowed BSU to fulfill the need to create an exciting, vibrant mixed-use development at the campus edge that will attract students, entrepreneurs, small businesses and the larger community to the campus and the region. The Project provides a hub for the residential needs of students and spurs idea creation for students and area small businesses. This transformative mixed-use community incorporates contemporary and forward-thinking architecture within a collegiate context. A sweeping curve of metal, glass, and light brick celebrates the Entrepreneurship Center and opens to the retail plaza and parking beyond. This glassy volume encourages activity and collaboration between the academic, retail, and residential amenity uses and serves as a beacon, drawing in residents, faculty, and community members.

Brian was project finance director for this team that was selected in April 2019. Utilizing a fast-track design-build-finance process, the team reached financial close in February 2020. The project was completed in July 2021 under budget and on time for the fall semester. The project was financed through the Maryland Economic Development Corporation utilizing privatized tax-exempt and taxable bonds as well as funds from the University for the E-center. The tax-exempt structure allowed for the most affordable rents and for the University to receive 100% of net cash flow. Balfour Beatty committed to maximizing SBE/MBE participation and creating alliances and mentoring relationships with minority businesses, increasing the number of companies that had the capacity to serve as primary subcontractors. The project provided over \$8M in subcontract dollars to SBE/MBE enterprises and generated over \$800K in Maryland sales and income tax.



- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Design-Build-Finance Structure via a P3
- ✓ Sustainability - LEED® Gold Certified
- ✓ Value-Added Concepts

2. Project and Team Experience

b) Experience of Key Personnel within the Last 5 Years



BALFOUR BEATTY

Years Experience

18 years

Education

Juris Doctor, Law, University of Virginia School of Law

University of Pennsylvania, Bachelor of Arts, Economics and International Relations

Specialized Expertise

- Extensive experience in corporate, commercial and securities matters
- Extensive P3 infrastructure investment expertise
- Social infrastructure sector expertise
- Specializes in structuring comprehensive legal solutions for real estate financing

David Yoon

Commercial/Legal Lead

David will coordinate with your legal team and external counsel to provide the optimal contractual framework that best reflects the structure that we develop in partnership with you. David oversees legal matters affecting the company, including transactional and finance agreements, compliance matters, and contractual arrangements relating to the company's P3 projects. David specializes in structuring comprehensive legal solutions for real estate financing projects, including the privatization of higher education infrastructure.

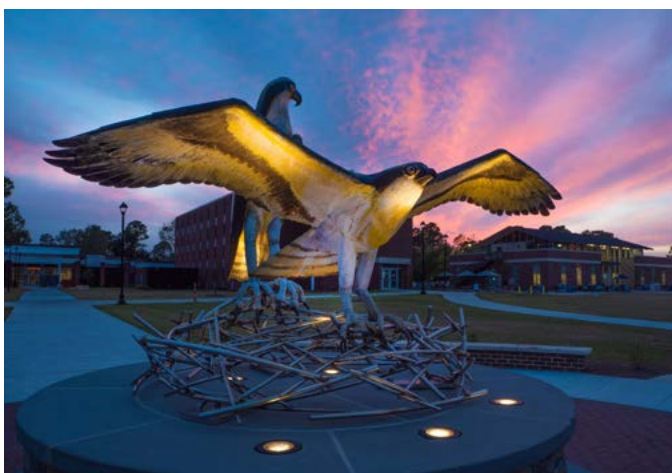
David is an accomplished business attorney in real estate and infrastructure development. He is a trusted, problem-solving leader, experienced in developing and implementing strategies for growing and well-established businesses. He has an extensive track record of delivering day-to-day and strategic objectives. David enjoys building relationships and forging consensus to shape the corporate agenda and advance client interests. David previously served as Associate Counsel for The Vanguard Group, Inc. and as an Associate at Pepper Hamilton LLP.

RELEVANT PROJECT EXPERIENCE

Student Housing Village at University of North Carolina Wilmington | Wilmington, NC | Role: Legal Lead | \$149M

In 2017, UNCW determined that P3 using a tax-exempt structure owned by Collegiate Housing Foundation would accomplish their goal "to reshape the freshman residential experience and how students relate to the University through its campus." David guided UNCW and the team through the transaction. Completed in August 2021, the project has achieved those goals with a dynamic living-learning environment that enhances students' connection to the campus core. The four buildings are critical to meeting on-campus housing demand, encompassing 1,814 beds arranged to promote social interaction. Specific program spaces include a student success center, classrooms, maker spaces, and large meeting rooms that foster academics. The project was delivered on time and on budget, during adverse weather events, the COVID-19 pandemic, supply chain issues, and labor shortages. Significant additional scope was added into the project via savings realized through value engineering, sales tax rebates, and surplus contingency.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Design-Build-Finance Structure via a P3
- ✓ Sustainability - Designed to be LEED® Certified

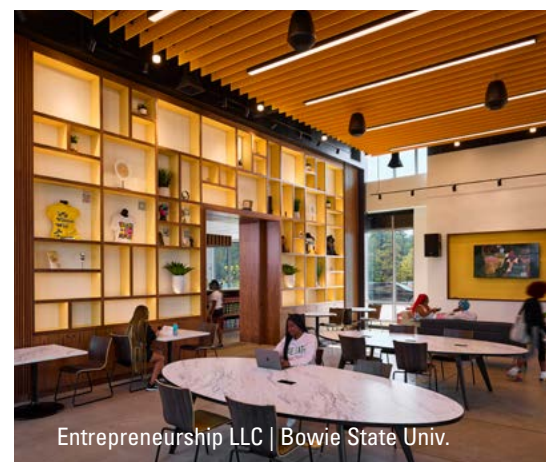


Los Angeles International Airport Automated People | Los Angeles, CA |

Role: Legal Lead | \$2.75B

Scheduled for completion in 2023, Balfour Beatty and its JV partners are delivering this DBFOM availability payment project over the next 30 years. David has been Balfour Beatty's legal lead on the project from inception. The successful vertical integration of Balfour Beatty's involvement included equity investment and ongoing design-build delivery to provide reliable, time-certain access by the public and employees to the airline terminals, parking areas, intermodal transport facilities and a new consolidated car rental facility. The project has won nine awards, including IJGlobal's North American PPP deal of the year. Balfour Beatty is the largest equity member and largest DBJV member. David guided the team through the negotiation of the project agreement to provide the best value solution for LAWA.

The project employed a vehicle from Bombardier that had the ability to operate at steep gradients and work around tight bends. This allowed us to (i) build the maintenance service facility at grade and (ii) route the guideway around a structured parking facility negating the need to demolish. Both these innovations saved significant capex cost for the project. 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 \$585M has been identified for local, small or disabled veteran-owned businesses. The project created over 2,000 construction jobs.



- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design

Entrepreneurship Living-Learning Center at Bowie State University | Bowie, MD |

Role: Legal Lead | \$50M

Using a P3 approach allowed BSU to fulfill the need to create an exciting, vibrant mixed-use development at the campus edge that will attract students, entrepreneurs, small businesses and the larger community to the campus and the region. The Project provides a hub for the residential needs of students and spurs idea creation for students and area small businesses. This transformative mixed-use community incorporates contemporary and forward-thinking architecture within a collegiate context. A sweeping curve of metal, glass, and light brick celebrates the Entrepreneurship Center and opens to the retail plaza and parking beyond. This glassy volume encourages activity and collaboration between the academic, retail, and residential amenity uses and serves as a beacon, drawing in residents, faculty, and community members.

David guided BSU and the team through the transaction. Balfour Beatty was selected in April 2019. Utilizing a fast-track design-build-finance process, the team reached financial close in February 2020. The project was completed in July 2021 under budget and on time for the fall semester. The project was financed through the Maryland Economic Development Corporation utilizing privatized tax-exempt and taxable bonds as well as funds from the University for the E-center. The tax-exempt structure allowed for the most affordable rents and for the University to receive 100% of net cash flow. Balfour Beatty committed to maximizing SBE/MBE participation and creating alliances and mentoring relationships with minority businesses, increasing the number of companies that had the capacity to serve as primary subcontractors. The project provided over \$8M in subcontract dollars to SBE/MBE enterprises and generated over \$800K in Maryland sales and income tax.



- ✓ Within the Last 5 Years
- ✓ Design-Build-Finance Structure via a P3
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified



Jim Jefferson

Life Cycle Lead

Jim manages the structuring of the facilities management agreements, related estimating and leads the facilities management SPV that provides the services. Jim is heavily integrated into the design effort to ensure that the whole life cost of the project is minimized. Jim has over 34 years of delivering facilities management/ redevelopment services, 17 of those years in the P3 sector. He brings his experience in establishing sustainable business and optimizing whole-life considerations to the project. Jim’s experience in the hospital P3 sector demonstrates his capabilities in optimizing high-specification building design and operations, and managing demanding performance-based FM contracts over the long term.

Jim is responsible for leading all Facilities Management social infrastructure P3 projects through design integration, mobilization and overseeing operations / lifecycle. As part of the vertically integrated team, Jim ensures the identification and delivery of optimal whole life solutions. Applying decades of experience in facilities management and lifecycle services, Jim brings innovative approaches for the efficient delivery of both hard and soft facilities management solutions gained through his experience on over 25 DBFM projects.

BALFOUR BEATTY

Years Experience

34 years

Education

Stationary Power Engineering, Mohawk College, Hamilton, Ontario, Canada

Mechanical Engineering Technology, Sheridan College, Oakville, Ontario, Canada

Specialized Expertise

- Extensive P3 facilities management expertise
- Knowledge of large, complex facilities
- Innovator in identifying and delivering optimal whole-life solutions

RELEVANT PROJECT EXPERIENCE

BC Children’s and BC Women’s Hospital | Vancouver, British Columbia | Role: FM JV Lead | \$300M

Jim is Co-President of CWH Facilities Management, LP, Balfour Beatty’s joint venture entity successfully delivering both hard and soft FM services for this project in Canada, a 640,000 sf children’s hospital. Jim was Services Provider Team Lead which has been in operation since July 2017. Jim is Co-President of CWH Facilities Management, LP, our joint venture entity successfully delivering both hard and soft FM services.



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 - one example being the successful collaborative approach to mitigating any operational problems that could have arisen from the COVID-19 epidemic.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Project operated and/or maintained by Balfour Beatty within the last five years
- ✓ Design-Build-Finance-Maintain Structure via a P3
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified



North Island Hospitals | Vancouver, British Columbia | Role: Soft FM Lead | \$400M

Jim is responsible for FM at this 30-year P3 project on behalf of Island Health. Balfour Beatty completed the financing, design, construction, and facilities management of the Campbell River Hospital and Comox Valley Hospital. The project included the design, construction, partial financing and operation (with both 'hard' and 'soft' facilities management service delivery) of the two new facilities with over 650,000 sf of combined space and a total funding requirement of \$400M, financed through a combination of Government milestone contributions during construction, a long term 'green bond' and equity. This was the first Green Bond employed on a P3 contract in North America. This private financing was structured and arranged by Balfour Beatty in its role of 50% provider of the Project Co equity and as the sole long-term provider of the project's 'soft' FM services (housekeeping).



The two facilities were both successfully completed to time and budget in 2017 and were certified to LEED® Gold standard.

The facilities are now operating successfully under the Project Agreement's FM service performance regime with few payment deductions.



North Island Hospitals



North Island Hospitals



North Island Hospitals



Borden Data Center

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Project Operated and/or Maintained by Balfour Beatty within the Last Five Years
- ✓ Design-Build-Finance-Maintain Structure via a P3
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold, Green Bond

Enterprise Data Center | Canadian Armed Forces | Borden, Ontario | Role: FM Lead | \$248M

DBFM contract for a new 108,000 sf data center on the Canadian Forces Base. Construction commenced in June 2016 and the first of four phases of new the facility was completed in fall of 2017. Balfour Beatty invested 50% of the equity into the project.

The project involved the provision of data center expansion space sufficient to house 5MW of information technology workload (end state production workload), as well as the additional 3.5MW of corresponding mechanical electrical infrastructure (i.e. cooling capacity and building load). The project required a highly technical solution that fully integrated design, construction, maintenance and lifecycle solutions for a mission critical government facility.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Project Operated and/or Maintained by Balfour Beatty within the Last Five Years
- ✓ Design-Build-Finance-Maintain Structure via a P3



Darrell Stelling, AIA, DBIA

Principal In Charge

Darrell is the Justice+Civic Sector Leader for California, specializing in criminal justice-related facilities such as law enforcement, detention, corrections, and courts. He has had significant involvement in a wide variety of criminal justice projects, including law enforcement facilities, state and private correctional facilities, and county jails, with emphasized experience in project management. Dedicating his career to criminal justice facilities, Darrell understands the special needs of criminal justice and law enforcement facilities and users of these building types. He is DLR Group's liaison to the State Fire Marshal and BSCC for Justice+Civic projects.

DLR GROUP

Years Experience

25 years

Education

Master of Architecture
 Bachelor of Architecture
 University of Nebraska — Lincoln

Licenses and Certifications

- Registered Architect: CA, FL, KS, MS, NE, NJ, NV, NY, SD, TX
- NCARB Certified #58666

Professional Affiliations

- American Institute of Architects
- American Correctional Association
- Design-Build Institute of America
- BSCC Subject Matter Expert for T-24 Workshops

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 20+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

Contra Costa West County Re-Entry, Treatment and Housing (WRTH) Project | Contra Costa County, Richmond, CA | Role: Principal in Charge | \$102M

The vision for Contra Costa County's West County Reentry, Treatment and Housing project (WRTH) is one that reflects the values of the county and the community's commitment toward treatment-based restorative justice for those most vulnerable.

The design-build project, referred to as the West County Reentry, Treatment, and Housing Facility (WRTH), will address the identified needs for a normative behavioral health environment within a safe, high-security replacement housing by constructing a 106,430 sf housing complex inside the existing and operating West County Detention Facility (WCDF). The facility will provide spaces for housing, mental health, medical and dental services, programs, and administrative and building support. The facility will provide approximately 290 high-security beds consisting of standard and mental health housing. Housing will include a dayroom, recreation space, classrooms, and interview rooms. Programming and treatment space for medical/mental health and dental will be provided. The support area will provide space for vocation/reentry training, central control, holding cells, interview rooms, and both in-person and video visitation. USGBC LEED® Gold Certification pending.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certification Pending



Contra Costa West County Re-Entry, Treatment and Housing

Thunder Bay Correctional Centre | Canadian Ministry of the Solicitor General
|Role: Principal in Charge | \$450M

The Canadian Ministry of the Solicitor General has embarked on a program to replace aging institutions to address health, safety, and security issues, including inefficiencies in design, technology, and space. The new Thunder Bay Correctional Centre (TBCC) will replace the existing outmoded and inefficient detention and correctional centres in Thunder Bay, Ontario, Canada. The project is part of the overall modernization and transformation of Ontario's adult correctional service to support rehabilitation and reintegration into the community. The concept reflects an integrated approach to design – site and built form, circulation and movement, natural and man-made, function and operations, normative and humane – and finally, integration of design, construction, maintenance, and long-term operations as the work of a fully integrated team. The new 345 bed, 450,000 sf TBCC is founded on the idea of delivering correctional services in a safe, effective, and humane way and will present improved conditions for both inmates and staff throughout.

DLR Group is part of an integrated P3 social infrastructure team with EllisDon responsible for planning, design, construction, financing and facilities maintenance for 30 years under a performance-based public/private partnership delivery model. This is the second project for DLR Group Justice+Civic Studio in Canada and one of the first full social infrastructure P3 delivery projects undertaken by DLR Group.



Thunder Bay Correctional Centre



Thunder Bay Correctional Centre



County Youth Transition Campus



County Youth Transition Campus

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Certification Pending

San Diego Youth Transition Campus (Juvenile Justice) | County of San Diego | Role: Principal in Charge | \$192M

Balfour Beatty and DLR Group were selected as the design-build team for the San Diego Youth Transition Campus via a best-value competition which placed an emphasis on design, construction, and delivery excellence. The program reflects the implementation of a new therapeutic treatment model founded on a culture of care and custody as envisioned in the Youth in Custody Model developed by Georgetown University. This model is based on creating an environment that not only provides for basic physical needs, safety and security, but, more importantly, emphasizes staff and youth interaction, family connections, positive program participation, and a sense of wellness for staff and youth alike. Our goal was to create a residential campus more like a private boarding school within a secure environment where youth can grow, flourish and find their own voice.

In alignment with the County's energy goals, our solution also achieves Zero Net Energy (ZNE) performance with additional enhancement options to further the energy optimization potential.

Perhaps the hallmark of this project is the success of the design to realize the goals and aspirations of the San Diego Model related to therapeutic treatment and our ability as a designer and team to aid in the transition from the old to the new.



- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified, Zero Net Energy



Jason Tran

Senior Project Manager

With over 30 years of experience in design and project management, Jason has a thorough understanding of construction administration, contracts, and client and consultant relationships. He is a skilled designer and project manager, consistently providing innovative solutions to complex projects. Jason has led several large-scale civic projects, mixed-use developments, tenant improvements, housing and interiors projects, and renovations. His primary role as a project manager is to collaborate with project teams to ensure timely and budget-friendly delivery of projects. He also ensures that the project design aligns with the client’s vision and objectives.

DLR GROUP

Years Experience

31 years

Education

Bachelor of Architecture
California Polytechnic State University,
Pomona

Professional Affiliations

- Asian American Architects and Engineers
- Asian Commercial Professional

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 10+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

LAX Automated People Mover | Los Angeles World Airports (LAWA) | Role: Senior Project Manager | \$2.75B

Los Angeles World Airports (LAWA), who manages and operates Los Angeles’ largest airport, LAX, is taking steps to alleviate the already congested airport by introducing an Automated People Mover (APM). This elevated railway will connect passengers to all terminals in the airport with LA’s Metro, a new long-term parking garage, and a new consolidated rental car facility. This Public-Private-Partnership (P3) project is part of the city’s efforts to make the airport more usable as the Summer 2028 Olympics will be hosted in Los Angeles. The design across all stations is consistent in its mid-century aesthetic and fulfills the client’s desire to have a simple, clean and elegant structure with strong horizontal elements that complement the existing airport. The Intermodal Transit Facility is intuitive in its circulation design to promote the easy flow of passengers from hotel shuttle buses, taxis and other auto-drop off to the station and the long-term parking garage.

The scope of the entire project is a 2.25-mile elevated guideway with five stations and provisions for a sixth to be coordinated with others, a maintenance and storage facility, and renovations of select existing parking structures. Each station will feature a center platform that is approximately 200’ long, with vertical circulation access to the platform on both sides, a concourse that connects to pedestrian walkways that bridge the terminals or parking garages with the station, and the intermodal transit facility stations, a ground floor plaza.

- ✓ Capital Value of > \$100M of Similar Scope for Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Design



LAX Automated People Mover

Central Subway SFMTA | San Francisco Municipal Transportation Agency | Role: Senior Project Manager | \$1.58B

The Central Subway, the second phase of the Third Street Light Rail project, adds a crucial north-south axis to San Francisco’s light rail system. Access to the wondrous community that is San Francisco Chinatown is a true challenge. Chinatown is the densest neighborhood community in San Francisco and commuter access is a challenge. DLR Group’s design of the 100-foot-deep station involved strategies to take advantage of the sense of movement. The team evaluated multiple structural systems and chose Segmental Excavation Method caverns to minimize disruption to the neighborhood during construction.

At Chinatown Station, a large glass skylight brings daylight deep underground, shortening the perception of depth and easing wayfinding. Large swaths of space are dedicated to art—pieces determined in close collaboration with the San Francisco Arts Commission. As part of the community’s input for air rights development, a park and open space were defined as the most desirable use for the roof of the Chinatown Station. When complete, the station will provide MUNI access to and a destination to congregate for one of the busiest neighborhoods in all of San Francisco.



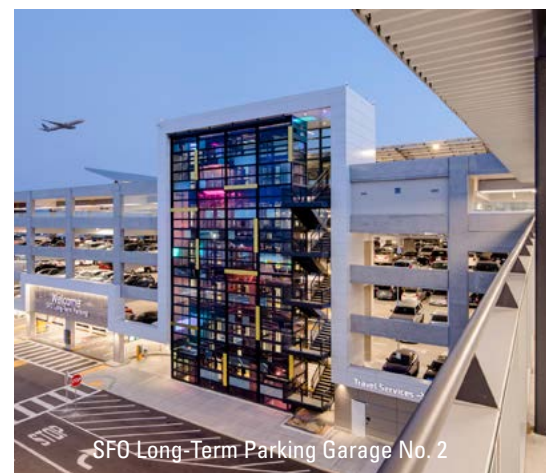
Central Subway SFMTA



Central Subway SFMTA



SFO Long-Term Parking Garage No. 2



SFO Long-Term Parking Garage No. 2

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - CALGreen Green Building Standards

SFO Long-Term Parking Garage No. 2 | City and County of San Francisco | Role: Senior Project Manager | \$118M

The Long-Term Parking Garage No. 2 is a 6-level parking structure located at the San Francisco International Airport’s northwest corner of Lot DD. Connected on the east to the existing Long-Term Parking Garage No. 1 via a vehicular connector at level 5, the new garage was built to meet the increasing demands of passengers who park at the airport for an average of 5 days at a time. DLR Group’s design for the garage incorporates world-class functionality using leading innovative technology for parking access (PARCS) and automated parking guidance systems (APGS) that make parking at SFO’s long-term parking facility an intuitive, easy and comfortable experience. In addition to the advanced wayfinding systems, the garage offers amenities to passengers on the go, such as valet parking, car wash, baggage, and laundry services, as well as a kennel drop-off. The garage plays an integral part of SFO’s larger, interconnected long-term plan for the existing surface parking area of Lot DD, which will include an AirTrain extension and station that will service the existing and new garages, a potential rental car facility, and a third long-term parking structure in the southeast section of Lot DD.

The 1,190,300 sf garage pursued Parksmart Silver certification in lieu of LEED® Gold (as LEED does not certify garages), incorporating a multitude of sustainable features, including being net positive, maximizing coverage of the roof of the garage structure with photovoltaic panels. Moreover, 3% of the parking stalls will have electric vehicle charging stations (EVCS) installed with infrastructure ready for future 20% EV charging. A central lightwell also provides daylighting and relief from any darkness that results from having large floor plates to account for the 3,600 parking stalls.

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government and Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - Parksmart Silver Certification



Jake Davis, AIA

Public Safety Design Leader

Jake has devoted a significant portion of his career to the programming and design of law enforcement and other secure facilities across the US. He has participated in all phases of the development, construction, and operations of numerous public safety facilities. Integration of sustainable design into public safety facilities has been one hallmark of his career by ensuring energy savings, resource reuse, officer wellness, and the introduction of daylight and indoor environmental quality into highly functional law enforcement environments. Jake has delivered projects such as the City of San Pablo Police Headquarters and Training Facility and the Golden West College Criminal Justice Training Center.

DLR GROUP

Years Experience

29 years

Education

Master of Architecture
Tulane University

Licenses and Certifications

- Registered Architect: IL, MN
- NCARB Certified #76995
- LEED Accredited Professional

Professional Affiliations

- American Institute of Architects
- Major Cities Chiefs Association, Sponsor
- International Association of Chiefs of Police, Member

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 29 Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

Salem Police Station | City of Salem, Salem, OR | Role: Public Safety Design Leader | \$144M escalated

The City of Salem Police Department needed a new headquarters that could accommodate all their functions and serve as an essential facility for the community. DLR Group's design for the new Salem Police Station unites all police units and departments under one roof, offering a safe, welcoming building for their staff and the public. Visioning sessions with stakeholders established goals for a community-oriented facility and an efficient, flexible workplace that supports officer and employee wellness.

The new consolidated 3-story public safety center houses evidence storage, crime lab, emergency operations, community, and training spaces. Artifacts and memorabilia are displayed throughout. The new building meets performance criteria for an essential facility in the instance of a natural disaster. The site development includes an elevated parking deck for patrol cars and access to patrol functions, with over 228 secure parking stalls and specialty equipment parking spaces.

The new building meets performance criteria for an essential facility in the instance of a natural disaster. Daylighting and views are prioritized for most staff and community areas. The site development includes an elevated parking deck for patrol cars and access to patrol functions, with over 228 secure parking stalls and specialty equipment parking. USGBC LEED® Silver certification pending.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Silver Certification Pending



Salem Police Station | City of Salem

City of Tukwila Justice Center | City of Tukwila, Tukwila, WA | Role: Public Safety Design Leader | \$90.3M escalated

Two interstates, three state highways, and multiple arterials thread through the City of Tukwila, a suburb of Seattle, and the booming economy of the Emerald City to the north and the traffic that comes with it have swelled Tukwila’s population exponentially. To support the growing population, the City passed a public safety bond measure in 2016 to construct four new fire stations, a Justice Center, and a public works building. DLR Group’s design of the new Justice Center unites police, court, and emergency operations in one facility to better serve the public.

The City’s council chambers previously served as a municipal courtroom, but it raised safety concerns due to the lack of secure entrances and separation of the public from defendants. The police department was spread across four buildings, which caused a division between patrol and administrative staff. With the bond, a 47,000 sf building was constructed to unify the departments and staff resource areas into one justice system. The building accommodates 92 sworn officers and additional staff for police, court, probation, and emergency operations center (EOC) functions. Bond dollars were spread across multiple projects, creating tight budgetary and space constraints for the Justice Center that required sharing space between departments to ensure adequate conferencing and training spaces. A central hub unifies departments and staff resource areas into one justice system. The building uses simple forms and materials to provide modern, safe and technologically advanced spaces for the essential operations of the police and courts and the EOC when activated. The project used a GC/CM delivery method, and the design team and contractor collaborated and communicated to keep the project within budget throughout every design phase.



City of Tukwila Justice Center



City of Tukwila Justice Center

- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - State of Washington Energy Performance Standard measures were incorporated

City of San Pablo Police Headquarters and Training Facility | City of San Pablo | Role: Public Safety Design Leader | \$38M

The City’s dedication to public safety will be showcased by the impressive new two-story police headquarters and training facility that spans 42,000 sf. With the Police Headquarters housing 88 full-time Police Department staff and the Training Facility providing ample space for various uses, including classroom settings, a mat room, and a 20-lane gun range, the City’s law enforcement will have the necessary tools to continue serving and protecting its citizens with dedication and excellence.

This property, sprawling across 2.266 acres, delivered via design-build process, is conveniently located adjacent to the newly constructed City Hall. This facility offers a secure yard for police operations and staff parking with two controlled vehicle entrances and a pedestrian entrance gate. Designed and constructed as a two-story building, this facility will serve as a hub for all police operations, administrative services, and training programs. The exterior design of the building is modern yet blends in seamlessly with the surrounding Civic Center. The design features windows and arched elements that encourage public interaction and approach while still maintaining some areas that are less public-oriented. The elegance and intricate details of the building will complement the surrounding landscape, promoting sustainability and community involvement.



City of San Pablo Police HQ/Training Facility



City of San Pablo Police HQ/Training Facility

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - CALGreen Green Building Standards



Gary Retel, AIA, LEED AP BD+C

Design Leader

Gary is nationally recognized as an influential Justice+Civic design expert. Over the last 35 years, he has contributed to more than 200 public facilities for county, state, and federal government clients. He is committed to evidence-based and best-practice design. A longtime member of the Academy of Architecture for Justice, Gary has been recognized and awarded for excellence in his work. He is accomplished in leading the architectural design and production process from conception through completion with sustainable solutions that are outstanding and innovative in design yet responsive to programs with the goal of improved outcomes for both users and occupants.

DLR GROUP

Years Experience

36 years

Education

Bachelor of Architecture
Rhode Island School of Design

Licenses and Certifications

- Registered Architect: GA
- NCARB Certified #54495
- LEED Accredited Professional BD+C

Professional Affiliations

- American Planning Association
- U.S. Green Building Council

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 10+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

City of San Pablo Police Headquarters and Training Facility | City of San Pablo | Role: Design Leader | \$38M

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- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - CALGreen Green Building Standards



City of San Pablo Police HQ/Training Facility

Contra Costa West County Re-Entry, Treatment and Housing (WRTH) Project | Contra Costa County, Richmond, CA | Role: Design Leader | \$102M

The vision for Contra Costa County’s West County Reentry, Treatment and Housing project (WRTH) is one that reflects the values of the county and the community’s commitment toward treatment-based restorative justice for those most vulnerable.

The design-build project, referred to as the West County Reentry, Treatment, and Housing Facility (WRTH), will address the identified needs for a normative behavioral health environment within a safe, high-security replacement housing by constructing a 106,430 sf housing complex inside the existing and operating West County Detention Facility (WCDF). The facility will provide spaces for housing, mental health, medical and dental services, programs, and administrative and building support. The facility will provide approximately 290 high-security beds consisting of standard and mental health housing. Housing will include a dayroom, recreation space, classrooms, and interview rooms. Programming and treatment space for medical/mental health and dental will be provided. The support area will provide space for vocation/reentry training, central control, holding cells, interview rooms, and both in-person and video visitation. USGBC LEED® Gold Certification pending.



Contra Costa WRTH



Contra Costa WRTH



Thunder Bay Correctional Centre



Thunder Bay Correctional Centre

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certification Pending

Thunder Bay Correctional Centre | Canadian Ministry of the Solicitor General | Role: Design Leader | \$450M

The Canadian Ministry of the Solicitor General has embarked on a program to replace aging institutions to address health, safety, and security issues, including inefficiencies in design, technology, and space. The new Thunder Bay Correctional Centre (TBCC) will replace the existing outmoded and inefficient detention and correctional centres in Thunder Bay, Ontario, Canada. The project is part of the overall modernization and transformation of Ontario’s adult correctional service to support rehabilitation and reintegration into the community. The concept reflects an integrated approach to design – site and built form, circulation and movement, natural and man-made, function and operations, normative and humane – and finally, integration of design, construction, maintenance, and long-term operations as the work of a fully integrated team. The new 345 bed, 450,000 sf TBCC is founded on the idea of delivering correctional services in a safe, effective, and humane way and will present improved conditions for both inmates and staff throughout.

DLR Group is part of an integrated P3 social infrastructure team with EllisDon responsible for planning, design, construction, financing and facilities maintenance for 30 years under a performance-based public/private partnership delivery model. This is the second project for DLR Group Justice+Civic Studio in Canada and one of the first full social infrastructure P3 delivery projects undertaken by DLR Group.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build-Finance Structure
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Certification Pending



Chris Bell, AIA

Urban Planner

Chris Bell has worked around the world on large-scale design and development projects. His expertise includes master planning and design for new communities and towns, urban neighborhood development and regeneration, and high-profile headquarters and high-rise buildings. Part of what makes Chris a highly-regarded designer of large-scale places is his talent for organizing ideas and human-scale considerations of livability, workability, sustainability, and economic viability in alignment with the owners' and clients' needs and goals for their projects. Chris graduated from the University of Southern California in 1992, where he studied Architecture and Urban and Regional Planning. He has led teams to achieve national awards for architecture and master planning.

DLR GROUP

Years Experience

31 years

Education

Bachelor of Architecture — Urban & Regional Planning
University of Southern California

Licenses and Certifications

- Registered Architect: WA
- NCARB Certified #54495
- LEED Accredited Professional BD+C

Professional Affiliations

- American Institute of Architects
- Czech Green Building Council
- City of Seattle Northwest Design Review Board

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 10+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

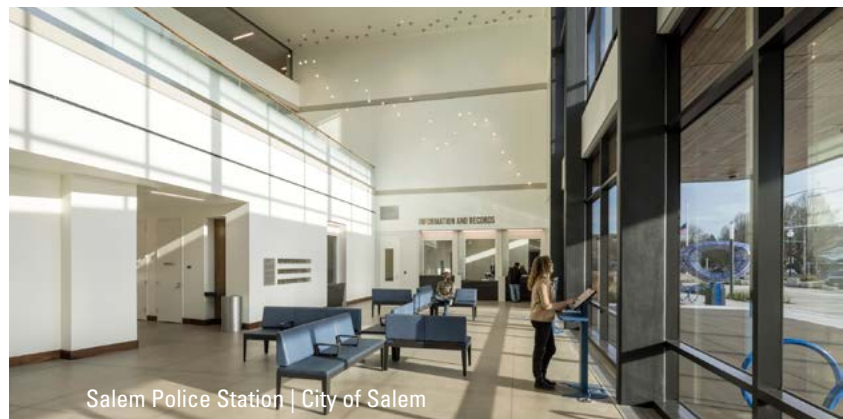
Salem Police Station | City of Salem, OR | Role: Urban Planner | \$144M ^{escalated}

The City of Salem Police Department needed a new headquarters that could accommodate all their functions and serve as an essential facility for the community. DLR Group's design for the new Salem Police Station unites all police units and departments under one roof, offering a safe, welcoming building for their staff and the public. Visioning sessions with stakeholders established goals for a community-oriented facility and an efficient, flexible workplace that supports officer and employee wellness.

The new consolidated 3-story public safety center houses evidence storage, crime lab, emergency operations, community, and training spaces. Artifacts and memorabilia are displayed throughout. The new building meets performance criteria for an essential facility in the instance of a natural disaster. The site development includes an elevated parking deck for patrol cars and access to patrol functions, with over 228 secure parking stalls and specialty equipment parking spaces.

The new building meets performance criteria for an essential facility in the instance of a natural disaster. Daylighting and views are prioritized for most staff and community areas. The site development includes an elevated parking deck for patrol cars and access to patrol functions, with over 228 secure parking stalls and specialty equipment parking. USGBC LEED® Silver certification pending.

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Silver Certification Pending



Salem Police Station | City of Salem

Marysville Civic Campus | City of Marysville, WA | Role: Urban Planner | \$54M

Marysville Civic Campus is an ambitious redevelopment project that brings together Marysville citizens, civic functions, and public events in an important community gathering spot. The phased master plan includes a community center, city hall, police, courts, jail, and firing range. The public safety complex includes a police and courts building as well as the city jail. A city hall tower will abut the public safety building in a future phase, housing the Mayor’s office, city departments, and council chambers. A community center and a firing range adjacent to the jail, are included in subsequent phases. A significant feature of the campus design is the boulevard that will eventually connect several blocks to the waterfront. The City of Marysville envisions this boulevard as a pedestrian-friendly corridor that encourages community activities and events. A central public plaza will host farmers markets and community events.

The public safety complex’s police station supports 55 officers serving one of the nation’s fastest-growing communities. Onsite facilities include records, administration, investigations, patrol, armory, evidence, and training spaces. Adjacent to the police facility, a full-service, 84-bed jail can expand to 160 beds as needed. The jail facility houses intake, release, medical, programs, food service, laundry, administration, visiting and housing. The second floor of the public safety building features two courtrooms awash with natural light, as well as a clerks area with public service window, a jury assembly room that doubles as training space, and jury deliberation areas. The project is seeking LEED® Silver Certification and has implemented WELL Building measures.



Marysville Civic Campus

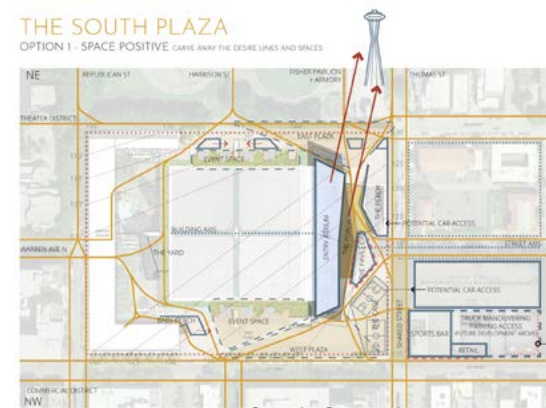


Marysville Civic Campus

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Open-Book Pricing Process
- ✓ Sustainability - LEED® Silver Certification Pending
- ✓ Guaranteed Maximum Price Contract

Seattle Center Arena Renovation | CAA ICON | Role: Urban Planner | \$1B

Seattle Arena was built for the 1962 World’s Fair. It was renovated and expanded in 1995 and is now being renovated and expanded again to meet current NBA, WNBA, and NHL arena standards, as well as be a world-class 21st-century venue for music and performance events. DLR Group identified and addressed three scales of community that this project will serve. The first is the patrons attending the venue itself. The next and more complex scale is the local neighborhood, which consists of the Lower Queen Anne community and the Seattle Center. The Seattle Center component adds the next level of community, which is the whole of the City. As an integrated icon on the Seattle Center campus, the building will serve both the City and the region. One of the most valuable design aspects of the project is the removal of the service yard along the south side of the arena, which has been relocated underground, with an access ramp hidden underneath an adjacent parking garage. The design re-imagines access and public space around the facility, creates newly activated public space for the community, and provides a new front door to both the Arena and the Seattle Center.



Seattle Center Arena

DLR Group is the local architect for this project, guiding the design architect, Populous, through the entitlement process and through the public engagement process. An integral part of this guidance is DLR Group’s urban design analysis and concepts that will connect the new venue with its neighbors. The urban design work completed by DLR Group creates a holistic design that will serve each of these disparate scales of community without sacrificing essential functionality for any one community. The size of the venue will grow from 411,000 sf to over 900,000 sf.



Seattle Center Arena

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government Agency
- ✓ Guaranteed Maximum Price Contract
- ✓ Within the Last 5 Years
- ✓ Value-Added Concepts
- ✓ Open-Book Pricing Process
- ✓ Stakeholder and Community Engagement Experience



EPTDESIGN

Years Experience

32 years

Education

B.S., Landscape Architecture, California Polytechnic State University, Pomona

Licenses and Certifications

- Licensed Landscape Architect, State of California #3977
- LEED Accredited Professional

Specialized Expertise

- Public Parks
- Campus Landscapes

Stephen Carroll, ASLA, LEED AP

Principal / Landscape Architecture

Stephen’s knack for weaving a “story” into design is apparent in his award winning projects. Working both locally and internationally on a wide variety of project types from university and healthcare campuses, parks and open space, and mixed-use urban development, his diverse professional experience informs his approach to design that is grounded in local culture, context, and ecology. As a LEED accredited professional his designs embrace sustainable challenges and integrate thoughtful solutions. This is evident in his design for the LEED® Platinum-certified Frontier Project which was selected by the Landscape Architecture Foundation for their Case Study Investigation Series measuring landscape performance. Stephen shares his approach to landscape architecture as an invited design critic at USC, UCLA, and Cal Poly. His work has been recognized by the AIA, the US Green Building Council, and the American Society of Landscape Architects.

RELEVANT PROJECT EXPERIENCE

San Gabriel Valley Aquatic Complex | County of Los Angeles | Role: Principal

In partnership with Balfour Beatty, the new San Gabriel Valley Aquatic Center will bring aquatic and recreational resources to the community of West Puente Valley. Located on the site formerly occupied by Temple Academy which was closed by the Hacienda La Puente Unified School District in 2020, the project includes an Olympic-sized, 50-meter competitive swimming pool, a smaller practice and recreational pool, shaded bleachers and swim team areas, and state-of-the-art amenities to facilitate competitive swimming events and water sports. A one-acre park with exercise areas, a shade structure, pollinator garden, and a plaza and outdoor amphitheater for student and public use will provide access to the adjacent County-owned and operated Allen J. Martin Park. The estimated construction cost is \$30M.

- ✓ Within the Last 5 Years
- ✓ Value-Added Concepts
- ✓ Design-Build
- ✓ Stakeholder and Community Engagement Experience

Cedars-Sinai Advanced Health Sciences Pavilion | Cedars-Sinai Medical Center | Role: Principal

Along with several streetscape improvements, we developed the landscape design and construction drawings for this new building on the Cedars-Sinai campus. The Advanced Health Sciences Pavilion is a 9-story structure with subterranean parking. A 2nd story plaza level bridges to the existing campus, becoming the main pedestrian corridor. At the plaza level, small trees and planters define view corridors and give a healthy green respite for patients, staff, doctors, and visitors. Café tables and chairs give flexible seating for cafeteria patrons who wish to sit outside, or anyone wanting a rest. The construction cost was \$95M.



EPTDESIGN

Landscape Architecture



San Gabriel Valley Aquatic Center

- ✓ Within the Last 5 Years
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder Engagement Experience
- ✓ Sustainability - LEED® Gold Certified

Gymnasium & Aquatics Complex and Athletics Complex | Mt. San Antonio College | Role: Principal

These recently completed projects on the Mt. SAC campus saw the redevelopment of the college’s 32-acre Athletics Precinct into a world class venue, and the addition of a multi-use athletics complex which houses an indoor gymnasium, outdoor 50-meter pool and diving pool, outdoor amphitheater, and jogging path. A new promenade, flexible lawn space, and circulation routes help to integrate the projects into the campus. The Contractor was an integral throughout the design phases of this nearly \$200M project.



Gym/Aquatic/Athletics Complex | Mt. SAC

- ✓ Capital Value of > \$100M of Similar Scope
- ✓ Within the Last 5 Years
- ✓ Value-Added Concepts
- ✓ Stakeholder Engagement Experience

Riverside Library | City of Riverside | Role: Principal | \$30M

Riverside’s new 3-story \$30M main library replaces a 1960s era building with a ground floor arcade space, community room, and an outdoor reading terrace and event space. The new design features a sculpted, folded, and rolled form that stands on two feet and straddles a closed-off city street forming an event plaza. The site provides flexible outdoor space to accommodate a variety of community functions and events ranging from farmers’ markets and concerts to family festivals. Designed with local natural and cultural environments in mind, stone boulders emerge from the concrete floor of a park-like vignette on the 3rd-floor view terrace, bringing the mountain to the library.



Gym/Aquatic/Athletics Complex | Mt. SAC

- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience

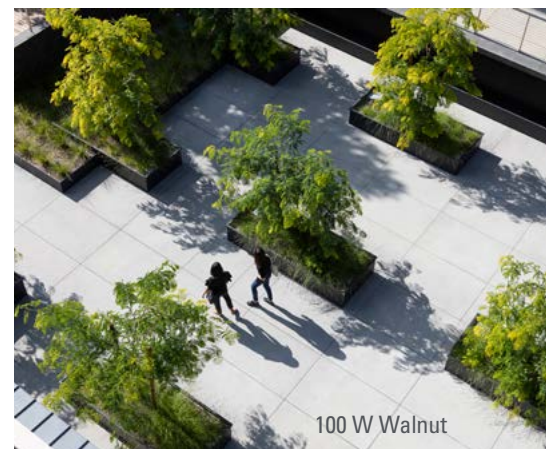
100 W Walnut | Lincoln Properties, AMLI Residential | Role: Principal

This dynamic mixed-use urban village has replaced the parking lots of the 12-story Parsons office tower, activating the once static sea of asphalt pavement. Working with the design team, the new neighborhood serves as an important bridge between the thriving Old Pasadena district and residential neighborhoods to the north. The buildings work to form a network of alleyways and landscaped plazas that engage the public realm while recalling the buildings and open spaces that had previously graced the site. Phase 1 of the project included 365 residential units, 210,000 sf of Class A creative office space, and street fronting/restaurant uses, all atop a three-level subterranean garage.



Riverside Library

- ✓ Capital Value of > \$100M of Similar Scope
- ✓ Within the Last 5 Years
- ✓ Value Added Concepts
- ✓ Stakeholder and Community Engagement Experience



100 W Walnut

2. Project and Team Experience

b) Experience of Key Personnel within the Last 5 Years



Bruce Kirby, PE

Civil Project Manager

Bruce has been involved in land development site engineering and is a professional engineer that has directed the design of many civic, industrial, institutional, educational, retail, commercial, residential, and recreational projects throughout southern California. These projects have included providing such services as preliminary engineering and backbone engineering design for grading, roadway, storm drain, sewer and water infrastructure projects.

RELEVANT PROJECT EXPERIENCE

Uptown Whittier Parking Structure Project | City of Whittier | Role: Project Manager

Responsible the preliminary and final design for a new parking structure containing approximately 425 spaces.

- This project proposes to demolish an existing surface parking lot and replace with a new parking structure.
- This new structure will encompass the entire area of the previous parking lot and will require the temporary relocation of an existing Verizon tower and then ultimately provide a permanent location for the tower.
- Additionally to not impact the downtown vendors during the construction activities, a temporary surface parking lot will be installed in the vacant parcel in the northwest corner of the intersection of Comstock Avenue and Bailey Street to offset the loss of the existing parking.
- Other off-site improvements include a narrowed street and revised curb line to allow for additional planting along the project frontage of Comstock Avenue.

BKF ENGINEERS

Years Experience

39 years

Education

B.S., Civil Engineering; California Polytechnic University, Pomona

Licenses and Certifications

- Professional Civil Engineer CA No. 42393
- Qualified SWPPP Developer (QSD) &
- Practitioner (QSP) CA, No. 20900

Specialized Expertise

- 30+ years providing civil engineering services
- Municipal Government/Public Agency Facilities experience
- Emergency Operation Center

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government
- ✓ Within the Last 5 Years

- ✓ Value-Added Concepts: Maximized parking structure footprint within existing parcel to increase stall count



Photo by Pablo Mason
Courtesy of: Watry Design

Newport Beach Junior Lifeguard Building | City of Newport Beach | Role: Project Manager

Proposed project to construct a new Junior Lifeguard Building to include:

- The new building will be located in the same general area as the current junior lifeguard building, on the sand 275 feet southeast of the Balboa Pier near the A Street public parking lot.
- The existing building is within Zone VE with a base flood elevation of 21 feet above mean sea level and the new building location will be outside the Zone VE.
- The intent is to replace the parking that is being removed from the A Street parking lot, and to match or increase the number of parking stalls in the Main Parking Lot.
- Concept is to redesign the Main Street parking lot by removing pay kiosk area and re-stripe the lot, to get more parking and add 25-35 parking spaces, to show that if the Main Street parking lot is reconfigured, the new building will not leave a parking deficit.



New Junior Lifeguards Building
Courtesy of the city of Newport Beach

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government
- ✓ Value-Added Concepts: Beach sand water quality features were added to reduce cost
- ✓ Within the Last 5 Years

Irvine Animal Care Center Renovation | City of Irvine | Role: Project Manager

Pre-design (topographic survey and base mapping) along with preliminary and final engineering design related to the proposed construction for this renovation

- The project includes renovation and expansions to increase space for reception, retail, office/administration, multipurpose and training centers.
- Our design will include coordination of a composite preliminary utility plan, proction of preliminary grading plans showing proposed grades including grades at all vehicular streets (public and private), public walkways, and planting areas.
- The key elements include establishment of any new floor slab elevations for all buildings, and advisement of subsurface issues to be addressed in the design and construction of below grade foundations, utilities and other substructures. Our scope includes designs for compliance with City WQMP (stormwater quality) requirements.



Irvine Animal Care Center

- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government
- ✓ Value-Added Concepts: Bid Alternate site reduction alternatives were provided
- ✓ Within the Last 5 Years

Irvine Great Park Administration Building/Satellite Police Department | City of Irvine | Role: Project Manager

Predesign (topographic survey and base mapping) along with preliminary engineering design related to services for new construction of an Administration Building and Satellite Police Department, including site improvements consisting of landscaping, on-site parking, outdoor yard and storage space and utilities to be located at the Orange County Great Park Western Sector Site.

- Preliminary design for the building was for approximately 15,000 sf building, that would include office space for various City staff involved in the Orange County Great Park (Great Park) operations as well as limited community meeting space
- Goal of this project included sustainable design and energy efficiency principles for the construction of this new facilities. Project and site improvements were also designed to complement the existing character of the Great Park facilities.



Irvine Great Park Administration Building/
Satellite Police Departmen

- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Similar Scope for a Municipal Government



Benny Sy, PE, CPD

Principal Mechanical Engineer

Mr. Sy has 17 years of experience designing mechanical & plumbing systems for a variety of facilities ranging from healthcare, science, and technology to Government, office buildings, residential, and academic. He has provided mechanical design services on more than 180 public and private sector projects. His experience includes HVAC project management, energy conservation, HVAC load calculations, energy modeling, installation and operating cost reduction analysis, energy and feasibility studies, central cooling and heating plants, and construction observation.

MA ENGINEERS

Years Experience

17 years

Education

B.S., Mechanical Engineering, San Diego State University

Licenses and Certifications

- Professional Engineer California
- Certified in Plumbing Design, CPD

Professional Affiliations

- American Society of Heating, Refrigeration and Air Conditioning Engineers (ASHRAE)
- American Society of Plumbing Engineers (ASPE)

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 17+ Years of Public Safety Experience

RELEVANT PROJECT EXPERIENCE

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Principal Mechanical Engineer | \$192M

Mechanical design for the Youth Transition Campus which includes approximately 131,000 sf of new facilities. The project consists of replacing the girls' rehabilitation facility and urban camp units with a new 128-bed urban camp facility and a new parking structure. The urban camp facility includes youth housing, administration areas, a visitation center, academic and career education, indoor/outdoor recreation, security administration, medical, food services, laundry and facility support services including a maintenance warehouse.



Mechanical systems include a campus central plant designed to serve the Juvenile Justice Center and future expansion.

Sustainable features of this project include electric only equipment as part of California's Zero Net Energy Policy for new construction and requirements to exceed Building Energy Efficiency Standards by at least 15%.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified

County Youth Transition Campus



Manchester Pacific Gateway Navy Administration Building | Manchester Financial Group | Role: Principal Mechanical Engineer | \$1.5B

Mechanical engineering services for the Navy Administration Building, which is part of the larger \$1.5 billion Manchester Pacific Gateway development along the harbor in downtown San Diego, CA. The 372,000 sf, 17-story building consists of office areas, administrative and emergency facilities for the U.S. Navy. Mechanical systems include a high efficiency air cooled chiller system coupled with floor by floor mounted VAV air handlers. The building also includes a high efficiency boiler plant and all specialty mechanical systems for sensitive Navy operations. Sustainable features include high-efficiency, low-flow, water conserving plumbing fixtures throughout the building.



MPG Navy Administration Building



MPG Navy Administration Building



SDIA Terminal 2 Parking Plaza



SDIA Terminal 2 Parking Plaza

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified

San Ysidro Land Port of Entry Phase 2 | General Services Administration | Role: Principal Mechanical Engineer

Mechanical engineering design services to modernize and expand the San Ysidro Land Port of Entry, one of the busiest land port of entry in the western hemisphere. The project includes changes to the east side, such as the historic customs house renovation and a new northbound pedestrian processing building including holding facilities. There was an addition of about 126,000 sf of administrative and office space. Mechanical systems includes 5 high efficiency air handlers connected to the high efficiency campus plant. Two air handlers provide 100% OSA along with heat recovery to the detention center and processing lobby. The port features sustainable design and technology enhancing the ability for the U.S. Customs and Border Protection's to conduct its mission.



- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Platinum Certified

Terminal 2 Parking Plaza | San Diego International Airport | Role: Principal Mechanical Engineer

Mechanical design for the new parking plaza located at the San Diego International Airport. The 3-story parking plaza includes 2,683 spaces and state-of-the-art parking technology which allows visitors to be able to reserve and pay for spaces in advance online or using a smartphone app. This cutting edge technology also helps returning passengers find their vehicle when they return. This reduces emissions caused by vehicles that are circulating while searching for an available space. Mechanical systems include high efficiency fan coil units to serve multiple process loads including IDF, electrical and elevator machine rooms. **Awards:** ASCE 2019 Outstanding Project Winner for Sustainability; American Public Works Association 2019 Project of the Year; 2022 SDGBC Zero Net Water Award; 2022 SDGBC Zero Net Energy Award, and 2022 SDGBC Parksmart Award.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainable features



Dwayne Sattler, CPD

Principal Plumbing Engineer

Mr. Sattler has 25 years of experience in plumbing designs, specifications, and cost estimates for various projects. The plumbing systems have included sanitary sewer systems, domestic water systems, storm water systems, and process piping systems. Dwayne has worked on several office buildings, institutional, military, healthcare, community centers, recreation centers, fitness centers, and residential projects. Dwayne is proficient in several computer programs, including AutoCAD, Revit MEP, Microsoft Word and Excel.

RELEVANT PROJECT EXPERIENCE

MA ENGINEERS

Years Experience

25 years

Education

ITT Technical Institute

Licenses and Certifications

- Certified in Plumbing Design (CPD)

Professional Affiliations

- American Society of Plumbing Engineers (ASPE)

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 25+ Years of Public Safety Experience

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Principal Plumbing Engineer | \$192M

Plumbing design for the Youth Transition Campus which includes approximately 131,000 sf of new facilities. The project consists of replacing the girls' rehabilitation facility and urban camp units with a new 128-bed urban camp facility and a new parking structure. The urban camp facility includes youth housing, administration areas, a visitation center, academic and career education, indoor/outdoor recreation, security administration, medical, food services, laundry and facility support services including a maintenance warehouse.



Plumbing systems include domestic water and sanitary waste and vent to all buildings.

Sustainable features of this project include electric only equipment as part of California's Zero Net Energy Policy for new construction and requirements to exceed Building Energy Efficiency Standards by at least 15%.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified

Manchester Pacific Gateway Navy Administration Building | Manchester Financial Group | Role: Principal Plumbing Engineer | \$1.5B

Plumbing design engineering services for the Navy Administration Building, which is part of the larger \$1.5 billion Manchester Pacific Gateway development along the harbor in downtown San Diego, CA. The building is 17 stories high and approximately 372,000 sf, which consists of office areas, administrative and emergency facilities for the United States Navy.



Plumbing systems include sanitary waste and vent to all plumbing fixtures. Domestic cold water is provided via booster pump located at the garage level. Domestic hot water is provided to serve the plumbing fixtures.

Sustainable features include high-efficiency, low-flow, water conserving plumbing fixtures are provided throughout the building.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified

San Ysidro Land Port of Entry Phase 2 | General Services Administration | Role: Principal Plumbing Engineer

Mechanical engineering design services to modernize and expand the San Ysidro Land Port of Entry, one of the busiest land port of entry in the western hemisphere. The project includes changes to the east side, such as the Historic Customs House (HCH) Renovation and a new Northbound (NB) Pedestrian Processing Building, including holding facilities. There was an addition of about 126,000 sf of administrative and office space.

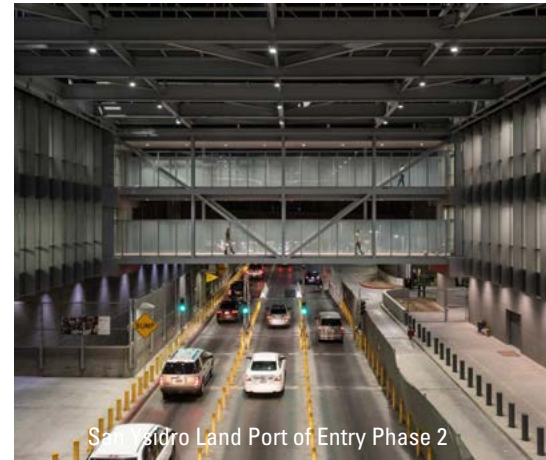


Mechanical systems includes five (5) high efficiency air handlers connected to the high efficiency campus plant. Two (2) air handlers provide 100% OSA along with heat recovery to the detention center and processing lobby.

The “Port of the Future” features sustainable design and technology enhancing the ability for the U.S. Customs and Border Protection’s to conduct its mission.



San Ysidro Land Port of Entry Phase 2



San Ysidro Land Port of Entry Phase 2



San Ysidro Land Port of Entry Phase 2



SDIA Terminal 2 Parking Plaza

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Platinum Certified

Terminal 2 Parking Plaza | San Diego International Airport | Role: Principal Plumbing Engineer

Mechanical design for the new parking plaza located at the San Diego International Airport. The 3-story parking plaza includes 2,683 spaces and state-of-the-art parking technology which allows visitors to be able to reserve and pay for spaces in advance online or using a smartphone app. This cutting edge technology also helps returning passengers find their vehicle when they return.

Mechanical systems include high efficiency fan coil units to serve multiple process loads including IDF, electrical and elevator machine rooms.

Sustainable features include reduced emissions caused by vehicles that are circulating while searching for an available space with the ability to reserve a space using smart parking technology.

Awards

This project was the ASCE 2019 Outstanding Project Winner for Sustainability and the American Public Works Association 2019 Project of the Year. It also received the 2022 SDGBC Zero Net Water Award, the 2022 SDGBC Zero Net Energy Award, and the 2022 SDGBC Parksmart Award.

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainable Features



Neal Berliner, GE

President/ Principal Engineer

As President of Geocon West, Mr. Berliner is responsible for the management of Geocon’s technical practice in Los Angeles, Orange, Riverside, and San Bernardino counties. He began his professional career in 1992, gaining geotechnical engineering experience throughout Southern California. His experience encompasses a wide range of projects for both public and private sector clients and includes multi-story office buildings, regional shopping centers, parking structures, sound stages, studio facilities, educational facilities, mixed-use and multi-family residential developments, large-scale land developments, roadways, paving rehabilitation, bridges, pipelines, solar fields, and more.

Mr. Berliner has an expertise on projects requiring deep excavation/shoring and mitigation of groundwater, as well as projects that require drilled and driven piles, micro-piles, stone columns, cement/lime stabilization, soil nails, compaction grouting, underpinning, and ground mitigation. He has a strong background in forensic geotechnical engineering and provides support for project dispute resolution, serving at times as a geotechnical expert witness. He manages large on-call contracts involving both geotechnical and special inspection services and has a reputation for providing creative geotechnical solutions as well as maintaining outstanding service on projects with critical schedules and budgets.

BALFOUR BEATTY

Years Experience

31 years

Education

BS, Civil Engineering, San Diego State University, 1993

Licenses and Certifications

- CA: Geotechnical Engineer, No. 2576
- CA: Professional Engineer, Civil, No. 57123
- Radiation Safety Officer
- Nuclear Density Gauge

Professional Affiliations

- CalGeo
- American Society of Civil Engineers
- American Society of Foundation Engineers
- U.S. Green Building Council

RELEVANT PROJECT EXPERIENCE

Juvenile Hall Multipurpose Rehabilitation Center | Orange County, Department of Public Works | Role: QA/QC Manager | \$15.4M

Geocon provided geotechnical, special inspection, and testing and observation services for Orange County’s Department of Public Works new Juvenile Hall Multipurpose Rehabilitation Center. The project consisted of a Concrete Masonry Unit (CMU) Multipurpose/ Rehabilitation building, a parking area, a fire department access lane, and CMU security perimeter fence. The building holds two classrooms, one visitor room, two program rooms, an indoor gymnasium, outdoor hand ball courts, a fitness center, restrooms, a visitor child play area, sally port, control room, search rooms, a kitchen, staff station, storage rooms, mechanical/electrical/janitor rooms, and a lobby. The proposed project will provide the youth it houses with a space that offers leisure and structured activities, counseling and mental health care, and other care services to change and improve their future. The project included challenging geotechnical conditions including soft, saturated shallow soils that are prone to excessive settlements under the application of building loads, as well as deeper soils that are susceptible to liquefaction under seismic loading. Based on these conditions, it was determined that the most efficient foundation system consists of a concrete mat foundation system deriving support in a blanket of engineered fill reinforced with geosynthetic materials spaced at approximately 18-inch intervals vertically. The geosynthetic reinforced engineered fill layer provides a flexible substratum which will reduce the propagation of settlements due to the underlying compressible soils and liquefiable soils to the foundation level Mr. Berliner was responsible for the development, coordination and execution of field exploration programs, assignment of laboratory testing, preparation of technical reports and letters, and providing quality control and quality assurance oversight during the testing and observation services.

- ✓ Similar Scope for a Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract



1st and Broadway Civic Center Park | City of Los Angeles, Bureau of Engineering | Role: Project Manager | \$28M

Geocon performed a geotechnical investigation in order to provide geotechnical design and construction recommendations for 1st and Broadway Civic Center Park located at 217 West 1st Street in Los Angeles. The project consisted of demolishing the existing structures, backfilling the resulting excavations with site soils and imported soils, and constructing a park near the ground surface. The park includes a small single-story building, shade structures, landscaping, walkways, paving and light poles. The scope of the investigation included a site reconnaissance, field exploration and laboratory testing programs, engineering analysis, and the preparation of a geotechnical investigation report. Geocon also performed geotechnical testing and observation services during the placement and compaction of backfill in excavations that resulted from the demolition of site structures. The scope of testing and inspection services included: observation of the geotechnical and earthwork operations, including slot cutting procedures, excavation of existing fill and unsuitable alluvial soils, and placement and compaction of backfill; observation of the placement of three-sack Controlled Low-Strength Material (CLSM) backfill utilized in place of soil backfill; inspection and approval of excavation bottoms prior to fill placement; In-place density testing on earth materials placed and compacted; laboratory testing to aid in the evaluation of soil properties and compaction characteristics of soil types used for fill; verification of the suitability of import soil types used for fill; and preparation of a site plan and final compaction report in accordance with City of Los Angeles requirements. As the Project Manager, Mr. Berliner was responsible for the development, coordination and execution of the field exploration program, oversight of the laboratory assignments and interpretation of results, providing oversight and final review of technical reports and letters, and providing quality control and quality assurance oversight during the testing and observation services.



1st and Broadway Civic Center Park



1st and Broadway Civic Center Park



OC Fire Authority Training Tower



OC Fire Authority Training Tower

- ✓ Similar Scope for a Municipal Government
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Sustainability - LEED® v4 BD+C CS Certified
- ✓ Open-Book Pricing Process
- ✓ Guaranteed Maximum Price Contract

Orange County Fire Authority Training Tower | Orange County Fire Authority | Role: Project Manager | \$1.5M

Geocon provided a geotechnical and geoenvironmental investigation for the Orange County Fire Authority Training Tower under our on-call contract. The site was previously occupied by two campuses; one consisted of a trench rescue operation training station, and the other campus consisted of an unpaved parking and storage area. The proposed project site was improved with a three-story training tower, a new roof rescue training station, two shipping containing training structures, an 18-foot-tall splash wall training prop, and two single-story modular structures with associated toilet room and shower. The recently renovated training space offers a functional and spacious training area to properly train and prepare their fire fighters with adequate skills to serve their community. The information obtained from the investigation was used to evaluate soil management options and identify potential health and safety concerns for future site workers. Mr. Berliner was the Project Manager and Principal Engineer who was responsible for the preparation of the geotechnical investigation report for the design of the proposed improvements.

- ✓ Similar Scope for a Public Agency
- ✓ Guaranteed Maximum Price Contract
- ✓ Within the Last 5 Years
- ✓ Value-Added Concepts
- ✓ Open-Book Pricing Process



Scott Wheeler, PE, DBIA, LEED AP

Principal in Charge

Scott Wheeler brings over 30 years of experience overseeing power, lighting and low voltage system design for large scale, complex municipal government/public agency facilities. A Certified Design Build Professional and LEED Accredited Professional, he possesses the ability to understand and manage a diverse set of project challenges, enjoys design coordination, and is dedicated to leading the electrical design team to deliver the highest quality product to our clients. Scott has served as Principal in Charge/Project Engineer for a variety of municipal government/public agency projects with construction costs in excess of \$100 million dollars, including the Los Angeles International Airport West Gates at Tom Bradley Terminal, the State of California New Capitol Annex Building, the DGS Bateson Office Building, DGS O Street Office Building, and the DMV Headquarters Building, all located in Sacramento. He has significant experience working with various public agencies and has completed more than 300 government projects.

THE ENGINEERING ENTERPRISE

Years Experience

30 years

Education

B.S., Electrical Engineering, California Polytechnic State University, San Luis Obispo

Licenses and Certifications

- Professional Engineer, #15491, California; #019644, Nevada; #71404, Arizona
- DBIA Professional, Design Build Institute of America
- LEED Accredited Professional, U.S. Green Building Council

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- 25+ Years of Public Safety Experience

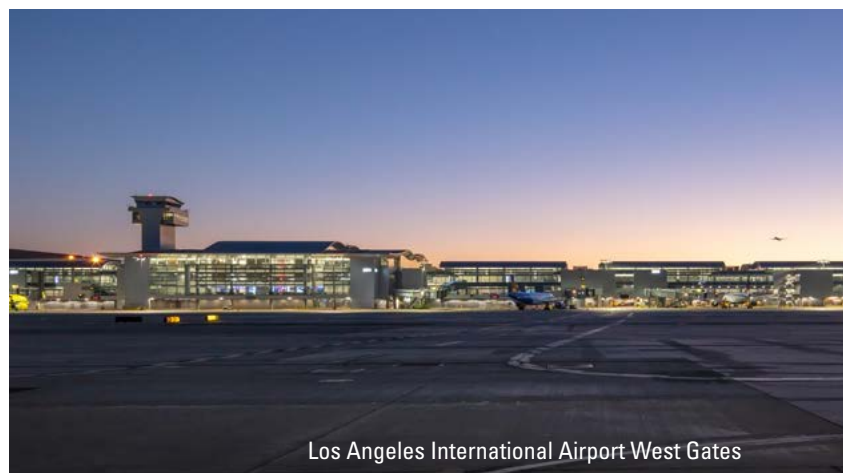
RELEVANT PROJECT EXPERIENCE

Los Angeles International Airport West Gates at Tom Bradley International Terminal | Los Angeles World Airports | Role: Power Engineer | \$1.7B

The Los Angeles International Airport West Gates at Tom Bradley International Terminal encompasses a 760,000 square foot concourse building, a 200,000 square foot gate expansion for the north end of the concourse and a partial design for a 460,000 square foot expansion of the south end of the concourse to eventually house 19 gates. The project also includes provisions for an underground passenger tunnel from Tom Bradley International Terminal (TBIT), annex at TBIT and utility/baggage tunnel.



- ✓ Capital Value of > \$100M of Similar Scope for a Municipal Government
- ✓ Within the Last 5 Years
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience
- ✓ Sustainability - LEED® Gold Certified



Los Angeles International Airport West Gates

State of California New Capitol Annex | DGS/State of California | Sacramento, CA | Role: Principal in Charge | \$1.2B

The New Capitol Annex Building project consists of the demolition and replacement of the existing State of California Capitol Annex and parking facility with a new Annex of approximately 525,000 square feet and a new 150 stall underground secure parking structure. The Project provides office space for the California State Legislature, Governor, Lt. Governor, public hearing and meeting rooms, public gathering space, and office space for the legislative and executive support staff and departments, and will include food service, nursing rooms, and gender-neutral bathrooms. The Project will also include a new secure parking structure located below ground to the south of the West Wing comprised of parking stalls, attendant office space, drop-off and pick-up areas, and shuttle parking. The construction cost of this project is \$1.2 billion dollars.



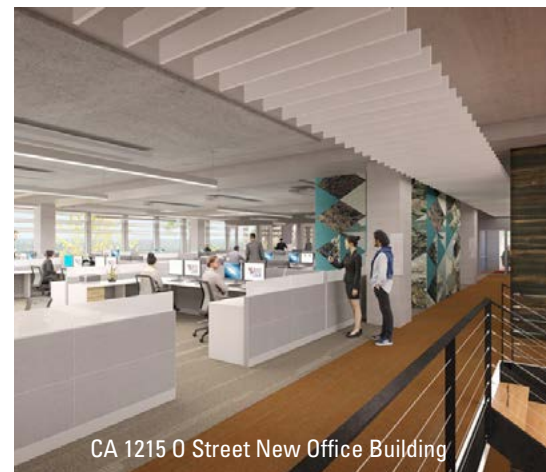
CA New Capitol Annex



CA New Capitol Annex



CA 1215 O Street New Office Building



CA 1215 O Street New Office Building

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Guaranteed Maximum Price Contract
- ✓ Sustainability - LEED® Gold Certified

State of California 1215 O Street New Office Building | DGS/State of California | Sacramento, CA | Role: Principal in Charge | \$231M

Criteria documents for a new office building including 472,600 gross sf of space and below grade parking. The project included the demolition of an existing vacant four-story State-owned office building. The existing building was constructed in 1953 and is attached via sky-bridge to 1220 N Street which is listed on the national register of historic places. The new O Street building maximizes the occupied area of the building site while complying with the height restrictions of the Capitol View protective Act, which is a maximum 150 feet. The building includes 10 floors of office space, and incorporates functional space for committee hearings, caucus meetings, general meeting rooms, and Legislative and Executive Branch offices, with integrated parking. The building is temporarily housing approximately 1,250 legislative and executive elected officials and staff from the Capitol Annex until the New Capitol Annex project is completed. The building will then be jointly used as office space for approximately 2,200 legislative and executive employees. The Zero Net Energy building was designed to achieve LEED Gold certification for new construction and includes electronic systems that address the protection of continuity of Government during the Legislature and Executive Branch's use of the building.



- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Value-Added Concept
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Design-Build Delivery
- ✓ Sustainability - LEED® Gold Certified/ZNE
- ✓ Guaranteed Maximum Price Contract



Nick Barlow

Project Manager

Nick is responsible for day to day client communications, managing the project engineer, subcontract and purchase agreements, and overseeing change orders. He collaborates with the architect to ensure adherence to project budget. He provides oversight of on-site field operations, monitoring compliance with the schedule and quality control standards. Nick's expertise is a valuable asset to the team. He brings 24 years of experience in the construction industry, honed through formal education, specialized training, and diverse practical applications.

BOMEL CONSTRUCTION

Years Experience

24 years

Education

B.S., Construction Engineering Management, California State University, Long Beach

Specialized Expertise

- Parking Structure Specialist
- Extensive Design-Build Experience
- Value Engineering Solutions

RELEVANT PROJECT EXPERIENCE

Disneyland Pixar Pals Parking Structure | Walt Disney Imagineering | Project Manager | \$181M

The structure serves as the primary transportation hub and gateway to the Disneyland Resort. Pixar Pals Parking Structure has 6,500 parking stalls on six levels and features additional entry lanes, express vehicular ramping, an electronic car-counting system, and a pedestrian bridge to Downtown Disney. The main tram pick-up/drop-off area is integrated into the ground level of the garage. A dedicated pedestrian walkway leads guests to the vertical circulation core. This core includes elevators and stairs, along with the adjacent feature rotunda with escalators serving all levels of the garage. Project features include toll booths, restrooms, plaza, scenic park, fueling station, 12kV switch station, and a security screening area.



Critical path scheduling and phasing were essential to building this project in 15 months without interrupting access to the adjacent Mickey and Friends Parking Structure or guest access to the park's tram service.

- ✓ Capital Value of > \$100M of Similar Scope
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement



Disneyland Pixar Pals Parking Structur

Clippers Arena West Parking Structure | Wilson Meany | Role: Project Manager | \$59M

The 6-story parking structure contains 3,110 parking stalls on 6 levels. It is located on the west side of the future Clipper’s Arena in Inglewood, CA. For seamless and safe pedestrian access, it features a 17-foot-high pedestrian bridge that spans South Prairie Avenue, linking the West Parking Garage directly to the Arena Site. The Bomel team worked diligently to exceed requirements for the use of local and disadvantaged workers.

- ✓ Within the Last 5 Years
- ✓ Design-Build Delivery
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience



UCI Health Sciences Parking Structure | Client | Project Manager: \$24M.

This project is a 6-level parking structure that will help support the growing parking needs of the expanding UC Irvine’s College of Health Sciences. Located at the corner of California Avenue and Theory, the parking structure features dedicated patient parking spots and 50 electric vehicle charging stalls. The garage provides 2,043 new parking stalls to compensate for previously demolished surface parking to make way for other campus development.

- ✓ Within the Last 5 Years
- ✓ Design-Assist
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience





Michelle Huang, Architect

Project Manager

Since joining the firm in 1996, Michelle has been involved in many aspects of parking design from planning to production and construction administration. With a background in architecture, Michelle is able to apply over 25 years of experience to every project. Combined with a relentless work ethic, her portfolio boasts successful projects from every sector and covers a multitude of uses. Michelle has an uncanny knack of effectively coordinating with public agencies and sub-contractors to resolve and address issues before they can become problems.

IPD

Years Experience

25+ years

Education

M.A., Architecture, University of California, Los Angeles

B.A., Architecture, Tunghai University, Taiwan

Licenses and Certifications

- Architect, California C22968

Specialized Expertise

- Municipal Government/Public Agency Facilities
- 15+ Years of Public Experience

RELEVANT PROJECT EXPERIENCE

Ontario Block C Parking Structure | City of Ontario | Role: Project Manager

The 5-level, 411-space 'Block C' parking structure is located on the corner of Lemon Avenue and C Street in downtown Ontario, CA. The structure is directly adjacent to the main public library and just east of historical Euclid Avenue. Part of the downtown area's redevelopment efforts, the design is meant to celebrate the rich heritage of the community while creating a modern urban street front. Façade treatments include decorative metal panels, colored concrete block and metal accent trim elements. The northwest and southwest corners of the building contain glass-enclosed stair and elevator cores, providing convenient circulation for users. Lower levels of the structure are available for public parking, while the upper levels are secured, providing dedicated parking for the adjacent residential property. Among other sustainable features, the structure includes 17 standard electric-vehicle charging stations and eight Tesla Supercharging Stations.

- ✓ Similar Scope for a Municipal Government
- ✓ Value-Added Concepts Stakeholder and Community Engagement Experience
- ✓ Within the Last 5 Years
- ✓ Sustainability Elements
- ✓ Design-Build



Ontario Block C Parking Structure

East County Parking Structure | County of Riverside | Role: Project Manager

The East County Parking Structure provides much needed parking for the newly constructed County Courthouse Building to the north. The 3-level structure provides approximately 630 parking stalls for the public as well as secured parking for County Sheriff personnel. The design includes an elevator core located at the northwest corner of the structure containing two elevator cabs. The glass-backed elevator tower is an easily recognizable landmark to all users entering and exiting the site. Adjacent to the elevator core on the ground level of the structure are an office and conference room for County use. Internal vehicular circulation with an efficient single-helix parking ramp allows users to access all levels of the garage. An overhead tensioned fabric structure provides shaded rooftop parking.

The exterior includes facade treatments that address aesthetic concerns while keeping in mind the realities of ongoing maintenance in the desert climate. The design makes use of the primary structural components (columns and spandrels) to create a cohesive rhythm around the building. Stone veneer accent elements were added to accentuate the vehicular entry points as well as the column bases at the north and west faces of the building exterior. Exposed concrete areas are smoothly sanded and painted with strategic reveals cast into the concrete, rounding out a simple, elegant façade.



East County Parking Structure



East County Parking Structure



Martin Luther King, Jr. Community Hospital



Martin Luther King, Jr. Community Hospital

- ✓ Similar Scope for a Municipal Government
- ✓ Value-Added Concepts
- ✓ Within the Last 8 Years
- Stakeholder and Community Engagement Experience
- ✓ Design-Build
- ✓ Sustainability Elements

Martin Luther King, Jr. Community Hospital | County of Los Angeles | Role: Project Manager

Located in the Willowbrook area of South Los Angeles, the Martin Luther King, Jr. Community Hospital Parking Structure A is a 1,430-space, 6-level garage that creates an innovative blend of history and modern design. Design elements include full-height slate tile walls in the lobby areas with glass-backed elevators. The façade design includes decorative screen panels, metal and glass wall accents, and an impressive glass canopy with backlit sign identifying the main vehicular entry. Entries are provided on the north and west sides of the building with security controls at each location. The structure also includes 70 electric-vehicle charging stations and dedicated parking for carpool and rideshare users.

Civic art elements are incorporated throughout the lawn area and a local artist was hired to create a colorful mural on the south façade of the structure facing the public street. This mural uses metal fins of various shapes, sizes and colors, resulting in a striking amenity for the community. Sustainable elements include drought-resistant vegetation, high efficiency LED lighting, low-VOC paints, use of recycled and local materials, and a storm-water filtration system. One of the major goals of the project was an emphasis on hiring local workers to construct the garage in order to maximize benefit to the community.

- ✓ Similar Scope for a Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- Stakeholder and Community Engagement Experience
- ✓ Design-Build
- ✓ Sustainability Elements



Diane Koch

Electrical Project Manager

Diane Koch has been in the construction industry for 20+ years in multiple disciplines including law enforcement facility, multi-use residential hi-rise buildings, commercial, retail, educational, industrial, hospitality facilities and commercial kitchens. Knowledge of specialty systems include low voltages; security systems, life safety/fire alarm system, audio visual, solar, distributed antenna system (DAS) and access control and alarm monitoring system (ACAMS).

RELEVANT PROJECT EXPERIENCE

TAFT ELECTRIC COMPANY

Years Experience

20+ years

Education

B.A., International Business,
CSU Fullerton

Professional Affiliations

- Women in Construction Operations

Specialized Expertise

- Design-Build Delivery Method
- Value Engineering for Functionality and Cost
- Police Facilities and Public Safety
- K-12 Education and Site Support Facilities
- High-rise Tower Construction and Urban Redevelopment

LAWA LAX Police Facility | Los Angeles World Airports | Role: Project Manager

LAX police Facility is a 3-story state of the art headquarter building (165,300 sf) which included locker rooms, conference and training rooms, multipurpose community room, workout room/gym, breakrooms, and high security processing area with 3 holding cells. The 4-story parking garage (340,000 sf) has over 800 parking spaces with EV charging stations. The indoor firing range (41,000 sf) has both 50-yard and 75-yard shooting lanes. And lastly, there is an outdoor quad training area (9,100 sf) with sports lighting for night training. A 1500kW generator was designed to keep 70% of the facility's load up and running for 3 days without the need to refuel.

An electrical budget was established at 50% drawings and weekly design team meeting were conducted to finalize design within the established budget and develop 100% drawings.

- Continued budgetary analysis and proposed cost saving options: Contrary to original design intent, installation all the electrical and low voltage conduits were reimaged to lay in the deck and offered a more aesthetically pleasing project for the end user and design team.
- Cost savings on other systems through electrical redesign: Light fixtures were re-engineered to an open plenum concept design to yield joint cost savings on light fixture and T-bar ceiling costs.

- ✓ Capital Value of \$220M for LAWA Airport Police Department, APD Office of Operations, Support Services, Internal Affairs, Homeland Security an Intelligence, Emergency Service Unit, Traffic and Security Group, Bomb Disposal Unit and K-9 Unit
- ✓ Within the Last 5 Years
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price (GMP) Contract
- ✓ Sustainability - LEED® Silver Certified
- ✓ Value Engineering to Accommodate Budgetary Constraints
- ✓ Project Labor Agreement (PLA) Fulfilled



Compton High School | Compton Unified School District | Role: Project Manager

Well known for producing music and athletic prodigies, Compton Unified School District is setting the standard for educational excellence with the design and construction of their new high school. This project transformed the district’s oldest high school campus into a dynamic learning environment that elevates education for all Compton students and educators. The design solution centers around learning suites that support project-based learning, student exploration, specialty skills and talents, and general instruction. The new campus construction consists of the following buildings and features:

- 2-story academic building, 140,000 sf
- Performing arts center, 900 seats, 41,000 sf
- Gym and locker rooms, 37,000 sf
- California Interscholastic Federation (CIF) competition swimming pool
- Football stadium with sports lighting and track and field
- Tennis and basketball courts
- Concession stand and lunch shelter
- Site utility improvements and beautification



Compton High School



Compton High School

- ✓ Capital Value of \$212M for Compton Unified School District
- ✓ Community Benefit Agreement fulfilled.
- ✓ Within the Last 5 Years
- ✓ Proposed and evaluated multiple value engineering options to accommodate the school districts budgetary and schedule constraints
- ✓ Utilized prefabricated wall and ceiling systems to reduce on-site labor and eliminate congestion throughout construction floors

Atelier Apartments, 801 S. Olive, Los Angeles 90014 | Role: Project Manager

Centrally located in downtown Los Angeles, Atelier is a 35-story, 611,200 sf, 363 residential unit high-rise building that sits on 10,000 sf of retail space. The building features premium amenities including an expansive courtyard with a large resort-style pool, cabanas, a spa, green space, and a dog run. The 5th floor is the main amenity level which includes an indoor/outdoor courtyard deck, a fitness center, a clubhouse, screening and private event rooms, a Wi-Fi lounge, and a business center. The penthouse floor located on the 34th floor overlooks expansive views and features a rooftop deck and clubhouse.

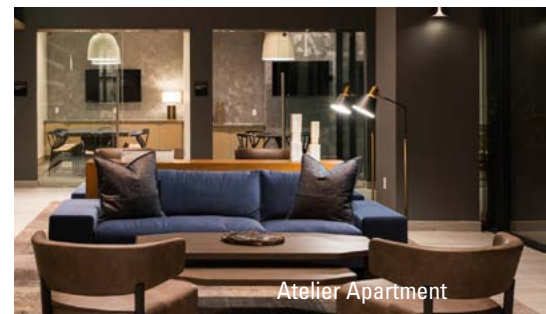


- Provided a 1000kW GenSet and installed the fire alarm system, AV system, CCTV and access control system
- Subterranean multi-level parking garage



Atelier Apartment

- ✓ Design-Build Delivery Method
- ✓ High-rise construction with pin-point logistics to reduce construction material storage and laydown
- ✓ Within the Last 5 Years
- ✓ Sustainability - LEED® Platinum Certified
- ✓ Utilized prefabricated wall and ceiling systems to reduce on-site labor and eliminate congestion throughout construction floors



Atelier Apartment



Nick Williams

Senior Project Manager

With more than 18 years of hands-on experience in mechanical systems design, estimation, and project management, Nick Williams, P.E. stands as a respected professional in the field. Nick's tenure at ACCO has included focus on design-build projects within the public sector. His expertise spans across a diverse array of projects, ranging from City, County, State, GSA, to Federal Government. Notably, Nick's contributions have been instrumental in projects driven by ambitious energy targets, pursuit of LEED certification, the realization of Net Zero objectives, and the strategic implementation of de-carbonization agendas.

RELEVANT PROJECT EXPERIENCE

ACCO ENGINEERED SYSTEMS

Years Experience

18 years

Education

- B.S., Mechanical Engineering
San Diego State University

Licenses and Certifications

- CA Professional Engineer #M34616
- Heart Saver First Aid and CPR

Specialized Expertise

- Municipal Government/Public Agency Facilities
- Mission Critical Facilities
- Emergency Operation Center
- Emergency Communications Center
- Design-Build Focus

County Youth Transition Campus (Juvenile Justice) Phases 1 & 2 | County of San Diego | Role: Project Director | \$192M

Phase 1 of the Youth Transition Campus includes the construction of a new urban camp for boys and girls, academic instruction spaces, and visitation area for both families and service providers. This also included demolition of the current administration areas for new intake processing and medical facilities, new food service/dining, and laundry facilities. This first phase also included demolition of the administration and support areas of their operational Juvenile Hall. To support both the remainder of the existing operational facility and the new urban camp, new support services such as intake processing, medical facilities, food service and dining for both youth and staff, laundry facilities and staff administration and support areas were included in the Youth Transition Campus program.



Phase 2 of the project is for the design and construction of the Temporary Residential Placement Facility (TRPF) and a Probation Department Office Building. The TRPF will house 72 youth awaiting adjudication by the Court on charged offenses. Youth will be housed in 12-bed cohorts similar to the housing units constructed in Phase 1. The TRPF shall be trauma-informed and developmentally appropriate for the youth residing on the campus. The youth will participate in daily educational programs to be delivered in a new complex designed to be in proximity to the new residential housing buildings and gymnasium constructed in Phase 1. Educational buildings are designed to have 6 classrooms. The classroom buildings are similar in appearance, size, and finishes to the classroom buildings constructed in Phase 1. However, the roofs shall support photovoltaic panels. The office building for the Probation Department is located outside the secure perimeter on the Youth Transition Campus. Staff will access the building from the existing parking lot to the east of the existing Juvenile Probation Center and shall promote convenient access by staff to the Juvenile Courthouse.

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Within the Last 5 Years
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery
- ✓ Guaranteed Maximum Price Contract
- ✓ Value-Added Concepts
- ✓ Stakeholder and Community Engagement Experience - SmartStart®
- ✓ Sustainability - LEED® Gold Certified



County of San Diego Youth Transition Campus

Camp Pendleton P-1132 Data Center | San Diego County | Role: Senior Project Manager

ACCO delivered a state-of-the-art mechanical system as the project’s design-build mechanical contractor. ACCO teamed with Mazetti Engineers to deliver HVAC systems serving a tactical data center, integrated Mission Control Center, Headquarters facilities, and Vehicle Repair facility.



The HVAC design included a chilled water and hot water central plant, VAV air handlers, radiant heaters, and dedicated systems for building communication facilities. Distribution and controls associated with a large in-row cooling data center was included. ACCO played a key role in integration of design and coordination to accommodate substantial electrical and communications equipment and high security concerns. Due to the critical nature of the facility, the HVAC design, mechanical systems, and control systems included redundancy to allow for system operation in the event of a multitude of system failures.

ACCO’s 3D engineered design rolled seamlessly into complete BIM coordination of the project. ACCO provided BIM Management services to assist in the efficient execution of project coordination.

ACCO’s expertise in collaboration, coordination, engineering, and constructability played a major role in the successful completion of this complex project.



Camp Pendleton P-1132 Data Center



Camp Pendleton P-1132 Data Center

- ✓ Capital Value of > \$100M of Similar Scope for a Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Open-Book Pricing Process
- ✓ Sustainability - LEED® Silver Certified
- ✓ Design-Build Delivery

Balboa Naval Hospital | Role: Senior Project Manager | \$110M

The NVCSD project (also known as Balboa Hospital) included the replacement of two-thirds of the air handlers in the hospital, serving over one million square feet of occupied space. All VAV boxes, DDC controls and piping associated with these air handlers were replaced and upgraded (over 900). New chillers were added for eighteen operating rooms and all ductwork and HEPA filtration systems for this operating rooms were replaced. In addition, the entire duct systems served by these air handlers were cleaned, re-sealed, and recertified.

All of the work was done at night in occupied spaces through local portable containment cubes or built up containment with negative air machines and pressurization control.



Balboa Naval Hospital

- ✓ Capital Value of > \$100M of Similar Scope for Municipal Governments or other Public Agency
- ✓ Value-Added Concepts
- ✓ Within the Last 5 Years
- ✓ Stakeholder and Community Engagement Experience
- ✓ Open-Book Pricing Process
- ✓ Design-Build Delivery



Balboa Naval Hospital

2. Project and Team Experience

c) One relevant reference for each Key Person

Key Person	Client Reference	Contact Title	Phone Email
Balfour Beatty			
Dan Ferguson Project Director	Contra Costa County	Eric Angstadt Chief Assistant County Administrator	(925) 655-2042 Eric.angstadt@cao.cccounty.us
Kristen Tuerk Sr. Design Manager	County of San Diego	Steve Schmidt Deputy Director for Capital Programs	(858) 694-2401 stephen.schmidt@sdcounty.ca.gov
Jacklyn Tate Smith Sr. Project Manager	County of San Diego	Tom Hoerstman Project Manager (Retired)	(619) 496-6878 tomhoerstman@gmail.com
Sean Phillips General Superintendent	County of San Diego	Steve Schmidt Deputy Director for Capital Programs	(858) 694-2401 stephen.schmidt@sdcounty.ca.gov
Landon McQuestion VP, Preconstruction Director	County of San Diego	Steve Schmidt Deputy Director for Capital Programs	(858) 694-2401 stephen.schmidt@sdcounty.ca.gov
Mark Jennings Development Lead	Provincial Health Services Authority - BC Children's and BC Women's Hospital	Susan Wannamaker	(604) 675-7445 susan.wannamaker@phsa.ca
Jim Jefferson Life Cycle Lead	Provincial Health Services Authority - BC Children's and BC Women's Hospital	Neil Macphee Co-VP, CWH Facilities Management, LP	(250) 575-8972 nmac-pee@blackandmcdonald.com
David Yoon Commercial/Legal Lead	The University of Texas at Dallas	Dr. Calvin Jamison VP for Facilities & Economic Development	(972) 883-2213 calvin.jamison@utdallas.edu
Brian Chaya Finance Lead	The University of Texas at Dallas	Dr. Calvin Jamison VP for Facilities & Economic Development	(972) 883-2213 calvin.jamison@utdallas.edu
DLR Group			
Darrell Stelling Principal in Charge	Vanir	Ron Mastalski, AIA, CCM, DBIA Project Director	(916) 350-0719 Ron.Mastalski@vanir.com
Jason Tran Sr. Project Manager	San Francisco International Airport	Geoff Neumayr Chief Development Officer	(650) 821-7713 Geoff.Neumayr@flsfo.com
Jake Davis Public Safety Design Leader	City of Salem	Steve Bellshaw Former Deputy Chief	(503) 932-4607 bellshaw260@comcast.net
Gary Retel Design Leader	City of San Pablo	Charles Ching Assistant City Manager	(510) 215-3003 charlesc@sanpabloca.gov
Chris Bell Urban Planner	CAA ICON	Michael Steele Senior Director	(303) 746-3908 michael.steele@caaicon.com

2. Project and Team Experience

c) One Relevant Reference for each Key Person

Key Person	Client Reference	Contact Title	Phone Email
EPTDesign			
Stephen Carroll Principal	LA Neighborhood Land Trust	Tori Kjer Executive Director	(310) 909-3891 tkjer@lanlt.org
BKF Engineers			
Bruce Kirby Civil Engineer	Irvine Plaza Neighborhood Park, City of Irvine	Rachel McLure Community Services Planner	(949) 724-6156 RMcLure@cityofirvine.org
MA Engineers			
Benny Sy Principal Mechanical Engineer	Vanir Construction Management	Justin Peters Project Director	(213)-627-7371 justin.peters@vanir.com
Dwayne Sattler Principal Plumbing Engineer	Vanir Construction Management	Justin Peters Project Director	(213)-627-7371 justin.peters@vanir.com
Geocon			
Neal Berliner President/Principal Engineer	Bureau of Engineering Department of Public Works	Easton Forcier, PE, GE Geotechnical Engineering Division Geotechnical Engineer II	(213) 847-0476 easton.forcier@lacity.org
The Engineering Enterprise (TEE)			
Scott Wheeler Principal in Charge	Vanir (Formerly with DGS)	Mike Meredith Vice President	(916) 540-0107 mike.meredith@vanir.com
Keefe O'Toole Power Engineer	CSU Chico	Brendan Coakley Construction Manager	(530) 570-3064 bcoakley@csuchico.edu
Michael Vonasek Low Voltage System Leads	State of California Porterville Development Center	Dennis Haworth, Chief of Plant Operations	559-782-2900 Dennis.Haworth@pdc.dds.ca.gov
Bomel Construction			
Nick Barlow Project Manager	Lillibridge Facilities Development, Inc.	Timothy Fecker Vice President - Design and Construction	(214) 298-8286 tim.fecker@lillibridge.com
International Parking Design (IPD)			
Michelle Huang Architect, Project Manager	Gillian Tiede LA County Public Works	Project Manager	(310) 223-6245 gtiede@dpw.lacounty.gov
Taft Electric			
Diane Koch Electrical Project Manager	Swinerton	Mikan Szeto Senior Project Manager	(213) 792-1536 mszeto@Swinerton.com
Francisco Vargas Low Voltage Systems Sr. Project Manager	San Bernardino County Superintendent of Schools	David Thurston Chief Technology Officer	(909) 708-6070 David.Thurston@SBCSS.net
ACCO			
Nick Williams Sr. Project Manager	Stronghold Engineering	Denny McGahey Senior Vice President	(951) 906-9862 dm@teamsei.com

3 Approach



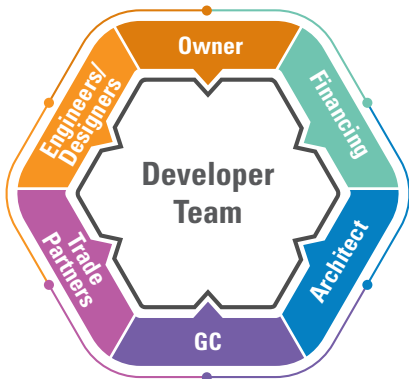
3. Approach

2. Preconstruction and Development of the Project Budget

Our preconstruction approach is underscored by full integration with the design team, ensuring that the Project Budget is ultimately aligned with the Project's Affordability Range. This collaborative effort aids in value engineering the solution for optimal outcomes. Additionally, Balfour Beatty's local relationships and early engagement with subcontractors will provide insights crucial for accurate pricing, laying a solid foundation for financial viability. Parallel preconstruction activities will include the development of a comprehensive design-build schedule and the crafting of detailed execution plans encompassing quality assurance, commissioning, and health and safety plans – among others. This phase exemplifies our commitment to efficiency and a holistic approach to achieve the Project's success. The elements of our Development Management Plan presented later in the section highlight our approach to the key development and preconstruction activities, including our overall approach to project management, estimating, target value design, value engineering, and the development of key execution documents during the ENP period.

3. Permitting

Our design and preconstruction approach understands the impacts that respective Authorities Having Jurisdiction (AHJ) and agencies can have on a project, especially on one with a fast-tracked schedule such as this one. To successfully achieve a streamlined project duration, it is necessary to engage a team that not only understands the review and approval processes for the respective agencies, like Division of State Architect (DSA), but also understands the importance of how best to tailor the permitting approach accordingly. We intend on compartmentalizing the submissions of each scope of work according to the required AHJ's and necessary permits for each, in a fast-tracked manner: PSF in two DSA increments, Parking Structure, Park, and Right-of-Way/Off-sites with the local authority. Other ancillary agencies with oversight will be engaged as needed. This will allow us to accomplish an expedited start of construction and ultimately the operational date of your facility.



4. Contract Negotiation [Commercial]

We will work closely with the City to align the Project's contractual framework with the chosen deal structure and financing solution. By meticulously structuring the Project contracts, including but not limited to, the main Project Agreement, the Design-Build Contract, project labor agreement(s), and financing documents, we will ensure synergy between the project's technical, commercial, and financial objectives. With a critical focus on timeline, our commercial team will be deployed at the onset of the ENP and will be dedicated to identifying, negotiating, and finalizing key contracts within the stipulated timeframe, moving towards a successful Financial Close. Balfour Beatty's experience closing over 20 progressive procurement exemplifies our ability to navigate commercial complexities, foster partnership, and set the trajectory for a successful commercial and Financial Close for the Project.

5. Financing

Balfour Beatty will leverage its significant relationships throughout the financial markets to evaluate structuring options that provide the lowest cost financing solution for the City. Understanding the City's emphasis on identifying a sound and competitive financial structure, **we have identified two potential solutions** that we believe will fit the Project well: lease-leaseback and a sale of receivables – as detailed in **Section 3. e) Financial Approach** of this submission. In the spirit of partnership, we are committed to facilitating an informed decision-making process in relation to the optimal financing structure for the Project. Collaborating closely with the City, we will analyze the merits and drawbacks of each approach, considering both short-term and long-term implications. At the outset of the ENP, we will collaboratively select the optimal financing approach to then embark on the necessary tasks to structure the financing of the project based on the jointly selected solution.

Key Elements of Our Development Management Plan

Balfour Beatty's experience developing and reaching financial close on over 20 progressive procurement demonstrates our team's ability to effectively deploy project management tools and techniques to help clients achieve their objectives under progressive models. Our team members have significant experience in developing projects with similar pre-development periods. We can proudly confirm that all progressive projects for which we have been selected as Developer have successfully reached financial close. Based on our experience, we highlight the major elements of our Development Plan, which will provide the City of the Garden Grove with the confidence that Balfour Beatty will effectively and successfully complete the scope of services and meet the ENA milestones.

Team Organization

As outlined in Section 2A Firm Profiles and Team Organization, Balfour Beatty will manage early development of the Project during the ENP through our discipline-specific Working Groups—Design, Preconstruction, Legal/Commercial, and Finance. These working groups have representatives from all our team members, including Balfour Beatty and DLR Group, and key architecture and engineering subconsultants. Our working groups are cross functional and fully integrated and engage directly with one other to coordinate, make informed decisions, and develop and identify cost-optimal alternatives that will contribute towards the City's architectural vision and affordability objectives. The purposefully flat organizational structure fosters partnership, efficient iteration of ideas, and quick and decisive decision-making among team members. See **Section 1. a) Firm Profiles and Team Organization** for additional details and organizational charts for each Project stage.

Interfacing with and Reporting to the City

To efficiently collaborate with the City, Balfour Beatty will validate our understanding of the City's objectives through proven workshop methodologies linking City staff, their advisors and, where relevant, externally stakeholders, to our management team and design and construction specialists. We will implement the recommended reporting system and schedule outlined in the Draft ENA, and we will work with the City to communicate progress and foster transparency and a culture of collaboration through the implementation of Balfour Beatty's proprietary tool SmartStart®.

The following tools and techniques are critical to the continuity of Balfour Beatty's partnering approach from the ENP through to the Design-Build Period:

- A project partnering workshop between Balfour Beatty and the City within three days of the Date of the Agreement to establish common objectives, goals, and consensus while actively developing a spirit of teamwork, cooperation, and partnership—formalized in a project charter.
- Weekly meetings between the Balfour Beatty and the City to discuss progress, issues and upcoming community/stakeholder communications that may require our input.
- Monthly meetings between Balfour Beatty's and the City's senior representatives and advisors to address progress on deliverables, action items, and any major concerns.
- Proven principles and procedures for reporting, logs, and meeting minutes to track all communications and commitments between Balfour Beatty and the City.

Early Subcontractor Engagement

Early subcontractor engagement is pivotal in the development of both the Project schedule and budget. Leveraging the invaluable "on the ground" knowledge of our key subcontractors, Balfour Beatty will gain insights that are indispensable in refining the Project's timeline and financial parameters under the fast-tracked ENP timeline. Their expert input will facilitate accurate cost estimation and will guide the creation of a realistic and achievable project schedule. By involving subcontractors early, we harness their specialized expertise to optimize project planning, ensuring precision, transparency, and alignment with the Project's overarching objectives.

Additionally, we are committed to the growth and success of local and disadvantaged firms. **Section 3. d) Construction Approach and Project Labor Agreement Experience** details Balfour Beatty's approach to maximizing opportunities for local and disadvantaged businesses during the Design-Build period.

3. Approach

Target Value Design and Project Budget Development

Balfour Beatty and the City will work together to finalize the Project Budget through a highly collaborative process. Balfour Beatty will continue working within the market to provide updates on estimated pricing throughout the ENP, rather than simply waiting for packages to go out for bid. If we perceive issues with scope and affordability, we will identify these to the City early during the ENP so that we can work together to develop a solution. We will continuously engage with the City and its advisors to finalize the Project Budget efficiently. During the ENP, Balfour Beatty will follow a well-defined process to complete the design milestones in order to adhere to the Affordability Range and ultimately reach a guaranteed maximum price (GMP). This process involves the following key steps:

Developing and Initial Cost Model

Upon the execution of the ENA, our team will begin to develop an initial indicative cost model based on the program areas and comparable recent local projects and understand any preliminary affordability constraints. This assessment involves critical design factors such as site conditions, local regulations, and sustainability goals. Given the short amount of time available in the ENP phase to develop the Project Budget, Balfour Beatty looks forward to working collaboratively with the City and its cost advisor to validate cost assumptions, identifying the design-to-budget for each system, and creating alignment across the project team.

Developing the GMP on an Open-Book Basis

We confirm Balfour Beatty's intent to develop the Project Budget in a transparent, open-book basis. By continually monitoring and updating Project quantities and costs, performing value engineering, and engaging in open communication with the City, we will align the final Project Budget with the City's financial goals while adhering to the technical requirements, incorporating all necessary design features and quality standards. Overall, our process for completing the design stages involves a comprehensive and collaborative approach that integrates cost management, constructability analysis, and the City's input. By implementing value engineering techniques and conducting regular design reviews, we will reach a Project Budget that meets the Project's affordability requirements without compromising quality or functionality.

Implementing Target Value Design

We will analyze the design components, systems, and materials to identify cost-saving opportunities without compromising quality or functionality. We will work closely with the City and its cost advisor to prioritize cost-effective design solutions and optimize the Project's value within the Affordability Range. Design decisions

a) Development and Management Plan

that impact cost will be presented in the context of the cost model in a transparent process. The target value design process will be a team effort, and we look forward to the active participation with the City in the decision-making process.

Performing Cost Estimating and Constructability Reviews

We will perform detailed cost estimating during the ENP to monitor Project costs and align with the affordability range. This includes developing accurate cost projections based on the design documents, quantity takeoffs, market conditions, and contractor input. This will also incorporate the construction sequence and logistics into the cost. We will employ virtual "big room" technology and identify key collaboration points along the way when co-location would be beneficial.

Involving Key Subcontractors Early

Balfour Beatty will leverage its local relationships with major subcontractors and trade organizations and begin early engagement of major subcontractors and trades to receive accurate, market-driven quotes to inform estimating. Our expansive subcontractor network will provide bids for packages of work, which we will share with the City on an open-book basis. This engagement effort will also include significant outreach to the CBB/DBE community

Using Virtual Design and Construction (VDC) Tools for "Continuous" Estimating

We will use a variety of digital tools to support our preconstruction efforts to estimate and manage costs, including the following:

Beck Technology's Destini Estimator – This platform allows us to perform automated quantity takeoffs from both 2D plans and 3D models, making it the most accurate estimating platform on the market. The detailed variance reporting capability provides a line-by-line analysis of the evolving design, streamlining value engineering and allowing real-time decision-making.

"Continuous" estimating effort – In addition to estimating deliverables, we will monitor the design progress and key decision-based milestones that influence cost. A "continuous" estimating effort is supported by digital tools, and it takes place in parallel to these decisions. Examples of decision-based milestones include:

- Determination of remediation measures (if necessary)
- Quantities and types of utilities needed
- Identification of building structural systems and/or related structural elements
- Selection of mechanical, electrical, and plumbing systems and components
- Selection and extent of interior finishes
- Acceptance of value engineering solutions
- Review comments from the third party reviewers during approval of final building design

3. Approach

Schedule Management

The key to meeting the overall Project schedule is to develop realistic and achievable durations – informed by key subcontractors and supply chain partners, project and activity-level logic and relationships, and establishing clear, transparent milestones.

Achieving a timely Financial Close is a critical path milestone in the overall Project schedule. Balfour Beatty will hold a series of schedule workshops upon contract award and will begin the process of reviewing and verifying our conceptual schedule as early as the City confirms the design concept (November 2024). At this point, the team will have finalized the preferred deal structure and will work through the steps to meet a financial close date of May 2024. Our team is familiar with progressive procurement and P3 transactions and will provide guidance to the City, particularly helping the team stay focused towards Financial Close and alerting when issues arise that threaten the delivery date.

We will develop the Project’s Master Schedule incorporating all milestones and tasks – including long lead time items, additionally we perform Pull-Planning sessions with the design team, key subcontractors and project stakeholders to streamline the schedule and coordinate the sequence of work in the most efficient manner. Successful project schedules demand stakeholder buy-in, having ownership in outcomes improves project schedules, elevates quality control and reduces risk project wide. Our approach and commitment are to never allow delays or impacts to the schedule that hinder occupancy of the facility. We will mitigate potential delays and ensure that we always have contingency plans in place.

Involving the City in Design Reviews

Open communication and transparency between Balfour Beatty, DLR Group and the City are key to a successful fast-track design process, such as the one expected by the City for the Project. Our baseline Project Schedule will include detailed timelines for the completion of each design package, design quality control by an independent technical review team, City’s review time frames, constructability reviews, over-the-shoulder review meetings, and finalization of all reviewer comments so each design submittal package can be formally completed and accepted on a timely manner.

Risk Management

Effective risk management is at the heart of a successful P3 project delivery and begins with early identification of risks using proven tools and processes, including the risk register. Balfour Beatty will call upon its significant experience in developing and delivering progressive P3 projects to implement a proactive risk management plan based on the Plan/Do/Check/Act framework. We will: • identify potential risks based on team member’s practical experience on similar projects, • implement appropriate mitigation measures, • diligently monitor identified risks; and • refine mitigation measures throughout the Project term. Balfour Beatty’s risk management approach does not end at Financial Close; it will carry on until every element of the Project - PSF, parking structure, and new park, is handed over to the City at the end of construction.

During the ENP, Balfour Beatty will also evaluate decisions on a risk-based framework to maximize the City’s value-for-money. For example, Balfour Beatty will not simply select a design solution that presents a low-cost option at the expense of increased risk. Furthermore, Balfour Beatty will transparently share its risk assessments during the ENP via monthly reports and risk workshops to keep the City adequately informed and to incorporate their views.

Balfour Beatty will manage project risks using the following strategies:

Identify and manage risks proactively

We will leverage our team members’ significant experience on similar projects, which provide an excellent database of potential risks and effective mitigation measures. Using this knowledge, Balfour Beatty will proactively identify, evaluate, and prioritize potential risks and develop effective plans to minimize impact on the Project’s timeline, budget, and quality.



Plan/Do/Check/Act Framework for Risk Management

3. Approach

Assign accountability

Using a risk register, we will assign an owner to each risk to manage the process of resolving and mitigating risks. The assigned team will hold the ultimate responsibility of monitoring the risk, refining mitigation measures, and reporting outcomes.

Implement robust quality control measures

We will maintain high-quality standards to effectively mitigate risks. We will generate designs, specify materials, and establish construction and commissioning processes that align with or exceed the City’s [Technical Specifications], industry best practices, and regulatory requirements.

Resolve issues in a timely manner and establish clear escalation procedures

Project risks are often best managed by on-site delivery teams. Balfour Beatty’s governance approach will empower our on-site team to address issues as they arise and in a timely fashion. Balfour Beatty will also implement clear escalation and reporting procedures for full transparency of the risk management process.

Communicate regularly and openly

Transparent communication between the City and Balfour Beatty will be key to minimizing project risks. Our **SmartStart®** process – detailed later in this section, which we will implement with the City from the outset of the ENP, is designed to foster trust, enhance collaboration, enable early identification and resolution of potential risks, and help all parties to avoid ‘fault-based’ communication.

Quality Management

The key milestone quality reviews, which occur in addition to an internal peer review at each phase, include the following:

System Space Allocation

- Ensures proper 3-D allocation for MEP, structural and architectural systems.

Exterior Envelope Review

- Evaluates the design of the envelope to reconcile movement between the components of the system, address building energy performance issues, review thermal design concerns, and examine roof assembly considerations.

Coordination Review

- Verifies the building code requirements have been met, to reduce/eliminate code violations, and to mitigate interferences.

Room-By-Room Review

- Reviews the final discipline coordination to eliminate conflicts of components mounted on walls, floors, and ceilings of each room.

Clash Detection

- Leverages technology to identify clash issues between all design disciplines with comments being delivered electronically to all team members for correction.

Early during the ENP, Balfour Beatty will develop a comprehensive Quality Management Plan (QMP) leveraging the proven quality management systems employed by our team members. Our QMP will address all aspects of quality assurance and control including design; submittals; permitting, licensing and approvals; subcontractor engagement, material procurement, storage, and site inspections; testing and commissioning; and punch-list preparation and completion.

Our team members’ approach to quality begins with an understanding of the Project’s technical requirements, which is particularly important in design-build projects where the designer is responsible for maintaining design integrity through both design and construction. Our approach is based on a fundamental QA/QC loop that extends from the ENP through construction and fully integrates the Developer, the Design-Builder (including all of its subcontractors and consultants), and the City. We will implement a culture of continuous improvement, with each discipline taking charge of its QA for the duration of the Project, an independent review by a senior technical professional, and continuous communication.

Keys to the Success of a Quality Project

- Planning the project is the beginning. Quality work is not an accident; it is the end result of a well-thought-out plan that guides the team.
- Organizing the project to specify and structure tasks with a clear assignment of responsibility and assumption of authority by each team member.
- Clearly establishing performance standards, policies and procedures by which tasks are to be performed.
- Careful selection, training and assignment of staff to perform the identified tasks of the project plan.
- Leadership is essential to monitor and measure that the “actual” results are consistent with the “planned” results.
- Communication & collaboration among all team members who are included in the decision-making process during design and construction.

3. Approach

Communications Management

Balfour Beatty, in collaboration with the City, will develop a Project Communications Plan during the early stages of the ENP. The plan will identify the information needs of major stakeholders, as well as the frequency of communications and the preferred communication channels. It will also identify the responsibilities and sign-offs required for transmitting project information—particularly as it relates to external communications—and the staff responsible for initiating and delivering such communications.

In creating the plan, we will assess communication needs, agree on the appropriate channels for issues to be brought up early, develop strategies for regular information exchange, and promote an ongoing dialogue that builds trust among the parties and enables an efficient feedback loop. This plan will also include details of any community meetings to be held by the City during the ENP and the information needed by the public. We intend to continue supporting the exceptional community engagement efforts that the City of Garden Grove and its advisors have undertaken to date.

Internal Communication

We understand that in complex projects such as this, all internal communications cannot be centralized. As such, we will enable a variety of team members to be involved in internal communications based on their expertise on components of the Project, with the Developer managing overall communications for coordination and effectiveness. We propose to engage in a communications “zippering” plan as early as the ENP to facilitate communication among key decision makers on both the Developer and the City’s side:

- **Working Level** – This level will be made up of the “folks on the ground”—the designers, superintendents, project engineers performing the day-to-day tasks. We will achieve efficiencies by “zippering” the City’s discipline groups (such as design reviewers, construction inspectors, etc.) with Balfour Beatty’s corresponding positions and functional groups.
- **Management Level** – This level will include Balfour Beatty’s Project Director, Dan Ferguson, and other key personnel who are effectively leading Balfour Beatty’s team members Landon McQuestion, Darrell Stelling, and key working group leads (Kristen Tuerk, Jake Davis), providing primary interfaces between the City’s leadership, its key advisors and Balfour Beatty.

External Communication

We acknowledge the significance of clear and precise communication in our collaboration with the City and other key stakeholders – particularly during the execution of public projects. We recognize the importance of understanding how, when, and what materials are distributed, aligning communications with established procedures. The Communications Plan will address the procedural sign-offs required from the City to confirm accuracy, consistency, and adherence to the communication guidelines set forth in the plan.

SmartStart®



Collaboration & Team Alignment

Information is the lifeblood of projects, but the key to making sure that information flows smoothly is to get the right team and environment at the right time in the process. To achieve that goal, we bring our signature SmartStart® practice to every project, regardless of our role in the project life cycle.

Benefit to the City of Garden Grove

SmartStart® helps align all project stakeholders – promoting an efficient, collaborative environment early in the project that enables our teams to work much more effectively and efficiently throughout the rest of the project.

Scan or Click

the QR Code to learn more about SmartStart® and how it can be an asset to the City of Garden Grove and the project.



*We like to start all of our projects with a **SmartStart®** because we have found our success factor is much higher when this process is implemented!*

Key elements of our signature SmartStart®

Key team member engagement at each stage – by including the proper team members at each stage of the project, we ensure the owner has all relevant information to make informed decisions about project design and construction. We also provide a holistic view of the project and serves as a foundation to creating an integrated project team.

Creation of an owner profile at project onset – provides understanding of how the project fits with owner’s overall business philosophy and constraints. The owner profile helps the entire team understand overarching priorities and values to the owner and provides a view of how the larger owner organization environment influences the project and its outcomes.

Definition of owner’s business case – provides a common foundation for the project goals and requirements. The business case solidifies specific space, budget and schedule requirements for the project and ensures that all team members understand the owner’s priorities and business case and that those priorities are used consistently to evaluate options and make decisions throughout the project.

Strategic planning – by selecting the most appropriate strategies from our extensive knowledge base and integrating them into a coordinated information flow plan, we can efficiently deliver the greatest value to the client. This type of planning allows us to look at project delivery from a technical and social integration perspective to deliver an unparalleled experience.

Exploration of options – by taking the time up front to explore options and ideas we create an environment that focuses on delivering greater value, providing innovation and increasing cross-functional collaboration. This includes concepts such as project phasing, utility coordination, safety, project controls and construction processes and scheduling. These lead to better solutions that minimize the risk and increase project outcome certainty.

SmartStart® Objectives for the Civic Center Revitalization Project

- **Alignment** – Common understanding of project objectives, priorities, and measures of success both for the project and for teamwork
- **Phased Delivery** – Discuss comprehensive phasing plan for the entire project timeline and identify key milestones for each phase
- **Off-Shift Schedule** – Define protocols and procedures for off-shift work
- **Logistics** – Coordinate site Logistics, related street closures and pedestrian access
- **Risk Register** – Identify and assess project risks and mitigation strategies
- **Team Governance** – Establish communication protocols and meeting cadence for the project team
- **Permitting Process** – Map out the design and permitting process to align with the phasing schedule

Construction Management Plan / General Approach

The Construction Management Plan is a written, project-specific plan which outlines the project's scope, budget, schedule, organizational roles, quality standards and specific methods and procedures that the Construction Manager [Design-Builder] will undertake to accomplish the various management tasks for the project".

While this SOQ does not detail every aspect of the Construction Management Plan (CMP), the Balfour Beatty + DLR Team herewith outlines all key elements of the CMP, which will be used as the roadmap when we fully engage the project with the City of Garden Grove. All successful projects are 'built' during the detailed planning, scheduling and estimating phases of the project before actual construction commences. Engaged stakeholders, with achievable high expectations consistently and clearly communicated to the Design-Build Team, create a project's foundation at construction commencement. Combining trusted Trade Partners during the design phase with Balfour Beatty pre-qualified subcontractors secured through the public bid process; a series of steps from initial onboarding and site-specific safety orientations; verification of pull planning milestones; and preconstruction and pre-installation meetings focusing on quality control, are implemented and continuously refined for improvement in construction deliveries, installations, commissioning, training and post- occupancy activities.

As your fully-integrated design-build team, Balfour Beatty and DLR Group's project management approach during all project phases, continuing into and all throughout construction, is driven by improving end-user experiences infused with utmost functionality. Working together and listening to clients and their values; our experienced project-specific construction delivery and support team will utilize their first-hand knowledge of developing law enforcement and civic centers, combined with endless enthusiasm for innovation to ensure project success.

Project Scope

Inasmuch as the Project program and scope of work will have been defined and vetted during design, preparation of technical drawings and specifications and project bidding, the Project Scope will be carefully re-visited prior to the start of construction to ensure that all required project components are incorporated and covered by the Project Budget. This process involves confirming with the City of Garden Grove, all end-users and stakeholders that the project moving forward, as planned, will meet your goals.

The Balfour Beatty Preconstruction group shall conduct detailed drawing and specification reviews precedent to and during

preparation of the bidders' scope of work letters to ensure that every project component is included in and covered by a bid package and is assigned to the most appropriate subcontractor.

A key component to Project Scope validation is defining the various phased project components. It is extremely important that the entire Construction Team fully understands how demolition work must follow the new parking structure, new public safety building and new occur prior to the planned new Civic Center Park. The Team must also understand multiple complexities involved with site infrastructure, work that must occur in the Acacia Parkway and Euclid Street right of ways, and that the existing Fire Department building and site ingress/egress must remain operational throughout the course of revitalization construction.

Team Organization and Roles

After the project reaches Financial close and transitions into the design-build phase, additional Balfour Beatty staff will onboard the Construction Team. Some of the City's staff involved during the project planning processes may not necessarily remain involved to the same degree; and perhaps additional City staff may be assigned to oversee the Construction phases. Balfour Beatty mentions this, as there will be various shifts in roles and responsibilities when the project transitions from 'design' into 'construction'.

Balfour Beatty will collaborate closely with the City to establish clear and concise roles, primary responsibilities and reporting structures and protocols. A revised Organizational Chart will be co-developed and published. A well-organized Team, with each member of the Team understanding their responsibilities and values to the Project, will set-up a collaborative approach leading to a high degree of success toward project completion.

Quality Assurance/Quality Control

Quality control represents a mindset of all Design-Build team members. A full understanding of responsibilities and accountability by each Team Member is paramount for achieving high quality from the initial design concept through construction. Below is our detailed overview of our QA/QC approaches for integrating subcontractors and subconsultants:

- **Project-Specific Quality Control Plan:**
 - Balfour Beatty will develop a project-specific QCP for the project to clearly and succinctly communicate our quality process to the owner, subcontractors, and project team members. We will review the owner's contract and the contract documents to fully understand and incorporate all project specific quality requirements.

3. Approach

- **Review, Understand and Construct with All Contract Documents:**
 - Review submittals for, then furnish and install approved, specified materials and components
 - Provide sufficient notice to the Project Team of upcoming installations requiring related QC activities.
- **Provide Qualified and Adequate Staffing:**
 - Our team will provide experienced staff with years of experience and expertise, who understand how to design and build with quality. Their knowledge forms the basis of our pre-planning efforts to identify key building components that will require careful attention to detail and execution. Our high-performance team will produce a high-quality project with predictable results.
- **Design and Create Mock-ups of Key Building Components:**
 - We will identify building components that will benefit from a full-scale mock-up to verify accurate installation and design intent. Typically, we target waterproofing systems, transition details between finishes, highly visible architectural features, and integrating dissimilar products. This is an excellent way to involve Trade Partners and Subcontractors to confirm proper sequence of work, aesthetics and function to all parties. Lastly and most importantly, it allows the Owner to review the intended design components ‘close-up’ before final production of the components are released for fabrication.
- **Preconstruction/Preinstallation Activities:** There are many preconstruction/preinstallation activities related to quality that our Team will perform before commencing physical construction. Such activities are coordinated with the owner, architect, subcontractors, and consultants to improve constructability and quality performance. Primary activities include:
 - Documenting Existing Site Conditions (comparing as-builts and record drawings) with observed conditions; ordering field surveys and potholing to ensure accuracy
 - Design Peer Reviews (key subcontractors provide valuable input into system design)
 - Constructability Reviews (comprehensive, interdisciplinary team member Bluebeam sessions)
 - Submittal Reviews (Design team and Subcontractors may jointly review on time-critical submittals)
 - System-specific Coordination Meetings
 - Source Inspections and Factory Acceptance Testing
 - Material Inspections

b) Construction Management Plan and General Approach

- **Hold Trade Partners and Subcontractors Accountable:** The Construction Team implements a site-specific QA/QC plan developed during preconstruction, coupled with mock-ups and quality-defining documents to effectively manage and align expectations with our Subcontractors. We use BIM 360 to track QA/QC forms, ensuring work being installed follows contract documents requirements and meets our high quality standards. The Design Team is continually kept ‘in the loop’ to provide valuable reviews during the mock-up and submittal submissions. This continual QA/QC process by our design, administrative and field staff minimizes incorrect installations and quickly identifies issues for rapid resolution to avoid project impacts.

Risk [and Opportunities] Management/Register

Our risk management approach will continue to deploy our risk management tools and techniques as the project transitions from ENP into the Design-Build period. The risks identified during the ENP will be actively monitored and managed. New risks and opportunities will continue to be added to the risk register as the project progresses.

All meticulously-planned projects carry inherent risks, and such risks are dependent on the project scope, project complexity, extents of demolition, public interfaces, etc. Each project also carries opportunities that may be identified during planning, design and/or construction.

As such, Balfour Beatty will continue to use the tools and techniques deployed during the ENP - such as the Risk and Opportunities Register, to successfully execute the Project.

The intent of the register is to identify and focus on high-risk issues and what their impacts might be to the project; communicate such risks to the Project Team members most affected by the risk potential; and together develop meaningful mitigation strategies and contingencies associated with the risks. Opportunities may create positive results such as cost savings and/or schedule reductions.

The intent of identifying risks and opportunities throughout the life of the project is to maximize opportunities and their positive impacts; and minimize risks and their potentially negative impacts to the project budget and/or schedule. Doing so will bring with it enhanced schedule control, overall cost effectiveness and enable all Team members to meaningfully make decisions and manage contingencies.

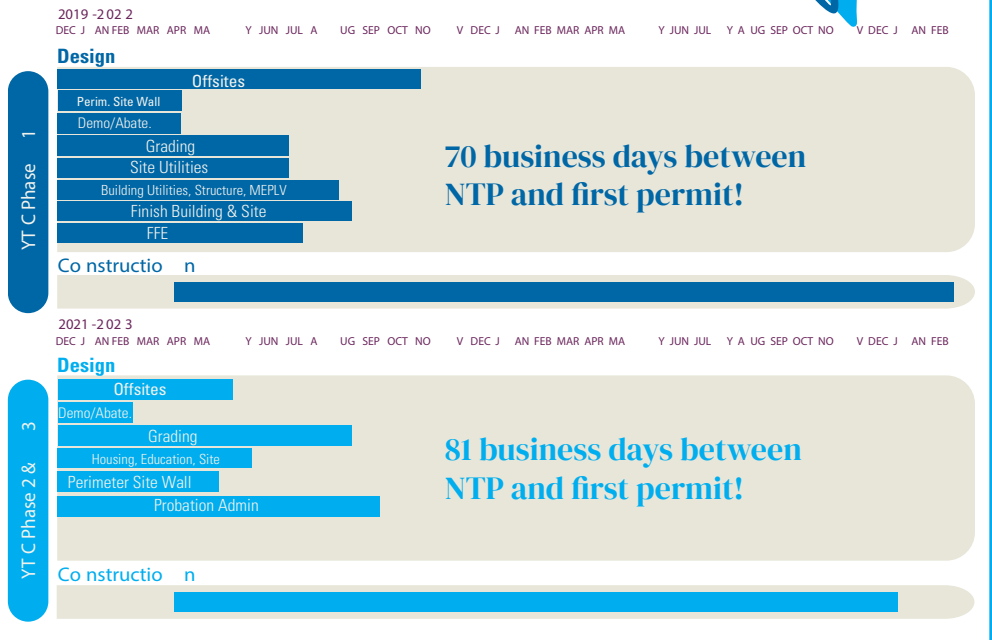
Management of Design Phase Process

“Everyone’s opinion was valued. Everyone was equal - that was key to the project. We always found a compromise and everyone felt valued and that their opinions mattered even when it was just a paint chip.”
 - **Sandy McBrayer,**
CEO of The Children’s Initiative
San Diego Youth Transition Campus, Ph 1

Case Study...

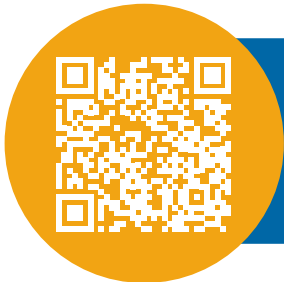
SAN DIEGO YTC PHASES 1, 2 & 3

On the County of San Diego Youth Transition Campus, Phase 1, there was a set goal to begin facility operations as soon as possible. In order to deliver the facility in the most efficient way, the Design-Build team, the owner, and the agencies worked together to deliver eight separate design scope of work packages with the first permit being received only 70-days following our Notice to Proceed. All remaining permits were received on, or before, all planned dates creating a seamless transition between design and construction. Construction commenced only 90-days into the design process and both construction and design continued to work in parallel for 7 months. We repeated this successful process on both Phase 2 and 3 of the County of San Diego Youth Transition Campus.



Open Book GMP Development

We utilize a database called **Building Connected** which gives us access to over 4,500 trade partners broken down into specific EBE and DVBE metrics. During the bidding process, The County, DLR Group, and all stakeholders will be invited to view the bids in Building Connected. We will then level the bids and develop the GMP collaboratively and completely open book.



Click or Scan QR Code to learn about our commitment to our Trade Partners

“To accomplish everything on the schedule that was set and maintain it through a pandemic was an incredible example of both teamwork and leadership. Congratulations everyone.”
 - **Thomas Hoerstman, Retired Capital Projects Manager, County of San Diego**
San Diego Youth Transition Campus, Ph 1

3. Approach

Site Specific Safety Plan

Safety is paramount to Balfour Beatty's approach to work. We strive to send everyone home the way they arrived and with our signature **Zero Harm safety program**, that is more than a goal: It's an expectation. Our site-specific safety plan encapsulates all site hazards including those found during demolition and abatement to ensure there is no contamination from hazardous materials outside of the area of work. Our site Superintendent and Safety Professional will implement and update this plan as required until the project is completed successfully.

Once construction commences, every individual who steps foot on our jobsite to do work is required to attend our **Zero Harm safety training**. This ensures that our tradespeople and staff are educated and aware of the risks that surround them each day. Our training covers, but is not limited to, working from height, working in confined spaces, delineation of equipment and worker paths of travel, and working near active utilities. Balfour Beatty discourages the use of ladders on all projects and will ensure that working from height is performed safely and effectively utilizing mobile platforms and scissor lifts.

Site monitoring will be performed 24/7 utilizing high-definition video surveillance that can be accessed remotely at any time. Site access will be controlled via two main entrance gates. Gates shall remain closed unless in-use and all deliveries shall be monitored and controlled with flagmen to direct traffic as necessary.

- During the demolition of the existing facility, sidewalk access will temporarily be restricted along Acacia Way to eliminate any potential risk of debris injuring pedestrian bystanders.
- During construction pedestrian traffic near the site will be routed along the south side of Acacia Parkway and the west side of Euclid Street. There will be one man gate located along the east boundary of the site for project personnel. Truck traffic

b) Construction Management Plan and General Approach

and/or deliveries to the site shall be limited to a north gate (Acacia Parkway) to reduce excess traffic near the intersection of Acacia Parkway and Euclid Street and the operational garden Grove police and Fire Stations..

- Daily morning huddles will take place with safety topics at the beginning of each meeting, each trade contractor will be able to discuss specific tasks for the day and any upcoming major activities. Attendance is mandatory for all personnel on site.
- Prior to any excavation, utility locating must be performed, and an excavation Pre-Task Plan meeting with the project superintendent must take place. Once the dig permit is issued a flag will be placed on top of the equipment that will be performing the excavation tasks.
- All personnel must wear hard hats, safety glasses, reflective upper garment, and gloves when entering the site and while on site.
- All personnel must check in each day at the safety shed, located near the personnel entrance.
- All new personnel must watch the Balfour Beatty safety video and attend the Zero Harm training.
- First aid kits are located in the safety shed and Balfour Beatty trailer.
- In the event of a safety incident contact the Project Superintendent, phone number located on the safety shed.
- All safety data sheets (SDSs) are located in the safety shed.
- Fire extinguisher is mounted on the exterior of the safety shed.
- All visitors must check in with the project superintendent.
- This facility is alcohol, drug, and tobacco free, no smoking, no vaping, no chewing tobacco of any kind is permitted.





October 1, 2022

To Whom It May Concern

**RE: Contractor: Balfour Beatty Construction, LLC
Request for Prequalification**

Balfour Beatty Construction LLC is a valued customer of Willis Towers Watson and we have represented them for several years, working with Zurich on their Workers Compensation program. We can verify Balfour Beatty Construction LLC's Workers' Compensation coverage for the past three years, along with certifying their Intrastate Experience Modifications for the State of California as promulgated by WCIRB, Bureau Number 4-55-52-40. It is as follows:

Carrier:	Policy #s	Policy Term:	CA EMR
Zurich American Ins Co	WC 6476685-08	10/1/2022 – 10/1/2023	.82
Zurich American Ins Co	WC 6476685-08	10/1/2021 – 10/1/2022	.68
Zurich American Ins Co	WC 6476685-07	10/1/2020 – 10/1/2021	.78

Should you have any questions, please feel free to give us a call.

Sincerely,

Kevin Glasgow
Senior Vice President

Direct: 615-872-3106

Email: kevin.glasgow@willistowerswatson.com

Willis Towers Watson Southeast, Inc., 26 Century Blvd., P. O. Box 305025 (37230-5025) Nashville, TN. 37214

3. Approach

c) Design Approach

Project Understanding

The City of Garden Grove is embarking on a project that will be the result of over a decade's worth of efforts, beginning with the Re: Imagine Garden Grove concept of leveraging land use, design, transportation, and branding to revitalize the City's downtown as the "heart and soul"—a dynamic, safe, central space that reflects the community's identity and supports quality of life.

The Project is predicated on a fast-track design schedule and we recognize that meeting the stipulated ENA Milestones 1 and 2 demands a robust collaboration with the City, marked by a shared understanding of objectives and an aligned design/feedback approach. Through regular over-the-shoulder reviews and rapid iteration cycles, we are prepared to ensure that all parties remain in sync and contribute effectively to the Project's swift progression. Our success strategy is underpinned by a strong partnering approach, as elaborated in section 1A Firm Profiles and Team Organization.

This project underlines the importance of replacing and reorienting the aging police building and civic center park to improve public safety, community engagement, and civic presence. Ultimately, the project will at once blend and enhance Garden Grove's downtown sense of place, befitting its surroundings while also driving the aesthetic vision for the Civic Center area.

The public safety and parking structure primarily addresses the current and future needs of the Garden Grove Police Department, which anticipates growth of over 200 sworn and 100 civilians. The department's strategic plan highlights its focus on operational efficiency, high ethical and professional performance, recruitment and career development opportunities, and a community policing philosophy. The new building will provide more adequate space and equipment, optimized training and use of modern technology, and enhanced employee safety, health, and wellness. A well-appointed headquarters will better support the department's ability to improve officer response times, more efficiently handle and solve cases, track and address crime trends, effectively manage socioeconomic stressors such as homelessness and blight, and ultimately, improve quality of life for residents and visitors alike.

The reoriented park will support a diverse variety of community uses and provide improved pedestrian-friendly features such as accessible sidewalks and walking trails. It will be designed to facilitate maintenance efforts to ensure the park remains active, clean and safe for all community members and visitors. Garden Grove's Parks, Recreation & Facilities Master Plan also highlights new park trees to create age diversity within the park systems' urban forest, and park upkeep to encourage surrounding commercial and private property improvements.

The City of Garden Grove and its consultants have spent a significant amount of time developing preliminary documents to capture the vision for the New Civic Center Public Safety Building, Park, and Parking Structure. These efforts provide a strong foundation for success through to completion. The Balfour Beatty Design-Build team will use all the work completed to date as a departure point in our mutual quest for excellence in design, operations and project delivery.

We will work closely with you to refine the preliminary design concepts described in our approach to ensure we capture your needs and requirements in a comprehensive design package, working closely with you to manage and guide this process through the design and construction delivery phases to assure that your vision is realized on-time, on-budget, and claim-free.

Our approach is always built on two-way communication, so a fully detailed Design Implementation plan and Design Concept cannot be crafted without careful communication with the City and your consultants. However, we have familiarized ourselves with the information available and, based on our understanding of the work completed to date, we have developed the following generalized approach which will serve as the basis for developing a final plan and concept in concert with the City and your consultants.





3. Approach

Design Implementation

Program Verification - “Establishing the Vision”

Key to the success of the project will be the review of your program and modifications to finalize space needs with operational policies and establish the basis for long-term growth and expansion. The program is the basis for a successful project. The ability to construct the project within a specific budget is a direct equation multiplying proposed area requirements by the desired quality of construction; by carefully balancing the “needs” with “wants” the budget can be met.

A workshop or series of workshops including the City’s project stakeholders—representatives from Community and Economic Development, the Police Department, Parks & Recreation, Operations & Maintenance, and other key stakeholder representatives identified by the City—and the design and construction team will be held to clarify all aspects of the program (e.g., sizes and relationship of spaces, operating protocol and facilities not now included but eventually that may be, etc.).

Balfour Beatty’s Design Manager Kristen Tuerk and DLR Group’s Principal in Charge, Darrell Stelling, have extensive expertise doing this together and will lead the workshops with the City.

Concept Verification is the beginning of the synthesis of a solution to the program. The concepts will be developed in sufficient detail to provide diagrammatic solutions to the program. Multiple alternatives will be generated for review and evaluation. The overall Concept will also serve as a basis for more detailed schematic development.

Schematic Design - “Translating the Vision to Three+ Dimensions”

Schematic Design will include the exploration of various design alternatives based on the approved concept. Proposed operational procedures for the various functional areas of the facility will be analyzed and documented as part of the design/review efforts. These operational procedures will be developed as scenarios which directly impact design.

Structural, HVAC, plumbing, and electrical systems will be analyzed, and a final recommendation of the design will be made. The probable energy and water consumption of the complex will also be studied. At this point major systems are tested for life cycle cost and final systems chosen for the facility based on first cost, long term cost and maintainability of the system over time. These systems will then be detailed in the following phases.

The Workshop Method

We believe that successful projects are built on close and interactive relationships with the owners and users of facilities. Integral to our approach is developing an understanding of your goals, criteria, specific needs, and aspirations. One of our first tasks is to identify project stakeholders and solicit their input in a manageable way.

Key representatives from the City will provide input on police operations, operations and maintenance, security, civic, and parks and recreation to meet with our design and construction team and discuss ideas for new facilities. This information will be utilized to create a path forward for design and the life cycle cost of operations and maintenance for the facility, which will be adjusted throughout the overall design process. The primary objective of this workshop format is to encourage a positive environment of interaction between team members to identify key issues of the project and to work collaboratively with the facility users to develop a sensible and logical solution.

We will lead project stakeholders in informed action and confident decision making by listening to your needs, assessing your current conditions, and providing creative, data supported design solutions. It is our role to provide technical ability, creative energy and ideas, and the presentation of information that will facilitate decision-making by the City.



3. Approach

Design Development - “Detailing the Vision”

During the Design Development Phase, 95% of all required design decisions relative to materials, systems, and equipment will be finalized. These decisions are made within the overall framework established in the schematic design package. The primary objective of this phase is to develop a set of documents which define the character and construction of the project. These documents will be the basis for the development of construction documents.

Construction Documentation - “Communicating the Vision”

During the Construction Document Phase, the design decisions made during the previous phases will be incorporated into a final set of documents in sufficient detail to bid and construct the project. The quality of the documents will be constantly monitored throughout the development of the CD package. Additionally, a formal in-house quality review will be held at 60% and 90% completion. This review will be completed by senior design and technical staff of our integrated team.

Project Management and Communication

Good management of the design and construction process involves three key components:

1. An excellent team must be created with people in all the core and specialty roles that will apply to the project’s unique criteria.
2. A work plan must outline the information, decisions, and progress milestones needed in support of the work.
3. Responsible team leaders must be proactive in managing the process, looking ahead to anticipate the challenges, and reduce the risks early in order to adjust the process to maintain the desired results.

Our integrated team commits to hands-on involvement of core project leadership throughout the life of the project, with the support of experienced staff in active collaboration with highly qualified consultants. This integrated approach optimizes cost-effective, high-performance strategies, and it brings all team members together with the belief that good ideas come from the whole team, and that we are all working for the good of the project. Our lead architect’s Senior Project Manager will provide a single point of contact for day-to-day management of your project. He will manage the project with the ideal goal of no surprises. The cornerstones of our process will be proactive planning, frequent communication, and diligent tracking of issues.

Clarity in communication paths and roles exemplifies our belief that communication is the backbone of a

successful project. We are well versed in the use of tools and technology that keep the whole team updated in real time, including client representatives and consultants. A Communication Plan is established at Project Kick-off, and includes a Weekly Update briefing the team on: Active Phase; Budget Status; Schedule Status; Upcoming Milestones or Review Dates; Change Order Summary (if any); Outstanding Concerns or Key Decisions required that may impact either Schedule or Budget; and Potential Value Engineering Opportunities. This weekly update and other communication will be available via a cloud-based secure Project Management Dashboard, which means all team members are working with the same knowledge at the same time, and can document new conversation and field observations with a mobile app.

Regular and clear communication is most effective when done through face-to-face meetings, with the support of emails, video/conference calls, weekly status updates and schedule updates. We will review issues from a detailed list, ensure progress is being made per the schedule, and identify problems far in advance so they may be addressed before they become major challenges. Monitoring project progress with regard to schedule milestones and budget issues is essential, and one of the first steps on the project is to establish project goals and clearly define scope, budget, and schedule constraints. We involve all parties in this step to establish clear expectations for the life of the project.

3. Approach

Permitting

During permitting, the design-build team will submit to all required regulatory agencies for approvals. We anticipate early packages for some agencies that require longer lead time to move this process forward faster, as well as to assist in early package delivery that will facilitate an earlier construction start on site.

Construction Administration - “Turning the Vision into Reality”

Our lead architect’s Senior Project Manager will administer the flow of all communications to ensure that the A/E team’s full project knowledge is applied to and enhances the success of the project. Our architectural team will be supported by our in-house engineers throughout the entire construction process so that the A/E team’s response will be more coordinated, more informed, and more responsive.

In conjunction with the operations and construction teams, our design team will engage in the necessary quality control and mockup processes, as well as commissioning of systems and training procedures, to ensure we get all of the details just right. This active participation allows our team to troubleshoot any challenges in real time. Our goal throughout our Construction Administration Phase is to guarantee that once your staff is trained and your project is turned over that the building will represent your vision, down to the last paint color.

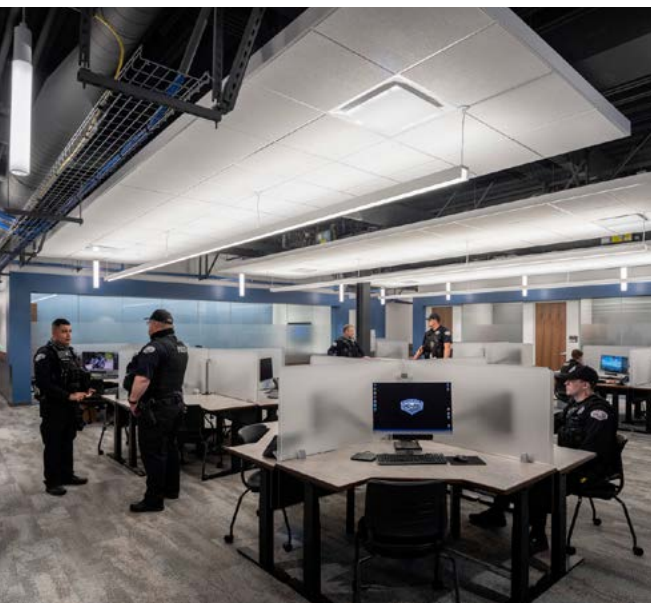
Project Close-Out

Closeout and final document submittals can be a lingering problem at the end of construction on a project. We will prepare a detailed master schedule that identifies the sequences for building commissioning, close-out documents, move-in planning and warranty follow up. Continuous communication with the contractor, owner and design team members is crucial to assure a smooth process where all partners work together for the success of the project.

Prior to Substantial Completion both the Design-Builder and relevant representatives of the City and the Garden Grove Police Department will attend a series of handover preparation meetings to facilitate an effective and efficient handover into operations. In addition to Commissioning Plan status, meetings will focus on as-built drawings, maintenance manuals,

Commissioning certificates and warranties, punch/defects lists, training of City and the Garden Grove Police Department staff, asset registers, and protocols for post-completion commissioning, defects rectification, and installations.

Lake Oswego City Hall & Police Station | City of Lake Oswego



3. Approach

Design Concept

Our holistic design approach to the New Civic Center Public Safety Building, Park, and Parking Structure begins at a high level to consider the totality of the site, the intended functions of the new facilities, the aesthetic identity of the City, and best practices in designing an activated urban center.

We layer in our project understanding to present a concept captured by an Overarching Urban Center Theme that is then detailed into three primary components—Public Safety Design, Parking Structure Design, and Park Design. This approach facilitates the organized and efficient development of design for each new facility without losing focus on the overall project goals and objectives.

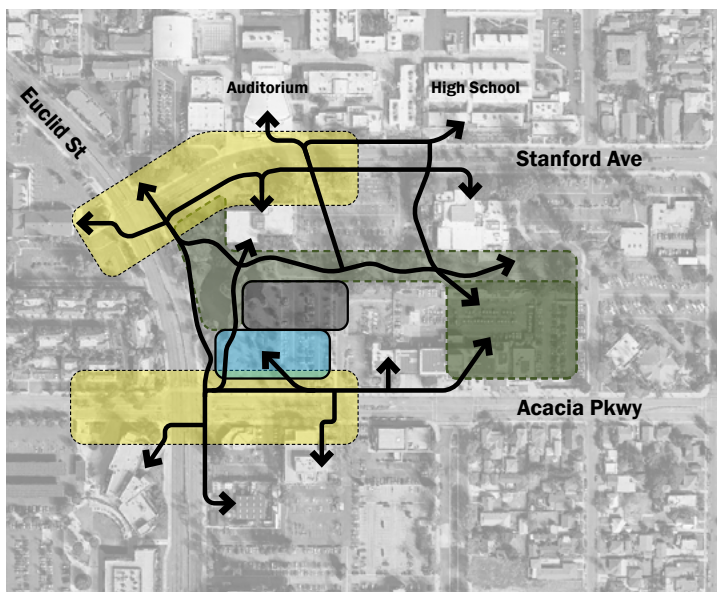
Overarching Urban Center Theme

Engendering a Sense of Community

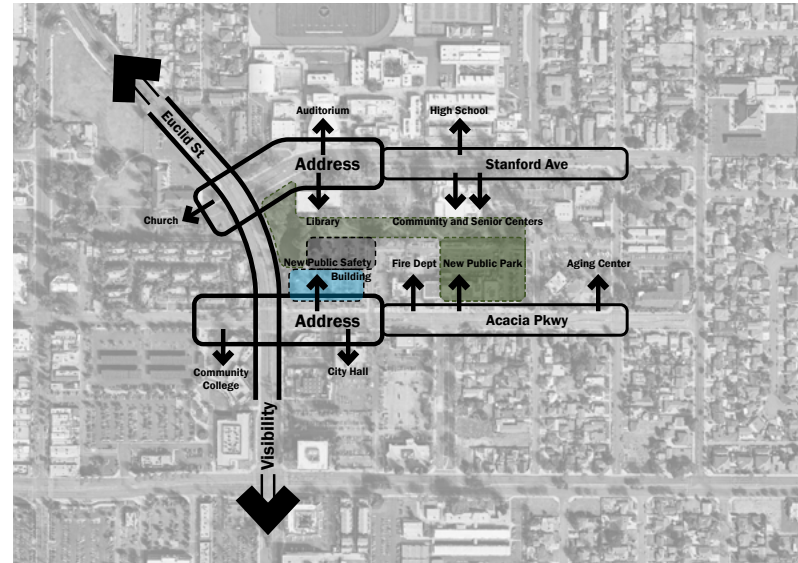
Euclid Street currently provides visibility and unites a collection of public buildings into a civic center.

To help build a sense of community for the Civic Center it is important we create places, not just buildings. The existing public facilities have addresses on Acacia Parkway and Stanford Avenue. We can use these existing addresses to build “public squares”.

The Stanford Avenue “public square” unites the Public Library and the Donald R Wash Memorial Auditorium along with the associated Garden Grove High School. In addition, it leads to the Community Meeting Center and Council Chamber, and the H Louis Lake Senior Center.



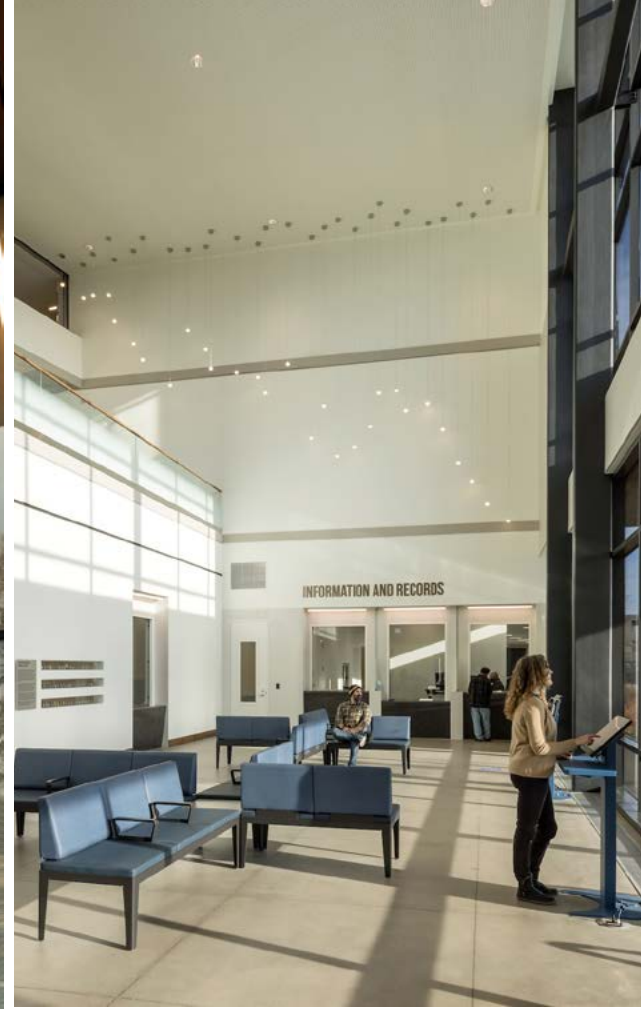
The Acacia Parkway “public square” unifies City Hall, Fire Station No. 1, and the nearby Coastline Community College. It also reaches out to the nearby Healthy Aging Center. This more civic public square will be anchored by an active new city park, that blends into the Community Center Park that leads through the block to Euclid Street.



The Euclid Street community park will be key to drawing together these places from the auditorium in the north to the Steelcraft in the south. Euclid Street will continue to provide visibility and can be part of the layering of places that unite each of the communities within the various buildings into a diverse and legible civic center. - A string of social activities that bring life to the neighborhood will make this a vibrant place to work and gather. A far cry from the dry civic centers of old that just kept business hours; this is a connected, curated, and welcoming place for people to come for business with the city, education, and just fun activities.

Maintaining Security While Being Open And Inviting

When uses are more closely mixed together, each use must gain from the synergy created, and compromise nothing for the co-location. Therefore, while accessibility and security must be at the forefront of design goals for the new Public Safety Facility (PSF), activities and integration with the Park and the existing Civic Center must also be pursued. The PSF should play a role in the activation of the public square, and it should have its own outdoor space where the police department and community can come together to decompress, communicate, and celebrate together.



3. Approach

Public Safety Building Design

Design Ethos

Our team will apply the design ethos of being stewards of the public built environment, committed to elevating behavioral, environmental and social betterment for healing, equity and transformation of individuals and the community. This ethos will guide the work we do, especially as it relates to the PSF, and serve as the inspiration for why we do it.

Through our extensive experience in planning and designing police facilities, we have consistently seen the need for functional excellence in operations that can flex with and adapt to the changes that time brings. Public safety buildings are an important tool that officers use in doing their jobs. Much like the other variety of tools that an officer uses in the field, the facility design needs to accomplish several different objectives, which are accomplished by implementing the four basic strategies, below:

Connectedness: The PSF and parking structure need to house the vehicles and resources that Garden Grove Police Department (GGPD) have, while also providing a fast and reliable connection to the street, via either Acacia Parkway, or from a driveway off of Stanford Avenue. The Parking Structure will have a direct connection to the building, allowing patrol officers to quickly and easily access their patrol cars. This will keep the officers time efficient and to aid in their wellbeing and safety when carrying large duty bags and equipment to their vehicles. We have found that a patrol area that concentrates the major functions that a shift officer needs -- such as briefing, equipment pick-up, charging station, evidence drop, and locker rooms – in close proximity to marked patrol vehicles, is the most successful relationship. We refer to this convenient relationship as the PATROL TRIANGLE.

Communication: In a 21st Century public safety department, there is an increased need for the facility to provide opportunities for inherent camaraderie and communication between work units. The workplace trend we've discovered, is that amongst a new crop of officers/workers is to break down some of the barriers between work groups to encourage more socialization and communication between workers than cloistering them at their desks, thus providing future flexibility that can stand the test of time and change that is so ever-present in law enforcement.

A successful strategy that we're employing on current projects is to provide more open and casual break areas and food vending areas. Tying these more scattered social spaces and work zones to the building's circulation systems, energizes the stairs and elevator lobbies and leads to what we like to call "casual collision" of staff, and offers the twin benefits of enhanced, casual verbal and visual communication between different operational groups (such as patrol officers and detectives talking regularly) and the consequent

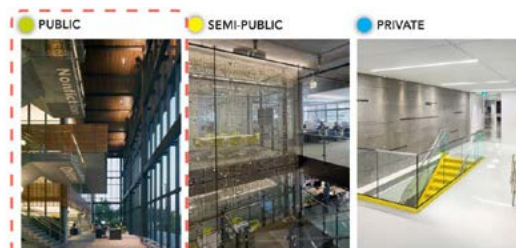
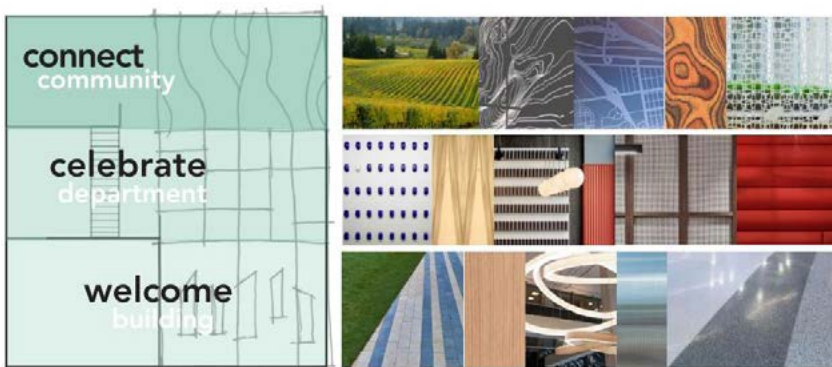
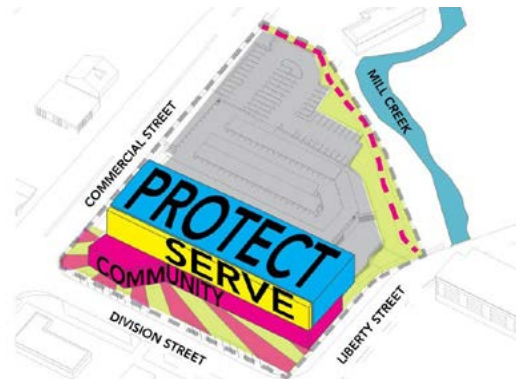
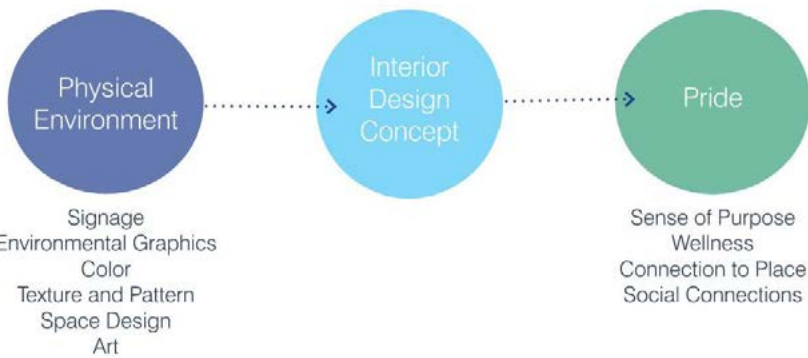
sharing of information. We have also found that breaking down hard walls between offices creates more fluidity in the workspace, but also reduces the cost of doors and partitions and eases the HVAC demands of spaces.

Community Conversation: One of the most challenging issues plaguing police departments across the country is trust and transparency between their officers and the community they are sworn to protect. This is a complex issue and not one in which design is the lone answer, but we believe that the design of a new facility is a worthwhile place to start. The steps that can begin to break down barriers start with inviting the public into the facility. This starts with the dedication of community space and giving the public a feeling of openness, peace of mind, good wayfinding, and a feeling that their right to privacy is being protected, in every space and every interaction in the new PSF, from the warmth of materials to the privacy provided by good acoustics.

Using the design to give the public easy access to officers, by creating report rooms that allow these conversations to take place in private and to protect the propriety of the information they share is protected. Citizens should feel that the PSF is a place of safe refuge when being pursued or abused and that the design takes care to assure victims that they will not be sitting next to their abuser. The program space for the public should be more than just the lobby or the community room, but a pervasive sense of community connection that can be spoken through the architecture and unique program spaces that can allow for both structured and more casual connection to the officers and administrators. Transparency of the design can break down barriers both literally and figuratively.

Safe at Home for Holistic Wellness:

In the stressful lives of police officers and a sometimes-combative environment in the community means that the police facility must be a place where officers can feel safe, secure, and at ease within. The layout should be convenient and well organized, but more than that, it should welcome them into their domain, while simultaneously welcoming the public and keeping unwanted threats out (more on that later). A celebration of the patrol officer, the living lifeblood of a public safety complex is a big part of a comprehensive wellness strategy. From parking their cruiser in a connected parking deck, making the place of arrival for each shift a moment of arrival that reminds and reinforces the identity and mission of being a police officer in Garden Grove. The patrol entrance and patrol area are not the only places, but the first place in a building that drives a sense of pride and the beginning of a GGPD police community within the walls of your new PSF! The creation of a police community within is a tool for driving recruitment and retention for your agency.



3. Approach

A strategy for holistic wellness is critical in the current environment and has the possibility of driving better interactions in everything police officers do. Wellness is a multi-faceted strategy, of which physical fitness is an important part, but so are the following wellness strategies:

- Acoustic control in space
- Appropriate lighting levels and tuned melanoptical lux levels of lighting that is tuned to shift workers
- Access to daylight and views
- Great indoor air quality with air monitoring
- Integrated socialization opportunities
- Mental health focus rooms

Program Validation

Solid operational understanding is the foundation of good program validation and design. The programming and design of the new PSF is an opportunity to tailor the design to department cultures and simultaneously challenge that culture and to drive it to new levels of efficiency in its operations. We will put that knowledge to use delivering useful program validation and visual programming data building upon the work already done by the City of Garden Grove and HOK, that will set the foundation and kick-start the design and construction for your new public safety facility design effort. We have the experience to walk alongside you and guide your decisions to be tuned to “right,” instead of only “right now.”

As we translate the program and criteria documents into built form, operational understanding comes first from observation of police activities and procedures and discussions that lead to a holistic understanding of police, fire and emergency operations. Our team has spent countless hours inside outdated public safety facilities in California and across North America, at all hours and throughout each shift, witnessing the actions and challenges that each patrol officer, detective, K-9 officer and (even Mischa and Nellie), and evidence tech faces. We understand that existing buildings throw up roadblocks to ideal operations while revealing much of what is elemental about the department. We would like to see how interviews are set up, who and how many are waiting in the lobby to file a report, and



Our team had the chance to meet Nellie, and receive her business card, while on a project site visit. This experience gave us even more insight into how important it is to understand all the needs of the new facility, including areas for Nellie, and other GGPD K-9's, to use on the ground-floor.

how evidence is logged.

To set the stage for an accurate program validation development, we will marry this operational understanding with a more qualitative analysis. By analyzing data, we can better design and

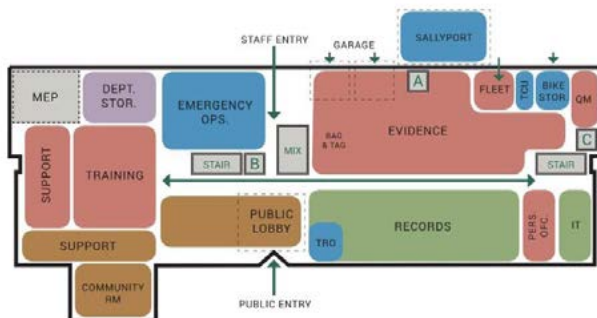
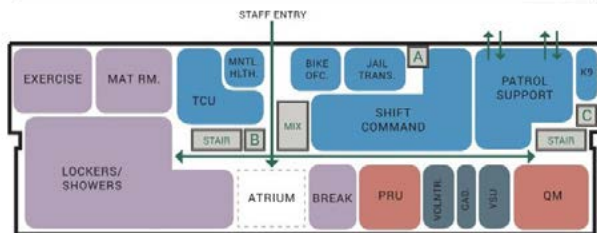
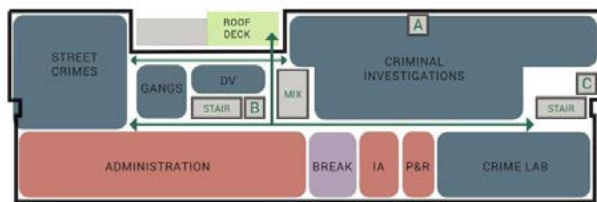
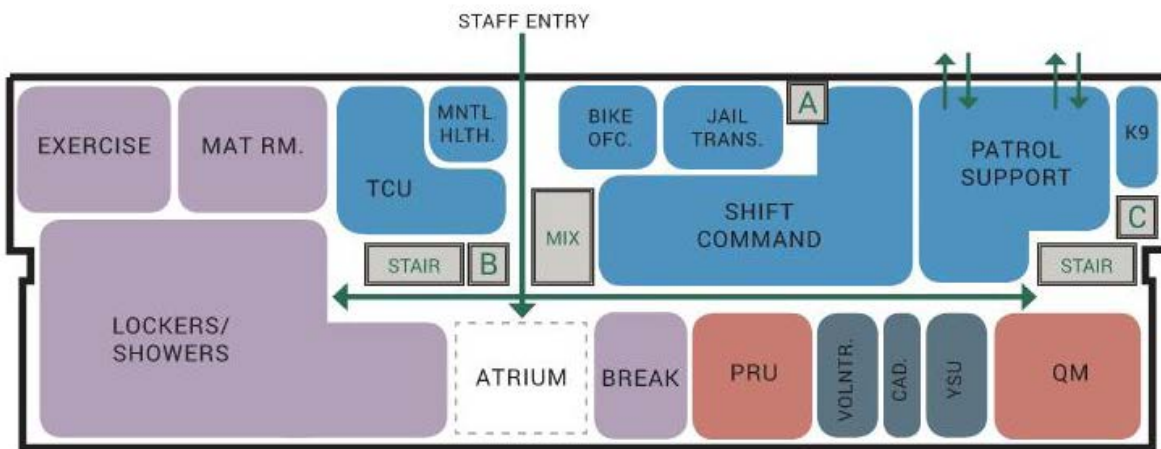
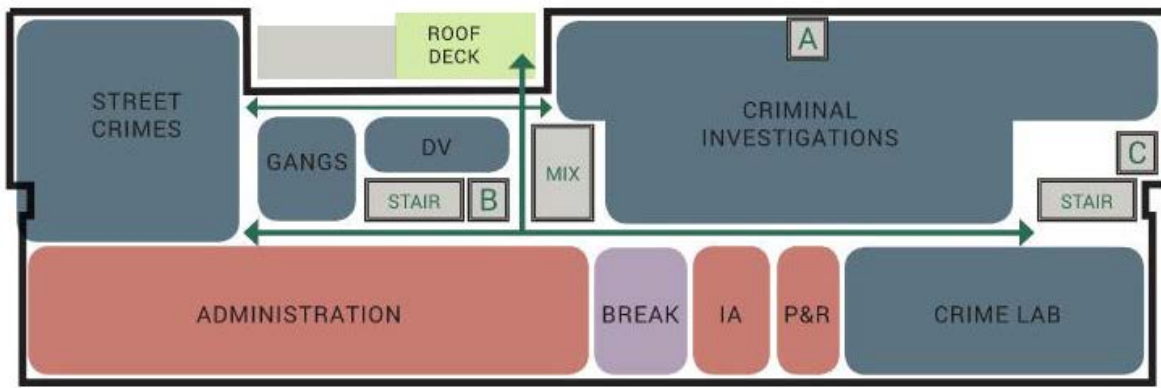
ultimately construct a resilient and highly functional PSF in Garden Grove. We have used our lens of public safety experience to thoroughly review attachments A through C to understand the program, site, specifications, and adjacency diagrams to understand the good work that the city has done to date in imagining the PSF. Our team has real world experience of turning these criteria documents into operational and maintainable public safety facilities. This is our starting line, but we have the understanding of how these tools can translate into transformational police spaces that cater to communities.

To properly understand workflow in the new PSF, we will engage with staff to understand how units operate, to improve on operations in the new design. We have ample experience validating existing program information. On our design for the Salem Police Station we met with 29 different groups at program validation and again at SD, DD and prior to setting the GMP, to focus on operations in a detailed way. Here we have room data sheets, but the details of door swings, equipment requirements, and security and propriety permissions are reading in between the lines.

We will assemble a final design-build program that respects and builds upon past programming and planning data that exists. We are not looking to reinvent the wheel. Rather, we want to infuse the program with up-to-date public safety operations understanding that sets your department up to grow and flex appropriately with time.

Our collective understanding of facilities includes knowing where vehicles go and how they are maintained. We know from many similar projects that parking is a priority for a facility like this, as is safe and secure movement in and out of the site, as are the links and connectivity to fire partners, parks, and other civic facilities. As we examine program data, we will take police vehicles at all hours of the day and night into our accounting and into your roiling assets inventory. Evidence property projections are even stickier and more essential to get right. We will review the updated program with administrative and City staff and tweak and re-present. We will then review essential and secondary adjacency needs and adjust where there are opportunities to improve the layout.

We have been consistently working on police needs assessment projects all over the country and have honed our programming and planning tools to a fine science. We will layer objective criteria that we have developed with our extensive experience, industry benchmarks, and City space standards. We have been involved with dozens of these public safety assessments in the last five years alone, for large, medium-sized and small departments alike.



3. Approach

We believe the civic frontages along Acacia Parkway and Euclid Street are important to highlight the form and transparency of the PSF. By potentially pushing the parking structure back on the site, we can harmonize the PSF with the park and fire facilities for an enduring civic image built on healing, equity and transformation. The police space is effectively daylight, defining the edge of facility and allowing a functional handshake between the PSF and police vehicles housed in the parking structure.

Public Safety Planning Tools

When planning a new police facility, we take multiple steps to establish a graphic understanding for you that moves from the highly conceptual to the very specific. Initially we convey an understanding of your public safety operations through text and example photographs. We continue to build off the program information and adjacency diagrams provided by the City to confirm the interaction between individuals or operating units with relational diagrams. We do this to ensure the operational needs are maintained as the design develops and evolves. One example may be to convey an understanding of how a patrol officer brings in a piece of evidence – we draw a plan that shows where the officer parks their car and what path they would need to take to arrive at an evidence drop. Do they need to detour to find bag and tag supplies? Is the computer to log evidence nearby? What is the supervisory structure that supports this effort? All of this should be clearly demonstrated in our conceptual sketch.

When planning a new facility, police staff tend to see the new facility “through the eyes of the old.” Instead of seeking the ideal functional operations recommended by the Commission on Accreditation for Law Enforcement Agencies (CALEA), staff allow operations to be directly influenced or shaped by the building they are currently in. From experience our team understands how the inflexibility of the spaces might blur an officer’s understanding of their own operational unit and make it hard to see the theoretical interactions between units that could come from a better floor plan.

The culture of teamwork and intimacy that grows in the tight quarters of outdated facilities is difficult to emulate in the relatively spacious quarters of a new, purpose-built police facility. In the case of a department currently operating in multiple facilities, the need to imagine a facility that fosters intimacy and teamwork is critical. Conveying in repeated graphic format the operational interactions between departments can start to map a new perspective for the department.

As we move through preliminary design for the Project, there will be competing demands and asymmetric access granted to one function versus another. Our experience will help frame the

argument and provide impartiality.

In the times we are in planning public safety facilities requires finding the right blend for providing modulating layers of transparency and openness, while protecting secure spaces in an integrated manner is essential to judging the success of the police facility. Providing public safety office zones that buzz with operational efficiency and crucial adjacency are the starting line, but when we can assure that they also support staff morale, build communication where virtual walls used to exist, and where staff can get together socially – these moves all allow for the creation of a police community space from within the new public safety complex. This is the keystone of our design approach.

We have found that this kind of internal community approach provides the foundations for increased recruitment and retention of staff, as well as integrated wellness and mindfulness for staff, especially when paired with access to natural daylight and nature-connected spaces. These are all steps that tie together with a sustainable approach, they meet in the same place. A police community from within can be effectively layered with community spaces for the public to help build understanding with the public and in turn visibly invite public into the facility to make the facility and in turn, the city more accessible. We have ample experience in our project examples of how design can make these barriers dissolve away, while still maintaining safety and security for all, in a resilient facility. This is where healing and equity can lead to transformation for everyone who interacts with the facility.

Since this PSF will be a cog in a larger civic wheel and a neighbor to the park, the existing fire station and other city facilities, it will need to operate like a shared public safety complex.

Project Highlight - City of Tukwila Justice Center

We can offer recent experience with a shared services public safety justice center in Tukwila, Washington. We learned some hard lessons with that one, since it had to be a home for the entire Tukwila Police Department, municipal courts, probation, and the emergency management agency, who operated a dark emergency operations center. We learned that with limited budgets, each square foot was precious, which led to each of these stakeholders being tremendously territorial. They fought over what each party thought was rightfully theirs. It was destructive and since the City of Tukwila had passed a bond for several projects in the city, there wasn’t enough money to build duplicate program elements for each group. As a result, we designed the EOC area to act as a shared conference center for the entire building. Police, courts and EMA have all their conference rooms in this shared zone. We learned a lot about how to best share a facility and look at it as an opportunity for connection, rather than a limitation. We will bring those lessons to Garden Grove with us to inform the process.

3. Approach

Essential Services Facility

The PSF will be an essential facility – and this means that it must strive to remain operational before, during, and after manmade and natural catastrophes. It is not enough, however, to simply provide a secure building. The building must also provide an open and welcoming atmosphere.

To meet both objectives, Resiliency and Openness, we must combine uniquely different spaces for multiple department areas and users within one facility. The first level, or floor, should embody Openness to the public "where allowable" to promote community engagement with the departments. Both the police and supporting public safety users' mission critical secure spaces must focus on Resiliency. Resiliency includes security and continuity of operations.

To ensure uninterrupted functioning, the PSF, secure parking, and a portion of the site surrounding the station must be resilient, able to hold out during disasters and be easily repairable in their wake. And yet, safety can't come at the cost of being open and inviting as part of a greater Community Policing initiative. The public safety complex should offer a place of refuge and calm that elevates the mental wellness of those who work in and visit the building.

Our team's design aims to achieve this balance in every public safety project while adhering to the California Building Code Risk Category IV "hardening" requirements, FEMA and NFPA resiliency guidelines, and accreditation standards such as the Commission on Accreditation for Law Enforcement Agencies (CALEA).

To achieve an Open yet Resilient design these best practices should be included:

- Open and Secure
- Secure Site
- Resilient Exterior and Interior
- Redundant Utility Systems
- Elevated Code and Criteria Compliance
- EOC Activation Attributes

Durability

24-7 policing operations and multiple shifts a day take a toll on a police facility. Mud, and other contaminants come along with every shift. GGPD officers wear duty belts that increase their width to rub up against walls and often tear furnishings. These are the realities of public safety, and the design and finishes must respond with durable and long-lasting qualities that reinforce operations and maintenance.

Hard surfaces such as polished concrete can absorb the foot traffic and when paired with wide corridors and durable materials like

ground-faced CMU, these can pair to provide interior cleanability and resilience that will keep them looking good for a long time. These materials have a higher first cost, but with a lower lifecycle and maintenance cost, they can be a good choice.

The same mentality goes into FF&E, pellicle fabric and chairs without arms are in the same interest for slowing obsolescence of furnishings. Lockers for the GGPD should be made of tough thicker gauge metal and welded construction. These are functional steps that can also be beautiful while being the cornerstone of an effective operations and maintenance program.

Open and Secure

A representative example of our open and secure design is the implementation of large and transparent "Level 'E'" impact glazing at the storefront openings in the Lobby, Stair, and Community Meeting Room. Importantly, "Level 'E'" glazed windows provide ample daylight and views for the officers and staff, an evidence-based means of designing wellness into the building. But even more importantly, the storefront openings allow for increased community engagement with the police and other city departments that are part of the complex by, quite literally, making sure a wall doesn't come between the departments and the public. However, raising the windowsills to four feet eliminates any direct view of the officers and fire fighters that might compromise their safety. In this way, the "Level 'E'" glazed windows encapsulate how the team balances a feeling of openness with the need for practical protection from external elements.

Secure Site

Our team will perform a hazard assessment unique to the City of Garden Grove that considers both far reaching regional and local threats, whether natural or manmade. This will guide the initial design with respect to placement and orientation of the new public safety complex. Site access should be secured by site walls and tamper-resistant, motorized, access-controlled gates around secure parking. After identifying site stand-off zones, we utilize CPTED (Crime Prevention Through Environmental Design) best practices to create inviting yet defensible site amenities such as: concrete benches, raised plazas and plinths, and planter walls to act as threat deterrents and vehicular barriers. Our team will also study the relationship of the future public safety complex, public parking, and the surrounding major roadways through the lens of the United Facility Criteria – Design to Resist Forced Entry (UFC 4-026-01) guidelines to provide proper security.

Resilient Exterior

The areas surrounding the building should be designed specifically to reduce flying debris hazards, and all site amenities are designed to withstand lateral forces in an earthquake. In the event of flooding



3. Approach

-- the finish floor elevation of the building and surrounding access roads will be designed above flood hazard to maintain continuous ingress and egress from the police station and civic center.

Similarly, the exterior walls of the public safety complex should be constructed from survivable systems – whether that’s materials like reinforced concrete, precast concrete panels, or tilt up concrete walls -- and all louvers, storefront, windows, and glazed doors will meet or exceed “Level E” impact ratings to minimize the effects of large wind-borne debris impacts or even intentional acts.

Resilient Interior

As a 24-hour facility a public safety complex incurs three times the wear and tear of a typical building. In other words, it ages three times as fast. As such, all interior finish materials are to be specified to meet both LEED requirements and the highest durability standards. This begins with the public lobby information window, where the public first interacts with the department. Fully transparent ballistic rated glazing and deal trays are used in our design approach, ballistic panels should be seamlessly incorporated into both the millwork and public facing walls. This balances the necessary levels of security with a welcoming face.

High efficiency LED light fixtures and low flow plumbing fixtures will be used to minimize the impacts of redundant utilities that maintain operations. Indoor air quality can be enhanced with ducted returns, HEPA filters and UV-C LED disinfectant devices. Alongside these precautions aimed at reducing the transmission of airborne pathogens, there will be fresh air intakes with separate HVAC systems for public and staff spaces.

Redundant Utility Systems

The new PSF should utilize backup for utility systems in the event of prolonged power outages. These may include a diesel fuel emergency generator, potable water storage bladders and tanks, rainwater harvested non-potable water storage tanks to flush toilets, Uninterruptable Power Source (UPS) batteries to maintain communications and data until the generator is fully functioning, and sewage storage tanks to provide capacity in the event of a sewer line break or outage.

Of course, this redundancy will work in conjunction with the resiliency planning of utility locations. We will use duct banks to protect primary electrical power distribution, and the emergency generator and (HVAC) chiller is fully protected from windborne debris and placed above any flood hazard in the secure portion of the structured parking garage.

We suggest evaluating a microgrid concept as a potential energy-saving and a resiliency solution. This would most likely include PV’s, energy storage (batteries) and emergency generators operating together. We also suggest redundant generators, if feasible from a cost standpoint.

Elevated Code and Criteria Compliance

Our team will engage project stakeholders in a process of establishing appropriate enhanced design criteria for the various components of this project. The first component of that is establishing minimum code and performance standards for each building system including the envelope and primary structure, based on both the California Building code requirements as well as the numerous adopted industry standards including FEMA 361, ICC 500, IBC, NFPA 1221, ASTM E1996/E1886, and ASCE 7.

The second component of that process is developing enhanced performance options, where the facility can be made more hardened or resilient and be made more quickly achieve functional recovery after a major disaster, especially earthquakes. In order to support these enhanced performance options, we use FEMA P-58 analysis and the USRC and REDi rating systems to quantify beyond-code performance goals for enhanced resiliency.

Typically, in building complexes of this kind, the support structures and enclosure will incorporate protective materials and system design, including progressive collapse protection, hardened wall construction, specialized glazing systems, and protective intake ventilation. We will discuss these and other measures with Garden Grove’s key stake holders to identify the desired high value enhancements to security and resiliency.

Emergency Operations Center – Activation Attributes

The design team will work closely with key City and GGPD representatives to understand requirements for the Emergency Operation Center (EOC) or incident command scenarios into the overall PSF as well. For example, during and after an activation event, activity, and traffic around the complex and EOC site increases. This is due to the number of staff, outside agencies, and government officials working out of the building, as well as the staging needs associated with Emergency Response Operations. Whether structured parking and multi-level access between the building and parking garage, with two ingress and egress points, further enhances resiliency in the event unforeseen conditions block one of the entries or exits.

3. Approach

Elevated parking accommodations above potential flooding or street disruptions can be used for staging areas to accommodate emergency response vehicles, temporary structures, media vehicles, potential city utility response teams, and temporary supply delivery areas could occur in the parking garage.

The public safety complex design concept may provide space that can be used as dormitory space in large open work areas to accommodate all activation groups within the building for prolonged activation. Anticipating prolonged EOC type activations, the EOC (also used as a Training Room) and Kitchen and Breakroom are located on the second floor above any flood hazard. This also allows for the capacity to store dry goods, nonperishables, prepackaged MRE meals, drinking water, and bulk supplies.



3. Approach

Parking Structure Design

The parking structure must be secure, robust, easy to use, and be a good neighbor. Quick and secure access to the parked vehicles for officers is the starting point. To this we must deliver a robust and reliable structure and redundant access to the public streets for continuity of service. Visitor parking must be easy to find and convenient, as well as separated from the secure parking areas. Finally, the building must be a good neighbor. The structure must be located to avoid blocking the views of active indoor uses that create passive security for outdoor spaces. The facades of the structure should be designed to blend in and allow the adjacent important civic uses to maintain their presence in the public realm. The Bomel Design-Build Team will approach the design of City of Garden Grove Civic Center Parking Structure as a building that must be complementary to the uses it serves as well as respect, reflect and enhance the architectural context of the surrounding campus. The parking structure is a comfortable, secure, pleasant and easily comprehended environment for the users. We will analyze the city's project criteria in detail and formulate the best approach to move forward with a design solution that meets or exceeds the project objectives.

Our Team's concept for the City of Garden Grove Civic Center Parking Structure will be to incorporate a "state of the art" parking facility into the Civic Center Campus, providing a gracious and welcoming amenity for Public Safety staff as well as visitors. Visually, the structure will integrate seamlessly with the overall Civic Center vernacular. Our team understands that the parking structure will be a primary destination for vehicles coming to the Public Safety Facility. One of the primary goals is to design a facility that provides a formal sense of arrival and a safe and secure environment for users.

We understand the City's desire to maintain an attractive parking facility that does not overpower its surroundings. Our design will integrate architectural treatments and landscape accents to provide a clear identity to the parking garage, while also creating an easily navigable structure for both vehicular and pedestrian users. The facility should be easily recognizable as a parking function while presenting an attractive public façade. We anticipate making use of finishes and materials that will create visual cohesiveness with the Civic Center as a whole, while keeping in mind the desire for durability.

The parking structure will be placed on the site and configured to facilitate clear circulation and user convenience. Safe and effective traffic flow will be given high priority in the design process. Vehicular ingress/egress locations will be clearly accentuated with accents and signage to indicate the intent to the staff and visitors. Our design will result in an intuitive, user-friendly facility that is highly functional, aesthetically pleasing, cost effective and low maintenance. Elevator and stair core(s) will be prominently located within the structure, clearly identifiable from within and



outside the building. In addition, elevator cores will usually include an adjacent open stairway to allow users a choice in vertical circulation as well as to provide emergency egress.

Our concept will be designed to minimize on-going and long-term maintenance. Since blow-in water is a factor in open parking structures, each level is provided with multiple drain locations and the decks are sloped to facilitate efficient drainage of any water that finds its way into the structure. The cast-in-place concrete structure will be designed such that interior expansion joints and the associated maintenance are minimized. All primary structural connections occur within the cast concrete which prevents concern over exposed metal connections associated with other methods of parking structure construction. Any exposed metal components (i.e. railing, bollards, etc.) will either be galvanized or finished with a high quality primer and paint for protection from the elements.

Our team understands that security for the staff, visitors, their vehicles, and the facility itself is a critical concern. A heightened sense of security will be created by designing the facility to be as open as possible, maximizing the surveillance capability from outside and within the facility. A moment frame lateral system will be utilized to eliminate solid shear-walls within and on the exterior of the building. This allows natural light to enter the building while eliminating potential areas of concealment. We understand that a separate and secured parking area is desired for the use of Public Safety staff and that this area is to have separate secured vehicle and pedestrian access with additional privacy screening. We anticipate that CCTV security cameras and an emergency phone system will be employed throughout the facility.

Parking Structure Sustainability

Our team is committed to the concepts of sustainable design and construction techniques. Although not eligible for LEED Certification on its own, the garage can certainly contribute to LEED goals as a part of the overall project. We can evaluate potential PV's and energy storage solutions relating to the parking structure. In addition, the U.S Green Building Council has formalized a rating system, "Parksmart", which defines and recognizes sustainable practices in parking structure design, construction, management and technology. Strategies associated with this rating system can be utilized to supplement the LEED pursuit or the garage can apply for Parksmart Certification on a stand-alone basis.

3. Approach

Park Design

Regional Context

Home to nearly 170,000 people, Garden Grove is a diverse and historically rich region at the heart of the greater Orange County area. Originally inhabited by the Tongva community, the area witnessed significant change with the arrival of the Spanish explorers and missionaries. In the late 19th century, as the region transitioned from ranching to agriculture, Garden Grove emerged as a prominent agricultural hub, characterized by its lush citrus groves, and strawberry fields. The post World War II era brought the community rapid growth and developed into a vibrant, close-knit community with a rich diversity of cultures. Today, Garden Grove is a blend of agricultural heritage and modern progress, celebrated for its cultural diversity, community events and contributions to the vibrant tapestry of southern California.

Site Specific Context

Upon closer examination of the immediate site adjacencies, the design team meticulously analyzed the interplay between neighboring locations and their impact on the campus' programming. The chosen site is embraced by a constellation of community amenities that inherently shape the design considerations for the outdoor amenity spaces. There is an array of public and nearly public facilities that surround the proposed park, and each of this myriad of uses will need to be woven into the fabric of the park to make it successful as a park, and as a "good neighbor". These facilities include the new public safety building, the retained fire station, the existing library, high school, Community College, and City Hall. In addition, there is the Senior Center and Healthy Aging Center. All of this is encompassed by local residents' housing. Collectively these serve as pivotal informants guiding the overarching design vision that will serve residents of all ages.

The design team will focus on eight goals to achieve enhancing physical fitness and wellbeing, environmental sustainability opportunities, and cultural and social interaction. These goals reflect the understanding of the regional, community, and site context and strengthen connection between programming, site features, and connections.

1. Create and Curate Community Space
2. Express Local Character
3. Celebrate Edge Conditions
4. Create Diverse Destinations
5. Navigate with Ease

6. Create Prospect and Refuge
7. Use Visibility to Enhance Safety
8. Promote Sustainability in the Landscape

Overall Landscape Design Approach

The forthcoming Garden Grove Civic Center site is poised to harmoniously blend an array of amenities thoughtfully curated for the local population, fostering physical and mental well-being, and a convivial hub for community congregation at the very core of the neighborhood. The expanse of outdoor space presents a canvas with endless possibilities, encompassing a sprawling event lawn, meandering pathways that beckon strolls and promote physical fitness, nature-based play areas for children, an inviting central promenade, and an ensemble of garden rooms seamlessly knitting together the entirety of the campus into an integrated and unified expanse. Throughout the design process, the design team will remain deeply attuned to the regional and local cultural nuances, environmental dynamics, and societal intricacies, interweaving them harmoniously with the site's intrinsic attributes to yield a singular and resonant architectural expression.

The design team will focus on six goals to achieve enhancing physical fitness and wellbeing, environmental sustainability opportunities, and cultural and social interaction. These goals reflect the understanding of the regional, community, and site context and strengthen connection between programming, site features, and connections.

- Maximize community space
- Connect to local context
- Facilitate Edge conditions
- Create Multiple destinations
- Define Circulation Paths
- Create prospect, refuge and visibility
- Promote sustainability in the landscape

Spaces

Park – The envisioned park will stand as an active, safe, and inviting expanse within the community. Among its alluring features, a central lawn area will take center stage, poised to host an array of communal gatherings spanning from melodious park concerts to outdoor movie nights and vibrant cultural festivals. Functioning as a vibrant hub for community engagement, the park weaves together an assortment of components tailored to all age groups fostering shared moments of enjoyment and community.



3. Approach

Positioned adjacent to the Senior Center and Healthy Aging Center, the park's design is sensitively attuned to these proximities. Meandering pathways adorned with therapeutic accents will grace the landscape, accompanied by an assortment of seating choices, and immersive elements of biophilia, cultivating a sense of well-being. This approach extends to incorporate native plants, enticing local avian and butterfly populations while offering seasonal interest and multisensory encounters.

A nature-inspired playground will seamlessly meld into a natural tapestry of the park, providing the community with an alternative play space missing from the city's impressive span of park systems. The playground's placement will be thoughtfully orchestrated, taking into careful consideration the surrounding edge conditions and proximity to community amenities, all while providing effortless accessibility for families to navigate to and from.

Gateways – Gracefully enveloping the expansive project site, an array of gateways will assume their role as focal points orchestrating a sense of grandeur and distinction at the entrances into the civic center. In addition to their aesthetic, these gateways play a vital functional role by providing secure and easily accessible conduit for visitors. Their purpose will be further accentuated through thoughtful elements like prominent signage, specimen trees, and enhanced paving materials. These design choices clearly demarcate and celebrate the site, guiding people with an inviting allure as they venture in and out of this dynamic space.



3. Approach

Promenade and Garden Rooms – A captivating promenade will seamlessly link the police station and parking structure to the array of amenities found throughout the civic center campus. This alluring pathway will be adorned by a stately allee of majestic canopy trees and punctuated by carefully placed ‘garden rooms’ serving as landscape living rooms that beckon visitors to pause and rejuvenate. These trees will assume a functional role, expertly guiding and channeling the flow of visitors across the entire campus, effectively serving as the central spine that unifies the space.

Landscape Sustainability – The Civic Center campus will showcase a resilient ecosystem that thrives in the area’s arid climate. The integration of efficient irrigation provides a commitment to responsible water management. The integration of native plant species not only celebrates California’s biodiversity, but also minimizes the ecological footprint, exemplifying a sustainable landscape that invites both enjoyment and environmental stewardship. Interpretive signs could be placed throughout the campus that further demonstrates to the community ways to integrate sustainable measures in their own homes.

Preserving Existing Elements

Upon thorough exploration of the existing site, our team noticed the numerous memorials, sculptures, dedications and commemorations, and even the October 17, 1980 Bicentennial Capsule of the City of Garden Grove peppered throughout the park and along Acacia Pkwy. Early in our design efforts, we will facilitate a review of existing park elements and determine which need to be integrated and celebrated in the new Civic Center area. It will be our goal to ensure any invaluable City history is not only protected, as outlined in section 3 d) Construction Approach and PLA Experience, but incorporated into the future of the Civic Center Revitalization Project.



3. Approach

Design Concept Summary

A unified sense of Resiliency and Openness permeates our overall design concept. We strive to bring uniquely different spaces and users together in a thoughtful a purposeful way, with a common goal to provide a secure and inviting public safety complex alongside the civic center for the community and guests of Garden Grove.

We are beyond excited for the opportunity to help the City of Garden Grove, Garden Grove Police Department and other Garden Grove departments that will engage with this new area within the larger Civic Center. The preliminary strategies above are part of an overarching approach to making a flexible public safety complex. However, our experience and ideas for what is important are not a replacement for robust goal development with the City and project stakeholders.

3. Approach

Approach to incorporating Life Cycle Requirements into the Design

Balfour Beatty's approach to integrating operation and maintenance (O&M requirements into design and construction is based on four pillars):

Maximizing Balfour Beatty's Vertical Integration and O&M Expertise – Balfour Beatty is a uniquely qualified fully integrated (Developer, Design-Builder, Finance, Maintenance and Life Cycle) infrastructure developer. Over the past 20 years, Balfour Beatty has established itself as one of the largest investors in the P3 industry, having developed over 75 P3 projects globally, predominantly in North America and the UK. As a fully integrated developer our extensive track record of managing maintenance and life cycle services at the project company level on numerous institutional infrastructure projects, both in North America and the United Kingdom will allow us to employ time-tested and successful methodologies to provide the best whole-life value to the City of Garden Grove on this Project. Our project concession periods range from 25 to 50 years in length, with our first P3 project now more than 22 years into operations. Balfour Beatty Investments' life cycle portfolio on these projects have included:

	United Kingdom	North America
Renewal Funds	\$2 billion	\$3 billion
Area Managed	15,069,475 ft2	2,012,850 ft2

Balfour Beatty has been providing operational support services to these facilities for over two decades and has developed a best practice approach to life cycle, based on a comprehensive range of experience and numerous lessons learned. Such experience gives Balfour Beatty the experience and ability to effectively design and construct facilities to manage maintenance and asset replacement in a way that minimizes any disruption of the facility.

While the Project is envisioned to be delivered under a DBF structure, Balfour Beatty offers the City the valuable expertise of our dedicated maintenance and life cycle resources who regularly invest in the long-term performance of assets. This support ensures that we apply a rigorous, informed and consistent approach to whole 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

In essence, as a fully integrated developer, our approach for making every design decision considers what actions are necessary to maintain a facility for its lifetime, regardless of whether the

actions are traditionally considered to be life cycle or maintenance. Removing this distinction allows us to concentrate holistically on the actions required for the upkeep of the facility and to focus on how changes in one action can produce a beneficial change in another. The result is an overall improvement in the risk profile and reduced costs for the facility's upkeep.

Coordination meetings and 3D walk-throughs –

As the design team develops the BIM models, Balfour Beatty will engage relevant representatives of the City and the Garden Grove Police Department using virtual reality models. As the Project transitions into construction, Balfour Beatty [Construction] will coordinate directly with the City to invite maintenance technicians to “walk the job” during construction and testing and commissioning to participate in the QA/QC process and confirm life-cycle maintenance considerations in the design have been properly deployed in the field.

Integrating O&M Requirements Using Virtual Reality

In 2016, team member Balfour Beatty introduced virtual reality on its projects to accelerate and optimize feedback from designers, builders, and facility occupants and operators to make critical design decisions that save time during construction and enhance operations. Virtual reality has allowed end users—who typically struggle to truly imagine the end result of a construction project—to feel and interact with a building's space before construction has begun and to give input that enables their final vision to be realized.

On the award-winning BC Children's & BC Women's Hospitals Redevelopment Project, Balfour Beatty used virtual reality to determine where portable medical equipment would be mounted on overhead beams in operating theatres. Surgeons who would ultimately be performing work in these theatres donned virtual reality headsets and experimented with how they could move the overhead equipment during surgery without the machines interfering with one another and made crucial design decisions that ultimately saved time and money at further stages of the project.

3. Approach

Construction Approach

Balfour Beatty + DLR Group have refined a Construction Approach through years of collaborative work as a team that is foundationally based on integrating the design team and the project construction team throughout the entirety of the project duration. The experienced team that has been organized to manage the construction process at Garden Grove Civic Center was selected for not only their vast experience with similar Justice projects but moreover they were all hand selected due to their prior success as a Design-Build team with DLR Group. The Construction Approach outlined below illustrates the steps that Balfour Beatty + DLR Group propose to use to meet the project milestones while maintaining cost certainty.

The Construction Approach begins with assigning construction management personnel to work with the Design Team during the ENP to ensure the agreed upon design is constructable and efficient, therefore minimizing costly changes during construction. One example of this is during the critical Site Investigation phase where construction and design team members will research site conditions and review the available surveys and report conducted by the City to ensure the demolition drawings illustrate actual site conditions therefore greatly reducing risk of cost impacts from changed conditions. Success in this approach is reinforced by ensuring the construction teammates involved in this process are the same individuals that will manage the construction phase. This approach provides continuity of information during the ENP and through the design phase through the substantial completion of the project.

A key element to the timely delivery of the Garden Grove Civic Center Revitalization Project is collaborative schedule development. Balfour Beatty's General Superintendent will utilize the preconstruction phase to work with project stakeholders including designers, City Representatives, trade partners, and suppliers to ensure a realistic schedule is developed to meet the stated project intermediate milestones. The approach of involving key stakeholders in the development of the project schedule early in the process allows for adjustments to be made before cost or schedule impacts take place. Following the finalization of the overall project schedule milestones, the construction team will embark upon a series of phase planning sessions with stakeholders using a "pull planning" method that is used to further define procurement and physical construction activities needed to meet intermediate project milestones. Once each phase is strategically planned the overall construction schedule can be finalized with confidence that all aspects of the construction process have been taken into consideration.

Upon project mobilization a construction management team that has been involved in the original site investigation will be assigned to manage the early sitework. This initial mobilization includes the careful decommissioning of the existing pond including responsible relocation of the wildlife present onsite in conjunction with wildlife specialists. A dedicated team assigned to this process will be necessary to provide critical oversight to the preservation and relocation of the existing time capsule and existing statues. Following confirmation these important elements have been properly relocated, this team will manage all of the demolition, sitework and deepened foundations ultimately preparing the site for vertical construction to commence.

Vertical construction operations will be managed by field operations Superintendents organized by area of the project providing ownership of the areas from commencement of construction to substantial completion. Individual Superintendents assigned to focus on the parking garage, Public Safety Building structure, exterior façade, electrical/communication systems and interior finishes will provide the detailed oversight required to ensure the delivery of a quality sustainable project on schedule. Each proposed Area Superintendent has been selected based upon specialized experience with their specific area of responsibility. As phases of construction commence and complete the Superintendent staff will be adjusted to provide oversight of field operations while our General Superintendent maintains overall management of the project schedule from preconstruction to substantial completion.

The construction staff will be led by our Senior Project Manager and will be responsible for cost controls, document management, and material procurement. This Project Management team will be organized by Construction Standard Index (CSI) specifications. Project Manager assignment to CSI divisions allows for focus on early procurement on critical project components to align with the construction schedule. Given the current lead times of electrical and communications components, dedicated skilled personnel is needed on-site to focus on coordinating the approvals of these components upwards of 70 weeks from the time the equipment is needed on-site. Balfour Beatty has experienced significant cost certainty by this approach and succeeded with on-time project delivery despite a volatile supply chain environment across the construction industry.

Balfour Beatty + DLR Group's construction approach to the delivery of the Garden Grove Civic Center Revitalization Project will ensure the on-time delivery of the project within the budget agreed upon at financial close.

3. Approach

Local and Disadvantaged Business Engagement

We recognize and commend the City’s intent to maximize the involvement of local and disadvantaged businesses (disadvantaged business enterprise, or DBE) part of the Project. We understand how vitally important diversity, equity, and inclusion are to the construction industry. We are committed, and have historically demonstrated our commitment, to provide opportunities to participate in and benefit from the development, design, and construction of our projects to create meaningful and lasting benefits for the community.

Balfour Beatty’s plan to include local and disadvantaged businesses is designed to ensure proactive measures are taken to inform local and disadvantaged businesses of the subcontracting, supplier, vendor, equipment, technical services, and other services opportunities. We have a history of not only meeting – but exceeding – project goals and educating our local, diverse, and small business partners (see the table below).

Setting Internal Local, Disadvantaged, and Minority Business Targets

During the ENP, we will proactively define and set realistic targets for engagement with local, disadvantaged, and minority businesses. This approach aligns with our dedication to community empowerment and economic development. By strategically involving local firms in areas where their expertise thrives, we enhance the Project’s positive impact on the city’s economy while harnessing the benefits of local talent and resources. Our collaborative efforts aim to strengthen the local business landscape while ensuring the Project’s successful progression.

Local and Disadvantaged Business Outreach

Getting and keeping the local community informed and excited about the opportunities coming to the City of Garden Grove is a critical step in our process of local hiring and outreach. Early and advance notice will be given to local and disadvantaged businesses to provide ample time for learning about the project and the requirements pertaining to their respective scope of work. Our outreach effort will start as early as the ENP and our analysis and bid evaluation will take place through consistent communication with subcontractors throughout the entire bidding process. Local Local and Disadvantaged Business Engagement

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Diversity Subcontracting Goals in Recent Balfour Beatty Projects

Project	Contract Amount (USD M)	Completion Date	SBE %	Local Workers %	VBE/ DVBE %	WBE %	MBE %
Innovations Academy Whole Site Modernization San Diego, CA	\$38.9	Sep-20	38.1%	80.7%	12.8%	7.5%	2.2%
La Jolla High School Whole Site Modernization San Diego, CA	\$43.0	Feb-21	35.6%	79.0%	3.6%	3.7%	4.2%
Logan-Memorial K-12 Campus San Diego, CA	\$183.4	Feb-23	31.1%	76.2%	5.5%	18.2%	2.4%
Hoover High School Whole Site Modernization San Diego, CA	\$49.7	Sep-21	41.5%	75.6%	8.0%	12.6%	2.4%
Pacific Beach Middle School Whole Site Modernization San Diego, CA	\$42.2	Apr-22	35.4%	77.8%	5.2%	10.0%	17.0%

Key: Small Business Enterprises (SBE), Veteran Business Enterprise (VBE), Disabled Veteran Business Enterprise (DVBE), Women Business Enterprise (WBE), Minority Business Enterprise (MBE)

3. Approach

Our outreach efforts during the ENP and the procurement phase of the design-build period will include the following activities:

- Conduct and participate in subcontractor outreach events to share project information and further encourage local businesses and worker participation.
- Keep local businesses and workers that express interest informed of the project status through email and phone conversations so that they are ready to pursue project opportunities as they arise.
- Place Bid Notices in local publications.
- Distribute multiple bid, pre-bid, outreach event, and technical work session notifications to local organizations and businesses.
- Conduct targeted outreach directly to hundreds of local businesses in our databases.
- Conduct targeted outreach directly to local businesses in outside databases such as the California Department of General Services; the Small Business Administration's (SBA's) Certified 8(a) Program, California Public Utilities Commission (CPUC) Supplier Clearinghouse, California Unified Certification Program (CUCP/Caltrans), and the Minority Supplier Development Council (MSDC).
- For added bid coverage, through our local memberships, Balfour Beatty will provide notifications and outreach messages to local agencies at multiple project tiers. These include but are not limited to the Associated General Contractors (AGC), Associated Builders and Contractors (ABC) and National Association of Minority Contractors SoCal Chapter. Any gaps in coverage after bid submission will be first targeted directly to local businesses and workers to ensure additional participation is achieved.

Pre-qualifying Local and Disadvantaged Business Subcontractors

One of Balfour Beatty's proven advantages is their ability to maximize bidder competition for the design-build delivery method by pre-qualifying potential bidders ahead of time. This will help our team to identify and select the most responsive, responsible, competitive bidder for each bid package. Our thorough subcontractor prequalification process helps us to better identify and understand the skills, services, and capabilities of potential subcontractors. Through prequalification, we identify the most qualified trade contractors based on similar project experience, bonding and financial capacity, safety records, licensure and local/disadvantaged or similar certifications, business references, litigation history, and other qualifying information such as LEED project experience. Our prequalification process is administered through TradeTapp, a third-party review of the performance



Supplier Diversity & Inclusion Program

Our Supplier Diversity & Inclusion Program is a key component to our project success. The program offers trainings, outreach, leveraging best practices and preparing tool-kits for subcontractors. To date we have held outreach events at all of our offices, as well as several training seminars.

Our organization provides leadership and direction to internal teams and connects with external partners, clients and community members to achieve something greater together. This includes embedding best practices for supplier diversity into our business and operational activities. Balfour Beatty also fosters an environment that encourages a diverse employee base.

Balfour Beatty is frequently asked to speak nationally and locally on the topics of supplier diversity, small business inclusion and capacity building. As active community members, we serve on boards and on several committees for organization such as the National Association of Minority Contractors (NAMC), Women Construction Owners & Executives (WCOE) and the Women Construction Coalition (WCC).

and financial strength of subcontractors. We have learned from experience that subcontractors selected based on qualifications, rather than bid price alone, perform better and improve the competition and minimize the potential of change order requests during the construction phase.

Maximizing Inclusion of Local Hires

Balfour Beatty is committed to maximum participation of local hires in project opportunities throughout all phases of the project. To that end, we inform, provide referrals, and educate interested individuals on how to best participate in project opportunities.

3. Approach

Such steps taken towards maximizing inclusion of local hires may include:

- Participate in local worker outreach events to inform District residents interested in the construction industry of upcoming work opportunities.
- Coordinate with workforce organizations, apprenticeship programs, and community-based organizations supportive of local construction workers.
- Coordinate with Los Angeles/Orange Counties Building & Construction Trades Council for notification to all trades.
- Throughout the project refer interested city residents to referral programs, subcontractors, apprenticeship programs, and local workforce organizations.

Reporting Local, Disadvantaged and Minority Subcontracting Progress

Balfour Beatty uses LCPtracker to proactively track weekly progress, prepare Local Residents Status Reports, track residents by individual subcontractor and report on the demographics of all worker categories. From the Pre-Job Conference where all stakeholders are advised of the program requirements and open to ask questions to Letters of Assent and final reporting of Labor Hours all project participants will be supported in achieving Labor Compliance for the project with workshops on registering with the Unions, hiring procedures (core employees), how to utilize the project forms to track Local and Targeted hires, prevailing wage, payment practices and fringe benefits, etc.

Balfour Beatty is familiar with working with the Department of Industrialized Regulation (DIR) and internally utilize LCPtracker software to run certified payroll weekly and monthly reports, discuss participation ratios at project meetings and if necessary, work with local trade union representatives and subcontractors' to implement manpower schedules and individualized corrective action plans to achieve maximum participation.

3. Approach

Incorporating Project Labor Agreements (PLAs)

Our team has a long history of incorporating PLAs and skilled and trained workforce, including monitoring and compliance on our projects.

PLA Experience

The Garden Grove PLA is an integral component to the trade partner procurement process.

Our team has successfully implemented some of the most stringent PLAs throughout California. Balfour Beatty has a positive reputation with the supply chain of prospective Trade Partners, material suppliers and vendors. This relationship is critical to raising awareness and excitement around the project and attracting the best partners to participate as bidders.

Ensuring Bid Coverage

When a labor agreement is introduced to a project the first objective for our construction team is to understand the terms and conditions of the PLA agreement such as: scope of work that it included, the labor standards, and the requirements for bidding and awarding contracts. As we begin to work on the Preconstruction Phase of your P3 project we will engage subcontractor partners for constructability and estimating purposes. Early engagement of the local subcontractor community, making them aware of the project and gaining their interest helps significantly later in the process with bid coverage. Knowing early about the project subcontractors will mark their calendars and will give priority to this project in comparison to one that they do not have enough time to prepare for, especially during busy market times as we are experiencing now.

As we approach completion of the preconstruction phase and are ready to share specific details about the project and timeframe for the bid, we will host multiple outreach events for your project. In person outreach events can be hosted at our local office, the Civic Center site or at a local organization that Balfour Beatty is a member such as: National Black Contractors Association (NBCA), Associated General Contractors of America (AGC), Associated Builders and Contractors (ABC) and others.

Once we are ready to advertise and share the project bid documents we will use Building Connected software, which hosts a database pool of 4,500 subcontractors. In addition, we utilize public advertisement sites such as AGC Plan Room, local news publications, DVBE publications and newsletters, to advertise the bid. Utilizing our relationships, knowledge, and reputation of the firm we do not foresee any challenges with the bid coverage for the Civic Center Revitalization project.

d) Construction Approach and PLA Experience

We have already established how important the sharing of knowledge and information will be to the success of this project. Project/activity kick off meetings, weekly meetings, progress meeting and other collaborative meetings will be held periodically throughout the duration of the project. We will conduct preconstruction conferences and during these sessions we will elaborate on deliverables, goals, reporting structures, rules and regulations. In addition to Balfour Beatty's preconstruction meetings, we will help coordinate the Project Labor Agreement pre-job conferences and collection of required paperwork from contractors prior to starting work to ensure compliance in conjunction with the City's financial and legal consultants.

When a labor agreement is introduced to a project, there are common challenges and solutions that emerge, which are captured below.

Challenges and strategies include:

- **Busy Market and Limited Workers** - As demand for local workers increases in a busy market, meeting requirements requires consistent coordination with Unions, Labor Coordinators, and trade partners. At times, the necessary local worker pool can be limited.
- **Compliance** - A significant amount of documentation and tracking is required for labor compliance. Some of the compliance activities fall directly on the project's critical path; Pre-job Conferences, for example, are required prior to start of work. Helping trade partners understand these requirements early on ensures compliance and eliminates schedule impact.
- **Bidder Participation** - Perception of program requirements may limit participation. This sentiment among non-union trade partners generally results in fewer bidders. Helping and educating non-union trade partners early on about project labor agreement requirements may help generate additional participation.
- **Skilled and Trained Workforce** requirements and the inclusion of journey persons that have graduated from a state or federally approved apprenticeship program is required on all non-PLA public projects. Monitoring and tracking this compliance for each trade partner at every tier adds complexity and extra cost to a project. On the PLA projects
- **Preparing for PLAs** - For Disadvantaged Business Enterprises (DBE), Small Local Business Enterprise (SLBE), Small Emerging Local Business Enterprise (SELBE), Disabled Veterans Business Enterprise (DVBE), and local firms not familiar with the District's PLA, Balfour Beatty takes proactive measures to prepare firms for the PLA. This includes:
 - ✓ Distributing PLA Guides
 - ✓ Covering PLA requirements at Pre-job meetings
 - ✓ Training on LCPtracker

3. Approach

Monitoring Compliance

As a best practice, the team will utilize **LCPtracker** to ensure the highest levels of monitoring and compliance of payment of prevailing wages. To that end, all trade partners from all tiers are required to use LCPtracker for the duration of the Project.

This software also creates an online database of all certified payroll reports, uploads certified payroll reports to the DIR, allows the team to review certified payrolls before trade partners submit to the DIR, generates audits, logs, and reports. On a weekly basis, we can monitor and track each trade partner's certified payroll allocations by individual employees and crafts.

As part of our trade partner on-boarding process, at every tier, trade partners are trained on the use of LCPtracker.

LCPtracker is an ASP web-hosted software program that minimizes paperwork and labor hours when enforcing a Labor Compliance Program on public works projects.

LCPtracker creates an online database of all certified payroll reports (CPR), uploads certified payroll reports to the DIR, allows the team to review certified payrolls before trade partners submit to the DIR, generates audits, logs, and reports.

On a weekly basis, we can monitor and track each trade partner's certified payroll allocations by individual employees and crafts. Furthermore, as specific percentages of the "Skilled Workforce" requirements and the inclusion of journey persons that have graduated from a state or federally approved apprenticeship program increases during the project, we can easily incorporate, monitor and track compliance for each trade partner at every tier.

Our approach to successfully implementing a labor compliance or PLA on a project is being proactive, staying ahead of the process, working closely with the Los Angeles/Orange Counties Building & Construction Trades Council and the City's Project Labor Relations consultant. Despite the challenges listed above, Balfour Beatty has successfully executed these programs, as shown by our list of experience on the following project list.

Recent, Successful Minority and Local Business Project Hires

Balfour Beatty is also a partner with the LAX Integrated Express Solutions (LINXS) Team. The mission of this partnerships is to bring inclusivity and investing in the people, communities, and local economy of Los Angeles County. Together, 62% of the employees on this project are from LA County and of those employees, 76% are of minority demographics. LINXS has engaged youth and young adults as a high priority for the project. LINXS has dedicated two efforts to engage youth in construction and construction-related careers by inspiring STEM Careers and hosting student presentation, as well as, participating in career fairs.

LINXS has worked with our community partners to conduct workshops for parents, teachers and community members in six different school districts including:

Balfour Beatty's LAX Automated People Mover Project Partnership with Inglewood USD

- Inglewood Unified School District
- Los Angeles Unified School District
- Culver City School District
- Lennox School District
- Lynwood Unified School District
- Compton Unified School District
- El Segundo Unified School District



PLA Project Experience

County of Los Angeles

- San Gabriel Valley Aquatic Center

Long Beach Unified School District

- Lakewood High School Aquatics Center

Hacienda La Puente Unified School District

- Wedgeworth Elementary School

Los Angeles Community College District

- Pierce College North Mall
- Pierce College Stadium
- Agricultural & Science Building
- Los Angeles Trade Technical College Grand Avenue Blue Line Station

Santa Ana Unified School District

- Lathrop Elementary School Upgrades
- Villa Fundamental Intermediate School

Rancho Santiago Community College District

- Santa Ana College Russell Hall Replacement

Vista Unified School District

- Vista Magnet Middle School Front Entry Improvements
- Rancho Minerva Middle School Shade Structures & Site Improvements
- Lake Elementary School Restroom Renovation & Site Improvements
- Madison Middle School Shade Structures

Southwestern Community College

- Wellness & Aquatics Center
- Student Union
- Instructional Building #1
- Landscape & Nursery Tech
- Security Complex
- Operations and Warehouse Relocation
- Devore Stadium, Field House & Central Plant

Imperial County

- Oren R. Fox Detention Facility

Chula Vista Elementary School District

- Fahari L. Jeffers Elementary School
- Otay Ranch Village 2 Elementary School
- Feaster Charter School
- Sunnyside Elementary School
- Saburo Muraoka Elementary
- Harborside, Kellogg, Montgomery Elementary Modernizations

Grossmont-Cuyamaca Community College District

- Grossmont College Performing Arts Center

San Diego Unified School District

- Boone Elementary School Whole Site Modernization and Joint Use Field
- Kavod Charter School Whole Site Modernization
- King Chavez Academy Whole Site Modernization
- Innovations Academy Modernization
- Kearny High School Whole Site Modernization Ph. II
- Point Loma High School
- Hoover High School
- Logan TK-8 School Rebuild
- Memorial High School Reconstruction
- Miller Elementary School Renovations & Additions
- Pacific Beach Middle School
- Mira Mesa High School
- La Jolla High School
- Sequoia Elementary Whole Site Modernization
- Standley Middle School Joint Use Improvements
- Spreckels Elementary School

3. Approach

Balfour Beatty is fully committed to delivering an optimized financial structure through a robust competitive process that is not biased towards any particular form of financing. Balfour Beatty will mobilize as soon as being selected as Developer to commence a comprehensive financing process that adopts the following key principles:

1. **Transparent collaboration with the City** – Balfour Beatty has significant experience in successfully developing projects under similar progressive procurements and we understand how to provide deliverable, robust, low-cost financing solutions for projects in partnership with our clients. Our experience informs our belief in the value of transparency and seamless collaboration between the public and private sector teams. Utilizing a ‘one Project team’ mindset where both sides can openly raise matters will facilitate such open-collaboration and enable early identification of issues as well as development of effective solutions. This will take the form of periodic meetings and reporting between the City and Balfour Beatty to ensure that both sides are well-informed throughout the duration of the ENP on the financial, technical, legal and commercial matters surrounding the Project.
2. **Maximize value-for-money for Garden Grove** – Given the City has stated it has the capacity and willingness to finance the Project itself, Balfour Beatty’s key objective with the financing process will be to maximize value-for-money by achieving borrowing rates as close to the City’s as possible. This will include selecting the most competitive financial structure for the Project as well as developing creative commercial solutions – subject to market acceptance, to contribute towards the City’s goal of annual debt service between \$8M to \$9M (the “Affordability Range”). Balfour Beatty will also work with the City to explore the impact of utilizing current funding to reduce the long-term cost of the financing.
3. **Ensure execution certainty** – In addition to affordability, Balfour Beatty will work to identify financial structures which have a high degree of execution certainty. We understand a key financial objective for Garden Grove is to improve upon the timeline for self-financing. Balfour Beatty will leverage its extensive experience in raising committed debt financing for similar North American P3 projects as well as our relationships with lenders, debt investors and bond arrangers to establish realistic financing schedules which align to the development milestones in the ENA.

Our Approach to Determining the Best Financing Option

During the ENP, Balfour Beatty will undertake an exhaustive evaluation of all debt instruments available to the Project. While Balfour Beatty’s preferred financial structure is a sale of receivables structure or lease-leaseback structure our financing process during the ENP will evaluate all available structures and debt instruments transparently and equitably to deliver the most competitive solution for the City.

In order to facilitate the rapid progression of this analysis, we propose early collaborative meetings with the City to understand what forms of payments from the City are available and preferred for repayment of the Project Financing. Understanding the potential repayment streams will enable Balfour Beatty to develop financial models which will allow us to demonstrate the costs and benefits of different financing structures including annual debt service payments. In addition to the annual repayment, we will work with the City to explore the utilization of construction period funding to reduce the long-term Project costs being financed. These funds could take the form of milestone payments or direct funding of construction period costs.

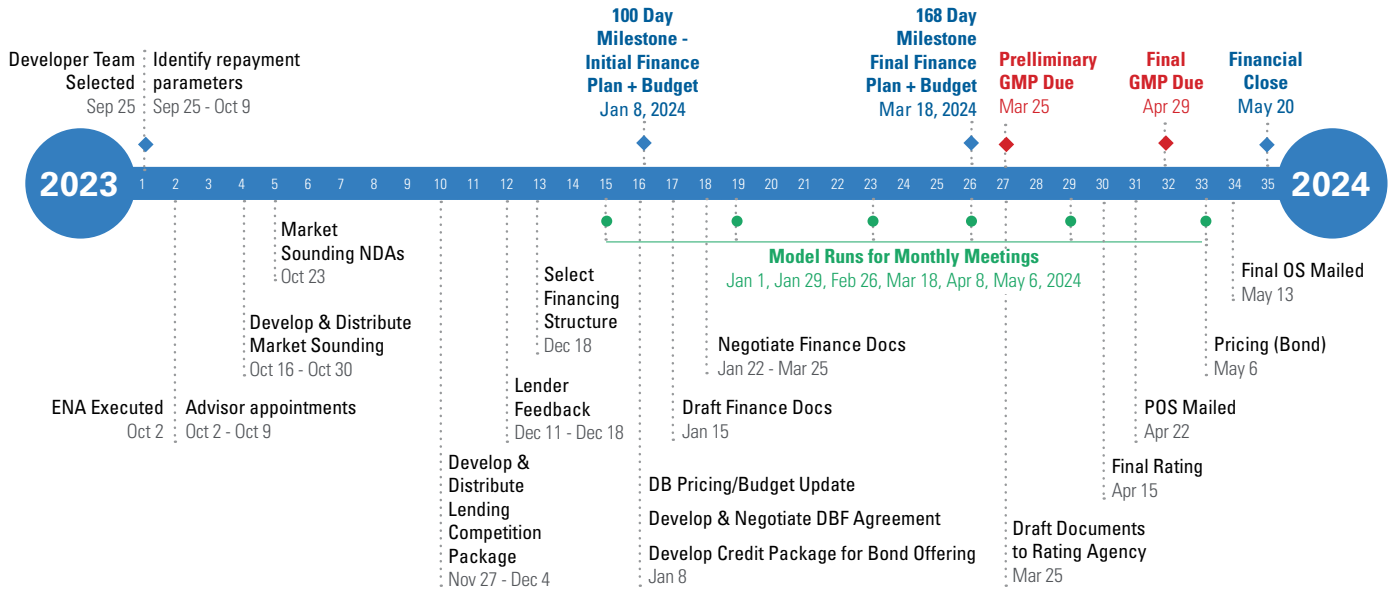
Based on the nature of the repayment stream desired by the City, Balfour Beatty will look to engage a team of advisors and partners to support the financial structuring efforts. Given our track record of structuring similar projects, we have existing relationships with financial and legal advisors who are experienced in executing a wide range of transaction structures. Balfour Beatty’s advisors and partners share the “one Project team” mindset and are committed to work openly with the City to evaluate all available structures competitively. We have engaged in preliminary discussions with these partners to estimate the costs included in our proposed ENA Period Budget and to confirm interest and availability.

Timeline of Financing Activities and Key Milestone Dates

We anticipate our financing process during the ENP will follow the below timeline with the ultimate objective of reaching Financial Close in accordance with the City’s target dates in the RFQ. We have assumed a Financial Close target of May 24, 2024 and have identified some key workstreams in the financing process. For the purposes of the schedule, we have assumed a bond financing. To the extent it is commercially feasible, Balfour Beatty’s financing timeline will remain flexible to accommodate the City’s feedback and requirements.

FINANCE SCHEDULE

Develop & Negotiate DBF Agreement
Oct 2, 2023 - Apr 8, 2024



3. Approach

Achieving Lowest Financing Costs

Given the lack of operating risk to the project, achieving the lowest cost financial structure will be one of Balfour Beatty's key objectives during the ENP. Minimizing the cost of finance will provide for the greatest amount of scope, while staying inside the City's desired affordability range. Each financing solution will be compared based on the ongoing financing costs as well as other structural requirements such as security package, transaction costs and certainty of execution to allow a holistic evaluation of each solution's risk-adjusted competitiveness.

Approach to Adhering to the Affordability Range and Achieving Financial Close

Balfour Beatty is uniquely positioned to ensure Project affordability alongside the City by leveraging Balfour Beatty's extensive experience in successfully closing and delivering similar progressive infrastructure projects in the United States. Notably, we led the successful execution of Bowie State Student Housing and the multi-phase University of Texas at Dallas student housing project where balancing costs with revenue constraints were fundamental to the success of each project. Furthermore, Balfour Beatty will leverage its Team Members' capabilities and experience in value-optimization between upfront construction costs and future lifecycle requirements through close collaboration among all members of the team.

By employing lessons learned on Balfour Beatty's previous experience and the tools developed, we will ensure that the Project adheres to the Affordability Range. If there are any challenges in adhering to the Affordability Range, these will be highlighted early and worked through on a collaborative basis with the City. Balfour Beatty truly believes that adopting the 'one Project team' mindset and collaborating openly and cohesively will ensure successful delivery of the Project.

Description of Potential Deal Structures

We are eager to work with the City to shape a specific financing structure to meet the partnership goals, with a specific focus of achieving the most competitive cost of capital. Balfour Beatty has structured over \$1.9 Bn in financing for design-build-finance transactions – mostly in the form of ground lease transactions using tax-exempt bonds and taxable debt with developer equity. We understand that the City is open and willing to evaluate multiple financing options to achieve the optimal financing solution – including the possibility to self-finance the Project. In our response, we have identified two transaction structures which

we believe would be appropriate for the envisioned project. Both structures can be financed utilizing a variety of debt instruments and the primary difference is the form of repayment from the City.

Overview of Sale of Receivables Structure

Under a Sale of Receivables Structure, the City would retain ownership of the Project and the Project Financing would be repaid by City-issued receivables or Delayed Payment Certificates ("DPCs"). The Project will be governed by a Design Build Finance Agreement ("DBF Agreement") between the City and the Developer. The DBF Agreement will entitle the Developer to receive DPCs during the construction period based on actual work performed. By transferring the DPCs to the Lenders, the Developer will receive current funding to pay the Design Builder. Lenders will hold the DPCs until their maturity and redeem them to repay the amounts advanced to the Developer plus accrued financing costs.

The DPCs have a fixed redemption date and value when issued, which will be aligned to the City's desired 30-year amortization period and in an amount of \$8-\$9m per year. When transferred to the Lenders, the Developer will receive the present value of the DPC factoring in any financing costs attributable until its maturity.

The debt provided by lenders could take the form of either a rated bond or private placement. We anticipate a tax-exempt, rated bond solution will provide the lowest cost of capital option for the Project but are open to evaluating all options including potential bank solutions.

The primary advantage of the proposed Sale of Receivables Structure is that it is a True Sale. The repayment of DPCs by the City is not tied to the completion of the Project, so the debt rates have no premium for construction delivery risk. As a result, the Project will be able to realize the borrowing rates in line with the City's own as the Lender's sole repayment risk will be City appropriations.

Another advantage of the proposed structure is that it allows the City to sculpt its desired repayment stream based upon future funds availability. As noted in the RFQ, the City intends to use a variety of sources of funds to offset some of the Project's capital costs with grants and other funds. The repayment stream set in the Design Build Finance Agreement can be an even amortizing payment or include periodic bullet payments. This flexibility allows the City to consider the application of a milestone payment(s) which would reduce the annual repayment amount or increase the affordable Project Scope.

Anticipated contractual framework under this structure

Under a Sale of Receivables Structure, the project would be governed by a DBF Agreement between the Developer and the City covering all aspects of the Project's design, construction and financing. The Developer will hold the financing risk and separately enter into a Design-Build Agreement which will pass the design and construction obligations of the DBF Agreement to the Design Builder on a back-to-back basis. The Developer will enter into Purchase Agreement with Lenders to purchase the DPCs received by the Developer with debt proceeds.

Overview of Lease-Leaseback Structure

Under a Lease-Leaseback Structure, the City would enter into a ground lease with an Owner to design, build and finance the Project. At the same time, the Owner would enter into a Lease with the City for the completed Project covering the full term of the ground lease after construction. The Owner will contract with the [Developer] for the design and construction of the Project. The Owner will borrow funds from Lenders to fund the construction of the Project with the repayment coming from the City's lease payments. Based upon the nature of the project, we anticipate the Owner would be a non-profit 501c3 entity which would allow for the Project to utilize tax-exempt bond financing.

The lease payments from the City would be sized in an amount equal to the annual debt service plus any ongoing costs associated with the Owner or debt itself. The Lease payments for the full lease term will be fixed at closing and aligned to the City's desired 30-year amortization period and in an amount of \$8-\$9m per year.

The debt provided by lenders could take the form of either a rated bond or private placement. We anticipate a tax-exempt, rated bond solution will provide the lowest cost of capital option for the Project but are open to evaluating all options including potential bank solutions. Similar to the Sale of Receivables Structure, the repayment of the debt can be sculpted around future funds availability. Balfour Beatty has significant experience utilizing tax-exempt bond financing for DBF projects under ground leases.

Compared to the Sale of Receivables structure, the Lease-Leaseback structure has lower costs associated with arranging the financing due to lower advisor costs. The anticipated lease-leaseback structure is less complex than the sale of receivables and the financing does not require the use of a financial advisor or audited financial model. However, since the lease payments from the City are contingent upon the construction of the Project, the interest rate on the debt will be slightly higher than a true sale of receivables.

Anticipated contractual framework under this structure

Under a Lease-leaseback structure, the City would enter into a Ground Lease with the 501c3 Owner covering all aspects of the Project's design, construction and financing. The Owner would simultaneously sign a Lease Agreement with the City for the Project upon its construction. The Owner would enter into a Design-Build Agreement with the Developer for the construction of the Project.

Assumed Costs of the Two Financing Structures

We believe either a sale of receivables or lease-leaseback structure could be effectively used to finance the Project. Under both structures, the Project could be financed utilizing tax-exempt debt at interest rates which are competitive with the City's own borrowing rates. At the City's Affordability Range, both structures result in supportable capex which is in line with the City's target as well as preliminary construction estimates.

Based off of the evaluation criteria in the RFQ, we propose utilizing a lease-leaseback structure which has lower upfront costs associated with arranging the financing. We understand the City has prior experience entering into lease-leaseback arrangements and we believe there are opportunities to further reduce the ENA period costs to arrange the financing.

As previously stated, we are not biased to any single structure and would look to confirm and refine the preferred financial structure with the City based upon confirmation of the desired annual repayment stream as well as other potential sources of repayment.

3. Approach

The table below details the assumed costs of both financial structures. For clarity, the costs of lease-leaseback have been utilized to establish the foundation of Exhibit [G] ENA Period Budget. Should the City opt to explore an alternate financing option at the onset of the ENP after evaluating the available options, we are prepared to reassess the implications to the ENA Period Budget. Any potential savings or reductions in expenses that emerge from this shift in strategy will be to the benefit of the City. On the other hand, in the event a change in the financing strategy results in any cost increases, we are committed to open communication with the City to jointly assess their impact and discuss their inclusion in the ENA Period Budget.

City of Garden Grove Revitalization Project Financing / Issuance Costs

Item	Lease- Leaseback	Sale of Receivables
Conduit Issuer Fee	162,500	162,500
Upfront Debt Fee (0.5% Debt)	750,000	750,000
Bond Counsel	350,000	400,000
Borrower's Upfront Fee	200,000	-
Borrower's Counsel	290,000	-
Underwriter's Counsel	275,000	300,000
Trustee Counsel	7,500	10,000
Financial Advisor	-	880,000
Tax & Accounting	-	92,000
Model Auditor	-	40,000
Technical Advisor	25,000	25,000
Disbursements	10,000	10,000
Trustee Fees	9,000	9,000
Rating Agency Fee	125,000	125,000
Developer's Counsel (Including Local)	275,000	-
Total	2,479,000	2,803,500

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Budget for the ENA Period



5

Required Questionnaire – Attachment G



5. Required Questionnaire – Attachment G

Attachment G - Required Questionnaire

Please answer each question below and submit it with your statement of qualifications. Evidence of your affirmative response to question (I) must be provided with your response to this Questionnaire. For all other questions, the City may request evidence to support your responses during the evaluation process. Such evidence must be provided to the City within 48 hours of the request.

(A) Please indicate if the proposer’s design-build entity is or is intended to be a privately held corporation, limited liability company, partnership, or joint venture.

Balfour Beatty Construction, LLC is a limited liability company

(B) Please list the design-build entity’s current or intended shareholders, partners, or members.

Eric Stenman - CEO, US Buildings | Denise Hubley - Chief Financial Officer | Brian Cahill - President, California |
John Bernardy, Executive VP

(C) Does the proposer’s construction firm have sufficient bonding capacity for 100% of the potential project value (assume up to \$175 million). (yes/no)

Yes

(D) Does the proposer (including all personnel and subcontractors included in this statement of qualifications) have the licenses and registrations required to design and construct the project? (yes/no)

Yes

(E) Have the licenses or registrations of any of the entities considered in the response to question D above been revoked or suspended at any time? (yes/no)

No

(F) Does the proposer’s construction firm have liability insurance (commercial general liability of \$2 million per occurrence and professional liability insurance of at least \$2 million per occurrence) with a Best’s Guide A-, Class VII or better insurer? (yes/no)

Yes

(G) Do all of the firms included in the statement of qualifications have workers’ compensation insurance? (yes/no)

Yes

(H) Does the proposer’s construction firm have a workers’ safety program in place? (yes/no)

Yes

(I) Does the proposer’s construction firm have an average experience modification rate of 1.00 or less in the most recent three-year period? (yes/no, provide evidence of an affirmative response)

Yes



Signature

President, California

Title

Brian H. Cahill - President

Name

Balfour Beatty

Company

August 28, 2023

Date

EXPERIENCE

San Diego Youth Transition Campus



CERTAINTY



PARTNERSHIP

Balfour Beatty

DLRGROUP

Contact: Dan Ferguson, Director of Justice & Civic

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