

QUALIFICATIONS FOR RFQ-4642-20-DCM
CONSTRUCTION MANAGER AT RISK SERVICES FOR
**NEW HOLLYWOOD
POLICE HEADQUARTERS**

Due Date:
November 23, 2020 3:00 PM



SUBMITTED BY:
Randy Spicer, Jr., Vice President
Moss & Associates, LLC
2101 N. Andrews Ave.
Fort Lauderdale, FL 33311
954-410-2835 | rspicerjr@mossbcm.com



In Association with





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OUR TEAM KNOWS POLICE, PULBIC SAFETY, AND MUNICIPAL PROJECTS



City of Orlando Police Department Headquarters



City of Boynton Beach Police Department Headquarters



City of Fort Lauderdale Police Department Headquarters



City of Orlando Police Department Crime Scene Facility



City of Cocoa Beach Police Department



Marion County Judicial Expansion



Windermere Police Headquarters and Town Facilities



City of Lauderhill City Hall



Marion County 911 Communications & Emergency Operations Center



City of Palmetto Police Department



Palm Beach County Sheriff's Admin. Building Jail, and Courts



Broward County Fire Rescue and Hazmat Facilities



Pasco County Jail—1,000 Bed Expansion



Pinellas County Jail Infrastructure Upgrade



City of Kissimmee Training Facility

ACKNOWLEDGEMENT AND SIGNATURE PAGE

ACKNOWLEDGEMENT AND SIGNATURE PAGE

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): Moss & Associates, LLC Federal Tax Identification Number: 73-1699834

If Corporation - Date Incorporated/Organized: Moss & Associates, LLC is a Limited Liability Company formed on March 24, 2004

State Incorporated/Organized: Florida

Company Operating Address: 2101 N Andrews Avenue

City Fort Lauderdale State FL Zip Code 33311

Remittance Address (if different from ordering address): Same as above

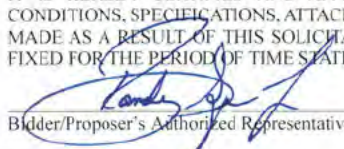
City _____ State _____ Zip Code _____

Company Contact Person: Randy Spicer, Jr. Email Address: rspicerjr@mosscom.com

Phone Number (include area code): 954-524-5678 Fax Number (include area code): 954-524-5677

Company's Internet Web Address: mosscom.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

 November 20, 2020
Bidder/Proposer's Authorized Representative's Signature: Date

Type or Print Name: Randy Spicer, Jr.

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS

As noted on the Statement of Qualification Certification Form, Moss would like to discuss with the City the addition of the following term to the contract: Right to terminate if work is suspended after agreed upon period of time.



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November 20, 2020

Ginah Joseph, Procurement Contracts Officer
Paul Bassar, Contract Compliance Officer
City of Hollywood
2600 Hollywood Blvd
Hollywood FL, 33020

RE: RFQ-4642-2020-DCM - CITY OF HOLLYWOOD CMAR FOR NEW POLICE HEADQUARTERS

Dear Ms. Joseph, Mr. Bassar, and the Selection Committee:

Moss & Associates, LLC (Moss) is excited to present our qualifications for the City of Hollywood's New Police Headquarters. As you review our qualifications, we believe you will find that we are uniquely qualified to be entrusted by the City of the Hollywood and the community to build the new Police Headquarters and Parking Garage.

WE UNDERSTAND POLICE HEADQUARTERS AND PUBLIC SAFETY NEEDS—A QUALIFIED TEAM

Great teams build great projects and teamwork is the foundation of all successful projects. Our project team includes Moss as construction manager at-risk and H.J. High as subconsultant. Our team is culturally aligned and focused on the City's needs. In fact, our team has the most recent police headquarters experience in Florida. The LEED-Certified, including the Orlando Police Department Headquarters and the recently completed Boynton Beach Police Department Headquarters. In addition, Moss and our proposed operations team collaborated with HOK to deliver the Palm Beach County Sheriff's Administrative Buildings, Jail, and Courts expansion project on time and on budget.

Benefit: A cohesive project team who has proven ability to meet the demands of a large public safety projects and understands what it takes to meet the City's needs for their new police headquarters.

LOCAL, FINANCIALLY SOUND FIRM

Moss was founded 16 years ago in Fort Lauderdale, and in this short time, has grown to be the number one contractor in Florida! In these times of uncertainty, it is important to select a firm that is financially sound. We have equity in excess of \$50 million, and we have never been denied a bond. Throughout the pandemic, our business and project sites have continuously operated, and we are on-track to having a record year.

Benefit: A local firm that has the financial wherewithal and local leadership to remain true partners to our clients and stakeholders during uncertain times.

WE KNOW HOLLYWOOD

We are located only 12 miles from the project site and having delivered \$794 million of construction projects in Hollywood and over \$8 billion in South Florida in the last 16 years—we have unmatched knowledge of the City and the South Florida market.

Benefit: No learning curve and a firm with a vested interest in this project and the community.

LOCAL COMMITMENT

We are committed to the Hollywood community. Our local presence provides immediate access to our top leadership as well as our deep labor resources of nearly 400 employees. In addition, we believe in giving back to our local community and sponsor local organizations such as HANDY, H.O.M.E.S., and numerous other local charities.

Benefit: A community partner, providing you immediate accessibility to ownership and superior customer service, as well as a dedicated community partner.

HOW WE OPERATE

Moss and H. J. High are culturally aligned. We place an emphasis on accountability and reliable communication. We collaborate at all levels and rely on our teams to build trust from day one with trust being the cornerstone of our culture. Our core purpose of "Empower to Create the Exceptional" is demonstrated by our comprehensive experience.

Benefit: This translates into providing our clients with an enjoyable journey with the goal of ending better friends than when we started as business partners.

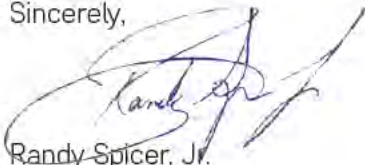
COMMUNICATIONS

In keeping with our core values, we operate with transparency. Challenges will occur on a unique project like Hollywood Police Headquarters, but it is how we handle those challenges that differentiate Moss. We "run into the fire" and address issues head on. Our entrepreneurial spirit of providing innovative solutions facilitates overcoming challenges that arise.

Benefit: No surprises—a partner you can trust, providing a collaborative, open book approach combined with proven and innovative solutions.

Thank you for considering Moss for this valued and important project. We look forward to presenting our team, approach and culture to show how Moss is the partner you can count on.

Sincerely,



Randy Spicer, Jr.
Vice President



CORE PURPOSE:

Empower to create the exceptional

CORE VALUES:

HONOR RELATIONSHIPS

Care about the safety, well-being and success of our families and business partners

ENTREPRENEURIAL SPIRIT

Embrace opportunities, innovate and overcome challenges

CONTAGIOUS ENERGY

Work hard, be nice, have fun!

TAB A | EXECUTIVE SUMMARY OF COMPANY INFORMATION



TAB A | EXECUTIVE SUMMARY OF COMPANY INFORMATION



EXECUTIVE SUMMARY

OVERVIEW

Moss is excited to provide our statement of qualifications in association with H. J. High, our subconsultant.

1. BASIC COMPANY INFORMATION

| REQUIREMENT | MOSS | H. J. HIGH |
|------------------------------------|--|--|
| <i>a. Company name</i> | Moss & Associates, LLC | H. J. High Construction Company |
| <i>b. Address with zip code</i> | 2101 N. Andrews Avenue Fort Lauderdale, FL 33311 | 1015 W. Amelia Street Orlando, FL 32805 |
| <i>c. Telephone and fax number</i> | Phone: 954-524-5678 Fax: 954-524-5677 | Phone: 407-422-8171 Fax: 407-841-4820 |
| <i>d. Email address</i> | info@mosscom.com | construction@hjhigh.com |
| <i>e. Name of primary contact</i> | Randy Spicer, Jr. (Officer) Jason Patrizi (Primary Project Contact) | Robert High (Principal/Officer) |
| <i>Website</i> | www.mosscom.com | www.hjhigh.com |

REQUIREMENT: From Section 4.2.2: Identify the officers, principals, supervisory staff and key individuals who will be directly involved with the work and their office locations.

KEY INDIVIDUALS

PRINCIPALS

Bob Moss, Chairman and Founder (Moss)

Scott Moss, CEO (Moss)

Chad Moss, Executive Vice President and Moss Foundation President (Moss)

Robert High, President (H. J. High)

OFFICERS

Brett Atkinson, Co-President, South Florida (Moss)

Randy Spicer, Jr., Vice President (Moss)

SUPERVISORY STAFF

Jason Patrizi, Director of Operations

Garrett Green, Project Executive/Senior Project Manager

Michael Munson, General Superintendent

OFFICE LOCATIONS

All key individuals are based at Moss' headquarters located at 2101 N. Andrews Avenue in Fort Lauderdale, FL with the exception of Robert High who is based out of H. J. High's headquarters located in Orlando, FL.

See "Tab C | Construction Team Members' Experience" on page 47 for a detailed explanation of the staff and their involvement in the project.



TAB A | EXECUTIVE SUMMARY OF COMPANY INFORMATION

2. PROFESSIONAL LICENSES AND CERTIFICATIONS

REQUIREMENT: Tab A. 2. Professional Licenses and Certifications. An affirmative statement and submission of evidence must be included with the firm's response indicating that firm and all assigned key professional staff possess all licenses and certifications required to undertake and complete the project. General Contractor must be licensed by the State of Florida and maintain certification as and be in good standing with the Department of Business and Professional Regulation.

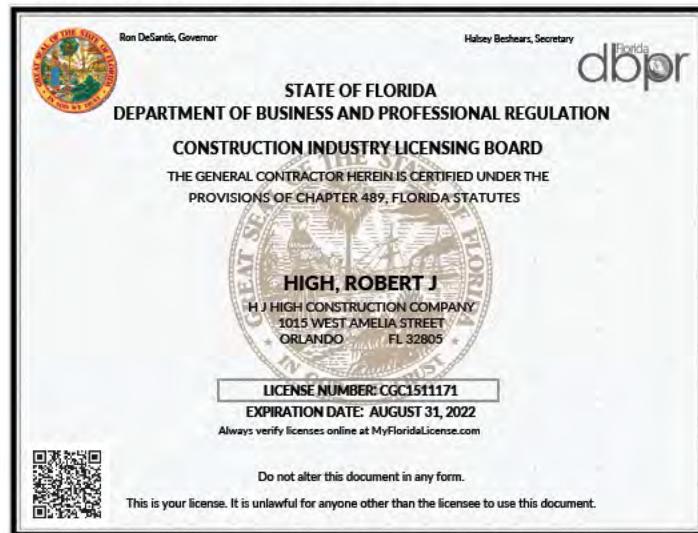
REQUIRED LICENSES AND CERTIFICATIONS

Moss, as the prime contractor and H. J. High, our subconsultant, have all licenses and certifications required to undertake and complete the project. Copies of our licenses are provided herein.

MOSS' STATE OF FLORIDA CGC LICENSE



H. J. HIGH'S STATE OF FLORIDA CGC LICENSE



3. NATIONAL, REGIONAL, OR LOCAL FIRM

REQUIREMENT: Tab A. 3. State whether your organization is national, regional or local.

MOSS, NATIONAL CONSTRUCTION MANAGEMENT FIRM WITH LOCAL ROOTS

Moss is a national construction management firm with headquarters in Fort Lauderdale, FL. Moss operates six other offices throughout the US. Specifically, we have offices in Miami, FL, West Palm Beach, FL, and Tampa, FL as well as Dallas, TX, Oceanside, CA, and Honolulu, HI.



H. J. HIGH IS A REGIONAL, FLORIDA-BASED CONSTRUCTION MANAGEMENT FIRM

H. J. High is a regional construction management firm headquartered in Orlando and is one of the longest operating construction companies in Florida.

MOSS AND H. J. HIGH OFFICE LOCATIONS



4. FIRM DESCRIPTION

REQUIREMENT: Tab A. 4. Describe the firm, including the size, range of activities, and other pertinent information; From Section 4.2.2: Each offeror must submit an executive summary that [provides] its background. From Section 4.2.3: Relative size of the firm, including management, technical and support staff; licenses and any other pertinent information shall be submitted.

MOSS

FIRM BACKGROUND

Since our founding in Fort Lauderdale in 2004—just 16 years ago—**Moss has grown from two employees to 700 employees and an annual revenue of \$1.3 billion**, making Moss one of the nation's top 75 general contractors and the **number one contractor in Florida**.

Moss' roots run deep in Broward County. Since our humble beginnings, Moss has continued to deepen our roots in Broward County and with the City of Hollywood. **Moss employs 186 Broward County residents, and we have built over \$2.8 billion of projects in Broward County, with nearly \$800 million in the City of Hollywood.**

SIZE

Moss has 725 employees with 17 in executive management, 581 in technical roles, including project leadership, and 127 in support positions.

RANGE OF ACTIVITIES

We focus on construction management at-risk with 80 percent of our projects delivered under CMAR; however, we also provide public-private partnership, design-build, and general contracting projects. Our diverse portfolio encompasses a wide range of sectors including public safety, office, mixed-use developments, multi-family residential, hospitality, education, and solar energy.

OTHER PERTINENT INFORMATION

Moss: A Company Built to Last

Much like the structures we build, our company is built to last. Throughout our 16-year history, **we have strategically increased our capabilities and grown with the goal of building a company to last in perpetuity.** Moss' sustainable growth has earned us **a strong financial position with equity in excess of \$50 million.** We attribute our success to our core values.

Additional Information

More details regarding our qualifications are found throughout this package. Our CGC license is on page 8.

MOSS ISN'T JUST BUILDING STRUCTURES, WE'RE BUILDING COMMUNITIES

Moss Foundation, Inc. is a 501(c)3 organization dedicated to assisting non-profit organizations and communities throughout the nation under the leadership of Chad Moss. The foundation prides itself in giving back to the community and enhancing its surrounding areas. **Last year, the foundation donated over \$1.5 million to charities.**

Each time we add our work to the fabric of a community, we think a great deal about the people it will affect and the lives it will touch. So it's only natural that we remain dedicated to these communities long after our work is done.

We **encourage all of our employees** to strengthen the relationships they have in the areas where they work and live and find ways to **enhance the community around them.**

As an example, Moss is a community partner of HANDY—Helping Abused Neglected Disadvantaged Youth—and has a long history of working with HANDY, **a Broward County-based nonprofit who has served over 50,000 children and families in our community.** In just last the two years, we:

- Completed renovation of 16,000-GSF warehouse space to create HANDY's new headquarters and resource center. The building serves the youth in Fort Lauderdale by providing a center for tutoring, mentorship, life skills, technology, and a music studio.
- Built out 1,324-SF of interior office space, creating HANDY's Best Buy Teen Tech Center. The Center enhances the education of HANDY'S youth, provides exposure to a variety of career fields, and helps to keep teenagers off the streets.
- Contributed dozens of Thanksgiving baskets annually, providing holiday meals valued at \$150 each to families in need.



TAB A | EXECUTIVE SUMMARY OF COMPANY INFORMATION

H. J. HIGH

FIRM BACKGROUND

H. J. High Construction has been in business since 1936—84 years—and was founded in post-depression Orlando by Harlem John High. When Johnny passed away in 1968, his son Steve was appointed the company's president. Under Steve's leadership H. J. High gained esteem as one of Central Florida's premiere general contractors, executed the first Construction Manager at Risk agreement in Central Florida and began delivering projects utilizing design-build methodology.

In 1999, Steve's son Robert joined the company. Robert was appointed president of H. J. High in 2006, marking the third generation to lead H. J. High. He follows in his father's and grandfather's footsteps through his leadership and delivery of high quality facilities. Steve High now serves as the company's Chairman.

SIZE OF FIRM

H. J. High maintains between 35-50 employees in order to provide a more personalized experience for our clients. This is a deliberate business model that has been successful in the past and we plan to continue in the future.

Currently H. J. High has 38 employees with 4 in executive management, 25 in technical roles, including project leadership, and 9 in support positions.

RANGE OF ACTIVITIES

Since 1936, H. J. High Construction has been a leader in Florida's construction marketplace and dedicated to building only the highest quality buildings that inspire, educate and further people's lives while enhancing their communities. H. J. High Construction specializes in general contracting, preconstruction services, design-build, construction management and preventative maintenance services for education, municipal, industrial, commercial and religious facilities.

OTHER PERTINENT INFORMATION

H. J. High specialize in police and public safety projects. In fact, they have been contracted to build six police headquarters in the state of Florida. More details regarding H. J. High's qualifications are provided throughout this package. H. J. High's CGC license is on page 8.

5. YEARS IN BUSINESS

REQUIREMENT: Tab A. 5. Years your organization has been in business as a provider of the products and services you are proposing to offer under this solicitation.

MOSS

Moss has been in business, providing construction management services for 16 years—since March 2004.

H. J. HIGH

H. J. High is one of the longest operating construction firms in Florida, having operated for 84 years, since its founding in 1936.

6.-8. ADDITIONAL FIRM INFORMATION

REQUIREMENT: Tab A. 6. If your organization is a corporation, answer the following: a. Date of incorporation; b. State of incorporation; c. President's name; 7. If your organization is a partnership, answer the following: a. Date of organization; b. Type of partnership (if applicable); c. Name(s) of general partner(s); 8. If your organization is individually owned, answer the following: a. Date of organization; b. Name of owner

MOSS

Organization Type: Moss is a Limited Liability Company

Date of Organization: March 24, 2004

State of Organization: Florida

Names of Members: Bob L. Moss, Scott R. Moss, Robert C. Moss, Mike Hunt, and Guy Arnold

H. J. HIGH

Organization Type: H. J. High Construction Company is a Subchapter S Corporation

Date of Organization: December 30, 1955*

State of Corporation: Florida

President's Name: Robert J. High, President

**Date of incorporation but as noted, the firm has been in operation since 1936.*



REQUIREMENT: From Section 4.2.2. The executive summary should also summarize the key elements of the SOQ.

KEY ELEMENTS OF SOQ

RELATED CONSTRUCTION EXPERIENCE

Our team brings unmatched experience, including:

- **Public Safety Expertise**—Moss, brings a long of history of public safety projects, including **the largest law enforcement project completed in Florida in the last ten years**, constructed for Palm Beach County. H. J. High, our subconsultant, compliments our team with their police and law enforcement expertise. Recently completed projects include **Boynton Beach Police Headquarters and Kissimmee Public Safety Training Center, the newest gun range in the state of Florida. Our public safety expertise provides you with a team who has the knowledge to build a state-of-the-art police headquarters with budget and schedule certainty.**
- **Large, Complex Projects**—Our unmatched experience building large, complex projects in urban environments and operational facilities. Examples include **the construction of New Concourse A and Terminal 1 Renovation at Fort Lauderdale-Hollywood International Airport, and \$287 million project.** We have built numerous projects in urban environments with nine projects constructed in the tightly congested neighborhood in Miami—many of which were being constructed simultaneously. **Our experience provides you with assurance that we will anticipate project challenges and build the project safe and effectively.**
- **City of Hollywood, Broward County, and South Florida Expertise**—We have \$8.1 billion of

construction in South Florida, \$2.8 billion in Broward County, \$794 million in the City of Hollywood. We understand the requirements, we know the governing agencies, including Dean Decker in the City of Hollywood's building department, and we know the local trade contractor market, including CBE and M/WBEs. **This means we have the expertise to build your project effectively.**

- **Design Team Experience**—Our experience working with the entire design team includes nearly three dozen projects, totaling 18 million SF and \$3.1 billion. We are currently working with OD+P on a large, complex project, and have extensive experience working with HOK, including Marlins Park. **Our experience with the design team ensures we will hit the ground running with an unmatched team synergy.**

CONSTRUCTION TEAM MEMBER'S EXPERIENCE

Performance, experience and qualifications in related construction experience, exemplary cost containment, minimization of change orders and proven history of project completion within initial budget.

As you review "Tab C | Construction Team Members' Experience" on page 47, you will see that we are proposing a uniquely qualified team. Specifically:

- In addition to the projects and experience mentioned above, the team has other significant projects under their belt including the City of Orlando Police Headquarters and the Pinellas County



Jail Infrastructure Upgrade, the largest security electronics project in the country.

- The team has an unmatched team synergy with team leaders having a 15-year history of working together
- The team has a proven history of exemplary cost containment through value engineering and other means such as Direct Owner Purchases

Our team members' look forward to the opportunity to work with City of Hollywood and partner with the City, the police department, the design team, and all key stakeholders. **Their expertise will provide the City with a true partner on this project.**

EXECUTION AND MANAGEMENT OF THE PROJECT

UNDERSTANDING OF PROJECT

We have done extensive research and due diligence for new police headquarters. We understand the new police headquarters will be adjacent to the existing headquarters, is surrounded by residents, a golf course, and on a busy corridor. **Our plan minimizes disruption to the surrounding area, including residents, businesses, including the golf course, and most importantly the police operations.**

Our proposed methodology includes:

- Three flow lines to accelerate the schedule, providing you with a 16 month schedule from construction start
- An early start on the parking garage at 75% Construction Document phase
- Mitigation for delays due to "unknowns" with the site
- Relocation of oak trees on the site

- Planning for the relocation of the 911 call center and operations
- Public engagement—this includes proactively engaging with the community and a commitment to partnering with CBE and M/WBE participation

SAFETY ALWAYS

Our best-in-class safety record is attributed to our team's diligence and belief that safety is more than a priority—it's a core value.

We proactively ensure the safety of our employees, our business partners, and the communities we serve. In so doing, well before the pandemic, we engaged JobSiteCare to deliver triage and treatment to the jobsite. Through our partnership with JobSiteCare, they have aided us in developing COVID-19 protocols ensuring our project sites operate safely. **Throughout the pandemic, our project sites have continuously operated with no business disruption.**

PROVEN METHODS

Our approach regarding scheduling, cost estimating and cost control, competitively administering bid packages, management software, quality control, to name a few, are outlined in detail in "Tab D | Execution and Management of Project" on page 65.

Throughout the qualifications package, you will see examples of how our proven methods will deliver your project with the intended goals, including safety, public engagement, budget, schedule, LEED certification.

TAB A | EXECUTIVE SUMMARY OF COMPANY INFORMATION

KNOWLEDGE OF SITE AND LOCAL CONDITIONS

As explained under our "Methodology" on page 68, we understand the site and some of the initial challenges with the construction proximate to the current police headquarters, the golf course, and residences.

Our experience, as the number one contractor in Florida, and with \$8.1 billion of construction in South Florida—many of which are along the coast line mean that we understand the City's vulnerability to the effects of climate change, sea level rise, and hurricanes and flooding. Our project experience includes construction of below-grade parking garages within the Coast Construction Control Line (CCCL)—construction such as this has some of the most stringent building requirements.

We have constructed numerous projects on previously occupied sites with dated infrastructure. It is typical of our projects to have a number of "unknowns." Our process is outlined in "Tab F | Knowledge of Site and Local Conditions" on page 113.

Our knowledge and experience means we can build the new police headquarters efficiently and one that is built to last. In addition, our relationships with the utility companies, including FPL with whom we have a dedicated representative, will minimize risk of delays with the project.

FIRM INFORMATION

Moss is a family owned business, rooted in our core values of honoring relationships, entrepreneurial spirit, and contagious energy. **Moss is headquartered in Fort Lauderdale, just 12 miles from the project site, which means you will have immediate access to our team and deep resources.**

We are financially stable with equity in excess of \$50 million. Based on the strength of our balance sheet and our relationships and capabilities Moss can bond individual projects in excess of \$250 million. It is worth noting that **Moss has never been denied a bond.**

In summary, not only do we have the financial stability to complete the project, but our processes, such as our COVID-19 protocols have ensured our projects safely and continuously operate.





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PROJECT EXPERIENCE

BUILDING THE EXCEPTIONAL

Based in Fort Lauderdale, Moss has built a reputation for constructing high quality, signature projects. Moss and our highly qualified team member of **H.J. High**, have **5.4 million SF of police, public safety, and municipal projects**. Moss and our team knows what it takes to successfully deliver your project on time and within budget, including:

- Police headquarters/public safety requirements
- Public/government client needs
- Projects in the City of Hollywood and Broward County
- Construction in urban, congested areas
- Building on active, occupied sites
- Large, complex projects
- Hurricane-hardened facilities
- LEED and sustainable projects
- Parking garages

REQUIREMENT: From Section 4.2.3: Consultant shall submit proof of experience for a minimum of six projects of similar scope and scale (or larger) and shall, for each project listed, identify location, dates of construction, project name and overall scope, scope of work that was self-performed by Consultant, and client's name, address, telephone number and e-mail address.

From Tab B: Related Construction Experience. The project location is adjacent to a full service Police Headquarters facility and Golf Course, in the center of a busy business, residential and commercial on major roadways. As such a CMAR Firm with extensive documented experience working with and coordinating with adjacent property and business owners and the general public is imperative. Featured projects shall be similar in size, type, complexity, where CMAR Firm was the prime contractor in the execution of Construction of new facility while keeping adjacent operating facilities fully operational and with minimal interruption.

FEATURED PROJECTS

The following pages provide project fact sheets for projects that exemplify our team's relevant experience. The fact sheets respond to the items specified in Section IV – Submittal Requirements, item 4.2.3, identifying the location, dates of construction, project name and overall scope, scope of work that was self-performed by Consultant, and client's name, address, telephone number and e-mail address. These projects also demonstrate our experience with projects of similar size, type, and complexity, while keeping adjacent operating facilities fully operational and with minimal interruption.



TAB B | RELATED CONSTRUCTION EXPERIENCE

PROJECT SAMPLING

The following table provides a sampling of Moss' and H. J. High's relevant project experience. Included in this list are projects of similar size—or larger, similar scope, public safety projects, large, complex projects, LEED-certified projects, and projects adjacent to or on operational facilities.

| PROJECT | SIMILAR SCOPE AND/OR SIZE (OR LARGER) | COMPLEX PROJECT | TIGHT SITE | OPERATIONAL SITE | LEED CERTIFIED | PUBLIC CLIENT OR END USER | PUBLIC SAFETY | HIGH SECURITY | FLORIDA | SO. FLORIDA OR CITY OF HOLLYWOOD | JOB SITE SAFETY | ENJOYABLE JOURNEY | TEAM MEMBER |
|--|---------------------------------------|-----------------|------------|------------------|----------------|---------------------------|---------------|---------------|---------|----------------------------------|-----------------|-------------------|-------------|
| City of Fort Lauderdale Police Headquarters* | ✓ | ✓ | ✓ | ✓ | ● | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| City of Orlando Police Headquarters** | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ■ |
| City of Boynton Beach Police Headquarters* | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ■ |
| City of Kissimmee Public Safety Training Center** | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ■ |
| City of Palmetto Police Headquarters* | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ■ |
| City of Cocoa Beach Police Headquarters** | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ■ |
| Town of Windermere Police Headquarters and Town Facilities* | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ■ |
| Palm Beach County Sheriff's Administrative Building, Jail, and Courts* | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| Pinellas County Jail Infrastructure Upgrade* | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ▲ |
| Bay County Jail Annex and Courts Renovation | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ▲ |
| Marion County Judicial Center Expansion* | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ▲ |
| Marion County 911 Dispatch and EOC Communication Center | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ▲ |
| GSA US Citizenship and Immigration Service Centers* | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| Fort Lauderdale-Hollywood International Airport New Concourse A & Terminal 1 Renovation* | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| Port Everglades Terminal 25 Expansion** | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ★ | ✓ | ✓ | ▲ |
| Port Everglades Southport Turning Notch* | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ★ | ✓ | ✓ | ▲ |
| Brightline Fort Lauderdale Station & Parking Garage** | ✓ | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| University of Miami Lakeside Village* | ✓ | ✓ | ✓ | ✓ | ● | | | | ✓ | ✓ | ✓ | ✓ | ▲ |
| Brickell World Plaza Parking Garage** | ✓ | ✓ | ✓ | | | | | | ✓ | ✓ | ✓ | ✓ | ▲ |
| Broward County Fire Rescue and Hazmat Facilities | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ▲ |
| FIU Wellness & Recreation Center | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ▲ |
| NUS Guy Harvey Oceanographic Center | ✓ | ✓ | ✓ | | ✓ | | | | ✓ | ★ | ✓ | ✓ | ▲ |

KEY

*Project fact sheet provided in response to item 4.2.3.

**Reference information and forms provided in Tab E.

● Designed to LEED-certification standards or seeking LEED certification

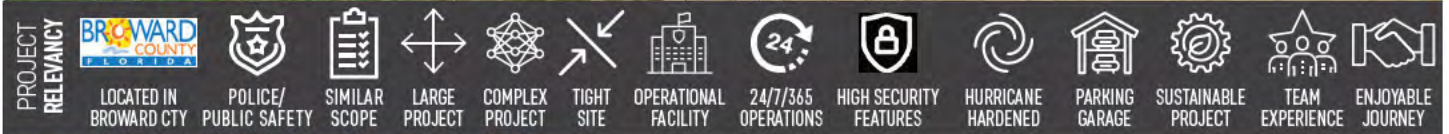
★ City of Hollywood

▲ Moss project

■ H. J. High project

TAB B | RELATED CONSTRUCTION EXPERIENCE

CITY OF FORT LAUDERDALE POLICE DEPARTMENT HEADQUARTERS*



POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Police Headquarters | Operational Campus | 196,000 SF | Risk Category IV Structure | Cat 5 Hurricane Rated | Gun Range | Office Spaces | Interview/Polygraph Booths | Training Rooms | Community Room | Property and Evidence | Quartermaster | Patrol Divisions | CID Unit | Real Time Crime Center | Holding Cells with Processing Area & Sally Port | Gym/Physical Agility | Full Kitchen | Conference Space | Administrative Support | Officer Memorial | Emergency Operations Center (EOC) | Data Center | Public Safety Radio Tower | Parking Garage with High First Floor with Electrical Power Outlets to Store and Charge Larger Vehicles | **Work Is Not Self Performed**

LOCATION

Fort Lauderdale, FL

DATES OF CONSTRUCTION

Start: May 15, 2021

Completion: October 15, 2022

SIZE AND COST

Size: 196,000 SF

Final Cost: \$78,000,000

CLIENT CONTACT INFORMATION

Robert Buscemi, R.A. LEED AP
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City of Fort Lauderdale
700 NW 19th Ave.
Fort Lauderdale, FL
770-286-5293 | rbuscemi@fortlauderdale.gov

ARCHITECT

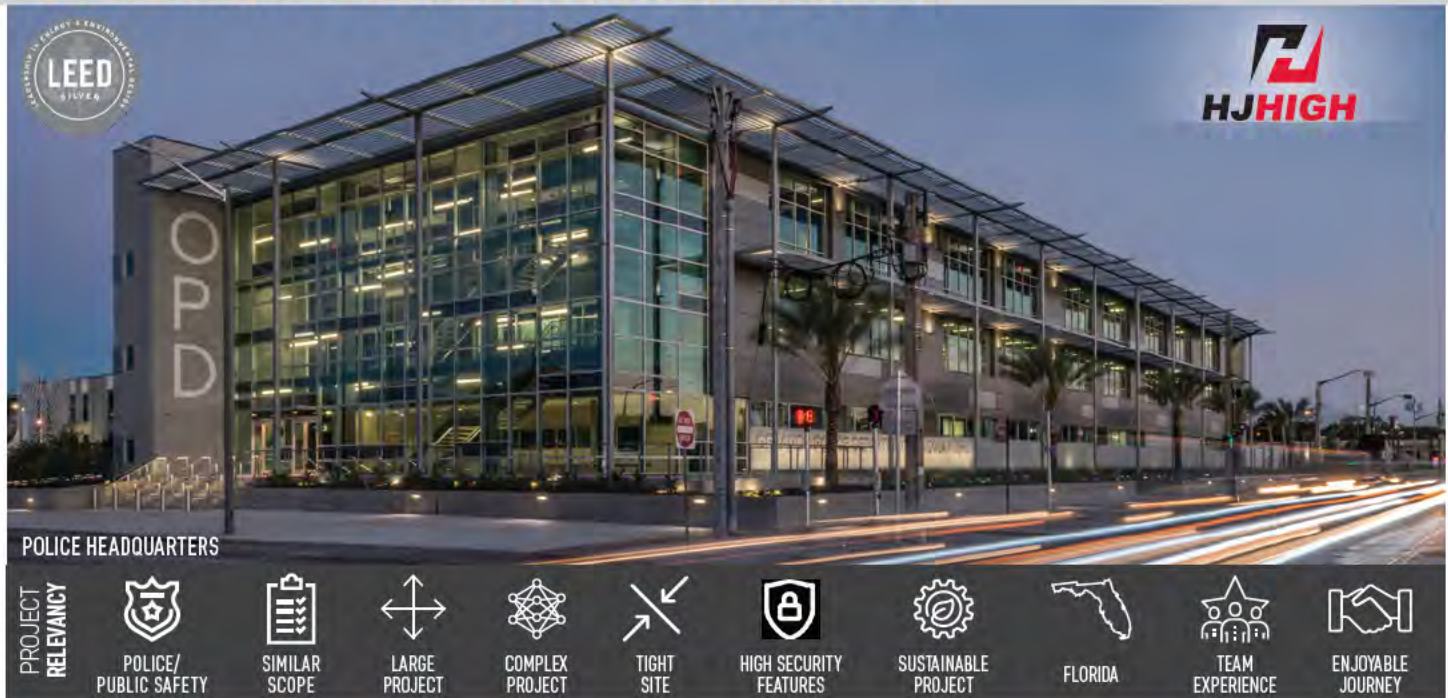
AECOM



Renderings provided by AECOM



CITY OF ORLANDO POLICE DEPARTMENT COMPLEX



POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Police Department Complex Consists of New Police Headquarters, Crime Scene Facility, Equestrian Facility, and a Code Enforcement Warehouse | **Work Was Not Self Performed**

Police Headquarters: 3 Story, 100,307 SF | Energy Efficient Mechanical Systems and Environmentally Friendly Finishes | Community Meeting Rooms | Multi-Purpose Offices | Gymnasium | Locker Rooms | Interview Suite, Report Review Information Unit, and Criminal Intake Areas | Homicide, Robbery, Assault and Battery Units | Communications Center | Homeland Security OPS Center | LEED Silver Certified

Crime Scene Facility: 80,000-SF Renovation | Houses Department's Secure Property and Evidence Unit Storage | Processing Labs, Training Components and Other Storage Spaces

Code Enforcement and Records Facility: 22,000 SF | Reception and Administration Area with Break Areas, Storage, Restrooms, and Conference Rooms | Flexible Meeting Space | 15,000-SF Archives Records Warehouse | Microfilm Storage Value | Warehouse Holds 26,000 Storage Boxes and 400 Plans Boxes | LEED Silver Certified | City's First Net Zero Building

Equestrian Facility: 5,400 SF on 2.5 Acre Site | On-Site Exercise and Training Facilities

LOCATION

Orlando, FL

DATES OF CONSTRUCTION

Start: October 2015

Completion: May 2018

SIZE AND COST

Size: 256,307 GSF

Final Cost: \$40,185,000

CLIENT CONTACT INFORMATION

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The City of Orlando

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Orlando, FL 32801

407-246-3751

Thomas.Connery@cityoforlando.net

ARCHITECT

Architects Design Group



CRIME SCENE FACILITY



CODE ENFORCEMENT & RECORDS FACILITY



EQUESTRIAN FACILITY

CITY OF BOYNTON BEACH POLICE DEPARTMENT HEADQUARTERS



PROJECT
RELEVANCY



POLICE/
PUBLIC SAFETY



SIMILAR
SCOPE



HIGH SECURITY
FEATURES



HURRICANE
HARDENED



SOUTH
FLORIDA



TEAM
EXPERIENCE



ENJOYABLE
JOURNEY

POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Police Headquarters | Two-Stories | Chief Administrative Suite | Administrative Services Bureau | Vehicle Storage Building for Tactical | Booking and Detention Facility | Physical and Tactical Training Rooms | Evidence Storage and Crime Labs | Offices | Locker Rooms | **Work Was Not Self Performed**

LOCATION

Boynton Beach, FL

DATES OF CONSTRUCTION

Start: November 2018

Completion: July 2020

SIZE AND COST

Size: 63,100 SF

Final Cost: \$20,235,586

CLIENT CONTACT INFORMATION

Colin Groff
City of Boynton Beach
Assistant City Manager,
Public Services
3301 Quantum Boulevard
Boynton Beach, Florida 33426
561-742-6010
GroffC@bbfl.us

ARCHITECT

Architect Design Group



CITY OF KISSIMMEE PUBLIC SAFETY TRAINING CENTER



PROJECT
RELEVANCY



POLICE/
PUBLIC SAFETY



SIMILAR
SCOPE



HIGH SECURITY
FEATURES



FLORIDA



TEAM
EXPERIENCE



ENJOYABLE
JOURNEY

PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Emergency Operations Center | Future Fire Department Training Facility | Classroom and Defensive Tactics Lab | Firing Range | Fire Training Tower | Secure Entry | Administrative Offices | Range Master Office | Secure Gun Cleaning Stations | 162,000 SF Retention Pond | **Work Was Not Self Performed**

LOCATION

Kissimmee, FL

DATES OF CONSTRUCTION

Start: March 2019

Completion: July 2020

SIZE AND COST

Size: 28,900 SF

Final Cost: \$9,848,357

CLIENT CONTACT INFORMATION

Robert Masiku, Senior Project Manager

City of Kissimmee

101 Church Street, Suite 301

Kissimmee, FL 34741

407-624-0269

RMasiku@Kissimmee.org

ARCHITECT

Architects Design Group



CITY OF COCOA BEACH POLICE DEPARTMENT



PROJECT
RELEVANCY



POLICE/
PUBLIC SAFETY



SIMILAR
SCOPE



TIGHT
SITE



HIGH SECURITY
FEATURES



FLORIDA



TEAM
EXPERIENCE



ENJOYABLE
JOURNEY

POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Police Headquarters | Public and Secured Parking | Security Gates with Access Control | Personal Property Storage | Evidence Storage | Weapons Storage | Community Room | Break Rooms | Conference Rooms | Administration | **Work Is Not Self Performed**

LOCATION

Cocoa Beach, FL

DATES OF CONSTRUCTION

Start: October 2020
Completion: September 2021

SIZE AND COST

Size: 23,237 SF
Final Cost: \$7,835,141

CLIENT CONTACT INFORMATION

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Project Manager
City of Cocoa Beach
1600 Minutemen Causeway
Cocoa Beach, FL 32931
321-868-3215
WCarragino@CityofCocoaBeach.com

ARCHITECT

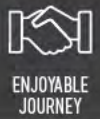
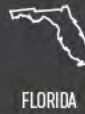
Harvard Jolly Architecture



CITY OF PALMETTO POLICE DEPARTMENT HEADQUARTERS



PROJECT
RELEVANCY



POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Police Headquarters | Hardened Facility | Multipurpose Training, Emergency Operations, and Press Briefing Rooms | Community Room Open to the Public | Forensic Technology Support | Evidence Storage and Processing Room | Data Center | **Work Is Not Self Performed**

LOCATION

Palmetto, FL

DATES OF CONSTRUCTION

Start: October 2020
Completion: October 2021

SIZE AND COST

Size: 23,172 SF
Final Cost: \$8,000,000

CLIENT CONTACT INFORMATION

Scott D. Tyler, Chief of Police
Palmetto Police Department
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Palmetto, FL 34221
941-721-2000 ext. 6115
STyler@PalmettoPolice.com

ARCHITECT

Architects Design Group

TOWN OF WINDERMERE POLICE HEADQUARTERS AND TOWN FACILITIES



POLICE HEADQUARTERS, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Combined Police Department, Operational Offices, and Public Works | Hardened Structure | Open to the Public with Enhanced Security Features | Designed to be Cohesive with the Town's Culture | **Work Is Not Self Performed**

LOCATION

Windermere, FL

DATES OF CONSTRUCTION

Start: October 2020
Completion: July 2021

SIZE AND COST

Size: 6,305 SF
Final Cost: \$5,200,000

CLIENT CONTACT INFORMATION

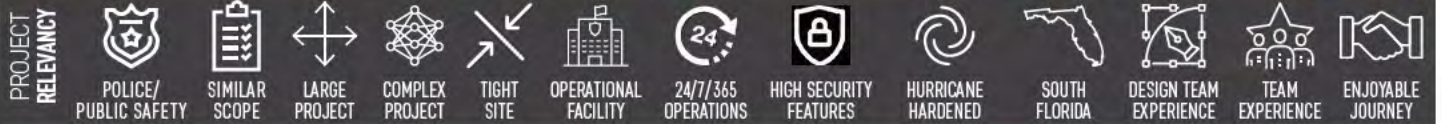
Robert Smith
Town Manager
Town of Windermere
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Windermere, FL 34786
407-876-2563
rsmith@town.windermere.fl.us

ARCHITECT

Architects Design Group

TAB B | RELATED CONSTRUCTION EXPERIENCE

PALM BEACH COUNTY SHERIFF'S ADMINISTRATIVE BUILDINGS, JAIL, AND COURTS



LAW ENFORCEMENT, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Multi-Phase Program | 1 Million SF

Law Enforcement: 53,600 SF of Law Enforcement Administrative Space | 911 Dispatch | Detective Space and Interview Rooms | Narcotics Unit | Agricultural Crime Unit | Road Sergeant's Space | Staff Line-Up | Evidence Storage with Evidence Drop Room | IV/ID Records Storage | Fitness Area | Armory | Fuel Station

Courthouse: West Courts Facility | Traveling Judge Office | Public Defender Office | Clerk of Courts Facility | Records Storage | Video Arraignment

Jail: 1,458 New and 850 Renovated Beds | Juvenile Facility | Drug Program | Food Service | Laundry | Inmate Programs | Classification | Booking and Release

County Bus Maintenance Facility: Staff Break Area | Administrative Space | Maintenance Bays | Bus Wash | Vehicle Storage

Work Was Not Self Performed

LOCATION

Belle Glade, FL

DATES OF CONSTRUCTION

Start: October 25, 2007

Completion: April 30, 2011

SIZE AND COST

Size: 1 Million SF

Final Cost: \$129,376,652

CLIENT CONTACT INFORMATION

Fernando Del Dago, Director of Facilities
Development and Operations
Palm Beach County
2633 Vista Parkway
West Palm Beach, FL 33411
561-233-5276
fdeldago@pbcgov.org

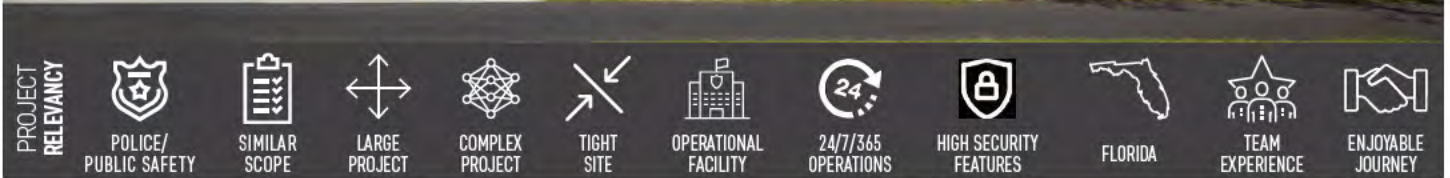
ARCHITECT

HOK



**SINGLE, LARGEST LAW
ENFORCEMENT PROJECT
IN THE LAST 10 YEARS
COMPLETED IN THE STATE
OF FLORIDA!**

PINELLAS COUNTY JAIL INFRASTRUCTURE UPGRADE



LAW ENFORCEMENT, PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Municipal Building: 138,998 SF | New Infrastructure Building | Kitchen | Laundry | Central Energy Plant | Loading Dock | Facility Maintenance and Warehouse Building | Renovation of Existing Kitchen | Campus-wide Security Upgrades | Utility Relocations | LED Lighting | Solar Site Lighting | **Work Was Not Self Performed**

LOCATION

Clearwater, FL

DATES OF CONSTRUCTION

Start: September 29, 2016
Completion: March 29, 2019

SIZE AND COST

Size: 138,998 SF
Final Cost: \$78,155,845

CLIENT CONTACT INFORMATION

Mark Pistillo
Senior Project Manager (retired)
Pinellas County Building and
Design Division
5019 East Avenue
Clearwater, FL 33756
727-542-4629
markcsm@aol.com

ARCHITECT

CGL



**LARGEST SECURITY
ELECTRONICS PROJECT IN
THE COUNTRY!**

MARION COUNTY JUDICIAL CENTER EXPANSION



MOSS



PUBLIC SAFETY, MUNICIPAL

SCOPE OF WORK

Municipal Building: 158,038 SF | 5-Story | Offices | Courtrooms | Holding Cells | Security System | **Work Was Not Self Performed**

LOCATION

Ocala, FL

DATES OF CONSTRUCTION

Start: October 1, 2007

Completion: January 31, 2010

SIZE AND COST

Size: 158,038 SF

Final Cost: \$35,000,000

CLIENT CONTACT INFORMATION

Mike Bates, Operations Manager
Marion County Facilities Management
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ARCHITECT

Rispoli & Associates Architecture, Inc.
(Previously Architecture Studio)



TAB B | RELATED CONSTRUCTION EXPERIENCE

GSA US CITIZENSHIP AND IMMIGRATION SERVICE CENTERS (MULTIPLE LOCATIONS)



MUNICIPAL, PUBLIC SAFETY, PARKING GARAGE

SCOPE OF WORK

Municipal Building: LEED® Silver Certified | Five Buildings Totaling 260,900 GSF | CAT 5 Office Facilities | Public Meeting Space | Security Vestibule | Administrative Space | Records Rooms

Parking Garages: 134,852 SF, 3-Story & 4-Story, 1,352 Spaces

Work Was Not Self Performed

LOCATION

Multiple Locations: Oakland Park, FL; Hialeah, FL; Kendall, FL; Miami, FL; Royal Palm, FL

DATES OF CONSTRUCTION

Start: August 1, 2007
Completion: January 15, 2009

SIZE AND COST

Size: 260,900 GSF
Final Cost: \$62,000,000

CLIENT CONTACT INFORMATION

Mark Levin
Managing Partner
South Florida Federal Partners
8801 NW 7th Ave.
Miami, FL 33150
703-340-7374 | mark4700@aol.com

ARCHITECT

JMWA



TAB B | RELATED CONSTRUCTION EXPERIENCE

FORT LAUDERDALE-HOLLYWOOD INTERNATIONAL AIRPORT NEW CONCOURSE A & TERMINAL 1 RENOVATION



TRANSPORTATION, PUBLIC SAFETY

SCOPE OF WORK

Federal Inspection Services Facility | LEED Silver Certified | 399,661 SF |
 Administrative Space | Records Storage | Mission-Critical Infrastructure | Centralized
 TSA Checkpoint | 5-Gate Concourse A Facility | Modernization of Terminal Spaces
 | Connection Between Concourses A, B, and C | Seating Area Expansions |
 Restaurants | Concession Spaces | Retail Spaces | **Work Was Not Self Performed**

LOCATION

Fort Lauderdale, FL

DATES OF CONSTRUCTION

Concourse A: July 5, 2017
 Terminal 1: January 16, 2018

SIZE AND COST

Size: 399,661 SF
 Final Cost: \$286,501,106

CLIENT CONTACT INFORMATION

Denise McElroy
 Sr. Manager Airport Affairs
 Southwest Airlines Co.
 PO Box 36611
 Dallas, TX 75235
 214-792-6366
Denise.Mcelroy@wnco.com

ARCHITECT

Corgan | Gresham, Smith and Partners



**FIRST PROJECT WHERE
 THE BROWARD COUNTY
 AVIATION DEPARTMENT
 HAD MONEY RETURNED
 TO THEM!**

PORT EVERGLADES TERMINAL 25 EXPANSION



PUBLIC, TRANSPORTATION

SCOPE OF WORK

Active Port/Occupied Site Construction | Coordination with US Customs and Border Protection Agency | Inter-Modal and Marine Infrastructure Improvements | 157,800-SF Expansion | 48 Check-In Counters | 1,369-Footer Berth Length | 2 Stories | Rooftop VIP Deck | 6 Elevators | Electronic Mediamesh Wrapped Building for Innovative Messaging | More than 18,000 SF of Outward Facing Glass | 28% CBE Participation | Facial Recognition Technology | **Work Was Not Self Performed**

LOCATION

Hollywood, FL

DATES OF CONSTRUCTION

Start: August 23, 2017

Completion: October 19, 2018

SIZE AND COST

Size: 157,800 SF

Final Cost: \$97,286,624

CLIENT CONTACT INFORMATION

David Diaz, Owners Representative

Florida Market Lead

Jones Lang Lasalle

200 South Biscayne Blvd., Suite 4300

Miami, FL 33131

305-960-8449

DavidB.Diaz@am.jll.com

ARCHITECT

Bermello-Ajamil & Partners



TAB B | RELATED CONSTRUCTION EXPERIENCE

PORT EVERGLADES SOUTHPORT TURNING NOTCH EXPANSION & SOUTHPORT CRANE RAIL IMPROVEMENTS



PROJECT
RELEVANCY



LOCATED IN
HOLLYWOOD



LARGE
PROJECT



COMPLEX
PROJECT



OPERATIONAL
FACILITY



24/7/365
OPERATIONS



HIGH SECURITY
FEATURES



TEAM
EXPERIENCE



ENJOYABLE
JOURNEY

PUBLIC, TRANSPORTATION

SCOPE OF WORK

9,600 LF Crane Rail Girder and Track | 3,460 Augercast Piles | 13 Acres of 4" Asphalt Paving | 7,300 LF of 13.2kV FPL Ductbank | 8,600 LF of Directional Boring | 2-Story, 11,000 SF Switchgear and Office Building, with New 13,200-Volt Electrical Equipment and FPL Vault | Creation of Artificial Reef Off of Dania Beach | Relocation of 800 Corals | 4,700 LF of Seawall | Excavation and Disposal of 1,076,000 CY of Muck and Landfill and 2,160,000 CY of Fill | 33 Acres of 4" Asphalt Paving | Underground Utilities and Drainage | **Work Was Not Self Performed**

LOCATION

Hollywood, FL

DATES OF CONSTRUCTION

Start: May 23, 2017

Completion: June 1, 2023 (Scheduled)

SIZE AND COST

Size: See Scope of Work Above

Final Cost: \$454,417,823 (Current)

CLIENT CONTACT INFORMATION

John Foglesong

Dir. Seaport Engineering & Facilities

Maintenance Division

Broward County, Port Everglades

1850 Eller Dr.

Fort Lauderdale, FL 33316

954-468-0142

jfoglesong@broward.org

ARCHITECT

Bermello-Ajamil & Partners



TAB B | RELATED CONSTRUCTION EXPERIENCE

BRIGHTLINE FORT LAUDERDALE STATION AND PARKING GARAGE



TRANSPORTATION, PARKING GARAGE

SCOPE OF WORK

60,000-SF Train Station | Administrative Space | Mission-Critical Infrastructure | 1,300-SF Lobby and Ticketing Area | 12,000-SF Elevated Passenger Lounge | DMX Controlled RGB LED Facade Lighting | Laminated Interior Glass Ceiling System with White Interlayer | Back Painted and Acid Etched Wall System | Corian Solid Surface Walls | Custom Corian Casework for Ticket Counters | Iconic "V" Columns | Custom Aluminum Platform Canopy | 208,204-SF Parking Garage | 7 Stories | 576 Spaces |

Work Was Not Self Performed

LOCATION

Fort Lauderdale, FL

DATES OF CONSTRUCTION

Start: April 21, 2015
Completion: August 11, 2017

SIZE AND COST

Size: 268,204 SF
Final Cost Confidential

CLIENT CONTACT INFORMATION

Eric Claussen
SVP, Development and Design
All Aboard Florida/Brightline
161 NW 6th Street, Suite 900
Miami, FL 33136
305-521-4709 | eric.claussen@gobrightline.com

ARCHITECT

Zyscovich Architects



UNIVERSITY OF MIAMI LAKESIDE VILLAGE



MOSS



EDUCATION, STUDENT HOUSING

SCOPE OF WORK

569,441 SF | 12 Acres | 25 Interconnected Buildings | 7 Floors | 1,115 Beds | 452 Units | 200-Seat Auditorium | Exhibition Hall | Multi-Use Pavilion | Three Music Practice Rooms | Outdoor Recreation Center with Climbing/Bouldering Wall | Outdoor Terraces and Covered Patios | Retail/Food Locations | Training Room | Package and Mail Center | Grand Courtyard | Active Campus | **Work Was Not Self Performed**

LOCATION

Coral Gables, FL

DATES OF CONSTRUCTION

Start: June 1, 2017
Completion: May 8, 2020

SIZE AND COST

Size: 569,441 SF
Final Cost \$176,051,582

CLIENT CONTACT INFORMATION

Christopher Blair, Executive Director,
Facilities Planning & Construction
University of Miami
PO Box 248106
Coral Gables, FL 33124
305-284-6184
c.blair1@miami.edu

ARCHITECT

Arquitectonica



BRICKELL WORLD PLAZA PARKING GARAGE



MIXED USE, PARKING GARAGE

SCOPE OF WORK

283,928 SF | 13 Stories | 478 Parking Spaces | Designed for Future Swimming Pool Construction and Pool Side Terrace Area | Tenant Restaurant Space | Rental Retail Spaces | Precast Architectural Concrete Panels and Undulating Perforated Metal Panels | Color Changing LED Lights | **Work Was Not Self Performed**

LOCATION

Miami, FL

DATES OF CONSTRUCTION

Start: April 2, 2018

Completion: December 24, 2019

SIZE AND COST

Size: 283,928 SF

Final Cost: \$36,230,602

CLIENT CONTACT INFORMATION

Tracy Story-Goodson
Director, Management and Leasing
Elm Spring, Inc.
600 Brickell Ave., Suite 2515
Miami, FL 33131
305-384-7116
tstory@elmspringinc.com

ARCHITECT

HOK



TAB B | RELATED CONSTRUCTION EXPERIENCE



COMPREHENSIVE EXPERIENCE

REQUIREMENT: Tab B: The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 1. Large Complex project construction with multiple buildings, set in a busy environment with adjacent uses of a sensitive nature.

OVERVIEW

In addition to the information highlighted on the previous pages, Moss and H. J. High's comprehensive experience includes:

- Large, complex construction projects
- Working on active/operational campuses
- Right of way construction and working with Broward County and Florida DOT's requirements
- Coordinating with utility companies

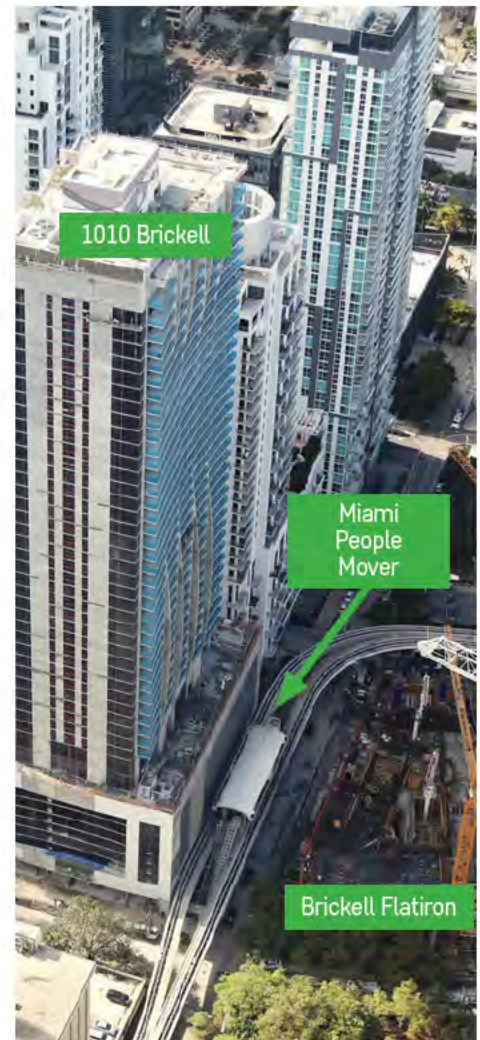
1. LARGE, COMPLEX CONSTRUCTION PROJECTS

SHAPING CITY SKYLINES

Moss has unmatched experience building complex projects in urban environments. As an example, the image above exemplifies how Moss has helped to shape the Miami skyline, having **over 16 million square feet totaling over \$2.6 billion of projects in the City of Miami alone.**

PROVEN SITE LOGISTICS

Moss was recently simultaneously constructing two high-rise projects—1010 Brickell (50 stories) and Brickell Flatiron (65 stories) that are on either side of the City of Miami People Mover elevated train. The image shown to the right **demonstrates our ability to effectively manage construction in a heavily trafficked and populated area with adjacent uses of a sensitive nature.**



WORKING ON ACTIVE/OPERATIONAL CAMPUSES

ACTIVE CAMPUS FIRST, CONSTRUCTION SITE SECOND

With over \$8.7 billion of construction experience on active campuses or adjacent to operational facilities, the City of Hollywood and the Hollywood Police staff can rest assured that it will be business as usual as Moss completes all construction phases of the New Police Headquarters. The following provides just a few examples our proven experience planning, coordinating, and clearly communicating with key stakeholders to minimize disruptions in their daily operations.

CASE STUDY: UM SCHOOL OF NURSING SIMULATION HOSPITAL

Proximate to four buildings—the Schwartz Center for Nursing and Health Sciences, Allen Hall, International Building, and the School of Communication—the construction of the Simulation Hospital took place on an active campus and a tight site. **So as not to disrupt learning, we coordinated with the deans and lead professors of each school and adjusted construction times as needed.**

Also, since the Simulation Hospital was an addition to the existing School of Nursing, the construction required coordination with life safety/fire responders to re-route emergency egress routes from the existing building once the construction started.

We continued our collaboration by working hand-in-hand with the end-users in the School of Nursing faculty. They were included in weekly OAC meetings to ensure that the design and construction were meeting their expectations.



CASE STUDY: SAFELY KEEPING THE FLL AIRPORT OPERATIONAL

Together, Moss and the Broward County Aviation Department (BCAD) implemented aggressive safety standards for the Fort Lauderdale-Hollywood International Airport (FLL) Terminal One Modernization Program. This included developing a comprehensive, site-specific plan, and adhering to the FAA's safety standards. With over 1,200 workers on this site, all employees and contractors were required to attend a site safety orientation as well as pass the BCAD test to obtain a badge for performing work in secured areas. This badge was required to work on or near the active terminal.

FLL is under the control of the FAA and takes stringent precautions when workers enter an active or secure area, especially when they were bringing in tools or equipment. Prior to passing into a secured area, each employee swiped their badge and entered their passcode. If accepted, the employee proceeded through a specific door and was greeted by a TSA agent, who then performed a search to ensure that illegal weapons were not being carried.

In addition, the project team held a Safety Briefing each morning to discuss certain work activities and associated hazards. Daily flight schedules were discussed with trade contractors performing night work on Terminal One. The daily discussion included who would be entering the designated area and what their activities would be including as well as such things as daily flight schedules, a revised aircraft layout, emergency procedures/protocols, and contact information.





REQUIREMENT: Tab B. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 2. Right of way construction, familiar with Broward County and Florida Department of Transportation's requirements in order to properly expedite activities where multiple agencies require permits and proven project experience coordinating with Florida Power and Light, Comcast, AT&T and any other utility companies in the execution and management of all required activities to create the basic utility network for the site.

2. RIGHT OF WAY CONSTRUCTION, BROWARD COUNTY, FLORIDA DOT'S REQUIREMENTS, AND COORDINATING WITH UTILITIES

RIGHT OF WAY CONSTRUCTION AND BROWARD COUNTY AND FLORIDA DOT'S REQUIREMENTS

As the number one contractor in Florida with **\$2.8 billion worth of construction projects in Broward County**, our experience demonstrates we understand the requirements to properly expedite and coordinate activities where multiple agencies require permits. Projects such as Brickell Flatiron, 1010 Brickell, SLS Lux, and those showcased on page 34 clearly show our experience and understanding of how to gain access to right of ways, and coordinate with the proper authorities including FDOT to perform work in and near those right of ways.



EXPERIENCE COORDINATING WITH UTILITIES

Moss' core value of honoring relationships extends to all stakeholders, including utility companies. As construction manager, we work with all utility companies regularly on our projects. Since our projects are concentrated in Florida, and with our home base in Fort Lauderdale, we have established relationships with FP&L, Comcast, AT&T, and others. Furthermore, with the volume of construction in Florida, we have an assigned FPL manager dedicated to Moss.

Our relationship with FPL, means we can more easily identify requirements and facilitate necessary coordination, providing for a smooth-running project and increased schedule certainty.

REQUIREMENT: Tab B. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 3. The project includes the creation of parcels for lease or sale by the City, describe your experience in navigating the permitting protocols and shall be instrumental in assisting the City in obtaining approvals for the master plan, site plan and plat for the Police Headquarters and adjacent parcels.

3. NAVIGATING PERMITTING PROTOCOLS

Moss understands and is excited about the future development of the entire site surrounding the new Police Headquarters. We would very much like to be a part of the entire vision for this area. We consider ourselves true partners with our clients. For the City of Hollywood that means we will build on our relationships with planning and zoning and the building department, including Dean Decker. We bring coordination experience having worked on various projects in the City of Hollywood (e.g., NSU Oceanographic Center, multiple projects at Port Everglades), which demonstrates our ability to streamline applications and permits throughout the process so the entire development remains on track for construction.

TAB B | RELATED CONSTRUCTION EXPERIENCE

REQUIREMENT: Tab B. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 4. Describe what unique and extraordinary skills or qualifications your firm brings to this Project, including industry "Best Practices". How would the selection of your firm add value to the Project.

4. UNIQUE QUALIFICATIONS, BEST PRACTICES, AND OUR VALUE

UNIQUE QUALIFICATIONS

As you review our qualifications previously presented and showcased on the following pages, we believe you will find that Moss and the H. J. High team are uniquely qualified to build the Hollywood Police Headquarters. A few additional unique qualifications include:

- Moss is the number one contractor in Florida and a top contractor in South Florida
- H. J. High is one of the longest, continuously operating contractors in Florida with 84 years in business
- Extensive police, public safety, and municipal projects
- Understanding of public/government clients' needs
- Experience working in the City of Hollywood and Broward County
- Design team experience

Our Team Knows Police, Public Safety, and Municipal Projects

Our collective team has a resume of building over **5.4 million SF** of police, public safety, and municipal projects. In addition, we have built many of the most recently completed police facilities in Florida. We understand the City of Hollywood Police Headquarters' needs and will hit the ground running.



City of Orlando Police Department Headquarters



City of Boynton Beach Police Department Headquarters



City of Palmetto Police Department Headquarters

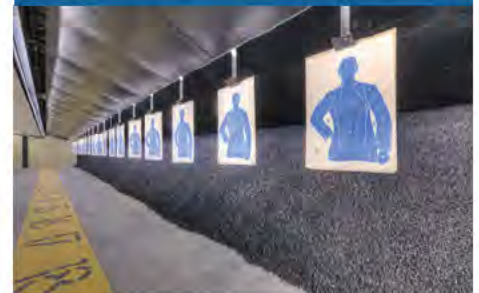


Palm Beach County Sheriff's Admin. Building, Jail, and Courts

CITY OF KISSIMMEE PUBLIC SAFETY BUILDING

The new single-story, 26,000-SF facility is a state-of-the-art solution to the growing needs of the Kissimmee Police Department. The facility is equipped with the most advanced public safety training features, including:

- 20 lane tactical target range measuring one hundred fifty feet
- Multiple, secure gun cleaning stations
- Secure entry
- Administrative offices
- Range master office
- Classroom and defensive tactics lab
- Storage, access road, landscaping, and a 162,500-SF retention pond



POLICE, PUBLIC SAFETY, & MUNICIPAL EXPERIENCE QUICK FACTS

5.4
MILLION
SQUARE FEET

\$1.2
BILLION

65
PROJECTS



TAB B | RELATED CONSTRUCTION EXPERIENCE

Our Team Knows Public/Government Clients

Sampling of Clients Served

Below is a sampling of the over **50 public clients** the Moss team, collectively with H.J. High, has served. **We understand the importance of the prudent use of public funds, managing and coordinating Direct Owner Purchases (DOP), and involving the community.** We welcome the opportunity to collaborate with the City of Hollywood just as we have with these clients.



Our Team Knows the City of Hollywood and Broward County

Since 2004, Moss has successfully managed \$794 million of construction in the City of Hollywood and a total of \$2.8 billion of construction in Broward County. Our local experience means we understand the City of Hollywood and Broward County's requirements, including working closely with the building department and other related agencies. We welcome the opportunity to continue working with the City on the new Police Headquarters.

PORT EVERGLADES PROJECTS IN THE CITY OF HOLLYWOOD

Moss has completed seven projects that are in the City of Hollywood at Port Everglades. Throughout all of these projects, Moss met regularly with the City of Hollywood building department and inspectors. We understand the City's requirements and will hit the ground running with the City on the Police Headquarters project.



TERMINAL 25



TERMINAL 18



TURNING NOTCH

CASE STUDY: NOVA SOUTHEASTERN OCEANOGRAPHIC CENTER

The Oceanographic Center is an iconic building on the coast of the Port Everglades Channel in Hollywood, FL within John U. Lloyd State Park. The landmark building is five stories, 87,000 SF, and LEED Silver Certified.

Given the location and nature of the project, it required coordination with multiple permitting agencies, including the City of Hollywood, Broward County, and the Florida Department of Environmental Protection.

The Moss team faced a unique challenge with this project. As an oceanographic research center, NSU needed the ability to discharge seawater from aquatic tanks into adjacent waterways. While Florida law permits this activity, Broward County regulations do not. By working closely with Broward County's Environmental and Growth Management Department, and gathering the necessary chemical analyses and environmental impact studies, the team gained approved variances for seawater discharge.

This demonstrates Moss' ability to collaborate with multiple agencies, specifically those in the City of Hollywood and Broward County, while also providing solutions that meet the client's needs.



TAB B | RELATED CONSTRUCTION EXPERIENCE



Design Team Experience

We are excited about the opportunity to work with OD+P, HOK, and the entire design team. **Our experience working with the design team includes nearly three dozen projects totaling 18 million SF and \$3.1 billion.**

Specifically, we are currently working OD+P on a 432,607-SF, \$114 million project. We also have comprehensive, relative experience with HOK, including:

- **Palm Beach County Administration Building, Jail and Courts Expansion**—Moss was pleased to join the HOK team on the **largest law enforcement project in Florida in the last ten years!** The 1 million SF, \$130 million, multi-faceted project took place on an operational, highly secure campus, demonstrating **Moss' ability to safely manage construction on an active campus.**
- **Marlins Park**—During construction, of the 928,000 SF facility, ENR magazine heralded Marlins Park as the **most sustainable ballpark in the world!** This project exemplifies our ability to build a LEED-certified project, collaborate with multiple agencies, engage the public, and safely build in a complex site.
- **Brickell World Plaza Parking Garage**—Moss most recently completed this project in December 2019 with HOK and is another example of managing a project on a complex, tight site.

In addition to the projects highlighted above, Moss and H. J. High have numerous projects with the design team consultants, including projects with **Kimley Horn, Langan Engineering & Environmental Services, and SLS Fire Consulting.**

Our experience working with the design team on public safety and complex projects, provides assurance to the City that we will have a seamless integration with the design team and hit the ground running.

HOLLYWOOD POLICE HEADQUARTERS DESIGN TEAM



Kimley»Horn

LANGAN
ENGINEERING & ENVIRONMENTAL SERVICES

SLS

PROJECT EXPERIENCE WITH DESIGN TEAM

18+
MILLION SF

\$3.1+
BILLION

BEST PRACTICES AND HOW OUR TEAM BRINGS VALUE

How We Operate

Moss and H. J. High are culturally aligned. **We place an emphasis on accountability and reliable communication.** We collaborate at all levels and rely on our teams to build relationships from day one with **trust being the cornerstone of our culture.** Our core purpose of "Empower to Create the Exceptional" is demonstrated by our comprehensive experience.

VALUE: *This translates into providing our clients with an enjoyable journey with the goal of ending better friends than when we started as business partners.*

Communication

In keeping with our core values, we operate with transparency. Challenges will occur on a unique project like Hollywood Police Headquarters, and it is how we handle those challenges that differentiate Moss. We "run into the fire" and address issues head on. Our entrepreneurial spirit of providing innovative solutions facilitates overcoming challenges that may arise.

Value: *No surprises—a partner you can trust, providing a collaborative, open book approach, combined with proven and innovative solutions.*

Owner and Design Team Collaboration

Moss will continue to leverage our relationships and **experience with OD+P and HOK** throughout this project as well as our **understanding of Broward County and the City of Hollywood.** Furthermore, we have deepened our relationships within the City and the Police Department which has helped us gain an understanding of this project's needs. (See "Tab D | Execution and Management of Project" on page 65.)

VALUE: *We'll hit the ground running with an understanding of the City's requirements and the design team's processes.*

Police, Public Safety, and Large, Complex Project Best Practices

Our methodology provided in "Tab D | Execution and Management of the Project" starting on page 65 focuses on our processes and best practices relative to building police, public safety and large, complex projects. **We understand unique challenges such as chain of custody related to evidence storage, security needs of the new police headquarters, and site security on an operational campus.**

VALUE: *State-of-the-art police headquarters with budget and schedule certainty.*

Community Engagement

We have an established program designed to **include the community, and the local business and workers.**

Value: *Create positivity around the police headquarters project and provide consistent messaging and engagement from design to construction.*

Safety Practices

Our EMR is 0.67—better than the industry average.

We attribute our ability to adapt during this pandemic and our uninterrupted business operations during this time to our core values of caring about the safety and wellbeing of our employees and business partners.

VALUE: *Providing a safe and healthy environment for City of Hollywood Police staff, the surrounding neighbors, and construction workers.*

Firm Stability

Moss was founded 16 years ago in Fort Lauderdale, and in this short time, has grown to be the number one contractor in Florida, and H. J. High has been in business 84 years. In these times of uncertainty, **it is important to select a firm that is financially sound and will be around for the long haul.** We have equity in excess of \$50 million, and we have never been denied a bond. **Throughout the pandemic, our business and project sites have continuously operated,** and we are tracking to have a record year.

VALUE: *A local firm that has the financial wherewithal and local leadership to remain true partners to our clients and stakeholders during uncertain times.*



CORE PURPOSE:

Empower to create the exceptional

CORE VALUES:

HONOR RELATIONSHIPS

Care about the safety, well-being and success of our families and business partners

ENTREPRENEURIAL SPIRIT

Embrace opportunities, innovate and overcome challenges

CONTAGIOUS ENERGY

Work hard, be nice, have fun!



REQUIREMENT: Tab B. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 5. Describe your firm's experience and understanding regarding local subcontractors and bidding conditions. Explain how your firm stays current with the construction costs and bidding conditions in Southeast Florida.

5. EXPERIENCE AND UNDERSTANDING LOCAL CONTRACTORS, BIDDING CONDITIONS, AND STAYING CURRENT

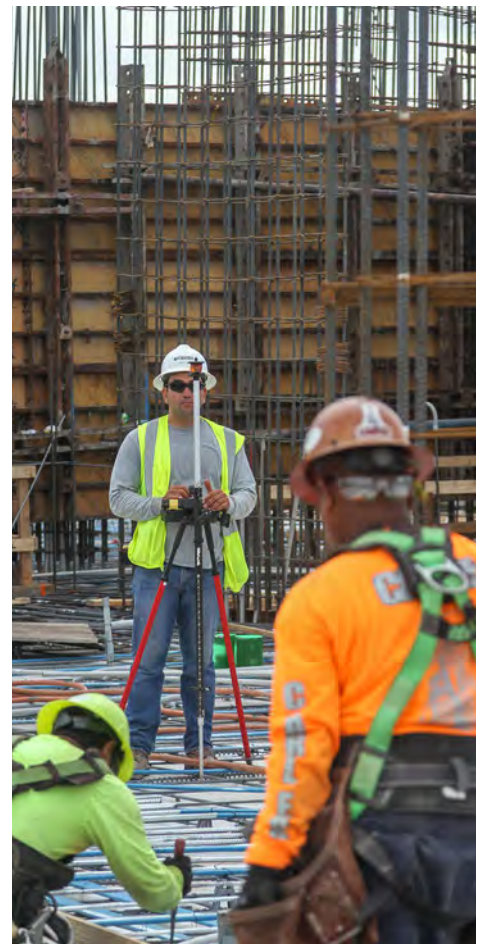
UNDERSTANDING REGARDING LOCAL SUBCONTRACTORS AND BIDDING CONDITIONS

Having managed over \$8 billion of construction in South Florida, and managing approximately \$500 million of construction annually, Moss has unmatched understanding of local contractors and bidding conditions. In addition, we have worked with nearly four dozen contractors located in the City of Hollywood.

STAYING CURRENT WITH CONSTRUCTION COSTS AND BIDDING CONDITIONS

Fortunately, due to the amount of revenue that Moss performs in South Florida on an annual basis, we are actively bidding between three to five projects at any given time. **This allows us to have relevant, recent, and robust dialogues with the local subcontractor marketplace.** We track a significant amount of relevant historical costs based on our most recent projects that we have bid out. We continuously to stay abreast with our trade partners' workloads and backlogs, as well as any anticipated changes to prices.

For more information regarding our bidding process, see "9. Competitively Administering and Evaluating Bid Packages" on page 104.



SOUTH FLORIDA CONSTRUCTION QUICK FACTS

49.6
MILLION
SQUARE FEET

\$8.1
BILLION

241
PROJECTS



REQUIREMENT: Tab B. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience: 6. Provide a list and description of municipal or other streetscape projects satisfactorily performed within the past five years that have been completed under a "Construction Management at Risk Services" agreement for Large Complex Building scope of work in an urban environment. Please provide photo documentation for the referenced projects. a. Name and location of the Project. Provide a description of the scope of work; b. Role your company provided: Construction Management At Risk and/or General Contractor and/or other; c. Date project was completed or is anticipated to be completed; d. Size and project cost of project horizontal and/or vertical construction; e. Original Owner Budget vs. Final GMP; f. Saving achieved through Value Engineering or other approaches; g. The percentage of the GMP for General Conditions, Profit and an Overhead; h. The total amount of approved Change Orders added to the Original GMP; i. The dollar amount of fees for Pre-Construction Services; j. Present status of the project.

6. MUNICIPAL OR STREETScape PROJECTS

The following is a list of municipal, CMAR projects completed in the last five years, or in progress, by Moss and H. J. High; the following pages provide the details requested for each project.

| PROJECT NAME | OWNER NAME | FIRM | ROLE OF FIRM | STATUS |
|---|----------------------------|------------|------------------------------|-------------|
| Osceola County NeoCity Building | Osceola County | Moss | Construction Manager at Risk | Completed |
| Pasco County Jail—1,000 Bed Expansion | Pasco County | Moss | Construction Manager at Risk | In Progress |
| City of Kissimmee Public Safety Training Complex | City of Kissimmee | H. J. High | Construction Manager at Risk | Completed |
| Town of Windermere Police Department Headquarters and Town Facilities | Town of Windermere | H. J. High | Construction Manager at Risk | In Progress |
| City of Palmetto Police Department Headquarters | Palmetto Police Department | H. J. High | Construction Manager at Risk | In Progress |

OSCEOLA COUNTY NEOCITY BUILDING



MUNICIPAL, PUBLIC

A1. SCOPE OF WORK

Municipal Building: 100,000 SF | 4 Stories | 250 Parking Spaces | Tilt-Panel | Structural Steel | Composite Deck | Light Gauge Metal Framing | Modified Bitumen/Built Up | Curtain Wall Glazing Systems | Decorative Metal Screens | **Work Was Not Self Performed**

A2. LOCATION

Kissimmee, FL

B. ROLE OF COMPANY

Construction Manager at-Risk

C. COMPLETION DATE

March 20, 2020

D. SIZE AND COST

Size: 100,000 SF

Final Cost: \$19,263,067

E. ORIGINAL OWNER BUDGET VS. GMP

Original Budget: \$20,579,000

GMP: \$15,517,567

F. SAVINGS ACHIEVED THROUGH VALUE ENGINEERING/OTHER

\$1,024,057

G. % OF GMP FOR GENERAL CONDITIONS, PROFIT, AND OVERHEAD

11.8%

H. AMOUNT OF APPROVED CHANGE ORDERS ADDED TO GMP

\$3,745,500, primarily attributed TI build-outs and exterior landscaping package which was not included in original GMP/scope of work

I. DOLLAR AMOUNT OF FEES FOR PRECONSTRUCTION SERVICES

\$203,000

J. PROJECT STATUS

Completed

CLIENT CONTACT INFORMATION

Sharon Blair
Osceola County
1 Courthouse Square
Kissimmee, FL 34741
407-742-0697
sharon.blair@osceola.org

ARCHITECT

SchenkelShultz Architecture



PASCO COUNTY JAIL—1,000 BED EXPANSION



MUNICIPAL, PUBLIC

A1. SCOPE OF WORK

Expansion and Renovation of Existing Jail | Addition of 1,000 Beds | Double Occupancy Cell Space for General Population Inmates of Different Classifications | Single Housing Confinement Cells for Male and Female Populations with Solid Doors, Small Window and Food Chute | Addition of Juvenile Housing Area | Single Cell Lockdown Areas, Single, Double Occupancy Cells | Classroom | Attorney Room | Visitation Areas | Addition of Intake and Booking Center | Law Enforcement Work Space | Medical Reception and Clinic Areas | Secure Interview Rooms | Addition of Central Support Facilities | Industrial Warehouse | Administrative Offices | Food Service | Laundry | Maintenance and Storage | Commissary | Departmental Warehouse | Increased Secure Programs Space | Inmate Property | Medical Center | Loading Docks | Secure Sally Ports | Separate Elevators for Civilian/Inmate Movement | Video Visitation | Emergency Backup | Establish Master Stormwater System for the Entire Public Safety Campus |

Work Is Not Self Performed

A2. LOCATION

Land O Lakes, FL

B. ROLE OF COMPANY

Construction Manager at-Risk

C. COMPLETION DATE

December 26, 2022 (Scheduled)

D. SIZE AND COST

Size: To be determined*

Cost: \$107,000,000 (Current Budget)

E. ORIGINAL OWNER BUDGET VS. GMP

Original Budget: \$107,000,000

GMP: Not applicable*

F. SAVINGS ACHIEVED THROUGH VALUE ENGINEERING/OTHER

To be determined*

G. % OF GMP FOR GENERAL CONDITIONS, PROFIT, AND OVERHEAD

To be determined*

H. AMOUNT OF APPROVED CHANGE ORDERS ADDED TO GMP

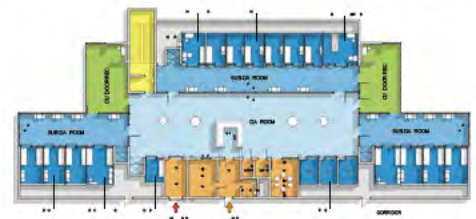
Not applicable*

I. DOLLAR AMOUNT OF FEES FOR PRECONSTRUCTION SERVICES

\$431,477

J. PROJECT STATUS

In progress



CLIENT CONTACT INFORMATION

Thomas J. "TJ" Pyche
Chief Project Manager
Pasco County Facilities
7220 Osteen Road
New Port Richey, FL 34653
727-834-3292
tpyche@pascocountyfl.net

ARCHITECT

HOK

*Design is currently in the Schematics phase; therefore, the GMP is not yet established.

TAB B | RELATED CONSTRUCTION EXPERIENCE

KISSIMMEE PUBLIC SAFETY TRAINING FACILITY



A1. SCOPE OF WORK

Emergency Operations Center | Future Fire Department Training Facility | Classroom and Defensive Tactics Lab | Firing Range | Fire Training Tower | Secure Entry | Administrative Offices | Range Master Office | Secure Gun Cleaning Stations | 162,000 SF Retention Pond | **Work Was Not Self Performed**

A2. LOCATION

Kissimmee, FL

B. ROLE OF COMPANY

Construction Manager at-Risk

C. COMPLETION DATE

July 2020

D. SIZE AND COST

Size: 28,900 SF
Cost: \$9,848,357

E. ORIGINAL OWNER BUDGET VS. GMP

Original Budget: \$9 Million
GMP: \$8,666,354

F. SAVINGS ACHIEVED THROUGH VALUE ENGINEERING/OTHER

\$126,000

G. % OF GMP FOR GENERAL CONDITIONS, PROFIT, AND OVERHEAD

11.6%

H. AMOUNT OF APPROVED CHANGE ORDERS ADDED TO GMP

\$1,181,703

I. DOLLAR AMOUNT OF FEES FOR PRECONSTRUCTION SERVICES

\$25,000

J. PROJECT STATUS

Completed

See also project fact sheet on page 20.

CITY OF PALMETTO POLICE DEPARTMENT HEADQUARTERS



A1. SCOPE OF WORK

Police Headquarters | Hardened Facility | Multipurpose Training, Emergency Operations, and Press Briefing Rooms | Community Room Open to the Public | Forensic Technology Support | Evidence Storage and Processing Room | Data Center | **Work Is Not Self Performed**

A2. LOCATION

Palmetto, FL

B. ROLE OF COMPANY

Construction Manager at-Risk

C. COMPLETION DATE

October 2021 (Scheduled)

D. SIZE AND COST

Size: 23,172 SF
Cost: \$8,000,000 (Current Estimate)

E. ORIGINAL OWNER BUDGET VS. GMP

Original Budget: \$8,000,000
GMP: To be determined*

F. SAVINGS ACHIEVED THROUGH VALUE ENGINEERING/OTHER

To be determined*

G. % OF GMP FOR GENERAL CONDITIONS, PROFIT, AND OVERHEAD

To be determined*

H. AMOUNT OF APPROVED CHANGE ORDERS ADDED TO GMP

Not applicable*

I. DOLLAR AMOUNT OF FEES FOR PRECONSTRUCTION SERVICES

To be determined*

J. PROJECT STATUS

In Progress

See also project fact sheet on page 22.

*Project is in preconstruction; therefore, the GMP/fees are not yet established.

WINDERMERE POLICE HEADQUARTERS AND TOWN FACILITIES



A1. SCOPE OF WORK

Combined Police Department, Operational Offices, and Public Works | Hardened Structure | Open to the Public with Enhanced Security Features | Designed to be Cohesive with the Town's Culture | **Work Is Not Self Performed**

A2. LOCATION

Windermere, FL

B. ROLE OF COMPANY

Construction Manager at-Risk

C. COMPLETION DATE

July 2021 (Scheduled)

D. SIZE AND COST

Size: 6,305 SF
Cost: \$5,200,000 (Current Estimate)

E. ORIGINAL OWNER BUDGET VS. GMP

Original Budget: \$5,200,000
GMP: To be determined*

F. SAVINGS ACHIEVED THROUGH VALUE ENGINEERING/OTHER

To be determined*

G. % OF GMP FOR GENERAL CONDITIONS, PROFIT, AND OVERHEAD

To be determined*

H. AMOUNT OF APPROVED CHANGE ORDERS ADDED TO GMP

Not applicable*

I. DOLLAR AMOUNT OF FEES FOR PRECONSTRUCTION SERVICES

To be determined*

J. PROJECT STATUS

In Progress

See also project fact sheet on page 23.

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE





PROJECT TEAM

GREAT TEAMS BUILD GREAT PROJECTS

We believe great teams build great projects and teamwork is the foundation of all successful projects. Our people are your advocates at every step, delivering a quality building experience, which is why we are excited to propose our Fort Lauderdale-based team.

When selecting a project team, including subconsultants, we take several items into account including the individual's experience with similar projects, experience with other team members, and availability. The project team includes Moss with H. J. High as a subconsultant. As the number one contractor in Florida and a top contractor in South Florida, Moss knows the local market, agencies, and regulations. H. J. High is a contractor that brings public safety expertise to the team, having managed the construction for five police headquarters and other police facilities.

The diagram to the right depicts the organizational chart among the City of Hollywood, the design team, and Moss with H. J. High as our subconsultant. An organizational chart showing the project team members' key personnel is on the following page.



With deep relationships with local building departments and trade contractors, as well as our experience building public safety, municipal, high-security facilities, and parking garages in Florida, means our team has an unmatched understanding of the processes and requirements to deliver your project on time and within budget.

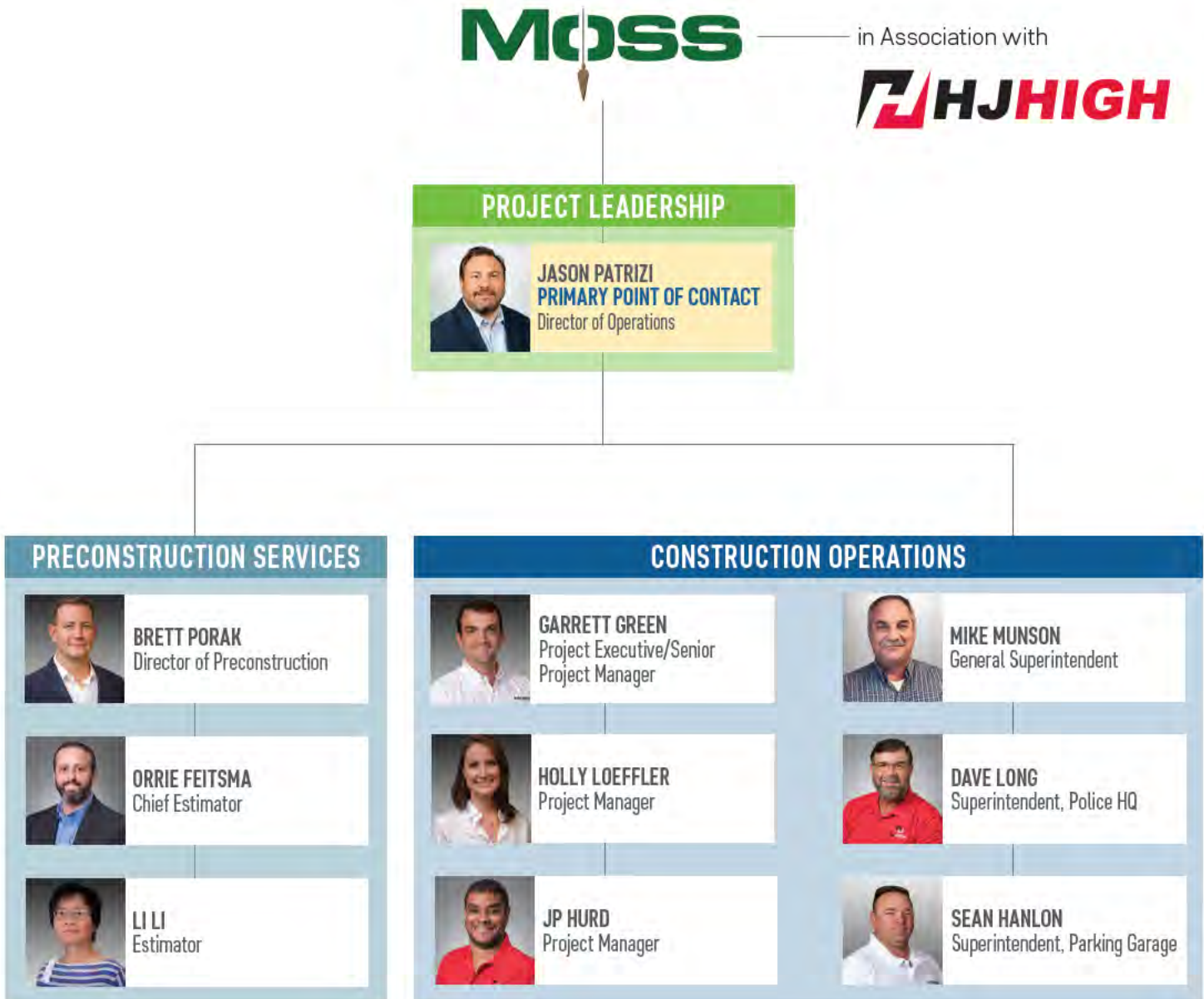
TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE

REQUIREMENT: Tab C. 1. Provide organizational chart of personnel proposed key personnel to manage this project

1. ORGANIZATIONAL CHART

The following organizational chart shows our team's proposed key personnel to manage the project.

Moss is pleased to present the most qualified, experienced team for your project. **Our team has been hand selected for their experience building large, complex projects just like yours, and most importantly for their 15 years of experience working together on similar projects.**



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



REQUIREMENT: Tab C. 2. Performance, experience and qualifications in Large Complex buildings, exemplary cost containment, minimization of change orders and proven history of project completion within initial budget.

2. RELEVANT EXPERIENCE

PERFORMANCE AND EXPERIENCE WITH LARGE COMPLEX BUILDINGS

Our proposed team members have proven experience with large, complex buildings and relevant projects, including:

- City of Orlando Police Headquarters
- City of Boynton Beach Police Headquarters
- Palm Beach County Sheriff's Administrative Buildings, Jail, and Courts Project
- Pinellas County Jail Infrastructure Upgrade
- Bay County Jail Annex and Courts Renovation
- Inter Miami CF Lockhart Stadium and Training Center

COST CONTAINMENT, MINIMIZATION OF CHANGE ORDERS, PROVEN HISTORY OF PROJECT COMPLETION WITHIN INITIAL BUDGET

Our proven process of collaborating early with the owner and design team maintains costs, minimizes change orders, and provides a project delivered within budget. Just a few examples include:

- City of Orlando Police Department Headquarters
- Palm Beach County Sheriff's Administrative Buildings, Jail, and Courts Project
- Pinellas County Jail Infrastructure Upgrade

For more information, see "6. Experience Meeting Budget and Schedule" on page 99. Our team's comprehensive experience means we understand the needs of Hollywood Police Headquarters, will effectively collaborate, provide a state-of-the-art police headquarters on time and within budget.

REQUIREMENT: Tab C. 3. Sub Consultants/Sub Contractors - Indicate what portion of the work, if any, will be subcontracted to any third party. No subconsultant or subcontractor shall be replaced unless the replacement subconsultant or subcontractor has been approved by the City.

3. SUBCONTRACTORS & SUBCONSULTANTS

SUBCONSULTANTS

H. J. High is a subconsultant to Moss on this project. H. J. High will provide construction management services and brings public safety with a specialization in police headquarters construction to the team.

SUBCONTRACTORS

Moss will engage subcontractors to perform the work required to build the new Police Headquarters. The subcontractors are to be determined and will be selected through a competitive bidding process as described on page 104.

As the number one contractor in Florida and a top contractor in South Florida, Moss has significant buying power, providing the City of Hollywood with the best value for this project.

REQUIREMENT: Tab C. 4. Provide brief resumes of persons to be assigned to the project and their respective responsibilities, including, but not limited to: a. Name and title; b. Job assignment performed for other projects; c. Percentage of time to be assigned full time to this Project; d. How many years with your firm; e. How many years with other firms; f. Provide a complete description of the experience and qualifications of the individuals who are proposed to be assigned to the Project, including: Project Manager, Project Engineer(s), Cost Estimator(s), and Superintendent(s). Staff to be assigned to the Project must have a minimum of five years' experience in their designated professional specialization.

From Section 4.2.4: Include details of how each project team member will contribute to the project, in what capacity, and the level of involvement and their expertise.

4. RESUMES

Resumes for key personnel begin on page 52.

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



REQUIREMENT: Tab C. 4.g. Experience of the project manager and superintendent working together on past projects.

EXPERIENCE OF PROJECT MANAGER AND SUPERINTENDENT WORKING TOGETHER

A TEAM WORKING TOGETHER

On the largest public safety project in Florida in the last ten years

Communication is key to a project's success. We believe there is **nothing more important than ensuring success with a qualified senior project manager and general superintendent who have a proven ability to work effectively as a team.**

We are uniquely positioned to propose Garrett Green, senior project manager and Mike Munson, general superintendent, who have a proven track record for delivering projects on time and within budget for public safety projects.

Garrett, Mike, along with Jason Patrizi and Sean Hanlon, completed the Palm Beach County Sheriff's Administrative Buildings, Jail, and Courts Project. The team completed the largest public safety project in Florida in the last ten years.



A TEAM WORKING TOGETHER

The team members shown here have a history of working together. Additional examples include:

- **Marion County Judicial Center Expansion:** Jason Patrizi, Garrett Green
- **Gadsden County Correctional Facility Expansion:** Jason Patrizi, Mike Munson, Sean Hanlon
- **Pinellas County Jail Infrastructure Upgrade:** Jason Patrizi, Mike Munson, Sean Hanlon
- **Pinellas County Justice Center Parking Garage:** Jason Patrizi, Mike Munson
- **Bay County Correctional Facility Expansion:** Jason Patrizi, Mike Munson
- **West County Courthouse Addition & Renovation:** Jason Patrizi, Garrett Green
- **Inter Miami CF - Lockhart Stadium and Training Facility:** Jason Patrizi, Garrett Green

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE

ADDITIONAL EXAMPLES OF OUR TEAM WORKING TOGETHER



CITY OF ORLANDO POLICE HEADQUARTERS

Team Members: Robert High, Dave Long, Orrie Feitsma



MARION COUNTY JUDICIAL CENTER EXPANSION

Team Members: Jason Patrizi, Garrett Green, Li Li



CITY OF BOYNTON BEACH POLICE HEADQUARTERS

Team Members: Robert High, JP Hurd, Orrie Feitsma



PINELLAS COUNTY JAIL INFRASTRUCTURE UPGRADE

Team Members: Jason Patrizi, Mike Munson, Sean Hanlon



PALM BEACH COUNTY WEST COUNTY COURTHOUSE

Team Members: Jason Patrizi, Garrett Green



PINELLAS COUNTY JUSTICE CENTER PARKING GARAGE

Team Members: Jason Patrizi, Mike Munson

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



BRETT ATKINSON | CO-PRESIDENT, SOUTH FLORIDA



Brett, Co-President of South Florida, will provide executive oversight and leadership for the City of Hollywood's Police Headquarters. He has a strong ability to see the whole picture and position employees in a way that maximizes their strengths based on the needs of the project. Brett has completed a wide variety of fast-paced, high-profile construction projects in South Florida and beyond. Brett served as co-president or executive vice president for all projects listed.

EDUCATION

University of Florida, Bachelor of Science in Building Construction (Cum Laude)

LICENSES, REGISTRATIONS & AFFILIATIONS

FL General Contractor (CGC 1510924)

Associated Builders and Contractors Board, Member

Construction Association of South Florida (CASF), Member

RELEVANT PROJECT EXPERIENCE SAMPLING

Brightline Station & Parking Garage Fort Lauderdale

Fort Lauderdale, FL | 268,204 SF | Confidential

Inter Miami CF Lockhart Stadium and Training Facility

Fort Lauderdale, FL | 64 Acres | \$105 Million

FIU Parkview Hall & Parking Garage

Miami, FL | 259,771 SF | \$40 Million

University of Miami Lakeside Village

Coral Gables, FL | 569,441 SF | \$176 Million

RIVA

Fort Lauderdale, FL | 561,458 SF | \$82 Million

4 West Las Olas

Fort Lauderdale, FL | 311,999 SF | \$60 Million

BRETT EXPERIENCE SUMMARY

- ✓ 16 years with Moss; 13 years with other firms
- ✓ Experience with large, complex project and local expertise
- ✓ Proven ability to motivate lead project teams
- ✓ Experience working with the proposed team



ROBERT HIGH, DBIA, LEED AP | PRESIDENT/PROJECT EXECUTIVE

As both the Project Executive and President of H. J. High, Robert will work closely with Jason Patrizi, the architect, along with our preconstruction team, project managers, and superintendents to keep the process moving forward and to ensure your needs are being met. Robert has demonstrated knowledge of public safety facility construction over the past 20 years. Being a Design-Build professional, Robert has been directly involved in the design process of several relevant previous projects. Robert served as president/project executive for all projects listed.

EDUCATION

Harvard University, Management School

Rollins College, Master of Business Administration

Furman University, Bachelor of Science

LICENSES, REGISTRATIONS & AFFILIATIONS

Certified General Contractor (FL, GA and SC)

LEED Accredited Professional

Design-Build Professional

RELEVANT PROJECT EXPERIENCE SAMPLING

City of Orlando Police Department Headquarters

Orlando, FL | 100,307 SF | \$25 Million

City of Boynton Beach Police Department Headquarters

Boynton Beach, FL | 63,100 SF | \$18 Million

City of Cocoa Beach Police Department Headquarters

Cocoa Beach, FL | 28,900 SF | \$9 Million

City of Palmetto Police Department Headquarters

Palmetto, FL | 23,172 SF | \$8 Million

Town of Windermere Police Department & Town Facilities

Windermere, FL | 6,305 SF | \$5 Million

IRSC Treasure Coast Public Safety Training Facility

Ft. Pierce, FL | 100,269 SF | \$34 Million

ROBERT EXPERIENCE SUMMARY

- ✓ 20+ years industry experience, all with H. J. High
- ✓ Police headquarters experience
- ✓ LEED Accredited Professional
- ✓ Proven ability to effectively lead teams



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



RANDY SPICER, JR. | VICE PRESIDENT



As Vice President, Randy collaborates with the design professionals, ownership, City officials and trade contractors to ensure the overall success of your project during preconstruction, construction, and turnover. His specific duties include client interface; project management; development and implementation of the scheduling and logistics plans; cost management; quality control; safety control; contract administration; and owner and subcontractor negotiations. Randy also acts as a liaison between the client and the project team—communicating with you regularly. His experience includes numerous projects in both public and private sectors. Unless indicated, Randy served as vice president or project executive for the specified project.

RELEVANT PROJECT EXPERIENCE SAMPLING

Port Everglades FPL Bridge at Discharge Canal*

Hollywood, FL | 13,500 SF | \$11 Million*

Broward County - Supervisor of Elections

Sunrise, FL | 104,000 SF | \$8 Million

The Six13

Fort Lauderdale, FL | 222,257 SF | \$27 Million

RIVA

Fort Lauderdale, FL | 561,458 SF | \$82 Million

Adagio Fort Lauderdale Beach

Fort Lauderdale, FL | 185,000 SF | \$37 Million

The Mid

Lake Worth, FL | 239,580 SF | \$30 Million

Tao Condominiums*

Sunrise, FL | 1,013,000 SF | \$132 Million

Northern Trust Brickell Office

Miami, FL | 59,000 SF | \$7 Million

Alpharetta Branch Library

Alpharetta, GA | 25,000 SF | \$10 Million

Cobb County McCollum Field Air Traffic Control Tower (ATCT)

Kennesaw, GA | 4,061 SF | \$3 Million

Team Health at Sawgrass Technology Park

Sunrise, FL | 112,000 SF | \$4 Million

UM Biomedical Research Center - 7th Floor Build-Out

Miami, FL | 6,425 SF | \$1 Million

Bass Pro Shops Outdoor World - Clarksville, IN*

Clarksville, IN | 286,000 SF | \$23 Million

Bass Pro Shops Outdoor World - Hampton, VA*

Hampton, VA | 106,750 SF | \$12 Million

Publix Super Markets Pompano Beach Atlantic Boulevard*

Pompano Beach, FL | 127,049 SF | \$15 Million

Publix Super Markets Flagler*

Coral Gables, FL | 183,868 SF | \$16 Million

EDUCATION

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

LICENSES, REGISTRATIONS & AFFILIATIONS

Construction Association of South Florida, Member

Associated Builders and Contractors, Member

Urban Land Institute (ULI), Member

RANDY EXPERIENCE SUMMARY

- ✓ 16 years with Moss
- ✓ 7 years with other firms for 23 years total industry experience
- ✓ Large, complex projects
- ✓ LEED project experience
- ✓ City of Hollywood and Broward County project knowledge
- ✓ Proven ability to effectively lead project teams



The Six13



RIVA



Adagio



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



JASON PATRIZI | DIRECTOR OF OPERATIONS



As Director of Operations/Project Executive, Jason is your primary point of contact, and he will work closely with the entire project team to ensure budget accuracy; identification of errors, omissions, conflicts, and assumptions; and to provide cost-saving solutions to ensure best value and a quality project completed on-time.

Jason has demonstrated vast knowledge of public safety facility construction, stemming from his experience working on 16 justice facilities. He worked in all phases of project development, from the early planning phases to closeout. His knowledge and relationships with criminal justice vendors and subcontractors, ensures accurate and pertinent market estimates. Unless indicated, Jason served as director of operations or project executive for the specified project.

Jason Patrizi is committed to the project 100% of his time.

RELEVANT PROJECT EXPERIENCE SAMPLING

Palm Beach County Sheriff's Administrative Building, Jail, and Courts

Belle Glade, FL | 1,000,000 SF | \$129 Million

Pinellas County Jail Upgrade

Clearwater, FL | 138,998 SF | \$78 Million

Pinellas County Justice Center Parking Garage

Clearwater, FL | 316,000 SF | \$10 Million

West County Courthouse Addition & Renovation

Belle Glade, FL | 43,700 SF | \$14 Million

Marion County 911 Communications Center

Ocala, FL | 15,244 SF | \$5 Million

Bay County Correctional Facility Expansion*

Panama City, FL | 272,733 SF | \$10 Million

Bay County Jail Annex and Courts Renovation*

Panama City, FL | 203,507 SF | \$37 Million

Saguaro Correctional Center*

Eloy, AZ | 385,036 SF | \$91 Million

Citrus County Jail and Courts Expansion*

Lecanto, FL | 111,882 SF | \$17 Million

Gadsden County Correctional Facility Expansion*

Quincy, FL | 71,000 SF | \$16 Million

Crowley County Correctional Facility Expansion*

Olney Springs, CO | 71,000 SF | \$20 Million

Okeechobee Correctional Institute Work Camp Phase 1

Okeechobee, FL | 48,670 SF | \$11 Million

Tuolumne County Jail

Sonora, CA | 63,000 SF | \$39 Million

NY DOCCS The New Rikers Island Mental Health Facility (Preconstruction)*

East Elmhurst, NY | 860,000 SF | \$650 Million

Inter Miami CF Lockhart Stadium and Training Facility

Fort Lauderdale, FL | 64 Acres | \$105 Million

EDUCATION

Louisiana State University, Bachelor of Science in Construction Management

LICENSES, REGISTRATIONS & AFFILIATIONS

GA General Contractors License

Associated Builders and Contractors (ABC), Member

Construction Association of South Florida (CASF), Member

LEED Accredited Professional

JASON EXPERIENCE SUMMARY

- ✓ 16 years with Moss
- ✓ 2 years with other firms; 18 years of industry experience
- ✓ Completed 16 projects nationally with law enforcement components
- ✓ Experience working with the proposed team
- ✓ Proven ability to effectively lead project teams
- ✓ LEED Accredited Professional

*Senior Project Manager or Project Manager



Inter Miami CF Lockhart Stadium and Training Facility



Pinellas County Jail Upgrade



Palm Beach County Sheriff's Administrative Building, Jail, and Courts



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



GARRETT GREEN LEED AP, CGC | PROJECT EXECUTIVE/SR. PROJECT MANAGER **Moss**

As Project Executive/Senior Project Manager, Garrett is the primary on-site administrative leader who works closely with all project parties to ensure the overall success of a project during the preconstruction, construction, and close-out phases. Garrett oversees day-to-day contract administration; enforces implementation of safety programs; and develops, monitors, and updates project schedules and costs in order to ensure overall compliance with approved budgets.

Garrett's diverse project experience, includes criminal justice, government facilities, and parking garages. Having spent the majority of his career in South Florida, he has established relationships with local trade contractors and government agencies and is a valuable team member for this project. Unless indicated, Garrett served as project executive or senior project manager for the specified project.

Garrett is committed to the project 100% of his time.

RELEVANT PROJECT EXPERIENCE SAMPLING

Palm Beach County Sheriff's Administrative Building, Jail, and Courts*

Belle Glade, FL | 1,000,000 SF | \$129 Million

Broward County Everglades Fire Rescue Station

Fort Lauderdale, FL | 7,142 SF | \$5 Million

Broward County Hazmat/TRT/Special Operations Fire Station

Fort Lauderdale, FL | 16,727 SF | \$8 Million

West County Courthouse Addition & Renovation*

Belle Glade, FL | 43,700 SF | \$14 Million

Marion County Jail Expansion Pod A-E Renovation**

Ocala, FL | 205,000 SF | \$38 Million

Marion County 911 Communications Center**

Ocala, FL | 15,244 SF | \$5 Million

Conrad Fort Lauderdale Beach*

Fort Lauderdale, FL | 425,000 SF | \$40 Million

Inter Miami CF Lockhart Stadium and Training Facility

Fort Lauderdale, FL | 64 Acres | \$105 Million

Barry University, Weber Hall, Dalton-Dunspaugh House, and Flood Hall Renovation*

Miami Shores, FL | 65,198 SF | \$3 Million

School Board of Broward County (SBBC) Apollo Middle School Renovation

Hollywood, FL | 41,086 | \$14 Million

SBBC Boulevard Heights Elementary School Renovation

Hollywood, FL | 18,484 SF | \$9 Million

Miami International Airport Concourse J

Miami, FL | 350,000 SF | \$150 Million

Dadeland Overture

Miami, FL | 454,526 SF | \$64 Million

EDUCATION

University of Florida, Master of Building Construction

University of Miami, Bachelor of Architecture

LICENSES, REGISTRATIONS & AFFILIATIONS

Certified General Contractor, Florida (CGC1512130)

US Green Building Council, LEED Accredited Professional

OSHA 30 Certification

GARRETT EXPERIENCE SUMMARY

- ☑ 15 years with Moss
- ☑ 5 years with other firms; 20 years industry experience
- ☑ Public safety and large, complex project experience
- ☑ Experience working with the proposed team
- ☑ Completed multiple projects successfully in Broward County
- ☑ LEED Accredited Professional

*Project Manager; **Design Lead



Palm Beach County Sheriff's Administrative Building, Jail, and Courts



Inter Miami CF Lockhart Stadium and Training Facility



Broward County Hazmat/TRT/Special Operations Fire Station

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



MIKE MUNSON | GENERAL SUPERINTENDENT



As General Superintendent, Mike is responsible for supervising all of the work that our firm will place in the field, including that of our subcontractors. His duties include managing all site quality and safety issues, on-site schedule management, staging and logistics planning, subcontractor coordination, jobsite record-keeping and the management of all self-performed work. Our General Superintendent has the authority to speak and make decisions on behalf of our firm. Mike has diverse experience including correctional facilities, government centers, and public assembly facilities. Mike's large project experience coupled with his unmatched knowledge of public safety projects provides great value to project teams. Mike served as general superintendent or superintendent for the projects below.

Mike is committed to the project 100% of his time.

RELEVANT PROJECT EXPERIENCE SAMPLING

Palm Beach County Jail, Courts, and Admin Expansion

Belle Glade, FL | 1,000,000 SF | \$129 Million

Pinellas County Jail Upgrade

Clearwater, FL | 138,998 SF | \$96 Million

Pinellas County Justice Center Parking Garage

Clearwater, FL | 316,000 SF | \$10 Million

Bay County Jail Annex and Courts Renovation

Panama City, FL | 203,507 SF | \$37 Million

Bay County Correctional Facility Expansion

Panama City, FL | 272,733 SF | \$10 Million

Citrus County Jail and Courts Expansion

Lecanto, FL | 111,882 SF | \$17 Million

Gadsden County Correctional Facility Expansion

Quincy, FL | 71,000 SF | \$16 Million

Okeechobee Correctional Institute Work Camp Phase 1

Okeechobee, FL | 48,670 SF | \$11 Million

Seminole Casino Coconut Creek Expansion & Parking Garage

Coconut Creek, FL | 1,466,650 SF | \$115 Million

Walt Disney's Coronado Springs Resort

Lake Buena Vista, FL | 1,200,000 SF | \$148 Million

Disney's All Star Resort Music

Lake Buena Vista, FL | 960,000 SF | \$104 Million

Marriott Orlando World Center Expansion

Orlando, FL | 600,000 SF | \$61 Million

Treasure Island Beach Resort

Treasure Island, FL | 158,159 SF | \$22 Million

Kaiwahine Apartments

Kihei, HI | 140,789 SF | \$50 Million

Hernando County Airport Hangar

Brookesville, FL | \$4 Million

EDUCATION

Valencia Community College

LICENSES, REGISTRATIONS & AFFILIATIONS

Licensed General Contractor, Florida

OSHA 500 Certified

OSHA 10 Hour and 30 Hour Certified

MIKE EXPERIENCE SUMMARY

- ✓ 14 years with Moss
- ✓ 22 years with other firms; 36 years of industry experience
- ✓ Large, complex public safety projects
- ✓ Relevant previous project experience
- ✓ Experience working with the proposed team
- ✓ Established relationships with subcontractors in the South Florida market



Palm Beach County Sheriff's Administrative Building, Jail, and Courts



Seminole Casino Coconut Creek Expansion & Parking Garage



Pinellas County Jail Upgrade



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



HOLLY LOEFFLER | PROJECT MANAGER

As Project Manager, Holly works closely with the project management team and superintendents to ensure the overall success of a project during the construction phase. Her specific duties include project pre-planning, scheduling, cost control, site logistics, subcontractor management, contract administration, project reporting, permitting, inspections, shop drawing review and implementation, document control, and technical information control. Unless indicated, Holly served as project manager for the project. Holly is committed to the project 100% of her time.



EDUCATION

University of Florida,
Bachelor of Science Civil
Engineering; Minor in Business Administration

LICENSES, REGISTRATIONS & AFFILIATIONS

OSHA 30-Hour Certified

AutoCAD, MATLAB

Associated Builders and Contractors
(ABC), Member

RELEVANT PROJECT EXPERIENCE SAMPLING

Fort Lauderdale New Concourse A & Terminal 1 Renovation*

Fort Lauderdale, FL | 399,661 SF |
\$287 Million | Project Engineer

Brightline Station & Parking Garage Fort Lauderdale*

Fort Lauderdale, FL | 268,204 SF |
Confidential

Brightline Station West Palm Beach*

West Palm Beach, FL | 60,000 SF |
Confidential

RIVA

Fort Lauderdale, FL | 561,458 SF |
\$82 Million

Adagio Fort Lauderdale Beach

Fort Lauderdale, FL | 185,000 SF |
\$37 Million

*Project Engineer

HOLLY EXPERIENCE SUMMARY

- ☒ 6 years with Moss; 2 years with other firms
- ☒ Completed multiple projects successfully in Broward County
- ☒ Experience working with the proposed team
- ☒ Established relationships in the South Florida market



JP HURD | PROJECT MANAGER

As Project Manager, JP works closely with the project management team and superintendents to ensure the overall success of a project during the construction phase. His specific duties include project pre-planning, scheduling, cost control, site logistics, subcontractor management, contract administration, project reporting, permitting, inspections, shop drawing review and implementation, document control, and technical information control. Unless otherwise noted, JP served as project manager for the specified project.

JP is committed to the project 100% of his time.



EDUCATION

Florida Agricultural and Mechanical Engineering
Bachelor of Architecture Construction Engineering

RELEVANT PROJECT EXPERIENCE SAMPLING

City of Boynton Beach Police Department Headquarters

Boynton Beach, FL | 63,100 SF | \$18 Million

City of Cocoa Beach Police Department Headquarters PRECON

Cocoa Beach, FL | 28,900 SF | \$8,500,000

City of Palmetto Police Department Headquarters PRECON

Palmetto, FL | 23,172 SF | \$8 Million

Town of Windermere Police Department & Town Facilities PRECON

Windermere, FL | 6,305 SF | \$5 Million

Duval Courthouse*

Jacksonville, FL | 800,000 SF | \$250 Million

City of Boynton Beach Fire Station #1

Boynton Beach, FL | 14,000 SF | \$5 Million

*Preconstruction agent

JP EXPERIENCE SUMMARY

- ☒ 2 years with H. J. High; 20 years with other firms
- ☒ Police headquarters experience
- ☒ Large, complex projects
- ☒ Experience working with the proposed team



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



DAVE LONG | SUPERINTENDENT, POLICE HQ



As Superintendent, Dave works closely with the project manager and subcontractors in implementing and adjusting the project schedule as well as supervising the workmanship and materials being used on the project. Dave also coordinates modifications and changes needed in the field, and leads the field safety and quality control efforts. He will be your "boots on the ground" contact and will make sure the day-to-day operations of your project run smoothly. Dave served as superintendent for all projects listed.

Dave is committed to the project 100% of his time.

EDUCATION

Seminole State College, Associate of Arts

LICENSES, REGISTRATIONS & AFFILIATIONS

OSHA 30-Hour Certified

CPR and First Aid

RELEVANT PROJECT EXPERIENCE SAMPLING

City of Orlando Police Department Headquarters

Orlando, FL | 100,307 SF | \$25 Million

City of Orlando Fire Station #9

Orlando, FL | 11,800 SF | \$6 Million

IRSC Treasure Coast Public Safety Training Facility

Ft. Pierce, FL | 100,269 SF | \$34 Million

City of Orlando Police Department Metrowest Substation

Orlando, FL | 3,598 SF | \$430,235

DAVE EXPERIENCE SUMMARY

- ✓ 21 years with H.J. High; 14 years with other firms
- ✓ Police headquarters experience
- ✓ Proven ability to effectively lead project teams
- ✓ Experience working with the proposed team



SEAN HANLON | SUPERINTENDENT, PARKING GARAGE



As Superintendent, Sean is responsible for overseeing all aspects of the parking garage. Sean will also work with Dave on the Police Headquarters with a special focus on mechanical, electrical, plumbing and security system installation. He is specifically responsible for ensuring that MEP and security installation is correct, specifications are met and systems function as designed. Sean's expertise adds significant value to the Moss team. Sean served as superintendent for all projects listed.

Sean is committed to the project 100% of his time.

EDUCATION

University of Florida, Bachelor of Science in Building Design and Construction Management

LICENSES, REGISTRATIONS & AFFILIATIONS

Associated Builders and Contractors (ABC), Member

American Corrections Association, Member

RELEVANT PROJECT EXPERIENCE SAMPLING

Pinellas County Jail Upgrade

Clearwater, FL | 138,998 SF | \$78 Million

Seminole Casino Coconut Creek Expansion & Parking Garage

Coconut Creek, FL | 1,466,650 SF | 7-Story Parking Garage | \$115 Million

Marion County Judicial Center Expansion

Ocala, FL | 158,038 SF | \$35 Million

Plantation Pointe

Plantation, FL | 414,000 SF | \$45 Million

California City Correctional Center

California City, CA | 489,280 SF | \$100 Million

Red Rock & Saguaro Correctional Center

Eloy, AZ | 685,169 SF | \$159 Million

SEAN EXPERIENCE SUMMARY

- ✓ 16 years with Moss; 6 years with other firms
- ✓ Relevant public safety facility construction projects
- ✓ Experience working on large, complex projects
- ✓ Experience working with the proposed team



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



BRETT PORAK, LEED AP BD+C | PRECONSTRUCTION DIRECTOR



As Director of Preconstruction, Brett is responsible for managing and coordinating all aspects associated with budget management during the preconstruction phase of a project. His duties include conceptual and detailed estimating, in house take-offs, documentation and scope review, value analysis, subcontractor prequalification and solicitation, and comparison and cost model reporting. Brett is an expert in providing cost estimating management for projects with tough logistical constraints.

Brett has served as director of preconstruction for all projects listed.

Brett is committed to the project 50% of his time during preconstruction and as needed during construction.

RELEVANT PROJECT EXPERIENCE SAMPLING

Port Everglades Terminal 25 Expansion

Hollywood, FL | 157,800 SF | \$97 Million

Fort Lauderdale New Concourse A & Terminal 1 Renovation

Fort Lauderdale, FL | 399,661 SF | \$287 Million

Brightline Station & Parking Garage Fort Lauderdale

Fort Lauderdale, FL | 268,204 SF | Confidential

Brightline Station West Palm Beach

West Palm Beach, FL | 60,000 SF | Confidential

Inter Miami CF Lockhart Stadium and Training Facility

Fort Lauderdale, FL | 64 Acres | \$105 Million

University of Miami Lakeside Village

Coral Gables, FL | 569,441 SF | \$176 Million

Brickell World Plaza Parking Garage

Miami, FL | 283,928 SF | \$36 Million

Brickell Heights

Miami, FL | 1,427,375 SF | \$183 Million

SLS Lux

Miami, FL | 1,273,731 SF | \$188 Million

Seminole Casino Coconut Creek Expansion & Parking Garage

Coconut Creek, FL | 1,466,650 SF | \$115 Million

The Six13

Fort Lauderdale, FL | 222,257 SF | \$27 Million

RIVA

Fort Lauderdale, FL | 561,458 SF | \$82 Million

Adagio Fort Lauderdale Beach

Fort Lauderdale, FL | 185,000 SF | \$37 Million

Auberge Beach Residences and Spa

Fort Lauderdale, FL | 1,036,301 | \$184 Million

EDUCATION

Florida Atlantic University, Master of Business Administration

University of Florida, Bachelor of Science in Building Construction

LICENSES, REGISTRATIONS & AFFILIATIONS

US Green Building Council (USGBC) LEED Building Design + Construction Accredited Professional

US Green Building Council, Member

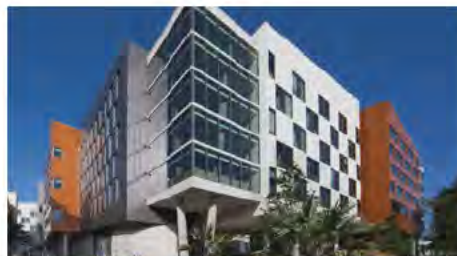
Urban Land Institute, Member

BRETT EXPERIENCE SUMMARY

- ☒ 9 years with Moss
- ☒ 12 years with other firms; 21 years of industry experience
- ☒ Large, complex projects
- ☒ Relevant previous project experience
- ☒ Experience working with the proposed team
- ☒ Established relationships with subcontractors in the South Florida market



Port Everglades Terminal 25 Expansion



University of Miami Lakeside Village



Fort Lauderdale New Concourse A & Terminal 1 Renovation

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE



ORRIE FEITSMA, DBIA | CHIEF ESTIMATOR



Orrie serves as Chief Estimator working closely with the project manager and the design team during the preconstruction phase of the project. Orrie completes site visits; prepares estimates at the schematic, design development, and construction document stages; and oversees solicitation and pre-qualification of subcontractors and suppliers. In addition, Orrie manages the Building Information Modeling (BIM) process and will work alongside the project team, City of Hollywood, and the design team to develop value enhancement options for the project. Orrie has served

as chief estimator for all projects listed. Orrie is committed to the project 100% of his time during preconstruction and as needed during construction.

RELEVANT PROJECT EXPERIENCE SAMPLING

City of Orlando Police Department Headquarters

Orlando, FL | 100,307 SF | \$25 Million

City of Boynton Beach Police Department Headquarters

Boynton Beach, FL | 63,100 SF | \$18 Million

City of Cocoa Beach Police Department Headquarters

Cocoa Beach, FL | 28,900 SF | \$9 Million

City of Palmetto Police Department Headquarters

Palmetto, FL | 23,172 SF | \$8 Million

City of Orlando Crime Scene Facility

Orlando, FL | 80,000 SF | \$10 Million

City of Kissimmee Public Safety Training Facility

Kissimmee, FL | 26,000 SF | \$9 Million

EDUCATION

Southern Polytechnic State University, Bachelor of Science in Construction Management

LICENSES, REGISTRATIONS & AFFILIATIONS

OSHA 30-Hour Certified

ICC Building Inspector

Design-Build Professional

ORRIE EXPERIENCE SUMMARY

- ✓ 6 years with H. J. High; 14 years with other firms
- ✓ Police headquarters experience
- ✓ Deep understanding of project requirements
- ✓ Experience working with the proposed team



LI LI, LEED AP | ESTIMATOR



As Estimator, Li Li is responsible for managing and coordinating all aspects associated with budget management during the preconstruction phase of a project. Her duties include conceptual and detailed estimating, in house take-offs, documentation and scope review, value analysis, subcontractor prequalification and solicitation, and comparison and cost model reporting. She is considered an expert in providing cost estimating management for large technically challenging projects with tough logistical constraints. Li was an estimator for all projects listed. Li is committed to the project 100% of her time during preconstruction and as needed during construction.

RELEVANT PROJECT EXPERIENCE SAMPLING

Fort Lauderdale New Concourse A & Terminal 1 Renovation

Fort Lauderdale, FL | 399,661 SF | \$287 Million

Port Everglades Terminal 25 Expansion

Hollywood, FL | 157,800 SF | \$97 Million

City of Lauderhill City Hall

Lauderhill, FL | 41,290 SF | \$13 Million

Marion County Center Expansion

Ocala, FL | 158,038 SF | \$35 Million

GSA US Citizenship / Immigration Center - West Palm Beach

Royal Palm Beach, FL | 38,500 SF | \$8 Million

FIU Parkview Hall & Parking Garage

Miami, FL | 259,771 SF | \$40 Million

EDUCATION

University of Florida, Master of Science in Building Construction

Huazhong University of Science & Technology, Bachelor of Science in Civil Engineering

LICENSES, REGISTRATIONS & AFFILIATIONS

LEED Accredited Professional

LI EXPERIENCE SUMMARY

- ✓ 14 years with Moss; 16 years with other firms
- ✓ Relevant public facility and large, complex construction projects
- ✓ LEED Accredited Professional
- ✓ Experience working with the proposed team



TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE

REQUIREMENT: Tab C. 5. Describe the capabilities and Project level responsibilities of the staff to be assigned in each of the following: a. Overall project management and coordination with the City, the and subcontractors; b. Design review and options analysis of plans and specifications; c. Constructability analysis; d. Cost estimating; e. Value engineering; f. Life cycle cost analysis; g. Project scheduling; h. Quality Control (design and construction); i. Bidding and subcontractor relationships; j. Cost controls and change order management; k. Preparation/review of shop drawings; l. Project mobilization; m. Project punch list management and close-out; n. Inspections;

Tab C. Identify the individuals who, from project start to finish, will be the project construction team and the principal point of contact between your firm and the City. Assigned project team shall be committed to the project for the duration of the construction activities, unless authorized by the City.

5. PROJECT STAFF RESPONSIBILITIES AND CAPABILITIES

RESPONSIBILITIES MATRIX

The following table depicts the responsibilities outlined in Tab C. item 5.a.-n. of the operations leaders.

| RESPONSIBILITY | JASON PATRIZI Director of Operations | GARRETT GREEN Project Executive/ Sr. Project Manager | MIKE MUNSON General Superintendent | BRETT PORAK Director of Preconstruction |
|--|--|--|--|---|
| Principal Point of Contact | ☑ | | | |
| Construction Project Team Member from Start to Finish | ☑ | ☑ | ☑ | ☑* |
| a. Overall project management and coordination with the City, the and subcontractors | | ☑ | | |
| b. Design review and options analysis of plans and specifications | ☉ | ☉ | ☉ | ☑ |
| c. Constructability analysis | ☉ | ☉ | ☑ | |
| d. Cost estimating | ☉ | ☉ | | ☑ |
| e. Value engineering | ☉ | ☉ | ☉ | ☑ |
| f. Life cycle cost analysis | | | | ☑ |
| g. Project scheduling | ☉ | ☉ | ☑ | |
| h. Quality Control (design and construction) | ☉ | ☉ | ☑ | |
| i. Bidding and subcontractor relationships | ☉ | ☉ | ☉ | ☑ |
| j. Cost controls and change order management | ☉ | ☑ | ☉ | |
| k. Preparation/review of shop drawings | ☉ | ☑ | | |
| l. Project mobilization | ☉ | | ☑ | |
| m. Project punch list management and close-out | ☉ | ☑ | ☉ | |
| n. Inspections | ☉ | ☉ | ☑ | |

☑ Primary lead for item of responsibility

☉ Supports lead/involved in task

*Committed to project team during entire preconstruction phase.

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE

TEAM MEMBER RESPONSIBILITIES & CAPABILITIES SUMMARY

As shown on our organizational chart on page 48, the team is led by Jason Patrizi, director of operations. Jason and his staff have worked together for 15 years building large, complex public and municipal projects just like the Hollywood Police Headquarters. **Jason will be the single point of contact** for the City, Police Department, and Design Team beginning now through design, preconstruction, construction, and final closeout.

The overall project management and coordination with the City and trade contractors throughout preconstruction and construction is led by Garrett Green, project executive/senior project manager. Garrett most recently completed the Lockhart Stadium project in Fort Lauderdale for the Inter Miami soccer team. Those familiar with this project recognize the relationships, challenges, and leadership required to accomplish the completion of the \$150 million stadium in just under 11 months.

Garrett is supported by general superintendent Mike Munson who worked with the team on the successful completion of the Palm Beach County Jail and Administration project, which is the largest law enforcement project built in the State of Florida in the last 10 years.

At Moss we believe in the integration of the preconstruction teams along with the operations teams. We truly have an operations-led process. When it comes to **design review, options analysis, cost estimating, lifecycle cost analysis, bidding, and subcontractor relationships Brett Porak, director of preconstruction leads those efforts**. His staff of cost estimators and preconstruction managers make the heavy lift on each of these preconstruction activities with the support and feedback of the operations staff.

The field operations are led by General Superintendent Mike Munson. Mike has built several large, law enforcement projects of which many were on occupied campuses where keeping existing operations intact were vital to the success of the project. Many of these projects he built were with this exact team. That is why when it comes to **constructability analysis and scheduling** Mike is the right person to be making those calls. **Additionally, Mike along with his supporting field staff makes sure mobilization to the project is smooth and efficient** so we can hit the ground running. **Mike also coordinates all major inspections throughout construction and assigns a punchlist management team once we near project completion**.

Because we have an operations-led preconstruction process, Garrett Green, Mike Munson, and their support staff of Sean Hanlon, Holly Loeffler, JP Hurd, and Dave Long have intimate knowledge of the project budget as they are part of the process. **This means they are able to apply extremely tight cost controls and change order management throughout construction**.

Shop drawing review and processing is supported by project engineers at the jobsite level.

Moss has an in-house quality control and warranty team. This team is present during the design phase and throughout construction to provide lessons learned and best practices to avoid costly quality and warranty issues down the road.

TEAM LEADERS



JASON PATRIZI
PRIMARY POINT OF CONTACT
Director of Operations



GARRETT GREEN
Project Executive/
Senior Project Manager



MIKE MUNSON
General Superintendent



BRETT PORAK
Director of Preconstruction

TAB C | CONSTRUCTION TEAM MEMBERS' EXPERIENCE

REQUIREMENT: Tab C. 5. Describe the capabilities and Project level responsibilities of the staff to be assigned in each of the following: o. Assigned team's experience with projects of similar size and type; p. Assigned team's experience with effective budget control; q. Assigned team's experience with effective schedule control; r. Assigned team's experience with LEED certified projects.

CAPABILITIES MATRIX

The table below summarizes our team's capabilities and address Tab C, item 5.o-r.

The team has comprehensive experience with projects of similar size—or larger—and similar type; effective budget and schedule control; LEED certification and additional critical aspects of the Hollywood Police Headquarters such as public safety experience, building on an operational campus, and delivering projects under the CMAR method.

Our team's budget and schedule control are also demonstrated under "6. Experience Meeting Budget and Schedule" on page 99.

| TEAM MEMBER | SIMILAR SIZE OR LARGER | SIMILAR TYPE | EFFECTIVE BUDGET CONTROL | EFFECTIVE SCHEDULE CONTROL | LEED CERTIFIED PROJECTS | LEED ACCREDITED PROFESSIONAL | PUBLIC SAFETY PROJECTS | OPERATIONAL CAMPUS | SOUTH FLORIDA PROJECTS | CMAR |
|--|------------------------|--------------|--------------------------|----------------------------|-------------------------|------------------------------|------------------------|--------------------|------------------------|------|
| Brett Atkinson, Co-President South Florida | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Robert High, President/Project Executive | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Randy Spicer, Jr., Vice President | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Jason Patrizi, Director of Operations | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Garrett Green, Project Executive/Sr. Project Manager | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Michael Munson, General Superintendent | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Holly Loeffler, Project Manager | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| JP Hurd, Project Manager | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Dave Long, Superintendent Police HQ | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ |
| Sean Hanlon, Superintendent Parking Garage | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ |
| Brett Porak, Director of Preconstruction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Orrie Feitsma, Chief Estimator | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Li Li, Estimator | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |



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EXECUTION AND MANAGEMENT OF HOLLYWOOD POLICE HEADQUARTERS

REQUIREMENT: From Section 4. 2. 5. Provide in concise narrative form, your understanding of the City's needs, goals and objectives as they relate to the project as described in the scope of services, and your overall approach to accomplishing the project.

CITY'S NEEDS, GOALS, AND OBJECTIVES

OVERVIEW

The City of Hollywood has embarked on a journey that demands involvement by the most professional and qualified organizations in the business. By engaging design firms MWL, ODP, and HOK, the City has partnered with the most qualified team of experts to design its new Police Headquarters.

Based on our research and the project as described in the RFQ, we understand the needs, goals, and objectives of this project. Specifically, acknowledge the world is in a different place than it was a year ago. The pandemic has altered how people work and interact and this goes for police operations as well. Unfortunately, we are also experiencing a time of societal unrest. Fortunately, the City of Hollywood has an opportunity to respond to both of these outside forces through design and construction to be better equipped to handle the uncertainties that lie ahead.

Moss reviewed the space/needs assessment provided by MWL. We are in alignment with the City, Police

Department, and MWL on what this project needs to be successful. Generally, the project is intended to contain two distinct spaces—1) essential and 2) support. Within those spaces three zones emerge—1) public zone, 2) secure staff zone, and 3) services zone. Each of these zones requires uniquely different building materials and techniques.

PROGRAM REQUIREMENTS AND NEEDS

PUBLIC ZONE, SECURE STAFF ZONE, AND SERVICES ZONE

Public zone construction should be utilitarian and can be constructed of many different types of building materials that complement the surrounding areas and adjacent buildings in the neighborhood. Secure staff zones are essential, and thus require more robust construction methods and materials such as heavy concrete, ballistic glass, high-strength steel components, complex security systems, and redundancy to meet essential life safety standards. Services zones are much less intense and mostly pertain to surface parking, impound and vehicle storage, and fleet services.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT



POLICE HEADQUARTERS FIRST, CONSTRUCTION SITE SECOND

First and foremost, this facility is the headquarters and must be the central location for policing activities with the ability to support beach and water side locations. We will ensure the existing Police Headquarters stays operational with minimal interruption throughout construction—it will be a police headquarters first, and a construction site second.

HEALTH AND WELLNESS

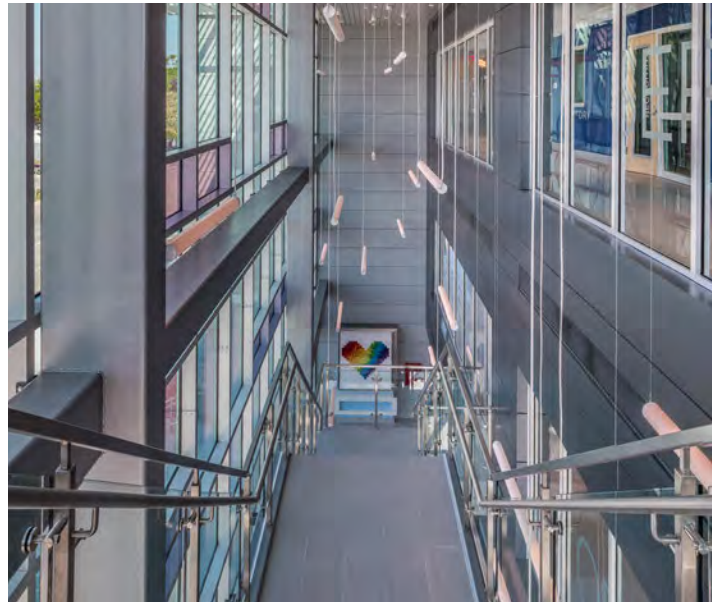
Spaces such as gyms, access to the outdoors, daylighting, views, and defined outdoor physical fitness spaces are important for the health and wellness of the staff. We also understand outdoor space is imperative for physical training, K9 training, and integration of everyday equipment and vehicles into real-life training scenarios. At the end of the day the activities that take place within this building are essential to the life and safety of those that work there and the public. It must be able to withstand catastrophic storms and potential outside threats.

COMMUNITY/PUBLIC SPACE

We also understand the need to safely interact with the community via a large space to accommodate 200+ people—public and/or staff for meetings or events is required. Ideally this space will be located near the lobby and will also be flexible to be transformed into several smaller spaces when needed.

SECURED PARKING

We understand the need for an adequately sized parking garage, and the importance for it to be secure and allow for large vehicles and equipment to access and park on the ground level.



PROJECT REQUIREMENTS

In addition to the program needs described on the previous page, we also understand the following project requirements outlined below.

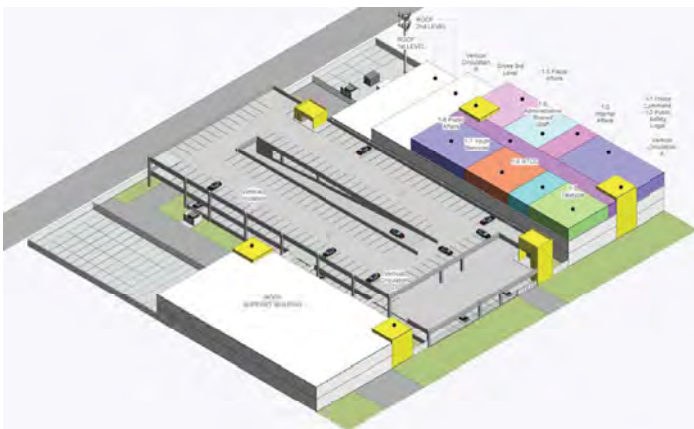
A NEW HOME FOR THE COMMUNITY AND HOLLYWOOD POLICE

- Professional, accommodating, attractive, safe, clean, and befitting
- Police brand recognition

BUILDING COMPONENTS

- 128,000 SF
- Multi-level, 388-space parking garage
- Officer memorial
- Offices, administration space, training rooms, and community rooms
- Firing range, crime center, evidence and property storage, CID unit
- Sallyport, holding cells, processing center
- Data center and public safety radio tower
- Life safety “essential” building, redundancy
- Code-compliant and ADA accessible
- Secure space, public space, service space, wellness space, outdoor space, flexible space
- Complex ventilation and exhaust
- Sustainability

TWO BUILDINGS FLANKED BY A SECURE PARKING STRUCTURE



BUDGET

- Prudent use of public funds
- Budget of \$45,000,000
- Direct Owner Purchase program

SCHEDULE

- Schedule of 18 months, with occupancy in 2025

SUSTAINABILITY

- LEED Silver or highest certification possible

ADDITIONAL SCOPE

- Extensive site development, stormwater management
- Maintenance of daily activities and ongoing operations
- Safe and secure construction
- Be a great neighbor and supportive to community
- Outdoor training space; K9 training space
- Site utilization, minimize impact to businesses and operations

PROJECT EXPERTISE

Our team has experience building every type of component required in this project. Our law enforcement experience means we have successfully built emergency operations centers, 911 dispatch centers, detention centers, police headquarters, courts, civil and municipal facilities. All of which required redundancy, hardened structures, and flexible spaces.

A PARTNER TO THE CITY

We also understand our job does not end with construction, but we are integral to the Police Departments' transition into their new facility. We provide robust training programs for the many new systems installed, and we plan for and ensure chain of custody and uncompromised transportation of evidence to its new location. We have the experience to make a smooth transition into the new facility.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT



TAB D | EXECUTION AND MANAGEMENT OF PROJECT





REQUIREMENT: From Section 4.2.5: Give an overview on your proposed vision, ideas and methodology.

OUR PROPOSED VISION, IDEAS, AND METHODOLOGY

VISION AND IDEAS

We envision an iconic building, in the heart of the City of Hollywood, surrounded by bustling economic development and public spaces where the community can come together and enjoy all the beautiful City of Hollywood has to offer. That building is your new police headquarters.

It is state-of-the-art, it compliments its surroundings, and it is a beacon of safety for the community.

Within its secure walls the force is training with the most current technologies and equipment to be best prepared to perform their duties. Resoundingly, the men and women of the department complete their shift and return home to their families safely, proud to wear the badge and to work in a state-of-the-art, safe, and healthy environment.

We will deliver on this vision! **We have the right team and experience delivering similar visions and enjoyable journeys for many counties, cities, and departments across the State of Florida**

On the following pages, we have outlined our approach, and we look forward to leveraging our established relationships with OD+P, HOK, the City, Police, and community to solidify our plan for this vision to become a reality. **Collaborating frequently throughout design, preconstruction, and construction with each group**

is paramount to achieving buy-in from all so we are aligned on vision and expectations.

We will define specific measurable goals, outline plans, and hold each other accountable to meeting their commitments. Ultimately it is about creating a vision, communicating the vision, defining our goals, developing a plan for success, and holding the team, and most importantly ourselves, accountable to achieve success.

METHODOLOGY

Unlike most projects in South Florida, we have the privilege of integrating the new Hollywood Police Headquarters into an open site that is nestled in the center of the community. **Surrounded by its residents, local golfers, and local businesses, the Police Headquarters has the opportunity to bring all of its residents and businesses' together.** Based on this, our first objective is to minimize the impact to the local community. This starts with the residents and the small businesses.

The new Police Headquarters and Parking Garage is scheduled to be constructed on the north end of the Orangebrook Driving Range. Upon mobilizing, there are several key steps we are proposing in order to minimize the impact to the golf courses daily operations and the community.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT



1. Removing the driving range in its entirety would impact the daily operations of the golf course. **We propose to keep the driving range in use** but to modify its location and size. There is a 20-foot high fence that goes around the perimeter of the range. We propose to relocate a portion of this fence farther south, adjacent to the new police headquarters. It can also be extended east into the existing parking area.



2. Upon mobilizing, the second step will be to set up a secure perimeter fence that separates the existing operational Police Headquarters from the construction of the new Police Headquarters. (Please see above image.)

- Construction traffic will run along South Park Road, away from the local residents.
- Parking for workers will be off of Entrada Drive, until the completion of the parking garage.

c. An access road will be installed from Entrada Drive to South Park Road to help with through traffic for concrete trucks, deliveries, etc. In the future the design team may decide to create a permanent road where our access road is located, which can act as the entrance to the front of the new Police Headquarters, as well as the future development of the shopping plaza.

- In order to be as aggressive as possible with the schedule we created three flow lines. It is our recommendation that the parking garage be a pre-cast structure and we begin the engineering at the 75% Construction Document Phase. **This will allow us to permit and complete the parking garage several months prior to the completion of the rest of the police headquarters.**
- In addition to the parking garage, the existing utilities will most likely be difficult to navigate. It is our vision to uncover as much as possible on the existing underground utilities so we do not experience delays due to "unknowns." **This is where our experience with soils and civil work in Hollywood, as well as our relationship with the design team and building department, will allow us to complete this scope of work without scope gaps and/or schedule delays.**
- Before the completion of the parking garage, we will work closely with the Police Department on the start of the foundations for the new three-story headquarters.

- a. **Getting a jump on the underground sitework as well as the foundations for the new facility will allow us to eliminate down time and complete construction on the new facility two months early.**
 - b. **There are also several oak trees on site that will need to be root pruned and relocated prior to the start of construction.**
6. It is our understanding that the existing tower will need to be relocated, which will be a critical component to the schedule. We have allowed time in the schedule for the 911 call center and operations to move-in and begin working in the new facility prior to demolition of the existing facility.

REQUIREMENT: Tab D. Describe your approach to performing the work. This should include the following points: Your plan for this project outlining major tasks and responsibilities, project time schedule and staff assigned. Please describe your firms approach to timely construction of the project and way in which the project can be expedited by the used of concurrent crews. Describe your proposed approach to the project. As part of the project approach, the firm shall propose a scheduling methodology (time line) for effectively managing and executing the work in the optimum time.

APPROACH TO PERFORMING THE WORK

A COLLABORATIVE APPROACH

Moss' collaborative approach is such that all of our projects—public or private—include the owner, design team, and all key stakeholders. This collaborative strategy empowers not only our team members but also our clients. Our approach ensures you are in control of the project by providing you with the information you need to make informed, timely decisions. While there are many components to our project approach, **we believe the success of the project boils down to open communication and working together as a team.**

MAJOR TASKS AND RESPONSIBILITIES

Moss understands the scope of work as outlined in Section 3.1, Scope of Services of the RFQ. A summary of these services includes, but is not limited to the following activities.

PRECONSTRUCTION PHASE

General

- **Scheduling**—Detailed project scheduling using Critical Path Method (CPM) and updated monthly at a minimum, and identify the responsibilities of all key stakeholders
- **Project Requirements**—Review project requirements and make written recommendations including constructability analysis, value engineering, and cost estimates
- **Effective Project Management**—Provide efficient cost control, scheduling, and financial resource management, including bid management
- **Information Management**—Provide reporting through systematic, information management tools
- **Develop a Work Plan**—The work plan includes such things as job responsibilities, process for reports, meetings, inspections, changes, and other relevant details
- **Local Market Analysis**—Provide market analysis, including historical cost analysis, engagement of minority business participation, and outreach plans



Our proposed project team has been hand selected for their experience with public safety, large, complex projects, parking garages and projects in the City of Hollywood and South Florida. We know what it takes to make sure there is zero down time during the transition period between the new and existing police headquarters.

Additional information regarding our project-specific methodology is described on the following pages.



Design Phase

In addition to the above, during the design phase, we understand we will:

- Collaboration—Attend all project-related meetings and provide monthly reports
- Evaluate and Review Design Documents—Evaluate, review, and provide documentation relative to constructability throughout each phase of design and perform the following activities:
 - Prepare a master checklist
 - Conduct reviews by marking up and commenting on design documents
 - Evaluate design documents and provide recommendations, checklists, and comments
 - Attend workshop meetings
 - Verify and conduct final review of construction documents
- Prepare Detailed Cost Estimates—Prepare four detailed cost estimates at major milestones—Schematic Design, Design Development, 50% Construction Documents, and 90% Construction Documents
- Change Order Mitigation—Work with the design team to eliminate change orders due to errors, omissions, and unforeseen conditions.
- Permitting—Provide to the project construction team permitting applications and requirements

Bidding and Award Phase

- Obtain all necessary approvals of the Construction Documents
- Bid Management
 - Review and solicit from the City's list of pre-qualified contractors, including M/WBES
 - Review list of trade contractors with the City who reserves the right to reject any trade contractor
 - Utilize City form to list potential trade contractors and provide their qualifications
 - Hold outreach events and prebid conferences
 - Seek a target of a minimum of three bids per scope of work to be opened and evaluated jointly with the City and Moss; Moss to make recommendation and justification if bidder is not the lowest price
- GMP—Prepare GMP at 100% Construction Documents and present it to the City for review and approval with the project agreements and buyout reconciliation of all subcontracts awarded to date

CASE STUDY: CITY OF COCOA BEACH POLICE HEADQUARTERS

For the City of Cocoa Beach Police Headquarters, our team performed a comprehensive review of the design, building systems and construction methods to ensure maximum value. These detailed progress estimates are produced to inform the team what the project's anticipated costs are and what value engineering options can be considered to reduce the overall cost without sacrificing the quality of the finished product. Our estimates are produced through a combination of using our past experience on similar law enforcement facilities, our database of costs adjusted to our geographic area, the input of our trade contractors, and the input of suppliers and manufacturer's representatives. (See "8. Cost Management Plan During Design and Construction" on page 101 for a detailed explanation of our cost management and cost estimating process.)

Our schematic estimate revealed the design was tracking over the owner's budget. A comprehensive comparison between the original design criteria package and the schematic design indicated there was additional scope added. As such, we met with the design team and the owner to review a detailed list of value engineering suggestions and design alternates to make sure we could get back on budget.

With a team effort we were able to select appropriate value engineering options to ensure the project would come in at the owner's budget when design was completed and GMP developed.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

CONSTRUCTION PHASE

- Comply with the City's project manual, general conditions provided as part of this RFQ, and minimum staffing levels as defined in the project agreement
- Prepare monthly, written reports to include but not limited to schedule critical path elements, progress reports, corrective action plans
- Conduct briefings in written form
- Provide complete project records
- Coordinate project close out, operation, and transition to occupancy
- Prepare Certificate of Final Inspection
- Complete all punch list items generated by the Building Code Inspector (BCI), the City, the Consultant, and any others having jurisdiction over the project

Warranty

- Provide a minimum of one-year warranty
- Cure warranty items
- Provide warranty reports (e.g., sixth and eleventh months; warranty cure details)

CONSIDERATIONS TO BUILDING A POLICE HEADQUARTERS

In the previous section, we provided our vision, ideas, and methodology, and on the following pages, we describe our approach to accomplish most of the required activities. In this section, we outline major considerations that are unique to police headquarters construction and how we will integrate these items into our major tasks and responsibilities.

FOCUS ON THE COMMUNITY

Not long ago, police headquarters were built to look like fortresses. Nothing about them said "Come in" or "We're part of this community." Rather, the message was, "Stay away." **Today's police headquarters are built to make people feel comfortable approaching the building.**

Additionally, most have community rooms that are multifunctional and used by the community for events, meetings, and other gatherings. Our team is very familiar with the interaction of the community in these rooms and how that interaction encourages the police to be a part of the community, not outside of it.

SECURITY

Unfortunately, police headquarters around the nation have increasingly become targets of criminal and terrorist attacks. As such, they must be built with the safety and security of the officers as the primary focus. We will work to provide separate and distinct zones for public, police, and civilian employees and in-custody occupants. This includes:

- Secured parking that provides safe access and secure movement that minimizes the opportunities for the general public to interfere with the officers. We have done this with concrete fencing, access-controlled gates, and provisions for sally port controlled access.
- Ballistic rated walls and windows separating police and civilians. All walls will have protection behind the drywall to insure a ballistic rating necessary for protection.
- Passive protection around the facility with planters, bollards, hardscape, and landscaping to insure vehicles maintain an adequate setback.
- Access control and CCTV camera coverage to provide high levels of security control for the facility. This may include dual credential access control at Property and Evidence locations.
- Detention door control protected by electronic surface detection systems for protection against unauthorized access.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

The following are other security considerations that are equally as important in the construction of police facilities.

Reliable Connectivity

- Starting from the outside, it is of utmost importance to evaluate the feasibility of providing diverse/redundant/resilient telecommunications service entrances to support the facility. Telecommunications service can be the first point of vulnerability to all of the facility's systems.
- Right-sizing the cable plant (raceways, cable quantities, and cable types)
 - There is a lot of discussion around wireless technologies, but let's face it, from a reliability and quality of service point of view, cabling provides better communication links in most cases.
 - It is important when building a facility with a police department function to plan for future changes by installing spare capacity in pathways (i.e conduits, cable trays, etc.) or additional cables to allow for modifications that would not require a CAPEX project per se.
 - What are your network needs? What cable can satisfy those needs? Evaluating the standard for the structured cabling system is an important budgetary exercise, but more importantly a foundation of how your system/business will perform based on that connectivity.
- Wireless – It is important to provide wireless coverage for business operations and guest access.
 - WiFi – a robust WiFi network is standard in almost every environment, however, it is important to properly plan for capacity, coverage, and the security of that network.
 - Distributed Antenna System (Public Safety) – First responders' radios shall be function-based on current codes and the facility shall be provided with this system (pending signal survey for the approved site/building).
 - Distributed Antenna System (Cellular Carrier(s)) – In today's business environments, there is a significant reliability on cellular phones (cellular radios), and planning for this system whether it is utilized to amplify multiple carriers (neutral host) or a carrier provided system is important in today's facility planning exercises.

Physical Access Control

Physical Access Control System (PACS): The access control system in a facility should be installed to control the flow of both staff and guests in and around the facility. The following are considerations when installing the PACS for the facility:

- Step 1 – Identify how the PD will or will NOT be connected/integrated into global access control systems or user databases. It is important to define this with the stakeholders, to ensure there is a mutual understanding of access to the facility, access to manage the system, and access to maintain the system.
- Perimeter security – Vehicle gate access into security parking, perimeter fence man gates, exterior building envelope security.
- Layered approach for PACS implementation. Separation of public areas from staff areas, is of utmost importance in order to protect the police departments staff and assets. This includes access control in vertical circulation (e.g., stairwells and elevators).
- Inside the secured spaces (staff access) – Use of additional access control in securing business units within the facility is important. Property/Evidence should be provided with security provisions that protect the chain of custody of evidence, Interview Rooms shall also be secured. It is important to understand how the PD will operate in the foreseeable future prior to implementing an access control strategy.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

Intrusion Alarm System

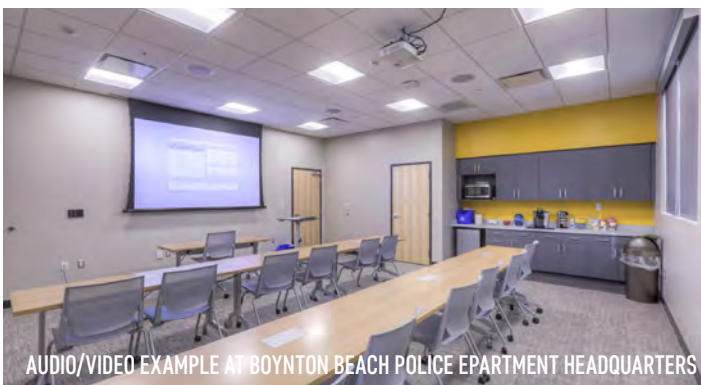
Property/Evidence is the most common area where intrusion systems are implemented in a police facility. This provides the additional security required of a sensitive/critical area within the facility.



AUDIO/VIDEO

The effectiveness of audio/video systems is determined by either their ability to communicate a message (signage and audio) or their ability to easily facilitate business functions (command centers, meetings rooms, community spaces).

- Right-sizing screens (projection vs. displays) – What the user is looking at (text (license plates), video (cable TV), etc) should be one of the most important drivers of how the display type and size is determined.
- Integrated systems – If the stakeholder doesn't require switching equipment, reinforced audio, automated control, for their business need, then project dollars should be saved on these systems.



HARDENED FACILITY

The new Police Headquarters for Hollywood will be considered an essential facility as defined by the Florida Building Code. As such we will construct the building in a manner to ensure it will remain operational during and after a hurricane or other significant event. The entire building exterior will be constructed and tested to ensure it can resist hurricane force winds and withstand large missile impacts. In addition, we will work with the design team to focus on redundancy in the following systems:

Power—In the event of power outage the facility will have a redundant and separate source of power from a generator, dual electrical service source, and uninterruptable power supply systems for critical data center equipment

Air Conditioning—The HVAC systems will be built to ramp up to meet heavy increases in occupancy for certain areas of the facility (like the community room) and will have redundancy to allow for full occupancy in the event the primary system fails. In addition, all HVAC equipment will be secured in enclosures and protected from hurricane force winds and debris.

Low Voltage Technology & Data Systems—The telecommunication systems, 911 call centers, security systems, access control, and camera systems are **critical** to the operation of the facility. The systems will be installed with high-performance connectivity within the facility as well as areas on the exterior where the patrol cars can park and connect to the network. Additionally, they will be installed with diverse service connectivity to ensure the continuity of communications during a hurricane or event where service may be disrupted.

STAFF ASSIGNED

See "Tab C | Construction Team Members' Experience" on page 47 for an explanation of the staff assigned to the project.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT

SCHEDULE AND APPROACH TO TIMELY CONSTRUCTION

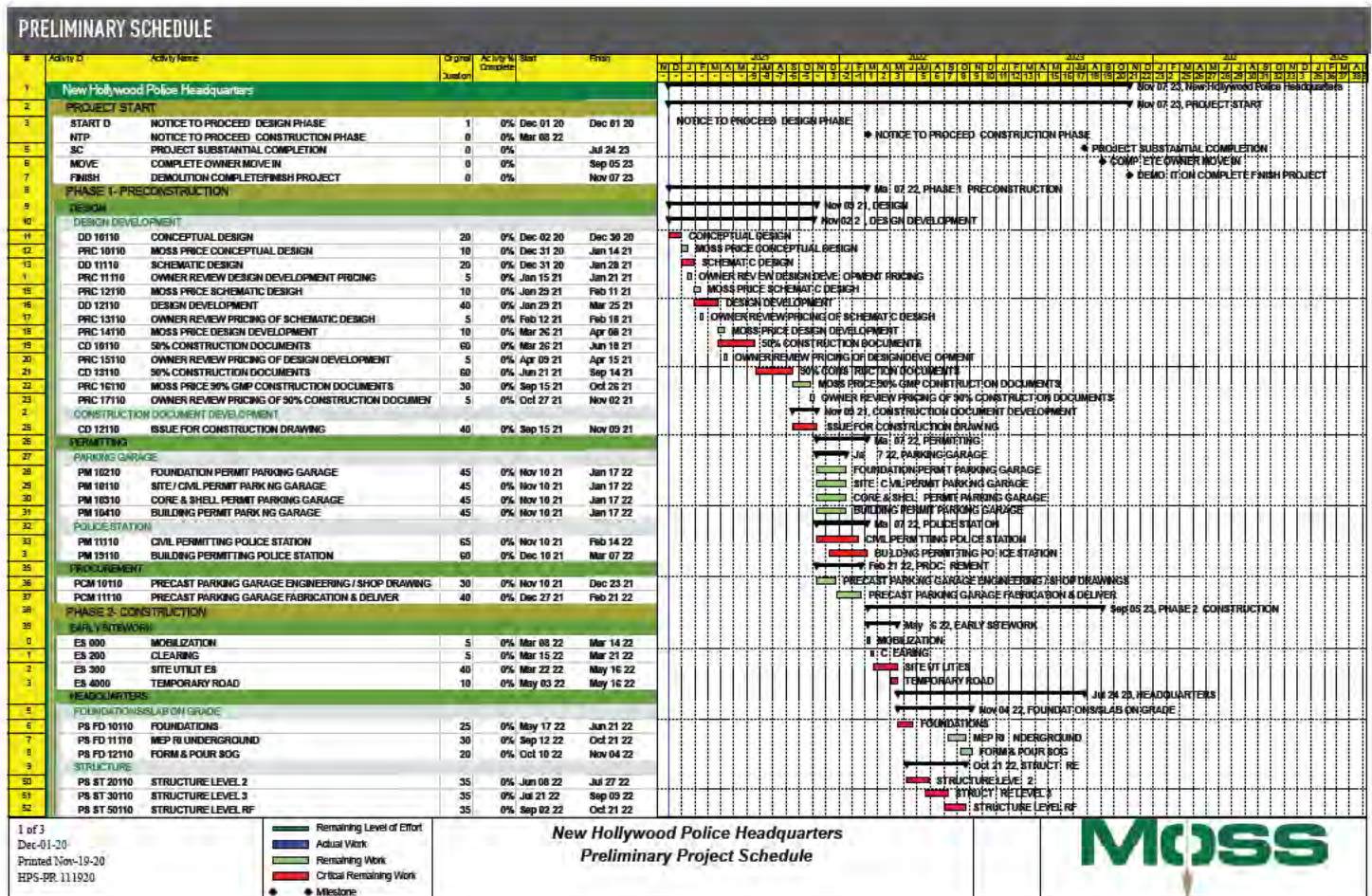
HOLLYWOOD POLICE HEADQUARTERS SCHEDULE

Our preliminary schedule is shown below and on the following page.

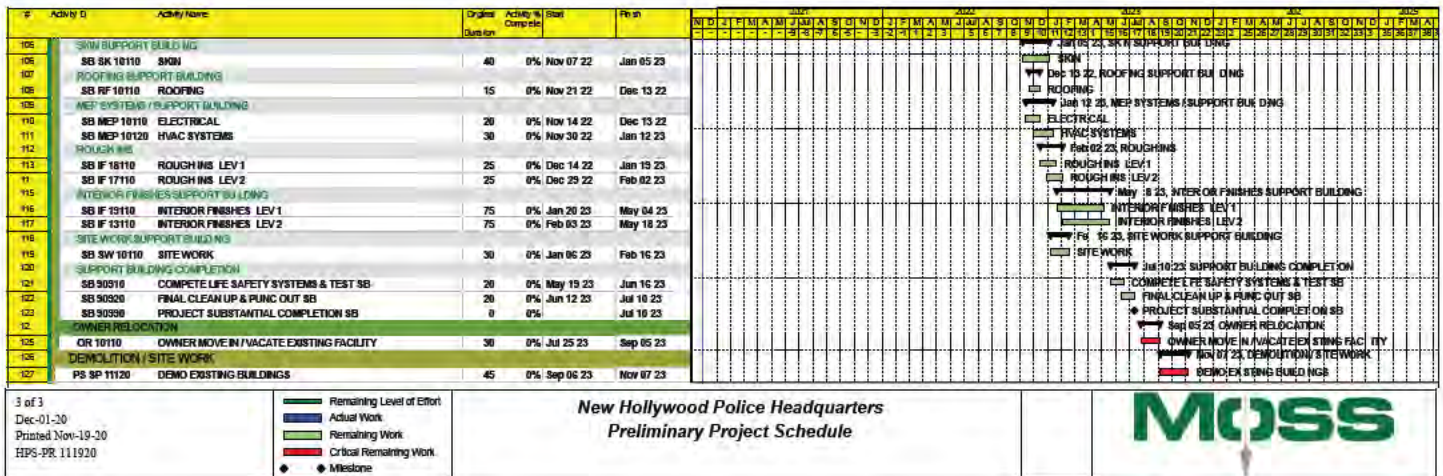
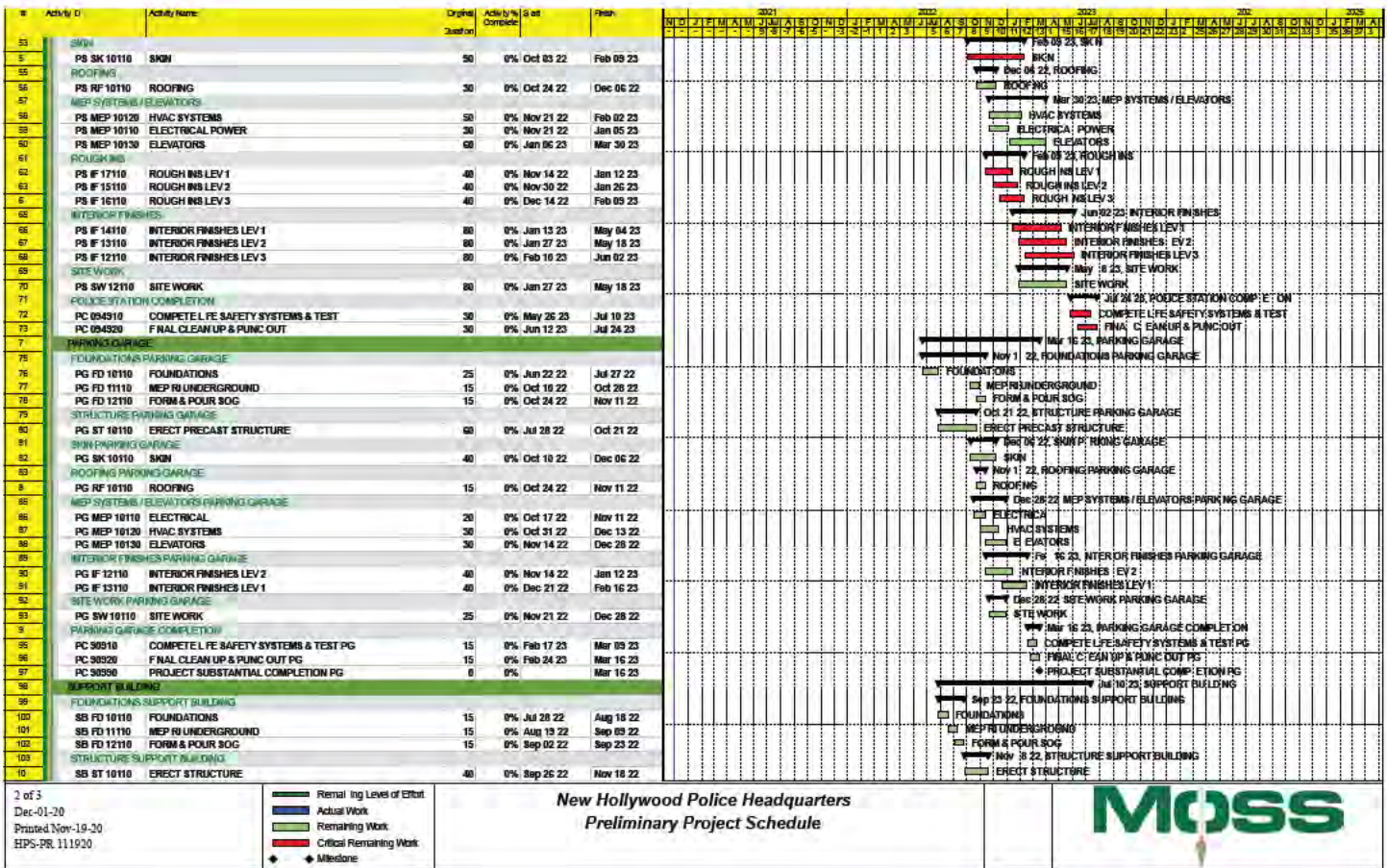
Alternatives to Shorten Schedule

Based on our knowledge of the project and goals, we believe there are several opportunities to shorten the overall construction schedule by up to two months.

- Explore alternate building materials such as pre-cast concrete structure for the garage and structural steel with insulated panels for the Police Headquarters. This will allow multiple flow lines in the schedule, and a state of the art Energy Efficient Design that has the possibility to act as a learning center for LEED design.
- Engage Moss early during the initial design phase so the pre-cast engineer is onboard early, eliminating redundancy between structural engineer and pre-cast engineer.
- Explore pre-fabrication of mechanical, plumbing, and electrical systems where possible to reduce the amount of time to install in the field. The following two pages provides a preliminary milestone schedule for this project, reflecting the alternatives specified above.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT



TAB D | EXECUTION AND MANAGEMENT OF PROJECT



OUR SCHEDULING APPROACH

Overview

Our project schedules are driven by our project team with the assistance of our in-house scheduling department.

As the project team progresses into the construction stage, our construction schedule serves as a living document and tool to plan work—keeping stakeholders informed on progress and upcoming activities.

Preconstruction Scheduling: An All-Hands-on-Deck Approach

Moss' scheduling efforts begin at the onset of each project. During the preconstruction stage, we host project kick-off workshops, detailed design schedule workshops, and constructability reviews.

Construction Schedule: Putting Planning into Action

As the project progresses into the construction stage, our construction schedule serves as a living document and tool to plan work—**keeping stakeholders informed on progress and upcoming activities.**

The Moss team has a distinct advantage others: our sophisticated in-house scheduling department uses internal proprietary reports, based on historic data, to track trends. **Having in-house schedulers allows us to explore the schedule impacts of multiple scenarios for resource allocation, critical path activities, long-lead procurement, and for incorporating outside agency activities such as permitting, testing, and commissioning.** During construction, our in-house scheduling team performs the following reviews and updates.

SCHEDULING SUCCESS = PROJECT SUCCESS

We are committed to understanding owner expectations. **We understand the critical nature of meeting completion dates and providing schedule certainty.** Due to the critical nature of the schedule, all levels of our operations team participate in scheduling for the life cycle of every project.

In-Person Jobsite Progress Review

Moss schedulers walk the project jobsite with senior management and field supervision to review the actual work in place against the schedule. At the end of each site visit, the scheduler prepares a set of reports that allows the team to manage the project with a realistic, comprehensive schedule.

Submittal Register/Procurement Review

The scheduler also meets with the project engineers and evaluates the submittal register and any procurement for that period.

Monthly Updates

The scheduler concludes his or her evaluation by forecasting activities for the next month.

SCHEDULE ADHERENCE

Our proven approach to scheduling described herein mitigates the risk of delayed project completion whether it is due to such things as inclement weather, Covid-19 related issues, or delays to critical path items.

Schedule Accountability

Activities that may extend the overall schedule are identified to the entire team (field team, owner, designer) to ensure attention is given to completing those particular activities.

The scheduler reports to the scheduling director, at a minimum of once per month. With direct access to senior level management, the scheduler populates reports, providing the project status to the executive teams. The scheduler is empowered to report any ambiguities with field updating or scheduling issues that need to be addressed.

This co-dependent process gives the project team the tools it needs to plan and execute the work while also ensuring executive management has the information necessary to proactively support project teams. Collectively, the company has checks and balances in the report that helps the team succeed.

Methods for Adherence to Schedule

We use a multi-faceted approach to subcontractors' adherence to the project schedule.

1. Subcontractors are prequalified and aligned with the size of the contract. Subcontractors must demonstrate a proven, successful track record in the completion of similar-sized projects and also exhibit financial strength, along with a strong safety record.
2. Key subcontractors are included in meetings where they provide input to the project, including the schedule, which ensures buy-in.
3. All subcontracts include the control schedule as an exhibit, and therefore it is also a performance requirement of the contract.
4. We extract three week look-ahead schedules that are reviewed and monitored weekly at our on-site subcontractor meetings. These look-ahead schedules are in direct correlation to the control schedule, only they are more manageable in size, intentionally focused on the most current and most critical items to be accomplished during that time frame.
5. We build mitigation plans into the schedule and project plan. Specifically, subcontracts are written based on a five-day work week, leaving Saturday as a make-up day, which creates a time contingency to address delays that may arise. In addition, should a subcontractor fall behind schedule, they are required to increase their workforce, and Moss reserves the right to supplement their crews to ensure the schedule remains on track.
6. As a proactive safeguard, long lead items are identified prior to the commencement of construction and tracked throughout the required delivery date. In addition, P6 allows us to run multiple scenarios to get back on track by re-sequencing activities should the project start to experience delays.
7. We analyze productivity for the project. Reports are generated as a vehicle by which productive and proactive conversations with trade contractors can be brought to the surface if there are labor inefficiencies.

In summary, our multifaceted and comprehensive approach process ensures project success.

INTER MIAMI CF LOCKHART STADIUM & TRAINING FACILITY CASE STUDY

Moss was hired to construct the Lockhart Stadium & Training Facility in **ten months—a project with a scope that would normally take well over a year to build**. To accomplish the monumental task, the team, which included the proposed project team leaders for the police headquarters project—**Jason Patrizi and Garrett Green**—took several measures to ensure the project was completed by the team's scheduled home opener.

- The Moss team worked with the designer to identify materials and methods that would accelerate delivery and construction. With this in mind, the training facility was designed as a modular building with an entire north end of glass including the overhead rolling doors.
- At any given day there were 300-550 workers on site. Moss broke each part of the job down into specific areas.
- Meetings were held each day with the foreman from each company to discuss 2-3 day look aheads. Design meetings were held twice a week to design, fabricate and procure materials. Schedule adjustments were made daily taking into consideration time for fabrication, aesthetics and long term maintenance.
- Teams were assigned to manage specific scheduling challenges including detailing and fabricating steel for the stadium in two months; installation of fields for grass to root prior to the first game; and open, exposed stadium structure to sustain the harsh South Florida elements and 180 mph wind requirements.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT



DRONE PHOTO OF THE CITY OF HOLLYWOOD POLICE HEADQUARTERS AND PROJECT SITE

SITE LOGISTICS

REQUIREMENT: Tab D. 1. Describe the CMAR firm's plans to store all of its equipment to minimally impact business' operations, residents and the public at large.

1. PLANS TO STORE EQUIPMENT AND MINIMALLY IMPACT OPERATIONS

Please see the site logistics plan on the following page for a visual description of our plans to store equipment and minimally impact business operations, residents, and the public at large. Also, refer to our "Methodology" on page 68.

REQUIREMENT: Tab D. 2. Describe your Company's public engagement plan and program. CMAR firm shall engage in extensive public outreach during the duration of the project, to maintain the residents and business owners informed of major activities on the site..

2. PUBLIC ENGAGEMENT

We consider the impact of construction on the community when developing our site logistics plan and construction approach in general. We will provide public access to updates regarding the project through means such as project signage, social media, and engagement with organizations, including neighborhood associations and civic associations.

Our public engagement plan is described in detail on page 82.

Tab D: 3. Describe your CMAR firm's means and methods to minimally impact the residents, City operations and business owners' operations along this site. The CMAR firm may self-perform construction activities either in whole or in part.

3. MEANS, METHODS AND EQUIPMENT STORAGE TO MINIMALLY IMPACT BUSINESS' OPERATIONS, RESIDENTS, AND THE PUBLIC

Means and Methods

We will provide the City of Hollywood with a comprehensive site logistics plan for the Hollywood Police Headquarters. Considerations when assessing and recommending site logistics requirements include:

- Continuous operation of existing facility, including the driving range—no interruptions!
- Site security and safety
- Being a good neighbor
- Office trailer location
- Crane selection and location
- Access for material deliveries
- Material lay-down areas
- Traffic patterns and plans including wayfinding signs
- Construction parking
- Pedestrian traffic and safety
- Sensitivity to surrounding business and residents

FLL NEW COUNCOURSE A & TERMINAL 1 EXPANSION CASE STUDY

To expand the existing Terminal 1 at Fort Lauderdale-Hollywood International airport, the team needed to install seventeen, 100,000 lb trusses on a fully active terminal. This took careful coordination with the Broward County Aviation Department and on-site operations.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

Site Logistics Plan and Equipment Storage

The graphic below provides a preliminary site logistics plan that depicts equipment storage construction operations that will minimally impact the community as a whole during construction.

Please see our "Methodology" on page 68.



REQUIREMENT: Tab D. 10. Describe your firm's ability to managing complex projects while minimally impacting the corridor's business, residents and the public at large.

ABILITY TO MANAGE COMPLEX PROJECTS TO MINIMALLY IMPACT BUSINESSES, RESIDENTS, AND THE PUBLIC

Collaboration

Our ability to solve complex project challenges begins with communication. We believe in a high level of communication and transparency with our clients. Through a cooperative effort working with field and preconstruction staff, our priority is to establish common goals with ownership, the design team, consultants, and other key stakeholders to ensure achievement of mutually agreed upon expectations.

Run into The Fire

Our motto is "run to the fire". When challenges arise, we immediately address the issues head on. We gather the necessary stakeholders, communicate with transparency, and set a plan to resolve it. Our goal is to proactively address issues before they impact the project. We do this by constant communication and collaboration with the design team and our integrated preconstruction and operations team.

We use technologies such as Virtual Design and Construction (VDC) and Building Information Modeling (BIM) to model in three dimensions the project and its systems, allowing us identify conflicts and solve them virtually before they become costly re-work in the field.

In addition to physical constructability challenges, there may be challenges with budget and schedule that are not solved with a hammer, but with the experience and relationships of our project team. This is where our communication and transparency with all stakeholders will shine through.

Proven Performance

As described throughout our proposal (see examples highlighted in Tab B on page 34), we have built many complex projects successfully. We understand this is a people business. Our ability to solve critical issues relies on having courageous conversations with each other in an effort to understand all sides and make informed decisions for the benefit of the project. This team has been able to do this on their projects including Orlando Police Department, Palm Beach County Sheriff's Administrative Buildings, Jail, and Courts, Pinellas County Jail Infrastructure Upgrade, and Inter Miami CF Lockhart Stadium and Training Center, to name a few. One of the many examples of our ability to manage complex problems is described to the right.

SCHEDULING CASE STUDY:

CITY OF ORLANDO POLICE HEADQUARTERS



The City of Orlando decreased the construction duration to move the police headquarters operation out of the existing location to allow for the demolition for the Orlando Magic Entertainment expansion. The building construction was compressed to 13 months and required over \$23.5 million of work or \$2.1 million per month.

We responded by immediately reviewing our original schedule to look for opportunities to pick up time. While the buildings were still in design, H. J. High developed an early site work and demolition scope for review with the owner and City Permitting. By releasing the site work and foundations as a separate permit we were able to work onsite while the building design and permitting was completed. This created the need for planning and management that would otherwise not have occurred.

During construction we changed our weekly subcontractor coordination meetings to daily. This allowed us to dive into the details of work progression, obstacles, and scheduling by the hour instead of by the day or week. Each meeting was held daily at 4 PM.

H. J. High worked with all trades to schedule the next day's activities. We were able to decrease the overall schedule by four weeks over the course of construction through our detailed daily approach to scheduling.

REQUIREMENT: Tab D. 11. Describe firm's experience with management of traffic and operations in a busy corridor and working within an FDOT right of way.

EXPERIENCE WITH MANAGEMENT OF TRAFFIC OPERATIONS IN A BUSY CORRIDOR AND WORKING WITHIN A FDOT RIGHT OF WAY

Our experience with management of traffic operations in a busy corridor is explained in Tab B on page 34 (Large, Complex Projects) with additional information provided in the Right of Way Construction, Broward County and Florida DOT's Requirements on page 36.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT

REQUIREMENT: Tab D. 2. Describe your Company's public engagement plan and program. CMAR firm shall engage in extensive public outreach during the duration of the project, to maintain the residents and business owners informed of major activities on the site.

PUBLIC ENGAGEMENT PLAN

OVERVIEW

Our multi-faceted approach includes two primary areas of focus: 1) Community and Stakeholder Engagement and 2) Local and S/M/WBE Contractor Outreach and Matchmaking.

COMMUNITY ENGAGEMENT

Before we put shovels in the ground, it's important to ensure the community is engaged. The goals of our community engagement plan are to create positivity around the project and facilitate continued support for the project

We will ensure stakeholders and community partners are informed and engaged as depicted below.



Effective use of public information and outreach strategies will lead to improved relations with the community and create positive sentiment for the project overall. Our transparent program will address concerns and communicate with the community which will establish a level of trust with stakeholders and those affected by the construction project.

FORT LAUDERDALE COMMUNITY ENGAGEMENT AUBERGE CASE STUDY

Auberge is located in Fort Lauderdale in a beach community with businesses, apartments, and condominiums near the construction site.

Specifically, the two condominium buildings were surrounded by high-rise residential and single family homes and within feet of the existing Palms Condominium buildings directly to the south and Atlantic Ocean to the east.

Before construction, Moss held multiple kick-off meetings for the community residents informing them of logistics and scheduling plans, where construction workers would be parking, the routes construction traffic would take and the plan to keep the community informed throughout the project.

The community information plan included weekly emails to the leaders of the neighborhood and homeowner's associations, along with a single point of contact to report neighborhood concerns. **All neighborhood concerns were proactively addressed in a timely manner. At the end of the project, the neighborhood associations were extremely complementary of the team's efforts to keep them informed and minimize the impact of the construction to their daily lives.**



M/WBE AND CBE PARTICIPATION

Moss is committed to partnering with M/WBE and CBE business contractors on the construction of the City of Hollywood Police Headquarters.

Outreach Events

We will hold ongoing, strategic outreach initiatives throughout the City. We will collaborate with the City, County, and other organizations such as Broward County Black Chamber of Commerce, and South Florida Minority Supplier Development Council to increase awareness as well as advertise the events through our network using our website, email, and social media.

A typical agenda for a Moss Outreach Program Event includes:

- Description of the project
- Trade contractor, vendor opportunities, and how to get involved
- One-on-one assistance with Moss' prequalification process

In many of our past events, we have had individuals looking for job opportunities. Trade contractors who attend for bid opportunities are encouraged to stay and meet with those looking for labor opportunities, as well as students who may be interested in internship opportunities.



Matchmaking/Job Fair Events

In addition to our efforts to maximize participation by local trade-contractors and vendors, Moss' Local Outreach Program goes a step further to engage local residents looking for job opportunities. This includes both laborers, who would work with our trade-contractors, and project management/field supervision construction professionals.



This project offers a tremendous opportunity for local residents to find labor opportunities. As our trade-contractors and construction partners are selected, Moss will schedule matchmaking events for residents in the Hollywood area who are looking for job opportunities. A typical matchmaking/job fair event includes:

- Moss providing a description of the project
- Construction partners setting up booths and answering questions regarding employment opportunities
- Moss engaging participants, and building meaningful relationships for inevitable success stories

TAB D | EXECUTION AND MANAGEMENT OF PROJECT



MOSS OUTREACH EVENT

PROVEN METHODS FOR INCREASED M/WBE AND CBE PARTICIPATION

In addition to the Outreach and Matchmaking Events, we use the following tools to increase awareness and participation.

Flyers

Moss develops and distributes informative flyers that can be used to keep the local trade-contractor/vendor community and the general public up-to-date on the project's status and the opportunities that it provides.

Local Trade Contractors and Vendors

Moss incorporates firms that are a product of our outreach efforts into our already in-depth subcontractor database. We help all new firms to ensure they have completed our pre-qualification process.

Right-Sizing Bid Packages

Moss structures bid packages to allow for maximum participation by breaking larger bid packages into manageable portions, which may be more ideal for CBEs.

Alternative Bonding Solution

Moss' Subcontractor Default Insurance (SDI) program provides an opportunity for CBEs who could not typically bond a project of this scale. In addition, it offers safeguards and the flexibility to Moss to ensure we meet your schedule and budget.

Local Labor

In addition to our efforts to maximize participation by local trade-contractors and vendors, Moss' local outreach program goes a step further to target local residents looking for job opportunities. This includes both laborers, who would work with our trade-contractors, and project management/field supervision construction professionals.

PROVEN TRACK RECORD

Below are just a few examples of our proven track record of exceeding business participation goals.

| PROJECT | GOAL | ACTUAL |
|--|------|--------|
| Marlins Ballpark, Firms Located in Miami-Dade County | 35% | 47% |
| Marlins Ballpark, Team Members from Miami-Dade County | 50% | 61% |
| School District Palm Beach County - Verde and Addison Mizner Holding School, SBE Participation | 20% | 69% |
| School District Palm Beach County - Verde Modernization, SBE Participation | 20% | 44% |



PALM BEACH COUNTY SHERIFF'S ADMINISTRATION BUILDINGS, JAIL, AND COURTS EXPANSION

The Moss team worked with the Workforce Alliance and the City of Belle Glade on outreach programs. Through these efforts, Moss involved 168 Belle Glade residents, as well as 33 Belle Glade subcontractors and vendors on the project.



MARION COUNTY JUDICIAL CENTER EXPANSION

Moss completed this project using **over 90% local subcontractors**. The remaining 10% were comprised of specialized scopes unavailable in the local community.

REQUIREMENT: Tab D. 4. Describe firm's demonstrated ability to solve complex project issues.

4. DEMONSTRATED ABILITY TO SOLVE COMPLEX PROJECT ISSUES

As previously described, we have proven performance managing and solving complex project issues. One example of our ability to do so is described herein. Please also see "1. Large, Complex Construction Projects" on page 34.

CASE STUDY: COMPLEX PROJECT ISSUES

PORT EVERGLADES TERMINAL 25 EXPANSION

The Port Everglades Terminal 25 Expansion project required that part of the original building remained to which a second level was added. This detail made the construction project many times more complicated. The as-builts provided did not show all elements of the structure, old systems needed to be re-worked so they connected with modern ones and finishes needed to be duplicated. This effort became the task of several Moss employees.

To resolve this challenge, each element was broken down and tackled piece by piece. Through proper investigation and attention to detail, the building became an essential element of the new design.

This is just one of the many challenges the team overcame on the fast-track project, ultimately delivering the project on time and under budget.



CASE STUDY: COMPLEX PROJECT ISSUES

CITY OF ORLANDO POLICE HEADQUARTERS

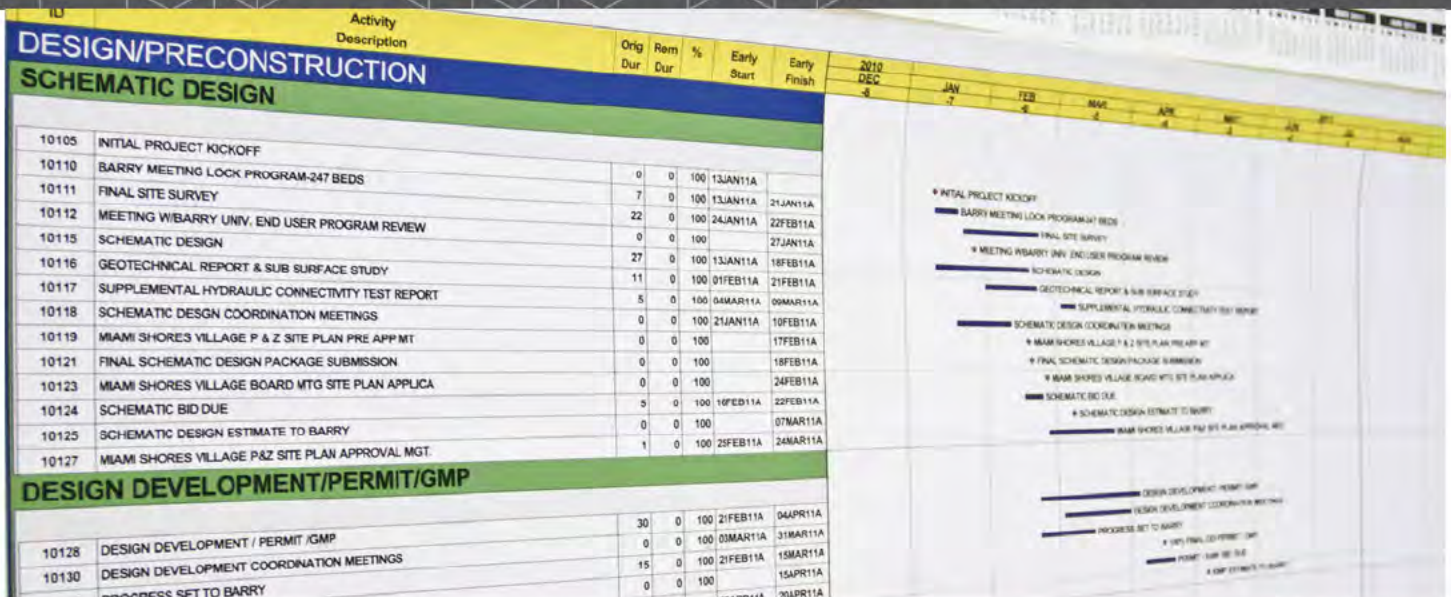


Our team performed a comprehensive review of the design, building systems and construction methods to ensure maximum value. Detailed progress estimates were produced to inform the team what the project's anticipated costs are and what value engineering options can be considered to reduce the overall cost without sacrificing the quality of the finished product. Our estimates were produced through a combination of using our past experience on similar law enforcement facilities, our database of costs adjusted to our geographic area, the input of our trade contractors, and the input of suppliers and manufacturers' representatives. This method helped ensure the costs received at the time of trade contractor bids were at the owner's budget.

Our initial estimates were near the project budget. As design progressed to 60% we completed another comprehensive estimate to ensure the design was in budget. Our DD Estimate revealed the design was tracking 5% over the owner's budget. As such, we met with the design team and the owner to review a detailed list of value engineering suggestions and design alternates to ensure we were on budget. With a team effort we were able to select appropriate value engineering options so the project came in at the owner's budget when design was completed and the GMP was developed.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT



REQUIREMENT: Tab D. 5. Describe your company's resources and capabilities with respect to scheduling (specific computer programs), cost control and reporting quality control, shop drawing management, Request for Information (RFI) control and routing, on site safety, value engineering, and coordination with the A/E and the City. Describe any Software your company uses to facilitate control and management operations.

5. SCHEDULING SYSTEM, MANAGEMENT SOFTWARE, COST CONTROL AND REPORTING, SHOP DRAWING MANAGEMENT, RFI CONTROL, SITE SAFETY, VALUE ENGINEERING, AND OWNER AND DESIGN COORDINATION

SCHEDULING SYSTEM

To create construction schedules, Moss uses Primavera P6. Moss' Primavera schedules are developed, managed and maintained by our in-house scheduling department in concert with the project's on-site staff. **The capabilities of P6 are only limited to the information placed within it.** Its sophistication of incorporating historical information, cost data, resource tracking, and the abilities to efficiently coordinate what-if analysis makes Primavera Moss' scheduling software of choice.



SCHEDULING TOOLBOX

Moss uses both Primavera and Team Member applications to manage project schedules. Team Member is a Primavera application that is installed on iPads for use in the field. Team Member Features and Benefits are as follows:

- Superintendents view look-aheads from the master schedule and update work-in-place daily to create a live document.
Benefit: No surprises.
- Using iPads, superintendents update tasks in real-time, even if there is no internet connection; the updates are uploaded once online.
Benefit: Accurate schedule updates.
- Accurate updates and collaboration with superintendents and in-house staff ensure accurate project information.
Benefit: Mitigates the risk of falling behind schedule by identifying potential schedule delays immediately.
- Team Member allows constant schedule review by all superintendents as they update their areas of responsibility.
Benefit: Field team never loses contact as the schedule updates.

MANAGEMENT SOFTWARE/DOCUMENT CONTROLS

Project Management System

Moss uses a variety of technical systems, including Primavera P6 and Team Member application described earlier. The primary project management tool we use is CMiC.

CMiC

Overview

CMiC allows for detailed and extensive record keeping for all project needs, including **cost control, quality control, shop drawing management, RFI management, safety, value engineering, and coordination with the design team and the City**. Moss gives the City and the design team access to CMiC, providing all key stakeholders with transparency and seamless integration. CMiC, at the touch of a fingertip using iPads, provides real-time, in-field coordination, including:

- **Document Management** provides for RFI and submittal tracking and allows us access to plans and documents, facilitating an easy approval process;
- **Collaboration Management** manages all communication with vendors during the bid process, tracks and records all communication, and receives alerts on action items;
- **Change Management** allows access to the most up-to-date information, scopes of work, scheduling, and costs;
- **Site Management** allows team members to enter critical information from the job site in real time. This ensures project executives have access to an up-to-date snapshot of the project;
- **Vendor Relationship Management** manages subcontractors through each project phase;
- **Communication Management** tracks all communication on a project which promotes fast action on time-sensitive situations;
- **Bid & Procurement Management** facilitates managing all information and data related to the bid process; and
- **Cost, Revenue & Budget** tracks and monitors time, expenses, supplier and capital costs, and manages the project budget effectively.



FIU PARKVIEW HALL CASE STUDY

The owner and architect had access to CMiC for uploaded drawings and documents, which provided immediate distribution of RFIs and submittals. This not only provided an additional level of quality control by ensuring all stakeholders were working from the same documents, but it also increased efficiencies. Specifically, through collaboration and immediate distribution of documents, **RFIs were answered within 3-5 days compared to an average of two weeks**. This level of collaboration with the architect, owner, and subcontractors facilitated on-time construction sequencing and project completion.

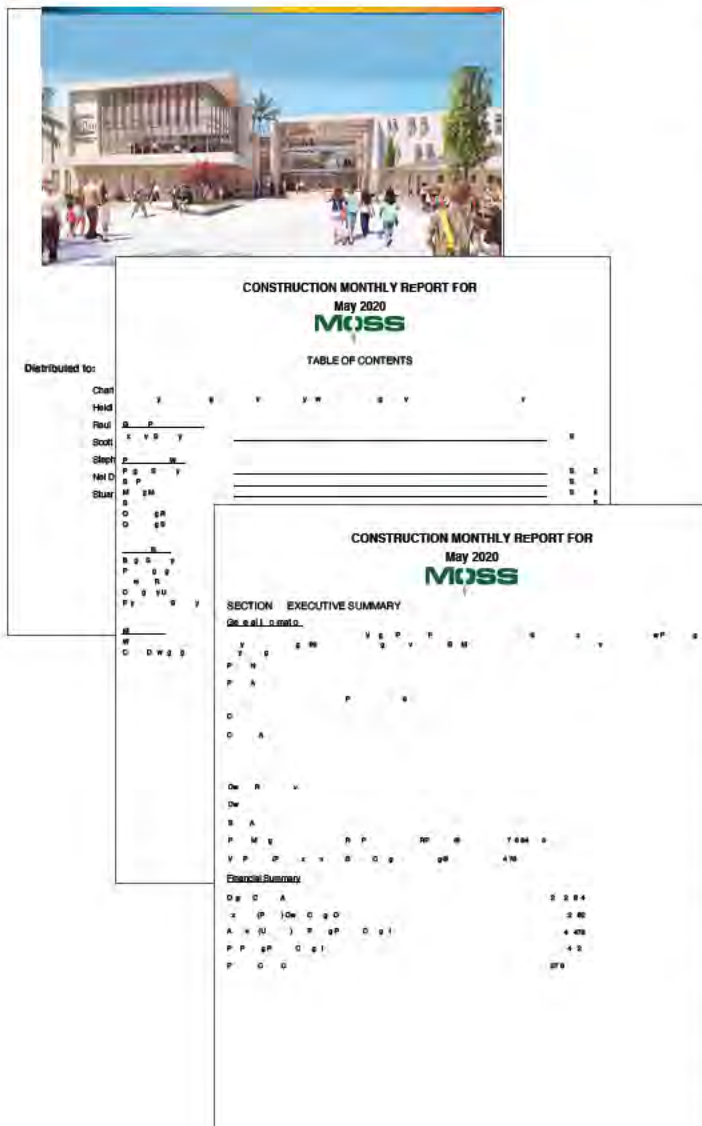


TAB D | EXECUTION AND MANAGEMENT OF PROJECT

Monthly Reporting

We provide comprehensive monthly reports that are systematically generated from CMiC. The Monthly Report includes an executive summary, progress of work, financial summary, and miscellaneous items. See images below for a small excerpt of a recent Monthly Report.

CMiC retains the complete history and progression of the journey from the moment you select Moss through the warranty phase.



COST CONTROL AND REPORTING

CMiC is used for cost control reporting. For a description of cost control tactics see page 102.

VALUE ENGINEERING

For a description of our value engineering approach, see page 103.

SHOP DRAWING MANAGEMENT, RFI CONTROL AND ROUTING

Shop drawings and RFIs are critical to the accurate construction and timely completion of any project. During the design and preconstruction phase of the project our project team is reviewing the project specifications and design documents, identifying every product submittal item and every shop drawing to be reviewed on the project. This means thousands of items. **Once items are identified they are input into our project management software, CMiC, where they are tracked through the closeout of the project.**

Once in CMiC, shop drawing and submittal packages can be created and submitted directly to the design team, owner, and end users for review and input. An advantage to our system is that the entire team (owner, design, and construction) is working with real-time information. **All stakeholders have access to the information in CMiC allowing them to see the status of any item at any given time. Another advantage is all submittal and shop drawing items as linked to the project schedule.**

We are given alerts should the status of an item begin to affect the schedule of the project. This allows us to immediately identify where the issue may be and address it prior to impacting the project schedule. Additionally, all RFIs, drawings, and meeting minutes are kept and tracked in CMiC. Any communication amongst the project team and the design team, owner, or end users throughout the project, can be easily accessed for future reference. With all of the data being managed in one system we are able to utilize a project management dashboard that is available to the entire project team. On this dashboard we are able to visualize in real-time the status of any RFI, Submittal, and Daily Report that may be outstanding and impacting the project. We are also able to keep track of all potential change orders, OCOs, schedule, and safety indicators that give a big picture view of how well the project is performing.

QUALITY CONTROL

See page 105 for a description of our quality control process.

COORDINATION WITH A/E AND THE CITY

At Moss, we believe in a high level of communication and transparency with our clients. **Through a cooperative effort working with field and preconstruction staff, our priority is to assist with establishing common goals with ownership, the design team, consultants, and other key stakeholders to ensure achievement of mutually agreed upon expectations.**

Owner and Design Coordination

Our initial kick-off meeting, or team integration meeting, with the owner and design team establishes the roadmap for team coordination and project success from day one.

Kickoff Meeting

At the initial kickoff meeting, we immediately work with the team to:

- Establish a timeline for regular meetings
- Ensure proper communication
- Determine the appropriate approval processes
- Study critical issues
- Conduct monthly project reporting
- Set specific project goals
- Manage schedule and milestones
- Create design and budget deliverables

Design-to-Field Coordination

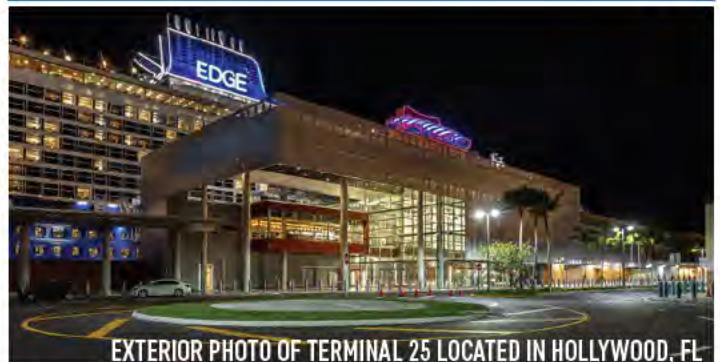
When we start the construction phase, because of early involvement with the project, our staff and trade contractors are up-to-speed with no learning curve. Our project team will immediately buy-out the subcontracts, establishing an entire construction team that is set and rolling. The attention paid to the details upfront will pay off. **The element of surprise has been eliminated.** Our project staff can focus on monitoring, managing, and controlling the budget; the quality of the project; and the construction schedule—**thus, turning the completed project over to you on time and within your budget.**

“

Their Terminal 25 project at Port Everglades, Florida is a state of the art cruise terminal facility. It required careful coordination and planning to meet a very aggressive schedule. Critical communication between all stakeholders was key and a driver to deliver the facility. Moss was integral to the execution of this project and performed above and beyond expectations. Moss delivered a highly complex project on time and on budget. I strongly recommend Moss as General Contractor and look forward to working with them in the near future.

— James Bowers, AIA NCARB, LEED AP Partner, Bermello Ajamil & Partners

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EXTERIOR PHOTO OF TERMINAL 25 LOCATED IN HOLLYWOOD, FL



INTERIOR PHOTO OF TERMINAL 25 LOCATED IN HOLLYWOOD, FL

TAB D | EXECUTION AND MANAGEMENT OF PROJECT



SITE SAFETY

Safety is in Our DNA

We believe safety is more than a compliance-driven activity; it's a core value at Moss that drives our business and has helped us to earn a best-in-class safety record with an **EMR of 0.67**. This means we do things differently when it comes to safety by:

- Creating a progressive safety culture the moment an employee arrives at a job site to foster safe behavior.
- Utilizing cutting-edge, integrated technology to identify why safety issues occur and to change behaviors to prevent accidents from happening by reducing risks.
- Empowering every Moss employee (not just managers) to conduct safety observations throughout the day to proactively manage on-the-job safety and provide proper training as needed.
- Integrating our production schedule software to the inspection process so that safety checklists connect directly to the activities happening in the field.
- Collecting real-time data and continually looking for ways to lower incidents.



BEST-IN-CLASS SAFETY RECORD

We understand that if people aren't safe on our sites, our entire business is at risk.

We take safety very seriously. That's one of the reasons we have worked hard to earn best-in-class safety ratings, having received numerous accolades including National Safety Awards by Liberty Mutual Insurance Group, ABC Step Award—Platinum Level—and Florida Sunshine Awards.

According to ABC, Step Platinum Level Award winners are 328% safer than industry average.



0.67 EMR
BETTER THAN
INDUSTRY AVERAGE

Jobsite Safety

A Day in the Life at Moss

We are committed to creating a culture of safety from Day One on every project. As employees arrive at the job site, they participate in a safety orientation. **Whether it's our own employees or trade contractors, we want each person to know we care about their personal safety and wellbeing.** We also explain the proper protocols for reporting or clearing a safety hazard and how to request training if they need it.

Prior to any job performed onsite, a Job Safety Analysis (JSA) must be completed to assess the risks associated with individual tasks. JSAs are essentially a step-by-step inventory of the tasks an employee will perform broken down into its component parts. It identifies what the possible hazards are for each step and how they can be minimized or eliminated.

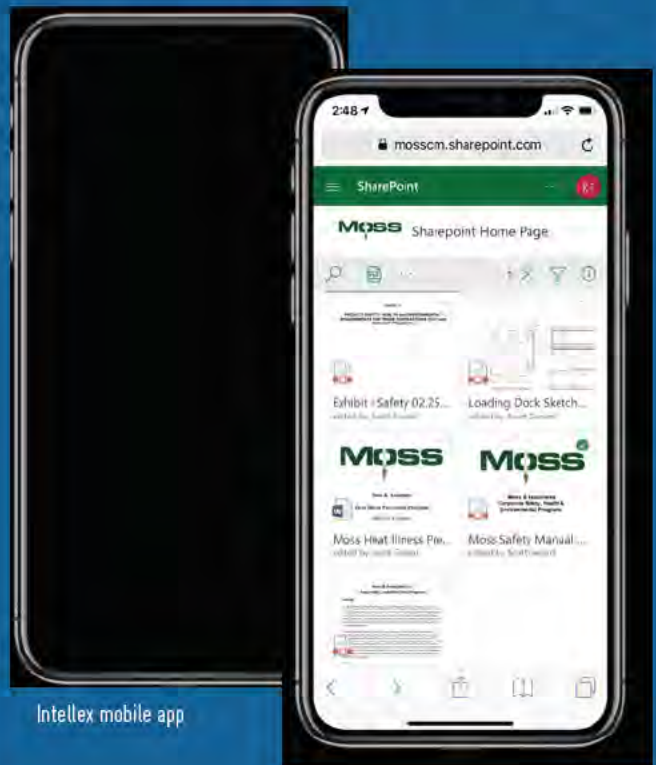
Because we believe safety is every employee's responsibility, each Moss employee is given access to Intellex—Environmental, Health, Safety, and Quality (EHSQ) software provider—and Moss safety apps. **These platforms empower them to work safely and to conduct observations throughout the course of the day to identify key behaviors based on the JSA and identify potential hazards.**

For example, our team members might look for proper ergonomics and body positioning, or ensuring an employee is using the right tool for the job. They may also check to see if someone is wearing proper personal protection equipment (PPE). If a potential hazard or behavior is identified, we have a conversation with the employee on the spot and provide reinforcement or just-in-time training, as needed.

These safety observations take place during every hour of the day, as the entire Moss team participates in them—not just safety managers. We encourage them to ask questions to learn why risky behavior is taking place. Perhaps an employee's safety glasses are broken or scratched, and they don't know where to get a new pair. Or maybe they can't find a pair of work gloves. Or they haven't been properly trained for the task. These conversations allow us to steer employees in the right direction to get new equipment or training, effectively addressing the behavior before an incident occurs.

EFFICIENCY THROUGH TECHNOLOGY

Through our EHSQ software, we spend less time on paperwork and more time on prevention. It used to take our site safety manager 43 minutes to report an incident. With our software, that process has been reduced to six minutes.



REDUCING INJURIES

Our use of cutting-edge safety technology reduces injuries and increases schedule and budget certainty. Since launching the EHSQ platform, Moss has reduced the frequency of injuries **by 20 percent** year over year (YOY) and **saved \$110,000** YOY on hand injuries alone.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT

Not All Inspections Are Created Equal

A standard safety inspection checklist contains a comprehensive inventory of every hazard that could potentially take place from the first to the last day of a construction project. **This A-to-Z checklist typically contains thousands of possible line items that safety inspectors are required to manage across the entire project.** This often results in an inefficient review process during which hazards may be overlooked.

Leveraging our EHSQ software, we tie our production schedule software to the inspection process so that the checklists issued to safety inspectors connect directly to the activities happening in the field on any given day. **This inspection process is both more efficient and accurate than typical methods. It also enables us to remain laser-focused on the hazards that are associated with each phase of construction as they happen in real time.**

This innovative approach to safety inspections is unique to Moss. It gives us a distinctive advantage in the market when it comes to ensuring projects are constructed safely, on time, and on budget. Because the less time we spend on paperwork, the more time we can spend on preventing injuries and completing projects on schedule.

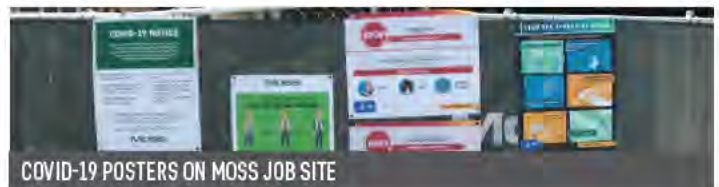
Safety Plans

Moss creates project-specific safety plans. We have a comprehensive **Corporate Safety, Health & Environmental Programs Manual**, which is used as a guide when developing project-specific safety plans. In addition, thorough protocols are put into place in order to combat COVID-19 and provide the safest work environment possible.

COVID-19 Protocols

Our comprehensive safety protocols that we practice daily enabled us to quickly adapt to the additional needs required as a result of the COVID-19 pandemic. A few of the protocols we have in place are as follows:

- **COVID-19 Compliance Coordinator**—All active project sites have a COVID-19 Compliance Coordinator present at all times. This individual is accessible to all site workers and City officials and is easily identified with a blue vest.
- **Specialized Training**—All COVID-19 Compliance Coordinators must complete COVID-19 site protection training. These trainings include information on bloodborne pathogens, respirator usage, COVID-19 awareness, and JobSiteCare, a partner of Moss who provides on-site telemedical assistance.
- **JobSiteCare**—JobSiteCare delivers immediate triage and treatment to the jobsite by providing guided exams over the phone in order to make a quick diagnosis. In addition, JobSiteCare has aided Moss in developing a COVID-19 protocol plan to follow on every site in the event a worker begins to develop symptoms.
- **Signage**—All projects are required to post signage throughout the site providing team members with tips on ways to monitor their health, stop the spread of COVID-19, and remind workers to keep at least 6' apart from one another at all times. All posters are displayed in both English and Spanish and can be found on every floor at each stairwell, hoist location, and high traffic areas.
- **Handwashing Stations**—Every floor is also equipped with portable hand washing and hand sanitation stations, with multiple stations located on the ground level.
- **Quarantine Areas**—Each project must establish a quarantine area on-site. If individuals do not meet the protocols or are identified as 'at risk', they are immediately removed from the jobsite and barred from returning until characteristics have been abated.
- **Additional Protocols**—It is required that all individuals on the project site wear face coverings at all times. In keeping with social distancing, temporary toilets must be stationed at least 6' away, and lunch shifts are staggered to prevent large gatherings.



REQUIREMENT: From Section 4.2.5: Describe available facilities, technological capabilities and other available resources you offer for the project.

SPECIALIZED CAPABILITIES

Moss' headquarters are only 10 miles from the project site. As the number one contractor in Florida, this means the City has immediate access to our deep resources, including ownership, executive staff, operations team members, and technical resources.

Our technical capabilities include CMiC, Primavera P6, and Team Member applications described earlier. Our technical resources also include our building technologies department that offers a suite of tools, including our proprietary technology—Triva. Our building technologies tools are described on the following pages.

PINELLAS COUNTY JAIL INFRASTRUCTURE UPGRADE CASE STUDY

The client wanted to increase the capacity of two of the boilers which required increasing the size of vents in the infrastructure building.

THE CHALLENGE

The work required the removal and replacement of two existing vents with a single venting system that would exhaust both boilers. This work would naturally decommission those boilers which serve in part the jail's kitchen, but this was not an option given the continuous operation of the facility and potential security impact it would have. **The task needed to start overnight and take no more than 24 hours.**

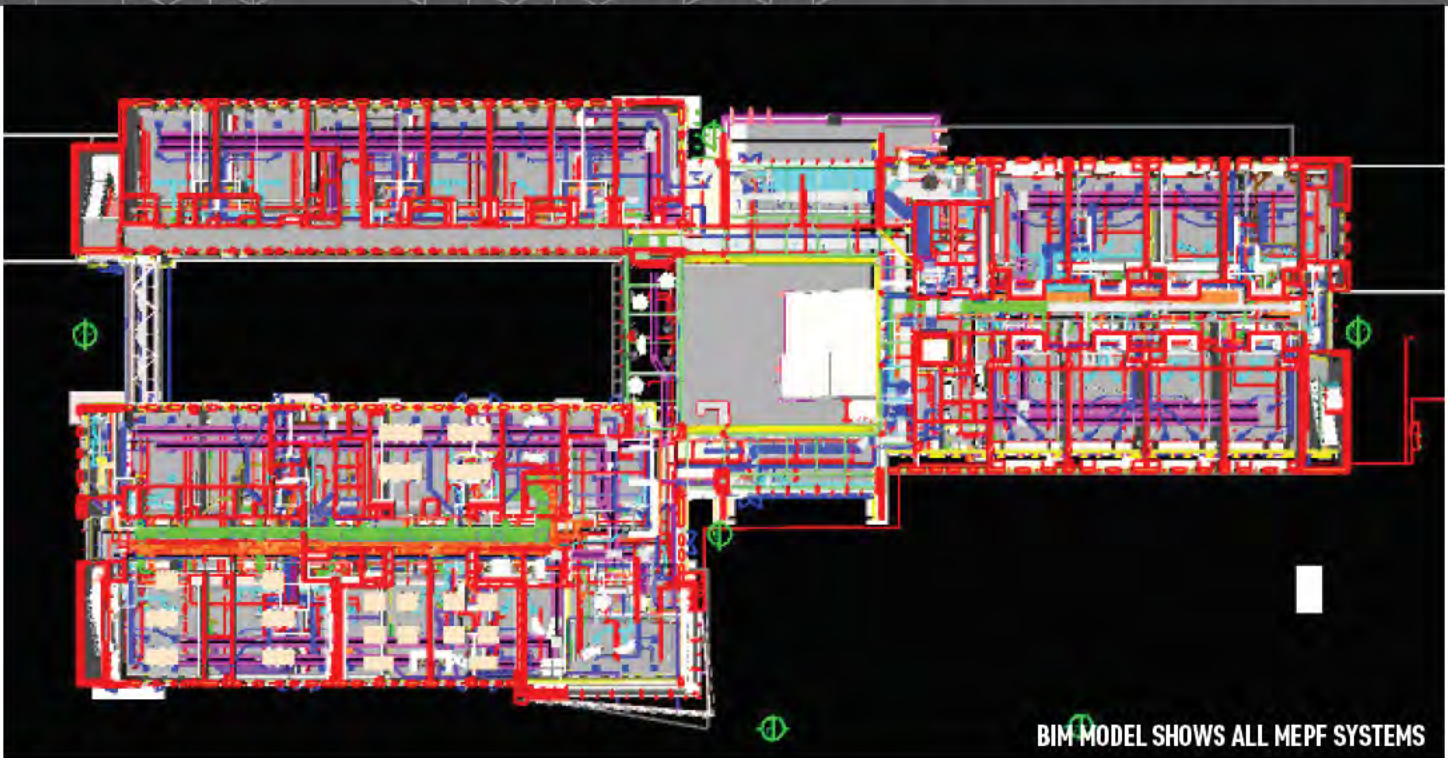
We used **Laser Scanning** to virtually recreate the existing conditions around the boilers. The results were merged with the BIM model of the building to create a hybrid virtual model. The model was used to examine and study possible routing for the new vents, while avoiding interference with any systems whose shut down would require more than a day.

By collaborating with the design engineers, the mechanical subcontractors fabricated the new vents and our team conducted simulation workshops by modeling proposed routing for new the vents.

THE RESULT

With the proper planning and use of technology, we completed the challenge in 20 hours, less than the time allotted, and the client was very satisfied with the results.





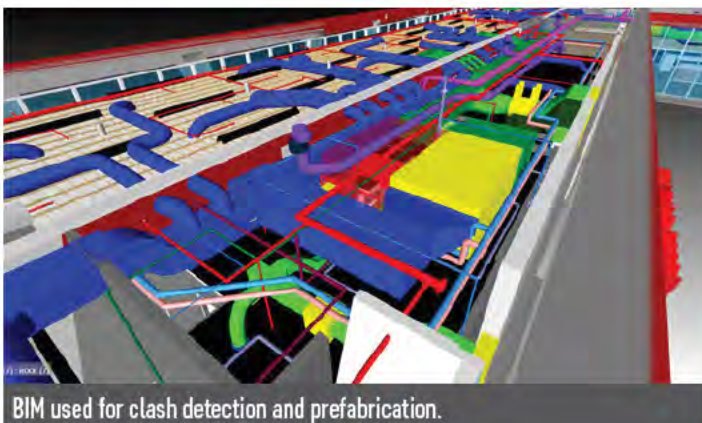
BIM MODEL SHOWS ALL MEPF SYSTEMS

VIRTUAL DESIGN AND CONSTRUCTION (VDC)/BUILDING INFORMATION MODELING (BIM)

Our Process

Virtual Design and Construction (VDC) is one of the key tools that Moss uses to allow many of the Lean tactics to be implemented and to harness the power of technology to plan and build better projects for our clients.

Our VDC team is well versed in Building Information Modeling (BIM), but BIM is just one tool in our VDC toolbox. By pairing 3D modeling with site scans, schedules, logistics plans, and more, **Moss tailors its VDC services to your project to maintain the project schedule, eliminate wasted production hours, ensure a quality final product, and simplify the installation execution process.**



BIM used for clash detection and prefabrication.

MOSS' VDC SERVICES



PRECONSTRUCTION

- Design model coordination
- 3D visualization
- 4D scheduling
- Quantity takeoffs
- Logistics planning
- Site scanning



CONSTRUCTION

- Prefabrication planning
- Automatic tracking of personnel, equipment, and materials
- Robotic layout
- Model validation



POST-CONSTRUCTION

- As-built documentation
- Operation and maintenance manuals
- BIM Tech Training

Preconstruction

Starting with the wealth of information provided by our partners—architects, engineers, trade contractors, and owners—our VDC experts collaborate with project teams during preconstruction to drive efficiency, innovation, and accuracy into your project.

VDC Preconstruction Toolkit

- **Design Model QA/QC**—Second set of eyes for design and subcontractor partners
- **4D Scheduling**—Model + Time = Time lapse movie of construction plan
- **Quantity Takeoffs**—Accurate estimates in seconds
- **Site Scanning**—Complete record of existing conditions, no tape measure required
- **Design Model Coordination**—Ability to detect clashes on a screen, not in the field

Construction

As your project transitions from concept to construction, Moss' VDC team works side-by-side with trade contractors, superintendents, and project managers to streamline work in the field. Using BIM, robotic layout, RFID tagging, and more, our VDC team provides high-tech checks and balances to minimize errors and rework—saving projects time and money.

VDC Construction Toolkit

- **Subcontractor Model Coordination**—Clear accountability for clashes in the field
- **Robotic Layout**—Simultaneously improve speed and accuracy
- **Automatic Tracking**—Automatic tracking of people, materials, and equipment
- **Prefabrication Planning**—Precision detailing for precision results

4D SCHEDULING CASE STUDY

For the Terminal 25 project, keeping Terminal 21 open during construction was essential to the client, Royal Caribbean Cruises Ltd. Using the 4D model, we were able to show them, step by step, how access to Terminal 21 was preserved throughout the project. We also conveyed how we would protect the public during each phase by relocating construction fences to preserve worker access to the jobsite and public access to Terminal 21.



ROBOTIC LAYOUT CASE STUDY

A major design feature of the Auberge was the curved column lines. In fact, every unit was partially pie shaped in alignment with the columns. To address the challenges associated with constructing curves, Moss relied on robotic layout. First, we provided a model to the field team, who located all of the sleeves for plumbing in the slab using our Topcon robot. Initially, the framer laid out the curved walls using conventional means, and was able to lay one unit over five days. Using robotic layout for the remainder of the job, the framer laid out an entire floor—9 units—in 5 days, a time savings of 900 percent!



Post Construction

VDC has the potential to benefit your project long after construction is complete. As standard practice, we turn over an as-built BIM model to clients upon project completion. We also offer add-ins, such as fully linked Operations and Maintenance manuals, to ease maintenance for the life of your facility.

VDC Post-Construction Toolkit

- **Electronic as-builts:** Accurate 3D and 2D plans (LOD 500)
- **BIM 360 Ops:** Comprehensive O&M manuals at the click of a button
- **BIM Tech Training:** Hands-on training for navigating the model

BIM 360 OPS CASE STUDY

At Florida International University (FIU), the client's most pressing need was to make sure routine maintenance did not fall through the cracks. To address this concern, Moss created an integrated notification schedule, linked to the model, that sent a reminder when maintenance and inspections were required for air filters, pumps, and miscellaneous controls. As a result, the facilities management team not only receives email notifications, but can refer to the model for locations and system connections.



FACILITIES MANAGEMENT

The tablet shown below is running systems developed by our Building Technologies department. The system allows users to have an immersive experience and visualize all of the building's systems, even those hidden behind walls and ceilings.



All facilities management documentation and equipment information is stored and hosted on the Moss Facilities Management Network that is accessible through mobile technology and/or desktop application.





TRIVA: INNOVATIVE AND PROPRIETARY TECHNOLOGY

Overview

We bring in-house resources that enable us to ensure best practices are implemented. Through our in-house building technologies team, led by George Franco, we offer patented technologies, demonstrating our forward-thinking and innovative approach. One of those technologies is TRIVA.

Making Job Sites Smarter

An option available to our clients—TRIVA—offers simple and powerful tools to better manage projects and operations. **Its sensors auto-detect the location of people, equipment, and materials on construction projects.** The data are used to **analyze the productivity of the job and provide tools for safety.** With TRIVA, there is **improved access to quality information** critical for construction management. The days of human error, limited communication, and inaccurate data are long gone. **The TRIVA platform makes construction projects more efficient from start to finish.**

The easy-to-use software, viewable on multiple platforms, provides viable data, making inaccuracies a thing of the past. Benefits include:

- Fact-based productivity suggestions using maps and visual insights—planning out manpower and material needs based on accurate data is simple
- Maintaining trade contractor commitments by monitoring the personnel on-site and their last known location
- Enhanced productivity through the tracking of equipment and materials
- Increased safety and reduced risk of injury

TRIVA CASE STUDY

On a recent project, Director of Building Technologies George Franco put TRIVA to the test. How, he asked, could we improve efficiency by cutting down the amount of time spent traveling between floors? By tracking onsite personnel via RFID tags on their hardhats, George and his team soon learned that each worker spent 58 minutes each day waiting for buck hoists and traveling between floors. **Using TRIVA analytics, the team soon cut this number time down to nine minutes—a time savings of 84 percent—**by providing the buck hoist operator with an iPad that instructed him where to be, down to the minute, to most efficiently transport crews and materials.



Making Job Sites Safer

Safety Overview

TRIVA's Smart Safety Tags work within an on-site infrastructure, making it the ideal solution without the personal privacy concerns associated with GPS and other technologies.

Account of Jobsite

TRIVA's Smart Safety technology automatically checks in workers upon their arrival to the jobsite. This eliminates the human error of a forgotten check in, allowing for more accurate monitoring of logistics across the entire site. In the event of an incident, using this technology, we know the exact location of each worker.

Reduce Risk of Injury

By understanding when workers arrive and exit the site, TRIVA tracks each worker's exposure time—the time spent on the jobsite. By measuring exposure time, TRIVA can identify the risk level per worker, reducing the risk of injuries.

Independent Device

The Smart Safety Tags are monitored using mobile devices and on-site sensors. This method ensures that workers and equipment are digitally visible, even in hard-to-reach areas. It also maintains a high level of privacy for its users.

Alert Function

The alert function is accessible through the Smart Safety technology of TRIVA's app. This streamlines the delay between occurrence and assistance. The field management team and safety personnel are immediately notified, all at the push of a button.

TRIVA PROJECT SITE SECURITY

There are a variety of uses for the precision tracking of personnel, equipment, and materials on our construction sites. On an operational facility, TRIVA is a valuable tool for site security.

Moss uses TRIVA to establish virtual barriers between construction areas and the active facility.

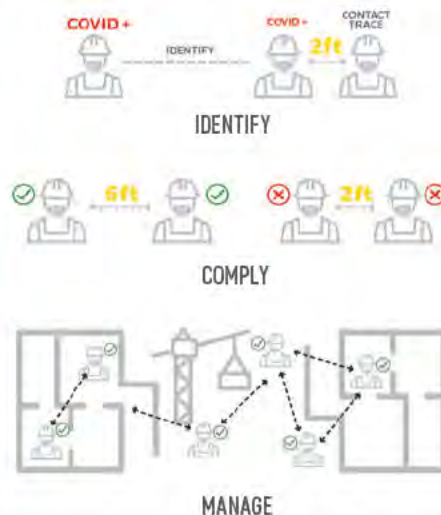
If a worker passes this barrier, an alert is issued to the TRIVA app. The alert may consist of the individual's name, contact information, their supervisor, a portrait, and other useful information.

All of Moss' on-site construction management personnel will have the TRIVA app. In addition, we offer the app to your staff and security personnel.

CONTACT TRACING FEATURE

Because of TRIVA's innovative technology, it was able to quickly adapt to provide additional tools to provide safe and healthy worksites amid the COVID-19 pandemic

- Identify individuals that have been in close proximity to someone that has tested positive
- Verify compliance with social distancing guidelines
- Focus on mitigating areas of concern



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

REQUIREMENT: Tab D. 6. Describe your firm's historical experience in meeting project goals with respect to cost control and time of delivery.

6. EXPERIENCE MEETING BUDGET AND SCHEDULE

Both Moss and H. J. High deliver our projects on time and within budget. Below is a sampling of projects that demonstrate our ability to meet project goals with respect to cost control and time delivery.

| PROJECT | ORIGINAL BUDGET | FINAL COST | BUDGET MET | SCHEDULED COMPLETION | ACTUAL COMPLETION | SCHEDULE MET | FIRM |
|---|-----------------|---------------|------------|----------------------|-------------------|--------------|------------|
| PBC SHERIFF'S ADMIN BLDGS, JAIL, AND COURTS | \$129,376,652 | \$129,376,652 | ✓ | April 2011 | April 2011 | ✓ | Moss |
| PINELLAS COUNTY JAIL INFRASTRUCTURE UPGRADE <i>More than \$2 million unused allowances and contingency returned to owner; additional reductions due to DOP/tax savings</i> | \$95,859,993 | \$78,155,845 | ✓ | March 2019 | March 2019 | ✓ | Moss |
| MARION COUNTY JUDICIAL CENTER EXPANSION | \$35,000,000 | \$35,000,000 | ✓ | January 2010 | January 2010 | ✓ | Moss |
| ORLANDO POLICE DEPARTMENT HEADQUARTERS | \$25,200,000 | \$25,200,000 | ✓ | February 2017 | February 2017 | ✓ | H. J. High |
| CITY OF ORLANDO POLICE DEPARTMENT CRIME SCENE FACILITY | \$10,620,000 | \$9,850,000 | ✓ | June 2016 | June 2016 | ✓ | H. J. High |
| KISSIMEE PUBLIC SAFETY FACILITY <i>During construction, the City of Kissimmee added a fire training tower to the scope of the project; the budget was met with the additional approved change. Even with this addition to the scope, the project was completed on time, and was tracking to be completed three months ahead of schedule until one vendor had delays due to Covid-19.</i> | \$8,666,354 | \$9,848,357 | ✓ | July 2020 | July 2020 | ✓ | H. J. High |
| FLL NEW CONCOURSE A & TERMINAL RENOVATION <i>First project where the Broward County Aviation Department had money returned to them!</i> | \$293,205,767 | \$286,501,106 | ✓ | February 2019 | January 2018 | ✓ | Moss |
| PORT EVERGLADES TERMINAL 25 EXPANSION | \$98,924,869 | \$97,286,624 | ✓ | October 2018 | October 2018 | ✓ | Moss |

CASE STUDY: TERMINAL 25 PROJECT, OUT OF THE BOX THINKING DELIVERS SAVINGS

Adding to the complexity of this fast-track project was the shared FPL vault and central plant (AC aka chillers and cooling tower) between our Terminal 25 and Terminal 21 which was active.

Moss needed to demolish the FPL vault and central plant in order to start building the addition to the existing terminal during cruise season, while also keeping Terminal 21 supplied with power and AC throughout the process.

In lieu of generators and temporary chillers, we were able to put in place a more reliable power via temporary transformers and switches. For air conditioning, we relocated the existing cooling power and chillers within conex boxes providing the project with big cost savings.



TAB D | EXECUTION AND MANAGEMENT OF PROJECT

REQUIREMENT: Tab D: 7. Describe your firm's experience with Construction Management at Risk for LEED Certified projects.

7. LEADERS IN SUSTAINABLE CONSTRUCTION

Our team is committed to helping our clients achieve their highest sustainability goals. **Whether designing with a certification in mind or just looking to build a high performance structure, we provide every client with energy efficient and sustainable design construction options.** We have sustainable strategies in place to guide owners through competing interests.

LEED AND SUSTAINABLE CONSTRUCTION APPROACH

We take a responsible approach to sourcing materials and products on behalf of our clients and project design partners. We know how important it is to understand how and where these items were sourced by tracing their respective supply chains. We provide sustainability requirements to potential subcontractors during the bidding process, require them to demonstrate compliance, and provide direction as appropriate.

Our commitment to eco-friendly building practices is best demonstrated by our investment in environmental training. Our LEED®, Accredited Professionals have the knowledge and experience to exceed your sustainability goals. **In fact, four of the key team members of the proposed project team are LEED accredited including Jason Patrizi and Garrett Green.**

LEED-CERTIFIED PROJECT EXPERIENCE

Both Moss and H. J. High have built LEED-certified projects. In fact, Moss built **Marlins Park, a LEED Gold project, and it was heralded as the most sustainable ballpark in the world!** In addition, H. J. High constructed the City of Orlando's Code Enforcement and Records Facility, which is **LEED Silver Certified and the City's first net-zero building.**

LEED-Certified CMAR Projects

We have nearly two dozen LEED-Certified projects delivered under the CMAR method. Some notable projects include:

- Fort Lauderdale-Hollywood International Airport, New Concourse A and Terminal 1 Renovation, LEED Silver
- GSA U.S. Citizenship and Immigration Service Centers (Five Different Buildings and Locations), LEED Silver
- City of Lauderdale Municipal Complex, LEED Silver
- Marlins Park, LEED Gold
- University of Miami, Schwartz Center for Athletic Excellence, LEED Gold

THE RIGHT CONSTRUCTION PARTNER FOR HOLLYWOOD

Our team's proven LEED experience, primarily in the Florida, means **you have a construction manager who understands how to deliver your project with your sustainability goals in mind.**



REQUIREMENT: Tab D. 8. Describe firm's cost management plan during design and construction.

8. COST MANAGEMENT PLAN DURING DESIGN AND CONSTRUCTION

COST ESTIMATING METHODOLOGY

In order to understand our cost management approach, it is important to understand how the estimate is established. The following describes key elements of our preconstruction and estimating process.

Operations-Led Preconstruction Process

With communication being the key, it is imperative to have our operations staff involved with a project from the early planning phases through construction closeout. **This philosophy promotes accountability and a seamless transition to construction.** Garrett, project executive, leads the preconstruction effort, attending all meetings, and Brett Porak, director of preconstruction, leads the estimating component. Operations and estimating share the load and work in true team fashion to provide you with the most complete, proactive, and timely preconstruction effort.

Collaborative Workshops and Constructability Reviews

Moss holds collaborative workshops to review the design through the course of the project. **Our operations personnel are involved in all the workshops, helping to ensure that cost control is a part of all the design discussions.** We engage the project superintendents and other operations team members to provide constructability reviews for the design and expediting submittals and shop drawings. Prior to putting a shovel to the ground, the superintendents also review scheduling, logistics, and sequencing. **This level of involvement allows the team to proactively address any potential issues and present options in a timely manner to incorporate into planning.**

Design Assist: Trade Contractor Market Input

Specific trade contractors are strategically brought on board early in the design phase to provide design consulting, while at the same time, **providing cost input in order to maintain an accurate construction budget.**

In addition, **the trade contractors bring knowledge and feedback for selecting product manufacturers.** With this input, the design team receives valuable information regarding the advantages or disadvantages of multiple systems and constructability issues that affect schedule and quality control.

Clarifications and Assumptions

We understand it is necessary to ensure the budget is aligned with your goals and expectations. In addition to a detailed estimate, we provide a thorough description of the clarifications and assumptions that were made in developing the estimate. **We review our clarifications and assumptions with you, the design team, and our project team.** Through collaboration, we make revisions to the estimate as required. **This critical juncture in a project sets the tone for the project, so there are no surprises down the road.**

ESTIMATING PROCESS

For each estimate submittal, we perform the following functions:

- 1** Compile a list of potential bidders that are best suited for the project. We prequalify the bidders and present the list to the design team and owner for review.
- 2** Complete in-house take-offs and pricing for all components of the project.
- 3** Trade contractors supplement our in-house estimates with current market bids. **This ensures that we have current market condition information in our estimates.**
- 4** Trade contractor input via scope review.
- 5** Constructability reviews to ensure correctness of the design documents to reduce the potential for change orders.
- 6** Identification of alternative products for cost savings (i.e., value engineering).
- 7** Evaluation of systems' cost effectiveness (e.g., mechanical, electrical, structural).
- 8** Analysis of the efficiency of the design from a schedule perspective, identifying cost saving opportunities by streamlining items in the design to save time in installation.

Cost Categories Matrices

We also provide a cost categories matrix, which conveys on a simple graphical chart, what we have considered to be construction/GC hard costs and soft costs, versus what is anticipated to be included in a separate scope of work. **This is to ensure that there is predictability as we progress with the project.**

Interim Cost Estimating

We understand that the design does not stop to wait for budget updates. In order to provide real-time feedback on design changes, we use several tools between estimate deliverables these include the following items explained below and to the right.

Systems Studies—We evaluate building's critical systems that include not only a cost comparison, but also a careful analysis of the pros, cons, longevity, energy efficiency, and schedule.

| System Description | Initial Approximate System Cost | Average Equipment Life Expectancy | System Energy Efficiency | Advantages | Disadvantages |
|---|-------------------------------------|-----------------------------------|--|---|---|
| Variable Refrigerant Flow System (multi-split) Ventilation and Dedicated Outside Air | HVAC Cost Per Ton of AC \$8,300/ton | 15 to 20 years | Most efficient system evaluated | -Very flexible -Energy Efficient, can be turned down or off when not in service -Low Maintenance | -Roof space required for Equipment -Long refrigerant lines -High Equipment Costs |
| Chilled Water & Heating Fan Coil Type System, Based on Water Cooled Chillers & Gas fired Boilers (4-pipe) High Efficiency Scroll type Compressors | HVAC Cost Per Ton of AC \$8,220/ton | 25 to 30 years | 2nd Most Efficient system | -Extremely versatile allowing for additions, deletions, changes, and modifications -Best system for humidity control -Uses existing Chilled Water on campus | -Need qualified facility staff to properly maintain or pay for maintenance agreement. (Full Time) -Both Chilled water & Heating Hot water must be insulated throughout -Requires Additional Space for Boilers |
| Condensing Type Boilers for Heating Chilled Water & Electric re-heating Fan Coil Type System, Based on Water Cooled Chillers (2-pipe) High Efficiency Scroll type Compressors Using Electric Heat | HVAC Cost Per Ton of AC \$6,967/ton | 25 to 30 years | Less Efficient system than the VRF System | -Extremely versatile allowing for additions, deletions, changes, and modifications -Boiler room is not required. Less Maintenance for Pumps, piping, controls, etc. -Less Maintenance if it was a 4-pipe system | -Need qualified facility staff to properly maintain or pay for maintenance agreement. (Full Time) -It requires larger electrical service |

MECHANICAL SYSTEMS STUDIES EXAMPLE

Life Cycle Cost Studies—We consider the entire cost through the life of a building or system by performing Life Cycle Cost Studies on everything from full building performance, to mechanical systems, equipment, piping, and façade systems. Our expertise allows us to take all factors into consideration, including energy costs, water costs, maintenance costs, inflation, replacement costs, operational effectiveness, depreciation, salvage value, debt service costs, and taxes.

| BASELINE HVAC DX Rooftop System | VS. | TARGET EFFICIENCIES HVAC Water Cooled Chilled Water System |
|------------------------------------|-------------------------|---|
| \$1,793,000 | INITIAL COST | \$2,097,000 ⬆️ 17% |
| \$5,257,964 | 10 YEAR LIFE CYCLE COST | \$3,193,487 ⬆️ 39% |
| \$12,398,905 | 25 YEAR LIFE CYCLE COST | \$7,302,870 ⬆️ 41% |

LIFE CYCLE STUDY EXAMPLE

Cost Studies—We provide interim studies on material selection costs between design deliverables, which may include glazing systems, equipment selections, flooring material selections, fixture selections, ceiling systems, and piping selections.

Budget Tracking Logs—We provide a budget tracking log which flags interim design changes and potential cost impacts between full-blown estimate deliverables. These changes may occur due to owner-directed changes, permitting requirements, constructability, or design-related changes; however, these changes need to be highlighted early and often so that our clients can make prudent decisions.

Market Analysis—We also review market trends to determine the availability of materials and labor and provide feedback regarding local, regional, and national issues that may affect cost and schedule.

COST CONTROL METHODS

Overview

Cost control is an ongoing, dedicated effort that begins with preconstruction budgeting and continues through the entire design effort. Our project team analyzes the current design and makes recommendations for the most cost-effective construction products, methods, and systems.

COST CONTROL DURING PRECONSTRUCTION

Detailed Analysis and Studies

Effective cost control includes detailed analysis of all aspects of the project. Area efficiency studies and skin-to-floor ratios are examples of early stage efforts our team undertakes. All building components, finish products, and system characteristics are taken off in a level of detail that allows the project team to accurately judge their effect on budget and design. **This allows us to accurately analyze trade contractor bidding and vendor pricing as the design progresses.**

Material Lead Times and Costs

In addition to the tactics described herein, we have constant engagement with key subcontractors allowing the team to fully understand market trends and lead times for every scope of work. **This subcontractor involvement ensures that market conditions are reflected in our preconstruction process.**

Value Engineering

Our approach to managing the value engineering process **begins by getting the right individuals involved from the onset.** We have found that by incorporating operational managers in the process of identifying options early in design, **we maintain continuity throughout the project. We can also ensure your priorities are maintained** if options are revisited during construction as deductive or additive alternates to our GMP proposal.

Our approach is systematic and requires total team collaboration to ensure the desired results are achieved. **It focuses on maximizing every dollar spent within a specified time period without sacrificing design initiatives.** Our staff evaluates methods and materials during early program stages and provides alternate methods as items evolve throughout design. This approach ensures a specific level of performance is met at the best price and schedule.

During the early program phases of design, our value engineering focus is on the major building systems being considered (e.g., foundations, frame, exterior skin, roof system). In the later part of schematic design and into design development our team examines the building subsystems (e.g., mechanical/electrical distribution, interior finishes). **Focusing on avoiding unnecessary expenditures and providing improved value for all expenditures relating to construction, maintenance, operation, and replacement (life cycle) is considered.**

A valuable tool used to communicate, track, and manage the value engineering options is the **Value Engineering–Budget Tracking Log.** Using this tool, you can review the value engineering options and associated budget impacts.

COST CONTROL DURING CONSTRUCTION

The practices used during cost estimating translate to cost control during construction. To monitor and control costs during construction, we implement our **Subcontractor and Material Status Report** that provides the project team with a method of tracking purchasing items, shop drawings, submittals, material delivery, and subcontractor installation. Our staff also distributes a **Monthly Status Report** summarizing the financial and operational status of the project. This report quickly flags any potential areas needing attention. In addition, weekly meetings will be held with the City and subcontractors to keep all parties informed and moving forward as a collective team. **Our reporting and weekly meetings enable us to confirm scope and bid amounts against actual costs.**

FLL NEW CONCOURSE A & TERMINAL 1 RENOVATION CASE STUDY

Moss was awarded this project at the 30 percent design development milestone. Originally, the design incorporated the removal and replacement of the existing cooling tower. However, after numerous pricing exercises, the cost to do this was much higher than anticipated. **With our extensive experience and local relationships within the industry, we worked with the design team to perform studies. This allowed us to keep the existing cooling tower, while saving a significant amount of time and money.**

FIRST PROJECT WHERE THE BROWARD COUNTY AVIATION DEPARTMENT HAD MONEY RETURNED TO THEM!



REQUIREMENT: Tab D. 9. Describe firm's approach for competitively administering and evaluating bid packages.

9. COMPETITIVELY ADMINISTERING AND EVALUATING BID PACKAGES

TRADE CONTRACTOR SELECTION

Prequalification Process

Our team uses an in-depth qualification process that evaluates trade contractors for their ability to perform, financial stability, and safety record. Our process includes a review of:

- Project experience
- Work capacity
- Licensure
- Safety record
- Insurance
- Bonding capacity
- Contractor Score, which is a third-party score based on financial statements, credit, backlog, and financial strength

Bid Manual

To achieve a successful, well-bid project, our team must control every detail of the trade contractor bidding process, not leaving anything to chance. We will develop a bid manual specific to the City of Hollywood Police Headquarters project. The manual spells out exactly what the trade contractors should bid and how to provide us the information. **This ensures that bids are complete and competitive for maximum efficiency and best value.**

Bid Management

The bid management phase will be managed by preconstruction and supported by the project team.

Our considerable experience with a variety of complex projects creates a systematic approach to selecting key trade contractors. The following steps outline our bidding process:

- Bid packages are created, including long-lead procurement packages.
- An invited, prequalified trade contractor bidders list is developed. All bidders are given access to all project documents through Moss' online bid management program.
- A formal pre-bid meeting is held with all prequalified bidders. All requirements, schedules, work programs, and project details are thoroughly reviewed.

- Detailed bid instructions and work scopes are developed for each trade. These receive peer reviews from other senior project managers and general superintendents (not on the project) for final approval before being issued.
- A formal RFI process is instituted with the trade contractors and the design team.
- Bids are received, reviewed, and tabulated to narrow down the bidders for formal interviews.
- Bidders are individually interviewed by the Moss team to clarify bid values, scopes, and project understanding. Key trade contractors are required to have the specific project personnel present at the meeting.
- Fully vetted bid tabulation sheets are developed to review with the City of Hollywood and the design team.
- Selected bids are summarized into the GMP. Fully detailed general conditions and general requirements are included.

WE ENJOY THE RESPECT OF THE SOUTH FLORIDA SUBCONTRACTOR COMMUNITY. IT'S THE WAY WE DO BUSINESS!



REQUIREMENT: Tab D. 10. Describe your firm's ability to managing complex projects while minimally impacting the corridor's business, residents and the public at large.

10. MANAGING COMPLEX PROJECTS

Please see "Ability to Manage Complex Projects to Minimally Impact Businesses, Residents, and the Public" on page 81.

REQUIREMENT: Tab D. 11. Describe firm's experience with management of traffic and operations in a busy corridor and working within an FDOT right of way.

11. TRAFFIC AND OPERATIONS

Please see "Right of Way Construction and Broward County and Florida DOT's Requirements" on page 36 and "Experience with Management of Traffic Operations in a Busy Corridor and Working within a FDOT Right of Way" on page 81.

QUALITY CONTROL PLAN BY PROJECT PHASE



PRECONSTRUCTION PHASE

- Constructability reviews with owner, design team, and key trade contractors
- Proper trade contractor selection (qualified experience, financially viable, proper scope)



PRE-MOBILIZATION PHASE

- Coordination meetings
- Mockups (e.g., window systems, exterior skin components, kitchen/bath layouts)
- Shop visits and offsite material inspections



CONSTRUCTION PHASE

- Kick-off meetings
- Confirmation of specification and shop drawings compliance
- Progress inspections



CLOSEOUT PHASE

- Moss punch process
- Detailed operation and maintenance manuals
- Detailed and recorded on site training with end users
- Post-construction inspections

REQUIREMENT: Tab D. 12. Describe firm's quality assurance program and plan.

12. QUALITY ASSURANCE

OVERVIEW

Our holistic quality control program begins on day one with the owner, the architect, and other design team members. Our quality control phases are outlined above, providing an overview of how quality issues are managed throughout the project life cycle. In addition, a few of the quality control measures we employ are outlined below.

BEST PRACTICES

We evaluate the architect's plan, specifications, and details for constructability and provide feedback based on our best practices.

IN-HOUSE QC DEPARTMENT

We rely on our in-house QC department that maintains a library of details and systems incorporating better quality measures and new industry technologies to ensure the latest applications are implemented.

MOCKUPS

We implement mockups on every project, whether or not it is stated in the specifications. They may be stand alone or in-place. This sets the precedence for the balance of the work whether its exterior, interior, finishes, paint colors, and systems.

ADDITIONAL QUALITY CONTROL MEASURES

We use additional quality control measures, including document controls described on page 87 and Virtual Design and Construction/Building Information Modeling (VDC/BIM) described starting on page 94.

TRACKING

Production work is monitored daily to assure compliance with the contract documents and workmanship standards. Checklists are prepared and used to monitor work in progress. The trade contractors use these checklists in their quality control process. If deficiencies are found, they are documented and given a timeline for resolution and are re-worked until they are in compliance. Finally, when all work is completed in a given area, the team inspects it and signs off on the installation.

CASE STUDY: SOUND CONTROL OF INTERVIEW ROOMS

Interviewing a suspect is not only important to an investigation, but critical for the collection of evidence. A successful interview room must prevent dialogue within the room from escaping and sounds from outside from entering. **This requires a comprehensive sound, quality control process.**

During the construction of the Boynton Beach Police Department we conducted on-site acoustical testing to measure the level of reverberation in each interview room. Reverberation is the key element that causes interference with the quality of interview recordings. With the use of the on-site testing, the acoustical panel design and installation was custom made. After the installation the follow up testing confirmed significant reduction in reverberation, ensuring recorded interviews could stand up in court.



REQUIREMENT: Tab D. 13. Describe firm's close-out plan.

13. CLOSE-OUT PLAN

OVERVIEW

Risk during the post-construction/warranty period is often underestimated by many. Our Quality Control Plan requires the owner and contractor to work closely together after completion and turnover and through the warranty period.

COMMISSIONING AND INSPECTIONS

Approximately 90 days prior to the start of system commissioning testing, **the project team develops a detailed inspection schedule. This schedule and related protocols are developed with input from the design team, consultants, third party inspectors, and trade contractor/vendor inspectors.**

All permitting, inspections, and quality control are part of the daily process for Garrett, Mike, and the project team. One of the most important aspects of a project is obtaining all necessary permits. Moss has a proven track record with the Hollywood Building Department in procuring and obtaining permits. **The team's years in the industry, and specifically with public safety projects and ICC Building Codes, allows them to give feedback to the design team at early stages in the project in what will, and typically will not, work with the City's Building Department.**

Specific to this project Moss plans to bring on specialty contractors including, but not limited to, precast structures, MEP/F, and security communication systems to help the design team and the owner create the building they are looking for while achieving design and program intent.

Moss has worked with third party inspection agencies as well as **directly with the City of Hollywood on several projects** in the past and has gained success with both. Moss develops a procurement log, a detailed schedule,

and a permitting plan to identify when areas will be ready for inspection. Additionally, we work with the team to create milestones that allow the team to continue to perform work with partial permits, work in progress, and track these items with the inspection agencies in order to maintain the schedule and the quality control for the project.

Working with the architect and engineer on the project can sometimes be a challenge. **Garrett brings his eight years of experience as an architect to the project, in offering proactive solutions to topics in question.** He and his team can schedule the architect on weekly visits where multiple issues are worked out in a timely manner, thereby allowing the design team to be as efficient as possible.

Moss encourages reports be issued by the design team during their monthly walk-throughs in order to track the progress of the project, as well as the daily communication that takes place. Typically, these meetings occur before the weekly OAC meetings to keep up with the schedule. **A solid relationship with the design team, strengthened by the expertise the construction team offers, is essential to keeping the project on track and on time.**

A COLLABORATIVE APPROACH

We facilitate early involvement of the owner for a seamless transition. Our experience has shown us that maintaining a construction staff member on site to assist as needed with the transition ensures success.

Moss tailors a project specific turnover process and warranty program that provides the owner with a comfort level that their investment is not jeopardized by the facility engineering staff or an under-capitalized maintenance budget. The last thing any owner wants to experience is a significant cost event caused by an oversight in maintenance procedures.

TAB D | EXECUTION AND MANAGEMENT OF PROJECT

TRAINING PROGRAMS FOR MAINTENANCE

Overview

Operational and maintenance requirements of each project are complex, making it essential for the building engineering staff to be completely adept at maintaining every building system and preventive maintenance requirement. **We provide customized owner training to all required operations personnel and maintain communication with the City of Hollywood beyond substantial completion.**

Our typical training of maintenance staff begins well before the completion of the project. All required training is identified early. Training typically includes: security systems, maintenance and startup of all equipment, locating of all valves and switches that operate critical systems, review of warranty and operations manuals, as well as troubleshooting.

We engage a professional videographer to document the training so it can be viewed in the future. We keep records for all employees trained and what specific equipment and systems they were trained on. This information is turned over to you to make sure all the appropriate staff have been properly trained to operate their new building.

Our goal is to train as much of your staff as possible so there is a seamless transition from construction to operating the facility.

POST-OCCUPANCY SUPPORT

Moss has a comprehensive toolbox for post-occupancy report. See page 96 for more information for the building technologies available.



OFFICER TRAINING

MOSS' WARRANTY PROCESS

Our ability to develop, implement, and track maintenance, alongside a comprehensive warranty program, builds long-term protections for all members of the project.

Our warranty process begins before turnover.

We understand the warranty requirements of the project and ensure the trade contractors include appropriate warranty provisions in their contracts. Using information management tools, we maintain meticulous documentation, which ensures a seamless turnover. Along with warranty documentation, we provide operation and maintenance documentation, which specifies preventive maintenance procedures.

Upon turnover, we provide detailed communication to the owner clarifying the warranty procedures with complete contact information including the contractors by trade. Moss maintains a central point of contact for our warranty department via email at warranty-dept@moss.com, which is supported by the project team.

We pride ourselves in providing an enjoyable journey for the owners we work with, which extends well beyond the turnover and warranty period.

| PROJECT WARRANTY SERVICE REQUEST | | No.: 18 |
|---|-------|--|
| <small>Please review & provide requested information. Forward completed form to: warranty-dept@moss.com (do not fax or email) Copy Moss Warranty Dept at Fax: 954.534.5077 & Mail: warranty-dept@moss.com</small> | | |
| TRADE CONTRACTOR PROVIDED INFORMATION | | |
| 21) Received By: | Date: | Iss. Rec. ID: |
| Description of Repair(s): | | |
| Notes: | | |
| 2) Received By: | Date: | Iss. Rec. ID: |
| Description of Repair(s): | | |
| Notes: | | |
| 24) Notes: | | |
| OWNER ACKNOWLEDGEMENT (Trade Contractor shall return form to Moss with Own) | | PROJECT WARRANTY SERVICE REQUEST <small>Please review & provide requested information. Forward completed form to: warranty-dept@moss.com (do not fax or email) Copy Moss Warranty Dept at Fax: 954.534.5077 & Mail: warranty-dept@moss.com</small> |
| 25) Repairs Completed: | | OWNER PROVIDED INFORMATION |
| | | 1) Date: |
| | | 2) Project Name: |
| | | 3) Project Street Address: |
| | | 4) Project City: |
| | | 5) Project State: |
| | | 6) Project Zip Code: |
| | | 7) Point of Contact (POC) Name: |
| | | 8) POC Mail Address: |
| | | 9) POC e-mail: |
| | | 10) Hours available for inspection: |
| | | 11) Building: |
| | | 12) Floor: |
| | | 13) Unit/Room: |
| | | 14) Location in Unit/Room: |
| | | 15) Date Issue Occurred: |
| | | 16) Description of Problem: |
| | | 17) Description of Problem: |
| | | 18) Received By: |
| | | Date: |
| | | Iss. Rec. ID: |
| | | 19) Disruptive: |
| | | Trade Contractor: |
| | | 20) Problem(s) Referred to: |
| | | 21) Notes: |
| | | 22) Notes: |

WARRANTY SERVICE REQUEST FORM

TAB D | EXECUTION AND MANAGEMENT OF PROJECT

REQUIREMENT: From Section 4.2.5 Also provide information on your firm's current workload and how this project will fit into your workload.

CURRENT WORKLOAD

As you can see from our graphical representation of our current and projected workload, the timing of the City of Hollywood Police Headquarters aligns very well with our staff's availability **per the RFQ's stated estimated construction start date of early 2024.**

Currently, there are no projects that are scheduled to start or be under construction with the anticipated 2024 start.

| 2020 | | 2021 | | | | 2022 | | | | 2023 | | | | 2024 | | | | 2025 | | | | 2026 | | | |
|---|----|--|----|----|----|------|----|----|----|---|----|----|----|---------------------------------------|----|----|----|------|----|----|----|------|----|----|----|
| Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| | | | | | | | | | | | | | | City of Hollywood Police Headquarters | | | | | | | | | | | |
| Alina | | | | | | | | | | | | | | | | | | | | | | | | | |
| Temple | | Temple Beth Am | | | | | | | | | | | | | | | | | | | | | | | |
| Miami | | Miami Dolphins Training Facility | | | | | | | | | | | | | | | | | | | | | | | |
| The Mid | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sabal Palm | | | | | | | | | | | | | | | | | | | | | | | | | |
| 360 Rosemary | | | | | | | | | | | | | | | | | | | | | | | | | |
| Addison Mizner | | Addison Mizner Elementary School Modernization | | | | | | | | | | | | | | | | | | | | | | | |
| SOMI Station | | | | | | | | | | | | | | | | | | | | | | | | | |
| Landmark Doral II | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ocean Reef | | The Residence at Ocean Reef | | | | | | | | | | | | | | | | | | | | | | | |
| Monaco | | Monaco Yacht Club & Residences | | | | | | | | | | | | | | | | | | | | | | | |
| The Ray | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5775 Ocean Avenue | | | | | | | | | | | | | | | | | | | | | | | | | |
| Leon Medical Center | | | | | | | | | | | | | | | | | | | | | | | | | |
| John Knox Village | | John Knox Village Pavillion & CEP | | | | | | | | | | | | | | | | | | | | | | | |
| FIU Parkview Hall | | FIU Parkview Hall & Parking Garage Phase II | | | | | | | | | | | | | | | | | | | | | | | |
| SDPBC New Elementary School | | | | | | | | | | | | | | | | | | | | | | | | | |
| Fort Lauderdale Police Headquarters | | | | | | | | | | | | | | | | | | | | | | | | | |
| FAU AD Henderson University School & FAU HS | | | | | | | | | | | | | | | | | | | | | | | | | |
| Port Everglades | | | | | | | | | | Port Everglades Southport Infrastructure Improvements | | | | | | | | | | | | | | | |
| John Knox Village | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sunset Palms Middle School | | | | | | | | | | | | | | | | | | | | | | | | | |

TAB E | PAST PERFORMANCE REFERENCES



TAB E | PAST PERFORMANCE REFERENCES



REFERENCES

REQUIREMENT: Each firm responding to this RFQ must provide three verifiable references for projects of similar size, scope and complexity that have been completed by your firm within the last five years which demonstrate the experience of the firm and the team that will be assigned to provide services as required and as outlined in this RFQ. References for government agencies preferred. Each firm must provide the following information for each of the references provided and ensure that the contact information you are providing is up to date.

REFERENCE INFORMATION AND FORMS

The following pages provide the requested reference information outlined in Tab E, items 1-13 for both Moss and H. J. High. The corresponding reference forms are found in Tab J under item "D. References" starting on page 124.

PORT EVERGLADES TERMINAL 25 EXPANSION



See also project fact sheet on page 29.

1. CLIENT CONTACT INFORMATION

David Diaz, Owners Rep
Florida Market Lead
Jones Lang LaSalle
200 South Biscayne Blvd.,
Suite 4300
Miami, FL 33131
305-960-8449
DavidB.Diaz@am.jll.com

2. LOCATION

Hollywood, FL

3. SCOPE OF WORK

157,800-SF Expansion
for Terminal 25 at Port
Everglades in Hollywood, FL
| Active Port/Occupied Site
Construction | Coordination
with US Customs and
Border Protection Agency
| Inter-Modal and Marine
Infrastructure Improvements
| More than 18,000 SF of
Outward Facing Glass | Facial
Recognition Technology |
28% CBE Participation

4. ROLE OF FIRM

Construction Manager at Risk

5. SCHEDULE

Start: August 23, 2017
Completion: October 19, 2018

6. SIZE

157,800 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: \$90 Million
GMP: \$98,924,869

8. SAVINGS ACHIEVED

Savings in excess of \$3
million

9. % OF GMP FOR GCS/PROFIT/ OVERHEAD

13%

10. AMOUNT OF APPROVED CHANGE ORDERS

Deductive totaling \$1,638,245

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

\$1,513,858

13. PROJECT STATUS

Complete

BRIGHTLINE FT. LAUDERDALE STATION & PARKING GARAGE



See also project fact sheet on page 31.

1. CLIENT CONTACT INFORMATION

Eric Claussen
SVP, Development and
Design
All Aboard Florida/Brightline
161 NW 6th Street, Suite 900
Miami, FL 33136
305-521-4709 | eric.claussen@gobrightline.com

2. LOCATION

Fort Lauderdale, FL

3. SCOPE OF WORK

60,000-SF Train Station
| Administrative Space
| Mission-Critical
Infrastructure | DMX
Controlled RGB LED Facade
Lighting | Iconic "V" Columns
| Custom Aluminum Platform
Canopy | 208,204-SF Parking
Garage | 7 Stories | 576
Spaces

4. ROLE OF FIRM

Construction Manager at Risk

5. SCHEDULE

Start: April 21, 2015
Completion: August 11, 2017

6. SIZE

268,204 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: Client Confidential
GMP: Client Confidential

8. SAVINGS ACHIEVED

Client Confidential*

9. % OF GMP FOR GCS/PROFIT/ OVERHEAD

Client Confidential

10. AMOUNT OF APPROVED CHANGE ORDERS

Client Confidential

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

Client Confidential

13. PROJECT STATUS

Complete

*Several value engineering/savings were achieved. For example, for the canopy system, initial design concepts and budget analyses were performed. In each case, costs, constructability and aesthetics were a concern. In collaboration with one of our specialty subcontractors, we provided a unique aluminum canopy design which met the budget, constructability and aesthetic concerns.

BRICKELL WORLD PLAZA PARKING GARAGE



See also project fact sheet on page 33.

1. CLIENT CONTACT INFORMATION

Tracy Story-Goodson
Director, Management and
Leasing
Elm Spring, Inc.
600 Brickell Ave., Suite 2515
Miami, FL 33131
305-384-7116
tstory@elmspringinc.com

2. LOCATION

Miami, FL

3. SCOPE OF WORK

283,928 SF | 13 Stories | 478
Parking Spaces | Designed
for Future Swimming Pool
Construction and Pool
Side Terrace Area | Tenant
Restaurant Space | Rental
Retail Spaces | Precast
Architectural Concrete
Panels and Undulating
Perforated Metal Panels |
Color Changing LED Lights

4. ROLE OF FIRM

Construction Manager at Risk

5. SCHEDULE

Start: April 2, 2018
Completion: December 24,
2019

6. SIZE

283,928 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: \$36 Million
GMP: \$35,678,406

8. SAVINGS ACHIEVED

\$1.9 Million

9. % OF GMP FOR GCS/PROFIT/ OVERHEAD

Client Confidential

10. AMOUNT OF APPROVED CHANGE ORDERS

\$173,473

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

Client Confidential

13. PROJECT STATUS

Complete

ORLANDO POLICE DEPARTMENT COMPLEX



See also project fact sheet on page 18.

1. CLIENT CONTACT INFORMATION

Kathleen Beasley
Training Coordinator/Building
Committee
Orlando Police Department
1250 W. South Street
Orlando, FL 32805
321-235-5457
kathleen.beasley@cityoforlando.net

2. LOCATION

Orlando, FL

3. SCOPE OF WORK

Project Included 4 Facilities:
Orlando Police Department
Headquarters, Orlando Police
Crime Scene Facility, Orlando
Police Equestrian Facility,
Orlando Code Enforcement
and Records Facility

4. ROLE OF FIRM

Design-Build*

5. SCHEDULE

Start: October 2015
Completion: May 2018

6. SIZE

Size: 207,707 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: \$44,000,000
GMP: \$44,000,000

8. SAVINGS ACHIEVED

\$1,395,225

9. % OF GMP FOR GCS/PROFIT/ OVERHEAD

15%

10. AMOUNT OF APPROVED CHANGE ORDERS

Deductive totaling \$3,768,060

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

\$340,000

13. PROJECT STATUS

Complete

**H. J. High specializes in public safety/police facilities. As such the relevant projects/references provided are Design-Build. It should be noted that as the prime contractor, H. J. High was the construction manager at risk for the project.*

CITY OF KISSIMMEE PUBLIC SAFETY TRAINING CENTER



See also project fact sheet on page 20.

1. CLIENT CONTACT INFORMATION

Robert Masiku, Senior Project Manager
City of Kissimmee
101 Church Street, Suite 301
Kissimmee, FL 34741
407-624-0269
RMasiku@Kissimmee.org

2. LOCATION

Kissimmee, FL

3. SCOPE OF WORK

Emergency Operations Center | Future Fire Department Training Facility | Classroom and Defensive Tactics Lab | Firing Range | Fire Training Tower | Secure Entry | Administrative Offices | Range Master Office | Secure Gun Cleaning Stations | 162,000 SF Retention Pond

4. ROLE OF FIRM

Construction Manager at Risk

5. SCHEDULE

Start: March 2019
Completion: June 2020

6. SIZE

Size: 28,900 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: \$8,666,354
GMP: \$8,666,354

8. SAVINGS ACHIEVED

\$126,000

9. % OF GMP FOR GCS/PROFIT/OVERHEAD

11.6%

10. AMOUNT OF APPROVED CHANGE ORDERS

\$1,181,703—Fire Tower was added to scope

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

\$25,000

13. PROJECT STATUS

Complete

CITY OF COCOA BEACH POLICE HEADQUARTERS



See also project fact sheet on page 21.

1. CLIENT CONTACT INFORMATION

Wayne Carragino
Project Manager
City of Cocoa Beach
1600 Minutemen Causeway
Cocoa Beach, FL 32931
321-868-3215
WCarragino@CityofCocoaBeach.com

2. LOCATION

Cocoa Beach, FL

3. SCOPE OF WORK

Police Headquarters | Public and Secured Parking | Security Gates with Access Control | Personal Property Storage | Evidence Storage | Weapons Storage | Community Room | Break Rooms | Conference Rooms | Administration

4. ROLE OF FIRM

Design-Build*

5. SCHEDULE

Start: October 2020
Completion: October 2021
(Scheduled)

6. SIZE

23,237 GSF

7. ORIGINAL BUDGET VS. GMP

Budget: \$8.5 Million
GMP: \$7,835,141

8. SAVINGS ACHIEVED

Approximately \$200,000, but we really worked with the design team throughout preconstruction to guide the design to the budget without having to go through extensive VE exercises

9. % OF GMP FOR GCS/PROFIT/OVERHEAD

12.6%

10. AMOUNT OF APPROVED CHANGE ORDERS

N/A (under construction)

11. STOP WORK ORDERS

None

12. AMOUNT FOR PRECONSTRUCTION

\$82,500

13. PROJECT STATUS

Under construction

**H. J. High specializes in public safety/police facilities. As such the relevant projects/references provided are Design-Build. It should be noted that as the prime contractor, H. J. High was the construction manager at risk for the project.*



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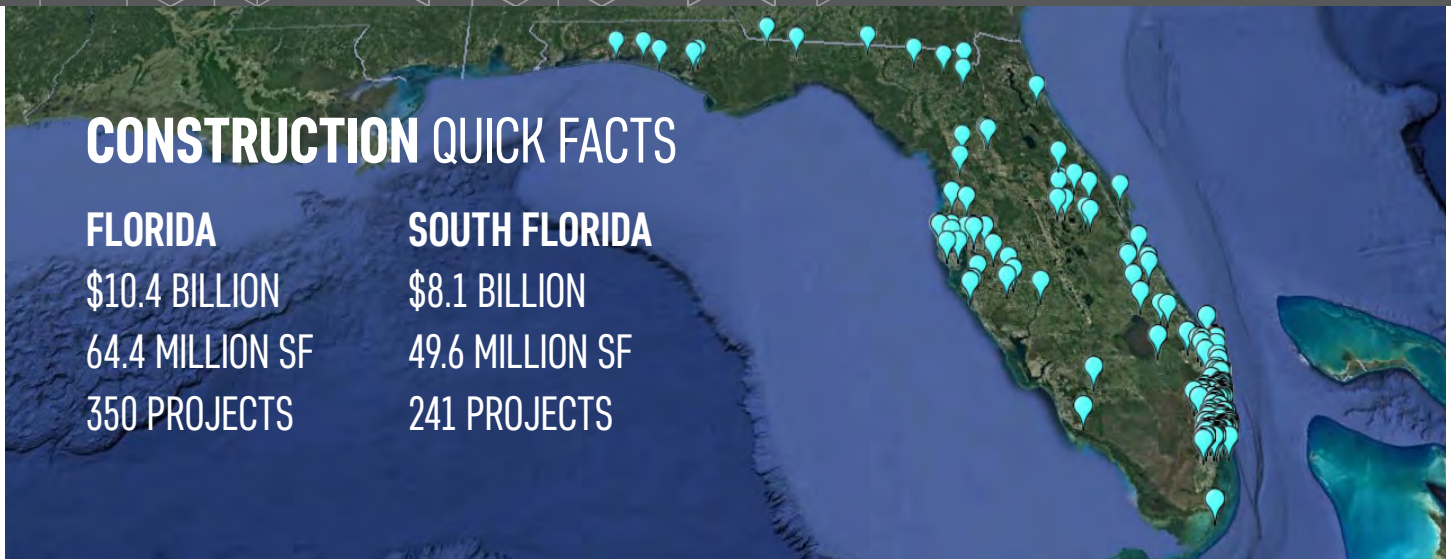
TAB F | KNOWLEDGE OF SITE AND LOCAL CONDITIONS



TAB F | KNOWLEDGE OF SITE AND LOCAL CONDITIONS



or state of being strong, in particular.
eneficial quality or **attribute** of a
g.



CONSTRUCTION QUICK FACTS

FLORIDA

\$10.4 BILLION

64.4 MILLION SF

350 PROJECTS

SOUTH FLORIDA

\$8.1 BILLION

49.6 MILLION SF

241 PROJECTS

SITE KNOWLEDGE AND REQUIREMENTS

REQUIREMENT: Tab F. Demonstrate knowledge of the site, State, County, and City requirements, codes, and ordinances.

KNOWLEDGE OF STATE, COUNTY, AND CITY REQUIREMENTS, CODES, AND ORDINANCES

As mentioned throughout this proposal, as the **number one contractor in Florida with \$2.8 billion of construction in Broward County, and \$794 million of construction in Hollywood**, we understand the the state, county, and city requirements.

We also have experience with the local permitting agencies, including working with Dean Decker and his building department. Also see "3. Navigating Permitting Protocols" on page 36.

CLIMATE CHANGE AND RELATED EXPERIENCE

Tab F. 1. Construction Manager At Risk must demonstrate experience working in local areas affected by low elevation lines, points and as well as areas prone to hurricanes wind forces. Provide an overview of your understanding of the City's vulnerability to the effects of climate change and sea level rise and your goal to address resiliency through projects assigned to your firm.

1. EXPERIENCE WORKING IN LOCAL AREAS AFFECTED BY LOW ELEVATION LINES, POINTS, AND PRONE TO HURRICANE WIND FORCES

Moss has unmatched experience working in local areas affected by low elevation lines, points, and those prone to hurricane force winds. The map above shows our projects. As you can see there is a concentration of projects along the coastline. Specifically, of the \$10.4

billion of construction in Florida—nearly 80% of those projects are in South Florida and along the coastline.

South Florida has some of the most stringent requirements regarding design and construction standards due to areas prone to flooding and hurricane strength winds.

We have a proven track record for building along the coast line, and we understand the requirements and standards set forth.

REQUIREMENT: From Section 4.2.3: Provide an overview of your understanding of the City's vulnerability to the effects of climate change and sea level rise and your goal to address resiliency through projects assigned to your firm.

CLIMATE CHANGE, SEA LEVAL RISE, AND ADDRESSING RESILIENCY

We live and work in South Florida and understand the City's vulnerability to the effects of climate change and sea level rise. Recently, we experienced the effects of what became Hurricane Eta with 12" of rain in some areas.

Published by the International Code Council (ICC), ICC/ NSSA Standard for the Design and Construction of Storm Shelters (ICC 500), is a referenced standard in the International Codes. With approved changes to these standards in 2020, the ICC 500 provides the minimum requirements to safeguard public health, safety, and general welfare relative to the design, construction, and installation of storm shelters constructed for protection from high winds associated with tornadoes and hurricanes. This standard is intended for adoption by government agencies and organizations for use in

TAB F | KNOWLEDGE OF SITE AND LOCAL CONDITIONS

conjunction with model codes to achieve uniformity in the technical design and construction of storm shelters.

ICC 500 sets forth requirements for a range of topics related to the design and construction of storm shelters, including administrative items, structural design criteria, siting requirements, occupancy and egress requirements, essential features, and test methods for impact and pressure testing. A brief checklist of hurricane hardening activities include:

- Improvements to the building structure
- Improvements to building openings
- Hurricane impact-rated doors
- Hurricane impact-rated windows with impact-resistant glass
- Reinforced roof systems
- Reinforced wall structures that meet or exceed high-velocity impact codes
- Independent emergency power systems (generators) for 100% backup
- Potable water storage system
- Fuel storage system
- Systems redundancy
- Other systems that will sustain the facility for 3–5 days

Please also see "Hardened Facility" on page 74 for an overview of some critical aspects related to constructing your police headquarters.

As a contractor founded and based in Fort Lauderdale, we are well-aware of the demanding design and construction requirements unique to these zones. You can count on us to deliver your police headquarters, capable of maintaining full operational functionality.



The Auberge, a 2-tower, residential highrise with a 2-level, below-grade parking garage was built in Fort Lauderdale along the coast and within the Coastal Construction Control Line (CCCL), demonstrating our ability and knowledge to build to strict standards and areas prone to hurricanes.

REQUIREMENT: Tab F. 2. Knowledge of local subcontractors and suppliers, capable of supplying quality workmanship and materials.

2. KNOWLEDGE OF LOCAL SUBCONTRACTORS AND SUPPLIERS

As mentioned above and described in Tab B under Experience and Understanding of Local Contractors on "Understanding Regarding Local Subcontractors and Bidding Conditions" on page 42, we have **over \$8 billion of construction in South Florida with approximately \$500 of construction annually.**

We also have comprehensive experience working with CBE and M/WBE contractors, including those located in the City of Hollywood. See "Proven Track Record" on page 84 for more information.

REQUIREMENT: Tab F. 3. Knowledge of local permitting agencies, procedures, testing protocols.

3. KNOWLEDGE OF LOCAL PERMITTING AGENCIES, PROCEDURES, AND TESTING PROTOCOLS

Please see response under "Knowledge of State, County, and City Requirements, Codes, and Ordinances" on page 113.

REQUIREMENT: Tab F. 4. Construction constraints due to non-documented underground utility lines and other existing non documented but commonly occurring constructing elements unforeseen conditions.

4. CONSTRUCTION CONSTRAINTS DUE TO NON-DOCUMENTED ELEMENTS

Nearly every construction project has non-documented elements. Our multi-faceted approach to mitigate these risks include the following:

- Conduct Research—Leverage relationships with local utilities and review historical surveys
- Survey—Perform our own underground location survey of the project site
- Exploratory Excavation—Determine the type and status of underground utilities
- Notification and Protection—Clearly mark the location and type of underground line, discuss in trade meetings, and monitor via on-site supervision
- Contingency Planning—Develop a plan for unplanned disconnection of service or gas leak (clearly identified shut off valves, backup generators, alternate hookups)
- Communicate—Carefully coordinate any work on or adjacent to these utilities with the utility companies and all stakeholders (e.g., employees of existing police headquarters and surrounding residents and neighboring businesses)



TAB G | LOCATION OF FIRM'S OFFICE



LOCATION OF OFFICE

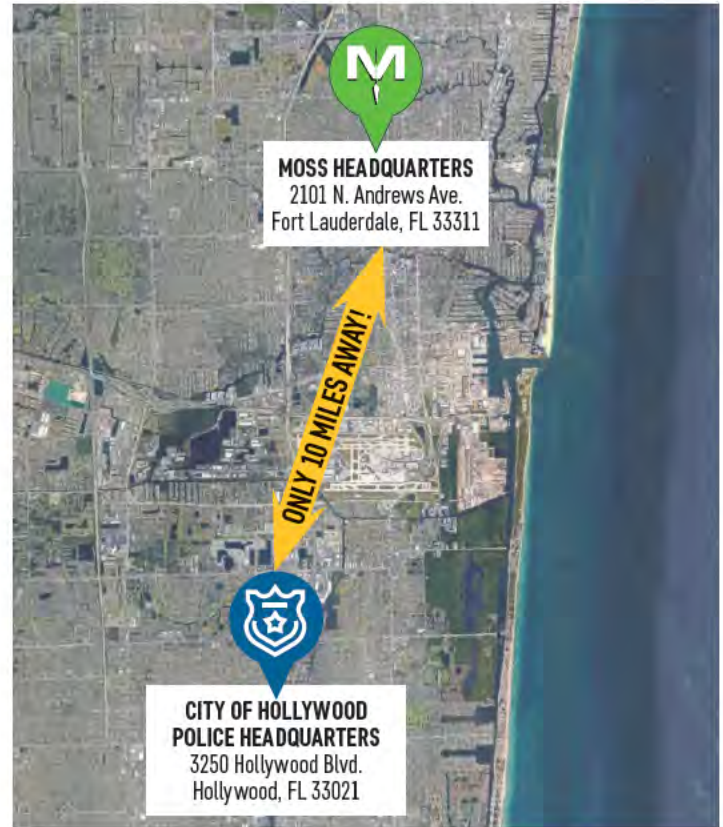
Ranking will be based on proximity of the office that will perform the work to the City of Hollywood. 5 points – Office located in Broward County or similar distance in adjacent County; 3 points – Office located in farther reaches of Miami Dade or Palm Beach Counties; 2 points – Office located in the State of Florida (outside of tri-county area); 1 points – Office located outside the State of Florida.

MOSS' OFFICE LOCATION

Moss is located in Fort Lauderdale, just 12 miles from the project site.

Our principals take pride in the Moss culture and enjoy meeting with clients regularly. Our owners are actively involved in the business. They, along with Brett Atkinson, Randy Spicer, Jr., and the entire proposed operations team is based out of Moss' headquarters.

We understand the importance of staying connected with the community, and we are best positioned to provide immediate accessibility to our owners, executive staff, and project staff from project award well beyond turnover.





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November 13, 2020

Ginah Joseph, Procurement Contracts Officer
Paul Bassar, Contract Compliance Officer
City of Hollywood
2600 Hollywood Blvd
Hollywood, FL 33020

RE: Tab H | Financial Resources

Each Proposer shall provide a financial summary statement in writing, signed by a duly authorized representative, stating the present financial condition of the Proposer, and disclosing information as to Proposer's involvement in any prior or current bankruptcy proceedings.

Dear Ms. Joseph and Mr. Bassar,

CURRENT FINANCIAL SUMMARY STATEMENT

Moss has a strong financial position with equity in excess of \$50 million. Based on the strength of our balance sheet and our relationships and capabilities, Moss can bond individual projects in excess of \$250 million.

In addition, Moss uses "Contractor Score" as a third-party reference for Moss' financial condition. Moss has the highest possible Contractor Score of 2500 based on Moss' recent annual financial statements. The score is calculated without subjectivity or bias with an emphasis on liquidity, working capital, leverage and profitability of the most recent fiscal year and fiscal quarter as it relates to the existing backlog.

INVOLVEMENT IN CURRENT BANKRUPTCY PROCEEDINGS

Moss is not involved in any prior or current bankruptcy proceedings.

REFERENCES AND POINT OF CONTACT

For additional information, I am also providing our bank reference.

Cheryl Huey, Vice President
BB&T Branch Banking & Trust Company
110 E. Broward Boulevard, 21st Floor
Fort Lauderdale, FL 33301
CHuey@BBandT.com
Phone: 954-233-0441

Should you have any additional questions, please contact me at 954-524-5678 or jclarkson@mosscom.com.

Sincerely,

Joanna Clarkson
Vice President of Finance

CONTRACTOR SCORE
KNOW THE SCORE

Certification

The Contractor Score is an empirical tool derived from the contractor's documented and verified information. It is based on objective calculations without subjectivity or bias. The main goal of Contractor Score is to provide a concise gauge whereby customers may evaluate the short-term liquidity and management capacity of the contractor relative to its own needs. It is not a bond nor guarantee of performance. The emphasis is on liquidity, working capital, leverage and profitability of the most recent fiscal year and fiscal quarter as it relates to the existing backlog. Available funds contributing to the liquidity may be internal or external.

Moss & Associates, LLC
2101 N Andrews Ave #300
Fort Lauderdale, FL 33311

Has a Contractor Score of
2500*

(Effective Date as of Latest Financial Statements Submitted)
December 31, 2019

0 - 350 Weak 350 - 650 Fair 650 - 1000 Good Over 1000 Excellent

*Represents the maximum Contractor Score. The actual Contractor Score will be equal to or exceed 2500.



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LEGAL PROCEEDINGS

REQUIREMENT: Provide a list of legal proceedings against your firm in the last five years.

Legal proceedings against our firm are provided in this section; see "Lawsuits" section below.

REQUIREMENT: 1. Arbitrations: List all construction arbitration demands filed by or against your firm in the last five years, and identify the nature of the claim, the amount in dispute, the parties, and the ultimate resolution of the proceeding.

ARBITRATIONS

In March 2016, Moss filed a lawsuit against First Solar, LLC for wrongful contract termination. A panel of arbitrators found in favor of Moss and the matter was closed in June 2017.

REQUIREMENT: 2. Lawsuits: List all construction related lawsuits (other than labor or personal injury litigation) filed by or against your firm in the last five years, and identify the nature of the claim, the amount in dispute, the parties, and the ultimate resolution of the lawsuit.

LAWSUITS

Please see the litigation list of closed and pending cases on the following page.

REQUIREMENT: 3. Other Proceedings: Identify any lawsuits, administrative proceedings, or hearings initiated by the National Labor Relations Board or similar state agency in the past five years concerning any labor practices by your firm. Identify the nature of any proceeding and its ultimate resolution. Identify any lawsuits, administrative proceedings, or hearings initiated by the Occupational Safety and Health Administration concerning the project safety practices of your company in the last five years. Identify the nature of any proceeding and its ultimate resolution.

OTHER PROCEEDINGS

There are no lawsuits, administrative proceedings, or hearings initiated by the National Labor Relations Board or similar state agency in the past five years concerning any labor practices by Moss. There are no lawsuits, administrative proceedings, or hearings initiated by the Occupational Safety and Health Administration concerning project safety practices by Moss in the last five years.

4. Bankruptcies: Has your firm or its parents or any subsidiaries ever had a Bankruptcy Petition filed in its name, voluntarily or involuntarily? (If yes, specify date, circumstances, and resolution).

BANKRUPTCIES

No—Moss nor any subsidiaries have ever had a bankruptcy petition filed in its name, voluntarily or involuntarily.

5. Has a contract to which you were a party even been terminated by the other party?

CONTRACT TERMINATION

Yes. Taub Entities-St. Pete, LLC hired another contractor without terminating Moss' contract. Moss filed suit against First Solar LLC for wrongful contract termination.

6. Have you ever had to use bonding monies to complete a project or to pay a subcontractor or supplier?

USE OF BONDING MONIES

No—Moss has never had to use bonding monies to complete a project or to pay a subcontractor or supplier.

TAB I | LEGAL PROCEEDINGS AND PERFORMANCE

LITIGATION LIST

CLOSED CASES

| Amount Claimed | Project Name | Caption & Case # | Category | Subject of Litigation | Date Disposed | Relevant Court | Status |
|----------------|------------------------------------|--|---------------------|---|---------------|---|---------|
| Unspecified | Ivy Condominium | The Ivy Condominium Association, Inc. v. Miami River, LLC, et al. (Case No. 13-12053 CA 24) | \$558 Claim | Typical condo statutory warranty claim | Mar-18 | 11th Judicial Circuit, Miami-Dade County (Civil) | Closed |
| >\$15,000 | Circle Bayshore | Moss & Associates, LLC v. Concrete Service Solutions, LLC v. Moss & Associates, LLC and MSA Architects, Inc., et al. (Case No. 14-CA-010416) | Construction Defect | Subcontractor failure to perform | Feb-16 | 13th Judicial Circuit, Hillsborough County (Civil) | Closed |
| >\$1 million | Mint Condominium | Mint Condominium Association, Inc. vs. Key Miami River II LLC, et al. (Case No. 14-026819-CA-01) | \$558 Claim | Typical condo statutory warranty claim | Mar-18 | 11th Judicial Circuit, Miami-Dade County (Civil) | Closed |
| Unspecified | Bliss Condominium | Moss & Associates, LLC v. Taub Entities-St. Pete, LLC (Case No. 15-5486-CI-7) | Contract Dispute | After considerable delay, Owner hired another contractor without terminating Moss contract. | Oct-17 | 6th Judicial Circuit, Pinellas County (Civil), 2nd District Court of Appeal, State of Florida | Closed |
| Unspecified | Decatur Parkway Solar Project | Moss & Associates, LLC v. E Light Electric Services, Inc. (Case No. 2016CV270983); E Light Electric Services, Inc. v. Moss & Associates, LLC (Case No. 1:16-CV-30) | Contract Dispute | Declaratory judgment regarding enforceability of releases provided by subcontractor | Jul-17 | Superior Court of Fulton County, GA; US District Court for the Middle District of GA, Albany Div. | Closed |
| \$14,989.24 | Texas A & M | Service Steel Warehouse Co., L.P. v. Moss & Associates, LLC, et al. (Case No. 15-CV-1035) | Payment Claim | Subcontractor payment claim. | Mar-16 | 122nd Judicial District, District Court of Galveston County, TX | Closed |
| Unspecified | Decatur Parkway Solar Project | Moss & Associates, LLC v. First Solar, LLC (Case No. 50-20-1400-0232) | Contract Dispute | Wrongful contract termination - Panel of 3 arbitrators found in favor of Moss and against First Solar | Jun-17 | American Arbitration Association | Closed |
| Unspecified | Downtown Dadeland | Downtown Dadeland Master Association, Inc. v. Allied Tube & Conduit Corporation, et al. | Misc. | Defective CPVC | Feb-17 | 11th Judicial Circuit, Miami-Dade County (Civil) | Closed |
| >\$15,000 | Via Mizner | Sentinel Maintenance of South Florida, LLC v. Moss & Associates, LLC | Construction Defect | Subcontractor payment claim. Replaced subcontractor due to performance failures. | Aug-17 | 15th Judicial Circuit, Palm Beach County | Closed |
| Unspecified | Decatur Parkway Solar Project | Oxford Construction Co. v. Moss & Associates, LLC (Case No. 1:17-cv-00042-LJA) | Payment Claim | Subcontractor dispute related to Owner non-payment | Jul-17 | U.S. District Court for the Middle District of GA | Closed |
| \$212,874 | Via Mizner | Ceco Concrete Construction, LLC v. Moss & Associates, LLC, et al. (Case No. 502017 CA 009845 XX MB) | Payment Claim | Subcontractor filed bond claim to preserve its lien rights. Sub paid when owner paid Moss | Oct-17 | 15th Judicial Circuit, Palm Beach County | Closed |
| \$70,344 | Auberge | Gerdau Ameristeel US Inc v. Moss & Associates, LLC (Case #CACE-18-009385 Div 14) | Payment Claim | Dispute over materials delivered and amount owed Subcontractor | Jun-18 | 17th Judicial Circuit, Broward County | Closed |
| Unspecified | Gala Solar Farm Prineville, Oregon | EC Company v. Moss and Associates, LLC et al. (Case No. 18CV21945) | Payment Claim | Breach of Contract, Private Prompt Pay Act, Quantum Meruit | Sep-18 | Oregon for the County of Crook | Closed |
| Unspecified | Riva | Moss & Associates, LLC v. L'Arte Della Cucina, LLC et al. (Case #CACE18003775) | Construction Defect | Breach of Contract, Breach of Performance Bond | Dec-18 | 17th Judicial Circuit, Broward County | Closed |
| Unspecified | SLS Lux Brickell Heights | CityPlace South Tower Condominium Association, Inc. v. CityPlace South Tower, LLC, et al. (Case No. 502016CA009609XXXXMB) | \$558 Claim | Warranty Claim re: Roof and Roof System | Aug-20 | 15th Judicial Circuit, Palm Beach County | Settled |

PENDING CASES

| Amount Claimed | Project Name | Caption & Case # | Category | Subject of Litigation | Date Filed | Relevant Court | Status |
|------------------------|-----------------------------------|--|------------------------------------|---|------------|---|---------|
| Unspecified | Lexi Condominium | Lexi Condominium Assn., Inc. vs. Kobi Karp Architecture & Interior Design, Inc., et al., (Case No. 12-24986) | \$558 Claim | Typical condo statutory warranty claim | Jan-14 | 11th Judicial Circuit, Miami-Dade County (Civil) | Pending |
| \$204,867 \$149,489 | Brickell Heights 1010 Brickell | New Door Installation, LLC v. Moss & Associates, LLC, et al. (CACE-17-018484 (14) and CACE-17-018488 (14)) | Payment Claim | Claim on a payment bond alleging nonpayment for installation of doors and hardware to the project; sub's work was defective | Oct-17 | 17th Judicial Circuit, Broward County | Pending |
| Unspecified | The Crane at Altamonte Springs | Moss & Associates, LLC v. ATC Lakeside Development, LLC, et al. (Case No. 2018-CA-02589-14C-K) | Contract Dispute | Breach of Contract, Breach of Third Party Beneficiary Contract, Lien Foreclosure, Unjust Enrichment | Sep-18 | 18th Judicial Circuit in and for Seminole County, Florida | Pending |
| Unspecified | Via Mizner | Moss & Associates, LLC v. Via Mizner Owners I, LLC and Camino Investments Holdings Limited Partnership | Contract Dispute | Breach of Contract; Imposition and Foreclosure of Equitable Lien | Apr-19 | 15th Judicial Circuit, Palm Beach County | Pending |
| >\$1,000,000 | 5300 Paseo | Moss & Associates, LLC, et al. v. Dezca Enterprises (Case No. 2020-003108-CA-01) | Contract Dispute; Payment Claim | Claim against defaulted subcontractor | Feb-20 | 11th Judicial Circuit, Miami-Dade County (Civil) | Pending |
| Unspecified | 1010 Brickell | Drywall & Partitions LLC as Assignee for Caceres Interior Partitions Inc. v. Moss & Associates, LLC (Case No. 2020-009838-CA-01) | Contract Dispute; Payment Claim | Breach of Contract, Quantum Meruit, Unjust Enrichment | May-20 | 11th Judicial Circuit, Miami-Dade County (Civil) | Pending |



TAB J | REQUIRED FORMS



A. DRUG FREE WORK PLACE PROGRAM

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the state or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

SIGNATURE

Moss & Associates, LLC

NAME OF COMPANY

Randy Spicer, Jr.

PRINTED NAME

RFQ/RFP/ITB Number: RFQ 4642-20-DCM Title: Construction Manager at Risk for New Police Headquarters

B. CERTIFICATIONS REGARDING DEBARMENTS AND SUSPENSIONS

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of federal benefits by a state or federal court, or voluntarily excluded from covered transactions by any federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (federal, state, or local) terminated for cause or default.

Applicant Name and Address:

Moss & Associates, LLC

2101 N. Andrews Ave.

Fort Lauderdale, FL 33311

Application Number and/or Project Name:

RFQ-4642-20-DCM | Construction Manager at Risk for New Police Headquarters

Applicant IRS/Vendor Number: Employer Identification Number: 73-1699834

Type/Print Name and Title of Authorized Representative:

Randy Spicer, Jr.

Signature:



Date:

November 19, 2020

RFQ/RFP/ITB Number: RFQ-4642-20-DCM

Title: Construction Manager at Risk for New Police Headquarters

C. NON-COLLUSION AFFIDAVIT

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

NON-COLLUSION AFFIDAVIT

STATE OF: Florida

COUNTY OF: Broward, being first duly sworn, deposes and says that:

- (1) He/she is Randy Spicer, Jr. of Moss & Associates, LLC, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract, and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)  Vice President
Title


Subscribed and sworn to before me this

20 day of November, 2020

My commission expires:




RFQ/RFP/ITB Number: RFQ-4642-20-DCM Title: Construction Manager at Risk for New Police Headquarters

D. REFERENCES

The following pages provide the requested reference forms for both Moss and H. J. High—completed by the clients. The reference details requested under "Tab E | Past Performance References" begin on page 109.

| | | |
|--------------------------------|----------------------------|---------------------|
| Solicitation # RFQ-4642-20-DCM | City of Hollywood, Florida | Bid RFQ-4642-20-DCM |
|--------------------------------|----------------------------|---------------------|



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Moss & Associates, LLC | Cruise Terminal 25 - Port Everglades

Firm giving Reference: Jones Lang LaSalle Americas, Inc.

Address: 200 South Biscayne Boulevard, Suite 4300 | Miami, Florida 33131

Phone: O: (305) 960-8449 | M: (786) 877-8332

Fax: N/A

Email: DavidB.Diaz@am.jll.com

1. **Q:** What was the dollar value of the contract?
A: \$98,924,869 USD

2. Have there been any change orders, and if so, how many?
A: 2 Deductive (Total Value \$1,638,245 USD)

3. **Q:** Did they perform on a timely basis as required by the contract?
A: Yes

4. **Q:** Was the project manager easy to get in contact with?
A: Yes


5. **Q:** Would you use them again?
A: Yes

6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)
A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. **Q:** Is there anything else we should know, that we have not asked?
A: Solutions oriented contracted that is mindful of project schedule and budget.

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: David B. Diaz Title: PDS Florida Market Lead

Signature:  Date: November 12, 2020

10/20/2020 3:25 PM

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Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Moss & Associates, LLC
Project: Brightline Fort Lauderdale Station and Parking Garage

Firm giving Reference: Brightline

Address: 161 NW 6th Street, Suite 900, Miami, FL 33136

Phone: 305-521-4709, Cell: 305-815-8381

Fax: _____

Email: eric.claussen@gobrightline.com

1. Q: What was the dollar value of the contract?

A: Client Confidential

2. Have there been any change orders, and if so, how many?

A: Yes. There were 32 total change orders.

3. Q: Did they perform on a timely basis as required by the contract?

A: YES

4. Q: Was the project manager easy to get in contact with?

A: VERY MUCH SO, THE PM WAS OFFICED ON SITE

5. Q: Would you use them again?

A: YES, ALREADY HAVE - A 24 STORY/270 UNIT RESIDENTIAL TOWER IN WPB

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: THE SUCCESS OF OUR PARTNERSHIP WITH MOSS STARTED WITH PRE-CONSTRUCTION, THEN AGREEING FEE % & GENERAL CONDITIONS, THEN OPEN-BOOK

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion. BUY-OUT OF SUBS.

Name: Eric Claussen Title: SVP, Development & Design

Signature: [Signature] Date: 11/13/20

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Moss & Associates, LLC

Firm giving Reference: Elm Spring, Inc

Address: 600 Brickell Ave., Suite 2515, Miami, FL 33131

Phone: 305.384.7116

Fax: _____

Email: tstory@elmspringinc.com

1. Q: What was the dollar value of the contract?

A: **\$35,799,441**

2. Have there been any change orders, and if so, how many?

A: **21 addition/deletion change orders netting a total change in costs of \$173,473**

3. Q: Did they perform on a timely basis as required by the contract?

A: **Yes**

4. Q: Was the project manager easy to get in contact with?

A: **Yes, our entire team was phenomenal to work with.**

5. Q: Would you use them again?

A: **Absolutely**

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: **The entire Moss team was wonderful to work with - always positive, always communicative and always professional. The Moss team had a solution driven mindset that made my job as one of the owner's representative so much easier. The team kept us informed, answered my countless questions and were always fair and clear when discussing costs and options - there were no surprises after the fact. Also, the site team kept the jobsite so very clean - it was cleaner than many of my interior projects. These are such small things but they speak volumes about the team leadership on this job and the Moss organization.**

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Tracy Story Goodson Title: Director, Management and Leasing

Signature:  Date: 11/4/2020

10/20/2020 3:25 PM

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Solicitation # RFQ-4642-20-DCM



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: H.J. High

Firm giving Reference: Orlando Police Department

Address: 1250 W. South Street, Orlando, FL 32805

Phone: 321-235-5457 / 407-246-2470 main line

Fax: 407-246-3933

Email: kathleen.beasley@cityoforlando.net

1. Q: What was the dollar value of the contract?

A: \$44,000,000

2. Have there been any change orders, and if so, how many?

A: There were many change orders during the construction phase.

3. Q: Did they perform on a timely basis as required by the contract?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes always on site and available by phone.

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A:

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Kathleen Beasley Title: Trng Coord/Building Committee

Signature: Kathleen Beasley Date: 11/10/2020

Solicitation # RFQ-4642-20-DCM



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: _____

Firm giving Reference: City of Kissimmee

Address: 101 Church Street, Kissimmee, Florida 34741,

Phone: (407)518-2174

Fax: _____

Email: RMasiku@Kissimmee.org

1. Q: What was the dollar value of the contract?

A: \$9,959,357.03

2. Q: Have there been any change orders, and if so, how many?

A: Yes. eight (8).

3. Q: Did they perform on a timely basis as required by the contract?

A: Yes

4. Q: Was the project manager easy to get in contact with?

A: Yes

5. Q: Would you use them again?

A: Yes

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know that we have not asked?

A: HJ High quickly adapted to schedule changes from the COVID Crisis and other subcontractors in order to keep the schedule on time and aligned with the overall project schedule. They were exceptionally accommodating when dealing with unforeseen conditions and potential change orders. I recommend them and look forward to working with them again.

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Robert Tanaka Masiku Title: Design and Construction Manager

Signature: Robert Masiku Date: 11/16/2020

Robert Tanaka Masiku

Digitally signed by Robert
Tanaka Masiku
Date: 2020.11.16 08:01:34
-05'00'

Solicitation # RFQ-4642-20-DCM



REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: HJ HIGH CONSTRUCTION

Firm giving Reference: CITY OF COCOA BEACH, FL

Address: 1600 MINUTEMEN CSWY, COCOA BEACH, FL 32931

Phone: 321-868-3215

Fax: 321-868-3379

Email: WCARRAGINO@CITYOF COCOA BEACH.COM

1. Q: What was the dollar value of the contract?

A: \$8,861,706

2. Have there been any change orders, and if so, how many?

A: NONE

3. Q: Did they perform on a timely basis as required by the contract?

A: YES

4. Q: Was the project manager easy to get in contact with?

A: YES - VERY RESPONSIVE

5. Q: Would you use them again?

A: DEFINITELY

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: GREAT COMPANY TO WORK WITH!

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: WAVE CARRAGINO Title: PROJECT MANAGER

Signature: [Signature] Date: 11/10/20

E. STATEMENT OF QUALIFICATION CERTIFICATION

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

STATEMENT OF QUALIFICATION CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Moss & Associates, LLC

Name/Principal/Project Manager: Randy Spicer, Jr., Vice President (officer of the company)

Address: 2101 N. Andrews Ave.

City: Fort Lauderdale State: FL Zip: 33311

Telephone No. 954-524-5678 FEIN/Tax ID No. 73-1699834 Email: rspicerjr@mosscom.com

Does your firm qualify for MBE or WBE status: MBE ☐ WBE ☐

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

| Addendum No. | Date Issued | Addendum No. | Date Issued |
|--------------|-------------|--------------|-------------|
| N/A | | | |
| | | | |

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. If this section does not apply to your bid, simply mark N/A. **If submitting your response electronically through BIDSINC you must click the exception link if any variation or exception is taken to the specifications, terms and conditions.**

Moss would like to discuss with the City the addition of the following term to the contract: Right to terminate if work is suspended after agreed upon period of time

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, hereby agrees that in no event shall the City's liability for respondent's indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of five hundred dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Randy Spicer, Jr.

Name (printed)

November 20, 2020

Date:



Signature

Vice President

Title

F. SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A)

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA STATUTES ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood
by Randy Spicer, Jr. for Moss & Associates, LLC
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 2101 N. Andrews Ave., Fort Lauderdale, FL 33311
and if applicable its Federal Employer Identification Number (FEIN) is 73-1699834. If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement. **(Social Security Number Redacted)**

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based upon information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (please indicate which statement applies)

☒ Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO PROJECT OF ANY CHANGE IN THE INFORMATION CONTAINED ON THIS FORM.

Sworn to and subscribed before me this 20 day of November, 2020.
Personally known X
Or produced identification _____
Notary Public-State of Florida
N/A My commission expires _____
(Type of identification)

(Printed, typed or stamped commissioned name of notary public)



RFQ/RFP/ITB Number: RFQ-4642-20-DCM Title: Construction Manager at Risk for New Police Headquarters

HOLD HARMLESS AND INDEMNITY CLAUSE

Solicitation # RFQ-4642-20-DCM

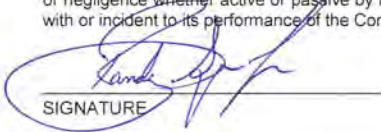
City of Hollywood, Florida

Bid RFQ-4642-20-DCM

HOLD HARMLESS AND INDEMNITY CLAUSE

(Company Name and Authorized Representative's Name)

Moss & Associates, LLC, the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the Contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the Contract.


SIGNATURE

Randy Spicer, Jr.
PRINTED NAME

Moss & Associates, LLC
COMPANY OF NAME

November 19, 2020
DATE

Failure to sign or changes to this page shall render your bid non-responsive.

SOLICITATION, GIVING, AND ACCEPTANCE GIFTS POLICY

Solicitation # RFQ-4642-20-DCM

City of Hollywood, Florida

Bid RFQ-4642-20-DCM

SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

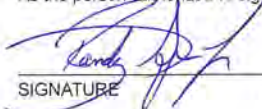
City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use
- Tangible or intangible personal property, or its use
- A preferential rate or terms on a debt, loan, goods, or services
- Forgiveness of indebtedness
- Transportation, lodging, or parking
- Food or beverage
- Membership dues
- Entrance fees, admission fees, or tickets to events, performances, or facilities
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate
- Other personal services for which a fee is normally charged by the person providing the services
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of the Contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.

 _____
SIGNATURE PRINTED NAME Randy Spicer, Jr.

Moss & Associates, LLC _____
NAME OF COMPANY TITLE Vice President

Failure to sign this page shall render your bid non-responsive.





CMAR MINIMUM QUALIFICATIONS

REQUIREMENT: All firms responding to this RFQ, in order to be considered, must demonstrate and submit along with the RFQ submittal the following requirements stated below. Provide a section with your firm's response labeled "CMAR Minimum Qualification Requirements" providing the following information:

1. Years in Business: Provide documentation showing your firm has a minimum of (8) years in business as a General Construction Company.

1. YEARS IN BUSINESS

Moss & Associates, LLC was formed 16 years ago on March 24, 2004 as documented on the State of Florida's Certificate of Status. Moss' primary line of business is general construction and has been performing general construction since its inception.

2. Licenses: Firm is licensed under Florida Statutes 489 and provide proof with submission..

2. LICENSES

See "Required Licenses and Certifications" on page 8 in Tab A | Executive Summary and Company Information.

3. Provide a letter on your firm's letterhead indicating your firm has a minimum of five successfully completed projects that required LEED Building Certification.

3. LEED-CERTIFIED PROJECTS

See letter on page 132.

4. Provide a letter on your firm's letterhead stating your firm's experience in Construction Management at Risk project delivery methodology and provide a list of projects of similar scope and complexity completed within the last five years.

4. CMAR PROJECT EXPERIENCE

See letter on page 132.

5. Bonding Capacity: Provide documentation of your firm's total and single project bonding capacity and the name and current financial rating (A.M. Best) of the surety company utilized by your firm. Proposers shall have a single project bonding capability of at least Fifty Million Dollars (\$50,000,000.00) with a surety company with an A.M. Best rating of AA or better.

5. BONDING CAPACITY

See surety letter on page 139.

State of Florida Department of State

I certify from the records of this office that MOSS & ASSOCIATES, LLC is a limited liability company organized under the laws of the State of Florida, filed on March 23, 2004, effective March 24, 2004

The document number of this limited liability company is L04000022199

I further certify that said limited liability company has paid all fees due this office through December 31, 2020, that its most recent annual report was filed on May 11, 2020, and that its status is active

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Eleventh day of May, 2020



Randy Be
Secretary of State

Tracking Number: 1383586458CC

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

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



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November 19, 2020

Ginah Joseph, Procurement Contracts Officer
Paul Bassar, Contract Compliance Officer
City of Hollywood
2600 Hollywood Blvd
Hollywood, FL 33020

RE: CMAR Minimum Qualifications, Item #3 LEED-Certified Projects

REQUIREMENT 3. Provide a letter on your firm's letterhead indicating your firm has a minimum of five successfully completed projects that required LEED Building Certification.

Dear Ms. Joseph and Mr. Bassar,

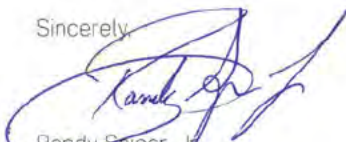
Building energy and resource-efficient structures not only benefits the City of Hollywood through long-term cost reductions, but also strongly benefits the environment through decreased production of waste, energy, water, and other resources. **The Moss team has constructed over \$1.7 billion of LEED-certified projects nationally, \$1.6 billion of which are located in Florida.** Through our extensive experience completing projects with an emphasis placed on LEED certification, Moss offers the City of Hollywood our industry knowledge of best practices in construction of projects with similar scope. **Of our team's 27 LEED certified projects, six are certified Gold or pursuing Gold, and 18 are certified Silver. Over 6.4 million square feet of our projects have been awarded LEED certification, and we are committed to continuing this trend through the construction of more sustainable properties.**

The City of Hollywood can feel confident that Moss will meet their LEED certification requirements because our proposed team includes LEED Accredited Professionals who take a responsible approach to sourcing materials and products on behalf of our clients and design partners. These team members are invested in understanding how and where these items were sourced by tracing them up their respective supply chains. **As your construction manager, we will provide sustainability obligations to potential subcontractors during the bidding process and require them to demonstrate compliance and offer suggestions when feasible.** The list below offers a small selection of Moss' projects that have achieved LEED certification:

- GSA U. S. Citizenship and Immigration Service Centers (Five Different Buildings/Locations) - LEED Silver
- Marlins Park - LEED Gold
- Fort Lauderdale New Concourse A & Terminal 1 Renovation - LEED Silver
- Florida International University Wellness & Recreation Center - LEED Silver
- Florida International University Parkview Hall & Parking Garage - LEED Silver

As you can see from the sampling, Moss meets the minimum qualifications of successfully completing five projects that require LEED certification. Through our expertise in sustainable strategies and building practices, Moss is committed to producing high-performance structures even in cases where certification is not required. Our team proposed for the Hollywood Police Headquarters understands your efforts to construct this project in a way that reduces the impact on the environment, and we will work with the design team and our subcontractors to successfully do so.

Sincerely,



Randy Spicer, Jr.
Vice President

2101 N. Andrews Avenue, Fort Lauderdale, FL 33311 | Phone: 855.360.MOSS | mossco.com



November 19, 2020

Ginah Joseph, Procurement Contracts Officer
Paul Bassar, Contract Compliance Officer
City of Hollywood
2600 Hollywood Blvd
Hollywood, FL 33020

RE: CMAR Minimum Qualifications, Item #4 CMAR Experience

REQUIREMENT: 4. Provide a letter on your firm's letterhead stating your firm's experience in Construction Management at Risk project delivery methodology and provide a list of projects of similar scope and complexity completed within the last five years.

Dear Ms. Joseph and Mr. Bassar,

Over 80% of Moss' projects are delivered under the Construction Manager at-Risk (CMAR) method. Through CMAR delivery, we are accountable for the project to be delivered within budget and on time, while simultaneously ensuring our client's goals are met. **Our CMAR approach ensures you are in control of the project by providing the information you need to make informed, timely decisions.** While there are many components incorporated into our methodology, the success of a project is dependent on open communication and working together as a team.

Moss' CMAR program is an open, honest, proactive flow of information that keeps all user groups informed and knowledgeable of the project. Weekly meetings are held to discuss open issues, decision requirements, and upcoming milestones. We hold continuous design review meetings with the owner and design team to ensure that the design is consistent with expectations for the schedule and budget. To avoid miscommunication with the team, detailed timely meeting minutes documenting agreements reached and points communicated to participants are distributed after every discussion. **In the last five years, Moss has successfully completed 80 CMAR delivery projects totaling over \$4.1 billion utilizing this methodology.** The below list offers a sample of projects completed within the last five years that are of similar size (or larger) and scope relative to the complexity to Hollywood Police Headquarters:

- 4 West Las Olas
- 1010 Brickell
- Auberge Beach Residences & Spa
- Atton Brickell Hotel
- Brickell Heights
- Brickell Flatiron
- Brickell World Plaza Parking Garage
- Broadstone at Brickell
- Brightline Fort Lauderdale Station and Parking Garage
- Dadeland Overture
- FIU Wellness & Recreation Center
- Fort Lauderdale New Concourse A & Terminal 1 Renovation
- Hyde Midtown
- ICON Las Olas
- Inter Miami CF Lockhart Stadium and Training Facility
- Maizon at Brickell
- Miami Open Tennis Tournament
- NeoCity Office Building
- Park-Line Palm Beaches
- Plantation Pointe
- Port Everglades Terminal 25 Expansion
- RIVA
- SLS Lux
- The Six13
- University of Miami Lakeside Village

Our collaboration with the owner and design team briefly described above ensures a Guaranteed Maximum Price (GMP) that is delivered with no surprises—we provide budget estimates throughout design and historically our GMP is within two percent of the conceptual estimate. More information on our CMAR approach is detailed in Tab D | Execution and Management of the Project.

Sincerely,

Randy Spicer, Jr.
Vice President

2101 N. Andrews Avenue, Fort Lauderdale, FL 33311 | Phone: 855.360.MOSS | mosscm.com

SURETY LETTER



One Tower Square
Hartford, CT 06183

October 29, 2020

City of Hollywood
Paul Bassar, Contract Compliance Officer
Ginah Joseph, Purchasing Contracts Officer
City of Hollywood
2600 Hollywood Boulevard
Hollywood, FL 33020

\$250+
MILLION
SINGLE-PROJECT
BONDING CAPACITY

\$1.5+
BILLION
AGGREGATE PROGRAM
BONDING CAPACITY

Re: Moss & Associates, LLC - Contractor Prequalification

To Whom It May Concern:

Moss & Associates, LLC is a highly regarded and valued client of Travelers Casualty and Surety Company of America. Moss & Associates is capable of providing Bid and Performance & Payment Bonds in excess of \$250 Million for single projects with an aggregate program in excess of \$1.5 Billion. Travelers Casualty and Surety Company of America is rated A.M. Best A++ (Superior), Class XV and is licensed to do business in all 50 states.

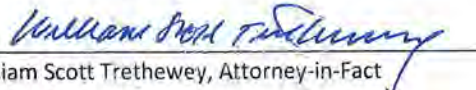
Both Travelers and Hunt Brokerage & Consulting, LLC would like to extend our highest recommendation on behalf of Bob Moss and his entire staff. In our collective opinions, Moss & Associates, LLC is one of the best managed and professionally run construction operations in the United States with the requisite capabilities to successfully complete a wide variety of commercial construction projects. Moss & Associates, LLC also has a wonderful track record of exceeding their Clients' expectations.

Should Moss & Associates, LLC be awarded a final contract, we do not anticipate difficulty in providing the customary Performance & Payment Bonds. The decision to issue Bid and Performance & Payment Bonds is a matter between Moss & Associates, LLC and Travelers Casualty and Surety Company of America, and will be subject to our standard underwriting at the time of the final bond request, which will include but not be limited to the acceptability of the contract documents, bond forms and financing of the project. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

If we can provide additional information, please do not hesitate to contact our office. Travelers Casualty and Surety Company of America and Hunt Brokerage & Consulting, LLC fully supports Moss & Associates, LLC.

Sincerely,


Travelers Casualty and Surety Company of America

By: 
William Scott Trethewey, Attorney-in-Fact



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TAB K | CMAR MINIMUM QUALIFICATIONS REQUIREMENTS

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

POWER OF ATTORNEY

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

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **17th** day of **January**, **2019**.



State of Connecticut

City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the **17th** day of **January**, **2019**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

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




Anna P. Nowik, Notary Public

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

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

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

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

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

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

Dated this **29th** day of **October**, **2020**




Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3850.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.



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November 13, 2020

To Whom it May Concern:

RE: CMAR Minimum Qualifications, Item #6 Liquidated Damages and/or Termination for Default

Provide a letter on your firm's letterhead indicating if your firm has paid liquidated damages and/or if your firm has been terminated for default. Provide details of these occurrences and the associated projects. If your firm has not paid liquidated damages or been terminated for default include this on a letter with your firm's letterhead.

This letter shall confirm the following:

- (1) Moss & Associates, LLC ("Moss") has not paid any liquidated damages or been terminated for default;
- (2) neither Moss nor its principals have any judgments, pending lawsuits against the City of Hollywood or criminal activities involving moral turpitude and do not have any conflicts of interest that have not been waived by the City Commission;
- (3) neither Moss nor any principal, officer or stockholder is in arrears or in default of any debt or contract involving the City of Hollywood (as a party to a contract or otherwise), nor has Moss or any of its principals, officers or stockholders have failed to perform faithfully or any previous contract with the City of Hollywood; and
- (4) Moss has not been placed on the convicted vendors list as described in Section §287.133(2)(a), Florida Statutes.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kim Gessner", written over a light blue circular stamp.

Kim Gessner
VP | Deputy General Counsel



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TAB K | CMAR MINIMUM QUALIFICATIONS REQUIREMENTS

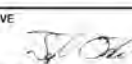
ADDITIONAL MINIMUM QUALIFICATIONS

Firms shall be in the business providing general contracting and construction management at risk services and must possess sufficient licenses, certifications, financial support, equipment and organization to insure that it can satisfactorily perform the services if awarded a Contract.

FINANCIAL SUPPORT AND ADDITIONAL QUALIFICATIONS

Throughout the Statement of Qualifications, Moss has provided documentation that we possess sufficient licenses, certifications, financial support, equipment, and organization to ensure we can satisfactorily perform the services if awarded the Hollywood Police Headquarters. In addition to the documentation already provided, we are also submitting our Certificate of Insurance located below and on the following page.

CERTIFICATE OF LIABILITY INSURANCE

| ACORD® | | CERTIFICATE OF LIABILITY INSURANCE | | DATE (MM/DD/YYYY) 10/27/2020 | | |
|---|--|--|--|---------------------------------|-------------------------|--|
| <p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p> | | | | | | |
| PRODUCER Construction Risk Partners Campus View Plaza 1250 Route 28, Suite 201 Branchburg, NJ 08876 INSURED Moss & Associates, LLC 2101 N. Andrews Avenue, Suite 300 Fort Lauderdale, FL 33311 | | CONTACT NAME: Vien Nguyen PHONE (A/C, No, Ext): 908-566-1010 FAX (A/C, No): 908-566-1020 E-MAIL ADDRESS: certs@constructionriskpartners.com | | | | |
| | | INSURER(S) AFFORDING COVERAGE | | NAIC # | | |
| | | INSURER A: GREENWICH INS CO | | 22322 | | |
| | | INSURER B: XL INS AMER INC | | 24554 | | |
| | | INSURER C: XL SPECIALTY INS CO | | 37885 | | |
| | | INSURER D: INDIAN HARBOR INS CO | | 36940 | | |
| | | INSURER E: ILLINOIS UNION INS CO | | 27960 | | |
| | | INSURER F: | | | | |
| COVERAGES | | CERTIFICATE NUMBER: 60568544 | | REVISION NUMBER: | | |
| <p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p> | | | | | | |
| INSTR | TYPE OF INSURANCE | ADDL SUBR INSD WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual Liability <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC. <input type="checkbox"/> OTHER: | | CGE7409927 | 01/01/20 | 01/01/21 | EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$ 500,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$ |
| A | <input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRE/ RENTED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED NON-OWNED AUTOS ONLY | | CAB740953903 | 01/01/20 | 01/01/21 | COMBINED SINGLE LIMIT (Per accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| B | <input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ | | US00077035LI20A | 01/01/20 | 01/01/21 | EACH OCCURRENCE \$ 25,000,000 AGGREGATE \$ 25,000,000 \$ |
| C | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETARY PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | Y/N N/A | CWG740953703 | 01/01/20 | 01/01/21 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000 |
| D | Cyber Liability | | MTP9034314 03 | 01/01/20 | 01/01/21 | Limit 5,000,000 |
| D | Professional Liability | | CB0744652303 | 01/01/20 | 01/01/21 | Each Claim/Agg 25,000,000 |
| E | Pollution Liability | | CPY G27415854 006 | 01/01/20 | 01/01/21 | Occ/Agg 25,000,000 |
| DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Re: Hollywood Police HQ RFP The City of Hollywood shall be named as an additional insured on a primary and non-contributory basis as required by written contract. Waiver of subrogation is applicable where required by written contract and allowed by law. 30 days notice of cancellation applies per policy provisions. | | | | | | |
| CERTIFICATE HOLDER City of Hollywood c/o Office of Procurement Services 2600 Hollywood Blvd, Room 303 Hollywood, FL 33020 USA | | | CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  | | | |


ACORD 25 (2016/03)
 Mhuddy
 60568544

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TAB K | CMAR MINIMUM QUALIFICATIONS REQUIREMENTS

EVIDENCE OF PROPERTY INSURANCE

| ACORD® | | EVIDENCE OF PROPERTY INSURANCE | | DATE (MM/DD/YYYY) 10/27/2020 | |
|--|--|--|---------------------------------------|---|--|
| THIS EVIDENCE OF PROPERTY INSURANCE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE ADDITIONAL INTEREST NAMED BELOW. THIS EVIDENCE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS EVIDENCE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE ADDITIONAL INTEREST. | | | | | |
| AGENCY Construction Risk Partners Campus View Plaza 1250 Route 28, Suite 201 Branchburg, NJ 08876 | | PHONE (A/C, No, Ext) 1-908-566-1010 | | COMPANY XL INS AMER INC | |
| FAX (A/C, No) 1-908-566-1020 | | E-MAIL ADDRESS | | POLICY NUMBER US00077094CA19A | |
| CODE | | SUB CODE | | LOAN NUMBER | |
| AGENCY CUSTOMER ID # INSURED Moss & Associates, LLC | | EFFECTIVE DATE 01/01/19 | | EXPIRATION DATE 01/01/21 | |
| 2101 N. Andrews Avenue, Suite 300 Fort Lauderdale, FL 33311 | | THIS REPLACES PRIOR EVIDENCE DATED: | | <input type="checkbox"/> CONTINUED UNTIL TERMINATED IF CHECKED | |
| PROPERTY INFORMATION | | | | | |
| LOCATION/DESCRIPTION Re: Hollywood Police HQ RFP | | | | | |
| THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS EVIDENCE OF PROPERTY INSURANCE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. | | | | | |
| COVERAGE INFORMATION | | | | | |
| PERILS INSURED | | <input type="checkbox"/> BASIC | <input type="checkbox"/> BROAD | <input type="checkbox"/> SPECIAL | <input type="checkbox"/> |
| COVERAGE / PERILS / FORMS | | | | AMOUNT OF INSURANCE | DEDUCTIBLE |
| Builders Risk Limit | | | | TBD | |
| REMARKS (Including Special Conditions) This certificate is for sample purposes only. The actual certificate(s) will be issued upon contract award. Evidence of Coverage Only. | | | | | |
| CANCELLATION | | | | | |
| SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. | | | | | |
| ADDITIONAL INTEREST | | | | | |
| NAME AND ADDRESS City of Hollywood c/o Office of Procurement Services 2600 Hollywood Blvd, Room 303 Hollywood, FL 33020 | | <input type="checkbox"/> ADDITIONAL INSURED <input type="checkbox"/> MORTGAGEE | | <input type="checkbox"/> LENDER'S LOSS PAYABLE | <input type="checkbox"/> LOSS PAYEE |
| LOAN # | | AUTHORIZED REPRESENTATIVE  | | | |
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| ACORD 27 (2016/03) 60571130 Nhuddy | | The ACORD name and logo are registered marks of ACORD | | | |





CONTACT

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