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THE MERCHANT STRATEGY CERTIFICATIONS & LICENSES

State of Florida

**Woman Business
Certification**

The Merchant Strategy, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
03/19/2025 to 03/19/2027


Pedro Allende
Florida Department of Management Services

Office of Supplier Development
6000 Esplanade Way, Suite 300
Tallahassee, Florida 32309
850-487-6915
www.dms.myflorida.com/osd

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-357-4829
VALID OCTOBER 1, 2024 THROUGH SEPTEMBER 30, 2025

Business Name: MERCHANT STRATEGY INC THE
Owner Name: CHRIS MADSEN - MAD 4 MARKETING
Business Location: 5255 NW 33 AVE FT LAUDERDALE
Business Phone: 561-713-7695

Receipt #: 327-312945
Business Type: BUSINESS / FINANCIAL/CONSULTANT (COMMUNITY RELATIONS)
Business Opened: 02/01/2021
State/County/Cert/Reg:
Exemption Code:

Rooms		Seats		Employees		Machines		Professionals	
				4					

Number of Machines:		For Vending Business Only			Vending Type:		Total Paid
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost		
33.00	0.00	0.00	0.00	0.00	0.00	33.00	

Receipt Fee: 33.00
Packing/Processing/Canning Employees: 0.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT WHEN VALIDATED

Mailing Address:
MERCHANT STRATEGY INC THE
5255 NW 33 AVE
FORT LAUDERDALE, FL 33309

Receipt #: #NW-23-00291581
Paid: 09/16/2024 33.00

BROWARD COUNTY
FLORIDA
OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT
Governmental Center Annex
115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301 • 954-357-6400

February 25, 2025 ANNIVERSARY DATE: January 30th.

Mrs. Sharon Merchant
THE MERCHANT STRATEGY, INC.
5255 NW 33rd Avenue
Fort Lauderdale, FL, 33309

Dear Mrs. Merchant:

The Broward County Office of Economic and Small Business Development (OESBD) is pleased to announce that your firm's **County Business Enterprise (CBE) and Small Business Enterprise (SBE)** certifications have been renewed.

Your firm's certifications are continuing from your anniversary date but are contingent upon the firm verifying its eligibility annually through this office. You will be notified in advance of your obligation to continue eligibility in a timely fashion. **However, the responsibility to ensure continued certification is yours.** Failure to document your firm's continued eligibility for the CBE and SBE programs within **thirty (30) days** from your anniversary may result in the expiration of your firm's certifications. Should you continue to be interested in certification after it has expired, you will need to submit a new application, and all required supporting documentation for review.

To access and respond to Broward County's solicitations, you will need to be a registered vendor with Broward County. The current web-based procurement platform is **BPRO, powered by Bonfire**. All vendors must complete the vendor registration process in Broward County's BPRO system. It is free to do so. Information on how to register your company can be found on the Purchasing Division's webpage: www.broward.org/Purchasing. Alternatively, you may use your camera to scan the QR code in this letter.



To review current Broward County Government bid opportunities visit: www.broward.org/Purchasing and click on "Current Solicitations and Results." Also, from this website, you can log into your firm's profile in BPRO to ensure you have added all appropriate classification codes. Bid opportunities over \$3,500 will be advertised to vendors via e-mail and according to classification codes, so please ensure that both the Purchasing Division and OESBD are apprised of your current e-mail address.

Your primary certification group is: **Contract Services**. This is also how your listing in our directory will read. You may access your firm's listing by visiting the Office of Economic and Small Business Development Directory, located on the internet at: www.broward.org/EconDev and click on "Certified Firm Directories."

Broward County Board of County Commissioners
Mark D. Bogen • Alexandria P. Davis • Lamber P. Fisher • Sean Furr • Steve Geller • Robert McKenzie • Ryan H. Kohn • Hazelle P. Rogers • Michael Utzke
www.broward.org

CITY OF FORT LAUDERDALE
BUSINESS TAX YEAR 2024-25

Business Tax Division
700 NW 19TH AVE. | FORT LAUDERDALE, FL 33311 | (954) 828-5195

Business ID: BT-GEN-21030059 **Business Name:** THE MERCHANT STRATEGY INC
Business Address: 5255 NW 33 AVE

SHARON MERCHANT
THE MERCHANT STRATEGY INC
5255 NW 33 AVE
FORT LAUDERDALE FL 33309

TAX CATEGORIES
406210 CONSULTANT (UNCLASSIFIED)

Contact: SHARON MERCHANT
Business Email: Info@TheMerchantStrategy.Com

- This Receipt is issued for the period commencing October 1st and ending September 30th of the years shown above.
- If you have closed or moved out of the city, please email business@fortlauderdale.gov, and include the Business ID #.
- A transfer of business location within city limits is subject to zoning approval. Complete a Business Tax Transfer Application online to obtain the necessary approval. A transfer fee of 10% of the Business Tax fee applies, not less than \$3.00, no more than \$25.00.
- If you have sold your business, please email a copy of the Bill of Sale to business@fortlauderdale.gov and include the Business ID #. A transfer of ownership will incur a transfer fee of 10% of the Business Tax fee, not less than \$3.00, no more than \$25.00.

Please be advised that this issuance of a Business Tax Receipt establishes that the business you intend to conduct is a use permitted by the City Zoning Code for the location at which you intend to operate. The issuance of a Business Tax Receipt in no way certifies that the property located at this address is in compliance with other provisions of the City Code of Ordinances.

700 NW 19TH AVE.
Fort Lauderdale, FL 33311
TEL 954 828 5195
WWW.FORTLAUDERDALE.GOV



THE MERCHANT STRATEGY PROJECT TEAM EXPERIENCE

Broward County Shore Protection Project – Segment III and Sand Bypass (Flood Control Coastal Emergency Project, Hurricane Irma)

Contract for	City of Hollywood Florida
Project Performance Location (City, County, State)	Hollywood, Broward County, Florida
Client/Prime	City of Hollywood
Role on the Project (Prime/Subconsultant/Partner)	Consultant for Public Involvement
Contract Value	\$5,800.00
Prime Project Manager (PM)	Elaine Franklin, Environmental Sustainability Coordinator
PM Office Phone and Email	954-921-3410 – Efranklin@hollywoodfl.org
Contract Start and End Dates	December, 2023 – February, 2024

Project Description:

The City of Hollywood (City) in conjunction with other local municipalities, Broward County, and the Army Corps of Engineers to renourish and manage South Florida Beaches by replacing sand lost from Hurricane Irma and adding storm protection dunes and storm drains where feasible

Scope of Services:

TMS was hired by the City of Hollywood to perform specific public involvement services.

Public Involvement Activity: Stakeholder Database

TMS developed the stakeholder database identifying the residents and businesses which would be directly affected along the project corridor. This database was developed using the Broward County Property Appraiser and Google Earth.

Public Involvement Activity: Informational Mailer

TMS developed an information mailer to be distributed to all stakeholders along the project corridor. The mailer identified the reason and scope of the project and provided dates that the workers would be present.



THE MERCHANT STRATEGY PROJECT TEAM EXPERIENCE

City of Hollywood – New Police Headquarters

Contract for	City of Hollywood Florida
Project Performance Location (City, County, State)	Hollywood, Broward County, Florida
Client/Prime	City of Hollywood
Role on the Project (Prime/Subconsultant/Partner)	Consultant for Public Involvement
Contract Value	\$11,702.71
Prime Project Manager (PM)	Heather Barburek Guenot, P.E.
PM Office Phone and Email	954-921-3931 – Hguenot@hollywoodfl.org
Contract Start and End Dates	April, 2022 – April, 2024

Project Description:

The City of Hollywood (City) is building a new Police Headquarters and demolishing the buildings currently on the project site.

Scope of Services:

TMS was hired by the City of Hollywood to perform specific public involvement services.

Public Involvement Activity: Stakeholder Database

TMS developed the stakeholder database identifying the residents, property owners, businesses, emergency services, schools, places of worship, elected officials and neighborhood associations within 500 feet of the project corridor. This database was developed using the Broward County Property Appraiser and Google Earth.

Public Involvement Activity: Notification Mailers

TMS developed notification mailers to be distributed to all stakeholders along the project corridor for each required meeting. The first meeting was the public meeting where stakeholders were advised of the project and provided with information as to scope and timeline. There were 4 additional meetings before the Technical Advisory Committee, Planning and Zoning and the City Commission which TMS developed notices for.

Public Involvement Activity: Notification Signage

TMS developed notification signage for all meetings and placed the signage on the project property to alert stakeholders of upcoming meetings.

Public Involvement Activity: Meeting Attendance

TMS attended meetings for this project. Assisting with set up and logistics when needed. TMS took meeting notes and provided client with Submittal Packages.



THE MERCHANT STRATEGY PROJECT TEAM EXPERIENCE

City of Hollywood – City-Wide Traffic Calming Project

Contract for	City of Hollywood Florida
Project Performance Location (City, County, State)	Hollywood, Broward County, Florida
Client/Prime	City of Hollywood
Role on the Project (Prime/Subconsultant/Partner)	Consultant for Public Involvement
Contract Value	\$24,875.00
Prime Project Manager (PM)	Rudy Damas, Project Manager
PM Office Phone and Email	954-921-3977 – Rdamas@hollywoodfl.org
Contract Start and End Dates	August, 2023 - ongoing

Project Description:

The City of Hollywood (City) is implementing its 2021 Traffic Calming Master Plan by installing traffic calming devices in all districts throughout the City.

Scope of Services:

TMS was hired by the City of Hollywood to perform specific public involvement services.

Public Involvement Activity: Stakeholder Databases

TMS developed a specific stakeholder database identifying the residents, property owners, businesses, emergency services, schools, places of worship, elected officials and neighborhood associations within 500 feet of each project corridor where traffic calming devices are going to be installed/implemented. The databases were developed using the Broward County Property Appraiser and Google Earth.

Public Involvement Activity: Informational Mailers

TMS developed notification mailers to be distributed to all stakeholders along each of the project corridors providing information on the project, the project scope, and tentative schedule.

Public Involvement Activity: Project Webpage

TMS developed an interactive project webpage. Project information, schedule, costs and detailed information on each anticipated traffic calming device is provided as well as an interactive map. TMS updates the webpage as needed when provided information by Client.

Public Involvement Activity: Project Hotline

TMS set up a project hotline to be the first point of contact for all stakeholders' concerns, questions, and/or complaints. A monthly report on hotline activity is provided to Client.

DESIGN/CONSTRUCTION

FINFROCK serves as the single source of responsibility for both design and construction, eliminating the disconnect often found between separate design and build entities. Our vertically integrated approach brings architects, engineers, preconstruction, and field operations under one roof—ensuring constructability, cost-efficiency, and accountability from project inception through completion.

Our dedicated team for this project includes Jacob Lucky, Ron Heinkel, Zach Horvath, Angela Kruth, Kathryn Maluda, and Chad Lytton. This team collectively oversees all aspects of design and construction, providing real-time coordination and rapid decision-making. Their collaboration ensures that all design solutions are informed by practical construction knowledge, allowing us to adapt quickly to project needs while maintaining schedule and budget integrity. With over 350 design-build parking projects completed, FINFROCK brings unmatched experience and proven methods to deliver results efficiently and effectively.

PROJECT MANAGEMENT AND COORDINATION WITH THE CITY, AND SUBCONTRACTORS

Project management and on-site coordination will be led by Kathryn Maluda, who will serve as the Senior Project Manager, and Chad Lytton, who will serve as the General Superintendent. Kathryn will oversee all aspects of project delivery, ensuring alignment between design, construction, and client expectations. Chad will manage day-to-day field operations, subcontractor activities, and site logistics to ensure all work is completed in accordance with City requirements and safety standards.

Jacob Lucky will serve as the primary point of contact with the City, supporting effective communication, facilitating coordination with City staff, and ensuring responsiveness throughout the duration of the project.

ENGINEERING AND PERMITTING

Angela Kruth, P.E., will serve as the Project Engineer for this effort. With over 12 years of experience at FINFROCK, Angela brings deep technical expertise in structural engineering and a strong understanding of Florida's permitting processes. She leads engineering coordination efforts for our design-build parking structures and is highly skilled in navigating code requirements, life safety regulations, and jurisdictional approvals. Angela will oversee the engineering scope, ensuring that all designs meet applicable codes and standards, while also managing the preparation of documentation required for permit submittals.

Miller Legg's team will support the project with a comprehensive range of services, including civil engineering, landscape architecture, land surveying, and subsurface utility engineering (SUE). Their long-standing familiarity with the City of Hollywood's permitting processes, utility infrastructure, and municipal coordination procedures makes them a valuable asset to the team. With multidisciplinary capabilities and extensive local experience, Miller Legg will help guide the project through site-related design challenges, facilitate agency approvals, and minimize delays by proactively identifying and addressing potential issues early in the process.

Together, FINFROCK and Miller Legg offer a comprehensive permitting strategy that is informed, proactive, and responsive, reducing the risk of delays and helping to maintain project momentum from the earliest phases through construction.

DESIGN REVIEW AND OPTIONS ANALYSIS OF PLANS AND SPECIFICATIONS

Zachary Horvath, who has 16 years of experience with FINFROCK and within the design-build industry, will lead the design review and options analysis for this project. As a seasoned professional with deep expertise in precast concrete structures and integrated project delivery, Zach plays a critical role in bridging the gap between design intent and construction execution.

Zach will oversee the evaluation of all design documents to ensure constructability, code compliance, and alignment with the City's functional and aesthetic goals. He will also lead efforts to assess and propose alternative solutions that may offer improved performance, cost savings, or schedule advantages—always with a focus on preserving quality and value. His practical experience and long tenure with FINFROCK allow him to identify potential design efficiencies early and collaborate seamlessly with both in-house teams and external stakeholders.

Zach's involvement ensures that all design decisions are informed by real-world construction expertise, helping to minimize costly revisions and improve project outcomes.

CONSTRUCTABILITY ANALYSIS

Constructability analysis at FINFROCK is a coordinated effort led by a team with extensive design-build experience. Ron Heinkel, Jacob Lucky, Kathryn Maluda, Zachary Horvath, and Angela Kruth each play key roles in evaluating plans for buildability, efficiency, and field execution. With input from preconstruction, engineering, and project management, the team identifies potential construction challenges early and proposes practical solutions that streamline installation, reduce risk, and maintain design integrity.

Their combined expertise ensures that construction sequencing, material logistics, and site conditions are accounted for throughout the design process—resulting in fewer changes during construction, improved coordination with subcontractors, and overall cost and schedule reliability.

VALUE ENGINEERING

Value engineering is an integral part of FINFROCK's design-build process, led by a collaborative team including Ron Heinkel and Jacob Lucky. Together, they continuously evaluate design and construction options to optimize cost, schedule, and performance without compromising quality or functionality.

By leveraging extensive experience across numerous complex parking projects, the team identifies alternatives and efficiencies early—such as material substitutions, system simplifications, and streamlined construction methods—that provide measurable savings for the Owner. This proactive approach allows us to deliver enhanced value while minimizing costly changes or delays during construction, ensuring the project meets both budgetary and operational goals.

LIFE CYCLE COST ANALYSIS

FINFROCK approaches life cycle cost analysis as a critical component of sustainable and fiscally responsible design-build delivery. We apply a long-term perspective to project decision-making by evaluating not only initial construction costs but also ongoing maintenance, operational efficiency, durability, and potential future repairs or replacements.

Using detailed historical data from previous projects combined with current market trends, our engineering and estimating teams analyze material selections, structural systems, and building components to identify the best balance of upfront investment and long-term value. This approach helps identify solutions that reduce total cost of ownership over the building's useful life, such as selecting durable precast concrete finishes that require minimal maintenance or energy-efficient design elements that lower operational expenses.

By integrating life cycle cost considerations early in the design phase, we enable the City to make informed choices that align with budget goals and sustainability objectives. This forward-thinking analysis reduces the risk of unforeseen expenses and supports the delivery of a high-quality, resilient facility designed for lasting performance.

PROJECT SCHEDULING

FINFROCK's dedicated scheduling department manages all aspects of project scheduling, using proven tools and methodologies to develop, maintain, and update detailed construction schedules. They coordinate closely with design, construction, and subcontractor teams to align milestones, track progress, and proactively address potential delays. This focused approach ensures clear communication, timely execution, and helps keep the project on track from start to finish.

QUALITY CONTROL (DESIGN AND CONSTRUCTION)

FINFROCK's commitment to quality control spans the entire project process—from initial design and engineering through manufacturing and final construction. During design, we use advanced BIM tools like Revit and StructureWorks to create coordinated, clash-free models that minimize errors before fabrication begins.

Our manufacturing process operates under strict factory-controlled conditions that exceed PCI certification requirements. Full-time quality inspectors continuously monitor production to ensure every precast concrete component meets rigorous standards.

Quality oversight continues on-site during construction, where inspectors verify proper installation and adherence to specifications. This comprehensive, end-to-end quality control approach ensures the project is delivered as designed, with minimal issues or change orders, resulting in a durable, high-quality facility.

COST CONTROLS & CHANGE ORDER MANAGEMENT

Effective cost control and proactive change order management are vital to the success of any project, and FINFROCK's construction department excels in these areas. Leading this effort is Kathryn Maluda, who brings 19 years of industry experience, all with FINFROCK, including extensive expertise managing budgets and cost forecasting on complex design-build parking projects. Kathryn's thorough understanding of construction workflows and financial management allows her to anticipate potential cost risks and implement strategies to mitigate them before they impact the project.

FINFROCK employs PMWeb, an advanced project management software platform, to manage all aspects of cost control and change orders in real-time. PMWeb allows the construction and project management teams to track budgets, commitments, invoices, and potential change orders with complete transparency and up-to-

date information. This centralized system streamlines communication and documentation between FINFROCK, subcontractors, and the City, facilitating prompt review and approval of changes.

Our construction department actively monitors project costs through detailed forecasting and regular financial reporting, enabling early identification of cost variances. This proactive approach minimizes surprises and allows for informed decision-making. When changes are necessary, our thorough change order process ensures that all modifications are documented, justified, and priced fairly, reducing disputes and maintaining the Owner's confidence.

Together, Kathryn's leadership and the integration of PMWeb technology with FINFROCK's seasoned construction team deliver disciplined cost control and effective order management—helping ensure projects are completed on budget and within financial expectations.

PREPARATION/REVIEW OF SHOP DRAWINGS

FINFROCK's team rigorously prepares and reviews all shop drawings in-house, ensuring precision and alignment with the project's design intent. Our process integrates architectural and structural details, allowing for early detection of conflicts and efficient coordination with subcontractors. This attention to detail helps avoid delays and supports seamless fabrication and installation.

PROJECT MOBILIZATION

Our construction department carefully plans project mobilization, coordinating site logistics, safety measures, and material deliveries to ensure a smooth start. We prioritize clear communication with the City and subcontractors to minimize disruption and establish an efficient workflow from day one.

PROJECT PUNCH LIST MANAGEMENT & CLOSE-OUT

FINFROCK employs a proactive punch list process that begins early and evolves throughout construction. Using digital tools, we track and address outstanding items promptly, ensuring thorough completion. Our close-out procedures include final inspections, documentation handover, and confirmation that the project meets all contractual requirements.

INSPECTIONS

Quality and compliance inspections are integral to our project execution. FINFROCK's field inspectors conduct regular site reviews and coordinate closely with City officials and third-party agencies to ensure all work meets code and contract standards. This continuous oversight helps maintain schedule and quality throughout construction

ASSIGNED TEAM'S EXPERIENCE

The assigned FINFROCK project team brings a combined company experience of over 87 years and a total industry experience exceeding 108 years. This extensive expertise spans a diverse portfolio of projects that vary in size, scale, and complexity. Collectively, our team members have successfully delivered numerous parking structures of varying complexities, providing them with a deep understanding of the unique challenges these types of projects present. These include managing intricate design elements, navigating site constraints, meeting operational requirements, and coordinating among multiple stakeholders.

Our team also has a strong record of effective budget control, driven by disciplined cost management practices and comprehensive tracking systems. We utilize PMWeb, a robust project management platform, to maintain real-time cost visibility and provide transparent financial reporting. This technology enables us to quickly identify potential issues, implement corrective actions, and ensure that projects stay within budget with minimal change orders.

Schedule control is managed through proven methodologies that prioritize proactive planning, milestone tracking, and continuous progress monitoring. Our scheduling process incorporates real-time updates and is supported by close collaboration with subcontractors and city representatives, allowing us to respond quickly to any unforeseen challenges. This approach has consistently enabled us to deliver projects on or ahead of schedule while minimizing disruption and maintaining quality.

While traditional LEED certification does not apply to parking garages, FINFROCK and the assigned team members are experienced in implementing Parksmart, the premier sustainability certification program designed specifically for parking structures. Parksmart promotes environmental performance through measures such as energy-efficient systems, stormwater management, lighting improvements, and the incorporation of alternative transportation infrastructure like EV charging stations and bike storage. It also supports better user experiences through enhanced safety, accessibility, and wayfinding features. Our familiarity with Parksmart standards ensures that sustainability principles are integrated into both the design and construction phases, helping our clients meet recognized green building goals tailored for structured parking.

Together, this combination of technical experience, cost and schedule management expertise, and sustainable design knowledge positions FINFROCK to deliver a high-performing, cost-effective, and environmentally conscious parking facility that aligns with the City's objectives.

ASSIGNED PROJECT TEAM

- Jacob Lucky – Senior Project Executive
- Ron Heinkel – Preconstruction Services Director
- Zach Horvath – Director of Architect, Project Management
- Angela Kruth – Chief Project Engineer
- Kathryn Maluda – Senior Project Manager
- Chad Lytton – General Superintendent

This team is committed to the project from inception through final closeout. Personnel will not be reassigned without written approval from the City, ensuring continuity and accountability from start to finish.



TAB E

APPROACH TO SCOPE
OF WORK



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PROJECT APPROACH

FINFROCK approaches every project holistically – from an economic and a functional point of view. Understanding that every project has a defined budget and a desired functional outcome, we address both concerns simultaneously – rather than designing in a vacuum with little understanding of the cost implications or cutting costs on the construction side to the detriment of the project outcome.

FINFROCK has in-house professionals for each phase of the Harrison Street Parking Garage project:

- Schematic Documents
- Design Development
- 30% Design Criteria Package
- 60% Design Criteria Package
- Permit Construction Plans and Specifications / Submission
- Construction
- Project Closeout

As a true Design-Build firm, we are a vertically integrated company with architects, engineers, precast designers, cost estimators, quality control personnel, and construction professionals who only work on garages, working together under one roof. This allows ongoing collaboration before, during, and after each project – also known as a continuous feedback loop.

Adhering to this approach, we apply the best design and construction principles possible to meet your specific functional and economic requirements. We do this by incorporating valuable input from past projects, including client satisfaction input as well as prior construction successes and failures. In essence, every item specified as part of your project has undergone rigorous budgetary, constructability, maintenance, and aesthetic considerations prior to being tested. With this foundation of knowledge, we bring the right expertise to your project, saving you time and money.

FINFROCK also understands the City of Hollywood's increased vulnerability to the effects of climate



change and sea level rise, particularly in low-lying coastal zones. Resiliency is an essential part of our project planning and execution. We design with long-term durability in mind, incorporating materials and systems that withstand extreme weather conditions, saltwater corrosion, and flood risks. Our precast concrete systems are manufactured under strict quality control standards, with options for elevated structural systems, integrated drainage strategies, and corrosion-resistant components. We collaborate closely with owners and municipalities to ensure all finished structures are future-ready and aligned with local and regional resilience goals. By prioritizing sustainability and adaptability from the outset, we help our clients invest in structures built to perform for decades under evolving climate conditions.

SCHEDULE & BUDGET OVERVIEW

As a fully integrated design, construction, and engineering firm, FINFROCK starts every project well before we know it exists. Our approach is to establish a plan of action early, coordinate with the surrounding businesses, the public, and all authorities having jurisdiction, and supervise/manage our trades to ensure proper execution of the plan. Additionally, FINFROCK will develop a logistics plan with The City of Hollywood to ensure the plan does not disrupt any ongoing services and coordinate with all of the aspects of the adjacent facilities.

FINFROCK'S project delivery method enables superior cost and schedule control throughout the design and construction phases of each project – no one else can deliver a final product faster.

Our ability to overlap schedules in each discipline shortens the duration of the entire project. Overlapping permit drawings, construction drawings, precast shop drawings, and the precast concrete manufacturing process helps to compress the overall upfront schedule.

HOW FINFROCK REDUCES SCHEDULE DURATIONS/BUDGETS:

- In-house design and construction means questions during all phases receive a rapid response
- 3D modeling
- Scheduling and most critical path items are managed in-house
- PieceTracker® software manages completion of the structure in real time
- Tracks every component through its entire lifecycle
- Eliminates wasted time
- Maximizes accountability
- Prevents and solves problems
- FINFROCK directed precast/prestressed concrete manufacturing allows:
- Manufacturing to begin before full completion of design documents
- Off-site manufacturing of the structure simultaneously with site work
- Computer-aided manufacturing which shortens production time
- Integration of subtrades into the structural components, which can reduce scope or eliminate some trades
- Structural erection, vertically by zones from foundation to roof, to speed sub-trade completion with earlier access than in other building system types

In terms of workload, FINFROCK is strategically structured to manage multiple large-scale projects concurrently without compromising quality, safety, or schedule. Our vertically integrated model and repeatable processes allow us to operate with high efficiency, enabling key team members to focus on specific market sectors such as structured parking. We maintain dedicated design and construction teams that focus solely on garage projects, which ensures optimal performance and resource allocation. The Harrison Street Parking Garage project will be seamlessly integrated into our active project schedule. We are confident in our ability to commit the necessary personnel, equipment, and oversight to ensure its successful and timely delivery.



PARTNERING SESSIONS

The team will focus on a collaborative approach to planning and design based on the project's, selected site, wants, and alternates for evaluation. We will focus on an approach that balances user expectations, technical requirements, and budget constraints.

We believe it is critical to have a Team Alignment / Kickoff Meeting with the City to make any necessary adjustments and efficiently move into the next phase of design. This helps align the team during the planning session to ensure all decisions

are made in accordance with the desired vision for the project and that all involved understand the background for the intended Design Criteria. For this project, these sessions will be crucial in choosing the concept that best fits the budget and programmatic requirements. Our team can quickly and accurately provide pricing on a variety of different concepts and drive the project design (with input from the City) to meet the specific functional needs of this particular site.

SELF-PERFORMED RESOURCES

Since FINFROCK is a vertically integrated company with various services of work, the different components of our company are broken out into separate entities that are related and under one roof. For this reason, there are scopes of work that sometimes would be considered "Subcontracted" when it is truly being performed by a related entity. The Design-Builder shall self-perform, whether through the Design-Builder itself or through the performance of entities controlled, owned or otherwise related to the Design-Builder acting as Subcontractors, the following scope of work:

DESIGN

- Architectural
- Structural
- Precast

CONSTRUCTION

- Project Management
- Site Supervision
- Precast Concrete Manufacturing & Transportation
- Precast Concrete Erection

SUBCONTRACTED

FINFROCK has an illustrious history and vast experience with parking garages, allowing us to continually work with many of the same Subcontractors for each project. Below is a list of the scopes to be Subcontracted out by FINFROCK and play an integral role in our continued success.

DESIGN

- Mechanical
- Plumbing
- Fire Protection
- Electrical
- Civil
- Landscape

CONSTRUCTION

- Sitework
- Masonry
- Cast-in-Place Concrete
- Miscellaneous Metals
- Waterproofing
- Doors / Frames
- Storefront
- Painting
- Interior Striping
- Interior Finishes
- Signage
- Elevators
- Fire Protection
- Plumbing
- Mechanical
- Electrical
- Soil Improvements
- Landscape / Hardscape

FINFROCK has established successful partnerships with esteemed industry leaders. These valued subcontractors have played a pivotal role in the development of tried-and-true construction methodologies that have proven beneficial across various projects. Their contributions have resulted in the creation of time-tested construction details and significantly contributed to maintaining project budgets and schedules. FINFROCK is also a strong supporter of engaging and utilizing SBE, MBE, DBE, and WBE businesses. Through these strategic alliances, FINFROCK continues to deliver excellence in construction while ensuring efficiency, quality, and client satisfaction.

DESIGN APPROACH

FINFROCK has designed, built, and manufactured over 350 parking structures with our own in-house employees. FINFROCK acts as a single source of responsibility – from concept through construction – delivering projects as a completed product rather than a series of services. This vertical integration reduces change orders unless initiated by the Owner. By using the same design professionals on every project, the team is able to collaborate before, during, and after each project to determine which methods were most effective and provide you with the best possible design.

FINFROCK understands the multifaceted requirements of the City of Hollywood’s proposed parking structure and has direct experience delivering similar urban facilities that incorporate both public and municipal functions. We recognize the importance of designing a garage that not only meets parking demands but also accommodates administrative space, secure storage, and integrated city operations.

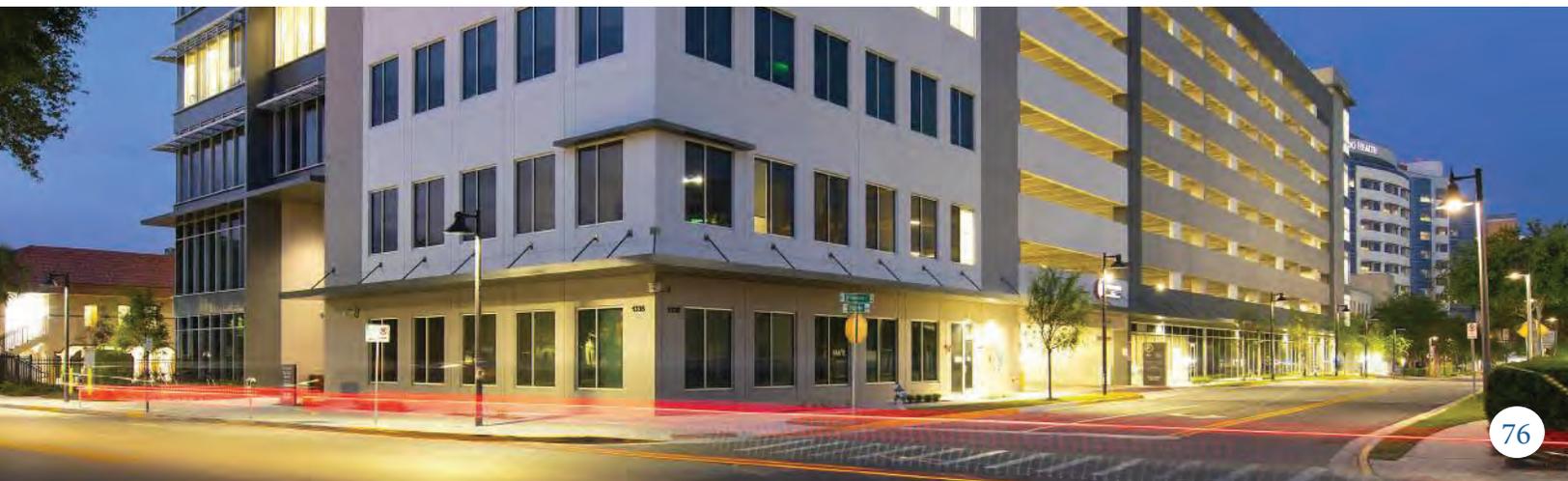
Our team is experienced in designing dedicated office areas for on-site staff, complete with HVAC, IT infrastructure, and utility connections to support daily use. We also understand the value of well-planned secure storage rooms to house maintenance supplies, signage, and code enforcement equipment.

FINFROCK is adept at integrating modern enforcement and technology infrastructure into parking structures. We coordinate the installation of license plate recognition (LPR) systems, parking guidance technologies, and payment kiosks that are compatible with T2 and other municipal platforms. Our team ensures all systems are fully embedded into the design and coordinated across architectural, electrical, and IT disciplines.

In addition, we prioritize safety and sustainability features, including full security camera coverage across entry points, stairwells, and public areas, as well as EV charging infrastructure that supports both current usage and future scalability. These elements are considered from the outset to ensure cost-effective and seamless implementation during construction.

FINFROCK’s approach ensures that every component—from functional city spaces to smart technology—is fully integrated into a unified, efficient design that supports the City’s long-term goals.

FINFROCK has over 600 employees within our firm, and this project will have a dedicated Construction Project Manager, Architectural Project Manager, and Structural Engineer, each leading a team of professionals through the completion of the project. We have the capacity to begin design immediately.



ESTIMATING APPROACH

As a vertically integrated design-builder, our estimating and design departments are aligned so that there is constant coordination and feedback between the parties. The Project Executive coordinates with the Subcontractor partners and our in-house Architects/Engineers to provide swift responses to potential value-engineered options. With the design and estimating departments under one roof, both parties can communicate easily, and each understands the potential impacts of design changes. This results in additional savings for the Owner and helps avoid late design cost impacts.

To support this collaborative process, FINFROCK leverages BuildingConnected as a platform to engage with a broad network of subcontractors. This tool enhances transparency, streamlines bid management, and helps us identify the best partners for each project phase. Combined with our in-house prequalification and cost-tracking systems, BuildingConnected allows us to stay connected with subcontractors who are responsive, qualified, and cost-competitive.

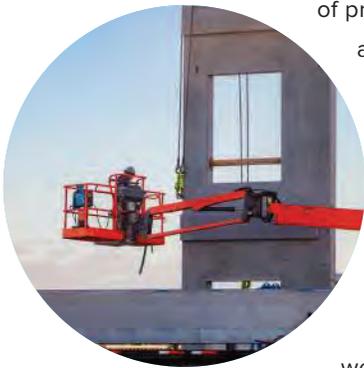
Utilizing our experience from over 350 design-build parking garages, our estimating approach has become a repeat process resulting in extremely accurate estimates and guaranteed upfront pricing before the Owner expends large sums of money. Every project we complete provides another data point for us to track project costs and update typical unit rates. Through this constant real-world feedback and communication with our Subcontractor partners, we have the ability to pass along a lower cost to the Owner without any change orders.

PROCUREMENT

When gathering bids from subcontractors, we utilize source lists such as ABC and BuildingConnected as well as our in-house list of prequalified subcontractors. After a brief introductory conversation and the receipt of drawings, the contractor typically has about two weeks to complete a response for their scope of work. FINFROCK also strives to positively impact the local economy of all the projects we work on. To accomplish this goal, we like to partner and create new relationships with local subcontractors. FINFROCK has multiple in-house systems that

allow us to track our subcontractor partners. We put all new prospective trade partners through a prequalification process before being contracted on a project. Their information is stored and utilized by the preconstruction and project management teams when they are requesting bids from subcontractors.

FINFROCK also utilizes a project management software program, PMWeb, to track all information about our completed projects, including the subcontractors that worked on each project. With both of these systems in place, our preconstruction and project management teams have the ability to readily target prequalified subcontractors who are the best fit for the project.



CONSTRUCTION APPROACH

Throughout our 80 years of delivering structures out of precast concrete, FINFROCK has continuously refined and improved the precast system. Delivering structures out of precast concrete provides a reduced onsite footprint and accelerated construction schedule due to the continuous overlap of phases and flow of manufacturing.

FINFROCK closely monitors all aspects of project performance, with particular emphasis on quality, safety, and schedule performance. All project managers have access online to project status data. Project teams are selected based on the professional education, training, experience, and work commitment of the individual team participants that match specific project requirements, budgets, and schedules. Regular project meetings and project milestones are established at the beginning of each project with the Owner. The project manager is responsible for executing the project plan and has the authority to commit the necessary staff resources to meet these commitments.

Our Superintendent's role is to provide clear direction to on-site vendors and subcontractors, set the sequence and flow for the projection, communicate and coordinate the daily activities with the Owner's project personnel, and ensure delivery of the project on time and within budget constraints. Throughout the project, there will be regular site visits from the FINFROCK project manager, general superintendent, quality control, and safety manager.

For this project, a FINFROCK superintendent will remain onsite during the entire duration of the project. FINFROCK guarantees a superintendent with the dedication and experience aligned most to this specific project. The superintendent will provide full-time supervision of all onsite personnel to ensure quality and safety requirements are consistently met.

Our vertically integrated and repeatable processes allow us to manage and perform at an accelerated pace. We have dedicated teams who focus exclusively on parking garage projects, enabling us to design and build these structures with exceptional efficiency. This specialized approach reduces coordination delays, increases quality, and ensures consistency from concept to completion.

Importantly, FINFROCK has never incurred liquidated damages for delivering a project late—a reflection of our proven ability to meet or exceed schedule commitments. We would be delighted to have the opportunity to show the City of Hollywood our unique design-build process and demonstrate how efficient and cost-effective it can be by successfully delivering the Harrison Street Parking Garage.



SAFETY

At FINFROCK we have always considered Safety to be a core Individual Principle for everyone in the organization to promote and follow. As we continue to grow, we have been ramping up our investment in Safety by establishing a separate Safety Department with highly trained and qualified Safety personnel, putting a daily emphasis on evaluating conditions in all work areas and addressing any exposure areas.

All members of FINFROCK's design and construction teams work in close concert through every phase of design, preconstruction, and construction operations. Knowledge of the product, quality control, and constant coordination are all components of the formula for high quality and safety.

By producing building components in the manufacturing facility, we are able to minimize the risk of unsafe conditions or accidents on a chaotic jobsite. FINFROCK fabricates the bulk of your project in a factory-controlled setting, using highly refined policies and procedures under close-supervision of experienced foremen, quality control staff, and safety inspectors.

FINFROCK PROMOTES SAFETY INTERNALLY THROUGH:

- Employee training programs
- New employee orientations
- Analysis of safety trends
- Direct involvement of management in accident investigations
- Regularly scheduled safety inspections on site
- Oversight by the Safety Committee
- Drug-free workplace

FINFROCK PROMOTES SAFETY THROUGH OUR PARTNERS BY:

- Requiring subcontractors to provide weekly safety meeting reports
- Qualification of all partners and subcontractors

Management at FINFROCK are also highly committed to Safety. A safety-conscious mindset is a basic expectation of all in supervisory and management positions and those individuals are evaluated in part based upon the safety record in their areas of responsibility. Management keeps safety and health considerations at the forefront of any and all operational changes and involves employees at every level in establishing, implementing, and maintaining a safe work environment.

FINFROCK is guided by the regulatory agencies' rules and regulations as well as our own Corporate Safety Plans. The Corporate Safety Plans for the Plant and the Field outline our policies and guidelines in key areas of our operations at both our Manufacturing Facilities and our Home Office in Apopka, as well as at our numerous project sites across Florida and out-of-State, and anywhere we operate in between. FINFROCK's written Safety and Health Policies are intended to reduce the frequency and severity of any job-related illnesses and injuries and also to maintain our commitment to our Company's most valuable resource.

One way that we “walk the walk”, instead of just “talking the talk” when it comes to safety is 3rd party safety audits. In addition to tracking incidents and work-hour ratios with the goal of proving industry-leading safety metrics, we also check ourselves by routinely having 3rd party safety audits of our job sites. We are proud to report that all 3rd party evaluations since we instituted this practice approximately 1.5 years ago have received exemplary marks with only minor suggestions presented by the 3rd party.

In addition to protecting our employees, FINFROCK is deeply committed to safeguarding the public and minimizing disruptions during construction. We understand the importance of maintaining a safe and accessible environment for residents, businesses, and visitors—particularly in high-traffic downtown areas. Our project logistics planning is centered on minimizing impact through strategic staging, phased scheduling, clear signage, and public communication. We implement perimeter safety measures such as fencing, barricades, and controlled access zones to protect pedestrians and nearby traffic. Our team works in close coordination with municipal officials and public safety personnel to ensure all necessary protocols are in place to uphold the highest level of public safety throughout the duration of the project.



QUALITY ASSURANCE / QUALITY CONTROL PLAN

For FINFROCK, the maintenance of quality control begins with the design and follows through the manufacturing process and ultimately to the field. Our company manufactures products under factory-controlled conditions to ensure the highest quality and closest tolerances attainable. This goes beyond the Plant Quality System Manual required for PCI

certification. We are able to identify errors, discrepancies, and conflicts on a daily basis. We also warrant the completeness of the contract documents to you and deliver the completed building for the agreed upon price with little to no change orders other than those initiated by you.



We have a long history in pre-cast concrete manufacturing under factory-controlled conditions.

FINFROCK employs full-time quality control inspectors. These inspectors are responsible for ensuring that the precast concrete products meet FINFROCK quality standards. To assure that we maintain the same level of quality on the job site, these inspectors also spend time in the field during the erection process.

We also maintain quality control by planning each job with a high level of detail during the design phase. Our design team uses Revit, a three-dimensional BIM compliant modeling software. Revit allows the design team to integrate architectural, structural, mechanical, plumbing, electrical, and fire protection designs into one three-dimensional model. This allows us to precisely plan the placement of all the major components of the building, avoiding conflicts in the field.

Additionally, all of the precast concrete components are modeled with StructureWorks, a 3D modeling and BIM software program. Compatible with Revit, StructureWorks defines the location of every component of the precast concrete system. The combination of Revit and StructureWorks ensures that the entire building project is defined in the design stage, virtually eliminating the need for costly and time-consuming requests for information from the field. The end result is a project that is built precisely as intended.

Knowledge of the structural system, precast concrete product, quality control, and constant coordination are all components of the formula for high quality at lower than expected costs. FINFROCK wrote the Field Quality System Manual for all of our construction projects, and it is the “bible” by which all of our projects are judged and graded by FINFROCK field inspectors.

PROJECT TEAM COMMUNICATION

For the completion of this project, FINFROCK would be fulfilling the roles of architect of record, engineer of record, pre-cast manufacturer, erector, and general contractor. The FINFROCK office and plant are located in Florida which allows us to also be the precast concrete manufacturer and installer on all of our projects within Florida. With this vertical integration, FINFROCK would be the point of contact for all communications with the Owner and Subcontractors. FINFROCK’s internal teams adhere to the following communication approach:

An Owner Architect Contractor (OAC) meeting will be held as desired from the start of schematic drawings until final completion of construction. This can either be done in person or via video conferences if desired. Behind the scenes, our entire project team holds a formal meeting on a weekly basis to ensure that all parties involved are on the same page. While there is constant daily communication between the teams, this meeting helps to ensure that the critical action items are monitored. During the initial conceptual design and development, these meetings will be led by the pre-construction Project Executive with support from the Architecture, Engineering, and Construction Project Management teams. As the changes begin to curtail around the start of the Construction Documents, the Construction Project Manager will begin to become more involved and lead the project team. As the project progresses, the Construction Project Manager will

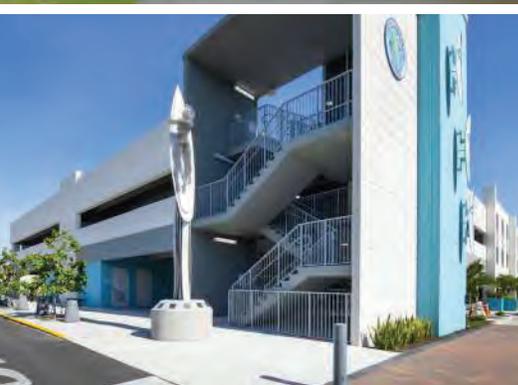
gradually move into the role as the main point of contact, although the pre-construction, design, and project management teams will continue to stay in constant contact throughout the entire duration of the project.

For the other scopes of work for the project, we will follow a similar process as described above. In order to minimize the number of punch list items, our team works with the Subcontractor partners to develop a set of standards and expectations. We begin with pre-construction meetings with the major Subcontractor partners to ensure that all parties have an understanding of the quality of work that our team expects.

PROJECT CLOSEOUT

Our on-site punch list process starts with the project Superintendent walking through the entire project and creating a list of any defects. Once completed, our Architectural Project Manager and Engineering Project Manager will review to identify additional items that may have been missed. Our team then performs a final walk-through to verify that all items were completed.

Once we have walked the project with the Owner and completed any potential punch list items that may have been added, we compile all of the warranty, product data, and O&M manuals that the Owner will require to properly maintain the facilities. The project closeout documents will be provided digitally and will contain the following items: contact list for FINFROCK and all subcontractors, signed warranty letters from each subcontractor, product information & submittals, and Owner's manuals.





TECHNOLOGY CAPABILITIES

In terms of technology capabilities, FINFROCK employs a suite of cutting-edge software tools tailored to enhance efficiency and accuracy throughout the project lifecycle. Our proprietary 3D modeling software, StructureWorks, stands as a testament to our commitment to innovation. This software not only streamlines design processes but also facilitates computer-aided manufacturing (CAM), optimizing precast manufacturing with unparalleled precision and efficiency. Through StructureWorks, we've achieved a remarkable 50% reduction in labor while ensuring exceptional dimensional accuracy in every component, expediting construction timelines and minimizing errors in the field.

Our BIM capabilities are equally robust, utilizing Revit for architectural models and drawings, StructureWorks for structural aspects, and PieceTracker for comprehensive product management. With over 30 proficient architects, engineers, and drafters adept in Revit and/or StructureWorks, and over 100 employees well-versed in PieceTracker, we ensure seamless integration and coordination across all project phases.

This technology synergy enables us to expedite design, manufacturing, and construction processes significantly. StructureWorks furnishes a holistic model of the precast concrete system, while PieceTracker facilitates real-time monitoring of component status, ensuring on-time

delivery without the need for laydown yards. Moreover, electronic data from the models directly informs manufacturing processes, guiding precise placement of formwork, reinforcing, and hardware.

Our approach extends beyond precast concrete, encompassing detailed 3D modeling of various building components to ensure accuracy and compatibility with existing software tools like AutoCAD Civil 3D and ESRI ArcMap. This meticulous attention to detail not only enhances productivity but also fosters seamless collaboration between architectural features and structural elements.

In addition to our advanced technology capabilities in design, manufacturing, and network security, FINFROCK employs industry-leading accounting and project management software to ensure comprehensive oversight and efficiency throughout every project.

For accounting purposes, we utilize JD Edwards, a highly regarded enterprise resource planning (ERP) software. JD Edwards offers robust features tailored to the construction industry, facilitating streamlined financial management, budget tracking, and resource

allocation. With JD Edwards, we maintain meticulous records of project expenses, invoices, and financial transactions, ensuring transparency, accuracy, and compliance with accounting standards.

In terms of project management, we leverage PMWeb, a powerful project management software designed to optimize collaboration, communication, and task tracking across all project stakeholders. PMWeb enables us to create detailed project schedules, allocate resources efficiently, and monitor progress in real-time. With PMWeb, we can seamlessly coordinate activities, mitigate risks, and ensure timely delivery of milestones, thereby enhancing overall project performance and client satisfaction.

Integrating JD Edwards and PMWeb into our technology ecosystem further enhances our capabilities in financial management and project oversight. By leveraging these industry-leading software solutions alongside our existing suite of tools, FINFROCK reaffirms its commitment to delivering excellence, innovation, and value to our clients.

