

RFQ-4669-21-DCM
May 17, 2021

City of Hollywood
**Broward County Library Second Floor Build-Out
and Miscellaneous City Hall Work**



SKANSKA

SKANSKA

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of proposal/response opening.

Legal Company Name (include d/b/a if applicable): Skanska USA Building Inc. Federal Tax Identification Number: 22-3752540

If Corporation - Date Incorporated/Organized: September 18, 2000

State Delaware Incorporated/Organized: Delaware

Company Operating Address: 330 S.W. 2nd Street, Suite 207

City Fort Lauderdale State FL Zip Code 33312

Remittance Address (if different from ordering address): N/A

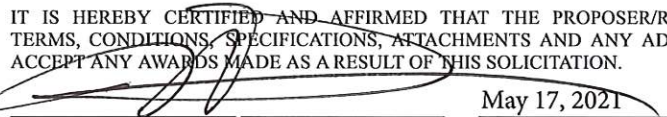
City _____ State _____ Zip Code _____

Company Person: Nelmarie Bowe, Project Executive Email Address: Nelmarie.Bowe@Skanska.com

Phone Number (include area code): 954.553.4811 Fax Number (include area code): N/A

Company's Internet Web Address: www.usa.skanska.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE PROPOSER/RESPONDENT CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE PROPOSER/RESPONDENT SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION.


Proposer/Respondent's Authorized Representative's Signature: _____ Date May 17, 2021

Type or Print Name: Michael C. Brown, PE

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF PROPOSER/RESPONDENT TO BE BOUND BY THE TERMS OF ITS PROPOSAL/STATEMENT OF QUALIFICATIONS (SOQ). FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE PROPOSAL/RESPONSE NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY PROPOSAL/RESPONSE THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE PROPOSER/RESPONDENT 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 PROPOSAL/RESPONSE BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS

We acknowledge receipt of Addendum No. 1

May 17, 2021

Ginah Joseph, Senior Purchasing Agent
City of Hollywood
2600 Hollywood Blvd.
Hollywood, FL 33020

330 S.W. 2nd Street
Suite 207
Fort Lauderdale, FL 33312
954.553.4811 phone
www.usa.skanska.com

Re: RFQ-4669-21-DCM Construction Manager at Risk Services for Second Floor Library Build-Out

Dear Ginah and Members of the Selection Committee,

Skanska is one of Florida's top municipal builders and we have the talent, tools and expertise to partner with you along each step in your journey. We understand the importance of creating comfortable and efficient administrative space for your many departments and respecting the sensitive library environment on the floor below as we do so. As you read our proposal, please keep the following benefits of our team in mind. We offer:

- **The right team with the right attitude** – Team chemistry and a collaborative mindset are vital to projects being constructed within sensitive environments. Even with the most thorough planning, challenges are bound to occur during a renovation project, and the ease with which they are overcome depends on the mindset of the entire project team. Our team members have been delivering similar projects right here in South Florida for more than 10 years. They are experienced construction industry professionals who share a collaborative and pro-active mindset.
- **Local relationships and global resources** – With Skanska you have access to our network of local trade partners and global suppliers. Each of our South Florida-based team members has experience delivering projects on active campuses in Broward County and have strong relationships with high-quality demolition, renovation and site-work trade partners. We know how to coordinate activities in an occupied facility and how to communicate with City stakeholders to ensure that the experience of your staff and local businesses are not impacted by this project, either due to disruptions or due to delays. Given the uncertainty of materials availability due to the impacts of COVID-19, material delays are a legitimate concern, however, Skanska's network of global suppliers and manufacturers offers the City of Hollywood peace of mind that the material your project needs will be on site when it is needed.
- **Extensive experience working on occupied sites and within active facilities** – While the Second Floor Library Build-Out project is relatively small in size and scope, it is by no means simple or insignificant. Our team is experienced in delivering small interior renovation projects and understands that they can sometimes represent some of the most complex work that has the quickest, most valuable impact on your ability to provide City services. As such, we have provided the right boots on the ground team that will be onsite day-to-day to ensure your project is built to the highest level of quality while remaining nearly invisible to your library operations. We will pay special attention to the Library patron experience, including traffic flow and wayfinding, and will immediately address any staff or patron concerns. During construction, this plan will be monitored, communicated and revised as needed to ensure the safety and convenience of all library staff, patrons and members of the surrounding community.

Thank you in advance for your consideration, we look forward to the next steps in your selection process.

Please do not hesitate to let me know if you have any questions or require additional information.

Sincerely,



Nelmarie Bowe, Project Executive | Skanska USA Building Inc.

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Confidentiality Statement

The sections of this proposal marked with the legend "Confidential Information" contain commercial and/or financial information (e.g., pricing and rates) that Skanska USA Building Inc. considers to be proprietary, confidential and/or trade secrets. Release of this Confidential Information would cause Skanska substantial competitive harm and would compromise the integrity of this procurement process by giving Skanska's competitors an unfair advantage. Skanska is furnishing this proposal with the understanding that the Owner will not disclose this Confidential Information to any third parties other than those engaged by the Owner to assist with the evaluation of this proposal and who have agreed to be bound by this restriction. Skanska requests that it be notified in writing at least five (5) days prior to any disclosure that contravenes this restriction.

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B. Executive Summary

Each Offeror must submit an executive summary that identifies the business entity, its background, main office(s), and office location that will service the Contract. Identify the officers, principals, supervisory staff and key individuals who will be directly involved with the work and their office locations. The executive summary should also summarize the key elements of the SOQ. Statement of Qualifications Tab Information should include:

1. Basic company information.

a. Company name

Skanska USA Building Inc.

b. Address with zip code:

330 S.W. 2nd Street

Fort Lauderdale, FL, 33312

c. Telephone and Fax number

phone. 954.553.4811

fax. N/A

d. Email address

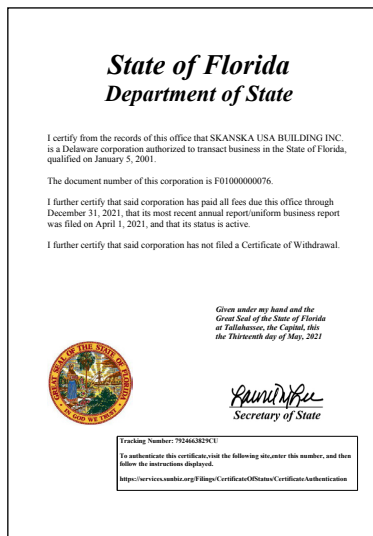
Nelmarie.Bowe@Skanska.com

e. Name of primary contact

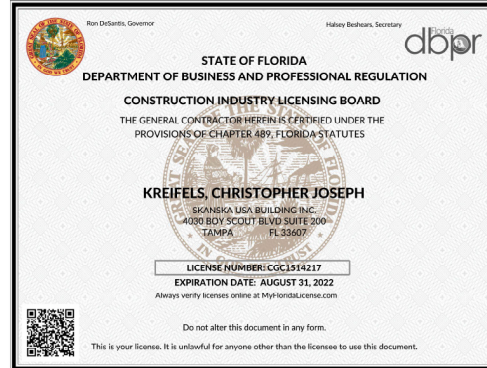
Nelmarie Bowe, Project Executive

2. **Years in Business:** Provide documentation showing your firm has a minimum of (8) years in business as a General Construction Company.

Skanska has been providing construction management and general construction services in Florida for more than 20 years.

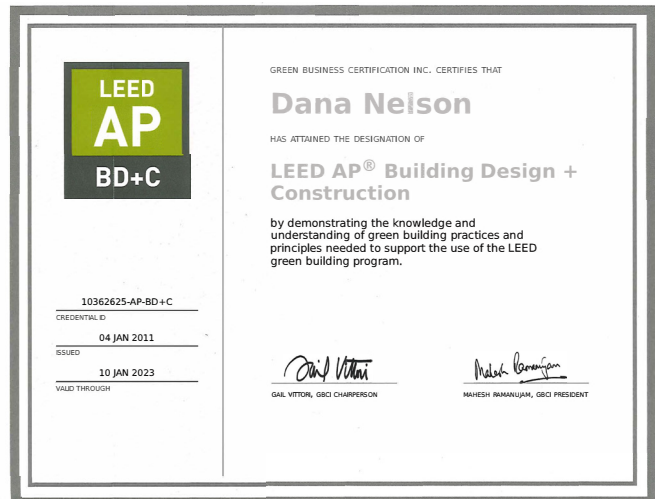


3. **Licenses:** Firm is licensed under Florida Statutes 489 and provide proof with submission.



4. **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 and be in good standing with the Florida Department of Business and Professional Regulation.

Skanska and the assigned key personnel possess all licenses and certifications required to undertake and complete the project, including extensive experience with sustainable buildings.



5. State whether your organization is national, regional or local.

Skanska is a local firm with the backing of regional and national resources. Our South Florida office is located less than 10 miles from the City of Hollywood's City Hall.

6. Describe the firm, including the size, range of activities, and other pertinent information.

Skanska has a long and successful history of building, renovating and overseeing projects throughout the state of Florida. Our clients trust us with projects of all sizes and complexities, from one-floor renovations to multi-building campuses. We have delivered some of the most iconic projects in South Florida, including the Las Olas Boulevard Improvements in Fort Lauderdale and the Phillip and Patricia Frost Museum of Science in Miami.

As one of the world's leading construction and development companies we are able to offer the expertise and resources of a firm on the cutting-edge of all things in the built environment. Skanska's core operations in the U.S. include building construction, civil infrastructure and developing self-financed commercial properties. In 2020, construction in the U.S. generated \$6.5 billion in revenue, and as a developer in the U.S., Skanska has invested a total of \$2.8 billion in commercial and multi-family projects. With U.S. headquarters in New York City, Skanska has 29 offices with 7,600 employees nationwide. An industry-leading innovator in both safety and project execution, Skanska offers competitive solutions for traditional and complex assignments that build a more sustainable future for our customers and communities. Global revenue of parent company Skanska AB, headquartered in Stockholm and listed on the Stockholm Stock Exchange, totaled approximately \$17.2 billion in 2020.

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

Skanska USA Building Inc. has been providing construction management and general contracting services since 2001, when our firm was incorporated under that name. However, prior to 2000, we provided construction management services for approximately 25 years and general contracting services for 106 years.

8. If your organization is a corporation, answer the following:

Date of incorporation:

January 5, 2001

State of incorporation

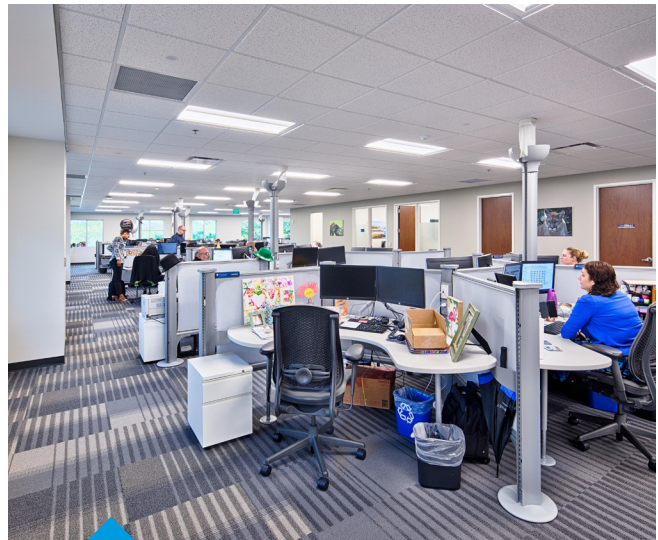
Delaware

President's name

Paul Hewins

Questions 9, 10, 11 and 12 do not apply.

Skanska has a long and successful history of building, renovating and overseeing projects just like yours throughout the state of Florida.



**Healthtrust Workforce Solutions,
Sunrise Office Modernization,
Sunrise, FL**

This office renovation included complete demolition and modernization of the second floor space in Sunrise, Florida office, while the building remained occupied.

C Firm Qualifications and Experience

Respondents are to submit a complete information and documentation that demonstrates their ability to satisfy all of the minimum qualifications and scope of service requirements. Indicate the firm's number of years of experience in providing the services as it relates to the work and services contemplated.

Skanska has been providing construction management services in South Florida for more than 20 years. Please refer to documentation provided in Tab A.

Provide details of past projects for agencies of similar size and scope, including information on your firm's ability to meet time and budget requirements.

Skanska serves municipal clients throughout South Florida and across the country, providing innovative solutions to achieve their project visions on time and on budget. Details of our past projects for agencies of similar size and scope can be found on the project pages that follow in this section.

Indicate business structure, i.e., Corporation, Partnership, or LLC.

Skanska is a Corporation.

Firm must be registered as a legal entity in the State of Florida, and you shall include the firm's address, phone number, fax number, email address, web site, contact person(s), etc.

Skanska is a registered legal entity authorized to transact business in the State of Florida. Please see FL Certificate of Good Standing and firm contact details provided in Tab A.

Relative size of the firm, including management, technical and support staff; licenses and any other pertinent information shall be submitted.

In addition to the staff in our Fort Lauderdale office, our team routinely leverages resources from our other offices throughout the State of Florida and across the country. Skanska's organization is designed to allow the exchange of information between offices so that we can pool all of our capabilities and resources together to best serve our clients.

Construction Manager at Risk shall submit proof of experience for a minimum of three 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. References shall meet the requirements of Section 4.5, Tab G.

The project location is 2600 Hollywood Blvd., Hollywood FL 33023. As such a CMAR Firm with extensive documented experience working with and coordinating with adjacent municipal buildings and the general public is imperative.

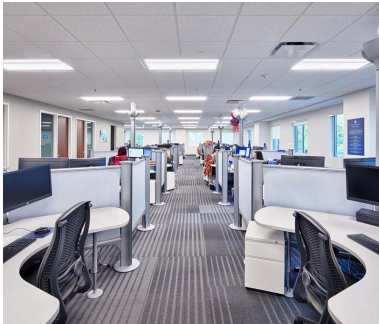
Featured projects shall be similar in size, type, complexity, where CMAR Firm was the prime contractor in the execution of Construction of build-out/renovation in an operational facility while keeping adjacent operating functions fully operational and with minimal interruption. The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience.

Please see detailed experience provided on the following pages.

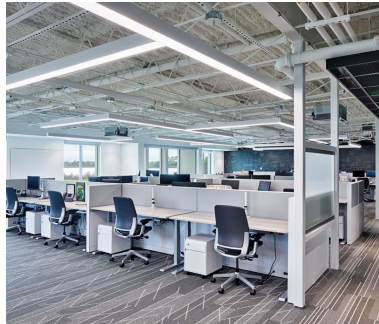
Role	Fort Lauderdale Office	Total Florida Resources
Executives	2	4
Office Management/Support	1	3
Preconstruction	1	6
Project Accounting	1	7
Project Engineers	1	10
Project Managers	10	33
Risk Management	1	2
Safety/Environmental Health	1	4
Superintendents	7	34
Schedulers	1	2
Craft	4	24
Total	30	130

Project Experience Summary

Office Interiors and Build-Out



Healthtrust Workforce Solutions, Sunrise Office Modernization
Sunrise, FL



Jabil Inc., New Innovation Center
St. Petersburg, FL



Confidential High Tech Client
Lake Mary, FL

Small and Phased Renovations



Florida Atlantic University, Student Union Renovations
Boca Raton, FL



Broward Health, Salah Children's Hospital at Broward Medical Center Interior Renovation, Fort Lauderdale, FL



Jackson Health, Modernization Project D Phased Renovations
Miami, FL

Municipal Projects



City of Miami Gardens, Municipal Complex
Miami Gardens, FL



City of Daytona Beach Shores, Public Safety Complex
Daytona Beach Shores, FL



Gainesville Regional Utilities, Eastside Operations Center
Daytona Beach Shores, FL

City of Miami Gardens, Municipal Complex
Miami Gardens, FL



Project Experience



The CMAR Firm shall provide and/or satisfy capability in providing the following services and documentation of their experience:

1. Project construction with multiple operational buildings in the same complex, set in a busy environment with adjacent uses of a sensitive nature such as the county library.

When working in a busy environment, whether hospital, school campus, or municipal complex, success depends on communication, planning and flexibility. Upon award, we will hold a project kick-off meeting with all stakeholders and establish communication protocols including regularity of meetings, decision makers and preferred format. During regular Owner Architect Contractor (OAC) meetings we will review the schedule for the upcoming phase of work and ensure that we incorporate any and all activities in the surrounding areas that may influence construction.

From our experience working in numerous occupied environments, we know that while a two-week look ahead schedule is an important tool, some days will require an hour-by-hour schedule of activities. As we start each

morning with a project team huddle with all trade partners to review the day's activities, we are able to remain flexible and adjust to anything that may arise during the day.

2. The project includes the demolition of existing building structures within the municipal campus. Describe your experience with this type of scope of work while protecting public safety and minimizing disruptions.

Protecting public safety and minimizing disruptions is of utmost importance on all of our projects. For those projects involving demolition, we have specific planning procedures and best practices which we detail in Tab E: Approach to Scope of Work. We have successfully performed demolition within active hospitals including Jackson Health and Broward Health, university campuses like Florida Atlantic University, as well as on municipal land in high traffic corridors like Las Olas Boulevard in Fort Lauderdale.

Our project experience relevant to the Second Floor Library Build-out is detailed on the following pages.

Healthtrust Workforce Solutions, Sunrise Office Modernization Sunrise, FL



On this \$2.5 million, 40,000-SF interior renovation project, our team:

- Performed a complete demolition and modernization of the second floor office while the building remained occupied
- Delivered upgraded office space, conference rooms, training rooms and employee break areas
- Managed all construction within this occupied building without disrupting other building operations



Relevancy to Question 1

- Interior fit-out
- Adjacent to sensitive space

Project Details

Dates of Construction

Mar. 2017 – Jul. 2017

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Karen Privitera

Director of Facilities Management

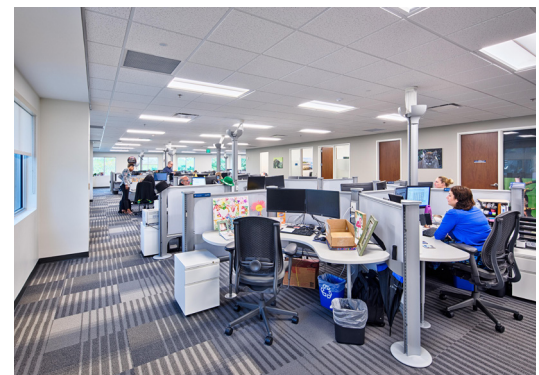
Parallon

1100 Charlotte Ave.

Nashville, TN 32703

615.414.9805

karen.privitera@parallon.com



Florida Atlantic University, Student Union Renovations

Boca Raton, FL



On this \$6.5 million, 13,000-SF multi-phase renovation project, our team:

- Renovated the entry lobby interior finishes to brighten and modernize the space
- Renovated dining and retail areas to provide more options
- Created flexible event space
- Renovated exterior plazas
- Refreshed the computer lab with new finishes, light fixtures and furniture
- Saved the client \$67,000 through Value Engineering and Owner Direct Purchase Tax savings



Relevancy to Your Project

- Complex project
- Multiple project locations
- Busy environment
- Adjacent to sensitive space
- Same project team members
- Public client
- Office space

Project Details

Dates of Construction

Dec. 2018 – Jan. 2021

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Numa Rais

Director of Design and Construction Services

Florida Atlantic University

777 Glades Rd.

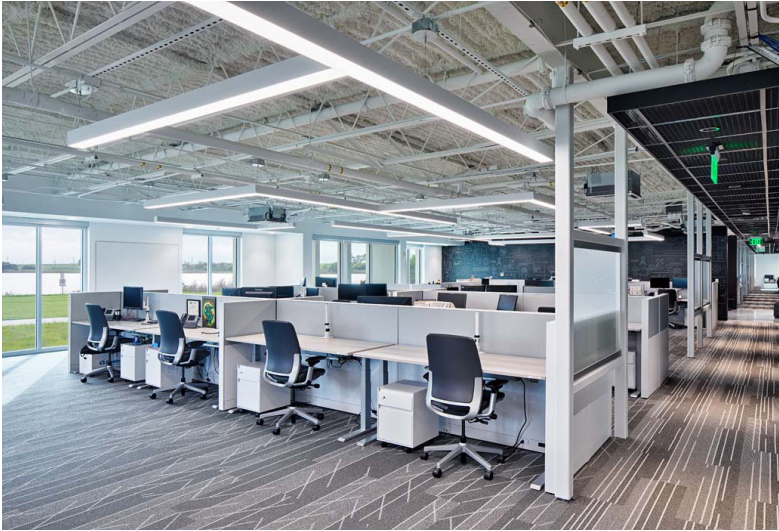
Boca Raton, FL

561.297.4874

nrais@fau.edu



Jabil Inc., New Innovation Center St. Petersburg, FL



On this \$10.3 million multi-phase demolition, renovation and addition project, our team:

- Performed a complete interior demolition and build back of an existing 33,000-SF single-story building
- Constructed a 6,900-SF addition building to include offices, a kitchen, manufacturing laboratory spaces, conference rooms, server rooms and storage space
- Assisted Jabil with interior renovation and build-out of a separate facility to be used as office and conference room swing space during the Innovation Center renovation
- Saved the client \$200,000 through the Target Value Design process



Relevancy to Your Project

- Complex project
- Multiple project locations
- Busy environment
- Office space

Project Details

Dates of Construction

Mar. 2018 – Jan. 2019

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Bruce Johnson

Executive Vice President, Chief

Human Resources Officer

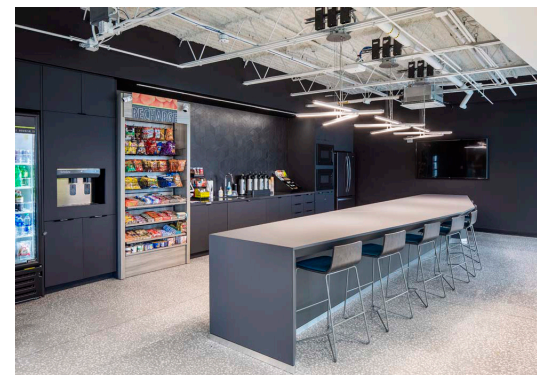
10560 Dr. Martin Luther King Jr. St.

N.

St. Petersburg, FL

727.577.9749

bruce_johnson@jabil.com



TPA Developer, Corporate Campus and Interior Build Fort Myers, FL



On this \$4 million new construction and interior fit-out project, our team:

- Managed preconstruction and construction on a state-of-the-art, Class A office complex
- Installed an attractive, modern exterior façade featuring Stonewood™ Architectural Panels and Kawneer aluminum-clad curtain wall systems
- Executed an efficient floor plan with spacious office areas
- Constructed amenities including a spa, kitchen, gym and locker rooms
- Equipped the building with the systems and sustainable elements needed to achieve LEED® certification



Relevancy to Your Project

- Interior fit-out
- Multiple buildings
- Adjacent to sensitive space

Project Details

Dates of Construction

May 2019 – Nov. 2019

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Rees Waite

Vice President

TPA Group

3350 Riverwood Parkway

Atlanta, GA 30339

770.436.2752

rwaite@tpa-group.com



Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, Interior Renovations Fort Lauderdale, FL



On this multi-phase renovation project, our team completed multiple enabling and renovation projects including:

- **1st Floor Pharmacy Renovation, Bulk Storage** – \$457,984, 1,356-SF, demolition and updated layout of the 1st floor pharmacy office area and bulk storage.
- **3rd Floor Physician's Office Building Renovations** – \$2.5 million, 16,588-SF interior renovations of existing storage space in the Physician's Office Building to create administrative and office space for: Human Resources, Marketing, Epidemiology, Physicians' Offices, Clinical Education Learning Resource Center, Biomedical and EMS Storage and support areas.
- **Central Energy Plant Project** – \$1.7 million addition of one 2,500kVA emergency power generator along with a replacement of the Master Controls, annunciators, mimic panels, etc.
- **2nd Floor Physician's Office Building Renovation** \$1.5 million, 13,730-SF renovation of an existing Human Resources space was transformed into a Pediatric Sub-specialty Unit with 24 exam rooms and support spaces.
- **PICU & Pediatric Step Down Unit** – \$6.8 million, phased gut-renovation of 12 pediatric ICU private rooms, 10 pediatric step-down private rooms, physician offices, on-call rooms and family centered-areas.



Relevancy to Your Project

- Complex project
- Multiple project locations
- Busy environment
- Adjacent to sensitive space
- Selective demolition
- Same project team members
- Public client
- Office space

Project Details

Dates of Construction

Jan. 2015 – Aug. 2018

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

David Clark

Associate Vice President, Corporate Services

Broward Health

303 S.E. 17th St., Suite 400

Fort Lauderdale, FL

954.320.2870

djclark@browardhealth.org



Jackson Health Systems, Modernization, Project D Phased Renovations Miami, FL



Skanska provided preconstruction and construction management services for this \$52 million, multiphase, multi-site renovation project for Jackson Health Systems. Work included:

- **Park Plaza East:** \$1.4 million, three-suite, 5,000-SF Administrative/Medical Offices
- **Poison Control:** \$1 million, 6,400-SF Administrative/Medical Office housing a 24/7 on call Emergency Poison Control Center.
- **Rape Treatment Center:** \$1.3 million, 3,190-SF of minor interior renovations to an existing medical office space
- **Mobile MRI:** \$732,000, minor site-work including a concrete pad for portable MRI unit with electrical & fire alarm hook up of the trailer.
- **Hybrid OR:** \$2.3 million, 1,325-SF update to two operating rooms to include latest MRI and CT technology. (AHCA Project)
- **Park Plaza West:** \$2 million, new IT/Code Blue redundancy center and University of Miami Patient Safety Suite for Jackson Memorial Health System. Center includes various patient care training facilities.
- **Holtz 3A Maternity Unit Full Gut Renovation:** \$11.3 million modernization of existing 13,800-SF Maternity Unit which includes 10 semi-private Patient Rooms, 10 Private Patient Rooms, one Nurse Station and Code required Support Spaces (AHCA Project).



Relevancy to Your Project

- Complex project
- Multiple project locations
- Busy environment
- Adjacent to sensitive space
- Same project team members
- Public client
- Office space

Project Details

Dates of Construction
Apr. 2018 – Jun. 2020

Scope of Work Self-Performed
Division 1
Environmental Health & Safety
General Housekeeping

Client Contact Information

Richard Gamble
Senior Project Manager
Jackson Health Systems
1611 N.W. 12th Avenue
Miami, FL
410.858.3466
richard.gamble@jhs-miami.org



City of Miami Gardens, Municipal Complex

Miami Gardens, FL



On this \$42.7 million, 306,262-SF multi-building new construction project, our team:

- Met the customer's need for an energy-efficient municipal complex that would house all city departments and better support business activities
- Built a city hall building, council chambers building, parking garage (Phases 1 & 2) and police department headquarters (Phase 3)
- Installed an elevator, a new/upgraded electrical system, a mechanical plant system, closed-circuit security cameras and controlled-access security systems
- Executed key green design features, including rainwater harvesting, energy-efficient mechanical systems and equipment, native landscaping, bike racks, an onsite bus stop, parking preference for fuel-efficient cars and photovoltaics on the roof of the police department building
- Saved client \$778,000 in taxes through owner-direct material and equipment purchases and an additional \$40,700 through value engineering
- Engaged 19 percent local and SBE trade partners



Relevancy to Your Project

- Multiple buildings in the same complex
- Busy environment
- Adjacent to sensitive space
- Same project team members
- Municipal client
- Office space

Project Details

Dates of Construction

Phase 1 Oct. 2011 – Feb. 2012

Phase 2 Jun. 2012 – May 2014

Phase 3 Nov. 2014 – Jul. 2015

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Jimmie Allen

Senior Project Manager

City of Miami Gardens

18005 NW 27th Avenue

Miami Gardens, FL

305.622.8000

jallen@miamigardens-fl.gov



City of Fort Lauderdale, Las Olas Improvements

Fort Lauderdale, FL



On this \$49.7 million, 12.57-acre project, our team:

- Completed corridor improvements to three separate areas around Las Olas, including Oceanfront Plaza and Festival Street, North Intracoastal Lot and South Intracoastal lot.
- Worked with FDOT and the City to complete ROW and streetscape improvements to improve pedestrian circulation including widening sidewalks, adding bike lanes and moving parking.
- Built a 250,000-SF parking garage with approximately 647 spaces and an amenity deck/function terrace on the top level, and a Transportation Office in commercial space on the ground level.
- Demolished and removed existing asphalt roadway and concrete sidewalks on Festival Street and replaced them with new architectural hardscape.
- Completed extensive utility relocation while protecting and relocating existing trees.
- Coordinated closely with the City and area businesses and residents to minimize disruption to the community.



Relevancy to Your Project

- Right of way construction
- Broward County requirements
- Florida Department of Transportation Requirements
- Multiple agencies
- Utility coordination
- Complex project
- Multiple project locations
- Busy environment
- Demolition
- Same project team members
- Municipal client

Project Details

Dates of Construction

Sept. 2017 – Apr. 2020

Scope of Work Self-Performed

Division 1

Environmental Health & Safety

General Housekeeping

Client Contact Information

Thomas Green

Senior Project Manager

City of Fort Lauderdale

100 N. Andrews Ave.

Fort Lauderdale, FL

954.828.4008

tgreen@fortlauderdale.gov



3. Describe your experience in navigating the permitting protocols and shall be instrumental in assisting the City developing a permitting strategy to support project schedule.

Supporting the Permitting Process

Skanska realizes the value of a strong relationship with the City of Hollywood’s permitting agencies. Our teams are accustomed to working closely with the various agencies involved and know this will be the key to the success of the City of Hollywood project. Specifically, we understand that we’ll be working alongside the following agencies throughout the project: the City of Hollywood, Broward County, and the State of Florida (Dept. of Transportation). We have experience with each agency and understand the best methods for working collaboratively with the personnel to ensure that your project permitting requirements are met timely.

Having completed multiple projects in Broward County, Skanska is very familiar with the local Building Department and their processes. Supporting the permitting process through collaboration with the local Authorities Having Jurisdiction (AHJ) is vital to timely project startup, scope assurances, ensure schedule and budgetary objectives are met. Skanska’s involves state and local agencies during the preconstruction phase, informing the AHJ’s of the upcoming project and coordinating recurring review meeting to discuss components of construction, sequencing, and inspection schedules to achieve approval and timely project closeout.



Completing the City of Fort Lauderdale’s Las Olas Improvements project required extensive coordination with stakeholders at the City of Fort Lauderdale, Broward County and the Florida Department of Transportation. We are pleased to offer the City of Hollywood our strong relationships, knowledge, experience and best practices to support an efficient permitting process.

Selected Broward County Projects

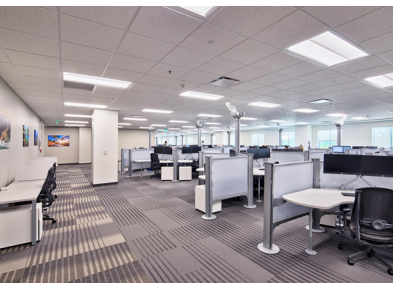
Left to right below:

Healthtrust Workforce Solutions, Sunrise Office Modernization, Sunrise, FL

Broward Health, Coral Springs Medical Center, Coral Springs, FL

Broward Health North, Capital Improvements, Deerfield Beach, FL

Broward County Public Schools, Heron Heights Elementary School, Parkland, FL



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?

Local Relationships, Global Resources

A vibrant and diverse city like the City of Hollywood needs a construction partner who combines strong, local relationships with best practices and thought-leadership from around the country, and the world. Skanska brings unique value to the Second Floor Build-Out project through our expertise, our resources and our attitude. Nothing is more important than delivering this project safely, without disrupting Library operations and to a level of quality that makes all City employees enthusiastic about working in their new space.

When you choose Skanska, you are choosing more than a world-class builder. You are choosing a partner who will advocate for you, guide you, challenge you when necessary, and work tirelessly to see your vision come to life. The value of choosing us to deliver your project comes not from our tremendous, cost-saving buying power, nor from our industry-leading safety record which lowers your insurance cost. The value of a partnership with Skanska is created, every day, by the action of our people.

We exist to build for a better society. Our employees join—and stay—with Skanska because the company’s values align with their own. We are proud to be an inclusive organization that promotes collaboration (**Be Better-Together**) and values individuality and personal safety (**Care for Life**). We embrace our clients’ mission as our own (**Commit to Customers**) and always act in the best interest of the project (**Act Ethically and Transparently**).



Skanska is proud to have been included in Fortune magazine's list of companies changing the world for the second year in a row (#17-2020; #20-2019). Companies on this list were evaluated on a variety of factors including measurable social impact, business results, degree of innovation and corporate integration.

Building South Florida

Skanska has been building what matters in South Florida for more than 20 years. Through projects such as the Barry University Fine Arts Quadrant Renovation, the City of Miami Gardens Municipal Complex, the University of Miami Frost School of Music, numerous projects for Broward Health, Jackson Health and many others, we have had the opportunity not only to shape our skyline but build strong relationships with our clients and trade partners.

Lean Construction Approach

Our approach is collaborative. It is built on transparency and following-through on our commitments. We implement Lean construction principles on all of our projects to ensure that we optimize the whole, generate value, eliminate waste, focus on flow and continuously improve while always showing respect for people. Selecting Skanska will add value to your project through the experience we deliver to your stakeholders. We will listen and work together in a solutions-driven approach to mitigate risk and disruption, achieving your budget and schedule goals.

Project Kick-Off

Establishing a "project first" culture begins day 1 – The most successful projects happen when the best companies offer their best people. Innovative solutions come from team members offering a fresh perspective to project challenges.



Target Value Design

We define value engineering as decisions made to appropriately allocate the budget while still achieving the design intent. Through the Target Value Design process, Skanska collaborates with the City, your design team and trade partners to design to a budget. Continuous engagement and real time cost reviews enable us to evaluate the cost, functionality and aesthetic impacts of various design and constructability decisions as one cohesive team. This approach leverages the knowledge, experience and ingenuity of all team members to ensure we examine all creative solutions and innovative ideas to achieve best value. This eliminates the wasteful loop of design-price-value engineer-redesign.

Our team firmly believes that we must design to a budget, not budget a design. TVD is the close management of design and scope within a pre-established budget goal and uses advising trade partners to provide guidance and assistance. Our team will work with the City of Hollywood, your design team, and our key trade partners and vendor experts as early as possible to maximize your scope and find real-time, optimal project solutions that offer best value.

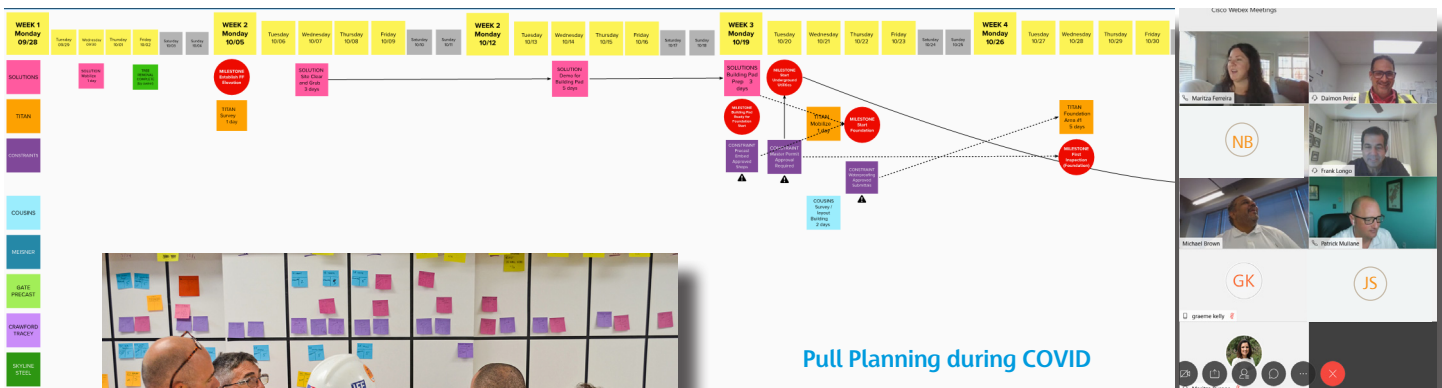
Additional Lean Tools

Other Lean construction practices we employ include:

- **Kick-off meetings:** Held first between the City of Hollywood, your design team and Skanska, this meeting serves to establish the project's grounding principals and to identify all key decision makers.

As trade partners are brought onboard and prepare to mobilize, we will also hold kick-off meetings with the trade partners to review work plans for efficiency, approved submittals, Safety Plan, schedule, constraints to be done on time, and expectations of quality.

- **First Work Inspections:** These inspections are another way we establish expectations for quality. Using mock-ups and inspecting the first installation of a portion of work, we can catch and remedy any deficiencies before tackling a complete scope of work in multiple locations. This cuts down on re-work and minimizes punch list at the end of the project.
- **Pull Planning:** To optimize the schedule on your project, our team will use Pull Planning—a collaborative, Lean approach to scheduling. We will create the schedule with direct input from the people performing the work (also known as Last Planners)—including the City, the design team, key consultants, trade partners, vendors and other subject matter experts—to establish critical milestones and ensure that work is sequenced as efficiently as possible.



Pull Planning during COVID

Traditional Pull Planning

To protect ourselves and others, while maintaining the integrity of our schedules, during COVID we have had great success with virtual pull planning done using MURAL. Feedback has been great so far and we are excited to continue being lean, innovative, safe and on schedule!

We Exist to Build a Better Society

Skanska takes great pride in building what matters: the communities where we live and work. We support the ACE Mentor Program, Student ACES and the Education Foundation of Palm Beach County to encourage and equip future generations to explore new careers and achieve their dreams.

We also regularly participate regularly in the "Children Helping Children" Harvest Drive benefiting the families of Broward County, as well as Habitat for Humanity of Broward County and the Salvation Army Angel Tree program.

Whether it is the projects we deliver or the causes we champion, our goal is always to build for a better society.



5. Describe your firm's experience and understanding regarding local trade partners and bidding conditions. Explain how your firm stays current with the construction costs and bidding conditions in Southeast Florida.

Skanska has been building in South Florida for over 20 years. We have strong relationships within the local market because we treat our trade partners as true partners. We rely on their expertise, solicit their input, create conditions in which they can succeed, and genuinely pride ourselves on creating a better industry and in turn, a better society.

Current Trends and Alerts

Market conditions have been extremely volatile this past year and the supply chain of materials disrupted significantly. Material costs are rising, lead times are increasing and skilled and qualified labor is hard to find. However, through constant communication and partnership with vendors, suppliers, and trade partners we have been able to mitigate part of the escalation cost in multiple projects by partnering with our clients/owners and trade partners in a timely manner. Constant communication, transparency and verification of cost with trade partners, while verifying with our internal Strategic Supply Chain Team, is the key to understanding what is happening in the South Florida Market.

Setting companies for success – Prequalification process

Skanska always endeavors to match the correct trade partner with the correct job. Knowing, understanding, and setting trade partners for success is the best way to create long term relationships. We set clear expectations of what can be accomplished from the beginning. The goal of the prequalification process is to develop and implement a selection process wherein the project objectives that the project team has been utilizing since the preconstruction phase of the project are clearly communicated to the individual trade partners.

Without this vital link in the preconstruction process, the selection of an unqualified trade partner that does not have the capability or desire to achieve the project objectives could compromise the success of the project. As the construction manager, it is Skanska's responsibility to obtain the highest quality construction available in the industry.

It has been our experience that the optimum method of delivering both high quality and cost-effective construction is to maintain an established and comprehensive trade partner prequalification program, and couple it with a formal and well-documented bidding (purchasing)

process which is customized for the individual challenges and needs of each project.

Prequalification of trade partners will be limited to those who clearly demonstrate:

- Financial strength
- Commitment to and a track record of high quality workmanship
- Superior safety record
- History of aggressive performance of contractual duties
- Team expertise

DNA of Diversity and Inclusion

We are committed to be a diverse and inclusive organization. An inclusive culture is characterized by openness, fairness, trust and respect and is vital to attract and retain skilled Trade Partners, as well as building high performing teams. For each project, regardless of the MBE/WMBE requirements we set our own internal goals.

Making a Difference to Our Clients and Communities

The Skanska Strategic Supply Chain Program aligns the interests of the project owner, construction manager and manufacturer in the procurement of electrical and mechanical equipment for major construction projects.

Manufacturers and suppliers enrolled in this program have agreed to provide Skanska's enrolled projects with preferred pricing, preferred delivery terms and technical expertise. Skanska dedicates staff and resources to reviewing projects around the country and working with owners to issue open specifications that will increase competition by maximizing the number of bidders. **This translates directly into cost savings for our customers—up to 25 percent depending on the size and complexity of the project.**

During this time of volatility and uncertainty with pricing and supply, Skanska's Strategic Supply Chain has helped several of our clients by shortening lead times for critical material.



Diversity, Inclusion, Investment

Our Philosophy

A successful vendor diversity program focuses on more than awarding contracts to a specified percentage of firms. At Skanska, we focus on building strong working relationships that positively impact local trade partners, suppliers and communities for years to come. We see the outreach process as a continuous conversation—not a one-time event—and we offer comprehensive development and training opportunities to help small and diverse firms maximize their presence in the market.

Skanska's mission is to build for a better society. In support of that mission, every project team and every department of Skanska is responsible for a yearly DBE/Community Investment plan. Just like when we were changing the industry by demonstrating that safety is everyone's responsibility, we are changing the industry, and we hope the world, by demonstrating our commitment to inclusion and community investment.

SKANSKA			
DBE Participation/Community Initiatives Plan			
Project/Dept. Name	Project number, if applicable		
Owner name	Project funding source		
DBE Plan %	Contractual plan?	<input type="checkbox"/> No <input type="checkbox"/> Yes	Plan based on? Select One
Certification types accepted, i.e. MBE, WBE, DBE, etc.	Certifying agency types accepted, i.e. City of Tampa, City of Orlando, etc.		
1st/2nd tier only or multi?	Select One	Program type	Select One
Describe any planned workforce development goals and initiatives.			
Describe any planned community/economic impact goals and initiatives.			

Our Approach for Your Project

The inclusion of small and diverse trade partners and suppliers will be a key strategy in the successful delivery of your project. Skanska is committed to the involvement and ongoing development of SBE firms, and we will use a variety of proven methods to meet participation goals.

While all project team members will be responsible for administering our vendor diversity plan, we have identified specific roles that speak to our commitment to maximize opportunities for diverse businesses.



Maritza Burgos, Skanska Florida's vendor diversity manager, is available as a resource to the entire project team. She will work hand in hand with Nelmarie Bowe and Diego Espinosa to implement and inform vendor diversity best practices like our Six Step program to ensure that all vendor diversity goals are met.



Six Steps to Success:



Step 1

Conduct consistent outreach and engagement



Step 2

Craft project-specific inclusive procurement strategy



Step 3

Market the project



Step 4

Provide technical assistance and support



Step 5

Capture spend and perform compliance



Step 6

Review best practices and lessons learned

6. Provide a list and description of municipal or other office build-out and renovation projects satisfactorily performed within the past five years that have been completed under a "Construction Management at Risk Services" agreement for similar scopes of work in an urban environment. Please provide photo documentation for the referenced projects.

Building our Communities

Skanska has a rich tradition of building transformative spaces within our communities. We have partnered with numerous municipalities right here in Florida to create spaces that both enable municipalities to provide more efficient services to the community, and make living in and visiting a community more enjoyable.

The City of Miami Gardens Municipal Complex was built to provide a consolidated and efficient place for the City and residents to transact business.



On-Going Municipal Projects



City of Clearwater,
Clearwater Library
Renovation
Preconstruction
\$5 million



City of Clearwater,
Imagine Clearwater
Enabling Work
\$45 million



City of Tampa,
Convention Center
Renovation
\$6.1 million

Project Experience

Municipal or Streetscape Projects performed within the last five years

	Healthtrust Workforce Solutions, Sunrise Office Modernization	Confidential High-Tech Client, Office Build-Out	Jabil Inc., Innovation Center
			
a. Name and location of the Project. Provide a description of the scope of work.	<p>Sunrise, FL</p> <p>40,000-SF interior renovations for Healthtrust Workforce Solutions (HWS). This corporate office renovation included complete demolition and modernization of the second floor space in Sunrise, Florida office, while the building remained occupied. The project was completed on schedule in four months.</p>	<p>Lake Mary, FL</p> <p>13,100-SF corporate interiors renovation project involving demolition and interior build-out on the 5th floor. The space includes a large conference room with a folding partition, small conference rooms, a wellness room, cafe, employee lounge, game room, and open office space.</p>	<p>St. Petersburg, FL</p> <p>Complete interior demolition and build back of an existing 33,000-SF single story building and the addition of a 6,900-SF addition building to include offices, a kitchen, manufacturing laboratory spaces, conference rooms, server rooms and storage space.</p>
b. Role on the project	Construction Management	Construction Management	Construction Management
c. Date of completion	August 2017	January 2021	January 2019
d. Size and project cost	Size: 40,000-SF Cost: \$2.5 million	Size: 13,100-SF Cost: \$1.4 million	Size: 33,000-SF renovation and 6,900-SF addition Cost: \$11 million
e. Original Owner Budget vs. Final GMP	Budget: \$2,233,231 GMP: \$2,316,831	Budget: \$1.4 million GMP: \$1.4 million	Budget: \$10.3 million GMP: \$10.1 million
f. Savings achieved through Value Engineering or other approaches	\$96,163	\$31,187.21 saved working around an existing condition but also satisfying design intent. \$30,000 of possible rework saved through constructibility reviews and coordination between Client departments prior to install	\$200,000 saved through Target Value Design
g. Percentage of GMP for General Conditions, Profit and Overhead	General Conditions: \$150,000 Fee (Profit/Overhead): \$103,193	General Conditions: \$70,972 Fee (Profit/Overhead): \$38,311	General Conditions: \$702,000 Fee (Profit/Overhead): \$328,620
h. Total amount of approved Change Orders added to the Original GMP	\$251,563	\$96,160	\$1.4 million
i. Dollar amount of fees for Pre-Construction Services	\$0	\$25,000	\$54,000
j. Present status of the project	Completed	Completed	Completed

7. Provide a letter on your firm's letterhead indicating your firm has a minimum of five successfully completed projects that required LEED Building Certification.

May 17, 2021

Ginah Joseph, Senior Purchasing Agent
City of Hollywood
2600 Hollywood Blvd.
Hollywood, FL 33020

330 S.W. 2nd Street
Suite 207
Fort Lauderdale, FL 33312
954.553.4811 phone
www.usa.skanska.com

Re: Skanska's LEED Project Experience

Dear Members of the Selection Committee,

Skanska has a minimum of five successfully completed projects that required LEED Building Certification. In fact, we have 31 projects in Florida alone and 298 nationwide. We look forward to partnering with you to achieve the level of LEED certification that you desire.

Sincerely,
Skanska USA Building Inc.



Nelmarie Bowe
Project Executive



At the University of Miami, the Phillip and Patricia Frost School of Music is one of Florida's greenest higher education buildings, with LEED® Platinum certification. It has sustainable features such as photovoltaic roof panels, bamboo floors, rainwater harvesting tanks, electrochromic windows that automatically adjust to daylight levels and titanium dioxide mixed into the precast concrete panels to remove air pollutants.

8. 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.

May 17, 2021

330 S.W. 2nd Street
Suite 207
Fort Lauderdale, FL 33312
954.553.4811 phone
www.usa.skanska.com

Ginah Joseph, Senior Purchasing Agent
City of Hollywood
2600 Hollywood Blvd.
Hollywood, FL 33020

Re: Skanska's Experience in Construction Management at Risk Delivery Methodology

Dear Members of the Selection Committee,

Skanska has successfully provided Construction Management at Risk (CMAR) project delivery in Florida for more than 20 years. In South Florida, we have been supporting clients with CMAR since the early 2000's, and are trusted partners for local municipalities and institutions such as the City of Fort Lauderdale, Broward Health, Jackson Health, and Florida Atlantic University, among others. Below is a list of projects of similar scope and complexity completed within the last five years in Florida.

Sincerely,
Skanska USA Building Inc.



Nelmarie Bowe
Project Executive

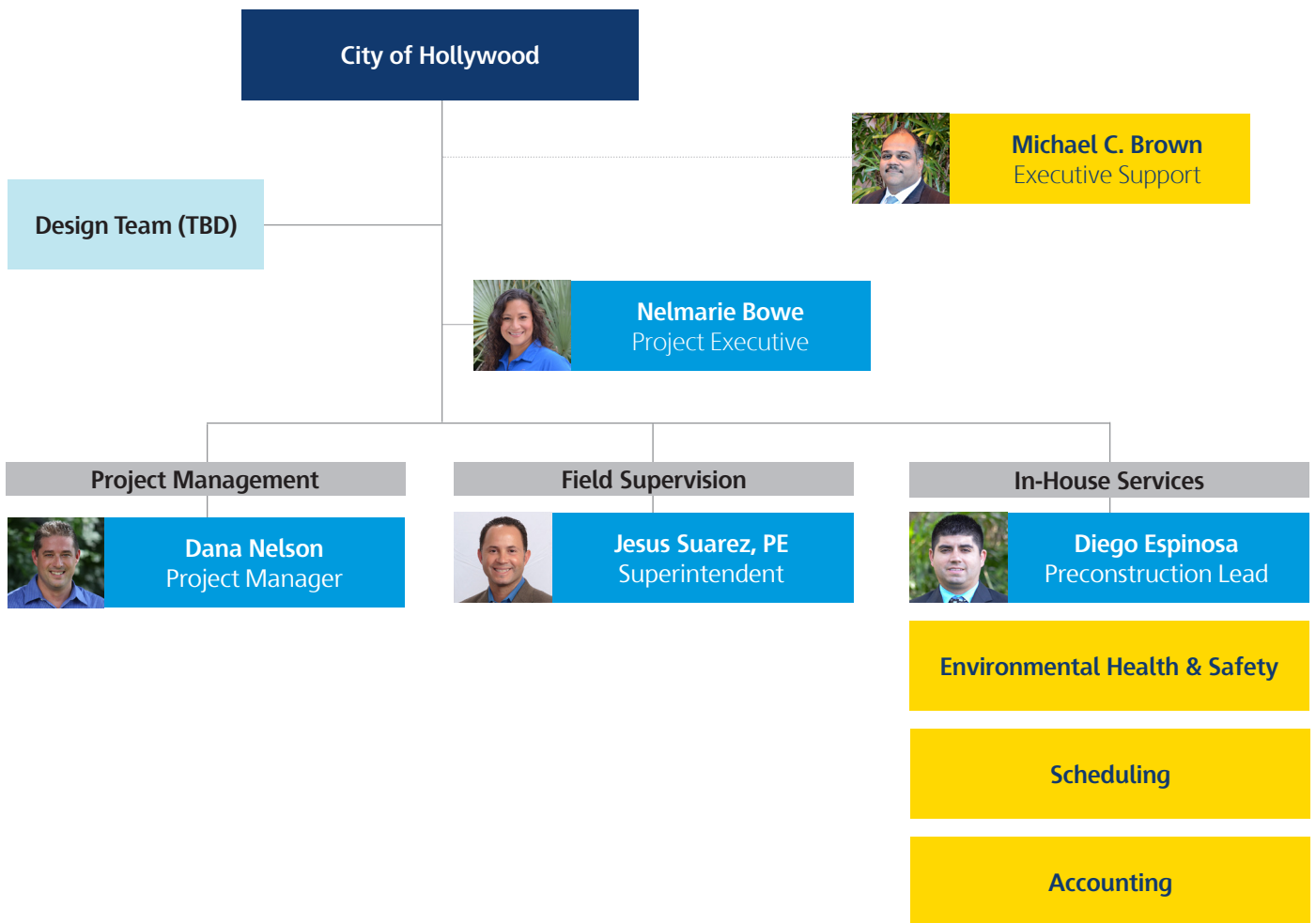
Project Name and Location	Value	Completion
Barry University, Fine Arts Quadrant, Miami Shores, FL	\$2,472,758	August 2017
Healthtrust Workforce Solutions, Sunrise Office Modernization, Sunrise, FL	\$2,568,394	August 2017
Noven Pharmaceuticals Inc., East & West Buildings Refurbish, Miami, FL	\$3,010,027	September 2018
Confidential High-Tech Client Office Build-Out, Lake Mary, FL	\$1,586,237	December 2020
Florida Health Sciences Center, Tampa General Hospital Foundation Offices Relocation, Tampa, FL	\$1,003,821	March 2020
TPA Developer, Gartner C1 TI, Fort Myers, FL	\$4,051,417	November 2019
H. Lee Moffitt Cancer Center & Research Institute, McKinley Outpatient Treatment Facility, Sixth Floor Fit-out, Tampa, FL	\$4,491,329	January 2018
USF Health, Eye Institute Renovation and Relocation, Tampa, FL	\$5,885,984	June 2018
Jabil Inc., Innovation Center, St. Petersburg, FL	\$11,449,591	January 2019

D. Organizational Profile and Project Team Qualifications

This section shall include a detailed profile of the organization and identify the project team. Providing this information on an organizational chart is recommended. This section shall also include resumes of the project team. Lastly include details of how each project team member will contribute to the project, in what capacity, and the level of involvement and their expertise. Provide a comprehensive summary of the experience and qualifications of the individual(s) who will be selected to serve as the project manager(s) for the City.

1. Provide organizational chart of personnel proposed key personnel to manage this project

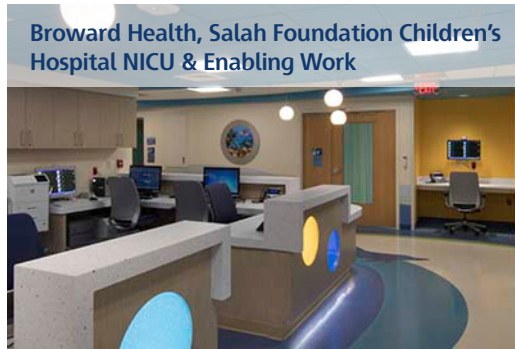
Organizational Chart of Proposed Key Personnel



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.

A Tradition of Exceeding Expectations

Skanska, and in particular, the individuals selected for this project, have a tradition of exceeding client expectations with regard to cost and quality, regardless of project size. Below are short case studies detailing our performance, experience and qualifications in a variety of project sizes.



Complex Phasing in Occupied Space

Work was completed in six phases, the first of which required us to divide two of the floors in half using a temporary wall, with cancer patients on the other side, for 12 months. Other phases required us to work above and below sensitive active units. Thorough investigation and clear communication minimized change orders.

Project Staff: Nelmarie Bowe, Dana Nelson

Initial Cost

\$32,690,070

Final Cost

\$27,278,882

Scope Change Savings

\$3,319,886



Maintaining Safe Passage in Public Areas

The flooring selected for the main corridors in the Student Union involved a two tone flake system with a serpentine curve in the main corridor. Installation was sequenced in three phases and required continuous coordination with the University, and public wayfinding signage updated daily as the Student Union remained open.

Project Staff: Nelmarie Bowe, Jesus Suarez, Diego Espinosa

Initial Cost

\$6,500,000

Final Cost

\$6,500,000

Scope Change Savings

\$67,000



Leveraging Resources to Resolve Challenges

The project team leaned on Skanska's Strategic Supply Chain group to negotiate a 50 percent price reduction for Owner requested non-warranty elevator service. This helped the entire project stay on budget and on schedule during project close-out.

Project Staff: Dana Nelson, Diego Espinosa

Initial Cost

\$49,741,606

Final Cost

\$42,375,196

Scope Change Savings

\$7,366,410



DPO Cost Savings for Municipal Clients

Skanska saved the City of Miami Gardens \$778,000 in taxes through owner-direct material and equipment purchases and an additional \$40,700 through value engineering

Project Staff: Jesus Suarez, Dana Nelson

Initial Cost

\$42,170,655

Final Cost

\$36,983,607

Scope Change Savings

\$5,187,048

3. 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.

Subconsultants and Trade Partners

Leveraging the strengths of diverse trade partners to execute construction is how we ensure successful projects, however we will not have any subconsultants on our team to perform CMAR. The construction manager is the binding agent for the entire project team, and is ultimately responsible to convert the goals of each project stakeholder into a tangible structure that provides the necessary functions of the end user.

In addition, Skanska does not plan on self-performing any permanent work and will use the AIA process to notify and request approval of all trade partners prior to issuance of any trade partners agreement. Skanska's business model is based upon transparent communication and alignment of project objectives with the owner. The success of the project is contingent upon maintaining alignment, by conducting intermediate retrospectives, throughout the project lifespan.

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.
- g. Experience of the project manager and superintendent working together on past projects.

The Right Team for the City of Hollywood

Skanska is offering the City of Hollywood our most qualified preconstruction and construction staff for the Second Floor Library Build-Out project. Each individual has a minimum of five years of experience both in the industry and with Skanska and was hand-picked based on their experience with projects of similar size and scope, their knowledge of the local South Florida market and their experience working together. We are confident that our team is well prepared, equipped and eager to work with the City and your design partners to ensure your projects are successful. Resumes and qualifications addressing question 4 items a through f are provided on the following pages. Item g is addressed in blue below.

Project Executive Nelmarie Bowe, Superintendent Jesus Suarez and Project Manager Dana Nelson have been working together consistently for the past five years on sensitive interior renovations and build-outs just like yours.



Broward Health, Salah Children's Hospital NICU, Fort Lauderdale, FL

Our selected team recently completed a project that has similar elements to your Library Build-out. They renovated 17,356-SF in an active hospital, including a 5,000-SF vertical expansion of the fourth floor of Broward Health's Salah Children's Hospital NICU.



Florida Atlantic University, Student Union Expansion and Renovation, Boca Raton, FL

Michael C. Brown, PE

Executive Support

As General Manager, Michael has full responsibility for all Skanska USA Building Inc. operations across the state of Florida. He ensures company goals are met while ensuring the best resources are dedicated for the successful completion of all projects located within Florida. Michael is a 34-year industry veteran and a licensed professional engineer. He serves as a resource to the City of Hollywood and will support Nelmarie Bowe and the entire team to deliver a project that meets your goals and exceeds your expectation.

Time Assigned to Project
10 percent

Time with Skanska
3 years

Time in Industry
34 years

Education
B.S., Civil Engineering,
University of Michigan

Certifications/Awards
OSHA 30 Hour

Professional Engineer,
Wisconsin, #31546-6



Select Relevant Experience

Florida Atlantic University, Student Union Expansion and Renovation

- \$4.2 million expansion and renovations
- Role: Executive Support

Broward Health, Salah Foundation Children’s Hospital at Broward Medical Center, NICU Renovations and Enabling Work

- Projects under \$4 million
- Role: Executive Support

Broward Health, Continuing Services Contract, Tier III

- Projects \$2 million - \$6 million
- Role: Executive Support

Jackson Health, Modernization, Project D

- Multi-phase modernization at six separate locations
- Role: Executive Support

Healthtrust Workforce Solutions, Sunrise Office Modernization

- \$2.5 million, 40,000-SF interior renovation
- Role: Executive Support

Johnson & Johnson, Depuy Synthes Renovation

- Preconstruction services for the renovation and conversion of warehouse space to office and swing space
- Role: Executive Support

Phillip and Patricia Frost Museum of Science

- \$250 million, 258,000-SF state-of-the-art science museum
- Role: Executive Support

St. Stephen’s Episcopal Day School, Ministry Building and Arts and Innovation Center

- \$9.3 million, 23,000-SF new academic facility
- Role: Executive Support

University of Miami, Chemistry Building

- \$34.5 million, 90,000-SF new academic complex in the heart of an occupied campus
- Role: Executive Support



Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, NICU Renovations and Enabling Work, Fort Lauderdale, FL

Nelmarie Bowe

Project Executive

Nelmarie provides direct management oversight for the project team. She provides continuity from preconstruction through the entire construction phase and ensures the appropriate resources are available for the project. She takes an active role in key milestone events in the pre-construction phase to include the partnering session, GMP development, value engineering, constructability and schedule reviews. Nel also oversees construction and leverages her experience and expertise to ensure the project remains on schedule and within budget.

Time Assigned to Project
80 percent

Time with Skanska
15 years

Time in Industry
16 years

Education
B.S., Industrial Engineering,
University of Florida

Certifications/Awards
OSHA 30 Hour
ENR Southeast, 2016 Top 20
Under 40

South Florida Business
Journal 40 Under 40, 2016

Select Relevant Experience

Florida Atlantic University, Continuing Contract for Small Projects

- Minor Projects, Renovations under \$4 million

Role: Project Executive

Broward Health, Continuing Services Contract, Tier III

- Projects \$2 million - \$6 million

Role: Project Executive

Florida Atlantic University, Student Union Expansion and Renovation

- \$4.2 million expansion and renovations
- Role: Senior Project Manager

Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, NICU Renovations and Enabling Work

- Projects under \$4 million
- Role: Senior Project Manager

Healthtrust Workforce Solutions, Sunrise Office Modernization

- \$2.5 million, 40,000-SF interior renovation
- Role: Senior Project Manager

SBA Communications, Corporate Renovation

- \$18 million, 170,000-SF office renovation
- Role: Senior Project Manager

Johnson & Johnson, Depuy Synthes Renovation

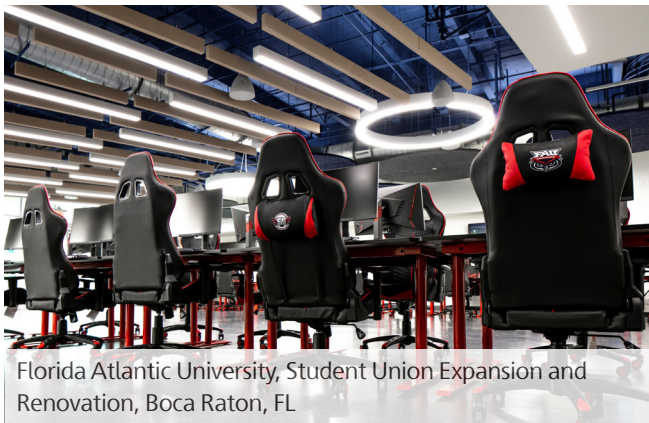
- Preconstruction services for the renovation and conversion of warehouse space to office and swing space
- Role: Senior Project Manager

School Board of Broward County, Cooper City High School

- \$19 million, 115, 082-SF renovation and addition
- Role: Project Manager

Fort Lauderdale-Hollywood International Airport (FLL), Terminal 4 Expansion

- \$42 million, expansion and renovation
- Role: Assistant Project Manager



Florida Atlantic University, Student Union Expansion and Renovation, Boca Raton, FL



Jackson Health, Modernization, Project D, Miami, FL

Dana Nelson, LEED AP BD+C

Project Manager

Dana is located on-site during the construction phase and responsible for on-site activities. He supervises, sequences, coordinates and monitors all work to ensure that it is completed to the highest quality standards. Dana manages the day-to-day efforts of the trade partner field staff to include all trade partner meetings and pre-task planning. Dana ensures the jobsite is safe, clean and secure. Dana has been a superintendent as well as a Project Manager, so he understands all sides of a project.

Time Assigned to Project
100 percent

Time with Skanska
15 years

Time in Industry
15 years

Education
B.S., Aerospace Science,
Metropolitan State University
of Denver

Certifications/Awards
OSHA 30 Hour
Commander, US Air Force
Reserve

Select Relevant Experience

Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, NICU Renovations and Enabling Work

- Projects under \$4 million
- Role: Superintendent

Holy Cross, Continuing Services and Capital Projects

- \$4.7 million, 53,000-SF various improvements projects
- Role: Project Manager

Select Relevant Experience

Holy Cross Hospital, CT Replacement

- \$1.08 million interior renovation
- Role: Project Manager

Holy Cross Hospital, Maternal Child Health Renovations

- \$4.7 million, 35,855-SF interior renovation to the second floor of the existing tower
- Role: Project Manager

Holy Cross Hospital, Pharmacy Relocation

- \$1.4 million, 5,300-SF interior renovation to shell space on the second floor of the existing tower
- Role: Project Manager

School Board of Broward County, Cooper City High School

- \$18 million, demolition, renovation and addition of a 115,082-SF administration and classroom building
- Role: Senior Project Engineer

Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, NICU Renovations and Enabling Work

- Individual Projects under \$4 million
- Role: Senior Project Engineer

Teva Pharmaceuticals USA, cGMP Laboratory Expansion

- \$2.2 million, 10,000-SF warehouse conversion
- Role: Senior Project Engineer

University of Miami, Chemistry Building

- \$34.5 million, 90,000-SF new academic complex in the heart of an occupied campus
- Role: Project Manager

Town of Cutler Bay, Lakes by the Bay Park Improvements

- \$8.6 million, 22-acre municipal park improvements
- Role: Senior Project Engineer



Healthtrust Workforce Solutions, Sunrise Office Modernization, Sunrise, FL

Jesus Suarez, PE

Senior Superintendent

Jesus is located on-site during the construction phase and responsible for on-site activities. He supervises, sequences, coordinates and monitors all work to ensure that it is completed to the highest quality standards. Jesus manages the day-to-day efforts of the trade partner field staff to include all trade partner meetings and pre-task planning. Jesus ensures the jobsite is safe, clean and secure.

Time Assigned to Project
100 percent

Time with Skanska
18 years

Time in Industry
26 years

Education
B.S., Civil Engineering, Purdue University

Certifications/Awards
OSHA 30 Hour



Jackson Health, Modernization, Project D, Miami, FL

Select Relevant Experience

Florida Atlantic University, Student Union Expansion and Renovation

- \$4.2 million expansion and renovations
- Role: Senior Superintendent

Florida Atlantic University, Continuing Contract for Small Projects

- Minor Projects, Renovations under \$4 million
- Role: Senior Superintendent

Broward Health, Salah Foundation Children’s Hospital at Broward Medical Center, NICU Renovations and Enabling Work

- Projects under \$4 million
- Role: Superintendent

Healthtrust Workforce Solutions, Sunrise Office Modernization

- \$2.5 million, 40,000-SF office renovation
- Role: Superintendent

Johnson & Johnson, Depuy Synthes Renovation

- Preconstruction services for the renovation and conversion of warehouse space to office and swing space
- Role: Superintendent

Jackson Health, Modernization, Project D

- Multi-phase modernization at six separate locations
- Role: Superintendent

Barry University, Fine Arts Quadrant

- \$1.9 million, 17,800-SF renovation of classrooms and faculty offices
- Role: Superintendent

Noven Pharmaceuticals, East & West Buildings Refurbish

- \$5.9 million, 15,000-SF interior demolition and renovation of pharmaceutical plant packaging line and associated plant office space
- Role: Superintendent



Phillip and Patricia Frost Museum of Science, Miami, FL

Diego Espinosa

Preconstruction Lead

Diego directs and manages the preconstruction team and process. He works closely with Nelmarie and City of Hollywood to lead cost estimating, GMP development, value engineering, and works closely with the construction team to develop the bid packages and determine best value recommendations. He also has a staff of architectural, structural, civil, mechanical and electrical estimators available to support the preconstruction effort as required.

Background

Time Assigned to Project
20 percent

Time with Skanska
11 years

Time in Industry
14 years

Education
M.S., Structural and Geotechnical Engineering, University of Central Florida

B.S., Civil Engineering, University of Central Florida

Certifications/Awards
OSHA 30 Hour
EI - Florida Board Of Engineers



University of Miami, Knight Recital Hall, Coral Gables, FL

Select Relevant Experience

Florida Atlantic University, Student Union Expansion and Renovation

- \$4.2 million expansion and renovations
- Role: Preconstruction Lead

Florida Atlantic University, Continuing Contract for Small Projects

- Minor Projects, Renovations under \$4 million
- Role: Preconstruction Lead

Phillip and Patricia Frost Museum of Science

- \$250 million, 258,000-SF state-of-the-art science museum
- Role: Preconstruction Manager

St. Stephen's Episcopal Day School, Ministry Building and Arts and Innovation Center

- \$9.3 million, 23,000-SF new academic facility
- Role: Preconstruction Manager

Johnson & Johnson, Depuy Synthes Renovation

- Preconstruction services for the renovation and conversion of warehouse space to office and swing space
- Role: Preconstruction Manager

University of Miami, Chemistry Building

- \$34.5 million, 90,000-SF new academic complex in the heart of an occupied campus
- Role: Preconstruction Manager

University of Miami, Knight Recital Hall

- \$20 million, 22,786-SF new recital hall on an occupied campus
- Role: Preconstruction Manager

Broward Health - Master Plan Preconstruction Services

- Provided leading efforts in all preconstruction aspects for the 10 year master plan for Broward Health including conceptual cost for over 500 projects ranging from \$200,000 to \$200 million totaling over \$500 million in total
- Role: Preconstruction Manager

Team Experience Together

Project Name	Nelmarie Bowe Project Executive	Dana Nelson Project Manager	Jesus Suarez Superintendent	Diego Espinosa Preconstruction Lead
Broward Health, Salah Foundation Children's Hospital NICU & Enabling Work	X	X		X
Phillip and Patricia Frost Museum of Science	X	X	X	X
Florida Atlantic University, Student Union Renovation	X		X	X
J&J DePuy Synthes Renovation	X		X	X
School Board of Broward County, Cooper City High School	X	X		X
City of Miami Gardens, Municipal Complex		X	X	
Healthtrust Workforce Solutions, Sunrise Office Modernization	X		X	
University of Miami, Chemistry Building		X		X



“Skanska has always been proactive and great to work with. They always listen to us and find creative ways to deliver the project on time and on budget. I recommend Skanska without any hesitation.”

**Numa Rais,
Director of Design and Construction
Florida Atlantic University**

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
- 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

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.

Team Experience to Exceed Your Expectations

From start to finish, the individuals presented in this section will be the project construction team. Nelmarie Bowe will be the principal point of contact, and Dana Nelson and Jesus Suarez will be your day-to-day contacts on site. The below chart highlight's the team's experience and the chart on the following pages describes the team capabilities as pertains to question 5 items a through n. Please refer to Tab C for the team's experience with similar projects, budget and schedule control, as well as LEED certified projects (question 5 items o, p, q and r).

Team Member	Experience Highlights
Nelmarie Bowe Project Executive	<ul style="list-style-type: none"> ▪ 16 years building on-site ▪ \$265 million renovation and build-out project experience ▪ Industry leader recognized by Engineering News-Record and South Florida Business Journal ▪ LEED Project Experience: Florida International University, College of Public Health Academic Health Center 5 (LEED Gold)
Dana Nelson, LEED AP BD + C Project Manager	<ul style="list-style-type: none"> ▪ 15 years building on-site ▪ \$215 million renovation and build-out project experience ▪ LEED Project Experience: City of Miami Gardens, Municipal Complex (built to LEED Silver)
Jesus Suarez, PE Superintendent	<ul style="list-style-type: none"> ▪ 26 years building on-site ▪ \$435 million renovation and build-out project experience ▪ LEED Project Experience: City of Miami Gardens, Municipal Complex (built to LEED Silver)
Diego Espinosa Preconstruction Lead	<ul style="list-style-type: none"> ▪ 14 years building on-site and more than \$500 million in preconstruction services ▪ \$265 million renovation and build-out project experience ▪ LEED Project Experience: The Nemours Foundation, Nemour's Children's Hospital (LEED Gold); Orlando Utilities Commission, Reliable Plaza Headquarters Building (LEED Gold)

Capabilities and Responsibilities

	Primary Responsibility	Support	Best Practices and Tools
a. Overall project management and coordination with the City, the and subcontractors	Nelmarie Bowe, Project Executive	Dana Nelson Jesus Suarez	Lean Construction Practices, Regular Communication
b. Design review and options analysis of plans and specifications	Diego Espinosa, Preconstruction Lead	Nelmarie Bowe, Dana Nelson	Skanska Metriks™ Cost Benchmarking
c. Constructability analysis	Diego Espinosa, Preconstruction Lead	Dana Nelson Jesus Suarez	Early engagement with Trade Partners
d. Cost estimating	Diego Espinosa, Preconstruction Lead	Nelmarie Bowe, Dana Nelson	Prolog, JD Edwards
e. Value engineering	Diego Espinosa, Preconstruction Lead	Nelmarie Bowe, Dana Nelson	Target Value Design Practices, Early engagement with Trade Partners
f. Life cycle cost analysis	Diego Espinosa, Preconstruction Lead	Nelmarie Bowe, Dana Nelson	Target Value Design Practices, Early engagement with Trade Partners
g. Project scheduling	Jesus Suarez, Senior Superintendent	Nelmarie Bowe, Dana Nelson	Primavera P6, Lean Construction Practices, Regular Communication
h. Quality Control (design and construction) team	Jesus Suarez, Senior Superintendent	Nelmarie Bowe, Dana Nelson	Building Information Modeling, ProCore; Six-Step Prequalification; 360 degree photos
i. Bidding and subcontractor relationships	Diego Espinosa, Preconstruction Lead	Nelmarie Bowe, Dana Nelson	Six-step Prequalification Process; Building Connected
j. Cost controls and change order management	Dana Nelson, Project Manager	Nelmarie Bowe, Jesus Suarez	Clear scope packages tailored to trade capabilities; Early bidding forms; Descoping Trades
k. Preparation/review of shop drawings	Dana Nelson, Project Manager	Jesus Suarez	BlueBeam; ProCore; Navisworks
l. Project mobilization	Jesus Suarez, Senior Superintendent	Dana Nelson	Logistics planning; Kick-off meetings; First Work Installation Inspections
m. Project punch list management and close-out	Dana Nelson, Project Manager	Jesus Suarez	Project Quality Manual; Kick-off Meetings with trade partners; ProCore; 360-cameras
n. Inspections	Jesus Suarez, Senior Superintendent	Dana Nelson	First Work Installation Inspections; Pre-Inspection Checklists; ProCore

Experience with Effective Budget and Schedule Control

Ability to Scope Out and Estimate Proposed Work

We will provide you with comprehensive preconstruction services and superior construction management services, building our project execution plans on our knowledge, our proven processes and the unique conditions presented by each project.

- **We understand Market Trends.** Skanska has a national and regional Market Trends and Alerts report to anticipate outside constraints in the construction industry. The South Florida team uses this tool to verify information being provided by the local trade partners. The South Florida Team uses this information to help mitigate through early awareness and proper planning future cost impacts.
- **We know the level of quality you expect.** We will not waste time proposing value engineering options that do not meet your design intent. The same principles will be applied to evaluate the master project schedule, early bid packages, commissioning protocols and the quality implications related to design decisions.
- **We will developed a schedule you can rely on.** We have completed some of the most intricate interior renovations in South Florida and we know not to underestimate a project, regardless of size. We have developed a preliminary schedule based on our understanding of the project scope, our multiple site visits and conversations with trade partners; however, we know that to finalize a schedule we

must thoroughly investigate your space, talk to you and your stakeholders, understand the conditions above ceiling and behind walls, and plan a project that does not disrupt your operations. Our final schedule will reflect activity durations based not on assumptions, but on knowledge of existing conditions and conversations with your team. It will be a tool the entire team can rely on to manage this project.

- **We will have a reliable cost estimate. Skanska delivered six GMP projects for Broward Health at or below budget.** Our estimated budget considered and addressed all unique existing conditions and Hospital procedures. We accounted for everything necessary to deliver a high quality product without compromising patient safety or Hospital operations. We will do the same for the City of Hollywood, based on your unique existing conditions and procedures. We will develop complete trade partner scope packages for this project, incorporating all City requirements, facilities standards and equipment vendor requirements. We will incorporate crucial knowledge of the existing facility into our scopes which enable us to solicit competitive and complete pricing immediately upon award. We have strong relationships with the key trade partners needed for this project and they remain eager to be a part our the competitive selection process which will provide the City of Hollywood with a reliable cost management tool. Using this open and transparent strategy, we will uncover all opportunities for cost savings, enabling us to fully realize your desired scope.

Construction and Material Pricing Trends Snapshot

➔ Rising
 ➔ Declining
 ➔ Stable

Index, Commodity or Material	Current Figure	% Change from prior qtr	Past One Year Trend	Past Three Year Trend	
Construction	Construction Industries Index	11,780	+1.1%	➔	➔
	Building Cost Index	6,545	+1.6%	➔	➔
	Material Price Index	3,917	+3.3%	➔	➔
	Skilled Labor Index	10,801	+0.5%	➔	➔
	Inputs to Construction (goods)	256	+8.3%	➔	➔
	Architecture Billings Index	53.3	+15.1%	➔	➔
Fuel (\$/gallon)	\$2.81	+28%	➔	➔	
Oil (\$/barrel)	\$59.16	+21.9%	➔	➔	

Skanska's Q1 2021 Market Trends Report can be accessed in full here: <https://view.ceros.com/skanska/usb-construction-market-trends-q1-21/p/1>

Skanska's History of Schedule Savings and Early Project Delivery

At the Broward Health, Salah Foundation Children's Hospital NICU Renovations and Enabling work project, we completed each space **an average of one month early**, saving general conditions costs and enabling the Hospital to offer patient care and generate revenue that much sooner! **We will work with you to achieve the same level of success enabling you to serve the community from a refreshed space that much sooner.**

Broward Health Phase	Contract Duration (Days)	Final Duration (Days)	Schedule Savings
101 – Pharmacy 1st Floor Bulk Storage	132	93	39
102 – 3POB	155	112	43
103 – CEP	332	291	41
107 – 2POB Subspecialty Clinic	219	207	12
104 – 7th and 8th Floors	626	626	0
105 – NICU 2RW	512	425	87

Skanska's History of Cost Savings and Maximizing Scope!

Our knowledge and processes enabled us to provide, on average, 100% accurate estimates and total savings of \$3.1 million dollars on the Broward Health Phase 2 Renovations Projects!

Broward Health Phase	Skanska GMP Amount	Final Budget	Savings*
101 – Pharmacy 1st Floor Bulk Storage	\$466,761	\$457,984	\$8,776
102 – 3POB	\$2,531,524	\$2,511,007	\$20,516
103 – CEP	\$2,571,258	\$1,746,881	\$824,376
107 – 2POB Subspecialty Clinic	\$1,516,751	\$1,463,853	\$52,898
104 – 7th and 8th Floors	\$15,017,575	\$12,994,750	\$2,022,824
105 – NICU 2RW	\$8,334,699	\$8,114,827	\$219,872

*Includes ODP savings, buy-out savings and unused contingency



The highly successful Broward Health Salah Foundation Children's Hospital NICU Renovations and Enabling Work project was led by Nelmarie Bowe (red top, third from left) who will bring the same professionalism, experience, and pro-active, collaborative approach to achieve success for the City of Hollywood.

E. Approach to Scope of Work

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. Give an overview on your proposed vision, ideas and methodology. Describe your proposed approach to the project. As part of the project approach, the firm shall address the following;

1. 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.

Approach to Performing the Work

Our team's approach to the Second Floor Library Build-Out includes strategies to efficiently complete construction building with a high-quality office environment while maintaining the safety of patrons utilizing the library and surrounding areas of City Hall. We have reviewed the key objectives of your project and our plan to meet them includes:



Understanding the Scope of the Project: Provide preconstruction and construction services for the renovation of approximately 34,000 SF of office space on the 2nd floor of the Broward County Library. The new renovated space will be fit out for the City of Hollywood's Development Services including Building, Planning and Zoning, Engineering, Code Enforcement, Utilities, and Community Development. The project also includes the demolition of the existing 2nd story building on the SE area of the City Hall circle and new parking area.



Meeting the Schedule: Collaboration with the selected Architect, will allow for constructability reviews prior to construction and a smooth submission for permit.

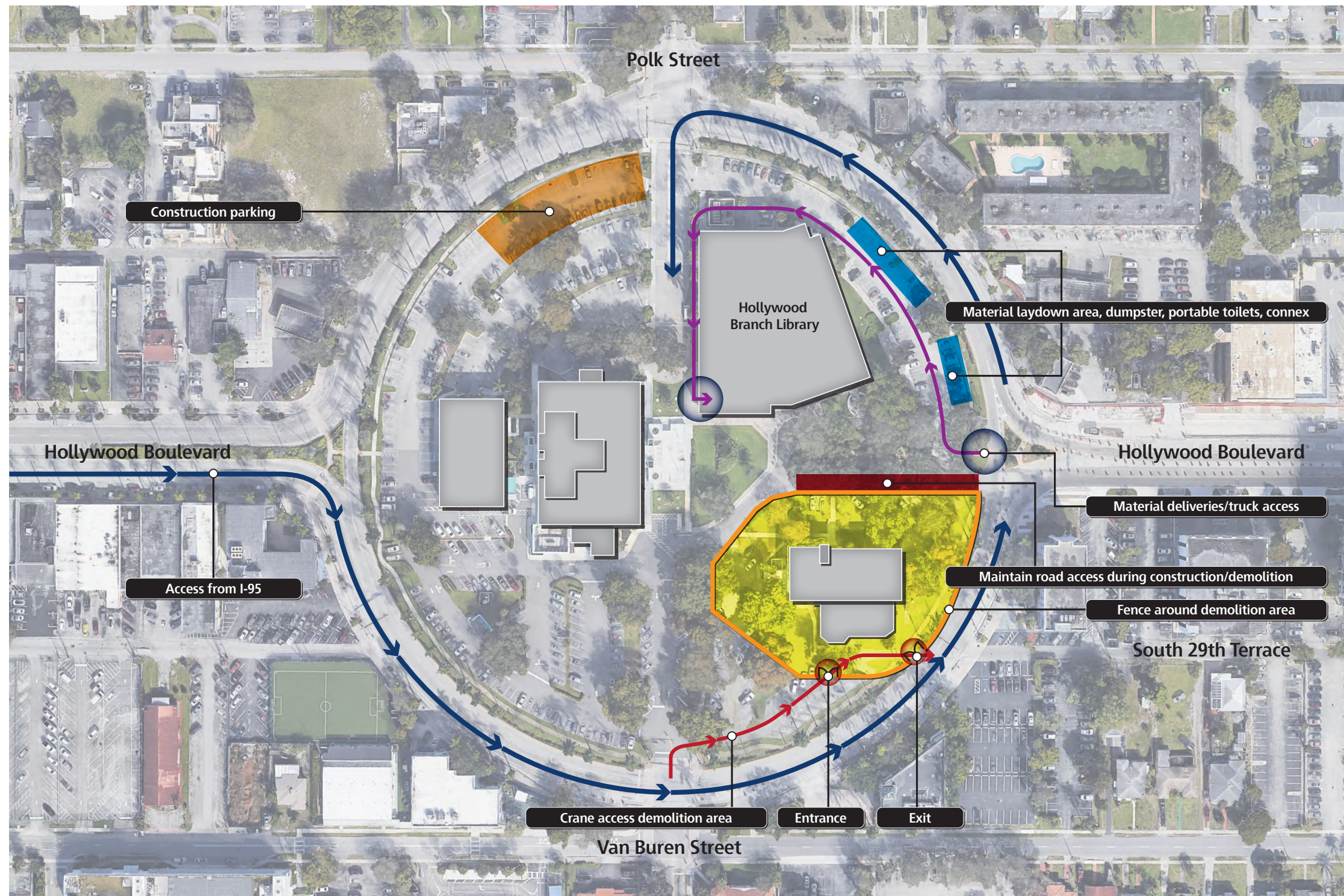


Adhering to the Budget: The project construction budget is approximately \$4,146,175.00. Skanska will be involved early in the design process to positively impact the budget through value engineering and constructability reviews. Cost reporting during all phases of the project will maintain open communication between all parties to ensure the project is on track.



Maintaining Operations: Our logistics plans take into considerations ongoing library, city hall and development services operations as well as parking and traffic flow around the City Hall circle.

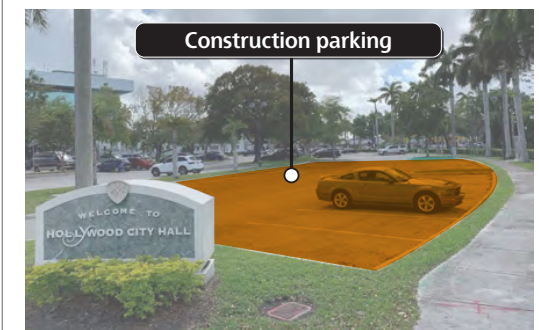
A preliminary logistics plan and preliminary project schedule have been provided on the following pages. We look forward to working with you to refine these to deliver the project you envision.



Construction Parking Option, Laydown Area and Delivery Route

- Parking area considerations: Avoid disruptions to Employee parking, City Hall Drive-In Window, Library Book Return Loop
- Current Library Hours: Monday-Friday 10am-6pm; Closed Saturday and Sunday

Proposed Parking Area



Demolition Traffic



Legend

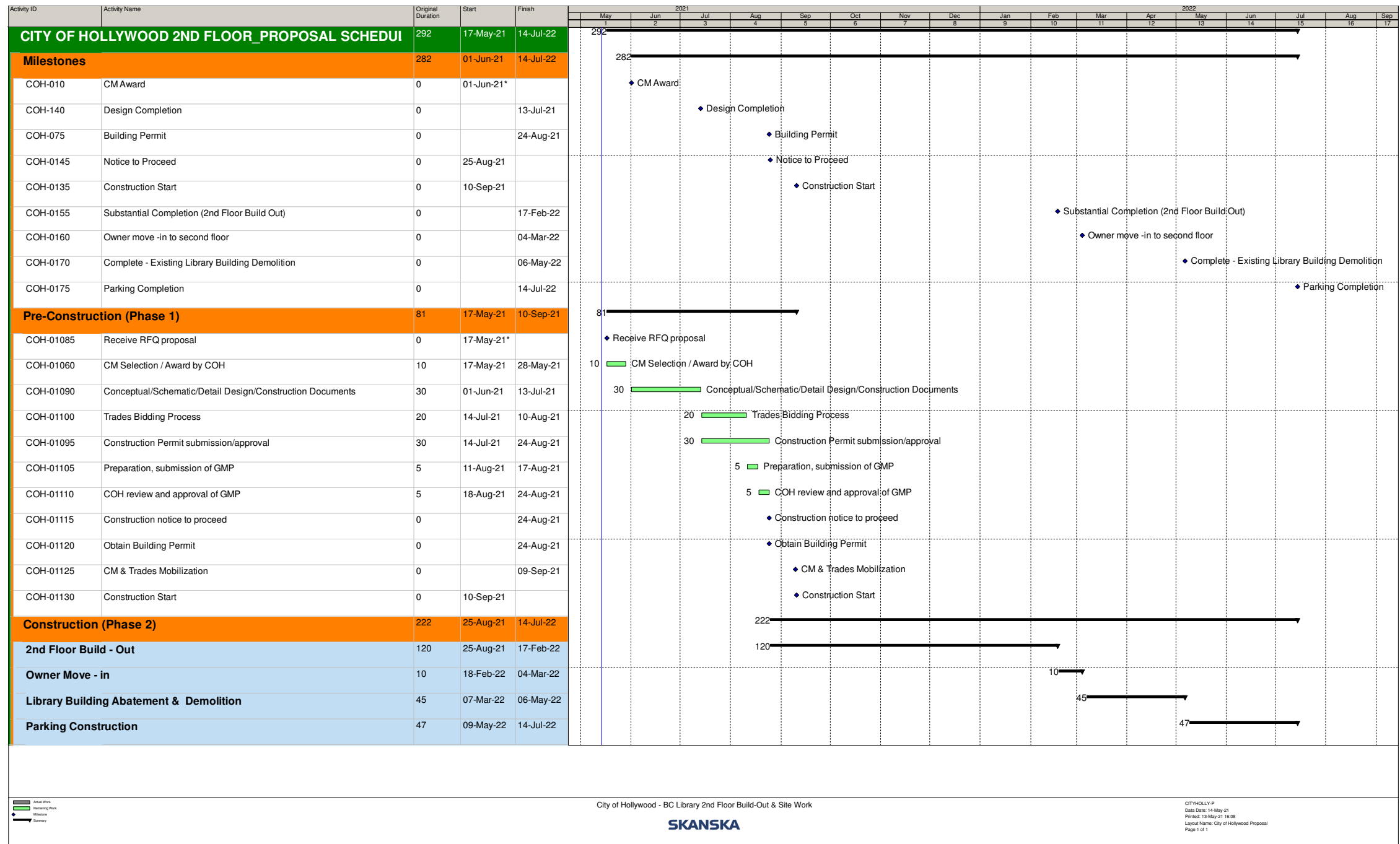
- Construction fence
- Construction gate
- Construction parking
- ← Delivery route
- ← Worker/path access to building
- Material laydown area, dumpster, portable toilets and connex
- Maintain road access during construction demolition

Broward County Library 2nd Floor Build-Out & Misc. City Hall/Site Work City of Hollywood

Logistics Plan Scale: NTS



Project Time Schedule



Upon award, we will conduct a thorough investigation of all existing conditions to understand how to best achieve your project vision within the given budget and schedule. Site visits and drone footage enable us to assemble preliminary thoughts regarding logistics and schedule, but it is when we all walk the space together and understand your vision and any existing constraints that we can begin to fully form the plan to deliver your project.

Major Project Tasks and Responsibilities of Assigned Staff

The following table highlights our key team members along with their major tasks and responsibilities for your project.

Team Member	Role	Responsibilities
Nelmarie Bowe	Project Executive	Nelmarie provides overall direction and leadership for the project and serves as your day-to-day contact. She will be onsite regularly during construction and will be heavily involved during the preconstruction phase for continuity and cost saving efforts.
Jesus Suarez, PE	Superintendent	Jesus plans, sequences, manages and inspects all trade partner efforts. He works closely with Dana to drive efficiency and deliver high quality construction safely, on-schedule and on-budget.
Dana Nelson, LEED AP BD+C	Project Manager	Dana works with Jesus to plan, sequence, manage and monitor all work to ensure that it is completed to the highest quality standards. He will be on-site full time and works with Jesus to track quality control, manage project finances and ensure the City's expectations are exceeded.
Diego Espinosa	Preconstruction Leader	Diego leads and directs the preconstruction process, working closely with the local trade partner community and a team of in-house estimators to plan the project for a successful delivery.
Michael C. Brown, PE	Executive Support	Michael provide project support from award through completion. He ensures that the team has all resources necessary to deliver the project efficiently, safely and exceeding the City's expectations.

2. Provide information on your firm's current workload and how this project will fit into your workload.

Skanska's Current Workload in South Florida

Skanska's staff's capacity and current workload will allow the firm to complete this project within the required timeframe. The team members assigned will be with the project throughout the duration of the preconstruction process, construction administration and closeout. Additional staff can and will be assigned to the project as necessary to meet the budget, schedule and programmatic objectives of the project. A matrix showing the firm's current workload has been provided below.

Project Name	Current Phase	Expected Completion
University of Miami, Chemistry Building	Construction 35% Complete	May 2022
University of Miami, Knight Recital Hall	Preconstruction	January 2023
Florida Atlantic University, Continuing Services Contract	On-going	February 2025
Broward Health, Continuing Services Contract	Preconstruction	December 2024
J&J DePuy Synthes Renovation	Preconstruction	October 2021

3. Describe firm's demonstrated ability to solve complex project issues.

Mitigate Challenges Before They Become Complex Issues

Pro-active project planning and a thorough investigation of existing conditions will mitigate complex project issues. Below is a list detailing the different opportunities for collaboration that will help mitigate any issues.

Collaboration Opportunity	Benefit to Project
Bi-Weekly Owner-Architect-Contractor (OAC) Meetings	Team is able to discuss and resolve questions quickly. Items requiring input from the Library and/or City Departments are reviewed first, enabling them to return quickly to work.
Phasing Plan Development	Enables team to develop a phasing plan that minimizes interruptions to Library operations.
Shutdown Logistics Meetings	Team is able to address stakeholder questions and concerns, and review scheduled dates and times to ensure the planned shutdowns (e.g., plumbing/electrical) are smooth and successful.
Pre-Installation Conferences and First Work Inspections	Team is able to address stakeholder questions and concerns, and review scheduled dates and times to ensure the installations go smoothly. Inspecting the first work after installation enables the team to immediately address any deficiencies and establish quality standards for all work, significantly reducing rework and punch list items.
Plan Flips, Mock-Ups and Walk-Throughs	Each of these actions promotes quality and facilitates coordination between User Groups, the design team and Skanska. Reviewing equipment placement first on paper, then in a mock-up and finally during a walk-through provides multiple opportunities for decision making, quality control checks and ensuring the work meets design intent. Walking with Facilities and Maintenance staff to review construction progress enables them to give input on items that will impact maintenance after construction. Discussing and resolving these items during construction avoids frustrations and costly changes after the project is complete.
Logistics and MOT Plan Reviews	Team is able to discuss site logistics and Maintenance of Traffic (MOT) plans to ensure all feedback regarding delivery routes, equipment placement and the flow of labor and materials has been incorporated into the plans. Collaborative discussions with all stakeholders shape plans that minimize disruptions to Library and City Hall operations.
Scheduling Reviews and Pull-Planning	Creates trade partner buy-in to schedule and ensures the project schedule needs are incorporated into construction schedule.
Budget and Cost Reviews	Promotes transparency, eliminates surprises and assists with achieving City priorities.
Submittal Reviews / Presentations for Users	Facilitates decision making; ensures Facility Standards have been incorporated and all user needs addressed; reduces risk of re-work.
Housekeeping and Safety Inspections	Regular reviews ensure proper implementation of temporary barriers/walls and sticky mats to maintain safety and comfort of Library patrons, staff and public.
Front End Coordination and Communication with User Groups	Through early coordination with City of Hollywood's Building Department, Planning and Zoning, Engineering, Code Enforcement, Utilities and Community Development, the team is able to eliminate the risk of future systems conflicts or other costly surprises. This coordination also sets the stage for an efficient move-in process.
Move-In Meetings	Team is able to develop and plan a smooth, efficient and safe move-in process.

Should issues arise, we will promptly investigate and provide suggested solutions for the City's review. Examples of our successful experience with these techniques are explained best by our clients:

"The Skanska team was very collaborative to work with during the various renovations projects at the Salah Foundation Children's Hospital. The unanticipated scrub sink change at the end of the project is a great example of Skanska's professionalism and positive impact by being at the forefront with solutions and meeting the completion date before patient move-in. They did not let any outside factors interfere with what the patients needed the most and worked well with the users. Skanska's participation during the Owner Move-in meetings was very valuable to the different stakeholders. Overall, it was a very good experience and I hope we get to work with them again."

– Shirley Ochipa, MS, MT(ASCP)SM, CSMP, Safety Officer, Broward Health Medical Center

4. Describe available facilities, technological capabilities and other available resources you offer for the project

Resources Available to Achieve Success on Your Project

As pioneers in construction and project development, we are not bystanders to the future of our industry—we are its builders. Skanska fosters a culture of innovation, which is focused on the transformation of construction industry approaches to solving problems. We are committed to improving construction methods for our customers and their communities, and we encourage our employees to continuously push for better methods. Some of the technological capabilities we offer include:

Reality Capture

Reality capture involves the use of advanced technologies, such as 3D laser scanners and high-definition, 360-degree cameras, to collect existing or as-built conditions for use during design, construction and operations. By using reality capture to compare drawings to the real world, our teams can reduce project risk and increase predictability. Capturing field conditions quickly and accurately can reveal inconsistencies between existing conditions versus what is represented in the drawings or model. The use of this technology helps to optimize schedules, minimize change orders and enhance quality assurance.

Reality capture can benefit the Second Floor Library Build-Out project in the following ways:

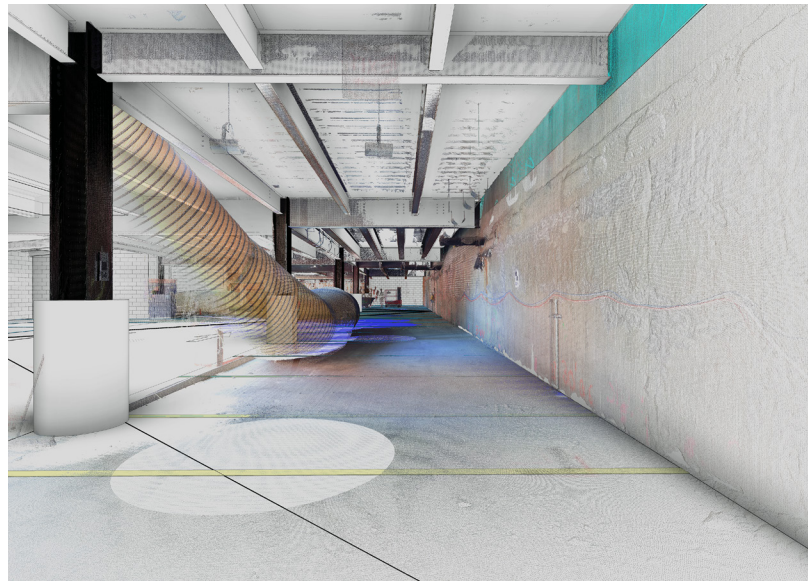
- Increase predictability by verifying existing conditions
- Document construction progress to reduce change orders and improve schedule
- Reveal discrepancies between as-planned and as-built conditions

Laser Scanning

3D laser scanners collect millions of accurate measurements of the built environment, and they also have the capability of taking 3D panoramic photographs. In a renovation project, laser scanning is paramount in determining actual existing conditions, allowing our teams to eliminate potential clash issues. When paired with BIM tools, we can use laser scanning to confirm constructability and make modifications for proper coordination.

Case Study: Improving Accuracy and Quality

Skanska used laser scanning on the Broward Health Salah Foundation Children's Hospital NICU Renovations. These scans enabled us to verify column locations, improving



Reality capture, the process of using advanced technologies such as 3D laser scanners and high-definition, 360-degree cameras, to collect existing or as-built conditions for use during design, construction, and operations, helps everyone on the team reduce risk and increase predictability, efficiency and quality.

accuracy and quality of floor penetrations for MEP renovations.

360-degree image technology

High-definition, 360-degree cameras capture panoramic photographs and video. These photos can be easily navigated (pan and zoom), and the cameras can capture more content faster and with 75 percent fewer files compared to traditional panorama capture methods. This dynamic imagery can be used to create virtual jobsite walk-through tours, capture existing or as-built conditions, and archive areas for future inspections prior to closing walls (i.e. when wall finishes and ceilings are installed, we can look into the wall to see the systems within).

Matterport

The Matterport Pro2D camera combines 3D panoramic photography and infrared scanning technology to collect 3D data at jobsites. The millions of data points collected during the scan are stitched together to create an immersive 3D environment in a user-friendly, cloud-based platform made available for the project team to view in virtual reality. Teams can use the accurate measurements (within one percent) captured by the scan to verify existing conditions prior to or during construction and at closeout. This data is used to increase predictability and accuracy during construction or to document as-built conditions at project completion. We can use Matterport scanning to supplement traditional

surveying methods, saving the team time and money while improving overall survey quality.

StructionSite

Skanska uses 360-degree cameras with photo documentation software StructionSite to efficiently document project progress and milestones and to improve communication with designers, trade partners and clients. Easy search and explore tools allow stakeholders to navigate 360-degree photos and jobsite walk-throughs by floorplan, date and other criteria using desktop or mobile devices. Teams can capture conditions of an area prior to closing walls and ceilings to archive images of the hidden mechanical systems and structures for future inspections or renovations.



The use of 360-degree cameras gives our project teams and clients efficient tools to visually examine details of the project, often saving valuable time and money.

Case Study: Improving QA/QC with StructionSite

Seeking an efficient workflow to capture in-wall and above-ceiling conditions before, during and after construction, the Skanska team at the EF Hult International Business School project in Cambridge, Massachusetts utilized StructionSite. Using the platform, the team documented a series of 360-degree construction progress photos. In the 360-degree environment, stakeholders could navigate to specific points in the floorplan and view the photos as part of a timeline, comparing construction progress of an area over the entire span of the project. The team could virtually peel back walls or ceilings to view what components were installed and when. The 360-degree photos can be referenced to determine the best course of action in addressing challenges that might arise later, such as repairing pipes or installing a grab bar in a restroom.



Drones

Unmanned Aerial Systems (UAS), or drones, help monitor site progress by collecting photos and/ or video, assist with inspections of hard-to-reach areas, complete photogrammetry and laser scans, and augment the modeling process. Unlike traditional aerial photography, drones provide more detailed information, are faster and often are less expensive. Since they can fly into compact or hard-to-reach spaces, drones also reduce a worker's reliance on ladders or scissor lifts, helping to avoid unsafe conditions.

Drones can bring several benefits to Second Floor Library Build-Out project:



Safely perform inspections of hard-to-reach locations



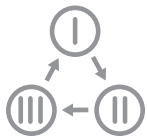
Reduce costs of surveying and project monitoring



Efficiently verify work in place and completion status



Evaluate material volumes and conduct cut-and-fill analysis



Improve safety and logistical planning



Enhance community and client engagement

Case Study: Using drones to ensure quality



At the Pegasus Park project at Gulfstream Racing and Casino Park in Hallendale Beach, Florida, we integrated our drone operations and services with machine learning technology. Using machine learning, the Smartvid.io program automatically highlighted and smart-tagged issues like cracks and fissures in concrete, ensuring strict quality control. Additionally, as our team members took videos of the project, they recorded comments and pointed out any construction or quality issues. The videos and comments were then sent to the appropriate trade partner to manage.

Benefit

This combination of machine learning and voice-overs ensured clear communication and quality construction.

Digital Reality

Skanska is implementing digital reality technologies at projects, such as virtual reality (VR), augmented reality (AR) and mixed reality (MR). We are putting these technologies to work starting as early as conceptual design and continue to leverage their benefits into construction and operations. These tools place a user into a first-person experience that contextualizes the built environment and enables a personal connection to a space. This can help remove unknowns around design options, clarify assumptions to conceptual estimates, provide important information to accelerate decision making and promote stakeholder buy-in.

Virtual Reality Mock-ups

VR uses a headset to completely immerse the user in a digital environment. The environment is typically computer generated and can also include real-world 360-degree photographs and video. One way Skanska is using VR is through virtual room mock-ups. Virtual reality mock-ups place end-users into a first-person, immersive experience providing an effective way to review the functional layout of spaces and value engineering alternatives. VR mock-ups consist of assets, furnishings and equipment presented at an extremely high level of detail that meet the same accuracy as time consuming and costly physical mock-ups. The interactions and design reviews that VR headsets enable will create opportunities for the City of Hollywood and the project team to make important decisions early on, often saving time and money.

Case Study: Using VR to avoid costly design changes

Skanska is providing construction services for a hospital emergency department in Dayton, Ohio. The client requested that clinician groups have an opportunity to evaluate equipment layout and review value management decisions before finalizing construction documents. For hospital projects, this type of review is traditionally conducted by creating a physical mock-up. But due to schedule limitations, doctors and nurses would not have an opportunity to experience the proposed design in a timely fashion. As a result, Skanska suggested leveraging an immersive VR experience, and our team used the Revit design model as a base for VR mock-ups for a trauma room and treatment room. By using VR, we helped our client make the right design decisions early in the project, eliminating costly design changes later on.

Augmented and Mixed Reality

Augmented reality (AR) and mixed reality (MR) is the merging of real and virtual worlds to produce new environments and visualizations where physical and digital objects appear to co-exist and interact in real time. Using



specialized headsets in the field, we can overlay the digital design intent 3D models with real-world conditions. This allows us to check decisions made during planning and evaluate quality by verifying systems are installed according to design.

Case Study: Using mixed reality with HoloLens to reduce clashes in the field

At the Bank of America Tower project, an iconic high rise in the heart of downtown Houston, our construction team delivered a distinctive building on schedule by leveraging a new technology: mixed reality and the Microsoft HoloLens. In each phase of execution, digital collaboration enhanced the team's communication as they evaluated constructability options, identified clashes and coordinated models with trade partners. By using this technology, our team helped get the design right the first time and prevented costly and timely rework in the field.

Benefits

- Provides access to most current information in the field and improves productivity and efficiency
- Augments jobsite visibility and improves transparency
- Improves environmental awareness and worker safety
- Enhances decision making and reduces risk with real-time data

Environmental Monitoring Systems

We believe the well-being of all living things impacted by the City of Hollywood Second Floor Library Build-Out project must never be compromised. This is why cultivating a culture of safety is a priority for us. One tool we use to accomplish this is a smart monitoring system. By placing wireless smart sensors in strategic locations throughout the jobsite, we are able to remotely monitor a variety of environmental conditions, including noise, negative pressure, vibration and dust.



These sensors can be checked in real-time using a dedicated dashboard on team members' mobile devices or desktop computers. Customizable alerts notify us and the City with an email or text message when a sensor is approaching a risk level. This helps us remain proactive in preserving your ongoing operations and the safety of all who are nearby.

Benefits

Cost savings: The system is modular and can be customized to the exact needs of the Second Floor Build-Out project, making it the most cost-effective environmental monitoring solution.

Risk management: With continual data always at their fingertips, our project team will instantly know if there is even the hint of less-than-safe conditions, so they can step in and provide a remedy before it becomes an issue.

Transparency and communication: Custom, real-time alerts provided to the City enhance accountability and make communication effortless and timely.

Operational efficiency: Remote, wireless sensors eliminate the need to perform manual checks of environmental conditions throughout the day, saving time and money.

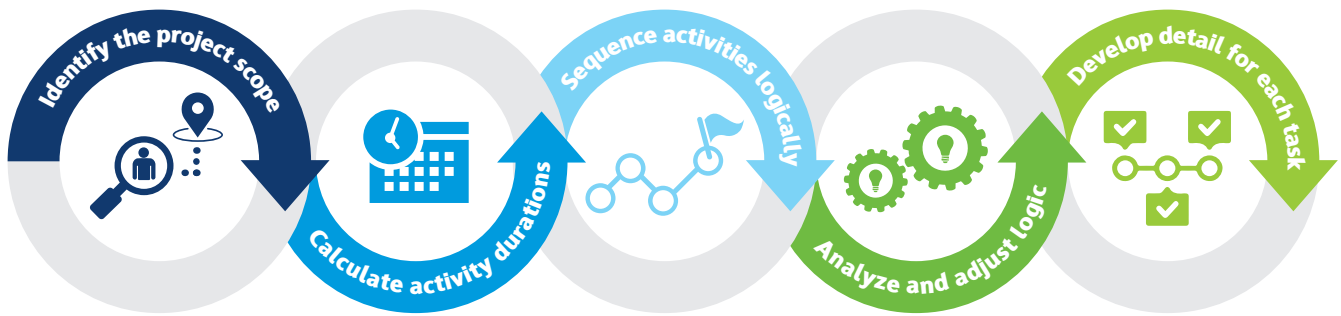
5. Proposed scheduling methodology for effectively managing and executing the work in the optimum time

Scheduling for Success

Developing a realistic, reliable schedule is the first step in achieving your project occupancy goals. To do this, Nelmarie Bowe, Dana Nelson and Jesus Suarez will facilitate early engagement, integrated planning processes and transparent communication.

Jesus Suarez will use a combination of the Critical Path Method (CPM) and the Last Planner® System to create a streamlined schedule for the project. He has extensive experience with both of these systems, and will work with the City, the Design team, our operations team and key trade partners to help the team develop a predictable and reliable project schedule.

The graphic on the next page shows how our project team will use the CPM and Last Planner System together to deliver a streamlined schedule for the Second Floor Library Build-Out project. This process will ensure that we answer all the questions necessary to create an accurate baseline that reflects real-world opportunities and constraints in the field.



What are we going to do?

- ✓ Make a list of all the activities that need to be done before the project is considered complete.
- ✓ Consider design, procurement, permitting, construction and closeout activities.
- ✓ Evaluate which of those activities are on the project's critical path.

How long is it going to take?

- ✓ Calculate durations based on manpower and productivity data.
- ✓ Evaluate how the availability of resources, materials and equipment will affect the schedule.
- ✓ Engage key trade partners to validate and confirm our calculations.

How are we going to do it?

- ✓ Determine the most logical order in which tasks can be completed.
- ✓ Identify handoffs between trades.
- ✓ Consider key milestone dates, such as the customer's desired occupancy date.

Can we do it more efficiently?

- ✓ Look for opportunities to optimize the schedule.
- ✓ Identify which tasks can overlap with other on the critical path.
- ✓ Use schedule benchmarking data to validate durations compared to previous projects.

How are we going to do each task?

- ✓ Use pull planning with last planners to develop detailed sequences for each activity.
- ✓ Verify that sequences and durations reflect trade partners' real-world needs.
- ✓ Plan for constraints and handoffs.
- ✓ Secure reliable commitments from trade partners.

Build a baseline with the Critical Path Method

Refine the schedule with the Last Planner System

By applying CPM techniques to the Last Planner System framework, our team will create a system of two-way feedback between the office and the field. Our scheduling efforts will be continually validated by our downstream operations team, resulting in greater schedule certainty and a smoother transition to construction.

Schedule Management and Control

After construction begins, Superintendent Jesus Suarez will drive and track the schedule. Jesus and our team will review the following indicators on a regular basis to measure the current state of the schedule and make sure the project stays on track:

- Baseline milestones
- Work performed out of sequence
- Critical and near critical path activities
- Logic for upcoming work to confirm schedule and durations
- Continue to confirm overall logic of the schedule
- Any change orders and added scope

When each update is complete, we will ask, "Are we meeting our commitments?" If the answer is no, we will quickly identify the root cause of the problem and implement a solution to get the schedule back on track.



Keeping the City of Hollywood Informed

✓ Monthly

- Master schedule summary
- Detailed project schedule
- Trade partner detail schedule
- Critical path schedule summary
- Construction spending
- Equipment procurement and delivery schedule

✓ Weekly

- Look-ahead schedules
- Schedule updates

✓ As Needed

- Startup, commissioning and closeout schedules
- Miscellaneous schedules
- Owner-furnished equipment schedules

6. Please describe your firms approach to timely construction of projects and in which the project can be fast-tracked and expedited.

Schedule Acceleration

The best way to accelerate the substantial completion date is to empower all team members with a strong sense of ownership for the schedule. This early collaboration will be key to identifying schedule-saving opportunities, like those listed at right:

We will discuss these and other relevant options with the City and your stakeholders to determine the best path forward for the project.



Early works packages



Building decisions into the schedule



Opportunities for prefabrication



Onboarding key trade partners



Creative Phasing and Overlapping Activities

7. Describe your CMAR firm's means and methods to minimally impact the City and County Library operations as well as public at large.

Being a Good Neighbor in the Community

A Responsible Community Builder

We are community builders, and we know that construction, specifically roadwork, can be disruptive to both vehicular and foot traffic. Members of our team are FDOT-TTC, having attended MOT classes and completed projects with extensive MOT plans. We have also spoken with some of the businesses surrounding the greater project site and will continue to do so throughout the project to ensure we are aware of and addressing concerns before they become issues.

We will also communicate weekly and daily work activities to personnel inside the library to ensure that we do not disrupt the course of normal business and City operations. We have extensive experience managing construction projects that require daily and sometimes hourly coordination in sensitive environments. We always keep in mind that we are guests in your facility and along with building safely, ensuring your staff and the adjacent business owners can conduct their business uninterrupted is the most important thing we do.

The proposed logistics plan presented reflects a separation of construction activities both during the renovation phase and demolition phase. It takes into consideration the continuous flow of traffic around the City Hall circle and allows for a smooth entrance into the construction and material laydown area as well as an easy exit with the flow of traffic.

Case Study: Communicating on the Ground and From the Sky on the City of Fort Lauderdale, Las Olas Corridor Improvements Project

This \$49.7 million project saw the completion of quality-of-life improvement projects in three separate areas covering 12-acres and a quarter mile along Las Olas Boulevard at Fort Lauderdale Beach. Improvements addressed pedestrian connectivity, created new gathering spaces, enhanced streetscape, provided additional parking and created a multi-modal transportation center. Each phase of the project was delivered without impacting the businesses or residents surrounding the project site. This smooth process was possible because of Skanska's communication and coordination efforts which began with an intensive research and observation effort.

During the selection process, Skanska visited each building surrounding the proposed project and spoke to business owners and residents about their concerns regarding construction. These conversations helped inform our site logistics plan and led to the creation of our Community

Outreach Liaison. For this project, Skanska partnered with WMBE firm Garth Communications who had an office inside the project trailer where community members could come to get information or raise concerns with the day-to-day, boots-on-the-ground project team. We also used drone technology to capture regular progress photos and videos which the City used in promotional materials to draw new businesses to the beach. A drone flight that live-streamed footage to YouTube was a particular hit with the community as it's not often you get to see your neighborhood transform from 1,500 feet!

8. Describe the CMAR firm's plans to store all of its equipment to minimally impact City and County Library operations.

Equipment Storage and Minimizing Disruptions

We will draw on our experience building in municipalities as well as best practices from complex occupied facility renovations around the country to further develop and maintain a schedule and phasing plan that allows us to compress the schedule and achieve and timely completion.

We have already completed a phasing plan that mitigates disruptions on ongoing operations within the City Hall circle and nearby businesses and neighborhoods. This plan can quickly be validated to incorporate additional changes and ensure it meets the City's needs. The logistics plan includes but is not limited to the following:

- Equipment and material storage on the northeast corner of the circle, in an outer band of parking spots which we have observed are not often full. Material deliveries will be accepted here as it allows large trucks to enter the circle without disruption to traffic and County Library parking.
- Construction parking and walking path to the work area that is separate from patrons and City employee parking.
- Fencing around demolition and new parking area for safety as well as a truck route to avoid disruption to surrounding traffic. Dump trucks can pull in from the South side of the circle, pick up debris and exit from the southeast corner back onto the circle.
- Interior logistics includes construction access from the Southwest entrance of the library near the elevator lobby and the use of a single elevator with cab protection. Sticky mats and plastic barriers will be used for dust protection and cleanliness in occupied areas of the library.

Construction Access to 2nd Floor

- Dust Control and Protection of Finishes

-East entrance to be used to avoid comingling of library patrons and construction personnel. Sticky mats to be used at entrance for dust control.



-1 elevator to be designated for construction and shall be protected during use (Floor and walls)



-Terrazzo tile floors to be protected prior to construction



- Safety, Safety, Safety: Our site logistic plan will focus on staff and public safety first. **Our commitment to safety ensures every decision made will be made with safety first.**

9. 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.

Resources and Capabilities for Delivering a Successful Project

The success of your project lies in our ability to effectively manage the cost, schedule and quality control aspects of every project. It all starts with investing our efforts in developing an execution plan early during the design process to guarantee a successful project. Our project team will be fully engaged and integrated during the preconstruction phase to develop strategies and recommendations to achieve higher levels of excellence on your project. We will analyze and communicate the cost implications of design consideration and programmatic needs as the design evolves to allow the City of Hollywood to make informed decisions early in the design process and guarantee your money is appropriately allocated on your project. Your benefit is a reduction in risk of costly scope adjustments later during construction. We will provide meaningful cost, schedule and quality/constructability review input throughout the design process to ensure the documents are aligned with the City of Hollywood's expectations.

Scheduling – Primavera P6 Software

We utilize Primavera P6 Professional as the primary scheduling tool across all our projects, which is the most used planning tool in the industry and is suitable for any project size or complexity. In some situations, we use additional software to facilitate the scheduling communication process. For instance, NetPoint, is an alternate scheduling tool that allows us to develop summary schedules and interactive planning sessions with the Facilities and Design team. We will work together with the City of Hollywood to ensure our systems and reporting structure is developed and adapted according to your needs and requirements for your project.

Variance Reports

The scheduling software allows the development of variance reports for finish dates and other data within the schedule. Schedule updates or snapshots are saved periodically throughout the duration of the project in order to monitor schedule performance. Control Milestones reports are reviewed after every update to quickly identify any schedule variances as applicable. Skanska's standard procedure is to compare the current schedule to the original Baseline Schedule and to the last Schedule Update, measuring schedule performance against the contract schedule and identifying current trends respectively. Short-term look ahead schedules are used in the same manner in order to communicate schedule status to trade partners on a weekly basis. These reporting tools also allow the management team

to hold all parties accountable and mitigate any schedule risks as early as possible.

Procurement Logs

Procurement logs track material and equipment procurement, fabrication, delivery and installation. Constantly tracking the project's materials and equipment helps ensure on-time deliveries.

Critical Path Report

Critical path reports highlight all critical design, pre-construction, procurement and construction activities that are affecting key milestone dates. This information allows the team to prioritize tasks at different stages of the project.

Cost Control and Reporting – Procore Software

Our cost control during construction includes regular monitoring of actual costs for activities in progress and estimates for incomplete tasks and proposed changes. We identify variances between actual and estimated costs and report the variances to City of Hollywood at regular intervals meetings.

We will develop cash flow reports and cost forecasts that will be maintained and updated with construction budget changes. During construction, our team prepares daily reports of quantity of work put in place. All budget items are tracked by assigned cost codes. Weekly, we track and report variances and complete a cost report on a line-by-line basis. These reports are made available to the project team members. Our project team develops a series of cost reports, supported by an appropriate level of detail, tailored to provide you relevant information as per your specific requirements.

Procore construction management software provides unparalleled visibility and control over individual construction projects by delivering true construction management functionality from the field to the back office. During initial project meetings, we review business processes and workflow, identify any unique requirements or special reporting needs, and develop a Procore implementation plan.

Quality Control – Procore Software

The first step in quality control is ensuring that all the bidders have the proper qualifications to perform the work. The goal of the prequalification process is to develop and implement a selection process wherein the project objectives that the project team has been utilizing since the preconstruction phase of the project are clearly

communicated to the individual trade partners. We also use our Procore software to manage our quality process.

Without this vital link in the preconstruction process, the selection of an inappropriate trade contractor that does not have the capability or desire to achieve the project objectives could compromise the success of the project. As the construction manager, it is Skanska's responsibility to obtain the highest quality construction available in the industry.

Design/Constructability Reviews

During design, and as the results of the ongoing investigations, are incorporated into the documents, we will complete a detailed review of the construction documents and perform a constructibility review. This will allow us to establish primary inspection points to be reviewed and documented in the field at the point of installation and address specific envelope systems that may have a questionable application. Skanska will complete a final review of construction documents with the design consultants and include the Project Specific Quality Assurance Plan in the bid packages. This ties the individual trade scopes together and greatly enhances quality.

Shop Drawing Management – Procore Software

As contracts are awarded, a list of required submittals is provided to each trade partner with a scheduled due date for each submittal is identified. We enter the list of submittal register items into Procore and any critical/ long lead submittal items into the P6 schedule, which serves as a tracking tool throughout the review and approval process. All trade partners and vendors are required to review shop drawings, product data, samples, etc., for compliance with the drawings and specifications before initial submission to Skanska. With the exception of physical samples or mock-ups, all submittals are required to be provided in electronic format for efficient processing.

Skanska receives an email notification when a submittal is posted for review. Our project team performs a review prior to submission to the reviewer and verifies field measurements, construction criteria, and other data for conformance with the specifications. If an item does not meet the specified requirements, it is returned directly to the sender for resubmission.

Once approved by Skanska for submission, all submittals are uploaded into Procore and an alert is sent automatically to the reviewers including but not limited to the Architect, Engineer of Record and Owner's Project Manager. The reviewed documents are then uploaded, and the Skanska

team is alerted that the review is complete. The approved submittals are transferred to Procore where they are available to all trade partners and vendors for coordination purposes. The Procore iPad application allows our project team to take an exponential leap forward by providing the ability to work remotely via the iPad, carry documents to the field electronically and complete all checklists, punch lists and daily inspections in a paperless environment while keeping the design team and owner constantly notified.

RFI Control and Routing – Procore Software

During the design, procurement, and construction process, questions will arise from trade partners, bidders, vendors or other team members, and answers to their questions must be provided in a timely manner in order to maintain schedule. It is Skanska's responsibility to document all RFIs, review each RFI and verify that it is a legitimate question and then answer or forward the RFI to the appropriate team member for response. Skanska will provide suggested responses, if known, that meets intent and minimizes exposure to cost, construction coordination, or schedule impacts. Procore's RFI function and its various RFI reports allow us to monitor and expedite the entire RFI process.

On Site Safety – PlanIt Software

A Commitment to Care for Life

Your values express who you are, what you believe in and how you behave. Just as the City of Hollywood's values have made you who you are, ours have made us who we are. Skanska employees worldwide are unified by a set of core values, including Care for Life, which represents our commitment to working safely at all times and assuring minimal impact to our environment.

Along with Skanska's strict safety practices, our proposed team is also experienced with and committed to upholding the City of Hollywood's safety standards. Our proprietary safety software, PlanIt, is highlighted on the next page.

Value Engineering – Target Value Design Process

We define value engineering as decisions made to appropriately allocate the budget while still achieving the design intent. Through the Target Value Design process, Skanska collaborates with design team members and trade partners to design to a budget. Continuous engagement and real time cost reviews enable us to evaluate the cost, functionality and aesthetic impacts of various design and constructability decisions as one cohesive team. This

approach leverages the knowledge, experience and ingenuity of all team members to ensure we examine all creative solutions and innovative ideas to achieve best value. This eliminates the wasteful loop of design-price-value engineer-redesign.

Our team firmly believes that we must design to a budget, not budget a design. TVD is the close management of design and scope within a pre-established budget goal and uses advising trade partners to provide guidance and assistance. Our team will work with the City of Hollywood, your design team, and our key trade partners and vendor experts as early as possible to maximize your scope and find real-time, optimal project solutions that offer best value.

Coordination with the AE and City – In Person and Via Webex

One of Skanska's core values is Be Better—Together. We have a passion for creating teams that are inclusive, open and fair. Our team members love what they do—and it shows in their work. From day one of the Second Floor Library Build-Out project, we will work to create a team culture of trust and respect.

Within the first month of joining the team, Skanska will conduct face-to-face meetings (in-person or via video conference) with all necessary stakeholders to identify program requirements, project activities, milestones, timelines, constraints, phasing preferences, long-lead items, procurement strategies, implications on design team and any critical path concerns.

Working with the City of Hollywood and your design team members will require us to collaborate both virtually via Webex and in-person. Even before the global pandemic forced much of life into the virtual sphere, Skanska had put in place the technology and the best practices to ensure smooth flow of information, facilitate timely decision making and maintain well organized project documents.

PlanIt

PlanIt is a web-based resource that provides a single platform to develop and maintain a project's **EHS Manual**, **Construction Work Plans**, and **Daily Hazard Analyses**. But it's not just a place to do paperwork. PlanIt was built with internal automations and connections between documents to enhance the planning process and ensure that any changes in legal requirements, corporate policies or project activity risks are communicated to our craft workers each day to keep them safe. PlanIt is an essential tool in support of our Care for Life value.



Benefits of PlanIt



Provides craft workers access to information to work safely and efficiently



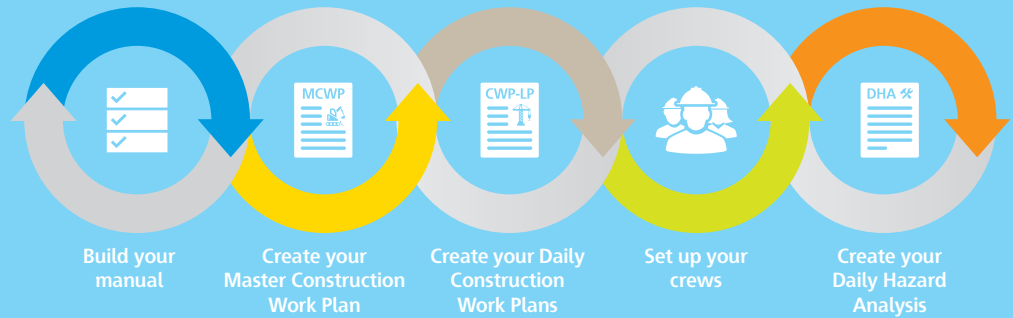
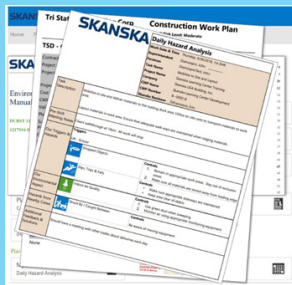
Eliminates EHS paper plans/forms from jobsites



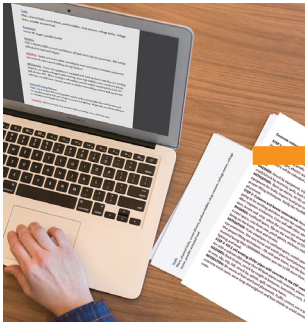
Ensures compliance with legal and company requirements



Informs project teams and senior leadership by connecting with other systems about project performance



Onsite, Continual, All-Staff EHS Activities



Construction work plans

Prior to project mobilization, all trade partners will be required to fill out a construction work plan (CWP). This Skanska-developed tool will help us identify potential hazards and recommend the safest way to do the job. Throughout construction, trade partners will continue to complete CWPs for each new task.



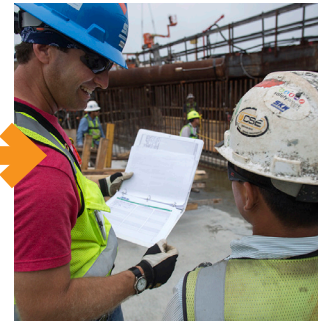
Stretch and Flex

We kick off the workday with a series of light exercises designed to prevent soft-tissue injuries.



Pre-shift safety huddle

The leadership team makes announcements, and we review the Daily Hazard Analysis and each trade partners' work plan. Gathering together also helps build relationships and trust between the team, which enhances safety and Care for Life.



Daily Hazard Analysis (DHA)

This is a critical, documented conversation that engages all workers in an analysis of the day's activities, possible hazards and environmental aspects—and how to mitigate them. If conditions change during the day, work stops and a new DHA is created and reviewed.

10. Describe your firm's historical experience in meeting project goals with respect to cost control and time of delivery.

Experience Achieving Cost and Schedule Goals

We understand your priorities, vision and workflows, and we have established procedures for maintaining operations of occupied facilities and libraries during construction shutdowns and tie-ins. This knowledge and experience translates to both schedule and cost savings for The City of Hollywood – not to mention the peace of mind that only comes from working with a team who cares about your facility and your mission as much as you do.

Our project team has an excellent track record of meeting and beating budget goals and project schedules.

Project Name	Original GMP	Final Cost	Original Schedule Duration	Final Schedule Duration
Healthtrust Workforce Solutions, Sunrise Office Modernization	\$2,316,831	\$2,568,394*	146 days	146 days
Confidential High Tech Client, Office Build-Out	\$1,490,077	\$1,586,237*	111 days	105 days
Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, NICU Renovations and Enabling Work	\$30,438,568	\$27,278,882	1409 days	1308 days
Jabil Inc., Innovation Center	\$10,000,000	\$11,449,591*	317 days	317 days
Florida Atlantic University, Student Union Renovation	\$6,500,000	\$6,500,000	770 days	752 days

*Owner added scope

11. Describe your firm's experience with Construction Management at Risk for LEED Certified projects.

Experience Managing LEED Certified Projects

Skanska is committed to working with the City of Hollywood to deliver more than just a LEED plaque—we are committed to delivering a high-performance, green project that stands the test of time. We are also offering you a team with expertise on how to build successful LEED projects, and the ability to lean on our national team, who have completed 250+ LEED projects.

On the Second Floor Library Build-Out project, LEED AP Dana Nelson brings his 15 years of experience in sustainable construction, and he can also access the green knowledge and resources of our global Skanska team. To help you achieve your LEED objectives, we will:

- Coordinate with the City of Hollywood and your design team to develop a LEED certification plan, which will include a credit summary and a credit-by-credit task list with assignments to responsible team members.
- Provide guidance throughout design [if applicable], bidding, construction and the certification process.

- Organize and attend monthly meetings to identify issues, answer questions and update the team on the certification process.
- Assist in identifying and developing innovative credit possibilities for specific levels of certification.
- Collect documentation and organize information into the correct format for submission.
- Adjudicate comments from the U.S. Green Building Council after the original submission.
- Track the certification progress, responding to any requests for additional information.



Across Florida, Skanska has delivered 31 LEED projects.

12. Describe firm's cost management plan during design and construction.

Cost Management During Design and Construction

During preconstruction, Skanska will look for ways to control costs through innovative construction approaches. We will involve our construction professionals in preconstruction and charge all project team members to evaluate new or innovative construction processes and technologies that may save the project money. We determine the viability of suggested options through the preconstruction/constructability process. This creative approach to cost control allows us to maintain project budgets without sacrificing quality. During construction, our approach to controlling costs and eliminating the potential for change orders is summarized as follows:

- Starting with accurate and concise cost breakdown
- Using Target Value Design, the close management of design and scope within a preestablished budget goal and uses advising trade partners to provide guidance and assistance
- Daily comparison of budget against project cost
- Monthly forecasting of all project costs through completion of project
- Monthly review and verification of trade partner pay applications
- Communicating the cost and budget status with the City of Hollywood in monthly reports

- Processing any change orders timely and forecasting all known issues against the budget monthly.

13. Describe firm's approach for competitively administering and evaluating bid packages.

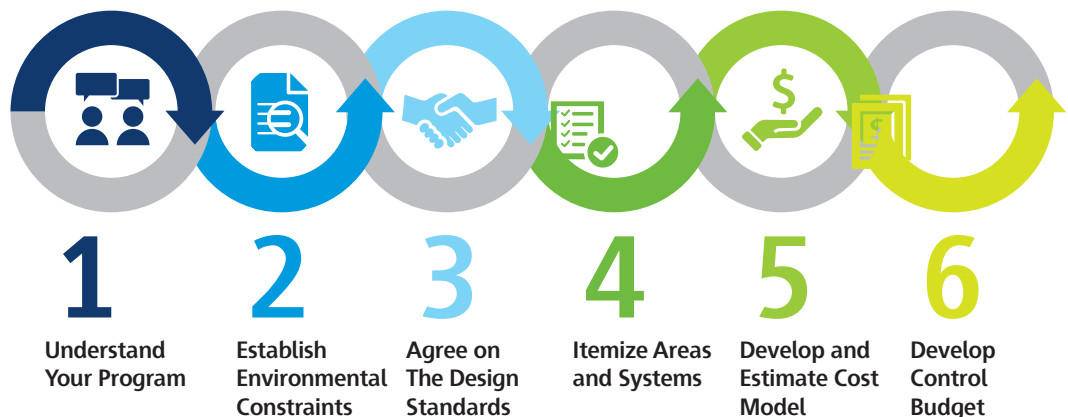
Bid Phase – Working with Trade Partners to Establish Sound Numbers

To assist in the preparation of final estimates and to ensure we are able to accurately review trade partner bids, we will perform our own internal estimate for each scope of work. Resources we will use to perform internal estimates include: Revit, On-Screen Takeoff Software, our extensive historical cost database, and our knowledge of site conditions.

We will work closely with trade partners to answer their questions and clarify bid packages as necessary, save addenda as needed. Once we have received the trade partner bids, we will thoroughly review and analyze each one to make sure all scopes are covered. During our review, we will use our in-house estimates to check trade partner numbers and scopes. Should we identify any scope gaps, we can then “fill in” the gaps with in-house numbers to establish “apples-to-apples” comparisons among bids. Furthermore, we regularly bring selected key trade partners on board very early in the project, following our owner’s contract requirements for securing these trade partner services, to optimize the constructability process, volume pricing and to reduce any element of uncertainty in the likely final cost.

Continuous Cost Budgeting Process

A key to our pre-construction cost management and control success during the design process is our continuous cost budgeting process.



Benefit
Collaborative effort



Sample Bid Leveling Sheet

- ✓ Included
- × Not Included - Number from Trade Partner
- P Not Included - Number is a Skanska Plug
- S Not Included - Number from another Trade Partner



07b.1 Roofing					3M Roofing Corp Samuel Lee [Email] (954) 524-7000	Certified Roofing Eugene Fall certifiedcontractinggroup (954) 783-1663	Weather Tech Richard Sorren rich@wtrwcorp.com (954) 677-4887	Notes
Description	Qty	Unit	Unit Cost	Total				
BASE BID					1,447,900	1,798,650	1,576,800	
ADJUSTMENTS					169,700	200,700	268,500	
ADJUSTED BID					1,617,600	1,999,350	1,845,300	
GENERAL ITEMS								
Prequal Status [Amount]				\$900,000			\$250,000	
EMR Ratio				✓ .89	.91	✓ .81		
Diverse Business Enterprise (Type)					100%			
Diverse Business Percentage					100%			
Bond Rate				✓ 2%	1.75%	✓ 2%		
Per Plans & Specs				✓	✓	✓		
Sign Bid Form				✓	✓	✓		
Initial Exhibit 'A' - Scope of Work				✓	✓	✓		
Bid INCLUDES Sales Tax				✓	✓	✓		
Schedule Requirements				✓	✓	✓		
Multiple Mobilizations				✓	✓	✓		
Phasing				✓	✓	✓		
Submittal Lead Time				✓	✓	✓		
Long Lead Items - Lead Times				✓ 3-4 Wks	✓ 2-4 Wks	✓ 2 Wks		
Provisions for Shutdowns and After-hour Work				✓ 2-4 Wks	✓ 8-10 Wks	✓		
Number of Shutdowns				✓	✓	✓		
Contingency for Schedule Recovery (if needed)				✓	✓	✓		
Average Crew Size				✓ 10	✓ 6-10	✓ 15		
Peak Crew Size				✓	✓ 10 Men	✓		
40 hours or 50 hour week				✓	✓ 40 Hrs	✓		
% of 50 hour weeks				✓	✓ 0	✓		
Foreman/Crew Ratio				✓ 1-10	✓ 1-5	✓ 1-10		
Multiple Areas of Work at Same Time - Adequate Supervision - #of Foreman				✓	✓	✓		
Indicate Total Manhours Included in Bid				✓ 7,500 MHRS	×	✓		
Acknowledge Skanska Safety Program				✓	✓	✓		
Acknowledge Logistics Plan & Exhibit X and M				✓	✓	✓		
Existing Conditions/Site Conditions Review				✓	✓	✓		
Staging, Storage, and just-in-time Deliveries: 3 Day Only				✓	✓	✓		
Site Access				✓	✓	✓		
Parking by Sub contractor offsite				×	5,000	✓		
Traffic Control				✓	✓	✓		
Hoisting				×	55,000	×	128,650	×
Cleanup and Trash Removal (Composite Cleanup Labor)				×	-	×	-	×
Composite Clean Up part of the overall hours above				✓	✓	✓		

14. Described your firm's ability to managing complex projects while minimally impacting the corridor's business, residents and the public at large.

Minimizing Disruptions

Please refer to the logistics plan provided earlier in this section, as well as to our responses to questions 7 and 8. We welcome you to contact the references provided on our project sheets, all of whom can speak to our ability to manage complex projects in sensitive environments, maintaining good relationships with and minimizing disruptions to adjacent departments, businesses, residents and the public.

15. Describe firm's experience with MOT management of traffic and operations planning.

Experience with MOT Management

Skanska has extensive experience planning and managing complex MOT plans. We understand local ordinances, have strong relationships with FDOT and, most importantly, approach every plan with the goal of maximizing safety and minimizing disruptions. Please refer the logistics plan provided earlier in this section for our preliminary thoughts regarding MOT for your project.

Case Study: City of Fort Lauderdale, Las Olas Improvements

The \$49.7 million enhancements create a strong visual and physical connection to the beach, prioritizing people spaces over vehicles, creating flexible outdoor spaces for day to day gatherings, and special events. Along Las Olas Boulevard, our team worked with FDOT and the City of Fort Lauderdale to reduce the number of lanes and widen sidewalks, adding bike lanes and landscaping to improve pedestrian circulation. Given the heavy traffic in this area, both vehicular, pedestrian and marine, thorough planning and detailed phasing was essential to delivering a safe, high quality project without impact to surrounding businesses, residents and visitors.



16. Describe firm's quality assurance program and plan.

Quality Control/Quality Assurance

Competitive Environment to Procure Trades

The initial step toward preventing defective work from being installed is to ensure that all the bidders have the proper qualifications to perform the work. The goal of the prequalification process is to develop and implement a selection process wherein the project objectives that the project team has been utilizing since the preconstruction phase of the project are clearly communicated to the individual trade partners.

Without this vital link in the preconstruction process, the selection of an inappropriate trade contractor that does not have the capability or desire to achieve the project objectives could compromise the success of the project. As the construction manager, it is Skanska's responsibility to obtain the highest quality construction available in the industry.

Further, this work must be delivered in such a manner as to maximize competition among qualified contractors. It has been our experience that the optimum method of delivering both high quality and cost-effective construction is to maintain an established and comprehensive trade partner prequalification program, and couple it with a formal and well-documented bidding (purchasing) process which is customized for the individual challenges and needs of each project. Prequalification of trade contractors will be limited to those who clearly demonstrate:

- Financial strength
- Commitment to and a track record of high quality workmanship
- Superior safety record
- History of aggressive performance of contractual duties
- Team Expertise

Design/Constructability Reviews

During design, and as the results of the ongoing investigations, are incorporated into the documents, we will complete a detailed review of the construction documents and perform a constructibility review. This will allow us to establish primary inspection points to be reviewed and documented in the field at the point of installation and address specific envelope systems that may have a questionable application. Skanska will complete a final review of construction documents with the design

consultants and include the Project Specific Quality Assurance Plan in the bid packages. This ties the individual trade scopes together and greatly enhances quality.

Kick-off Meetings

Prior to mobilizing on site Skanska holds kick off meeting with each Trade Partner to review logistics, submittals, quality control plan, schedule, etc.

First Work Inspections

The best way to ensure quality of work is to review all work with a first work inspection before proceeding with all the work. First work inspections can't prevent costly repairs and rework by simply reviewing the first item installed.

Automated QA/QC Checklist

The goal of an automated QA/QC checklist is to provide teams with a tool that can review the model received from the designer and produces a report that lists potential issues, cost events based on the "rules" set by the team. Two different softwares are currently being used by Skanska: Solibri and BIM Assure.

Design Assist and Site Walks

We will conduct site walks with key trade partners to ensure understanding of scope packages and leverage their expertise in assessing existing conditions.

Laser Scan Technology

It will be important to verify and document the existing conditions. This information will inform the design, minimize potential changes in the field, and help support a higher quality end product. Through 3D panoramic photography, the technology collects millions of 3D data points through infrared scanning. The data creates an immersive 3D model that can be used by the design team to help increase the accuracy of the project documents.

17. Describe the firm's close-out plan.

Welcome to Your New Space

Project closeout starts with the first review of the project specifications during preconstruction. As we create the submittal log for the project components, one of the first submittals for review will be the project closeout matrix. The matrix will categorically list every closeout document by specification and trade contractor. From product cleaning data to extended warranties and facility management maintenance data, a comprehensive list of every required document will be identified and agreed upon at the beginning of the project. As the project progresses, the matrix will be used to communicate to each trade partner

what is due, once the approved submittals for the project are complete. Management of the closeout items through the trade partners, will be done weekly and will be tied to progress payments on each trade partner schedule of values.

Part of project success will be ensuring that your staff is fully trained on the maintenance and operation of your new spaces. Skanska coordinates training for our clients' staff with all equipment vendors including elevators, HVAC and any specialty equipment. These training sessions are recorded for future reference. Attic stock items are also tracked and turned over to the City for future maintenance.



Enhanced Turnover Solutions

From preconstruction to closeout our project team is continually working on a customized preferred solution for our clients. Led by our Innovation Construction Solutions team, we work with clients to develop turnover solutions that streamline their building maintenance and operations. We define the project scope; collect and condition data; construct a database; integrate platforms as needed; and ultimately train and implement a turnkey solution. Enhanced turnover solutions helps our client maintain their investment by consolidating all information into one location and dashboard.

Enhanced Turnover Solutions helps our clients maintain their investments by consolidating all information into one location and dashboard

Benefits:

Data driven preventative maintenance yields:

- Reduced cost of maintenance materials
- Less space for inventory
- Improved asset performance
- Better insights through Data Analytics
 - Asset life expectancy analysis
 - Improved visibility of Warranty Coverage
- Potential to integrate work orders from the building management system (BMS)

F. Knowledge of the Site and Local Conditions

Demonstrate knowledge of the site, State, County, and City requirements, codes, and ordinances.

Knowledge of the Site

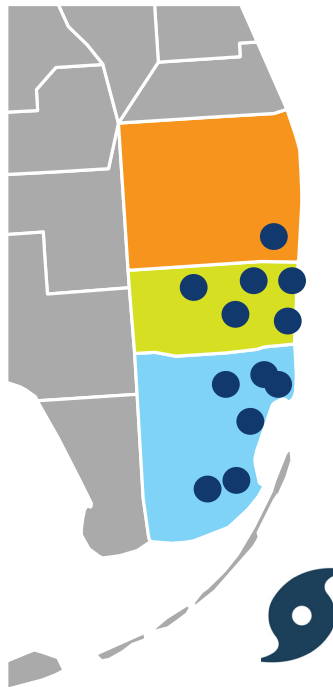
Skanska has been building in South Florida for more than 20 years. We have strong relationships within the trade partner community and with many of the local Authorities Having Jurisdiction, at the State, County and City levels. From our extensive experience with interior renovations and build-outs, we know that project success begins with a thorough investigation of the existing conditions. We will use technologies such as Building Information Modeling (BIM) and Laser Scanning to complete surgical inspections of structural and mechanical/electrical/plumbing/fire-protection systems to incorporate the right information into a BIM Model of the existing buildings. We will then analyze this model with the new construction documents with the goal of detecting clashes virtually before we encounter coordination issues in the field.

Knowledge of State, County and City Requirements, Codes and Ordinances

Skanska has completed more than a dozen projects in the Broward County in the past 10-years. Skanska realizes the value of a strong relationship with the City of Hollywood's permitting agencies. Our teams are accustomed to working closely with the various agencies involved and know this will be the key to the success of the City of Hollywood project. Specifically, we understand that we'll be working alongside the following agencies throughout the project: the City of Hollywood, Broward County, and the State of Florida (Dept. of Transportation). We have experience with each agency and understand the best methods for working collaboratively with the personnel to ensure that your project permitting requirements are met timely.

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.

With more than 20 years of experience in South Florida, Skanska is well acquainted with the special considerations necessary when building in low elevation areas prone to hurricane wind forces. Below is a map of some of our recent projects located in areas affected by low elevation lines, points and prone to hurricane winds.



Projects in Low Places

- Florida Atlantic University, Student Union Renovations
- Florida Atlantic University, Continuing Services Projects
- School District of Broward County, Cooper City High School
- School District of Broward County, Heron Heights Elementary School
- Broward Health, Coral Springs Medical Center
- City of Fort Lauderdale, Las Olas Improvements
- Broward Health, Salah Foundation Children's Hospital at Broward Medical Center, Various Projects

- Fort Lauderdale-Hollywood International Airport, Terminal 4 Expansion
- Jackson Health System, Modernization, Project D
- University of Miami, Various Projects
- Florida International University, Various Projects
- Phillip and Patricia Frost Museum of Science
- Baptist Health, Homestead Hospital

2. Knowledge of local subcontractors and suppliers, capable of supplying quality workmanship and materials.

Knowledge of Local Permitting Agencies and Procedures

Skanska has strong relationships within the local market because we treat our trade partners as true partners. We rely on their expertise, solicit their input, create conditions in which they can succeed, and genuinely pride ourselves on creating a better industry and in turn, a better society. We have a database of more than 500 prequalified trade partners whom we can draw from to provide quality workmanship and materials.

Our full-service Fort Lauderdale office is located minutes away from your site. Many of our employees and their families call Broward County and the City of Fort Lauderdale home. Our local area experience is second to none. Our “Boutique High Design” market focus sets us apart from the traditional South Florida “commodity builder.” We offer value and expertise in high design complex facilities which is evident in projects such as: the City of Fort Lauderdale Corridor Improvements, Miami Science Museum, FIU Stempel Complex, Setai Hotel, UM Frost School of Music, Miami Gardens Municipal Complex, FIU Frost Museum of Art, and Boca Raton Lynn Cancer Center.

We have a thorough understanding of the local market place that will be invaluable in maximizing participation, achieving the highest level of quality, while also securing the best pricing and the best people from the local trade partner market.

Knowing, understanding, and supporting trade partners to succeed is the best way to create long term relationships. We set clear expectations of what can be accomplish from the beginning; The goal of the prequalification process is to develop and implement a selection process wherein the project objectives that the project team has been utilizing since the preconstruction phase of the project are clearly communicated to the individual trade partners.

Without this vital link in the preconstruction process, the selection of an unqualified trade partner that does not have the capability or desire to achieve the project objectives could compromise the success of the project. As the construction manager, it is Skanska’s responsibility to obtain the highest quality construction available in the industry.

It has been our experience that the optimum method of delivering both high quality and cost-effective construction is to maintain an established and comprehensive trade partner prequalification program, and couple it with a formal and well-documented bidding (purchasing) process which is customized for the individual challenges and needs of each project.

3. Knowledge of local permitting agencies, procedures, testing protocols.

Knowledge of Local Permitting Agencies and Procedures

Skanska realizes the value of a strong relationship with the City of Hollywood’s permitting agencies. Our teams are accustomed to working closely with the various agencies involved and know this will be the key to the success of the City of Hollywood project. Specifically, we understand that we’ll be working alongside the following agencies throughout the project: the City of Hollywood, Broward County, and the State of Florida (Dept. of Transportation). We have experience with each agency and understand the best methods for working collaboratively with the personnel to ensure that your project permitting requirements are met timely.

Having completed multiple projects in Broward County, Skanska is very familiar with the local Building Department and their processes. Supporting the permitting process through collaboration with the local Authorities Having Jurisdiction (AHJ) is vital to timely project startup, scope assurances, ensure schedule and budgetary objectives are met. Skanska has extensive involvement with state and local agencies during the preconstruction phase informing the AHJ’s of the upcoming project and coordinating recurring review meeting to discuss components of construction, sequencing, and inspection schedules to achieve approval and timely project closeout.

4. Construction constraints due to non-documented underground utility lines and other existing non documented but commonly occurring constructing elements unforeseen conditions.

Working with Existing Conditions

Skanska’s engagement early in the preconstruction and planning phase will tremendously assist in minimizing the quantity of unforeseen concealed conditions. During the early planning phase Skanska will conduct project exterior site reviews utilizing a licensed surveyor and Ground Penetrating Radar (GPR) technology. This will provide information for underground utilities and potential conflict that may be encountered during construction. Additionally, the information provided to the design team prior to

development of the documents will minimize potential cost increase and design revisions if the concealed condition is encountered during the construction phase.

Skanska will also utilize laser scanning technology to provide as built information for the existing space for the design team's use. Thorough documentation of the existing conditions will provide the client with the confidence that all measures have been taken to avoid any potential disruption to normal operations.

G. References

Each responding firm should provide a minimum of (3) three references, preferably government agencies, for projects with similar scope as listed in this RFQ. They must be 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. The City will conduct reference checks as a component of the due diligence to determine the capability of firms to be able to perform the requirements of the project.

Note: Do not include City of Hollywood work or staff as references to demonstrate your capabilities. The Evaluation Committee is interested in work experience and references other than the City of Hollywood.

Statement of Qualifications Tab Information should include:

1. For each reference you must complete "Reference Questionnaire" in the required forms section VI, and each firm responding to this RFQ must provide the following information for each of the references provided and ensure that the contact information you are providing is up to date. Information should include:
 - a. Client name/Owner's Representative name, address, phone number and current E-mail addresses (E-mail will be primary means of contact).
 - b. Name and location of the Project.
 - c. Provide a description of the scope of work.
 - d. Role your company provided: Construction Management At Risk and/or General Consultant and/or other.
 - e. Date project began and date it was completed or is anticipated to be completed. List whether it was on time.
 - f. Size of project (gross square feet of construction).
 - g. Original Owner Budget vs. Final GMP.
 - h. Saving achieved through Value Engineering or other approaches.
 - i. The percentage of the GMP for General Conditions, Profit and an Overhead.
 - j. The total amount of approved Change Orders added to the Original GMP.
 - k. List any stop work orders and reasons.
 - l. The dollar amount of fees for Pre-Construction Services.
 - m. Present status of the project

Enduring Partnerships

Skanska is proud, not only of the places we build, but of the enduring partnerships we build with the clients, design teams and trade partners with whom we build. We welcome you to contact the references provided on the following pages or those listed on our project experience sheets in Tab C.

Reference #1

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

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: Skanska USA Building Inc.

Firm giving Reference: Florida Atlantic University

Address: 777 Glades Rd., Building 69, Room 111, Boca Raton, FL 33431

Phone: 561.297.3145

Fax: N/A

Email: Pbrida@fau.edu

1. Provide a description of the scope of work.
\$6.5 million renovation of the existing student union increased dining and retail options, along with more flexible event space and enhanced services for students. The existing 13,000-SF union, which will be completely renovated including interior finishes and exterior plazas.
2. Role your company provided: Construction Management At Risk and/or General Consultant and/or other.
A: Construction Management at Risk
3. Date project began and date it was completed or is anticipated to be completed. List whether it was on time.
A: December 2018 - January 2021
4. Size of project (gross square feet of construction).
A: 13,000-SF
5. Original Owner Budget vs. Final GMP.
A: Original GMP was \$3.9 Million met the Owner budget
6. Saving achieved through Value Engineering or other approaches
A: \$67,000 savings through VE on the Original GMP. Other VE items were incorporated in the \$2.1 Million change order work.
7. The percentage of the GMP for General Conditions, Profit and an Overhead.
A: General Conditions ~10%; Profit and Overhead Fee 4.5%
8. Have there been any change orders, and if so, how many? List total amount of approved Change Orders added to the Original GMP.
A: Thirteen Change Orders were added to the project for additional scope per Owner's Directive. The change order amount was approx. \$2.1 Million.
9. List any stop work orders and reasons.
A: N/A
10. The dollar amount of fees for Pre-Construction Services.
A: \$163,040 *Includes planning for a \$13 million second phase addition which was put on hold due to COVID
11. Present status of the project
A: Completed

Reference #1

RFQ-4669-21-DCM
Construction Manager at Risk Services for Second Floor Library Build-Out

12. Q: What was the dollar value of the contract?

A: \$6.5 Million

13. Q: Did they perform on a timely basis as required by the contract?

A: YES

14. Q: Was the project manager easy to get in contact with?

A: YES

15. Q: Would you use them again?

A: YES

16. Q: Overall, what would you rate their performance? (Scale from 1-5)

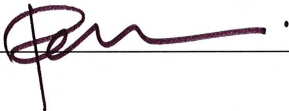
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable

17. Q: Is there anything else we should know, that we have not asked?

A: VERY PROFESSIONAL, SKILLED COMPANY

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: PAUL BRIDA Title: PROJECT MANAGER

Signature:  Date: 05/10/21

Reference #2

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

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: Skanska USA Building Inc.

Firm giving Reference: City of Fort Lauderdale

Address: 100 N. Andrews Ave., Fort Lauderdale, FL 33301

Phone: 954.828.4008

Fax: N/A

Email: TGreen@fortlauderdale.gov

1. Provide a description of the scope of work.
\$49.7 million, 547,700-SF (12.57 acres) corridor improvements to 3 separate areas including Oceanfront Plaza and
A: Festival Street, North Intracoastal Lot and South Intracoastal Lot. Design improvements include pedestrian connectivity, new gathering spaces, streetscape, additional parking and a multi-modal transportation center.
2. Role your company provided: Construction Management At Risk and/or General Consultant and/or other.
A: Construction Management at Risk
3. Date project began and date it was completed or is anticipated to be completed. List whether it was on time.
A: June 2017 - April 2020; On time.
4. Size of project (gross square feet of construction).
A: 547,000-SF (12.57 acres)
5. Original Owner Budget vs. Final GMP.
A: Budget: \$50,000,000 // Final GMP: \$49,741,606
6. Saving achieved through Value Engineering or other approaches
The City utilized an Owner Direct Purchase Program to achieve sales tax savings of approximately \$525,000. The City realized a savings of approximately \$125,000 in alternate material selection for the garage electrical system.
A: of approximately \$125,000 in alternate material selection for the garage electrical system.
7. The percentage of the GMP for General Conditions, Profit and an Overhead.
A: General Conditions: 9.15% ; Fee (Profit): 3%
8. Have there been any change orders, and if so, how many? List total amount of approved Change Orders added to the Original GMP.
A: Yes, there have been change orders. Total amount of change orders including Owner Direct Purchase (ODP) \$(7,366,410); Total non-ODP change orders \$1,933,444
9. List any stop work orders and reasons.
A: Not applicable
10. The dollar amount of fees for Pre-Construction Services.
A: \$362,282
11. Present status of the project
A: Completed

Reference #2

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

12. **Q:** What was the dollar value of the contract?

A: \$49,379,324 (construction value)

13. **Q:** Did they perform on a timely basis as required by the contract?

A: Yes.

14. **Q:** Was the project manager easy to get in contact with?

A: Yes.

15. **Q:** Would you use them again?

A: Yes.

16. **Q:** Overall, what would you rate their performance? (Scale from 1-5)

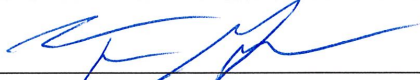
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable

17. **Q:** Is there anything else we should know, that we have not asked?

A: The site conditions and logistics for this project created large hurdles that Skanska was able to overcome. We encountered abandoned infrastructure that was live, abandoned fuel tanks, as-built utilities located in different locations, buried pieces of old seawalls and bridges and hotel foundations. We also coordinated around the Fort Lauderdale International Boat Show which stages within the project boundary. This was a difficult and large horizontal project built in the public realm and Skanska was able to complete the project.

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: TOM GREEN Title: PROJECT MANAGER - LAUDERDALE
CITY OF FORT

Signature:  Date: 5/11/2021

Reference #3

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

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: Skanska USA Building Inc.

Firm giving Reference: Broward Health

Address: 303 S.E. 17th Street, Suite 400, Fort Lauderdale, FL 33316

Phone: 954.320.2870

Fax: N/A

Email: mgraves@browardhealth.org

1. Provide a description of the scope of work.
Multiple enabling and renovation projects throughout the Salah Foundation Children's Hospital at Broward Health.
A: Projects included relocation and renovation of administrative space (\$3.05M), renovation of the NICU (\$5.42M), the PICU (\$6.85), and the creation of a Pediatric Sub-Specialty Center in a Physician's Office Building (\$1.4M).
2. Role your company provided: Construction Management At Risk and/or General Consultant and/or other.
A: Construction Management at Risk
3. Date project began and date it was completed or is anticipated to be completed. List whether it was on time.
A: January 2015 - August 2018
4. Size of project (gross square feet of construction).
A: 101,778-SF (total) // individual projects ranged from 7,000-SF to 21,745-SF
5. Original Owner Budget vs. Final GMP.
A: Budget: \$32,690,000 // Final GMP: \$30,598,768
6. Saving achieved through Value Engineering or other approaches
A: Various items prior to final GMP
7. The percentage of the GMP for General Conditions, Profit and an Overhead.
A: General Conditions ~10%; Profit and Overhead 2%
8. Have there been any change orders, and if so, how many? List total amount of approved Change Orders added to the Original GMP.
A: 10 change orders; subtracting \$3,159,686 from the GMP for Owner Direct Purchase savings and Buy-Out savings
9. List any stop work orders and reasons.
A: N/A
10. The dollar amount of fees for Pre-Construction Services.
A: \$160,200
11. Present status of the project
A: Completed

Reference #3

RFQ-4669-21-DCM

Construction Manager at Risk Services for Second Floor Library Build-Out

12. Q: What was the dollar value of the contract?

A: \$27,278,882 (final)

13. Q: Did they perform on a timely basis as required by the contract?

A: Yes, work was completed on a timely basis.

14. Q: Was the project manager easy to get in contact with?

A: Always

15. Q: Would you use them again?

A: Absolutely

16. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable

17. Q: Is there anything else we should know, that we have not asked?

A: Skanska has always been a great collaborative partner to Broward Health

The undersigned does certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Melinda Graves Title AVP-Design, Construction and Real Estate

Signature: Melinda Graves Date: 05/12/2021

H. Sub Consultants Information

Consultant must clearly identify any sub-Consultants that may be utilized for the Work in accordance with the Contract.

Statement of Qualifications Tab H Information should include:

1. For all sub-consultants provide the following;
 - a. Firm Qualifications, Experience and licenses
 - b. Project Team Qualifications, resumes and licenses
 - c. All Required Forms under section 4.2.11

Skanska will contract with trade partners to perform the scopes of work required under each Division, however, we do not anticipate utilizing any sub-consultants on this project.

I. Financial Resources

1. 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.

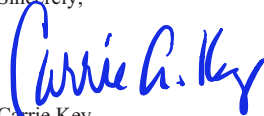
SKANSKA

I, Carrie Key, in my capacity as Deputy Chief Financial Officer of Skanska USA Building Inc. attest to the following statements:

As of December 31, 2020 Skanska USA Building Inc. had total assets in excess of \$1.5 billion and equity in excess of \$300 million.

As of April 26, 2021, Skanska USA Building Inc. remains in a good financial position and is not currently, nor has it been previously, involved in bankruptcy proceedings.

Sincerely,



Carrie Key
Deputy Chief Financial Officer
Skanska USA Building Inc.

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 Ten Million Dollars (10,000,000.00) with a surety company with an A.M. Best rating of AA or better.

ZURICH AMERICAN INSURANCE COMPANY
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY

April 28, 2021

City of Hollywood
2600 Hollywood Boulevard
Annex Building, Room 16W
Hollywood, FL 33020

Re: Skanska USA Building, Inc.
Request for Qualifications
Construction Manager at Risk Services for Broward County Library 2nd Floor Build-Out and Miscellaneous City
Hall and Site Work for Department of Design and Construction Management
RFQ-4669-21-DCM
Estimated Contract Value: \$4,000,000 +/-

To Whom It May Concern:

This letter confirms that Skanska USA Building, Inc. ("Skanska") a subsidiary of Skanska USA, Inc. is a highly regarded and valued client of Alliant Insurance Services, Inc. ("Alliant") and Zurich American Insurance Company, Liberty Mutual Insurance Company, Federal Insurance Company (Chubb), The Continental Insurance Company (CNA) and Berkshire Hathaway Specialty Insurance Company ("co-surety"). As Skanska's bonding agent and authorized representative of the co-surety, we have always been impressed by our client's diverse capabilities, past project experience, track record of performance and depth of the company's professional staff.

Throughout their relationship, the co-surety has provided all of the surety bonds that Skanska's clients have requested. With respect to Skanska's current bonding requirements, at the present time, the co-surety is pleased to consider bonds for Skanska USA, Inc. and its subsidiaries with an aggregate program of \$10,000,000,000. Skanska USA Building, Inc. has accessibility to all or part of the bond line provided to of Skanska USA, Inc. with consideration given to single project up to \$350,000,000+. Currently, Skanska has \$4,700,000,000 of capacity available.

As is customary within the surety industry, the execution of any bonds would be subject to, but not necessarily limited to receipt and favorable review of all contract terms and conditions, bond forms, confirmation of project financing and all current underwriting information needed at the time of the request for bonds is made by Skanska to its co-surety. Please understand that any arrangement for surety bonds is a matter strictly between Skanska and its co-surety. As such, we assume no liability to you or any third party by the issuance of this letter.

Each of the surety companies are fully licensed and authorized to conduct surety business in all fifty States and each is listed in the US Department of Treasury's listing of Approved Sureties (Department Circular 570). Each surety company has a Company Policyholder rating of 'A' or better by A.M. Best Company, all with a Financial Size Category 'XV' or greater.

Sincerely,

ZURICH AMERICAN INSURANCE COMPANY
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY


Sandra C. Lopes, Attorney-in-Fact
FL Non-Resident License No. W051270



J. Legal Proceedings and Performance

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.

Provide a list of legal proceedings against your firm in the last five years. This shall include legal proceedings for the entire company.

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.
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.
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.
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).
5. Has a contract to which you were a party even been terminated by the other party?
6. Have you ever had to use bonding moneys to complete a project or to pay a subconsultant or supplier?

Skanska is proud of its record of successful project outcomes where our owners, design partners, trade partners all achieve their individual and company objectives. We are pleased to say we have had zero OSHA issues nor have ever had to use bonding monies to complete a project. As would be expected for a national construction firm performing over \$4 billion per year, Skanska USA Building (Skanska) is subject to claims of many types, most common of which are trade partner claims for changes or delays. Skanska always seeks to avoid the court system as a means of dispute resolution and as a result, the vast majority of these claims are settled through negotiation or mediation and do not proceed to trial.

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.

May 17, 2021

Ginah Joseph, Senior Purchasing Agent
City of Hollywood
2600 Hollywood Blvd.
Hollywood, FL 33020

330 S.W. 2nd Street
Suite 207
Fort Lauderdale, FL 33312
954.553.4811 phone
www.usa.skanska.com

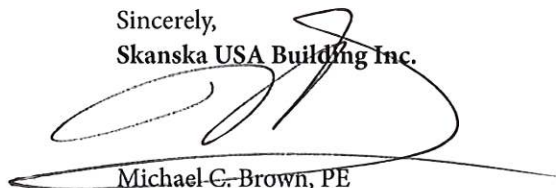
Re: Liquidated Damages and/or Termination for Default

Dear Members of the Selection Committee,

Skanska USA Building Inc. (Skanska) is proud of its record of successful project outcomes where our owners, design partners, trade partners all achieve their individual and company objectives. Skanska always seeks to avoid the court system as a means of dispute resolution and as a result, the vast majority of these claims are settled through negotiation or mediation and do not proceed to trial.

Over the past five years, Skanska has not paid liquidated damages or been terminated for default. Having said that, we disclose the following with respect to the preconstruction termination for convenience relating to the Washington State Convention Center Addition Project ("Convention Project"). In June 2015, Skanska-Hunt Joint Venture was selected as the General Contractor/ Construction Manager pursuant to a Request for Qualifications issued by the Washington State Convention Center Public Facilities District ("WSCC"). Upon the selection as GC/CM, Skanska-Hunt and WSCC executed a Preconstruction Services Agreement on July 1, 2015, whereby we agreed to undertake certain preconstruction activities while negotiating a proposed maximum construction cost for the Convention Project. After eight (8) months of preconstruction activities, WSCC decided to reevaluate the schematic design of the Convention Project, and chose to exercise the termination for convenience provision in the Preconstruction Services Agreement. It is important to note that the construction of the Convention Project had not commenced. Nor was Skanska-Hunt terminated for default. WCSS merely chose to re-commence the procurement process and thus terminated the preconstruction services for convenience.

Sincerely,
Skanska USA Building Inc.



Michael C. Brown, PE
Executive Vice President

Arbitrations

Skanska Florida is pleased to report that we have no open constructed related arbitrations whatsoever in the state of Florida.

A complete list of construction related arbitrations is provided below.

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Arbitrations* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
Florida	Miami Science Museum	Ford Drywall & Stucco, Inc., vs. Skanska USA Building Inc., and its Sureties, State of Florida, County of Miami-Dade.	08/29/18	01/21/20	Dismissed with Prejudice
Florida	UF Health Shands	Advanced Drywall Associates, LLC vs. Skanska USA Building Inc., & Zurich American Insurance Company, Eighth Judicial Court, County of Alachua, State of Florida	10/02/18	01/17/19	Settlement - Party Negotiation
New York	LaGuardia	Summit Security Services, Inc., vs Skanska USA Building Inc., as JV of Skanska Walsh JV aka Skanska Walsh Design Building JV.	02/08/21	Open	Pending
New York	UN Conference Building	Five Star Electric Corp.'s Request for Equitable Adjustment for the Conference Building Sub-project.	04/26/13	Open	Pending
New York	United Nations Projects	Five Star Electric Corp. v. Skanska USA Building Inc., Arbitration under the 2010 UNCITRAL Arbitration Rules; United Nations v. Skanska USA Building Inc., Arbitration under the 2010 UNCITRAL Arbitration Rules	12/18/12	Open	Pending
New York	United Nations Projects	Five Star Electric Corp. v. Skanska USA Building Inc., Arbitration under the 2010 UNCITRAL Arbitration Rules; United Nations v. Skanska USA Building Inc., Arbitration under the 2010 UNCITRAL Arbitration Rules	09/12/20	Open	Pending
Texas	Kingsville Independent School	Kingsville Independent Schools District vs. Skanska USA Building Inc.; Victoria Air Conditioning, Ltd; Gentry Company; Scott Electric Co. Inc.; Keystone Site Work; Stewart Builders, Inc., Ind. & d/b/a Keystone Site work; Grater Landscapes, Ltd; Rain King, Inc.; Rain King Specialties, Inc.; Jasmine Engineering, Inc.; Jasmine Azima, Individually and as Representative or Owner of Jasmine Engineering, Inc.; Coastal A.D.S. Inc.; and RGV Alliance Construction, LLC	09/24/19	Open	Pending
Washington	Nexus	Donald P. Murphy Contractors Inc., vs. 1200 Howell Street LLC & Skanska USA Building Inc., Superior Court, County of King, State of Washington	05/25/18	10/30/18	Voluntary Dismissal

*All construction related arbitrations involving an owner or primary subcontractor.

Lawsuits

Skanska Florida has two open construction related lawsuits in the state of Florida.

A complete list of construction related lawsuits is provided at the end of this section.

Other Proceedings

Skanska has an excellent reputation nationally for truly living our core values. Central to that value is our commitment to being “Better Together”. As a result, Skanska has experience very few NLRB or similar issues over that past five years.

Skanska has an outstanding safety record of accomplishment that is a reflection of our core value of “Care for Life”. Skanska living out this value has resulted zero OSHA issues over the past five years.

A complete list of National Labor Relations Board claims is provided below.

<i>Confidential</i>				
Litigation Report for Skanska USA Building Inc. All National Labor Relations Board claims (Open and Closed) From May 3, 2016 - May 3, 2021				
State	Case Caption/No.	Start Date	Date Resolved	Form of Resolution
California	State of California, Department of Industrial Relations, Notice of Civil Wage and Penalty Assessment against Skanska USA Building Inc. & BME Enterprises Inc., a California corporation dba RLM Enterprises	11/6/2018	4/23/2019	Complaint Closed
Oregon	LordByron Garcia vs. Skanska USA Inc.	2/7/2021	Pending	Pending
Oregon	19-CA-272494 - Charging Party: Pacific Northwest Regional Council of Carpenters affiliated with United Brotherhood of Carpenters and Joiners of America	2/10/2021	Pending	Pending
Oregon	19-CA-270241 - Charging Party: Northwest Carpenters Union	12/14/2020	1/25/2021	Withdrawal Non-adjusted
Washington	Washington State Department of Labor and Industries of the State of Washington vs. Leewens Corporation; Skanska USA Building Inc.; Zurich American Insurance Company/Fidelity and Deposit Company of Maryland; Liberty Mutual Insurance Company; Federal Insurance Company; The Continental Insurance Company; Berkshire Hathaway Specialty Insurance Company; and the University of Washington, State of Washington, County of King, Cause No. 20-2-12858-9	9/18/2020	Pending	Pending

Bankruptcies

As indicated above, Skanska has never filed bankruptcy.

Termination

Skanska has not been terminated on any contracts in the last five years. Having said that, we disclose the following with respect to the preconstruction termination for convenience relating to the Washington State Convention Center Addition Project (“Convention Project”). In June 2015, Skanska-Hunt Joint Venture was selected as the General Contractor/Construction Manager pursuant to a Request for Qualifications issued by the Washington State Convention Center Public Facilities District (“WSCC”). Upon the selection as GC/CM, Skanska-Hunt and WSCC executed a Preconstruction Services Agreement on July 1, 2015, whereby we agreed to undertake certain preconstruction activities while negotiating a proposed maximum construction cost for the Convention Project. After eight (8) months of preconstruction activities, WSCC decided to reevaluate the schematic design of the Convention Project, and chose to exercise the termination for convenience provision in the Preconstruction Services Agreement. It is important to note that the construction of the Convention Project had not commenced. Nor was Skanska-Hunt terminated for default. WCSS merely chose to re-commence the procurement process and thus terminated the preconstruction services for convenience.

Use of Bonding Moneys

Skanska has not used bonding for any purpose for a very, very long time.

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
California	1095 Market Street	F-3 Fireproofing, Inc., vs. Skanska USA Building Inc., 1095 Market Street Hotel LLC and DOES 1 through 20, State of California, County of San Francisco, Superior Court, Case No.: 606-17-563625	01/25/18	11/30/18	Voluntary Dismissal with Prejudice
California	DPR/Skanska JV - Apple	Alcal Specialty Contracting, Inc. vs. Holder Construction Group, LLC; DPR Construction, Inc.; Apple, Inc.; and DOES 1 through 25 inclusive; State California, County of Santa Clara, Case No.: 18CV332521	08/17/18	09/04/18	Settlement - Party Negotiation
California	Transbay Terminal Interior	Skanska USA Building Inc. v. Webcor/Obayashi Joint Venture, State of California, San Francisco County, Superior Court, Case No. CGC 16-554551	09/28/16	Open	Pending
California	Transbay Terminal Interior	Bratton Masonry, Inc., vs. Skanska USA Building Inc.; Webcor/Obayashi Joint Venture, Webcor Builders, Inc.; Obayashi Corporation; The Insurance Company of the State of Pennsylvania; American Home Assurance Company; Transbay Joint Powers Authority; and Does 1 through 100, County of San Francisco, State of California, Case No.: CGC - 19-575545	08/22/19	Open	Pending
California	Transbay Terminal Interior	Giampolini & Company vs. Skanska USA Building Inc.; The Insurance Company of the State of Pennsylvania; American Home Assurance Company and DOES 1 - 50, County of San Francisco, State of California Case No.: CGC-19-578447	08/22/19	Open	Pending
California	Transbay Terminal Interior	Skanska USA Building Inc. v. Webcor/Obayashi Joint Venture, State of California, San Francisco County, Superior Court, Case No. CGC 16-554551	05/29/19	Open	Pending
California	Transbay Transit Center	Skanska USA Building Inc. v. Thompson Metal Fab, Inc., State of California, San Francisco County, Superior Court, Case No. CGC 16-554298	09/16/16	03/02/17	Settlement - Party Negotiation
California	Visual Inspection & Secondary Packaging	Larry Silvestri Inc., dba Heritage Doors & Glass vs. Skanska USA Building Inc., 34551 Ardenwood, LLC; Boehringer Ingleheim Fremont, Inc.; Boehringer Ingleheim USA Corp.; and DOES 1 through 50. inclusive, State of California, County of Alameda, Case No.: RG17856993	05/31/17	07/05/17	Settlement - Party Negotiation
Connecticut	Stamford Hospital	Semac Electric Company, Inc. v. Fidelity and Deposit Company of Maryland and Skanska USA Building Inc., State of Connecticut, New Britain Superior Court, Case No.	11/17/16	06/04/18	Other
Connecticut	Stamford Hospital	First Massey FNG, Inc. v. The Stamford Hospital and Skanska USA Building Inc., State of Connecticut, Stamford/Norwalk County, Judicial District, Superior Court, Case No.	04/21/17	10/04/19	Settlement - Party Negotiation
Connecticut	Stamford Hospital	Skanska USA Building Inc., v. Michael P. Solimene; Belamose Business Park, LLC; American Networks International, LLC; Simba South, LLC and Semac Electric Company, Inc., State of Connecticut, County of Britain	02/20/18	Open	Pending
Connecticut	Stamford Hospital	Semac Electric Company, Inc v. Skanska USA Building, Inc., State of Connecticut, New Britain Superior Court, Case No. HHB-cv-15-6031179-S; □ Semac Electric Company, Inc. v. Fidelity and Deposit Company of Maryland and Skanska USA Building Inc., State of Connecticut, New Britain Superior Court, Case No.	10/26/15	Open	Pending
Delaware	Nemours AIDHC Delaware	Metal Sales & Service, Inc. v. Skanska USA Building Inc. and The Nemours Foundation, State of Delaware, New Castle County, Superior Court, C.A. No. N16L-03-180-PRW	04/19/16	08/31/16	Settlement - Party Negotiation
Delaware	Nemours AIDHC Delaware	Battaglia Mechanical, Inc. v. Skanska USA Building Inc., State of Delaware, New Castle County, Superior Court, C.A. No. N15C-07-120 WCC	08/25/15	07/11/17	Other
Delaware	Nemours AIDHC Delaware	Battaglia Electric, Inc. v. Skanska USA Building Inc., State of Delaware, New Castle County, Superior Court, C.A. No. N15C-07-121 WCC	08/25/15	11/02/17	Settlement - Party Negotiation
District of Columbia	AGU Headquarters	Shapiro & Duncan, Inc., vs. American Geophysical Union; Fidelity and Deposit Company of Maryland; Skanska USA Building Inc.; Bayside Fire Protection, LLC; Capital City Flooring, Inc.; Cindell Construction Company, Inc.; Crystal Street Fabricators, Inc.; J.E. Richards, Inc.; Joseph Magnolia, Inc.; Nedlaw Living Walls, Inc.; P.C.C. Components, Inc.; Prospect Waterproofing Company; Schindler Elevator Corporation; Sparkle Painting Company, Inc., and Washington Door and Hardware, District of Columbia, Superior Court, Case No. 2019 CA 008057 R (RP)	01/24/20	10/07/20	Settlement - Party Negotiation
District of Columbia	AGU Headquarters	Washington Door & Hardware, LLC first-tier subcontractors, filed a lawsuit against American Geophysical Union; Fidelity and Deposit Company of Maryland; Skanska USA Building Inc.; Bayside Fire Protection, LLC; Capital City Flooring, Inc.; Cindell Construction Company, Inc.; Crystal Street Fabricators, Inc.; J.E. Richards, Inc.; Joseph Magnolia, Inc.; Nedlaw Living Walls, Inc.; P.C.C. Components, Inc.; Prospect Waterproofing Company; Schindler Elevator Corporation ; Shapiro & Duncan, Inc.; and Sparkle Painting Company, Inc., District Columbia, Case No.: 2020 - CA-000153 R(RP)	01/17/20	10/07/20	Settlement - Party Negotiation

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
District of Columbia	American Geophysical Union	Bayside Fire Protection, LLC and P.C.C. Construction Components, Inc., first-tier subcontractors, filed a lawsuit against American Geophysical Union; Fidelity and Deposit Company of Maryland; Skanska USA Building Inc.; Cindell Construction Company, Inc.; Capital City Flooring, Inc.; Schindler Elevator Corporation; Shapiro & Duncan, Inc.; Prospect Waterproofing Company; Sparkle Painting Company, Inc.; Washington Door and Hardware, LLC; and Nedlaw Living Walls, Inc., Superior Court, District of Columbia, Civil Action No.: 2019 CA 006777 R(RP)	11/01/19	10/07/20	Settlement - Party Negotiation
District of Columbia	American Geophysical Union	Cindell Construction Company, Inc. vs. Skanska USA Building, Inc., and American Geophysical Union, Washington, DC, Case No.: 1:19-cv-02926-EGS	10/24/19	10/07/20	Settlement - Party Negotiation
District of Columbia	American University East Campus	Miller & Long DC, Inc., v. The American University; Skanska USA Building Inc.; Denison Landscaping, Inc.; and Shockey Bros., Inc., State of District of Columbia, Superior Court for the District of Columbia, Civil Division, Case No.: 2017 CA 006803 R(RP)	10/16/17	02/12/19	Settlement - Mediation
District of Columbia	DC Water - New HQ Building	F&L Construction, Inc., vs. Skanska USA Building Inc., District of Columbia. Superior Court, Civil Division, Case No. 2020 CA 003483 B	08/31/20	10/12/20	Settlement - Party Negotiation
District of Columbia	DC Water - New HQ Building	District of Columbia for the use of Icon Exterior Building Solutions, LP and Icon Exterior Building Solutions, LP vs. Skanska USA Building Inc., and Fidelity and Deposit Company of Maryland/Zurich American Insurance Company, Superior Court, District of Columbia, Case No.: 2020 CA 000525 B	02/21/20	10/21/20	Settlement - Party Negotiation
Florida	FIU AHC-5/ Stempel College	Larrabee Mechanical Contractors, LLC, d/b/a Kar Larrabee v. Skanska USA Building Inc., State of Florida, Miami-Dade County, 11th Judicial Circuit, Case No. 15-11449 CA□ Southeast Duct Specialist Inc. v. Liberty Mutual Insurance Co., et al., State of Florida, Miami-Dade County, 11th Judicial Circuit, Case No. 15-11445 CA□ HVAC Associates, Inc. v. Fidelity and Deposit Co. of Maryland, et al., State of Florida, Miami-Dade County, 11th Judicial Circuit, Case No. 2015-012545-CA-01	05/27/15	05/20/16	Settlement - Party Negotiation
Florida	Holy Cross Hospital	William R. Nash, Inc v. Skanska USA Building, Inc., et al., State of Florida, Broward County, 17th Judicial Circuit, Case No. CACE-16-001460 Div. 02	02/11/16	06/20/16	Settlement - Party Negotiation
Florida	Lynn Cancer Center	Homeowners Association of Lands End, Inc. v. Boca Raton Regional Hospital v. Skanska USA Building Inc., State of Florida, Palm Beach County, 15th Judicial Circuit, Case No. 50-2012-CA003206	01/30/17	05/31/17	Settlement - Mediation
Florida	Miami Science Museum	Gate Precast Erection Company vs. Skanska USA Building Inc., Federal Insurance Company, Fidelity and Deposit Company of Maryland, Liberty Mutual Insurance Company and the Continental Insurance Company, State of Florida, Miami-Dade County, 11th. Judicial Circuit, Case No.: 2018-4935 CA 01	06/05/18	08/21/19	Settlement - Party Negotiation
Florida	Miami Science Museum	Skanska USA Building Inc., vs. Museum of Science, Inc., 11th Judicial Circuit, County of Miami-Dade, State of Florida, Case #: 2018-009899-CA-01	04/02/18	08/22/19	Settlement - Mediation
Florida	Port Canaveral Welcome Center	Canaveral Port Authority v. Skanska USA Building Inc., et al., State of Florida, Brevard County, 18th Judicial Circuit, Circuit Court, Case No. 05-2017-CA-022907	04/24/17	Open	Pending
Florida	STEM Lab & Ministry Building	Central Concrete Supermix, Inc. v. Sovi & Sons, Skanska, USA Building Inc., Zurich American Insurance Company, Liberty Mutual Insurance Company, Federal Insurance Company, the Continental Insurance Company and Berkshire Hathaway Specialty Insurance Company, State of Florida, Miami-Dade County, Circuit Court, 11th Judicial Circuit, Case No. 20-6142CA01	04/02/20	04/27/20	Settlement - Party Negotiation
Florida	STEM Lab & Ministry Building	Capital Express, LLC vs. Skanska USA Building Inc., and St. Stephen's Episcopal Church, Inc., 11th Judicial Court, County of Miami-Dade, State of Florida - Case No.: 2020-006575CA01	04/14/20	01/18/21	Settlement - Party Negotiation
Florida	University of Florida Chemistry	In re Climate Control Mechanical Services, Inc., Base 3, LLC (Debtors), U.S. Bankruptcy Court, Middle District of Florida, Jacksonville Div., Chapter 11, Case No. 3:15-bk-02248-JAF	06/01/16	04/04/19	Settlement - Party Negotiation
Florida	USF Morsani College	Empire Office, Inc v. Skanska USA Building Inc., Liberty Mutual Insurance Company. Federal Insurance Company, the Continental Insurance Company, Berkshire Hathaway Specialty Insurance Company and Zurich American Insurance Company, State of Florida, Hillsborough County, Thirteenth Judicial Court, Filing No.: 105378942	04/02/20	Open	Pending
Georgia	St. Francis Medical Office Building	St. Francis Health, LLC vs. HRD Group Inc., Skanska USA Building Inc., et al, State of Georgia, County of Muscogee, Case No: SU-18-CV-1328-08	06/20/18	Open	Pending
Indiana	University of Notre Dame - Morris Inn	Martell Electric, LLC v. Skanska USA Building Inc., State of Indiana, St. Joseph Circuit Court, Superior Court, Cause No. 71-C01-1503-PL 000080	11/25/13	08/02/16	Settlement - Party Negotiation
Indiana	University of Notre Dame - Morris Inn	Gibson-Lewis, LLC v. Skanska USA Building Inc., State of Indiana, St. Joseph County, Superior Court, Cause No. 71D06-1410-PL-000301	10/28/13	04/18/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	A&A Mechanical, L.L.C. v. Skanska Mapp, a Joint Venture, et al., State of Louisiana, Orleans Parish, Division A, Section 15, Case No. 2016-09261	10/12/16	03/08/17	Settlement - Party Negotiation

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
Louisiana	University Medical Center (LSU)	Rotolo Consultants Inc. v. Skanska MAPP, A Joint Venture, et al., State of Louisiana, Orleans Parish, Civil District Court, Division F, Section 7, Case No. 2016-11052	12/05/16	07/31/17	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Elliott Electric Supply, Inc. vs. Frishhertz-Fisk-Cleveland, et al., State of Louisiana, Orleans Parish, Division 1, Section 14, Case No. 2016-07646	12/14/16	01/10/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Bunting Graphics, Inc. v. Skanska MAPP, A Joint Venture, State of Louisiana, Orleans Parish, Civil District Court, Case No. 16-7162	08/05/16	05/14/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Coastal Fire Protection, LLC v. Skanska Mapp, a Joint Venture, et al., State of Louisiana, Parish of Orleans, Civil District Court, Number 2015-00060	04/01/15	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Mechanical Construction Co., L.L.C. v. State of Louisiana, through the Division of Administration, Facility Planning and Control, Skanska MAPP, a Joint Venture, Jacobs Engineering Group Inc., and Blitch Knevel/NBBJ a Joint Venture, State of Louisiana, Parish of Orleans, Civil District Court, Docket No. 15-8786, Div. A-15	09/13/15	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Skanska MAPP, A Joint Venture v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, State of Louisiana, East Baton Rouge Parish, 19th Judicial District, Case No. 636886	04/09/14	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Skanska MAPP, A Joint Venture v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, State of Louisiana, East Baton Rouge Parish, 19th Judicial District, Case No. 636886; Breaux-All Star Electric, JV, LLC v. Skanska Mapp, JV, State of Louisiana Orleans Parish District Court, Docket No. 2016-4390 Sec. I-14.	12/02/14	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	The Stowell Company, Inc. v. State of Louisiana, et al., State of Louisiana, Parish of Orleans, Civil District Court, Division A Section 15, Case No. 2015-10864	11/12/15	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Walter J. Barnes Electric Co., Inc. v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, Skanska MAPP, A Joint Venture, et al., State of Louisiana, Orleans Parish, Civil District Court, Docket No. 2016-11947 Div. E-16	12/13/16	06/17/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Skanska MAPP, A Joint Venture v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, State of Louisiana, East Baton Rouge Parish, 19th Judicial District, Case No. 636886; Coastal Fire Protection, LLC v. Skanska Mapp, A Joint Venture and URS Corporation, State of Louisiana, Orleans Parish, Civil District Court, Case No. 2015-60 c/w 2016-10230	02/09/15	07/03/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Skanska MAPP, A Joint Venture v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, State of Louisiana, East Baton Rouge Parish, 19th Judicial District, Case No. 636886; Frischhertz Electric Co./Fisk Electric Co./Cleveland Electric Co., a JV v. Skanska MAPP, et al., State of Louisiana, Orleans Parish, Division J, Section 05, No. 16-10820	10/07/14	07/03/19	Settlement - Party Negotiation
Louisiana	University Medical Center (LSU)	Skanska MAPP, A Joint Venture v. The State of Louisiana, through the Division of Administration, Facility Planning and Control, State of Louisiana, East Baton Rouge Parish, 19th Judicial District, Case No. 636886	04/09/14	08/17/19	Settlement - Party Negotiation
Maryland	DC Water - New HQ Building	Smithgroup, Inc., f/k/a Smithgroup JJR, Inc., vs Skanska USA Building Inc., District Court, State of Maryland - Case No.: 8:20-cv-02499-TDC	09/08/20	Open	Pending
Maryland	DC Water/AU East/Lafayette & Orr Elementary	Post, LLC vs. Skanska USA Building Inc., District Court, State of Maryland - Case No.: 20-cv-03169-PWG	02/02/21	Open	Pending
Maryland	NIH Bayview Research	Skanska USA Building Inc. v. J.D. Long Masonry, Inc., U.S.D.C., District of Maryland, Case No. 1:16-cv-00933-JFM	03/29/16	09/19/19	Settlement - Party Negotiation
Maryland	NIH Bayview Research	C.A. Lindman, Inc., vs. Skanska USA Building Inc., State of Maryland, County of Montgomery, Circuit Court, Case No.: V460915	01/08/19	11/04/19	Settlement - Party Negotiation
Maryland	NIH Bayview Research	(1) Skanska USA Building Inc. v. Smith Management Construction, Inc. et al., State of Maryland, In the Circuit Court for Baltimore City, Case No. 24-C-07-006509 CN; (2) Skanska USA Building Inc. v. Smith Management Construction, Inc., Court of Special Appeals of Maryland, September Term 2008, No. 00221; (3) The Bank of New York Mellon v. Skanska USA Building Inc., State of Maryland, In the Circuit Court for Baltimore City, Case No. 24-C-10-000157; (4) Appeal of BRC Lease Company, LLC, Civilian Board of Contract Appeals, CBCA No. 1236	08/30/07	02/12/20	Dismissed with Prejudice
Massachusetts	Bancroft Elementary	Dependable Masonry Construction Co., Inc. v. Skanska USA Building Inc. et al., Commonwealth of Massachusetts, Essex County, Superior Court, Civil Action No. 1577cv410-A	04/23/15	08/24/16	Settlement - Party Negotiation
Massachusetts	Boston College Recreation Center	Unistress Corp., vs. Skanska USA Building Inc., Commonwealth of Massachusetts, County of Berkshire, Civil Docket No.: 1876 CV 00059	03/22/18	08/27/19	Settlement - Party Negotiation

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
Massachusetts	Boston Professional Office Building	Global Precast Inc., vs. Skanska USA Building Inc., Commonwealth of Massachusetts, County of Suffolk, Superior Court, Civil Action No.: 178CV03677A	01/25/18	Open	Pending
Massachusetts	LaGuardia	Unistress Corp., vs. Skanska USA Building Inc., Walsh Construction Company, Skanska Walsh Design-Build JV, and JPC Merger Sub, LLC d/b/a Jersey Precast Corporation, Commonwealth of Massachusetts, County of Berkshire, Superior Court, Case No.: 1876CV00019. □ □ Skanska Walsh Joint Venture v. JPC Merger Sub, LLC a/k/a JPC Merger LLC d/b/a Jersey Precast Corporation; Westchester Fire Insurance Company; and Unistress Corp., Supreme Court of Queens of the State of New York, County of Queens, Index No. 706857/2018.	02/23/18	Open	Pending
Massachusetts	Novartis Cambridge Campus	KM Kelly, Inc. v. Skanska USA Building Inc. and Novartis Institutes for Biomedical Research, Inc., Commonwealth of Massachusetts, Middlesex County, Superior Court, Civil Action No. 2017-1652	07/31/17	12/14/17	Settlement - Party Negotiation
Massachusetts	Springfield 2nd Data	Suntech of Connecticut, Inc. v. Skanska USA Building Inc., et al., Commonwealth of Massachusetts, Suffolk County, Superior Court, C.A. No. SUCV2013-04255-A	12/23/13	09/11/16	Settlement - Mediation
Michigan	Mid Michigan Medical Center	Skanska USA Building Inc. v. M.A.P. Mechanical Contractors Inc. et al., State of Michigan, Midland County, Circuit Court, Case No. 13-9864-CKB	07/03/12	06/29/20	Other
New York	Atlantic Yards - B2	Skanska USA Building Inc., v. Atlantic Yards B2 Owner, LLC, Forest City Ratner Companies, LLC et al., State of New York, New York County Supreme Court, Index # 652680/2014; Atlantic Yards B2 Owner, LLC v. Skanska USA Building Inc., State of New York, New York County Supreme Court, Index # 652681/2014	09/02/14	05/08/20	Settlement - Party Negotiation
New York	Atlantic Yards - B2	Skanska USA Building Inc., v. Atlantic Yards B2 Owner, LLC, Forest City Ratner Companies, LLC et al., State of New York, New York County Supreme Court, Index # 652680/2014; Atlantic Yards B2 Owner, LLC v. Skanska USA Building Inc., State of New York, New York County Supreme Court, Index # 652681/2014 -	01/12/21	Open	Pending
New York	Beacon & IS/HS 404	Spray Force Systems Inc., (Debtor); and Richard J. McCord, Esq., as Chapter 7 Trustee for the Estate of Spray Force Systems Inc., vs. Skanska USA Inc., et al, Case No.: 17-17-45368-ccc.	10/31/19	Open	Pending
New York	Beacon High School	Garcia Marble & Tile Inc., vs. Skanska USA Building Inc., Supreme Court of the State of New York, County of New York, Index No.: 655317/2018	11/12/18	05/28/19	Settlement - Party Negotiation
New York	Beacon High School	Federated Fire Protection Systems Corp., vs. Skanska USA Building Inc., et al, Index: 657027/2017.	12/20/17	Open	Pending
New York	IS/HS 404	Five Star Electric Corp. v. Skanska USA Building Inc., Travelers Casualty and Surety Company of America, Fidelity and Deposit Company of America, Fidelity and Deposit Company of Maryland, Federal Insurance Company and Liberty Mutual Insurance Company, Supreme Court of the State of New York, County of Queens, State of New York Index # 705499/2020	06/15/20	Open	Pending
New York	IS/HS 404	WDF, Inc., vs. Skanska USA Building Inc., Travelers Casualty and Surety Company of America, Fidelity and Deposit Company of America, Fidelity and Deposit Company of Maryland, Federal Insurance Company and Liberty Mutual Insurance Company, County of Queens, State of New York Index No.: 716850/2020	09/18/20	Open	Pending
New York	LaGuardia	W&W-AFCO Steel, LLC vs. Skanska Walsh Design-Build JV, Skanska USA Building Inc., Skanska USA Civil Northeast, Inc., Walsh Construction Company II, LLC and John Doe # 1-10, State of New York, County of Queens, Supreme Court, Index No.: 705924/2019	04/22/19	05/29/19	Settlement - Party Negotiation
New York	LaGuardia	Carritec Inc., vs. Skanska/Walsh Joint Venture, The Port Authority of New York and New Jersey, and John Doe #1 through John Doe #12, County of Queens, State of New York, Index No.: 712377/2019	08/01/19	Open	Pending
New York	LaGuardia	Consolidated Carpet Associates, LLC vs. Skanska Walsh Design-Build JV, County of Queens, State of New York, Index No.: 712893/2019	12/06/19	Open	Pending
New York	LaGuardia Airport - LGA	National Grid USA Service Co, Inc. et al. v. Network Infrastructure, Inc., State of New York, Nassau County, Index No. 602237-2017	06/06/17	09/14/18	Settlement - Party Negotiation
New York	LaGuardia Airport - LGA	Allied Universal Security Services vs. Skanska Inc., d/b/a Skanska Walsh J.V., Supreme Court, State of New York, County of Kings, Case File No.: 261657	10/24/18	08/01/19	Settlement - Party Negotiation
New York	LaGuardia Airport - LGA	Siemens Industry, Inc. v. Skanska Walsh Design Build Joint Venture, State of New York County of Queens, Index No.: 724498/2020	01/21/21	Open	Pending
New York	Miscellaneous NY Metro Projects	In re Navillus Tile, Inc., (Debtors), U.S. Bankruptcy Court, Southern District of New York, Chapter 11, Case No. 17-13162-shl	11/08/17	09/17/20	Matter Completed

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
New York	Northwell ASP	Island Exterior Fabricators v Skanska USA Building Inc. - Case No. 602753/2021	03/10/21	Open	Pending
New York	NYC SCA Beacon High	K.P. Organization, Inc. v. Skanska USA Building Inc., et al., State of New York, Queens County, Index No. 656482/2016	12/19/16	04/24/18	Settlement - Mediation
New York	NYC SCA Beacon High	Solar Electric Systems, Inc. v. Skanska USA Building Inc., et al., State of New York, New York County, Index No. 653705/2016	07/14/16	01/21/20	Settlement - Party Negotiation
New York	NYC SCA Beacon High	Vestar Inc. v. Skanska USA Building Inc., et al., State of New York, New York County, Index No. 655897/2016	11/21/16	07/21/20	Settlement - Party Negotiation
New York	NYC SCA Beacon High School	Feinstein Iron Works, Inc., vs. Skanska USA Building Inc., Federal Insurance Company, Liberty Mutual Insurance Company, Zurich American Insurance Company, Fidelity and Deposit Company of Maryland, and The Continental Insurance Company, State of New York, County of Nassau, Index No.: 601502/18	03/01/18	Open	Pending
New York	NYSCA IS/HS 404	Infinity Contracting Services, Corp., f/k/a Dasny Mechanical Inc. v. Skanska USA Building et al., State of New York, New York County, Supreme Court, Index No. 652629/2016.	05/24/16	07/23/18	Settlement - Party Negotiation
New York	NYSCA IS/HS 404	Steadfast Insurance Company vs. Symphony Floors, Inc., State of New York, County of Orange, Supreme Court, Index No., 006179/2017	12/13/17	11/02/18	Settlement - Party Negotiation
New York	NYSCA IS/HS 404	Creative Finishes Ltd. vs. Skanska USA Building Inc., State of New York, County of New York, Supreme Court of the State of New York, Index No.: 652657/2017	05/24/17	02/12/20	Settlement - Party Negotiation
New York	NYU 383 Lafayette	Daron Construction, Inc. v. Skanska USA Building et al., State of New York, New York County, Supreme Court, Index No. 655643/2016	10/27/16	Open	Pending
New York	St. Nicholas National Shrine @ WTC	Oliveira Contracting, Inc. vs. Greek Orthodox Archdiocese of America, Skanska USA Building Inc., and the Port Authority of NY&NJ, State of New York, County of New York, Supreme Court of New York, Index No.: 651884/2018.	05/02/18	07/10/18	Settlement - Party Negotiation
New York	St. Nicholas National Shrine @ WTC	Fresh Meadow Mechanical Corp., vs. Skanska USA Building Inc., Greek Orthodox Archdiocese of America and the Port Authority of New York & New Jersey, State of New York, County of New York, Index No.: 652845/2018	06/11/18	04/08/19	Voluntary Dismissal without Prejudice
New York	Tory Burch	BAMCO, Inc., vs. Skanska USA Building Inc., County of New York, State of New York, Index No.: 655068/2020	11/25/20	01/12/21	Settlement - Party Negotiation
New York	Tory Burch	Safway Atlantic, LLC, as successor-in-trust to Atlantic Hoisting & Scaffolding vs. Skanska USA Building Inc., 151 Mercer Street Retail, LLC, and John Doe 1 - 10, County of New York, State of New York, Index No.: 651845/2020	06/21/20	Open	Pending
New York	UN - General Assembly	WDF Inc. v. Skanska USA Building Inc., United Nations Commission on International Trade Law (UNCITRAL) Arbitration, Case No.	08/21/14	09/22/20	Arbitration
New York	United Nations Projects	KSW Mechanical Services, Inc. v. Skanska USA Building Inc., State of New York, Queens County, Supreme Court, Index No. 6058-2016	05/27/16	06/17/16	Settlement - Party Negotiation
North Carolina	GSP Terminal Improvement	Skanska USA Building Inc. and Moss & Associates, LLC v. Novum Structures, LLC, State of North Carolina, Durham County, General Court of Justice, Superior Court Division 14 CvS 005926	12/29/14	08/17/16	Settlement - Party Negotiation
North Carolina	Wake Tech North	Cooper Electrical Construction Company vs. Skanska USA Building et al, State of North Carolina, County of Wake, General Court of Justice, Superior Court Division, Case No.: 16 CvS 6030	09/21/15	07/11/16	Settlement - Party Negotiation
North Carolina	Wake Tech North	The Trustees of Wake Technical Community College vs. Skanska USA Building Inc., et al, State of North Carolina, County of Wake, Superior Court Division, File No.: 17-CVS-13846	12/20/17	07/10/20	Settlement - Party Negotiation
Ohio	University of Kentucky Gattton	Quality Interiors, Inc. v. Skanska USA Building Inc., U.S.D.C., Southern District of Ohio, Western Division of Cincinnati, Case No.: 1:17-cv-00740-TSB	11/03/17	10/30/18	Settlement - Party Negotiation
Oregon	Goose Hollow Apartments	HVAC Incorporated v. Skanska USA Building Inc., State of Oregon, Multnomah County, Circuit Court, Case No. 18 CV 23535	06/20/18	01/31/19	Settlement - Mediation
Oregon	Goose Hollow Apartments	Oregon Interiors, Inc., vs. Skanska USA Building, Inc., and Zurich American Insurance Company, State of Oregon, County of Multnomah, Case No.: 18CV35278	08/17/18	02/12/19	Settlement - Party Negotiation
Oregon	Goose Hollow Apartments	Applied Restoration Inc. v. Skanska USA Building Inc., State of Oregon, Multnomah County, Circuit Court, Case No. 17cv16177	12/15/16	03/10/19	Settlement - Party Negotiation
Oregon	Goose Hollow Apartments	Harver Company v. Applied Restoration, Inc. & Skanska USA Building Inc., State of Oregon, Multnomah County, Circuit Court, Case No. 18 CV 23672	06/20/18	03/14/19	Settlement - Party Negotiation
Oregon	Milwaukie High School	Atez, Inc., vs. Skanska USA Building Inc.; Munitor Construction, LLC; Zurich Agency Services, Inc.; Liberty Mutual Group, Inc.; Federal Service Corporation; Continental Underwriters Inc.; Berkshire Hathaway Global Ins Services LLC; and/or Berkshire Hathaway Global Services, LLC, State of Oregon, County of Clackamas, Case No.: 19CV38672	09/23/19	11/02/20	Settlement - Party Negotiation
Oregon	Oregon Mutual Insurance	Oregon Mutual Insurance Co. v. Skanska USA Building Inc., and Mackenzie Inc. Architecture Planning & Interior Design, International Centre for Dispute Resolution, New York, NY Case No. 50-110-T-01147-13	12/02/13	09/30/16	Settlement - Mediation

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
Pennsylvania	Capital Health	Skanska USA Building Inc. vs. Universal Concrete Products Corp., State of Pennsylvania, Montgomery County, Court of Common Pleas, Case No. 2016-20521	09/12/16	02/02/21	Voluntary Dismissal with Prejudice
Pennsylvania	Sugarhouse Casino	Skanska USA Building Inc. v. Copeland Surveying, Inc., Commonwealth of Pennsylvania, Montgomery County, Court of Common Pleas, Civil Action No. 2016-24412; Copeland Surveying, Inc. v. Skanska USA Building Inc., American Arbitration Association, Case #: 01-15-0004-4638; Skanska USA Building Inc. v. Copeland Surveying, Inc., American Arbitration Association, Case #: 01-16-0004-9170	04/20/15	07/10/17	Settlement - Party Negotiation
Pennsylvania	Sugarhouse Casino	Liberty Flooring, LLC vs. Skanska USA Building Inc., State of Pennsylvania, County of Philadelphia, Court of Common Pleas, Case I.D: 170701296	08/30/17	12/06/17	Settlement - Party Negotiation
Pennsylvania	SugarHouse Casino	Skanska USA Building Inc. v. Sugarhouse HSP Gaming, L.P., Commonwealth of Pennsylvania, Philadelphia County, Court of Common Pleas, Case No., 2017-002815	09/08/16	08/01/18	Settlement - Party Negotiation
Pennsylvania	Sugarhouse Casino	McCrae-Gordon, a Joint Venture, LLC vs. Skanska USA Building Inc., State of Pennsylvania, County of Philadelphia, Court of Common Pleas, Case ID: 170702038	08/16/17	Open	Pending
Puerto Rico	HTA Tren Urbano	The Financial Oversight and Management Board for Puerto Rico, as representative of The Commonwealth of Puerto Rico, et al - Case No. 17-BK-3283 (LTS); as representative of The Puerto Rico Highways and Transportation Authority, Case No.: 16-BK-3567 (LTS); as representative of The Employees Retirement System of the Government of Puerto Rico, Case No.: 17-BK-3566 (LTS) and as representative of The Puerto Rico Electric Power Authority, Case No.: BK 17 BK 4780-LTS	07/01/19	01/13/20	Voluntary Dismissal without Prejudice
South Carolina	Gaillard Center	Melton Electric Co., Inc. v. Skanska/Trident, a South Carolina Joint Venture Partnership, et al., State of South Carolina, Charleston County, Court of Common Pleas, Civil Action No. 2016-CP-10-	02/18/16	04/10/17	Settlement - Party Negotiation
South Carolina	Gaillard Center	W.B. Guimarin & Co., Inc. v. Skanska/Trident, a Joint Venture Partnership, et al., State of South Carolina, Charleston County, Court of Common Pleas, Civil Action No.: 2017-CP-10-3879	08/14/17	06/19/19	Other
South Carolina	Gaillard Center	Skanska/Trident, a South Carolina Joint Venture Partnership v. City of Charleston, David M. Schwarz Architects, Inc.; Earl Swensson Associates, Inc.; Evans & Schmidt Architects, L.L.C. and TPG The Projects Group, LLC, State of South Carolina, Charleston County, Court of Common Pleas, Civil Action No. 2016-CP-10-0108	01/08/16	05/05/20	Settlement - Party Negotiation
South Carolina	GSP Terminal Improvement	Raby Construction Co., LLC v. Skanska USA Building Inc., Moss & Associates, LLC, et al., State of North Carolina, Greenville County, Court of Common Pleas, C.A. No. 2016-CP-23-00969	02/24/16	03/07/17	Settlement - Mediation
Texas	Air Force Villages ("AFV")	Blue Skies of Texas, Inc. v. Skanska USA Building Inc., Perkins Eastman Architects, D.P.C. f/k/a Perkins Eastman Architects P.C. and Jacobs Engineering Group, Inc. Cause No. 2018-CI-07849.	11/09/16	05/18/20	Settlement - Mediation
Texas	AT&T Center	J&R Tile, Inc., vs. Skanska USA Building Inc., State of Texas, County of Bexar, 57th Judicial District, Cause No.: 2020C114662	09/01/20	Open	Pending
Texas	Donna New North High	Donna Independent School District vs. Skanska USA Building Inc., and Hinjosa Engineering, Inc., County of Hidalgo, State of Texas, Cause No.: C-3474-19-F	11/06/19	03/15/21	Settlement - Mediation
Texas	Irving Music Factory	CEC Electrical, Inc., vs. Skanska USA Building Inc., State of Texas, County of Dallas, Cause No.: DC-17-16903	12/26/17	08/15/18	Settlement - Party Negotiation
Texas	Irving Music Factory	Polk Mechanical Company, LLC., vs. Skanska USA Building Inc., and ARK Group of Irving, Inc., State of Texas, County of Dallas, Cause No.: DC-18-00002	01/25/18	08/15/18	Settlement - Party Negotiation
Texas	Rio Grande City Replacement High School	Rio Grande City Consolidated Independent School District vs. Skanska USA Building, RGV Alliance Construction, LLC, R.A.S. Masonry, LLC and others, State of Texas, County of Starr, 381st Judicial District, Cause No.: DC-16-59	10/24/17	01/09/19	Settlement - Party Negotiation
Texas	SCD Memorial Lakes I	Jose Reynaga-Hernandez vs. Fidelity and Deposit Company of Maryland and Skanska USA Building Inc. State of Texas, County of Harris, District Court, Cause No. 201687314	03/03/17	12/31/20	Satisfaction of Judgment
Texas	Shell Oil Company JOC	Ferguson Enterprises, LLC vs. Skanska USA Building Inc.; Zurich American Insurance Company; and Slack & Co Contracting Inc., State of Texas, County of Harris, Case # 2020-50162/Court: 281	08/31/20	10/09/20	Settlement - Party Negotiation
Texas	Shell Oil Company JOC	Skanska USA Building Inc., vs Slack & Company Contracting, State of Texas, Southern District of Texas, Houston Division, Civil Action No.: 4:20-cv-1718	05/18/20	Open	Pending
Texas	TAMU - Prairie View A&M	Republic Landscapes, LLC vs. Skanska USA Building, County of Harris, State of Texas, Cause No.: 202037414	07/10/20	Open	Pending

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**Litigation Report for Skanska USA Building Inc.
All Construction Related Lawsuits* (Open and Closed)
From May 3, 2016 - May 3, 2021**

State	Project	Case Caption	Date Opened	Date Resolved	Form of Resolution
Texas	TAMU - Vet & Bio Med School	Steadfast Insurance Company, as subrogee of Skanska USA Building Inc., vs. Republic Landscapes, LLC, vs Skanska USA Building Inc., County of Brazos, State of Texas, 361st Judicial District, Cause No.: 20-000029-CV-361	08/05/20	Open	Pending
Texas	TAMU AG & TAMU Human Clinical Research	Dal-Tile Distribution, Inc., v. Vicki's Flooring and Design, LC, Liberty Mutual Insurance Company and Skanska USA Building Inc., District Court, State of Texas, County of Brazos, Cause No.: 18-000042-CV-361	01/22/18	08/08/18	Settlement - Party Negotiation
Texas	TAMU-CVM	JLG Structures, Inc. vs Skanska USA Building Inc., State of Texas, County of Brazos, 85th Judicial District Court, Cause No.: 20 001 756-CV-85	08/05/20	03/02/21	Voluntary Dismissal with Prejudice
Texas	TAMU-CVM	Gomez Floor Covering, Inc., vs. Skanska USA Building Inc., State of Texas, County of Brazos, District Court, Cause No. 18-002615-CV-361	10/12/18	Open	Pending
Texas	UT Academic Building III	The Board of Regents of the University of Texas System v. HOK/ BFW-SA, L.L.C., HOK Group, Inc. Hellmuth, Obata & Kassabaum, Inc., Skanska USA Building Inc., State of Texas, Travis County, 53rd Judicial District, Cause No. D-1-GN-14-003588	09/10/14	04/16/18	Settlement - Party Negotiation
Utah	eBay a/k/a Topaz, Utah	Skanska USA Building Inc. v. Rosendin Electric, Inc., Skanska , State of Utah, Salt Lake County, 3rd Judicial District Court, Case No. 150904305	06/26/15	05/19/16	Settlement - Mediation
Virginia	The Boro - Block C	Gordon Contractors, Inc., vs. Skanska USA Building Inc., County of Fairfax, State of Virginia, Case No.: 2019 10057	08/09/19	11/07/19	Settlement - Party Negotiation
Washington	Clark County Science Tech. Eng. MAL	Skanska USA Building Inc. v. Precision Electric of Washington, Inc., Joseph and Beth Downing, State of Washington, Clark County, Superior Court, Docket No. 15-2-02526-4	09/29/15	10/30/18	Settlement - Party Negotiation
Washington	Nexus	Skanska USA Building Inc., vs. 1200 Howell Street, LLC., US District Court, Western District, State of Washington, Case No.: 2:12-cv-00402	05/30/19	07/15/19	Settlement - Mediation
Washington	Nexus	Skanska USA Building Inc., vs. 1200 Howell Street, LLC, State of Washington, County of King, Superior Court, Case No.: 20-2-02996-3-SEA	11/27/17	Open	Pending
Washington	The Charter	OEG, Inc., formerly known as On Electric Group, Inc., an Oregon Corporation vs. Skanska USA Building Inc., Zurich American Insurance Company, and RB-WW Seattle, LLC, County of King, State of Washington, Case No: 19-2-16435-2SEA	06/27/19	07/16/19	Other
Washington	The Charter	Skanska USA Building Inc., vs. RB-WW Seattle, LLC and Liberty Mutual Insurance Company, County of King, State of Washington, Cause No.: 19-2-17898-1 SEA	07/01/19	04/19/21	Dismissed with Prejudice
Washington	UW Life Sciences Building	Mission Glass, LLC vs. Skanska USA Building Inc.; Fidelity & Deposit Company of Maryland, Bond No.: 09063909; Fidelity & Deposit Company of Maryland, Bond No. 015049065/PRF 9192081; University Of Washington, Superior Court of Washington, County of King, Case # 20-2-09503-6 SEA	08/04/20	01/06/21	Settlement - Party Negotiation

*All construction related lawsuits involving an owner or primary subcontractor.

K. Firm Qualifications and Experience

Statement of Qualifications Tab Information should include: Include all of the following required forms provided in Section VI.

- a. Drug-Free Workplace Program
- b. Certifications Regarding Debarments, Suspensions and Other Responsibility Matters
- c. Non-Collusion Affidavit
- d. References Questionnaire
- e. Statement of Qualification Certification
- f. Sworn Statement Pursuant to Section 287.133(3)(a)
- g. Hold Harmless and Indemnity Clause
- h. Solicitation, Giving and Acceptance of Gifts Policy

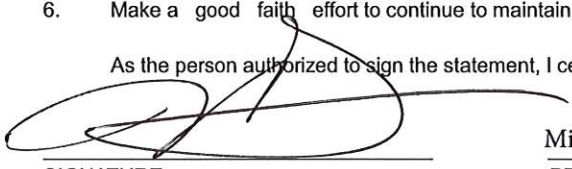
**Required forms are provided on the following pages.
References forms (d) have been provided in Tab G.**

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.



Michael C. Brown, PE

SIGNATURE

PRINTED NAME

Skanska USA Building Inc.

NAME OF COMPANY

RFQ/RFP/ITB Number: 4669-21-DCM Title: Executive Vice President, General Manager

**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:

Skanska USA Building Inc.
330 S.W. 2nd Street, Suite 207
Fort Lauderdale, FL 33312

Application Number and/or Project Name:

Construction Manager at Risk Services for Second Floor Library Build-Out

Applicant IRS/Vendor Number: 22-3752540

Type/Print Name and Title of Authorized Representative:

Michael C. Brown, PE, Executive Vice President, General Manager

Signature:  Date: May 17, 2021

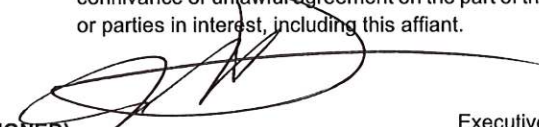
RFQ/RFP/ITB Number: RFQ-4669-21-DCM Title: Construction Manager at Risk Services for Second Floor Library Build-Out

NON-COLLUSION AFFIDAVIT

STATE OF: Florida

COUNTY OF: Broward, being first duly sworn, deposes and says that:

- (1) He/she is Executive Vice President/ General Manager of Skanska USA Building Inc, 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) _____ Executive Vice President/General Manager
Title

Subscribed and sworn to before me this
17th day of May, 2021
My commission expires: 1/6/2023



RFQ/RFP/ITB Number: RFQ 4669-21-DCM Title: Construction Manager at Risk Services for Second Floor Library Build-Out

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) Skanska USA Building Inc.

Name/Principal/Project Manager: Michael C. Brown, PE

Address: 330 S.W. 2nd Street, Suite 207

City: Fort Lauderdale State: FL Zip: 33312

Telephone No. 954.920.5167 FEIN/Tax ID No. 22-3752540 Email: Michael.C.Brown@Skanska.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:

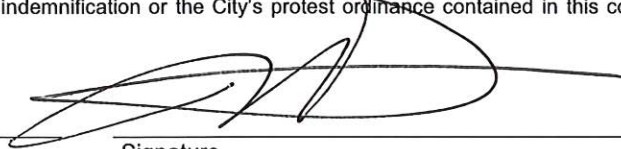
<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>No. 1</u>	<u>May 6, 2021</u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>

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 BIDSYNC you must click the exception link if any variation or exception is taken to the specifications, terms and conditions.

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:

Michael C. Brown, PE
Name (printed)



Signature

May 17, 2021
Date:

Executive Vice President/General Manager
Title

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 the City of Hollywood
by Michael C. Brown, PE, EVP/GM for Skanska USA Building Inc.
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 330 S.W. 2nd Street, Suite 207, Fort Lauderdale, FL 33312
and if applicable its Federal Employer Identification Number (FEIN) is 22-3752540 If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement.

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).

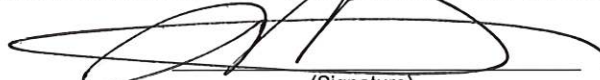
Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

RFQ-4669-21-DCM
Construction Manager at Risk Services for Second Floor Library Build-Out

_____ 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, 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.


(Signature)

Sworn to and subscribed before me this 17 day of May, 2021.

Personally known

Or produced identification _____

Notary Public-State of Florida

My commission expires 1/6/2023
(Type of identification)



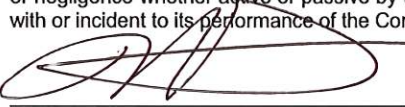

(Printed, typed or stamped commissioned name of notary public)

RFQ/RFP/ITB Number: RFQ 4669-21-DCM Title: Construction Manager at Risk Services for Second Floor Library Build-Out

HOLD HARMLESS AND INDEMNITY CLAUSE

(Company Name and Authorized Representative's Name)

Skanska USA Building Inc., 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

Michael C. Brown, PE

PRINTED NAME

Skanska USA Building Inc.

COMPANY OF NAME

May 17, 2021

DATE

Failure to sign or changes to this page shall render your bid non-responsive.

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."

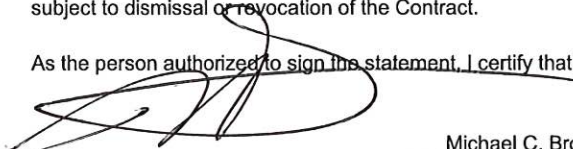
City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

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.



Michael C. Brown, PE
SIGNATURE PRINTED NAME

Skanska USA Building Inc. Executive Vice President/General Manager

NAME OF COMPANY TITLE

Failure to sign this page shall render your bid non-responsive.

Skanska USA Building Inc.
usa.skanska.com

330 S.W. 2nd Street
Suite 207
Fort Lauderdale, FL 33312
954.553.4811

SKANSKA