



Response to Solicitation BCRA 12-029 Undergrounding of Overhead Utilities and Streetscape Beautification

July 30, 2020





Letter of Interest

July 30, 2020

Mr. Paul Bassar, Procurement & Contract Compliance Director
City of Hollywood
Office of Procurement Services
2600 Hollywood Blvd., Rm 303
Hollywood, FL 33020-4807

RE: Response to RFQ BCRA 12-029 Construction Management at Risk (CMAR) Services to the Hollywood, Florida Community Redevelopment Agency for Undergrounding of Overhead Utilities and Streetscape Beautification at SR A1A from Hollywood Boulevard to Sheridan Street

Dear Mr. Bassar and Selection Committee Members:

When selecting a contractor to provide exceptional construction management at risk (CMAR) services for your agency and stakeholders, you need a local firm that adheres to your budget and schedule. Burkhardt Construction understands the CRA's construction needs to improve the coastal area in Hollywood. We are ready to share our project intelligence from relevant projects with similar scope descriptions for your benefit. Your vision of enhancing the external environment and infrastructure of the area between Sheridan and Hollywood Boulevard is a concept we are aligned with and would like to help the CRA and City achieve.

We hope you'll keep in mind our team's expertise in building similar utility conversion and streetscape projects. **We are experts in the construction management of public space improvements in active business and pedestrian environments.** Our ability to provide beyond what you expect on this project comes from successfully delivering dozens of streetscape projects for municipalities and towns in South and Central Florida (including work for both the City of Hollywood and your CRA), all of which have been completed on or ahead of schedule within budget.

We offer you and your stakeholders a powerful team with significant streetscape expertise and scheduling experience that can swiftly and economically improve your coastal area. Our dedicated team will apply their knowledge to quickly tackle challenges, mitigate risks, reduce impact to local businesses and create cost effective, design preserving solutions best suited for your project.

Burkhardt Construction has the financial strength, insurance coverage and surety confidence to guarantee a successful on time, on budget delivery, with **zero litigation**. We have helped the CRA realize savings in both time and money and are very confident we will achieve the same on this project!

Proposer's Understanding & Positive Commitment

Burkhardt Construction fully understands the scope of work for CMAR services on your utility undergrounding and streetscape beautification project. We are committed to completing all work on time or ahead of schedule and on budget.



Letter of Interest

Duly Authorized Representative for Burkhardt Construction:

Marc Kleisley, Vice President - Marc@BurkhardtConstruction.com
1400 Alabama Avenue, Suite 20
West Palm Beach, Florida 33401
561.659.1400

Thank you for the opportunity to submit our qualifications for your review and consideration. We have received Addenda 1-4 dated as follows: 1 - 07/06/20, 2 - 07/08/20, 3 - 07/23/20 and 4 - 07/23/20. We appreciate your time and look forward to serve the CRA's construction needs once again.

Respectfully submitted,

Marc Kleisley
Vice President
Marc@BurkhardtConstruction.com
561.659.1400 phone | 561.659.1402 fax





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CM@Risk Minimum Qualifications Requirements

1. Years in Business

Provide documentation showing your firm has a minimum of (8) years' in business as a General Construction Company.

STATE OF FLORIDA
DEPARTMENT OF STATE

I certify that the following is a true and correct copy of

CERTIFICATE OF INCORPORATION
OF
BURKHARDT CONSTRUCTION, INC.

filed in this office on the 24th day of September,
19 75
Charter Number: 484922

GIVEN under my hand and the Great
Seal of the State of Florida, at
Tallahassee, the Capital, this the
25th day of September,
19 75

Quinn A. Smith
SECRETARY OF STATE





CM@Risk Minimum Qualifications Requirements

1. Years in Business

Provide documentation showing your firm has a minimum of (8) years' in business as a General Construction Company.

State of Florida Department of State

I certify from the records of this office that BURKHARDT CONSTRUCTION, INC. is a corporation organized under the laws of the State of Florida, filed on September 24, 1975.

The document number of this corporation is 484922.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on February 13, 2020, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Thirteenth day of February,
2020*



Rainald R. Rios
Secretary of State

Tracking Number: 4703833781CC

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

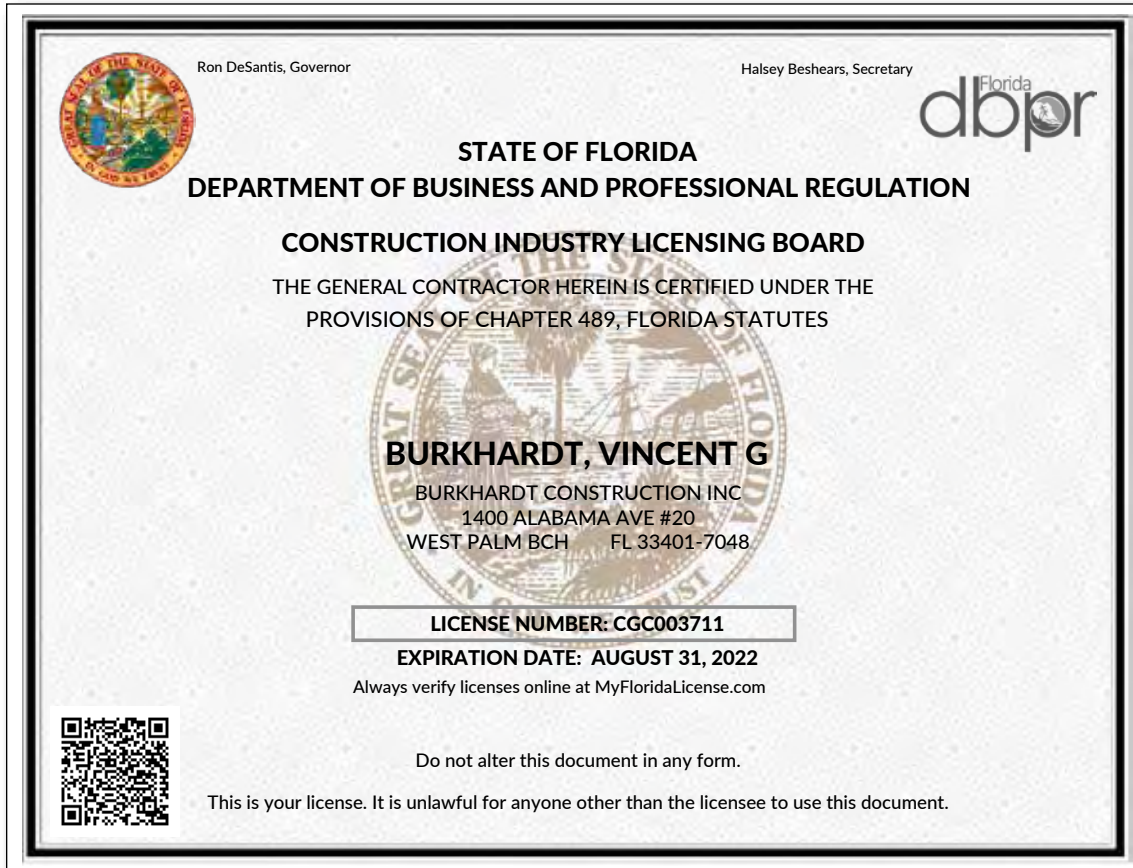
<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



CM@Risk Minimum Qualifications Requirements

2. State of Florida General Contractor License

Firm is licensed under Florida Statutes 489 and provide proof with submission.





CM@Risk Minimum Qualifications Requirements

3. Successfully Completed Projects with FPL

Provide a letter on your firm's letterhead indicating your firm has a minimum of five successfully completed projects that required certified and approved Florida Power and Light Contractors for the construction of the undergrounding of the overhead utilities.

	
Vincent G. Burkhardt President	
July 30, 2020	
Mr. Paul Bassar, Procurement & Contract Compliance Director City of Hollywood Office of Procurement Services 2600 Hollywood Blvd., Rm 303 Hollywood, FL 33020-4807	
RE: Response to RFQ BCRA 12-029 Construction Management at Risk (CMAR) Services to the Hollywood, Florida Community Redevelopment Agency for Undergrounding of Overhead Utilities and Streetscape Beautification at SR A1A from Hollywood Boulevard to Sheridan Street	
Dear Mr. Bassar and Selection Committee Members: Burkhardt Construction has successfully completed 10 projects that required certified and approved Florida Power and Light Contractors for the construction of undergrounding overhead utilities. For your review, these projects are featured in Section B - Related Construction Experience.	
Sincerely, Burkhardt Construction, Inc.  Marc Kleisley Vice President	
1400 Alabama Avenue • West Palm Beach, Florida 33401 • (561) 659-1400 • Fax (561) 659-1402	



CM@Risk Minimum Qualifications Requirements

4. CMAR Methodology & Similar Projects - Last Five Years

Provide a letter on your firm's letterhead stating your firm's experience in Construction Management at Risk methodology and provide a list of projects of similar scope and complexity completed within the last five years.



Vincent G. Burkhardt
President

July 30, 2020

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City of Hollywood
Office of Procurement Services
2600 Hollywood Blvd., Rm 303
Hollywood, FL 33020-4807

RE: Response to RFQ BCRA 12-029 Construction Management at Risk (CMAR) Services to the Hollywood, Florida Community Redevelopment Agency for Undergrounding of Overhead Utilities and Streetscape Beautification at SR A1A from Hollywood Boulevard to Sheridan Street

Dear Mr. Bassar and Selection Committee Members:

Burkhardt Construction's has extensive experience in building streetscapes and other public space projects. **We have successfully completed more than 75 streetscape projects in South and Central Florida.** Each and every one of these projects were completed by our on-time and at or under budget. The common elements that these projects share are earthwork, underground utilities, overhead to underground electrical conversions, concrete curbs, sidewalks, roadway construction, architectural concrete, architectural pre-cast stonework, pre-cast concrete pavers, street lighting, striping, signage, electrical power for street vendors and events, irrigation, extensive landscaping, vertical elements, playground structures, interactive fountains and outdoor furnishings. Please see attached list. Thank you in advance.

Sincerely,
Burkhardt Construction, Inc.


Marc Kleisley
Vice President



1400 Alabama Avenue • West Palm Beach, Florida 33401 • (561) 659-1400 • Fax (561) 659-1402



CM@Risk Minimum Qualifications Requirements

4. Completed Projects - Last Five Years

PROJECT NAME	OWNER	CONTRACT TYPE	CONTRACT YEAR
City of Mount Dora Phase 3 Streetscape	City of Mount Dora	CMAR	2015
Atlantic Boulevard Bridge Improvements	City of Pompano Beach	D/B	2014
Old Pompano Utility Undergrounding	City of Pompano Beach	CMAR	2015
O.B. Johnson Park	City of Hallandale Beach	CMAR	2015
Minnesota / Hayes Streetend Loading Zones	City of Hollywood	CMAR	2015
Old Pompano Temporary Parking Lot	City of Pompano Beach	CMAR	2015
East Atlantic Boulevard Streetlighting	City of Pompano Beach	CMAR	2015
D-4 & D-10 Pump Stations, E-6 Lift Station & Tangier Avenue Improvements	Town of Palm Beach	CMAR	2015
Town Hall Square Fountain Restoration & Streetscape - Phase 2	Town of Palm Beach	CMAR	2015
Palm Beach Country Club Tunnel Abandonment	Palm Beach Country Club	CMAR	2015
Beaumont Avenue Streetscape	City of Kissimmee	CMAR	2016
Pleasant Street & Darlington Avenue Temporary Utilities	City of Kissimmee	CMAR	2016
Toho Square Streetscape & Utility Improvements	City of Kissimmee	CMAR	2016
Car Charging Stations	City of Pompano Beach	CMAR	2016
Hillsboro Inlet Cable Railing System	City of Pompano Beach	CMAR	2016
Briny Avenue Streetscape Improvements	City of Pompano Beach	CMAR	2016
Lake Towers Undergrounding	Town of Palm Beach	CMAR	2016
Toho Water Authority Beaumont Utilities	Toho Water Authority	CMAR	2016
Toho Square Redevelopment TWA Utilities	Toho Water Authority	CMAR	2016
Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3	City of Hollywood	CMAR	2016
Bradley Park Improvements	Town of Palm Beach	CMAR	2017
Festoon Lighting Streetscape & Closed Circuit Cameras	City of Hollywood	CMAR	2017
Hollywood Broadwalk Light Poles Replacement	City of Hollywood	CMAR	2017
Pompano Amphitheater Roof Structure Removal	City of Pompano Beach	CMAR	2018
Rosemary Square Streetscape - Phase 1 (formerly CityPlace)	Related Companies	CMAR	2018
Clematis Street Streetscape (300 Block)	City of West Palm Beach	CMAR	2018
Town-Wide Overhead Utility Undergrounding Phase 1- North	Town of Palm Beach	CMAR	2017
Rosemary Square Streetscape - Phase 2	Related Companies	CMAR	2019
Clematis Streetscape (200-100 blocks)	City of West Palm Beach	CMAR	2019
Town Center Boardwalk	Village of Wellington	CMAR	2019



CM@Risk Minimum Qualifications Requirements

5. Bonding Capacity Surety Letter

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.



BONDS

Brown & Brown, Inc.
1201 W. Cypress Creek Rd, Suite 130 (Zip: 33309)
P.O. Box 5727
Ft. Lauderdale, FL 33310-5727
954/776-2222 FAX 954/772-7542
Statewide 1-800/338-0259

July 8, 2020

City of Hollywood
c/o Burkhardt Construction, Inc.
1400 Alabama Avenue, Ste. 20
West Palm Beach, FL 33401

RE: Burkhardt Construction, Inc.
Project: Solicitation BCRA 12-029, Undergrounding of Overhead Utilities and Streetscape Beautification
Improvements Projects

To Whom It May Concern:

Per your request for evidence of bondability, this letter is to advise you that Burkhardt Construction, Inc. is set up for bonding with Western Surety Company for over 20 years. As an agent for Western Surety Company, we have been authorized to extend Burkhardt Construction, Inc. bonding credit of \$40,000,000 on any single project with an aggregate program of \$70,000,000.

Western Surety Company is rated by A.M. Best Company as A (Excellent), Financial Size XIV (\$1.5 Billion to \$2 Billion).

If Burkhardt Construction, Inc. has a proposal acceptable to all parties and if all other normal requirements are met, with surety approval, we look forward to providing a final bond on this project.

As this is a letter of recommendation, and not a bid bond, Brown & Brown of Florida, Inc., Western Surety Company, their agents and owners accept no liability for its content. The Surety reserves the right to review each submission and base their final decision upon conditions that exist at the time of request.

If we can be of additional assistance, please feel free to give us a call.

Sincerely,

Layne A. Holmes
Ft. Lauderdale Division of
Brown & Brown of Florida, Inc.

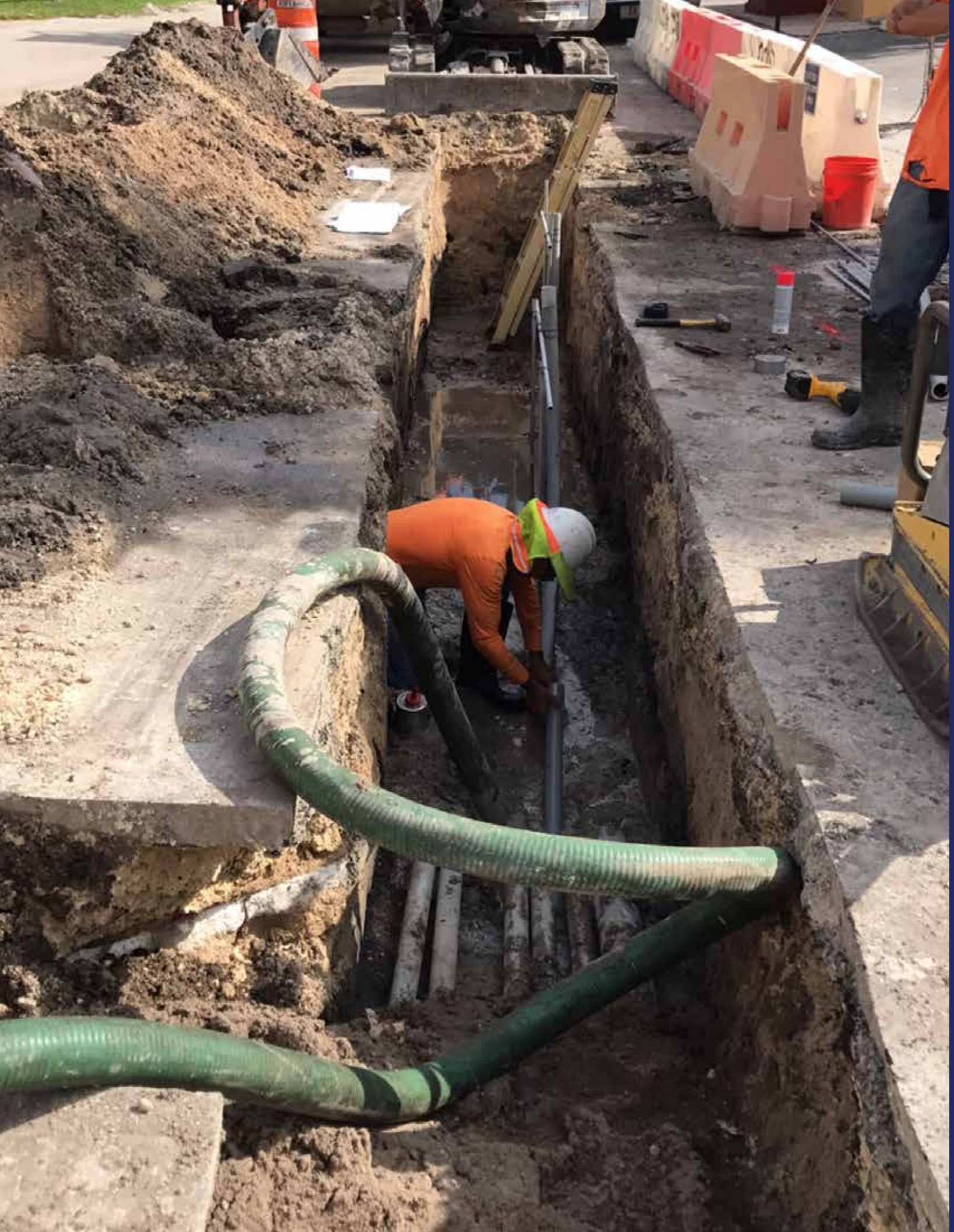


CM@Risk Minimum Qualifications Requirements

6. Liquidated Damages Letter

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.

	
Vincent G. Burkhardt President	
July 30, 2020	
Mr. Paul Bassar, Procurement & Contract Compliance Director City of Hollywood Office of Procurement Services 2600 Hollywood Blvd., Rm 303 Hollywood, FL 33020-4807	
RE: Response to RFQ BCRA 12-029 Construction Management at Risk (CMAR) Services to the Hollywood, Florida Community Redevelopment Agency for Undergrounding of Overhead Utilities and Streetscape Beautification at SR A1A from Hollywood Boulevard to Sheridan Street	
Dear Mr. Bassar and Selection Committee Members: We hereby certify that Burkhardt Construction has not paid any liquidated damages and has never been terminated for default.	
Sincerely, Burkhardt Construction, Inc.  Marc Kleisley Vice President	
1400 Alabama Avenue • West Palm Beach, Florida 33401 • (561) 659-1400 • Fax (561) 659-1402	





Tab A - Executive Summary

COMPANY INFORMATION

1. Basic Company Information

- | | |
|-----------------------------|--|
| a. Company name | Burkhardt Construction, Inc. |
| b. Address with zip code | 1400 Alabama Avenue, Suite 20
West Palm Beach, FL 33401 |
| c. Telephone and fax number | 561.659.1400 phone 561.659.1402 fax |
| d. Email address | Marc@BurkhardtConstruction.com |
| e. Name of primary contact | Marc Kleisley |

2. Professional Licenses and Certifications

Burkhardt Construction and all assigned key professional staff hold all current licenses and certifications required to successfully complete the project. Burkhardt Construction is licensed by the State of Florida and maintains certification and is in good standing with the Department of Business and Professional Regulation.

3. State whether your organization is national, regional or local. *Local*

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

Burkhardt Construction is a closely held corporation founded in 1975. Our executive management staff includes Vincent G. Burkhardt, Marc R. Kleisley and Sharon H. Burkhardt. Our West Palm Beach based staff of 36 includes project managers, superintendents, carpenters, equipment operators, laborers and support staff. We have extensive experience and expertise in providing preconstruction services, constructing streetscapes, parks, vertical elements and undergrounding of overhead utilities. Many of the people at Burkhardt Construction are cross-trained and are familiar and comfortable with performing numerous tasks. This attribute has been one of the keys to our success.

5. Years your organization has been in business as a provider of the products and services you are proposing to offer under this solicitation. 45 Years

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

- Date of incorporation - 1975
- State of incorporation - Florida
- President's name - Vincent G. Burkhardt

7. If your organization is a partnership, answer the following:

- Not Applicable*
- Date of organization
 - Type of partnership (if applicable)
 - Name(s) of general partner(s)

8. If your organization is individually owned, answer the following:

- Not Applicable*
- Date of organization
 - Name of owner







Tab B - Related Construction Experience

1. Right of way construction, familiar with Broward County and Florida Department of Transportation's requirements in order to properly expedite activities where multiple agencies require permits.

We have worked alongside the State of Florida Department of Transportation (FDOT) and Broward County Traffic Engineering Department (BCTED) on similar projects for many years. Burkhardt construction uses FDOT certified vendors for the maintenance of traffic operations and our Construction Field Manager is MOT certified.

2. Undergrounding of overhead utility conversion and streetscape beautification and associated construction protocols, and proven project experience coordinating with Florida Power and Light, Comcast, AT&T and any other utility companies in the execution and management of all required activities.

Burkhardt Construction offers unparalleled experience providing CMAR services for Florida municipalities to create public space, streetscape and utility infrastructure projects. We have assembled a proven team driven to provide owner representation on a different scale. Our value engineering and constructability review practices result in sustainable, aesthetically appealing and discernible differences in quality.

EXAMPLE: *City of Pompano Beach - Phase 1 of our recent Briny Avenue Streetscape Improvements scope included utility improvements including drainage upgrades and the overhead to underground conversion of FPL, Comcast and AT&T lines.*

3. FDOT right of way permit protocols and shall be instrumental in assisting the City/CRA in negotiating private easement where applicable for the undergrounding of overhead utilities.

Burkhardt Construction will follow the permit protocols and will assist the City and CRA in the process of negotiating private easements for the undergrounding of the overhead utilities. Our years of experience in the installation of undergrounding overhead facilities allows us to help explain to the property owner what exactly will be placed within the required easement. We often provide a full scale mock-up of the equipment for visualization purposes. This provides the property owner with a better understanding of what to expect.





Tab B - Related Construction Experience

4. Describe what unique and extraordinary skills or qualifications your firm brings to this Project, including industry "Best Practices". How would the selection of your firm add value to the Project?

Over the past 21 years, we've served the City of Hollywood and your CRA on projects including: Harrison Street Streetscape, Young Circle Perimeter Streetscape, Surf Road Utility Improvements Phases 1-3, Hollywood Broadwalk, Johnson Street Beach Park and Parking Lot, Side Streets Streetscape and Undergrounding Pilot Project and Side Streets Streetscape and Undergrounding Phase 2.

No one can offer the CRA more experience on these exact type of projects than we can. Burkhardt Construction is familiar with the City of Hollywood's Prevailing Wage Ordinance, Florida Fish & Wildlife Conservation (FWC) Commission's Marine Turtle Nesting Season and Florida Department of Environmental Protection Coastal Construction Control Line requirements, as we have complied with them on past projects. We are also familiar with the City's permitting and inspection departments.

Burkhardt Construction has a stellar history of timely under-budget project completion directly for the Hollywood CRA and we would love the opportunity to serve you again.

Our team has strong qualifications in all of the scope areas outlined in your RFQ. We have met and want to continue exceeding your expectations to successfully deliver this project to your complete satisfaction, on time and on budget.

Delivering excellence on your project requires the type of expertise we bring to the table. One of our top priorities is to perform the scope of work in phases, so as to mitigate impact and cause the least amount of disruption to local businesses and residents.

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

Throughout Burkhardt Construction's 45-year history, we are proud to have developed an extensive, competent, qualified and loyal subcontractor base in South Florida. Having successfully completed many streetscape projects in the Broward and Palm Beach County areas, we anticipate excellent subcontractor participation. We will also continue to publicly advertise and qualify potential subcontractors to allow for excellent bid coverage. Our pre-qualification questionnaire identifies the contenders from the pretenders.





Tab B - Related Construction Experience



HOLLYWOOD SIDE STREETS STREETSCAPE & INFRASTRUCTURE IMPROVEMENTS - PHASE 3

Hollywood, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

Phase 3 took place after Phase 2 and the Pilot Program which were also completed by Burkhardt Construction. Each phase was successfully completed on time and under budget. This project included extensive undergrounding of franchise utilities, drainage at A1A, roadway and sidewalk pavers, lush landscaping, irrigation, pebble mosaics, cast stone seat walls, decorative streetlighting, furnishings and a custom ipé trellis.

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

Substantial January 2020; Awaiting FPL/AT&T/Comcast to complete their work

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

15,000 feet of Primary UG cable;
8,500 LF of streetscape; \$13.99 million

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$13.99 million
Final GMP: \$11.1 million

F. VALUE ENGINEERING SAVINGS

Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 7.87%
Overhead: 7.76%
Profit: 6.14%

H. TOTAL CHANGE ORDERS

Zero

I. PRE-CONSTRUCTION SERVICES FEE (\$)

\$48,000.00

J. PRESENT STATUS OF CONTRACT

Awaiting FPL, AT&T and Comcast to complete their work



Tab B - Related Construction Experience



A full time resident liaison was employed on this project to keep residents along the street informed during construction.

BRINY AVENUE STREETSCAPE & UTILITY IMPROVEMENTS

Pompano Beach, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

Phase 1 utility improvements, drainage upgrades, overhead to underground conversion of FPL, Comcast, and AT&T lines

Phase 2 Briny Avenue and side streets roadway reconstruction, paver bricks, landscaping, irrigation, signage, light poles, furnishings (benches, lighted bollards, showers, bike racks, tree grates)

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

May 2018

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

23,541 feet of Primary UG cable; 2,200 LF of Streetscape; \$4.16 million

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$5 million | Final GMP: \$4.16 million

F. VALUE ENGINEERING SAVINGS

Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 7.46%

Overhead: 7.35%

Profit: 6.5%

H. TOTAL CHANGE ORDERS

Zero

I. PRE-CONSTRUCTION SERVICES FEE (\$)

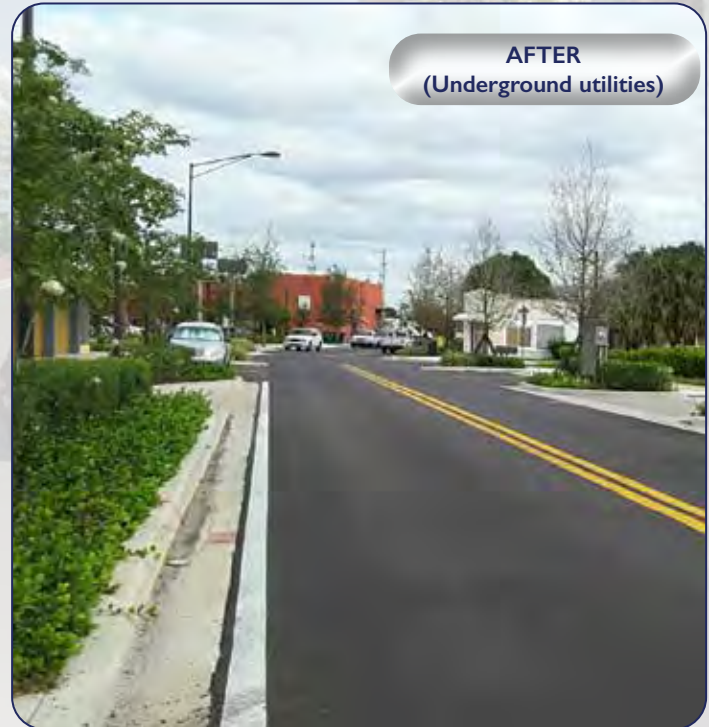
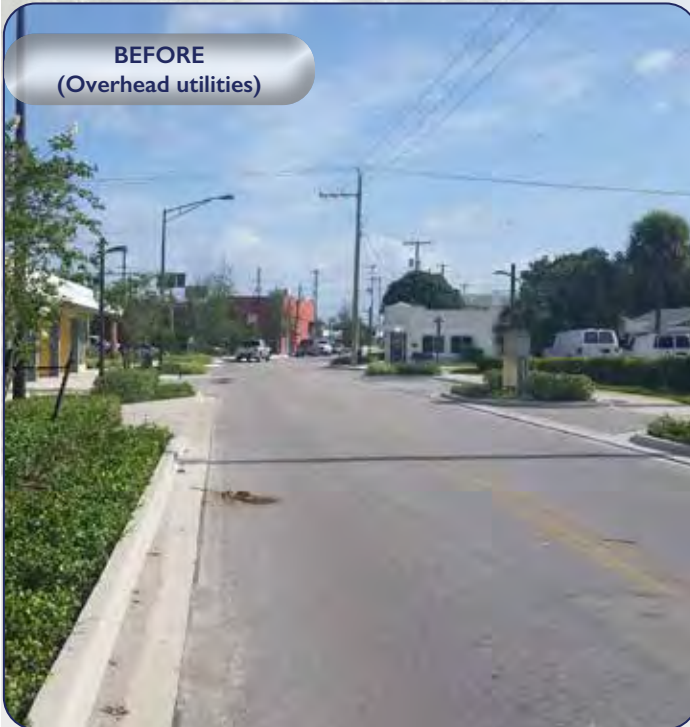
\$37,970.00

J. PRESENT STATUS OF CONTRACT

Complete



Tab B - Related Construction Experience



OLD POMPANO FRANCHISE UTILITY UNDERGROUNDING & STREETScape IMPROVEMENTS

Pompano Beach, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

This project was undertaken as part of a master plan to revitalize the area that is known as Old Pompano. The project involved the **overhead to underground conversion of FPL, AT&T and Comcast lines** along NE 1st Avenue, NE 2nd, 3rd and 4th Streets, Flagler Avenue and Atlantic Boulevard from Dixie Highway to Cypress Road. **Additional utility construction included a new drainage system and new waterlines.** Once utility construction was complete, the area was provided an updated look with new asphalt paving, new curbs, brick roadways, decorative sidewalks, decorative street lighting, landscaping and irrigation.

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

October 2016

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

16,187 feet of Primary UG cable; 2,300 LF of Streetscape; \$5.29 million

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$5.82 million | Final GMP: \$5.29 million

F. VALUE ENGINEERING SAVINGS

Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 8.33% | Overhead: 7.91% | Profit: 6.5%

H. TOTAL CHANGE ORDERS

Zero

I. PRE-CONSTRUCTION SERVICES FEE (\$)

\$40,000.00

J. PRESENT STATUS OF CONTRACT

Complete



Tab B - Related Construction Experience



CLEMATIS STREET ALLEYWAY (300 BLOCK)

West Palm Beach, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

This project was a utility improvement in the alley of the 300 block of Clematis Street. Improvements included installation of conduits for the undergrounding of AT&T, Comcast, and FPL, watermain, storm drainage, and sanitary sewer replacement, concrete work, and decorative paver pattern. This project involved coordination with merchants and restaurants, the City of West Palm Beach Sanitation Department, and grease trap vendors. Restaurants and merchants fronting Clematis Street receive deliveries through the alley, so access had to be maintained at all times during construction.

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

April 2020

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

610 feet of Secondary UG cable; 500 LF of Streetscape; \$1.67 million

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$1.9 million | Final GMP: \$1.67 million

F. VALUE ENGINEERING SAVINGS

Savings achieved through Value Engineering and quantity underruns

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 7.17%
Overhead: 10.77%
Profit: 6.5%

H. TOTAL CHANGE ORDERS

Zero

I. PRE-CONSTRUCTION SERVICES FEE (\$)

\$20,045.00

J. PRESENT STATUS OF CONTRACT

Complete



Tab B - Related Construction Experience



BEFORE
(Overhead utilities)



AFTER
(Underground utilities)

TOWN-WIDE OVERHEAD UTILITY UNDERGROUNDING PHASE 1- NORTH

Palm Beach, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

In 2016, the Town of Palm Beach elected to embark in a landmark project of undergrounding the entire Town. This Construction Manager at Risk project is the first of eight (8) phases. The project consisted of the construction of an overhead to underground utility conversion for approximately 4.6 pole-miles of overhead electric, 2 pole-miles of overhead telephone, and 1 pole-mile of cable TV utilities within the Town of Palm Beach. The work also included site restoration and municipal infrastructure improvements including paving, grading, and street lighting.

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

July 2019

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

18,177 feet of Primary UG cable; \$5.35 million

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$4.8 million | Final GMP: \$5.35 million

F. VALUE ENGINEERING SAVINGS

No savings

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 7.26%

Overhead: 7.81%

Profit: 6.13%

H. TOTAL CHANGE ORDERS

Owner added scope \$539,913.36

I. PRE-CONSTRUCTION SERVICES FEE (\$)

\$19,720.00

J. PRESENT STATUS OF CONTRACT

Complete



Tab B - Related Construction Experience



BEFORE
(Overhead utilities)



AFTER
(Underground utilities)

LAKE TOWERS FRANCHISE UTILITY UNDERGROUNDING

Palm Beach, Florida

PROJECT SUMMARY:

A. SCOPE OF WORK

The Lake Towers Condominium Franchise Utility Undergrounding project involved the **overhead to underground conversion of FPL, AT&T and Comcast utilities** serving the Lake Tower Condominium building. The conversion also encompassed five single family homes serviced by the same poles and transformer. Power poles and lines were highly visible at the north side of the condo building, causing more than 80% of the building's residents to vote in favor of the undergrounding for aesthetic reasons.

B. FIRM'S ROLE

Construction Management at Risk and General Contractor

C. COMPLETION DATE

November 2016

D. SIZE/PROJECT COST/HORIZONTAL OR VERTICAL

4,476 feet of Primary UG cable; \$306,385

E. ORIGINAL BUDGET VS. FINAL GMP

Budget: \$306,385

Final GMP: \$211,059

F. VALUE ENGINEERING SAVINGS

Savings achieved through Value Engineering and quantity underruns

G. OH&P AND GENERAL CONDITIONS PERCENTAGE

General Conditions: 11.8%

Overhead: 0% - Our management was already working for the Town.
Profit: 6.36%

H. TOTAL CHANGE ORDERS

Zero

I. PRE-CONSTRUCTION SERVICES FEE (\$)

None

J. PRESENT STATUS OF CONTRACT

Complete

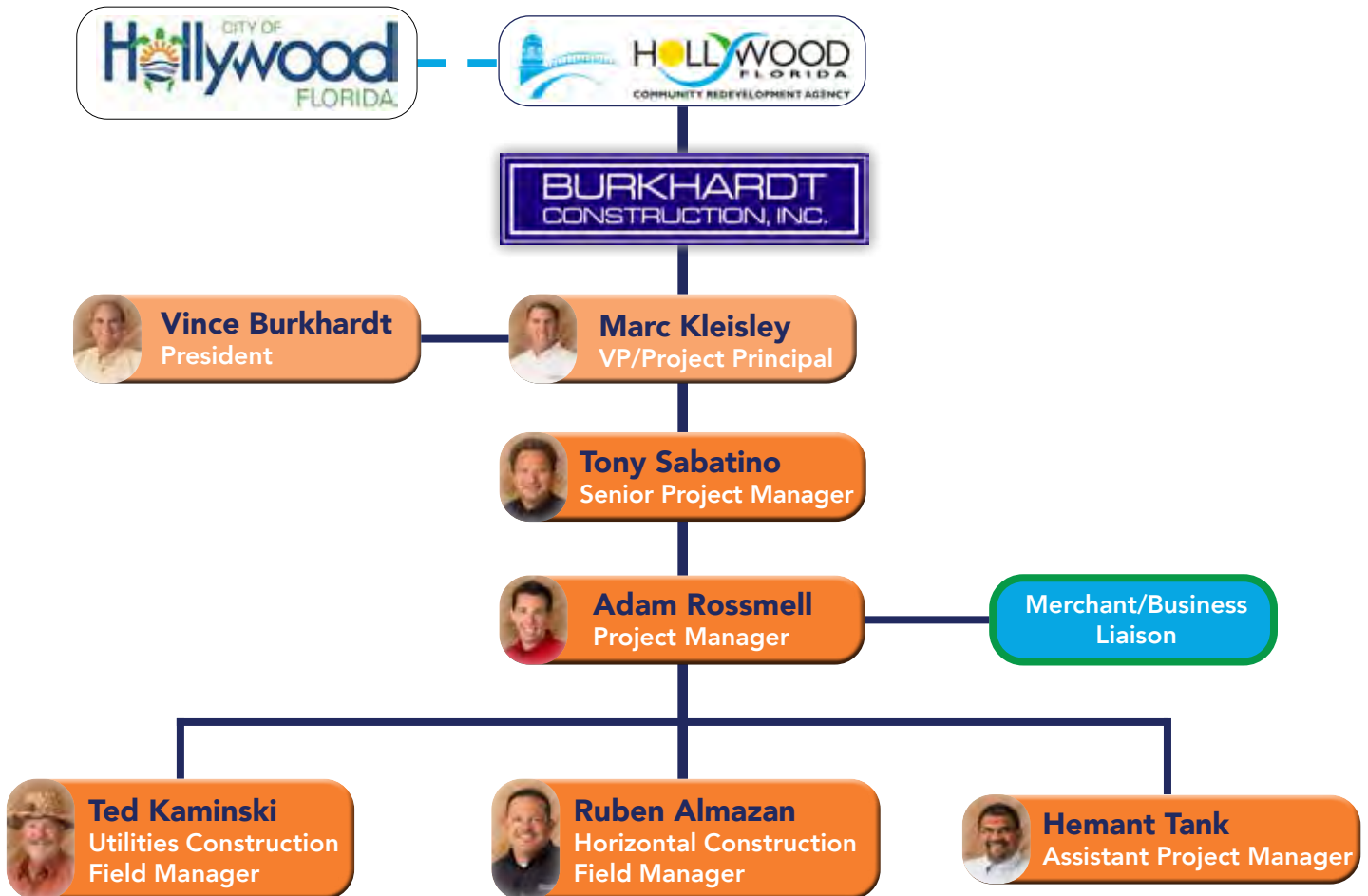


TAB C - Construction Team Member's Experience



Tab C - Construction Team Member's Experience

1. Organizational Chart



Burkhardt's team has a proven track record with FPL electrical contractor certification for the undergrounding of overhead utilities. We take pride in streetscape beautification projects, using effective cost control practices, and offer an exceptional history of completing projects on time and within budget since 1975.



Tab C - Construction Team Member's Experience

2. Experience with FPL Electrical Contractor Certification

Performance, experience and qualifications in FPL electrical contractor certification for undergrounding of overhead utilities, proven success in streetscape beautification, exemplary cost containment, minimization of change orders and proven history of project completion within initial budget.

Burkhardt Construction has long term relationships with FPL and fully understands the intricacies of electrical contractor certification. Our relevant experience in streetscape beautification and overhead utility undergrounding in South Florida is evident throughout our response and is further highlighted in Section B for your reference.





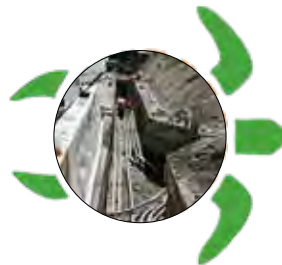
Tab C - Construction Team Member's Experience

3. Subconsultants/Subcontractors

Indicate what portion of the work, if any, will be subcontracted to any third party. Selected third party subconsultants and subcontractors shall be required to provide all necessary trade certifications including FPL credentials, prior to the GMP contract execution. No subconsultant or subcontractor shall be replaced unless the replacement subconsultant or subcontractor has been approved by the CRA.

Burkhardt Construction, Inc. does not intend on using any subconsultants.

All pre-qualified subcontractors will be required to submit a bid for the scope of work they intend on performing. The undergrounding scope of work will require the subcontractors to provide all necessary trade certifications including FPL credentials with their bid proposals and prior to the GMP contract execution. No subcontractor will be replaced unless the replacement subcontractor has been approved by the CRA.





Tab C - Construction Team Member's Experience



Vince Burkhardt

President

BACKGROUND SUMMARY

Vince is a State Certified General Contractor with 46 years of experience in the construction industry. He founded Burkhardt Construction in 1975 and has been operating under the same name, in the same location ever since. Vince is responsible for 45 years of successful, claims-free construction projects, all delivered on time and on or under budget. Vince assumes direct and ultimate responsibility for all construction administration.

CREDENTIALS

Time Percentage Assigned:

0%, but always available

Years with Burkhardt:

45 Years

Years with Other Firms:

1 Year

Education:

Bachelor of Science,
Construction Management,
University of Florida, 1972

Professional Licenses:

Certified General
Contractor, State of Florida

Other Experience:

Life Director, Associated
General Contractors
of America

Past President, Florida East
Coast Chapter Associated
General Contractors
of America

Associate Member,
American Institute
of Constructors

**VINCE'S BENEFITS
TO YOUR AGENCY &
STAKEHOLDERS ON
YOUR PROJECT**

- Zero litigation
- Client satisfaction
- Leadership excellence
- City of Hollywood relationships
- CMAR expert
- 4th generation South Florida Builder

CMAR PROJECT EXPERIENCE (Partial Sampling)

All projects listed below were delivered using a CMAR method:

Northwest Cultural Trail, City of West Palm Beach, On-going, \$4.8 million

Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach, On-going, \$8 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - North, On-going, Town of Palm Beach, \$4.07 million

Town-Wide Overhead Utility Undergrounding, Phase 3 - North, On-going, Town of Palm Beach, \$4.04 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - South, On-going, Town of Palm Beach, \$6.49 million

Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3, Substantially Complete, City of Hollywood, \$13.9 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach, \$7.3 million

Town-Wide Overhead Utility Undergrounding, Phase 1 - North, 2019, Town of Palm Beach, \$4.8 million

Rosemary Square Streetscape - Phase 2 (CityPlace), 2019, West Palm Beach, \$13.7 million

Rosemary Square Streetscape - Phase 1 (CityPlace), 2019, West Palm Beach, \$6.6 million

Clematis Street Streetscape (300 Block), 2018, City of West Palm Beach, \$2.4 million

Toho Square Streetscape & Utility Improvements, 2018, City of Kissimmee, \$3.6 million

Bradley Park Improvements, 2017, Town of Palm Beach, \$2 million

Briny Avenue Streetscape & Infrastructure Improvements, 2018, City of Pompano Beach, \$4.4 million

Town Hall Square Town Hall Square Fountain Restoration & Streetscape - Phases 1 & 2, 2016, Town of Palm Beach, \$6.3 million

Old Pompano Utility Undergrounding & Streetscape Improvements, 2016, City of Pompano Beach, \$5.5 million

D-4 & D-10 Stormwater Pump Station Construction, 2016, Town of Palm Beach, \$5.9 million

North Ocean Boulevard Seawall Replacement, 2016, Town of Palm Beach, \$6.1 million



Tab C - Construction Team Member's Experience



Marc Kleisley

Vice President/Project Principal

BACKGROUND SUMMARY

Marc has 26 years of experience in horizontal and public space construction for municipal clients. His decades of experience and civil engineering educational background combine to offer you the highest quality management for your type of project. Serving as your Project Principal, his responsibilities consist of coordinating, scheduling, and overseeing pre-construction and construction services from start to finish on your utility conversion project.

CREDENTIALS

Time Percentage Assigned:

5%, but always available

Years with Burkhardt:

26 Years

Years with Other Firms:

0 Years

Education:

Bachelor of Science,
Civil Engineering,
Auburn University, 1994

Other Experience:

Member, Board of Directors,
Florida Redevelopment
Association

Relevant Qualifications:

Please see CMAR Projects

CMAR PROJECT EXPERIENCE (Partial Sampling)

All projects listed below were delivered using a CMAR method:

Northwest Cultural Trail, City of West Palm Beach, On-going, \$4.8 million

Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach, On-going, \$8 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - North, On-going, Town of Palm Beach, \$4.07 million

Town-Wide Overhead Utility Undergrounding, Phase 3 - North, On-going, Town of Palm Beach, \$4.04 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - South, On-going, Town of Palm Beach, \$6.49 million

Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3, Substantially Complete, City of Hollywood, \$13.9 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach, \$7.3 million

Town-Wide Overhead Utility Undergrounding, Phase 1 - North, 2019, Town of Palm Beach, \$4.8 million

Rosemary Square Streetscape - Phase 2 (CityPlace), 2019, West Palm Beach, \$13.7 million

Rosemary Square Streetscape - Phase 1 (CityPlace), 2019, West Palm Beach, \$6.6 million

Clematis Street Streetscape (300 Block), 2018, City of West Palm Beach, \$2.4 million

Briny Avenue Streetscape & Infrastructure Improvements, 2018, City of Pompano Beach, \$4.4 million

Toho Square Streetscape & Utility Improvements, 2018, City of Kissimmee, \$3.6 million

Bradley Park Improvements, 2017, Town of Palm Beach, \$2 million

Town Hall Square Town Hall Square Fountain Restoration & Streetscape - Phases 1 & 2, 2016, Town of Palm Beach, \$6.3 million

Old Pompano Utility Undergrounding & Streetscape Improvements, 2016, City of Pompano Beach, \$5.5 million

D-4 & D-10 Stormwater Pump Station Construction, 2016, Town of Palm Beach, \$5.9 million

North Ocean Boulevard Seawall Replacement, 2016, Town of Palm Beach, \$6.1 million

Kissimmee Lakefront Park - Phase 3, 2014, City of Kissimmee, \$11.5 million

B.F. James Park, 2014, City of Hallandale Beach, \$5 million ****LEED® Gold Certified****

MARC'S BENEFITS TO YOUR AGENCY & STAKEHOLDERS ON YOUR PROJECT

- Infrastructure improvement expert
- Leadership excellence
- City of Hollywood relationships
- CMAR expert
- Municipal projects



Tab C - Construction Team Member's Experience



Tony Sabatino

Senior Project Manager

BACKGROUND SUMMARY

Tony Sabatino has been a project manager for Burkhardt Construction since 2004. He is a State Certified General Contractor and holds an Associate Degree in Applied Sciences from Youngstown State University. He has 38 years of experience in the construction industry. Tony has the ability to oversee multiple, concurrent projects at once for the same agency. Tony will have overall responsibility for communication with the CRA's staff and will coordinate the information flow for the team.

Tony will be ultimately responsible for reviewing cost estimates, managing the subcontractor bidding process, scope analysis, quantity take-offs, cost control, scheduling, value engineering and constructability. His duties will also consist of securing permits, scheduling inspections, reviewing submittals, reviewing plan changes and updating the plan log, preparing job progress meeting agendas and notes, preparing MOT plans and submittals, plus preparing monthly applications for payment.

CREDENTIALS

Time Percentage Assigned:
5%

Years with Burkhardt:
16 Years

Years with Other Firms:
22 Years

Education:
Associates Degree,
Applied Science,
Youngstown University, 1993

Current Licenses:
Certified General
Contractor, State of Florida

Relevant Qualifications:
Please see CMAR Projects

CMAR PROJECT EXPERIENCE *(Partial Sampling)*

All projects listed below were delivered using a CMAR method:

Town-Wide Overhead Utility Undergrounding, Phase 2 - North, On-going,
Town of Palm Beach, \$4.07 million

Town-Wide Overhead Utility Undergrounding, Phase 3 - North, On-going,
Town of Palm Beach, \$4.04 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - South, On-going,
Town of Palm Beach, \$6.49 million

Town-Wide Overhead Utility Undergrounding, Phase 1 - North, 2019,
Town of Palm Beach, \$4.8 million

Rosemary Square Streetscape - Phase 2 (CityPlace), 2019, West Palm Beach,
\$13.7 million

Rosemary Square Streetscape - Phase 1 (CityPlace), 2019, West Palm Beach,
\$6.6 million

Clematis Street Streetscape (300 Block), 2018, City of West Palm Beach, \$2.4 million

Bradley Park Improvements, 2017, Town of Palm Beach, \$2 million

Town Hall Square Town Hall Square Fountain Restoration & Streetscape - Phases 1 & 2,
2016, Town of Palm Beach, \$6.3 million

Lake Towers Condominium Franchise Utility Undergrounding, 2016,
Town of Palm Beach, \$306,385

Old Pompano Utility Undergrounding & Streetscape Improvements, 2016,
City of Pompano Beach, \$5.5 million

D-4 & D-10 Stormwater Pump Station Construction, 2015, Town of Palm Beach,
\$5.9 million

North Ocean Boulevard Seawall Replacement, 2015, Town of Palm Beach, \$6.1 million

A-39 to A-7 Force Main Replacement, 2012, Town of Palm Beach, \$11.4 million

Moore's Creek Linear Park, 2010, City of Fort Pierce, \$5.4 million

TONY'S BENEFITS TO YOUR AGENCY & STAKEHOLDERS ON YOUR PROJECT

- Infrastructure improvement expert
- City of Hollywood relationships
- CMAR experience
- Municipal projects



Tab C - Construction Team Member's Experience



Adam Rossmell

Project Manager

BACKGROUND SUMMARY

As Project Manager, Adam's attention to detail, proficiency with CMAR software and ability to communicate with subcontractors makes him successful. Adam's primary responsibilities consist of assisting Tony with cost estimates, managing the subcontractor bidding process, scope analysis, quantity take-offs, cost control, scheduling, value engineering and constructability.

He will also assist in securing permits, scheduling inspections, reviewing submittals, reviewing plan changes and updating the plan log, preparing job progress meeting agendas and notes, preparing MOT plans and submittals, preparing monthly applications for payment and preparing close-out documents.

CREDENTIALS

Time Percentage Assigned:
60%

Years with Burkhardt:
8 Years

Years with Other Firms:
0 Years

Education:
Bachelor of Science,
Construction Management,
University of Florida

Professional Licenses:
Certified Building Contractor,
State of Florida

Affiliations:
Member, Board of Directors,
Florida Redevelopment
Association

Relevant Qualifications:
Please see CMAR Projects

ADAM'S BENEFITS TO THE CITY AND YOUR STAKEHOLDERS ON YOUR PROJECT

- Streetscape expert
- Local relationships
- Scheduling knowledge
- Municipal experience

PROJECT MANAGER AND SUPERINTENDENT PROJECT EXPERIENCE

Hollywood Side Streets
Streetscape & Infrastructure
Improvements - Phase 3
O.B. Johnson Park
South City Beach Park
B.F. James Park
Joseph Scavo Park
Clematis Street
- Streetscape (600-500-400 Blocks)
- Alleyway (300 Block)
- Streetscape (200-100 Blocks)

CMAR PROJECT EXPERIENCE (Partial Sampling)

All projects listed below were delivered using a CMAR method:

Northwest Cultural Trail, City of West Palm Beach, On-going, \$4.8 million

Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach,
On-going, \$8 million

Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3,
City of Hollywood, Substantially Complete, \$13.9 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach,
\$7.3 million

Hollywood Festoon Lighting, Streetscape & Closed Circuit Cameras,
City of Hollywood, 2018, \$1.1 million

Clematis Street Streetscape (300 Block), 2018, City of West Palm Beach, \$2.4 million

O.B. Johnson Park, 2017, City of Hallandale Beach, \$14.8 million

Mount Dora Downtown Streetscape & Utility Improvements - Phase 3, 2015,
City of Mount Dora, \$3.1 million

South City Beach Park, 2015, City of Hallandale Beach, \$4.3 million

B.F. James Park, 2014, City of Hallandale Beach, \$5 million,

****LEED® Gold Certified****

Joseph Scavo Park, 2014, City of Hallandale Beach, \$2.6 million

Mount Dora Downtown Streetscape & Utility Improvements - Phase 2, 2014,
City of Mount Dora, \$3.3 million

Mount Dora Downtown Streetscape & Utility Improvements - Phase 1, 2013,
City of Mount Dora, \$3.9 million

East Atlantic Boulevard Streetscape, 2012, City of Pompano Beach, \$902,471

Pompano Beach Boulevard Streetscape, 2012, City of Pompano Beach,
\$8.4 million

Hollywood Utility Undergrounding & Streetscape Improvements - Phase 2, 2012,
City of Hollywood CRA, \$12.4 million



Tab C - Construction Team Member's Experience



Hemant Tank

Assistant Project Manager

BACKGROUND SUMMARY

Hemant has managed Burkhardt Construction project for the past 15 years. During that time, he has played an important support role in every project we have constructed. Hemant's primary responsibilities consist of cost estimates and quantity take-offs. He will also assist in securing permits, reviewing submittals, reviewing plan changes and updating the plan logs, preparing monthly applications for payment and preparing close-out documents.

CREDENTIALS

Time Percentage Assigned:
40%

Years with Burkhardt:
15 Years

Years with Other Firms:
25 Years

Education:
Bachelor of Engineering,
Civil Engineering,
University of Allahabad, 1979

Relevant Qualifications:
Please see CMAR Projects

HEMANT'S BENEFITS TO YOUR AGENCY & STAKEHOLDERS ON YOUR PROJECT

- Utility conversions
- City of Hollywood relationships
- CMAR expert
- Municipal experience
- Streetscape expert

CMAR PROJECT EXPERIENCE (Partial Sampling)

Most projects listed below were delivered using a CMAR method:

Northwest Cultural Trail, City of West Palm Beach, On-going, \$4.8 million
Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach, On-going, \$8 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - North, On-going, Town of Palm Beach, \$4.07 million

Town-Wide Overhead Utility Undergrounding, Phase 3 - North, On-going, Town of Palm Beach, \$4.04 million

Town-Wide Overhead Utility Undergrounding, Phase 2 - South, On-going, Town of Palm Beach, \$6.49 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach, \$7.3 million

Rosemary Square Streetscape - Phase 2 (CityPlace), 2019, West Palm Beach, \$13.7 million

Rosemary Square Streetscape - Phase 1 (CityPlace), 2019, West Palm Beach, \$6.6 million

Bradley Park Improvements, 2017, Town of Palm Beach, \$2 million

Town Hall Square Streetscape - Phases 1 & 2, 2016, Town of Palm Beach, \$6.3 million

Town-Wide Overhead Utility Undergrounding, Phase 1 - North, Town of Palm Beach, \$4.8 million

Lake Towers Condominium Franchise Utility Undergrounding, 2016, Town of Palm Beach, \$306,385

Old Pompano Civic Plaza with Fire Fountain, 2016, City of Pompano Beach, \$1.4 million

Old Pompano Franchise Utility Undergrounding & Streetscape Improvements, 2016, City of Pompano Beach, \$5.5 million

South City Beach Park, 2015, City of Hallandale Beach, \$4.3 million

B.F. James Park, 2014, City of Hallandale Beach, \$5 million, ****LEED® Gold Certified****

Pompano Beach Boulevard Streetscape, 2013, City of Pompano Beach, \$8.4 million

A39 to A7 Force Main Replacement, 2012, Town of Palm Beach, \$11.4 million

D-15, D-6 & D-7 Stormwater Pump Station Construction, 2012, Town of Palm Beach, \$4.9 million

Hollywood Utility Undergrounding & Streetscape Improvements - Phase 2, 2013, City of Hollywood CRA, \$12.4 million



Tab C - Construction Team Member's Experience



Ruben Almazan

Horizontal Construction Field Manager

BACKGROUND SUMMARY

Ruben has been one of our key men in the field for 25 years. His duties consist of supervising Burkhardt Construction's self-performing work crews, coordinating with and supervising of subcontractors, day to day scheduling, coordinating material deliveries, daily safety inspections, providing input on constructability and maintenance of traffic. Ruben also excels in communicating with project stakeholders to ensure construction proceeds as smoothly as possible. He has years of experience on utility and streetscape projects and we have received numerous compliments about his performance from residents who live near our construction sites.

CREDENTIALS

Time Percentage Assigned:
100%

Years with Burkhardt:
25 Years

Years with Other Firms:
0 Years

Education:
Please see CMAR Projects

RUBEN'S BENEFITS TO YOUR AGENCY & STAKEHOLDERS ON YOUR PROJECT

- Utility conversions
- City of Hollywood relationships
- CMAR expert
- Municipal experience

PROJECT MANAGER AND SUPERINTENDENT PROJECT EXPERIENCE

Hollywood Side Streets
Streetscape & Infrastructure
Improvements - Phase 3
O.B. Johnson Park
South City Beach Park
B.F. James Park
Joseph Scavo Park
Clematis Street
- Streetscape (600-500-400 Blocks)
- Alleyway (300 Block)
- Streetscape (200-100 Blocks)

CMAR PROJECT EXPERIENCE *(Partial Sampling)*

Most projects listed below were delivered using a CMAR method:

Golden Isles Tennis Center and Park Improvements, City of Hallandale Beach, On-Going, \$11.4 million

Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach, On-going, \$8 million

Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3, City of Hollywood, Substantially Complete, \$13.9 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach, \$7.3 million

Atlantic Boulevard Bridge Improvements, 2019, City of Pompano Beach, \$5.0 million

O.B. Johnson Park, 2017, City of Hallandale Beach, \$14.8 million

South City Beach Park, 2015, City of Hallandale Beach, \$4.3 million

B.F. James Park, 2014, City of Hallandale Beach, \$5 million, ****LEED® Gold Certified****

Joseph Scavo Park, 2014, City of Hallandale Beach, \$2.6 million

East Atlantic Boulevard Streetscape, 2012, City of Pompano Beach, \$902,471

Pompano Beach Boulevard Streetscape, 2012, City of Pompano Beach, \$8.4 million

Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 2, 2012, City of Hollywood CRA, \$12.4 million

Hollywood Side Streets Streetscape Pilot Program, 2010, City of Hollywood CRA, \$4.9 million

Johnson Street Oceanfront Park, 2010, City of Hollywood, \$1.3 million

Worth Avenue Streetscape Improvements, 2010, Town of Palm Beach, \$13.1 million

Broadwalk Improvements - Phases 1 & 2, 2007, City of Hollywood CRA, \$8.7 million

Surf Road Utility Improvements - Phases 1, 2 & 3, 2009, City of Hollywood CRA, \$9.3 million

South Pointe Streetscape - Phase 1, 2002, City of Miami Beach, \$2.6 million

Bridgeside Square Streetscape, 2001, City of Fort Lauderdale, \$2.2 million

Broadway Streetscape, 2000, City of Kissimmee, \$1.9 million

Quadrille Boulevard, 1995, City of West Palm Beach, \$2 million



Tab C - Construction Team Member's Experience



Ted Kaminski

Utilities Construction Field Manager

BACKGROUND SUMMARY

Ted is a State Certified Underground Utility & Excavation Contractor. As Utilities Construction Field Manager, his duties will include coordinating, scheduling and overseeing all work. He has been a member of the Burkhardt Construction team since 2001 and has also performed utility work as a subcontractor on several of Burkhardt Construction's public space projects dating back to 1995. He has over 40 years of experience in the construction industry and is highly skilled at managing construction activities on public space projects.

CREDENTIALS

Time Percentage Assigned:
100%

Years with Burkhardt:
18 Years

Years with Other Firms:
24 Years

Education:
Bachelor of Science, Zoology,
University of Tennessee, 1968

Qualifications Experience:
Please see CMAR Projects

TED'S BENEFITS TO YOUR AGENCY & STAKEHOLDERS ON YOUR PROJECT

- CMAR expert
- Subcontractor relationships
- Attention to details
- Utility expertise
- Community outreach

PROJECT MANAGER AND SUPERINTENDENT PROJECT EXPERIENCE

Hollywood Side Streets
Streetscape & Infrastructure
Improvements - Phase 3

Clematis Street
- Streetscape (600-500-400 Blocks)
- Alleyway (300 Block)
- Streetscape (200-100 Blocks)

CMAR PROJECT EXPERIENCE (Partial Sampling)

Most projects listed below were delivered using a CMAR method:

Clematis Street Streetscape (600-500-400 Blocks), City of West Palm Beach, On-going, \$8 million

Hollywood Side Streets Streetscape - Phase 3, City of Hollywood, Substantially Complete, \$13.9 million

Clematis Street Alleyway (300 Block), 2020, City of West Palm Beach, \$1.9 million
Town-Wide Overhead Utility Undergrounding, Phase 1 - North, 2019, Town of Palm Beach, \$4.8 million

Clematis Street Streetscape (200-100 Blocks), 2019, City of West Palm Beach, \$7.3 million

Briny Avenue Streetscape Improvements, 2018, City of Pompano Beach, \$4.4 million
Toho Square Streetscape & Utility Improvements, 2018, City of Kissimmee, \$3.6 million

Lake Towers Condominium Franchise Utility Undergrounding, 2016, Town of Palm Beach, \$306,385

Old Pompano Utility Undergrounding & Streetscape Improvements, 2016, City of Pompano Beach, \$5.5 million

D-4 & D-10 Stormwater Pump Station Construction, 2016, Town of Palm Beach, \$5.9 million

Mount Dora Downtown Streetscape & Utility Improvements - Phases 1, 2 & 3, 2015, City of Mount Dora, \$10.3 million

Pompano Beach Boulevard Streetscape, 2012, City of Pompano Beach, \$8.4 million
A-39 to A-7 Force Main Replacement CMAR, 2012, Town of Palm Beach, \$11.4 million

Hollywood Utility Undergrounding & Streetscape Improvements - Phase 2, 2013, City of Hollywood CRA, \$12.4 million

Kissimmee Lakefront Park - Phase 1, 2011, City of Kissimmee, \$7.6 million

Worth Avenue Streetscape, 2010, Town of Palm Beach, \$13.1 million

Hollywood Utility Undergrounding & Streetscape Improvements - Phase 1, 2010, City of Hollywood CRA, \$4.9 million

Surf Road Utility Improvements - Phases 1, 2 & 3, 2009, City of Hollywood CRA, \$9.3 million

Broadwalk Improvements - Phases 1 & 2, 2007, City of Hollywood CRA, \$8.7 million



Tab C - Construction Team Member's Experience

5. Team Capabilities/Project Level Responsibilities

BURKHARDT TEAM PROJECT EXPERIENCE WITH UTILITY UNDERGROUNDING & STREETSCAPES

Burkhardt Construction's team members have extensive experience in building streetscapes and other public space projects. We have successfully completed **more than 75 streetscape projects** in South and Central Florida. Each and every one of these projects was completed by our staff on-time and at or under budget. The common elements that these projects share are earthwork, underground utilities, concrete curbs, sidewalks, roadway construction, architectural concrete, architectural pre-cast stonework, pre-cast concrete pavers, street lighting, striping, signage, electrical power for street vendors and events, irrigation, extensive landscaping, vertical elements, playground structures, interactive fountains and outdoor furnishings. **Throughout our 45-year history, we've utilized OSHA compliant safety standards on all projects, required our staff to continue updating their safety education practices and have strived to maintain an excellent safety record. Our current Workers' Compensation experience modification rate stands at .85, which is a testament to our commitment to safety.**

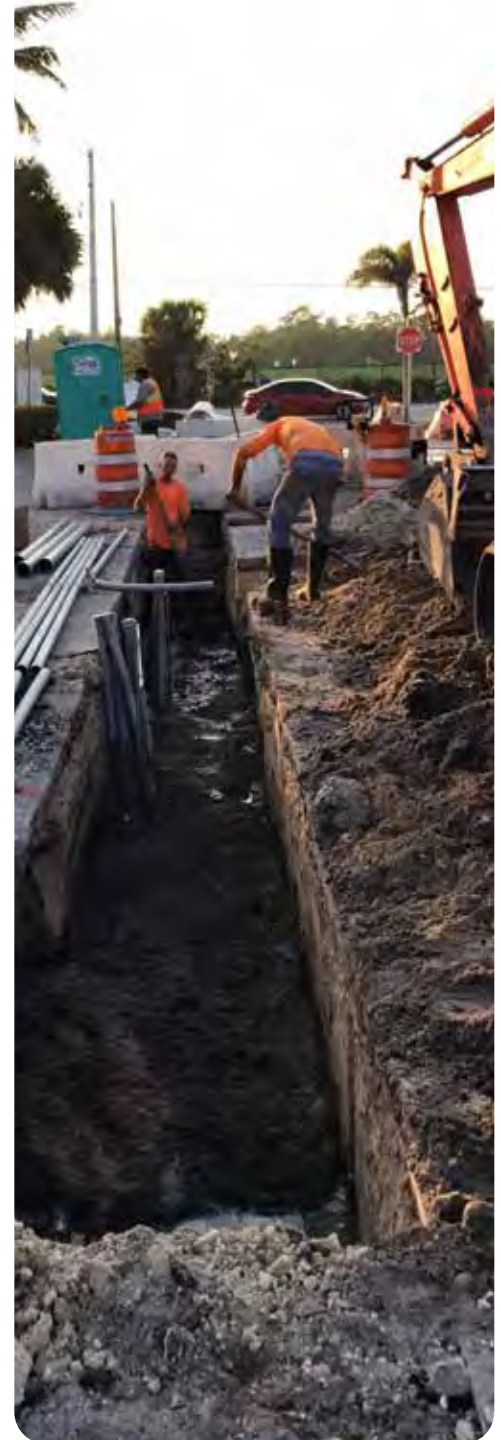
- a. Overall project management and coordination with the CRA, the City and subcontractors

Burkhardt Construction offers the CRA and City a complete team for both phases of your project, all with one point of contact. After reviewing the CRA's redevelopment plans for this coastal area, the Burkhardt Team believes using a fast track approach for this project is a necessity to keep vital thoroughfares open throughout construction and maintain proper traffic flow along the beach.

Our team is well equipped and ready to begin work for the City immediately.

- b. Design review and options analysis of plans and specifications

We will partner with your design team to prepare construction documents. Our collaborative approach will ensure your projects receive maximum quality and effective schedule optimization. Drawings and specifications will be reviewed for cost-effectiveness, construction feasibility and sequencing.





Tab C - Construction Team Member's Experience

5. Team Capabilities/Project Level Responsibilities

- c. **Constructability analysis**
Burkhardt Construction will inspect construction documents to ensure that all prior constructability comments and recommendations have been incorporated into them. The review process will be repeated until all comments and best practices have been incorporated.
- d. **Cost estimating**
Upon project award, Burkhardt Construction will meet with the entire project team to review and understand the various design concepts, priorities and planned construction sequencing. Cost estimates are typically generated at the City's request and we will provide and update them.
- e. **Value engineering**
After quantity surveys and project estimating are complete, we will look at the designed and specified construction materials, methods, and systems being used and compare with our knowledge of challenges on similar projects. This will help us develop a potential value engineering list of alternatives to be made available for a decision by the team. We will only suggest products that preserve quality. Value engineering will continue to take place throughout the design and construction processes.
- f. **Life cycle cost analysis**
During the value engineering process, we will ensure all systems are compatible and evaluate the life cycle cost to optimize allocation of your projected budget funds and determine the overall economic cost.
- g. **Project scheduling**
Burkhardt utilizes Microsoft Project, recognized by the construction industry as a leading project management tool for preparing and managing all construction and design schedules. This software allows us to develop precise and comprehensive schedules that are specifically customized for your project. In developing a master project schedule, the level of detail depends on several components including the size and complexity of your project, types of trades required and the amount of time needed to successfully complete your project.
- h. **Quality Control (design and construction)**
Quality control begins with the team assigned to undertake these projects. Recognizing the critical importance of careful quality control, we have developed an extensive internal program, which is routinely implemented on our projects.
- i. **Bidding and subcontractor relationships**
Throughout Burkhardt Construction's 45-year history, we are proud to have developed an extensive, competent, qualified and loyal subcontractor base in South Florida. Having successfully completed many streetscape projects in the Broward and Palm Beach County areas, we anticipate excellent subcontractor participation. We will also continue to publicly advertise and qualify potential subcontractors to allow for excellent bid coverage. Our pre-qualification questionnaire identifies the contenders from the pretenders.
Burkhardt Construction will place an ad in the local area newspaper. The opportunity to prequalify shall be advertised a minimum of once a week for a minimum of two (2) consecutive weeks in a local newspaper with general circulation and may also be advertised with local plan rooms. Only those bidders that are qualified (pre-qualified) by the Construction Manager shall be deemed responsible and invited to provide an Invitation to Bid (ITB). Ads can be run in additional newspapers at the City's request. Bid packages are prepared and released to the qualified subcontractors.
Upon the award of each subcontract, Burkhardt jointly with the Subcontractor, develops a schedule which is more detailed than the pre-bid schedule included in the bid packages. We consider all work tasks of each individual subcontractor and how they impact each other. We then redistribute the schedule and meet with all the subcontractors for final collaboration.
- j. **Cost controls and change order management**
Over the past 45 years, Burkhardt Construction has developed an accurate cost estimating system based on our history of successful public space projects in the State of Florida. We draw on this experience and comprehensive cost history to build the most accurate estimates possible. An accurate estimate allows you to control your costs.



Tab C - Construction Team Member's Experience

5. Team Capabilities/Project Level Responsibilities

Details are incorporated into cost estimates as they become available during the preconstruction phase, allowing our estimating team to work on cost control while still in the design phase.

We will provide continuous cost consultation services throughout the duration of the Project, including identification and tracking of decisions that affect the scope or quality of the Project and providing ongoing updates of their cost and budget impact. We will advise the Project Team immediately if we have reason to believe that construction costs are exceeding the most current EOC reports or not meeting the Owner's schedule requirements and recommend reasonable strategies for bringing the Project cost and schedule in line.

During the Construction Phase, we will identify all variances between estimated costs and actual costs and shall promptly report such variances to the Project Team along with recommendations for action.

k. Preparation/review of shop drawings

Burkhardt Construction implements procedures through our Management Software Technology, Procore, to assure timely submittals, expedite processing approvals and return of shop drawings, samples, etc. We review, approve and submit to the Architect-Engineer, Shop Drawings, Product Data, Samples and similar submittals required by the Contract Documents with a sense of urgency so that work is not delayed. We will not perform any portion of the work requiring submittal and review of Shop Drawings, Project Data, Samples or similar submittals until the respective submittal has been approved by the Architect-Engineer.

Through Procore, we electronically submit to City Staff and Architect/Engineer simultaneously so that the City can check shop drawings and closely monitor the approval process. Our submittal workflow is set to "ping" the assigned reviewer daily if the submittal reviewer has not reviewed it by the allotted time for review.

l. Project mobilization

Upon receipt of all required permits Burkhardt Construction will be ready to mobilize and start construction immediately.

m. Project punch list management and close-out

Once projects are considered substantially complete, Burkhardt shall assist the landscape architect, engineer and architect in compiling a coordinated punchlist of incomplete or unsatisfactory items and a schedule for their completion. This punchlist will be posted onto our project management software platform, Procore.

n. Inspections

Upon issuance of a Certificate of Substantial Completion of the project, Burkhardt Construction shall evaluate the completion of subcontractor work and make recommendations to the City's representative and design team when the work is ready for final inspection. The final inspection shall be done according to items identified at the time of substantial completion.

o. Assigned team's experience with projects of similar size and type

Please refer to team bios earlier in this section.

p. Assigned team's experience with effective budget control

Please refer to team bios earlier in this section.

q. Assigned team's experience with effective schedule control

Please refer to team bios earlier in this section.



Tab C - Construction Team Member's Experience

5. Project Level Responsibilities Matrix

PROJECT LEVEL RESPONSIBILITIES	Vince Burkhardt	Marc Kleisley	Tony Sabatino	Adam Rossmell	Hemant Tank	Ruben Almazan Ted Kaminski	
	President	VP/Project Principal	Senior Project Manager	Project Manager	Assistant Project Mgr.	Construction Field Mgr.	Community Liaison
a. Overall project management and coordination with the CRA, the City and subcontractors	3	1	1	2	2	2	3
b. Design review and options analysis of plans and specifications	3	2	2	1	3	3	3
c. Constructability analysis	3	1	1	1	2	2	3
d. Cost estimating	3	2	1	1	2	3	3
e. Value engineering	3	1	1	1	2	2	3
f. Life cycle cost analysis	3	2	1	1	3	3	3
g. Project scheduling	3	1	2	1	2	1	3
h. Quality Control (design and construction)	1	1	1	1	1	1	1
i. Bidding and subcontractor relationships	3	2	2	1	1	2	2
j. Cost controls and change order management	3	2	2	1	2	3	3
k. Preparation/review of shop drawings	3	3	2	1	1	3	3
l. Project mobilization	3	3	2	1	2	1	2
m. Project punch list management and close-out	3	2	2	1	2	1	2
n. Inspections	3	3	3	2	2	1	1
o. Assigned team's experience with projects of similar size and type	1	1	1	1	1	1	1
p. Assigned team's experience with effective budget control	1	1	1	1	1	1	1
q. Assigned team's experience with effective schedule control	1	1	1	1	1	1	1
LEGEND 1 = Primary Responsibility 2 = Secondary Responsibility 3 = Review Only							

Burkhardt Construction offers the CRA and City a complete team for both phases of your project, all with one point of contact, Marc Kleisley. The assigned project team listed in the Organizational Chart is committed to your project for the duration of the construction activities.





Tab D - Execution and Management of the Project

Describe your approach to performing the work. This should include the following points: Your plan for this project outlining major tasks and responsibilities, project time schedule and staff assigned. Please describe your firm's approach to timely construction of the project and way in which the project can be expedited by the use of concurrent crews.

Please see following pages of our approach to executing and managing your project.

1. Describe the CM@Risk firm's plans to store all of its equipment offsite to minimally impact business' operations, residents, tourists and the public at large. Storing equipment offsite is a requirement of this contract.
2. Describe your Company's public engagement plan and program. CM@Risk firm shall engage in extensive public outreach during the duration of the project, to maintain the residents and business owners informed of major activities in the corridor.
3. Describe your CM@Risk firm's means and methods to minimally impact the resident and business owners operations along this corridor. The CM@Risk firm may self-perform construction activities either in whole or in part.
4. Describe firm's demonstrated ability to solve complex project issues.
5. Describe you firm's ability to incorporate recommended FDOT flood management improvements, as [art of the streetscape improvement projects. The improvements will be based on the FDOT tidal flooding study, and they may include flap gates, backflow preventers, seawall improvements among others.
6. 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 CRA. Describe any Software your company uses to facilitate control and management operations.
7. Describe your firm's historical experience in meeting project goals with respect to cost control and time of delivery.
8. Describe firm's cost management plan during design and construction.
9. Describe firm's approach for competitively administering and evaluating bid packages.
10. Describe your firm's ability to managing complex projects while minimally impacting the corridor's business, residents and the public at large.
11. Describe firm's experience with management of traffic and operations in a busy corridor and working on an FDOT right of way.
12. Describe firm's quality assurance program and plan.
13. Describe firm's close-out plan.



Tab D - Execution and Management of the Project

PROJECT APPROACH OVERVIEW

Burkhardt Construction understands your undergrounding and streetscape needs along A1A and we're ready to offer strategic intel gathered from years of experience working on Hollywood Beach. The CRA will benefit from having a proven team with significant undergrounding expertise and scheduling aptitude to swiftly and economically convert your utility project. Burkhardt Construction uses our acquired knowledge to quickly tackle challenges, mitigate potential impact to local residents and create cost-effective, design-preserving solutions best suited for your project.

There is a big difference between building a project on a closed jobsite that is only accessible to construction personnel, and performing construction activities in an environment, where residents expect to continue operating as usual.

As a public space contractor, we offer the City an unmatched expertise in active environments. Our experience on dozens of similar projects means that we are already ahead of the learning curve. Our approach and methodology outlined below allows your project to proceed smoothly, with minimal impact to residents, vehicular traffic, the general public and any surrounding projects.

1. EQUIPMENT STORAGE PLANS

Burkhardt Construction plans to store all of our equipment offsite to minimally impact business operations, residents, tourists and the public at large. We currently maintain a construction yard on the corner of A1A and Roosevelt Street.



2. PUBLIC ENGAGEMENT PLAN & PROGRAM

Effective stakeholder communication is essential to the success of your project. Communication among the project team (the City, CM, Kimley-Horn, sub-consultants, key trade contractors, etc.) occurs daily. However, it is important to keep external stakeholders updated on a regular basis as well. As such, we have instituted several methods for fostering communication.

Community Presentations

Burkhardt participates as a team member in community presentations and meetings, as necessary. This allows us to answer any questions the public may have about construction activities or phasing.

Resident Meetings

Burkhardt also begins meeting with property owners as requested to understand their needs, peak times, peak seasons and events as well as deliveries, access, garbage pickup, etc. We propose to begin meeting with those affected on a regular basis, making presentations as to design progress, phasing, sequence of operations, schedule and what they may expect.



Tab D - Execution and Management of the Project



Community Presentation

On previous undergrounding improvement projects, we have made presentations months in advance to the commencement of the project. During the course of construction, Burkhardt proposes to meet regularly with residents to keep them informed of the work progress, what the near term schedule includes and to answer any questions they may have.

Resident Liaison

We employ a "non-tool-belt", liaison. This liaison is tasked with keeping residents informed on a daily basis. Should we encounter an unanticipated delay in a certain area for example, damage an uncharted water service, we can immediately dispatch our liaison to visit who is affected, explain the situation, communicate the ramifications and ask how we may assist them.

Having a full time liaison is a key factor in keeping everyone informed and happy. Additionally, the liaison visits the residents door to door, leaving behind an informational "door hanger" that further explains the work taking place within their neighborhood.

Weekly Progress Meetings

These progress meetings include neighborhood representatives, the City, Kimley-Horn, Burkhardt project manager, construction field manager and active subcontractors. We use progress meeting agendas and minutes as the primary single source for the flow and documentation of project data.

Coffee with the Crew

Burkhardt holds a monthly "Coffee with the Crew" early morning meeting where everyone may come to review plans and ask questions of our office staff and construction field managers. This allows an informal one-on-one forum to create an open dialogue.

3. MINIMAL IMPACT MEANS AND METHODS

Communication is key. In order to minimally impact the residents and business owners' operations along the corridor, we do the following:

- ✓ Host community presentations
- ✓ Employ a full time resident liaison
- ✓ Hold weekly Progress Meetings
- ✓ Host Coffee with the Crew
- ✓ Self-perform portions of work with our own crews
- ✓ Maintain resident and business access at all times

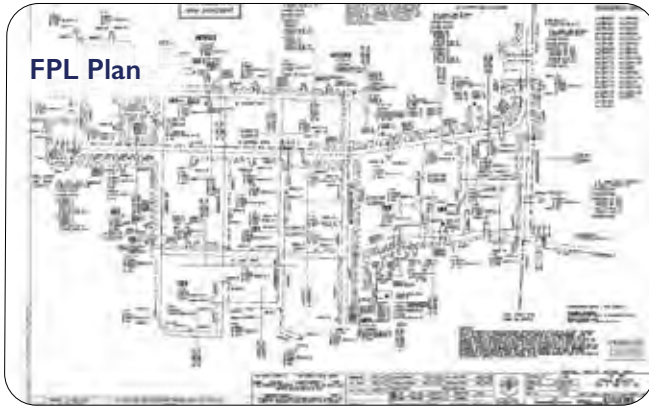
We offer the proven ability to self-perform most of the tasks required to successfully complete your improvement projects. Self-performance of the work provides better quality and schedule control, which allows us to deliver finished products at reduced costs, while preserving the design intent.



Resident Liaison



Tab D - Execution and Management of the Project



4. ABILITY TO SOLVE COMPLEX ISSUES

In our 45-year history, we have assembled a team that has demonstrated their ability to solve complex project issues time and time again. It starts from field level personnel and moves up the corporate ladder, if necessary. No one in our company has the patent on a good idea. When the public and businesses are involved, time is of the essence. Our goal is to provide the Owner with a viable, cost effective solution within hours of the project issue. We will work together with the CRA to solve a complex issue expeditiously and keep the project moving forward.

5. ABILITY TO INCORPORATE FDOT FLOOD MANAGEMENT IMPROVEMENTS

Burkhardt will incorporate and work with both the CRA and FDOT on the recommended FDOT flood management improvements. We will collaborate and coordinate with the Architect/Engineer of record, City/CRA staff and all applicable permitting agencies. We will assist once further information is obtained on tidal flood study. Manage improvements of possible flap gate additions or modifications, backflow preventers and seawall improvements.

6. SCHEDULING RESOURCES & CAPABILITIES

Burkhardt uses Microsoft Project scheduling software to create bar chart schedules. This type of schedule is created before a project begins and carefully reviewed with the City. We take all events into consideration (parades, celebrations, festivals, etc.) and incorporate them as project milestones in an effort to minimize the impact construction may have on residents and businesses. The schedule is discussed and updated at every one of our weekly project meetings.

Burkhardt Construction utilizes the Procore Project Management System to implement and achieve success on your projects.

This system tracks:

- | | |
|----------------------------|----------------------------|
| ✓ Bidding | ✓ Submittals |
| ✓ Schedule | ✓ Daily Reports |
| ✓ Transmittals | ✓ Change Proposals |
| ✓ Correspondence | ✓ Subcontracts |
| ✓ Requests for Information | ✓ Purchase orders |
| ✓ Drawings | ✓ Applications for Payment |
| ✓ Punch list | ✓ Job Meeting Agendas |
| ✓ Job photos | ✓ Job Meeting Notes |

All of this information tracks and documents the progress of your projects and, if desired by the City, the data can be downloaded and presented at specified intervals or upon project completion. Once we review plans for this project, we will provide feedback on a specific schedule.



Tab D - Execution and Management of the Project

7. COST CONTROL & DELIVERY APPROACH FOR MEETING GOALS

Project Name	Original GMP	Final Cost	Net Amount (Under) or Over GMP
Boca Raton Downtown Promenade & Streetscape	\$6,620,917	\$6,468,929	\$(151,988)
B.F. James Park, Hallandale Beach	\$5,033,373	\$4,345,374	\$(687,999)
Joseph Scavo Park, Hallandale Beach	\$2,659,044	\$2,264,709	\$(394,335)
South City Beach Park, Hallandale Beach	\$4,366,060	\$3,975,727	\$(390,333)
O.B. Johnson Park, Hallandale Beach	\$14,846,799	\$13,730,616	\$(1,116,183)
Hollywood Broadwalk Improvements	\$10,527,633	\$8,760,582	\$(1,767,051)
Hollywood Side Streets Streetscape - Phase 2	\$12,437,790	\$8,490,023	\$(3,947,767)
Kissimmee Lakefront Park - Phases 1, 2 & 3	\$34,339,733	\$31,164,868	\$(3,174,865)
Beaumont Avenue Streetscape, Kissimmee	\$1,547,973	\$1,501,617	\$(46,356)
Toho Square Streetscape & Utility Improvements, Kissimmee	\$3,743,349	\$3,491,164	\$(252,185)
City of Mount Dora Phase 1 Streetscape	\$3,944,697	\$3,621,404	\$(323,293)
City of Mount Dora Phase 2 Streetscape	\$3,438,254	\$3,374,224	\$(64,030)
City of Mount Dora Phase 3 Streetscape	\$2,975,864	\$2,734,368	\$(241,496)
East Atlantic Boulevard Streetscape, Pompano Beach	\$920,719	\$902,471	\$(18,248)
Pompano Beach Boulevard Streetscape	\$8,447,935	\$8,054,265	\$(393,670)
Old Pompano Streetscape	\$4,168,549	\$3,839,954	\$(328,595)
Old Pompano Utility Undergrounding	\$1,651,681	\$1,449,473	\$(202,208)
Briny Avenue Streetscape Improvements, Pompano Beach	\$4,998,932	\$4,166,438	\$(832,494)
Clematis Street Streetscape (300 Block)	\$2,431,892	\$2,252,354	\$(179,538)
Worth Avenue Streetscape	\$13,124,561	\$11,964,634	\$(1,159,927)
D-15, D-6 & D-7 Pump Stations, Palm Beach	\$3,647,038	\$3,357,185	\$(289,853)
North Ocean Seawall, Palm Beach	\$6,129,406	\$4,554,607	\$(1,574,799)
D-4 & D-10 Pump Stations, E-6 Lift Station & Tangier Avenue Improvements, Palm Beach	\$5,982,800	\$5,818,591	\$(164,209)
Bradley Park Improvements, Palm Beach	\$1,999,898	\$1,986,659	\$(13,239)
Rosemary Square Streetscape - Phase 1, West Palm Beach	\$6,661,101	\$6,184,559	\$(476,542)
A-39 to A-7 Forcemain Replacement, Palm Beach	\$8,280,086	\$6,299,897	\$(1,980,189)
Peruvian Avenue Streetscape, Palm Beach	\$1,213,729	\$1,117,849	\$(95,880)
Town Hall Square Fountain Restoration & Streetscape - Phases 1 & 2, Palm Beach	\$6,716,179	\$6,337,156	\$(379,023)

All of these projects were completed on or ahead of schedule.



Tab D - Execution and Management of the Project

8. COST MANAGEMENT PLAN DURING DESIGN AND CONSTRUCTION

Upon project award, Burkhardt Construction will meet with the entire project team to review and understand various design concepts, priorities and planned construction sequencing. Cost estimates are typically generated at the City's request and we will provide and update them at the following stages, if required:

CONCEPTUAL PLANS - CM Prepares an Order of Magnitude Cost Estimate

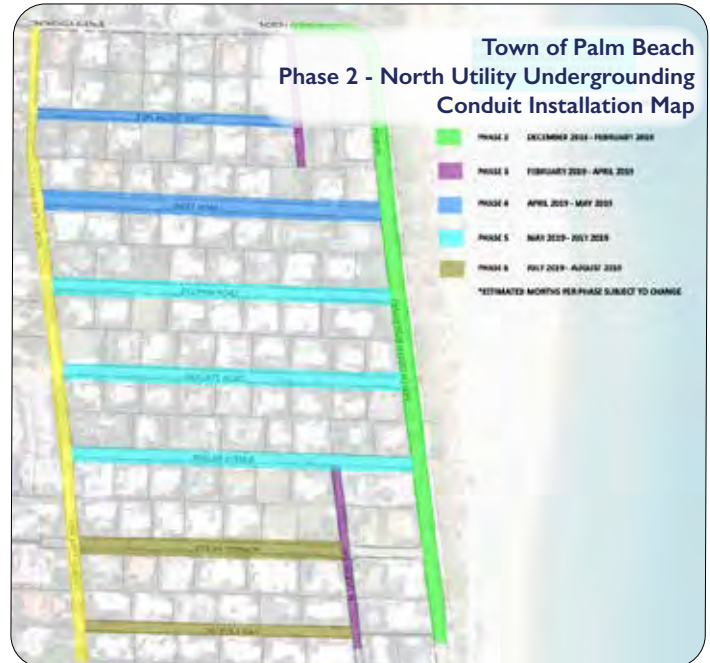
- ✓ This scope includes preparation and presentation of an Order of Magnitude cost estimate based on City/Kimley-Horn provided conceptual plans and initial meetings.
- ✓ This paints an overall picture of anticipated project costs.

30% CONSTRUCTION DOCUMENTS

CM prepares a 30% Initial Opinion of Probable Construction Cost (IOPCC) estimate

This scope includes preparation and presentation of the IOPCC based on City/Kimley-Horn provided 30% plans. At the end of this exercise, an IOPCC will be presented to City as a budget number. The following activities will take place, but will not be limited to:

- ✓ **Quantity Surveys:** Burkhardt Construction will conduct quantity surveys on 30% conceptual plans to obtain numbers such as: square footage of concrete, number of trees proposed on site and other quantities that will be used in the IOPCC.



- ✓ **Project Estimating:** Upon completion of quantity surveys, we will use our extensive in-house cost history to produce an IOPCC. The IOPCC will be on an Excel worksheet and will be itemized into trade categories that are specific to the work that is going to be performed under each trade subdivision (e.g., Sitework, Clearing and Grubbing).
- ✓ Value Engineering
- ✓ Constructability Analysis
- ✓ **30% Cost Estimate Report:** At the end of these activities, Burkhardt Construction will provide a report to the City of Hollywood that will include the 30% cost estimate, value engineering items and constructability review.
- ✓ The IOPCC will include a contingency line item as agreed upon by the City for future design changes and scope modifications.



Tab D - Execution and Management of the Project

60% CONSTRUCTION DOCUMENTS PHASE

CM prepares a 60% cost estimate

This scope includes review of the 60% construction documents as provided by the City/Kimley-Horn and will include an update/refinement of the IOPCC. The following activities will take place, but will not be limited to:

- ✓ **60% Quantity Surveys:** Burkhardt Construction will examine the 60% construction documents and conduct quantity surveys again to determine if there are any substantive design changes that may materially affect budget or time.
- ✓ **Preliminary Schedule Generation:** Burkhardt Construction will review construction documents and develop a construction schedule using Microsoft Project. This schedule will be in a critical path bar chart format and will indicate specific milestones in construction as well as anticipated project duration.
- ✓ **60% Cost Estimate:** We will develop a cost estimate that is based on quantity surveys from 60% plans. This 60% cost estimate will include all materials and information that has been discussed and outlined in the job meetings up to that point. The 60% cost estimate will follow the same categories as the IOPCC.
- ✓ **Constructability Review & Value Engineering:** Burkhardt Construction will inspect 60% construction documents to ensure that all prior constructability comments and recommendations have been incorporated into them. The review process will be repeated until all comments and best practices have been incorporated. Value engineering will also continue to take place using the same methods as in the IOPCC.
- ✓ **60% Cost Estimate Report:** At the end of these activities, we will provide a report to the City that will include the 60% cost estimate, value engineering items, and the constructability review.

Resident Update Door Hanger

UNDERGROUND UTILITIES PROJECT UPDATE

PHASE 1 NORTH

The project team is currently working on:

MAIN CONDUIT INSTALLATION

This is the most intensive portion of the project with roadways impacted to allow conduit to be buried underground. Properties with easements will begin to see transformer pads and equipment placed.

PROPERTY/RESIDENCE SERVICE CONDUIT INSTALLATION

Service conduits for power and communications are being installed from the right of way to your home, and they will house the service cables to connect to your home.

CABLE & EQUIPMENT INSTALLATION

Equipment placement within easements is in process. New cable will be pulled through the installed conduits and connected to the equipment. Utility personnel will be on site to assist with the installation. Once all the cable is pulled through conduits and the equipment has been set, roadway restoration will occur.

UTILITY SERVICE CONVERSION

The service conversion process from overhead to underground for FPL, Comcast and AT&T has begun. For a smooth transition, each utility will contact you or your representative to coordinate a time for the conversion to take place.

OVERHEAD DEMOLITION & RESTORATION

Removal of overhead utility lines and poles from rear easement is underway. General site cleanup and street resurfacing and milling will occur. Landscaping to screen equipment from the street will occur once all poles are removed.

For more details or additional questions, please contact:



Diane Decker
Phase 1 North Resident Liaison
Diane@burkhardtconstruction.com
561.718.2605

**This is a general description of the project activities and is subject to change.*



Tab D - Execution and Management of the Project

9. ADMINISTRATION & EVALUATION OF BID PACKAGES

100% CONSTRUCTION DOCUMENTS

This scope consists of Burkhardt preparing the final cost estimate, the final construction budget based on 100% construction documents provided by the City/Kimley-Horn and the bid packages. The final cost estimate shall consist of detailed line items for all major work to be performed. This estimate will follow the same format as the IOPCC and the 60% cost estimate. The following activities will take place, but will not be limited to:

- ✓ **Public Advertisement:** Burkhardt Construction will place an ad in the local area newspaper. Each ad will run for two consecutive weekends as a public notice to contractors to pre-qualify with us. Ads can be run in additional newspapers at the City's request.
 - ✓ **Contractor Pre-Qualification:** Burkhardt will use a pre-qualification questionnaire to qualify contractors who wish to bid on your project.
 - ✓ The questionnaire will ask contractors to address items such as: bonding capacity, litigation history, insurance requirements, current schedule of work on hand, how many full-time employees the firm has working for it, and other items that we feel are necessary to maintain a substantial contracting pool with which to issue bid packages.
 - ✓ Burkhardt Construction will also respond to any questions contractors have about pre-qualifying. We will then create a list of pre-qualified bidders and review them with the team to determine if a larger pool is needed.
- 
- ✓ **Bid Package Preparation:** Burkhardt will conduct quantity surveys on 100% construction plans using the same procedures used in the IOPCC and 60% cost estimate to formulate scopes of work for each trade. Bid packages will be developed and tailored to the trade division of prospective bidders.
 - ✓ **Issuance of Bid Packages:** Burkhardt will conduct pre-bid meetings with pre-qualified contractors and conduct pre-bid tours of your project site, if necessary. Burkhardt will then issue bid packages to all qualified contractors using our Procore Construction Management, cloud based software.
 - ✓ **Analyzing of Contractor Bids:** Once Burkhardt receives all qualified bids (i.e. Bidder responds on time with a complete bid), we will begin analyzing and comparing contractors that will be the best fit for your project.
 - ✓ We will first be sure that all bids received are complete and that they acknowledge any and all addenda. Then, a bid comparison spreadsheet will be generated to compare which contractors are low in their scope of work.



Tab D - Execution and Management of the Project

- ✓ We will also conduct post-bid meetings with individual contractors to confirm scope coverage and where necessary, create a scope coordination matrix to avoid any overlap.
- ✓ After preparing and analyzing comparison spreadsheets, we will recommend the apparent low bidder in each scope of work.
- ✓ We will also conduct post-bid meetings with individual contractors to confirm scope coverage and where necessary, create a scope coordination matrix to avoid any overlap.

10. MINIMIZING IMPACT TO NEIGHBORS

Our approach to keeping things quiet and making neighbors happy stems from our years of experience on dozens of similar projects. Impact prevention methods will include:

- ✓ **Community Presentations**
These presentations allow us the opportunity to answer any questions the public may have about construction activities or phasing.
- ✓ **Resident Meetings**
Burkhardt also begins meeting with property owners as requested to understand their needs, peak times, peak seasons and events as well as deliveries, access, garbage pickup, etc. Burkhardt proposes to meet regularly with residents and businesses to keep them informed of the work progress, what the near term schedule includes.
- ✓ **Resident Liaison**
Having a full time liaison is a key factor in keeping everyone informed and happy. Additionally, the liaison visits the residents door to door, leaving behind an informational "door hanger" that further explains the work taking place in their neighborhood.

- ✓ **Weekly Progress Meetings**

These meetings include neighborhood representatives, the City, Kimley-Horn, a Burkhardt project manager, construction field manager and active subcontractors.

- ✓ **Coffee with the Crew**

Burkhardt holds a monthly "Coffee with the Crew" early morning meeting where everyone may review plans and ask questions. This allows an informal one-on-one forum to create an open dialogue.

11. FDOT RIGHT OF WAY EXPERIENCE

We have worked alongside the State of Florida Department of Transportation (FDOT) and Broward County Traffic Engineering Department (BCTED) on similar projects for many years. Burkhardt construction uses FDOT certified vendors for the management of traffic operations and our Construction Field Manager is MOT certified.





Tab D - Execution and Management of the Project



12. QUALITY ASSURANCE PROGRAM & PLAN

Burkhardt Construction has an extensive quality assurance program. We share two basic philosophies with our employees and subcontractors:

1) "If this work were being done at your home, would you accept it and pay your hard-earned money for it?" and 2) "The day we stop being our own worst critic is the day we stop being any different from any other contractor in the yellow pages."

Relating to major subcontractors, our multi-step pre-qualification process will ensure that only experienced, quality-focused subcontractors set foot on your project site. Relating to self-performed work, as well as work that is performed by subcontractors, our team follows a policy of having all work reviewed by two sets of eyes prior to installation. Prior to acceptance, Marc Kleisley, our project principal will review the work.

Quality assurance begins with the team assigned to undertake your project. Recognizing the critical importance of careful quality control, we have developed an extensive internal program, which is routinely implemented on our projects.

We are already ahead of the learning curve, so we benefit your project by saving time.

Our quality assurance program will include review of project documents and supporting data by our project manager and key staff who will direct individual tasks.

Our program will also include, but not be limited to, the following procedures:

- ✓ Project managers will be given the responsibility to be thoroughly familiar with all project requirements and will be given the authority to direct the project team and call upon our corporate resources as required to satisfy your project needs.



Tab D - Execution and Management of the Project

- ✓ Internal “kick-off” meetings will be held with key individuals assigned to your project to clearly define the scope of services, create action lists, set sub-task responsibilities, and determine schedules.
- ✓ Project meetings and decisions will be documented by a “paper trail.” All documents will be supported by appropriate data that will clearly show choices that were evaluated and the basis for our recommendations.
- ✓ All supporting calculations, text or data used to develop documents will be signed and dated by the individual involved when services are performed. Also, all telephone conversations and meetings that include or affect project decisions will be documented.
- ✓ Minutes of meetings will be promptly prepared and distributed to attendees for confirmation of decisions made and then filed after appropriate corrections are made.
- ✓ Team network reviews will be undertaken. Team network quality control is the day-to-day peer review that is undertaken by the project team. All documentation are reviewed by team members other than the individual preparing the documents or analyses.
- ✓ Review of significant documents is provided by the task manager for each task. The individual doing the checking will sign and date the documents, prepare a record of review and check findings.
- ✓ Project managers will monitor and evaluate reviews of project materials. These reviews will specifically cover such items as clarity, accuracy, completeness and scope compliance. Any follow-up activities required will be noted and initiated as appropriate.

The entire Burkhardt Construction Team is dedicated to and responsible for the quality of our work.





Tab D - Execution and Management of the Project



13. CLOSE-OUT PLAN

Punchlist

Once projects are considered substantially complete, Burkhardt shall assist the landscape architect, engineer and architect in compiling a coordinated punchlist of incomplete or unsatisfactory items and a schedule for their completion. This punchlist will be posted onto our project management software platform, Procore.

Each item shall be assigned to the subcontractor responsible for the work and the item shall only be closed out after it has been agreed upon by Burkhardt, the owner's representative and design team that it has been completed. Pictures will be uploaded onto Procore and kept for the record as evidence that the item has been completed.

Final Inspections

Upon issuance of a Certificate of Substantial Completion of the project, Burkhardt Construction shall evaluate the completion of subcontractor work and make recommendations to the City's representative and design team when the work is ready for final inspection. The final inspection shall be done according to items identified at the time of substantial completion.

Burkhardt shall collect and deliver to the owner all keys, manuals, record drawings, and operations and maintenance manuals and will coordinate with your design team to provide a complete project record including project manual and CADD drawings to show all construction changes, additions, and deletions compared to the contract documents.

Warranty

If any defect appears in the work of any subcontractor within the applicable warranty period for that subcontractor, Burkhardt shall inspect the affected portions of that project to determine the scope of the defect and to identify the responsible subcontractor or subcontractors. Burkhardt shall ensure the defected item or items are dealt with in a timely fashion and shall take such action as may be required to enforce the identified subcontractor's warranty obligations.



TAB E - Past Performance (References)



Tab E - Past Performance (References)

1. Client name/Owner's Representative name, address, phone number and updated email address
City of Hollywood Community Redevelopment Agency
Jorge Camejo
1948 Harrison Street
Hollywood, Florida 33020
954.924.2980 | jcamejo@hollywoodfl.org
2. Name and location of the Project. Provide a description of the scope of work.
Hollywood Side Streets Streetscape & Infrastructure Improvements - Phase 3 - Hollywood, FL
Phase 3 took place after Phase 2 and the Pilot Program which were also completed by Burkhardt Construction. Each phase was successfully completed on time and under budget. This project included extensive undergrounding of franchise utilities, drainage at A1A, roadway and sidewalk pavers, lush landscaping, irrigation, pebble mosaics, cast stone seat walls, decorative streetlighting, furnishings and a custom ipé trellis.
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
Substantial January 2020
5. Size of project (gross square feet of construction)
15,000 feet of Primary UG cable; 8,500 LF of streetscape
6. Original Owner Budget vs. Final GMP
Budget: \$13.99 million | Final GMP: \$11.1 million
7. Saving achieved through Value Engineering or other approaches
Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 7.87% | Overhead: 7.76% | Profit: 6.14%
9. The total amount of approved Change Orders added to the Original GMP
Zero
10. The dollar amount of fees for Pre-Construction Services
\$48,000.00
11. Present status of the project
Awaiting FPL/AT&T/Comcast to complete their work





Tab E - Past Performance (References)

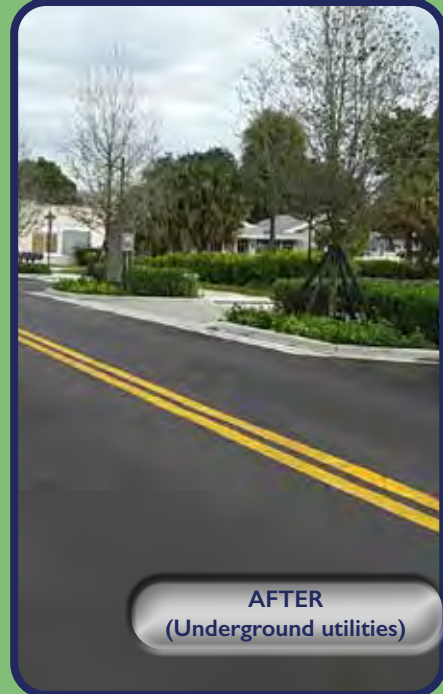
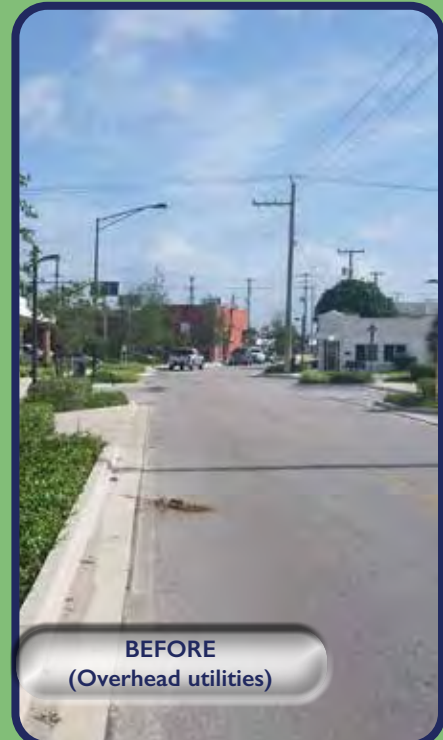
1. Client name/Owner's Representative name, address, phone number and updated email address
City of Pompano Beach
John Sfiropoulos, P.E., City Engineer
100 West Atlantic Boulevard
Pompano Beach, Florida 33060
954.545.7009 | john.sfiropoulos@copbfl.com
2. Name and location of the Project. Provide a description of the scope of work.
Briny Avenue Streetscape & Utility Improvements - Pompano Beach, FL
Phase 1 utility improvements, drainage upgrades, overhead to underground conversion of FPL, Comcast, and AT&T lines
Phase 2 Briny Avenue and side streets roadway reconstruction, paver bricks, landscaping, irrigation, signage, light poles, furnishings (benches, lighted bollards, showers, bike racks, tree grates)
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
May 2018
5. Size of project (gross square feet of construction)
23,541 feet of Primary UG cable; 2,200 LF of Streetscape
6. Original Owner Budget vs. Final GMP
Budget: \$5 million | Final GMP: \$4.16 million
7. Saving achieved through Value Engineering or other approaches
Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 7.46%
Overhead: 7.35%
Profit: 6.5%
9. The total amount of approved Change Orders added to the Original GMP
Zero
10. The dollar amount of fees for Pre-Construction Services
\$37,970.00
11. Present status of the project
Complete





Tab E - Past Performance (References)

1. Client name/Owner's Representative name, address, phone number and updated email address
City of Pompano Beach
Horacio Danovich, CIP Manager
100 West Atlantic Boulevard
Pompano Beach, Florida 33060
954.786.7834 | horacio.danovich@copbfl.com
2. Name and location of the Project. Provide a description of the scope of work.
Old Pompano Franchise Utility Undergrounding & Streetscape Improvements - Pompano Beach, FL
This project was undertaken as part of a master plan to revitalize the area that is known as Old Pompano. The project involved the **overhead to underground conversion of FPL, AT&T and Comcast lines** along NE 1st Avenue, NE 2nd, 3rd and 4th Streets, Flagler Avenue and Atlantic Boulevard from Dixie Highway to Cypress Road. **Additional utility construction included a new drainage system and new waterlines.** Once utility construction was complete, the area was provided an updated look with new asphalt paving, new curbs, brick roadways, decorative sidewalks, decorative street lighting, landscaping and irrigation.
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
October 2016
5. Size of project (gross square feet of construction)
16,187 feet of Primary UG cable; 2,300 LF of Streetscape
6. Original Owner Budget vs. Final GMP
Budget: \$5.82 million | Final GMP: \$5.29 million
7. Saving achieved through Value Engineering or other approaches
Savings achieved through Value Engineering, quantity underruns and Owner Direct Purchased Materials
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 8.33% | Overhead: 7.91% | Profit: 6.5%
9. The total amount of approved Change Orders added to the Original GMP
Zero
10. The dollar amount of fees for Pre-Construction Services
\$40,000.00
11. Present status of the project
Complete





Tab E - Past Performance (References)

1. Client name/Owner's Representative name, address, phone number and updated email address
City of West Palm Beach
Allison Justice, Interim Executive Director
West Palm Beach CRA
401 Clematis Street
West Palm Beach, FL 33401
913.972.2221 | ajustice@wpb.org
2. Name and location of the Project. Provide a description of the scope of work.
Clematis Street Alleyway (300 Block) - West Palm Beach, FL
This project was a utility improvement in the alley of the 300 block of Clematis Street. Improvements included installation of conduits for the undergrounding of AT&T, Comcast, and FPL, watermain, storm drainage, and sanitary sewer replacement, concrete work, and decorative paver pattern. This project involved coordination with merchants and restaurants, the City of West Palm Beach Sanitation Department, and grease trap vendors. Restaurants and merchants fronting Clematis Street receive deliveries through the alley, so access had to be maintained at all times during construction.
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
April 2020
5. Size of project (gross square feet of construction)
610 feet of Secondary UG cable; 500 LF of Streetscape
6. Original Owner Budget vs. Final GMP
Budget: \$1.9 million | Final GMP: \$1.67 million
7. Saving achieved through Value Engineering or other approaches
Savings achieved through Value Engineering and quantity underruns
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 7.17% | Overhead: 10.77% | Profit: 6.5%
9. The total amount of approved Change Orders added to the Original GMP
Zero
10. The dollar amount of fees for Pre-Construction Services
\$20,045.00
11. Present status of the project
Complete



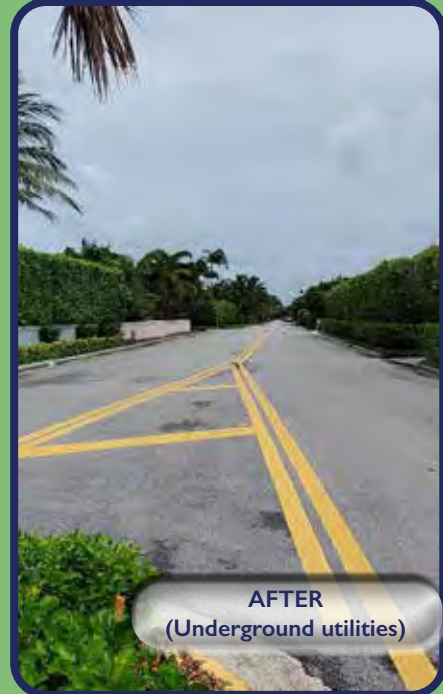


Tab E - Past Performance (References)

1. Client name/Owner's Representative name, address, phone number and updated email address
Town of Palm Beach
Patricia Strayer
951 Okeechobee Road, Suite A
West Palm Beach, Florida 33401
561.227.7056 | pstrayer@townofpalmbeach.com
2. Name and location of the Project. Provide a description of the scope of work.
Town-Wide Overhead Utility Undergrounding Phase 1 - North - Palm Beach, FL
In 2016, the Town of Palm Beach elected to embark in a landmark project of undergrounding the entire Town. This Construction Manager at Risk project is the first of eight (8) phases. The project consisted of the construction of an overhead to underground utility conversion for approximately 4.6 pole-miles of overhead electric, 2 pole-miles of overhead telephone, and 1 pole-mile of cable TV utilities within the Town of Palm Beach. The work also included site restoration and municipal infrastructure improvements including paving, grading, and street lighting.
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
July 2019
5. Size of project (gross square feet of construction)
18,177 feet of Primary UG cable
6. Original Owner Budget vs. Final GMP
Budget: \$4.8 million | Final GMP: \$5.35 million
7. Saving achieved through Value Engineering or other approaches
No savings
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 7.26% | Overhead: 7.81% | Profit: 6.13%
9. The total amount of approved Change Orders added to the Original GMP
Owner added scope \$539,913.36
10. The dollar amount of fees for Pre-Construction Services
\$19,720.00
11. Present status of the project
Complete



BEFORE
(Overhead utilities)

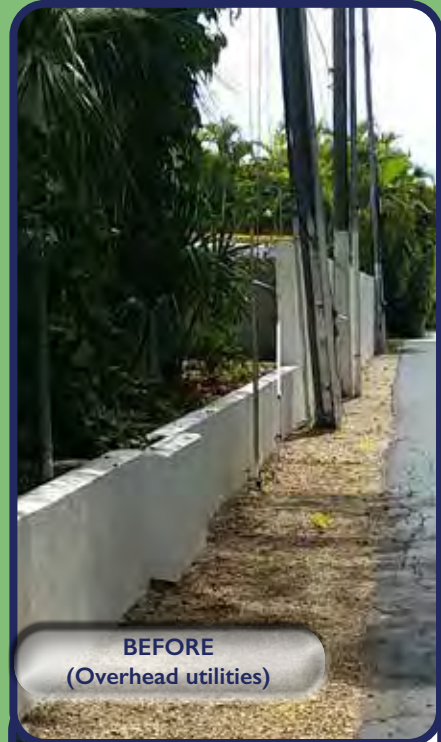


AFTER
(Underground utilities)



Tab E - Past Performance (References)

1. Client name/Owner's Representative name, address, phone number and updated email address
Town of Palm Beach
Nicki McDonald, Underground Utilities Task Force
360 South County Road
Palm Beach, FL 33480
917.880.4030 | underground@townofpalmbeach.com
2. Name and location of the Project. Provide a description of the scope of work.
Lake Towers Franchise Utility Undergrounding - Palm Beach, FL
The Lake Towers Condominium Franchise Utility Undergrounding project involved the **overhead to underground conversion of FPL, AT&T and Comcast utilities** serving the Lake Tower Condominium building. The conversion also encompassed five single family homes serviced by the same poles and transformer. Power poles and lines were highly visible at the north side of the condo building, causing more than 80% of the building's residents to vote in favor of the undergrounding for aesthetic reasons.
3. Role your company provided: CM@RISK and/or General Contractor and/or other
Construction Manager at Risk and General Contractor
4. Date project was completed or is anticipated to be completed
November 2016
5. Size of project (gross square feet of construction)
4,476 feet of Primary UG cable
6. Original Owner Budget vs. Final GMP
Budget: \$306,385 | Final GMP: \$211,059
7. Saving achieved through Value Engineering or other approaches
Savings achieved through Value Engineering and quantity underruns
8. The percentage of the GMP for General Conditions, Profit and an Overhead
General Conditions: 11.8% | Overhead: 0% - *Our management was already working for the Town.* | Profit: 6.36%
9. The total amount of approved Change Orders added to the Original GMP
Zero
10. The dollar amount of fees for Pre-Construction Services
None
11. Present status of the project
Complete







Tab F - Knowledge of Site and Local Conditions



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

We have worked in Broward County for over 20 years and are very familiar with local conditions. Our local experience and strong understanding of streetscape construction will ensure that your project is completed in an expert manner. We have worked alongside the State of Florida Department of Transportation (FDOT) and Broward County Traffic Engineering Department (BCTED) on similar projects for many years.

Burkhardt Construction will apply our extensive knowledge to deliver this project to the City's complete satisfaction. We stand ready to revitalize A1A and to enhance your residents' and visitors' experiences and quality of life!

Knowledge of State, County and City Requirements

Burkhardt Construction has relationships with and understands the policies and procedures of the FDOT, FDEP, Broward County, City of Fort Lauderdale, FPL, AT&T, TECO and Comcast among others.

1. Contractor must demonstrate experience working in areas affected by the Coastal Construction Limit Line, coastal areas, king tides, low elevation lines, points and as well as areas prone to hurricanes wind forces and diurnal tides.

Burkhardt has performed or is currently performing streetscape and infrastructure improvements within the CCCL in: Hollywood, Pompano Beach, Palm Beach and Fort Pierce. The Coastal Construction Control Line Program regulates construction activities and structures that have the potential to cause erosion, destabilization, damage or interference with public access, dunes, marine life and plants.

This program evaluates and monitors the following aspects of construction to ensure strict compliance with: marine turtle lighting, general beach lighting requirements, turtle nesting season, frangible construction, well points and de-watering, hurricane wind forces and diurnal tides.



Tab F - Knowledge of Site and Local Conditions

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

Throughout Burkhardt Construction's 45-year history, we are proud to have developed an extensive, competent, qualified and loyal subcontractor base in South Florida. Having successfully completed many streetscape projects in the Broward and Palm Beach County areas, we anticipate excellent subcontractor participation. We will also continue to publicly advertise and qualify potential subcontractors to allow for excellent bid coverage. Our pre-qualification questionnaire identifies the contenders from the pretenders.

3. Knowledge of construction limitations and complications due to waste water critical outfalls and lift stations, etc.

When working along this corridor we have to take into account flooding locations associated with rainfall events, the effect of king tides and potential utility conflicts. All of these are construction limitations and complications. Obtaining accurate as-built information and "pot holing" for existing utilities are two ways to help mitigate these limitations.

4. Construction constrains due to non-documented underground utility lines and other existing non documented constructing elements.

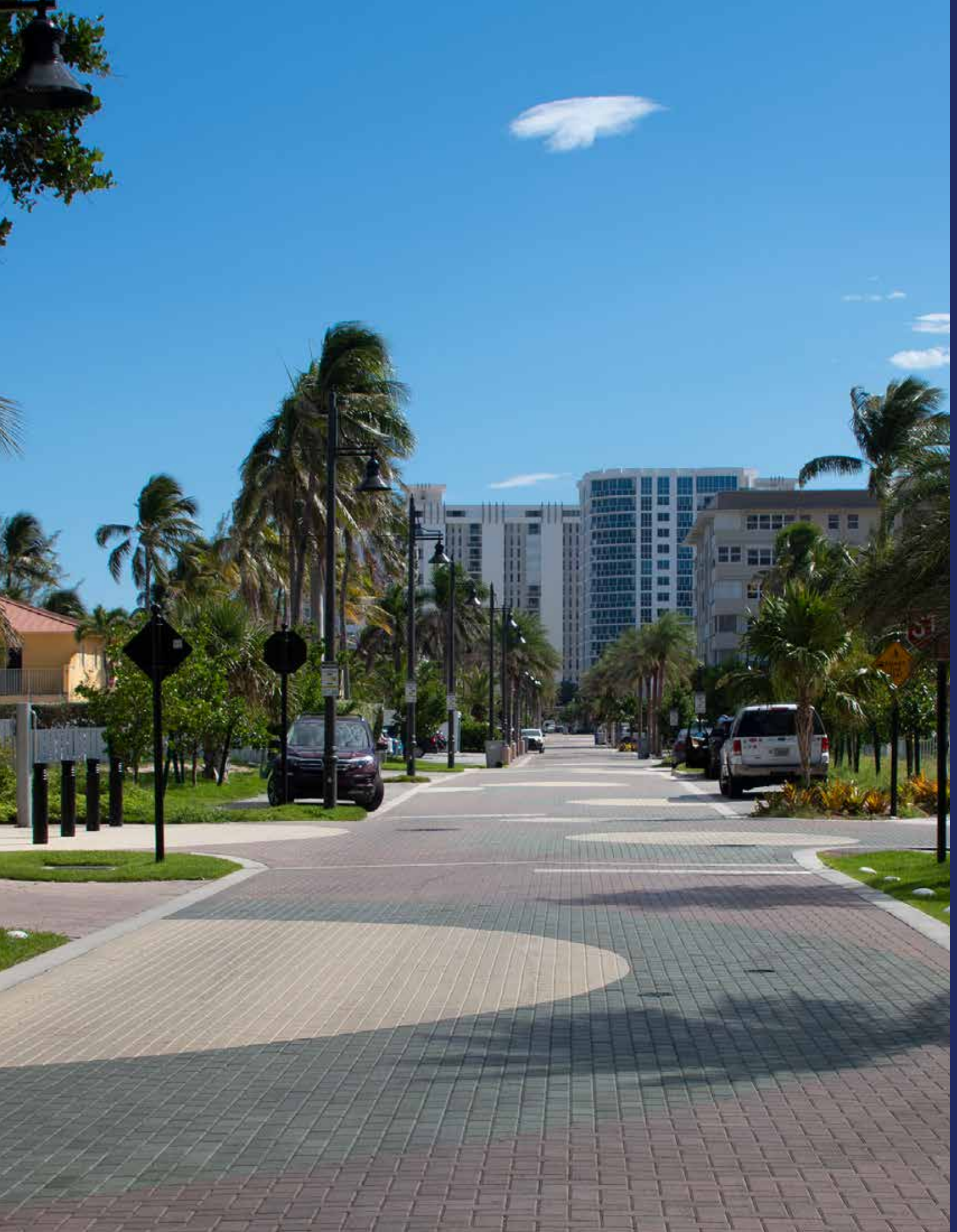
There are always unknowns when excavating. We make it a priority that our subcontractors call 811 for location of any existing facilities. We use whatever as-builts are available and budget for soft digs to clearly identify existing underground facilities. If an unknown facility is hit and damaged, we immediately determine the owner of the facility and notify them, so that they can make any necessary repairs. A contingency fund is budgeted in the GMP to address any unforeseen conditions.

5. Knowledge of the business/residential/tourist community along SR A1A from Hollywood Boulevard to Sheridan Street and creative methodologies to minimally impact the community during the course of the construction.

One of the main reasons we are so successful at performing park and public spaces projects is our attention to the needs of the communities in which we work.

We realize how important people are to any community and we have developed methods over our past 75+ streetscape and utility infrastructure projects to minimize inconvenience to all stakeholders during construction. Some steps we have taken to reduce the negative impact to your community include:

- ✓ *Using temporary boardwalks to keep sidewalks open*
- ✓ *Scheduling heavy construction during off-peak hours*
- ✓ *Allowing at least one lane of traffic to flow around the project at all times*
- ✓ *Designating a community liaison in areas of intense community activity*
- ✓ *Inviting a community representative to participate in weekly job progress meetings to convey information from the community to the construction team and vice versa*





Tab G - Location of Firm's Office

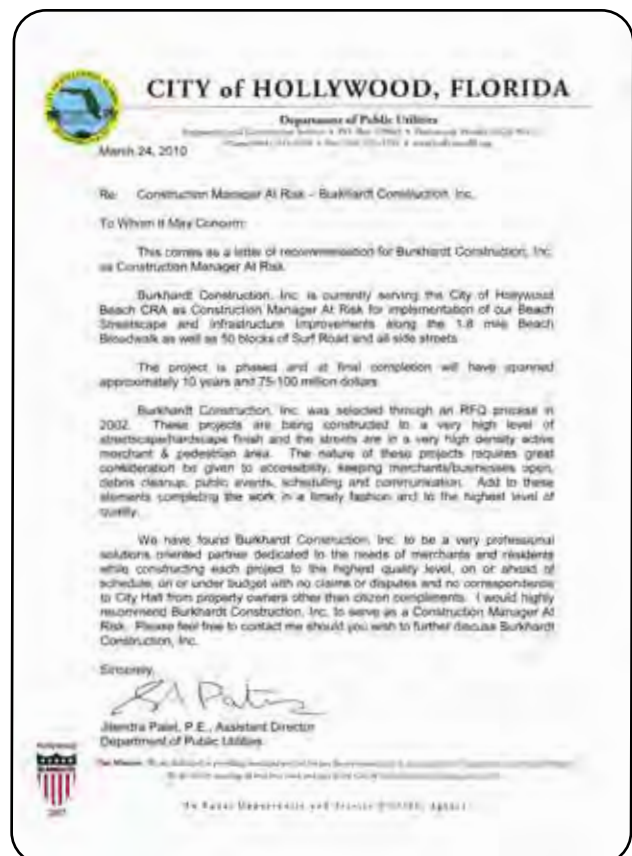
Burkhardt Construction has several offices throughout the South Florida region. For this project, we will be performing work from our Pompano Beach office and we will open a Hollywood office prior to the start of construction. These offices will also be supported by our main office in West Palm Beach. Please see below for contact information and proximity of our offices to City Hall and the CRA offices.



Local Pompano Beach Office

2641 East Atlantic Boulevard
Pompano Beach, Florida 33062
754.307.1582

We are located just 18.7 miles from City Hall and only 19.6 miles from your CRA office.







Tab H - Financial Resources

Each Proposer shall provide a financial summary statement in writing, signed by a duly authorized representative, stating the present financial condition of the Proposer, and disclosing information as to Proposer's involvement in any prior or current bankruptcy proceedings.

Please see statement on following page.

Burkhardt Construction has recently completed its 45th consecutive profitable year. We have no prior, nor current bankruptcy proceedings and have never defaulted on a loan or loan obligation.

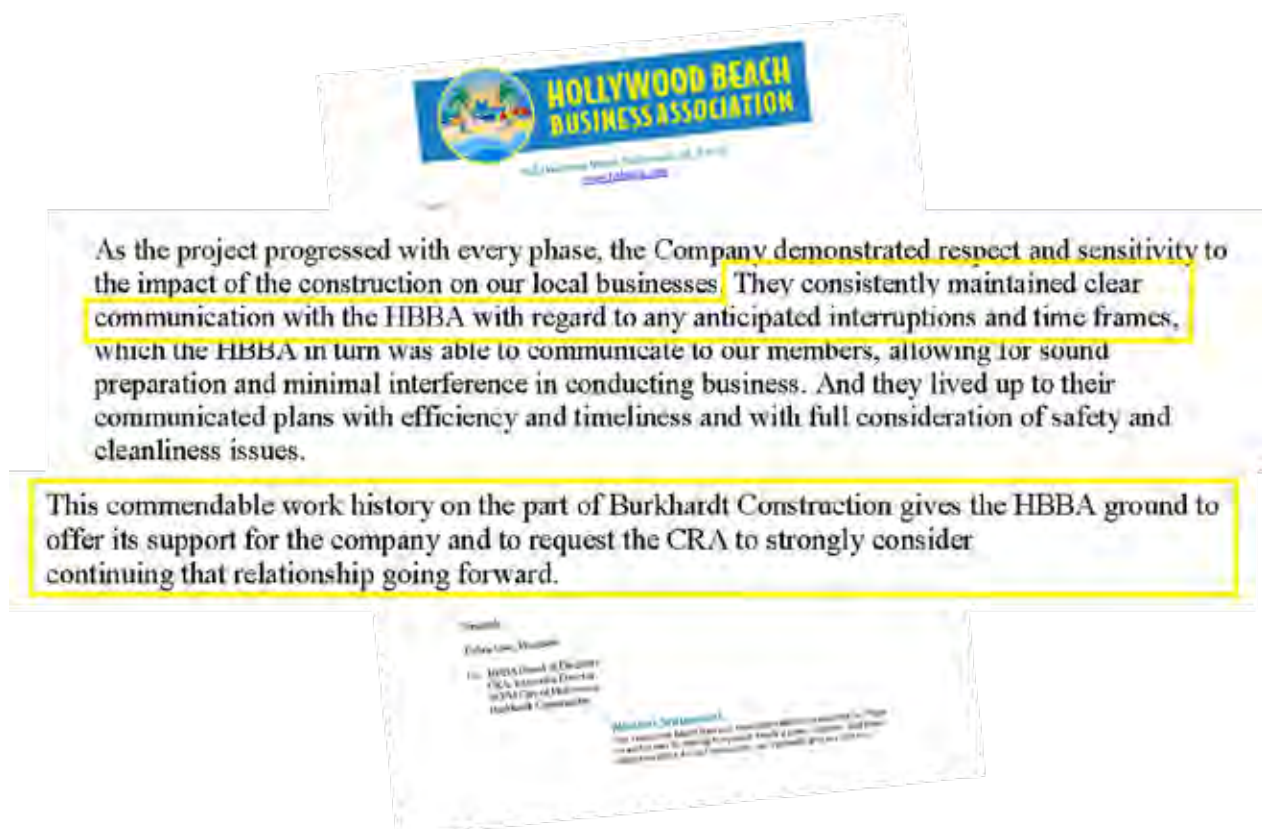
A letter of recommendation from our bank can be found on the next page.

Insurance

Burkhardt Construction acknowledges the insurance requirements set forth in this RFP. We are willing and able to provide the required insurance coverage. Sample insurance certificates can be found in this section.

Bonding

Burkhardt Construction has been extended bonding credit of \$40,000,000 on any one single project and a \$70,000,000 aggregate.





Tab H - Financial Resources

Each Proposer shall provide a financial summary statement in writing, signed by a duly authorized representative, stating the present financial condition of the Proposer, and disclosing information as to Proposer's involvement in any prior or current bankruptcy proceedings.

Please see statement below.



THE PRIVATE BANK

255 South County Road
Palm Beach, FL 33480

March 19, 2020

Re: Burkhardt Construction, Inc.

To Whom It May Concern:

Burkhardt Construction, Inc. has been a client of Wells Fargo Bank, N.A. and its predecessor banks since its founding in the mid-1970s, and has handled all of their account relationships in an exemplary manner. While there have been no borrowings within the past 20 years, we have reviewed the firm's financial performance to assist in the preparation of this letter.

Based on a review of the financial performance of the firm and our knowledge of its principals, we would work with them to structure a line of credit of \$1,000,000 if requested.

Please do not hesitate to contact me with any questions at (561) 820-1082.

Sincerely,

James M. Burns
Senior Vice President
Senior Underwriter



Tab H - Financial Resources

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER. IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).						
PRODUCER Brown & Brown of Florida, Inc. 1201 W Cypress Creek Rd Suite 130 Fort Lauderdale FL 33309		CONTACT Jasmine Heath PHONE (954) 776-2222 FAX (954) 776-4446 EMAIL jheath@bbrfla.com		INSURER(S) AFFORDING COVERAGE INSURER A: Amersure Mutual Insurance Company 23396 INSURER B: Amersure Insurance Company 19488 INSURER C: The North River Insurance Company 21105 INSURER D: Lloyd's of London 15792 INSURER E: INSURER F:		
INSURED Burkhardt Construction, Inc. Bahama Equipment, Inc. 1400 Alabama Avenue, Suite 20 West Palm Beach FL 33401-7048		REVISION NUMBER:				
COVERAGES CERTIFICATE NUMBER: 19-20 GL AUTO UMB REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
LINE	TYPE OF INSURANCE	INSURANCE	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☒ Blanket Contractual Liability ☒ Independent Contractors Liability GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PER-ACCIDENT ☐ LOC OTHER:		GL20895410602	10/01/2019	10/01/2020	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 Liability
B	☒ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED ☐ AUTOS ONLY ☐ RATED ☐ AUTOS ONLY ☐ NON-OWNED ☐ AUTOS ONLY		CA20895420601	10/01/2019	10/01/2020	COMBINED SINGLE LIMIT (See account) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$ Medical payments \$ 2,000
C	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☐ RETENTION \$ 0 ☐ DED		5811114861	10/01/2019	10/01/2020	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 8,000,000
D	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OWNER/EMPLOYEE EXCLUDED? If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			PER \$ STATUTE \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
	Professional Liability Claims Made - 15K Retention		B0621PBURK000320	07/22/2020	07/22/2021	Per Claim \$ 1,000,000 Aggregate \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Certificate holder is listed as additional insured as respects general liability and auto liability if required by written contract.						
CERTIFICATE HOLDER Hollywood Beach CRA 1948 Harrison Street Hollywood FL 33020		CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE				

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER. IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements(s).						
PRODUCER License # 0667768 Insurance Office of America, Inc. 1400 Alabama Ave 1200 University Blvd, Suite 200 Jupiter, FL 33458		CONTACT Stephanie Chase PHONE (561) 721-3741 FAX (561) 776-0670 EMAIL Stephanie.Chase@ioausa.com		INSURER(S) AFFORDING COVERAGE INSURER A: Builders Mutual Insurance Company 10844 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:		
INSURED Burkhardt Construction Inc 1400 Alabama Ave West Palm Beach, FL 33401		REVISION NUMBER:				
COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
LINE	TYPE OF INSURANCE	INSURANCE	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PER-ACCIDENT ☐ LOC OTHER:		WCPI036664 05	1/1/2020	1/1/2021	EACH OCCURRENCE \$ DAMAGE TO RENTED \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ Liability
	☒ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED ☐ AUTOS ONLY ☐ RATED ☐ AUTOS ONLY ☐ NON-OWNED ☐ AUTOS ONLY					COMBINED SINGLE LIMIT (See account) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per account) \$
	☒ UMBRELLA LIAB ☒ EXCESS LIAB ☐ RETENTION \$ ☐ DED					EACH OCCURRENCE \$ AGGREGATE \$
	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OWNER/EMPLOYEE EXCLUDED? If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A			PER \$ STATUTE \$ E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
CERTIFICATE HOLDER Hollywood Beach CRA 1948 Harrison St Hollywood, FL 33020		CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE				





Tab I - Legal Proceedings and Performance

Provide a list of legal proceedings against your firm in the last five years.

*Burkhardt Construction is proud to say that in our entire 45-year history, we have **NEVER** had a construction litigation claim filed against the company and have **NEVER** filed a construction litigation claim against an owner on any project. This is a record that few, if any, can match.*





Contact: Marc Kleisley

561.659.1400 phone | BurkhardtConstruction.com



Hollywood CRA

Undergrounding of Overhead
Utilities & Streetscape
Beautification

RFP: BCRA 12-029

July 30, 2020



Hollywood's Proven CM Partner!



TITLE PAGE

CONSTRUCTION MANAGEMENT AT RISK SERVICES FOR BCRA 12-029 UNDERGROUNDING OF OVERHEAD UTILITIES AND STREETScape BEAUTIFICATION

Submitted by:

Kaufman Lynn Construction, Inc.
500 East Broward Boulevard, #170
Fort Lauderdale, FL 33394
Ph: 561-361-6700
Fx: 561-361-6979

Contact Person:

Garret Southern
Ph: 954-347-5315
gsouthern@kaufmanlynn.com
[copy to: jzalkin@kaufmanlynn.com]

Submitted to:

City of Hollywood
Office of the City Clerk
2600 Hollywood Blvd., Room #220
Hollywood, Florida 33020

Date:

July 30, 2020

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July 30, 2020
Hollywood, Florida
Community Redevelopment Agency
1948 Harrison Street
Hollywood, FL 33020

Dear Selection Committee Members:

Kaufman Lynn Construction (KL) will work in partnership with The Hollywood Florida Community Redevelopment Agency to deliver underground utilities and streetscapes that not only meet the immediate goals, but that are built to last the test of time. The ability of our team to serve your needs is demonstrated in this qualification package, highlights of which are arranged by your selection criteria:

Prior Experience



We know you!

KL is a proven partner for Hollywood having recently built the Hollywood Nebraska Street Parking Garage. We know the City and your processes which means we will be effective in both preconstruction and construction.



We Know Utilities & Streetscapes

Both the company and your project team members have been involved in many projects that involved undergrounding utilities, streetscapes to blocks or roadways. This experience includes the roadways we had to redo around the Pompano Beach Pier Parking Garage which involved two blocks off A1A.



CM at Risk Experts

We understand the partnering and teamwork basis of the Construction Management at Risk delivery method. KL will be a proactive partner with Hollywood CRA and your design team in order to get the best utilities and streetscapes for the best price delivered on-time. KL has the staff expertise in using the CM at Risk method for hundreds of projects to deliver these results.

Overall Approach



A Tailored Approach to Meet Your Needs

We are proud to provide a *tailored custom approach for each roadway* that demonstrates KL will be a proactive partner every step of the way. Our approach will:

- Provide important information to make early preconstruction decisions on final scope for each roadway.
- Create a construction plan that minimizes the disruption to those along the roadways and those who use the roadways.
- Construct the roadways to top level quality in a manner that provides an efficient schedule and minimizes costs.

Site and Local Conditions Knowledge



Making a Difference for LOCAL Businesses and Residents

We are a local South Florida company with a proven record building in and around the City of Hollywood. Through tested local outreach programs, we achieve high local subcontractor and labor participation.

Our proven program is set up to make a difference in the community and we will provide the opportunities and outreach to involve the local businesses and residents.

Financial Capacity

Kaufman Lynn is ZERO Risk for the City!

KL has solid financials and resources ensuring that we will be able to deliver this project successfully for the City. Our local resources ensure that we can bring the expertise and manpower needed for every phase of the project.

Schedule/Cost Control

Not Just Meeting, But Exceeding Expectations

As outlined in our proposal we understand the importance of these utilities and streetscapes to the community. KL is focused on maximizing the preconstruction effort to minimize the construction duration as well as reduce the overall cost of the streetscapes. Once the GMP is set we guarantee that without scope changes the price will not increase at all.

As one of the leaders of Kaufman Lynn Construction I am personally committed to the success of this project. I appreciate your time and thoughtful consideration of our capabilities and experience.

Sincerely,

Garret Southern
Senior Vice President

CM@Risk Minimum

QUALIFICATION REQUIREMENTS



July 30, 2020

Paul Bassar
Contract Compliance Officer
City of Hollywood
2600 Hollywood Blvd
Hollywood, FL 33020

RE: Undergrounding of Overhead Utilities and Streetscape Beautification - MINIMUM REQUIREMENTS

Dear Mr. Bassar:

As the CEO of Kaufman Lynn Construction, I, Michael Kaufman, hereby confirm that Kaufman Lynn Construction meets all minimum requirements set forth by the City for the CM at Risk Services for the Undergrounding of Overhead Utilities and Streetscape Beautification project, as outlined below:

Requirement 1: Firm has a minimum of (8) years' in business as a General Construction Company.

Kaufman Lynn Construction is a Florida corporation continuously operating as a general construction company for 31 years.

Requirement 2: Firm is licensed under Florida Statutes 489

Kaufman Lynn Construction is a State of Florida certified General Contractor.



Requirement 3: Firm has a minimum of five successfully completed projects that required certified and approved Florida Power and Light contractors for the construction of the undergrounding of the overhead utilities.

As a South Florida construction manager, a vast majority of our projects require coordination with Florida Power and Light. Projects that required working with certified and approved FPL contractors for the undergrounding of utilities include:

1. Pompano Beach Pier Parking Garage
2. Peter Bluesten Park
3. Art Square Hallandale
4. Miramar West Center
5. 850 Boca

Please refer to Tab B. for details on these and other projects with similar scope.

Requirement 4: Firm's experience in Construction Management at Risk methodology and provide a list of projects of similar scope and complexity completed within the last five years.

Kaufman Lynn Construction specializes in delivering projects in our community utilizing the CM at Risk delivery method. With 267 projects either in construction or delivered using this method, we understand the nuances of effective preconstruction and construction. Our CM at Risk projects completed in the last five years include:

- City of Hollywood Nebraska Street Parking Garage
- City of Hallandale Beach Peter Bluesten Park
- City of Aventura Charter High School
- City of Boca Raton Downtown Library
- City of Miramar Park Amphitheater
- Town of Jupiter Police Headquarters
- Miramar West Center
- Art Square Hallandale
- Temple Beth El Schaefer Campus Renewal
- Pacifica
- New Horizons Elementary School Renovation
- Jupiter Farms Elementary School Renovation
- Quadro
- Temple Judea Expansion
- St. Mark's Episcopal Church and School
- Coral Reef Commons
- The Metropolitan
- Doral View
- Jean and David Colker Center
- Surgical Park Center

Requirement 5: 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.

Hartford Fire Insurance Company, A.M. Best rated A+ XV underwrites bonds for Kaufman Lynn Construction with limits of \$175 million single/\$600 million aggregate. A letter from our surety agent is attached.

Requirement 6: Statement to liquidated damages and termination for default.

Kaufman Lynn Construction has not paid any liquidated damages or been terminated for default.

Our qualifications presented in this proposal far exceed your minimum requirements. The City of Hollywood has been an important client of ours for many years and we are committed to providing the same level of service for this project as you have come to expect from us.

Sincerely,



Michael Kaufman, CEO
Kaufman Lynn Construction

State of Florida

Department of State

I certify from the records of this office that KAUFMAN LYNN CONSTRUCTION, INC. is a corporation organized under the laws of the State of Florida, filed on January 24, 1989.

The document number of this corporation is K60557.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on January 6, 2020, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixth day of January, 2020*



Randy Rye
Secretary of State

Tracking Number: 2366084583CC

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

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



July 30, 2020

City of Hollywood
Office of the City Clerk
2600 Hollywood Blvd., Room #220
Hollywood, Florida 33020

RE: Kaufman Lynn Construction, Inc. - BCRA 12-029 Undergrounding of Overhead Utilities
and Streetscape Beautification

To Whom It May Concern:

We are pleased to share with you our favorable experience and high regard for Kaufman Lynn Construction, Inc. Kaufman Lynn has a 30-year track record for outstanding performance on a wide-ranging scope of projects for public and private owners. We routinely receive positive feedback from bond holders regarding the company's ability to deliver high-quality projects on time and on budget.

Hartford Fire Insurance Company provides surety bonds on behalf of Kaufman Lynn Construction, Inc. for single projects over \$175 million and an overall program in excess of \$600 million

Hartford Fire Insurance Company is A.M. Best rated A+ XV and listed on the Department of Treasury's Listing of Approved Sureties with an underwriting limitation of \$991,602,000 on a per bond basis. Hartford Fire Insurance Company is licensed to do business in the State of Florida.

Hartford Fire Insurance Company is prepared to consider providing on their behalf payment and performance bonds in an amount equal to or greater than one hundred percent (100%) of the estimated construction cost. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of Kaufman Lynn Construction, Inc.

This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between Kaufman Lynn Construction, Inc. and Hartford Fire Insurance Company.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathleen M. Coen".

Kathleen M. Coen
Attorney-in-Fact

POWER OF ATTORNEY

Direct Inquiries/Claims to:

THE HARTFORD

BOND, T-12

One Hartford Plaza

Hartford, Connecticut 06155

Bond.Claims@thehartford.com

call: 888-266-3488 or fax: 860-757-5835

KNOW ALL PERSONS BY THESE PRESENTS THAT:

Agency Name: LOCKTON COMPANIES LLC

Agency Code: 39-427620

- ☒ Hartford Fire Insurance Company, a corporation duly organized under the laws of the State of Connecticut
- ☒ Hartford Casualty Insurance Company, a corporation duly organized under the laws of the State of Indiana
- ☐ Hartford Accident and Indemnity Company, a corporation duly organized under the laws of the State of Connecticut
- ☐ Hartford Underwriters Insurance Company, a corporation duly organized under the laws of the State of Connecticut
- ☐ Twin City Fire Insurance Company, a corporation duly organized under the laws of the State of Indiana
- ☐ Hartford Insurance Company of Illinois, a corporation duly organized under the laws of the State of Illinois
- ☐ Hartford Insurance Company of the Midwest, a corporation duly organized under the laws of the State of Indiana
- ☐ Hartford Insurance Company of the Southeast, a corporation duly organized under the laws of the State of Florida

having their home office in Hartford, Connecticut, (hereinafter collectively referred to as the "Companies") do hereby make, constitute and appoint, up to the amount of Unlimited :

Kathleen M. Coen, Louis J. Bensinger, Gary J. Giulietti, Michelle G Higgins, Tammy L. Orehek, Holly Tallone of BLUE BELL, Pennsylvania

their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign its name as surety(ies) only as delineated above by ☒, and to execute, seal and acknowledge any and all bonds, undertakings, contracts and other written instruments in the nature thereof, on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

In Witness Whereof, and as authorized by a Resolution of the Board of Directors of the Companies on May 6, 2015 the Companies have caused these presents to be signed by its Senior Vice President and its corporate seals to be hereto affixed, duly attested by its Assistant Secretary. Further, pursuant to Resolution of the Board of Directors of the Companies, the Companies hereby unambiguously affirm that they are and will be bound by any mechanically applied signatures applied to this Power of Attorney.



John Gray

John Gray, Assistant Secretary

M. Ross Fisher

M. Ross Fisher, Senior Vice President

STATE OF CONNECTICUT

} ss.

Hartford

COUNTY OF HARTFORD

On this 5th day of January, 2018, before me personally came M. Ross Fisher, to me known, who being by me duly sworn, did depose and say: that he resides in the County of Hartford, State of Connecticut; that he is the Senior Vice President of the Companies, the corporations described in and which executed the above instrument; that he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that he signed his name thereto by like authority.



CERTIFICATE

Kathleen T. Maynard

Kathleen T. Maynard

Notary Public

My Commission Expires July 31, 2021

I, the undersigned, Assistant Vice President of the Companies, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which is still in full force effective as of July 30, 2020

Signed and sealed at the City of Hartford.



Kevin Heckman

Kevin Heckman, Assistant Vice President

Tab A

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

BASIC COMPANY INFORMATION

a. Kaufman Lynn Construction, Inc.

b. Headquarters: 3185 South Congress Avenue, Delray Beach, FL 33445
Broward County Office: 500 East Broward Boulevard #170, Fort Lauderdale, FL 33394

c. Telephone: (561) 361-6700
Fax: (561) 361-6979

d. Email: gsouthern@kaufmanlynn.com

e. Primary Contact: Garret Southern

EXECUTIVE SUMMARY

PROFESSIONAL LICENSES AND CERTIFICATIONS

Kaufman Lynn Construction and all assigned key professional staff possess all licenses and certifications required to undertake and complete the Undergrounding of Overhead Utilities and Streetscape Beautification project for the City of Hollywood CRA.

State of Florida Department of State

I certify from the records of this office that KAUFMAN LYNN CONSTRUCTION, INC. is a corporation organized under the laws of the State of Florida, filed on January 24, 1989.

The document number of this corporation is K60557.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on January 6, 2020, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixth day of January, 2020*



Laundreae
Secretary of State

Tracking Number: 2366084583CC

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

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

EXECUTIVE SUMMARY



RICK SCOTT, GOVERNOR

JONATHAN ZACHEM, SECRETARY



STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

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

KAUFMAN, MICHAEL I

KAUFMAN LYNN CONSTRUCTION, INC.
3185 SOUTH CONGRESS AVE
DELRAY BEACH FL 33445-7324

LICENSE NUMBER: CGC021732

EXPIRATION DATE: AUGUST 31, 2020

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

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

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2019 THROUGH SEPTEMBER 30, 2020

DBA: KAUFMAN LYNN CONSTRUCTION INC

Business Name: KAUFMAN MICHAEL I/QUAL

Business Location: 500 E BROWARD BLVD #170
LAUDERHILL

Business Phone:

Receipt #: 180-8749

Business Type: GENERAL CONTRACTOR (GENERAL CONTRACTOR)

Business Opened: 02/13/2009

State/County/Cert/Reg: CGC021732

Exemption Code:

Rooms

Seats

Employees
47

Machines

Professionals

For Vending Business Only

Number of Machines: Vending Type:

Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
135.00	0.00	0.00	0.00	0.00	0.00	135.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

WHEN VALIDATED

Mailing Address:

KAUFMAN LYNN CONSTRUCTION INC
3185 S CONGRESS AVE
DELRAY BEACH, FL 33445

Receipt #ICP-18-00012585

Paid 07/23/2019 135.00

07/22/2019 Effective Date

2019 - 2020

EXECUTIVE SUMMARY

NATIONAL, REGIONAL, OR LOCAL STATUS

Kaufman Lynn Construction is a regional firm.

DESCRIPTION OF FIRM

Founded in 1989, Kaufman Lynn Construction is a full-service commercial contractor with over \$1 billion in built projects. KL is **local** and brings the expertise and experience to your project, ensuring that the multiple components of the Undergrounding of Overhead Utilities and Streetscape Beautification project are completed on time and on budget.

Our firm has a broad range of experience across an array of project types and disciplines for governmental/municipal, multifamily, education, healthcare, mixed-use and office space clients. **As a local general contractor and construction manager**, KL uses multiple delivery methods such as Construction Management at Risk, Design/Build, Negotiated and standard Design/Bid/Build contract delivery systems.

Kaufman Lynn is 100% employee owned. Our CEO, Michael Kaufman, and President, Frank White, work closely with our leadership team to ensure every project is executed effectively and timely.

Accurate pricing, dedication to job safety, aggressive scheduling, and owner satisfaction are the core principles of our success. Our goal is a seamless project completion and smooth delivery for each and every owner.

By blending best-in-class cost savings alternatives with stringent quality control processes, Kaufman Lynn Construction continues to be a respected industry leader in building public and private projects throughout Florida.

YEARS IN BUSINESS:
31 years

SERVICES:
Preconstruction
Construction Management
Design-Build Construction
General Construction

BROWARD ADDRESS:
500 East Broward Boulevard #170
Fort Lauderdale, FL 33394

CORPORATE ADDRESS:
3185 South Congress Avenue
Delray Beach, FL 33445
561.361.6700

WEBSITE:
KaufmanLynn.com



EXECUTIVE SUMMARY

YEARS IN BUSINESS

Since our founding in 1989, Kaufman Lynn Construction has specialized in municipal projects with significant utilities components. We are a 31-year-old South Florida based construction firm that understands the nuances of municipal utilities, the coordination that goes into this specialized work, and has the relationships with the utility providers to ensure they function properly from day one and for decades to come. Kaufman Lynn is also the South Florida Expert at CM at Risk delivery having performed over 267 CM at Risk projects.

COMPANY STATUS

Kaufman Lynn Construction is a corporation, established in 1989 by our CEO, Michael I. Kaufman. In 2019, we transitioned to a 100% employee-owned company with the same corporate structure in place.

- a. Incorporated on January 24, 1989
- b. Incorporated in the State of Florida
- c. President: Frank W. White III

Tab B

RELATED CONSTRUCTION EXPERIENCE



RELATED CONSTRUCTION EXPERIENCE

Kaufman Lynn is a South Florida based company with a track record of successfully completing hundreds of municipal and other public projects. Known as a PROACTIVE PARTNER, we will work hand-in-hand with the City of Hollywood to create a vibrant streetscape that will serve the community and spur growth for years to come.

Kaufman Lynn and the team that follows have the skills and experience required to build all components of your project. In addition to this experience we have a vast amount of knowledge regarding the following topics:

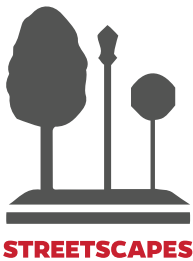
267
CMAR
Projects

CM AT RISK EXPERTS

Kaufman Lynn specializes in building using the CM at Risk delivery method. We have completed hundreds of projects, and are currently building 11 LOCAL projects using this method!



Moorings Park at Grey Oaks



STREETSCAPES EXPERIENCE

Most of our projects, whether multifamily, municipal, or mixed-use, have a streetscapes component. We are experts on paving, landscaping, lighting, signage, undergrounding and much more.



850 Boca Apts./Streetscapes

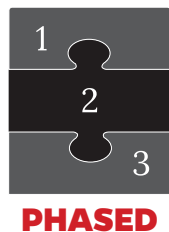


PUBLIC SECTOR

Kaufman Lynn has spent 31 years focusing on Public Sector work. We have a proven strategy for ensuring local subcontractor and local workforce participation, regularly exceeds the Municipality's goals.



Coral Springs Municipal Center



PHASED CONSTRUCTION

Kaufman Lynn understands that proposed improvements in this project may not occur at the same time, and we have extensive experience on the intricacies of scheduling multi-phase projects.



JM Family Campus



HOLLYWOOD CONSTRUCTION

Kaufman Lynn has built in and for the City of Hollywood and we understand the local conditions from permitting to pricing.



Nebraska Street Parking Garage

RELATED CONSTRUCTION EXPERIENCE

The success of a construction project is measured by more than the final product. We know that how we got to the end is just as important. That is why we start every project with a thorough review of the context in which we will operate: Who will benefit from the project? Who will be impacted by construction activity? Who needs to provide input? What are physical conditions around the site?

Rarely are any of our projects completely isolated. Each is unique and requires careful coordination with utilities, transportation departments and local businesses. We need to ensure that building occupants or neighbors can get to where they need to go safely and hassle free. Frequently, we need to work around business schedules, because keeping them operational is vital.

In this case, we will treat every business, every resident living along the route, and every motorist traveling along the construction site as a stakeholder. That means we put ourselves in their shoes and examine how each decision would impact them, so that we can proceed in the least disruptive way possible. We are keenly aware that many of the businesses along the route have been impacted by recent events and the last thing they need is a contractor who makes it difficult for customers to access the businesses.



We think of the businesses and residents surrounding the construction site as stakeholders. How to maintain access and improve visibility of stores, restaurants and other businesses is an important component of our planning process.

RELATED CONSTRUCTION EXPERIENCE

1. WE UNDERSTAND BROWARD COUNTY

Building in Broward County for 31 years means that we are very familiar with the various permitting agencies in the area. Many of our projects have required modifications or tie-ins to the surrounding roads. We understand Broward County and Florida Department of Transportation's requirements and we have always taken a proactive approach in coordinating construction activities with these individual agencies.



BROWARD COUNTY EXPERTS

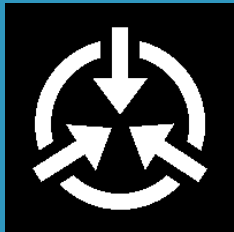


RELATED CONSTRUCTION EXPERIENCE

2. UNDERGROUNDING AND STREETSCAPE BEAUTIFICATION

As a South Florida construction manager, a vast majority of our projects require coordination with Florida Power and Light, Comcast, AT&T and other local utilities. We take ownership of full coordination of all entities.

	Florida Power & Light Company is the largest energy company in the United States as measured by retail electricity produced and sold, serving more than 5 million customer accounts (about 10 million+ people) across the state of Florida. FPL operates more than 75,000 miles of overhead powerlines while more than 40 percent of the system is underground.
	Comcast is the local provider of cable television and communications through a mix of overhead and underground fiber optics. Coaxial service lines then go to the individual buildings.
	AT&T is the local provider of telephone and communications services that are currently a mixture of overhead and underground lines.



We know that the CRA has spent a lot of time COORDINATING with all three of these entities and Kaufman Lynn will be focused on taking a lead role in continuing this effort from preconstruction to final competition.



87
PROJECTS WITH
UNDERGROUNDING
AND STREETSCAPE
BEAUTIFICATION SCOPE



RELATED CONSTRUCTION EXPERIENCE

3. FDOT RIGHT OF WAY PERMIT PROTOCOLS

As a South Florida construction manager, many of our projects require coordination with Florida Department of Transportation (FDOT). We take ownership of full coordination with both FDOT and private land owners in helping the City/CRA to negotiate easements where applicable for the undergrounding of utilities.

In addition to our experience coordinating with FDOT on our public and private construction projects, we are also **currently building for FDOT as a client** at Golden Glades Multimodal Transit Center. This project involves extensive sitework pertaining to multiple entities, including FDOT, The City of Miami Gardens, and South Florida Regional Transit Authority (SFRTA or Tri-Rail). Additionally, this project also shares a border with private owners for an apartment complex and other neighboring industrial and private business uses.



PROVEN FDOT EXPERIENCE

As we were building the Nebraska Street Parking Garage, FDOT was performing road work immediately adjacent to the site. We were sharing dewatering permits with the adjacent work, requiring careful coordination with FDOT. We also coordinated MOT to ensure the safety along the busy corridor. Though Kaufman Lynn Construction refrained from impacting SR A1A, the utility work required 1-lane shut downs which could affect delivery and access at the garage site if not properly coordinated. The field personnel were in constant communication and would coordinate sequences to allow work to proceed smoothly.

RELATED CONSTRUCTION EXPERIENCE

4. HOW WE ADD VALUE

THIS IS WHAT WE DO

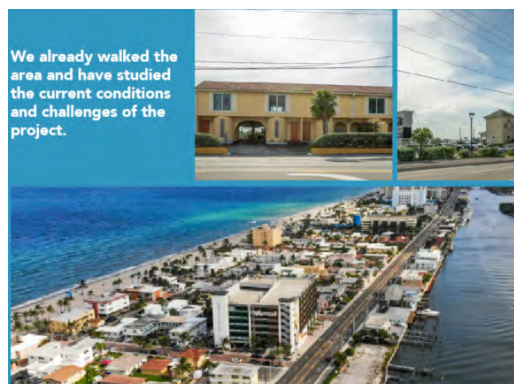
Kaufman Lynn Construction's (KL) main qualification is our expertise in the Construction Management at Risk (CMatRisk) delivery method.

Over 90% of our government projects are delivered utilizing the CMatRisk method of delivery and the other few projects utilize the design-build method which is very similar in preconstruction and construction.

What does this do for the City of Hollywood? It provides certainty of outcome and certainty of process. One has to look no further than other contractors that has built for the City of Hollywood to see that the KL difference is real and provides tangible results.

PRECONSTRUCTION

Success is not determined in the construction of the streetscape especially in this case where the construction will be locations that will always need to have access. We have a proven and methodical approach to making sure the plan of construction is well thought out and the budget and schedule works for the City of Hollywood.



We already walked the area and have studied the current conditions and challenges of the project.

Approach

As outlined in detail in this proposal under the approach section, we have already begun thinking on how to perform the work to minimize the disruption to the community and the owners of the properties this project will impact.

This plan is not set in stone. During the preconstruction process our operations team will work with you and the community to create a phasing plan that breaks up the streetscape into segments. Each segment will then be discussed in detail with the CRA in order to refine and really tailor the plan for each specific segment.

Resources

KL has one of the largest preconstruction/estimating department in South Florida which means we can provide the attention this project needs.



RELATED CONSTRUCTION EXPERIENCE

Our preconstruction team will work hand-in-hand with Garret Southern and the operations team to price out different means and methods.

One place directionally boring might make sense due to the need to not disrupt a driveway and other places it may make sense to open trench and cover due to cost. This will be determined as a team for maximum benefit to the CRA and City.



Direction underground boring



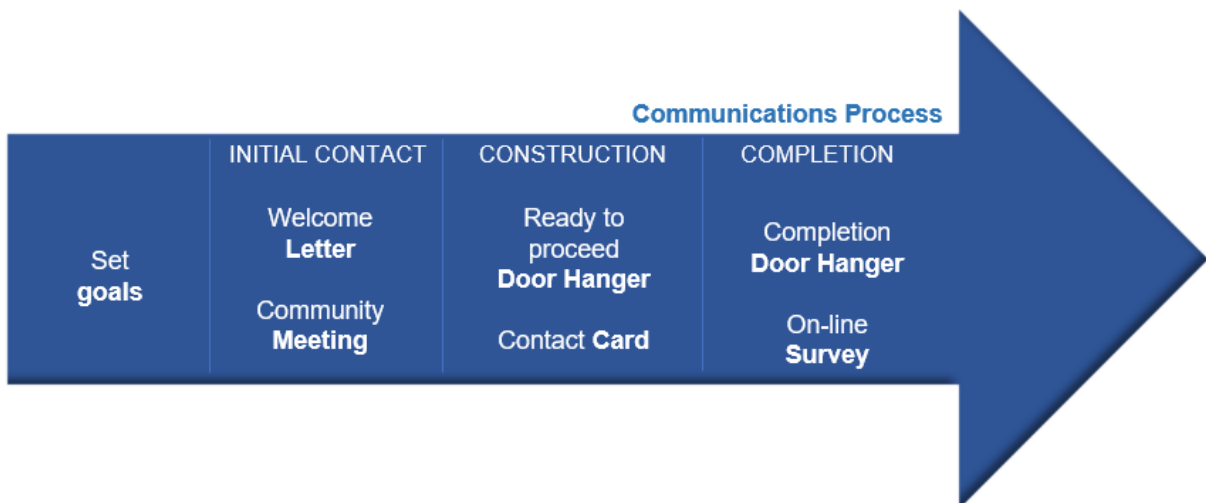
Open trench

Community Contact

If there are any concerns or questions, we want the community and business owners to come to us and not bother you – WE TAKE RESPONSIBILITY. Some of the methods we use are:



- Full-time staff. Unlike some other streetscape contractors who utilize part time management to oversee the subcontractors we provide a full-time team to be out on the roadway. This allows the community to clearly know who to approach should a question or concern arise.
- Identification. Our full time staff will have KL clearly visible on their hardhats and safety vests. There will never be confusion on who is in charge at the roadway. This goes hand-in-hand with our next bullet (communications)
- Should the CRA desire, we can implement a full communications plan for the community. We have personnel that has worked at FPL and have developed a program that builds upon their methods.



There are many additional reasons that set KL apart and most of them have to do with the fact that we care about the City of Hollywood and will strive every day to make the utility undergrounding and streetscape improvements a success for the CRA, City of Hollywood and every resident and visitor.

RELATED CONSTRUCTION EXPERIENCE

5. CONSTRUCTION COSTS AND BIDDING CONDITIONS IN SOUTHEAST FLORIDA

KL is a local South Florida construction manager with 31 years of subcontractor relationships. We are also one of the region's largest construction firms, which means that subcontractors want to work with us. With annual revenue above \$450 million, we are constantly engaging the local subcontractor market and have up to date cost information specific to our area.

Though we have a large group of prequalified trade contractors that receive our bids, we frequently participate in community outreach events to promote current and upcoming projects and reach additional companies to add to our bid list. While we engage with key trades during the preconstruction process to gain trade level input into design options, we still invite multiple firms for each trade during GMP bidding to assure our clients the lowest possible prices.

18 SOUTH FLORIDA BUSINESS JOURNAL

THE LIST

Compiled by Jessica Bryant
786-523-6272 jrb@sjbiz.com
@jessicabryant

GENERAL CONTRACTORS & CONSTRUCTION COMPANIES
RANKED BY 2019 SOUTH FLORIDA BILLINGS

Rank	Company	Address	2019 S. Fla. general contracting revenue	2019 S. Fla. construction revenue	2019 S. Fla. construction revenue as % of total	No. of S. Fla. projects	No. of S. Fla. projects as % of total	Top 100 projects
1	Coastal Construction Group	2200 Biscayne Blvd., Suite 200 Miami, FL 33137	\$753.42 million	\$811.42 million	106%	154	1	Coastal Atlantic Bldg.
2	Suffolk	274 Broward Blvd., Suite 2700 Fort Lauderdale, FL 33304	\$694.7 million	\$111.14 million	16%	1	1	Fort Lauderdale
3	Balfour Beatty US	7900 W. Broward Blvd., Suite 200 Fort Lauderdale, FL 33309	\$611 million	\$171 million	28%	1	1	Fort Lauderdale
4	Kent Construction	100 Northwest Parkway, Suite 400 Fort Lauderdale, FL 33309	\$100.14 million	\$10.14 million	10%	1	1	Fort Lauderdale
5	Moss	2000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33305	\$90.14 million	\$11.14 million	12%	1	1	Fort Lauderdale
6	Kaufman Lynn Construction	3185 S. Congress Ave. Delray Beach, FL 33445 561-361-6700	\$407.58 million	\$520.68 million	128%	147	1	Michael Kaufman
7	Turner Construction Co.	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$344.44 million	\$344.44 million	100%	1	1	Fort Lauderdale
8	Stratton	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$110.84 million	\$110.84 million	100%	1	1	Fort Lauderdale
9	Vander Construction	1000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$110.84 million	\$110.84 million	100%	1	1	Fort Lauderdale
10	Bolton & Murrell	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
11	Butters Construction & Development	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
12	ANF Group	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
13	Link Construction Group	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
14	RCC Associates	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
15	Jainda Construction Co.	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
16	DC Construction Associates	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
17	Burke Construction Group	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
18	Gulf Building	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
19	Anderson Moore Construction Corp.	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
20	Lead Engineering Contractors, LLC	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
21	Marker Construction Group	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
22	Itasca Construction Associates	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale
23	Hernandez Construction	4000 N. Federal Hwy., Suite 100 Fort Lauderdale, FL 33309	\$107.14 million	\$107.14 million	100%	1	1	Fort Lauderdale

1. List not in order of company revenue. General contracting revenue only.
2. Revenue verification was required for all contractors. General contracting revenue only.
3. Revenue verification was required for all contractors. General contracting revenue only.
4. Revenue verification was required for all contractors. General contracting revenue only.
5. Revenue verification was required for all contractors. General contracting revenue only.



HOLLYWOOD NEBRASKA STREET PARKING GARAGE

Hollywood Beach, FL

b. Role
CM at Risk

c. Completion Date
September 2019

d. Project Size
128,542 s.f.

e. Original Budget/Final GMP
\$13.1 million / \$13.1 million

f. Value Engineering
Significant cost savings due to implementing an Owner Direct Purchasing (ODP) program.

g. CM Fee
6%

h. Change Orders
12

i. Pre-Construction Fees
\$157,200

j. Status
Complete



1 2 3
MULTI-PHASED



UNDERGROUND
UTILITIES



Project Description

New construction of a 8-story, 304 parking space garage with electric charging stations and rest rooms. The garage features a unique punched metal façade. One of the spaces is reserved for City of Hollywood.

The project required extensive coordination with FDOT who was performing road work along three sides of the project. This included a shared dewatering permit as well as MOT and schedule coordination.

RELATED CONSTRUCTION EXPERIENCE



20% LOCAL SUBCONTRACTOR PARTICIPATION! PLUS 13.8% LOCAL WORKFORCE!

POMPAÑO BEACH PARKING GARAGE & ASSOCIATED ROAD AND INFRASTRUCTURE
Pompano Beach, FL

b. Role Design-Build c. Completion Date June 2016 d. Project Size 239,646 s.f. e. Original Budget/Final GMP \$19.7 million / \$19.7 million f. Value Engineering KL presented various alternative options, including monument signage, grease traps for future restaurants, and office buildouts. g. CM Fee 6.7% h. Change Orders 19 (owner directed) i. Pre-Construction Fees \$236,400 j. Status Completed		
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a. Project Description

Design and construction of a 239,646 s.f., 662-space parking garage in close proximity to the beach. The new garage is a corner stone of the Pompano Beach Pier Park master development. The design developed by the team reflects the needs of the master development plan and is planned and designed to accept exterior liner structures.

Scope of work included implementation of water, sanitary, and storm as well as mains, laterals, and stub-ups for future developments as part of the master site plan. Additionally, as part of the water and storm work, KL worked in an FDOT road, which included MOT, storm, and asphalt repair to FDOT specifications. Also implemented as part of the master site plan were roads, sidewalks, street parking, street lights, and roadside landscaping for future development parcels. KL also demolished an underground lift station to a depth of approximately 25’.



PETER BLUESTEN PARK & ROADWAY INFRASTRUCTURE

Hallandale Beach, FL

b. Role CM at Risk c. Completion Date November 2019 d. Project Size 16 acres e. Original Budget/Final GMP \$30 million / \$28.5 million f. Value Engineering VE suggestions totaling \$2.2 million, including roofing, phasing, mechanical and field turf alternatives. g. CM Fee 6% h. Change Orders 43 (Owner Direct Purchasing program) i. Pre-Construction Fees \$348,730 j. Status Completed	  CM @ RISK MOT UNDERGROUND UTILITIES PUBLIC OUTREACH
Project Description Kaufman Lynn Construction is currently providing preconstruction and construction services for this multi-phased park project which includes a new community recreation building with an indoor basketball court, weight rooms, meeting rooms, administrative offices, restrooms, and lockers and bathing facilities. Other new park amenities include: family recreational/ community pool, tennis courts, basketball courts, multi-purpose sports field, baseball diamonds, racquet ball courts, walking/exercise trails, exercise stations, playgrounds and field house/restrooms. The new park also required the relocation of all overhead utilities along SE 1st Ave. KL coordinated with FPL, Comcast and AT&T, installed underground duct banks for FPL high voltage lines down 1st Ave and into 7th Street. The continued roadwork required constant notification to the adjacent resident. The team managed to keep everyone informed of upcoming utility work and notices were sent out to residents when MOT was mobilized or changed.	

RELATED CONSTRUCTION EXPERIENCE



ART SQUARE HALLANDALE Hallandale Beach, FL

b. Role
CM at Risk

c. Completion Date
September 2018

d. Project Size
542,404 s.f.

e. Original Budget/Final GMP
\$50 million / \$53 million

f. Value Engineering
KL worked with the City, CRA, and developer to coordinate CRA reimbursement of up to \$3.3 million for various streetscape and public art aspects of the project.

g. CM Fee
4.3%

h. Change Orders
Owner directed scope changes totaling \$2.2M.

i. Pre-Construction Fees
\$600,000

j. Status
Completed



**CM @
RISK**



**UNDERGROUND
UTILITIES**



Project Description

New construction of 358 units which includes two 7-story buildings, one 6-story building, three 3-story buildings, and a 3-story parking garage. Project includes 13,000 s.f. of retail on the ground floor. Amenities include a luxury clubhouse and expansive outdoor living deck and this project's features include an outdoor kitchen, fire pit, fitness center, pool cabanas and multiple works of art in the common areas. Kaufman Lynn did the whole site development for the project along with extensive underground utility work.

The project featured the demolition, removal and regrading of remaining roadway, sidewalks, and water and drainage system components in the vicinity of the 4th Street and Federal Highway intersection. Also included the restoration of NE 3rd Street, all FPL Conduits, coordination with AT&T, traffic signage, asbestos abatement, grading, hardscaping, and landscaping.

Our team built an entrance lane onto Federal Hwy which required FDOT permitting and coordination, requiring the relocation of FPL and Comcast utilities. We also coordinated temporary lane shut downs with FDOT for some of the panel lifts.

RELATED CONSTRUCTION EXPERIENCE



FAU RECREATION CENTER / ALUMNI CENTER / GARAGE III Boca Raton, FL

b. Role
CM at Risk

c. Completion Date
December 2013

d. Project Size
404,000 s.f.

e. Original Budget/Final GMP
\$31.1 million / \$31.1 million

f. Value Engineering
Tax savings of \$261,686

g. CM Fee
6%

h. Change Orders
8 (owner directed changes)

i. Pre-Construction Fees
\$373,200

j. Status
Completed



**CM @
RISK**



**UNDERGROUND
UTILITIES**



Project Description

Construction of multiple projects along the northern campus loop including a 66,000 s.f. recreation and fitness center, a 13,000 s.f. alumni center with offices and meeting rooms, and a 4-story, 325,000 s.f. parking garage as well as the plaza connecting these projects and underground utilities. KL was the CMAR for all projects. New traffic lights at the garage entrance required a custom coordination plan, as they tied into the existing traffic control system at FAU. Additionally, Kaufman Lynn installed a new reclaimed irrigation system that was incorporated into FAU's existing system.

RELATED CONSTRUCTION EXPERIENCE



BROWARD COLLEGE / FIU SOUTHWEST CENTER Miramar, FL

b. Role
Design-Build

c. Completion Date
July 2014

d. Project Size
90,000 s.f.

e. Original Budget/Final GMP
\$23 million / \$23 million

f. Value Engineering
VE savings of \$235,973

g. CM Fee
6%

h. Change Orders
20 (owner directed)

i. Pre-Construction Fees
\$276,000

j. Status
Completed



Project Description

90,000 s.f. of new construction for the new 4 story classroom building for Broward College. FIU occupies the 3rd and 4th floors. The campus many outdoor spaces are connected via a complex network of landscaped and lighted paths and trails. The entire campus included new paved roadway, with pavement markings, pedestrian crossings, new landscaping and irrigation, upgraded sidewalks, and new lighting.

The Miramar West Center project shared a property line with the FBI South Florida Headquarters facility being constructed at the same time. As our direct neighbor, the Kaufman Lynn team met with the FBI to coordinate placement of jobsite logistics and establish that a wall would be built between our sites. The FBI had 24/7 security concerns to meet and Kaufman Lynn accommodated those needs, leaving additional room between our operations and their barricade. **LEED Certified.**

RELATED CONSTRUCTION EXPERIENCE



MIRAMAR AMPHITHEATER

Miramar, FL

b. Role
CM at Risk

c. Completion Date
March 2017

d. Project Size
4,500 s.f.

e. Original Budget/Final GMP
\$5.7 million / \$5.7 million

f. Value Engineering
KL presented various options for professional AV equipment and lighting packages, saving the city over \$40,000.

g. CM Fee
5%

h. Change Orders
Owner directed change orders totaling \$42,964.

i. Pre-Construction Fees
\$68,400

j. Status
Completed



**CM @
RISK**



**UNDERGROUND
UTILITIES**



Project Description

New construction of an amphitheater that provides an unprecedented opportunity for live concert performances and outdoor entertainment festivals to be housed and produced in this uniquely developed venue in South Florida. Project includes a 4,500 s.f. stage house with open-air venue that will sit 5,000 people (3,000 covered canopy; 2,000 grass area), built for live concerts, film, and television production. Project includes a ticket booth, electronic signage, lakes, and beautiful fountains. Included extensive site work and underground utilities.

The original design was significantly over budget. KL worked with the client and architect through multiple design iterations and provided guidance to bring the project within budget.

This project required that KL have a specific amount of registered Miramar businesses to meet 5% of the work. Our project team was also involved in a community function to introduce ourselves to the community and engage with community members regularly throughout the construction process.

RELATED CONSTRUCTION EXPERIENCE



850 BOCA APARTMENTS & STREETSCAPES Boca Raton, FL

b. Role
CM at Risk

c. Completion Date
May 2017

d. Project Size
505,789 s.f.

e. Original Budget/Final GMP
\$45.6 million / \$45.6 million

f. Value Engineering
KL presented various options for fitness center equipment and finishes to save money but keep the soundproof qualities.

g. CM Fee
4%

h. Change Orders
Owner directed scope changes totaling \$689,201.

i. Pre-Construction Fees
\$547,200

j. Status
Completed



**CM @
RISK**



Project Description

New construction of a 370-unit, residential rental community with six 5-story apartment buildings and four 2-story townhome buildings. This community offers resort-style amenities such as a beach-entry salt water pool, luxurious clubhouse, expansive club-class fitness center with wellbeats workout program, entertainment media and billiards lounge, arcade game room, tot lot, dog park, and pet washing stations.

The project was located on a 19-acre site which included extensive hardscape and roadway work within a busy and active office park and residential area. KL worked in tandem with the City of Boca Raton on their extensive approval process and on tie ins to existing water, sewer, and power lines.

RELATED CONSTRUCTION EXPERIENCE



CORAL SPRINGS MUNICIPAL COMPLEX & STREETSCAPES

Coral Springs, FL

b. Role
CM at Risk

c. Completion Date
February 2018

d. Project Size
148,480 s.f.

e. Original Budget/Final GMP
\$34 million / \$34 million

f. Value Engineering
Owner added significant technology scope and KL had to

g. CM Fee
2.8%

h. Change Orders
30 (owner added scope)

i. Pre-Construction Fees
\$408,000

j. Status
Completed



**CM @
RISK**



**UNDERGROUND
UTILITIES**



Project Description

New construction of a 5-story, 148,480 s.f. municipal facility and freestanding, 4-level, 607-space precast parking garage with pedestrian bridge connecting to the office building. The complex includes an Emergency Operations Center, City Commission chambers, general offices, meeting rooms, and a one stop shop for citizen services.

The project also included replacing the adjacent underground infrastructure and road as well as close coordination with the City for any of the necessary road closures and management of traffic.

“Their attentiveness to the design intent and owner’s goals allows for informed suggestions for alternative methods and materials for construction while still embracing the architectural vision.”

-Jill Lanigan, Principal, Song + Associates, Inc.



JM FAMILY ADMINISTRATIVE COMPLEX

Deerfield Beach, FL

b. Role	Design-Build
c. Completion Date	November 2021
d. Project Size	596,122 s.f.
e. Original Budget/Final GMP	\$158 million / \$158 million
f. Value Engineering	KL worked with the owner on various temporary solutions due to scope changes including awnings and covered walkways.
g. CM Fee	6%
h. Change Orders	40 (owner added scope)
i. Pre-Construction Fees	\$2,008,026
j. Status	Phase I Complete, Phase II Under Construction



1 2 3

MULTI-PHASED

PAVING

UNDERGROUND UTILITIES

WALKING TRAIL/TRACK

Project Description

Design build services for the redevelopment of a corporate office complex for this Fortune 100 company. The phased replacement includes multiple office buildings, training and event center, two parking garages and outdoor spaces. Kaufman Lynn Construction worked closely with the client to develop an optimal sequencing of the building process to accommodate the over 2,000 staff members during construction.

The site’s many outdoor spaces are connected via a complex network of landscaped and lighted paths and trails, evoking a college campus feel. The entire campus includes almost a mile of paved roadway, with pavement markings, pedestrian crossings, new landscaping and irrigation, upgraded sidewalks, and new lighting.

RELATED CONSTRUCTION EXPERIENCE



DON SOFFER AVENTURA CHARTER SCHOOL

Aventura, FL

b. Role
Design-Build

c. Completion Date
August 2019

d. Project Size
50,000 s.f.

e. Original Budget/Final GMP
\$13.8 million / \$12.6 million

f. Value Engineering
Significant cost savings of \$1.2 million due to implementing an Owner Direct Purchasing (ODP) program.

g. CM Fee
5.5%

h. Change Orders
41 (owner scope changes)

i. Pre-Construction Fees
\$165,600

j. Status
Complete



1 2 3
MULTI-PHASED



UNDERGROUND
UTILITIES



Project Description

New construction of a four-story, 53,400 s.f. high school on 2 acres of property with a capacity for 800 students. This project includes a 10,450 s.f. gymnasium situated adjacent to the school on property located in Waterways Park. This project involved extensive site work, lighting, paving, underground utilities, and a walking trail.

Despite experiencing permit delays, which pushed the contractual completion date into early 2020, the team never lost sight of the goal to open the school for the 2019/20 school year. Kaufman Lynn devised a plan to complete building requirements early and obtained TCO on August 6. This project was completed 6 months early.

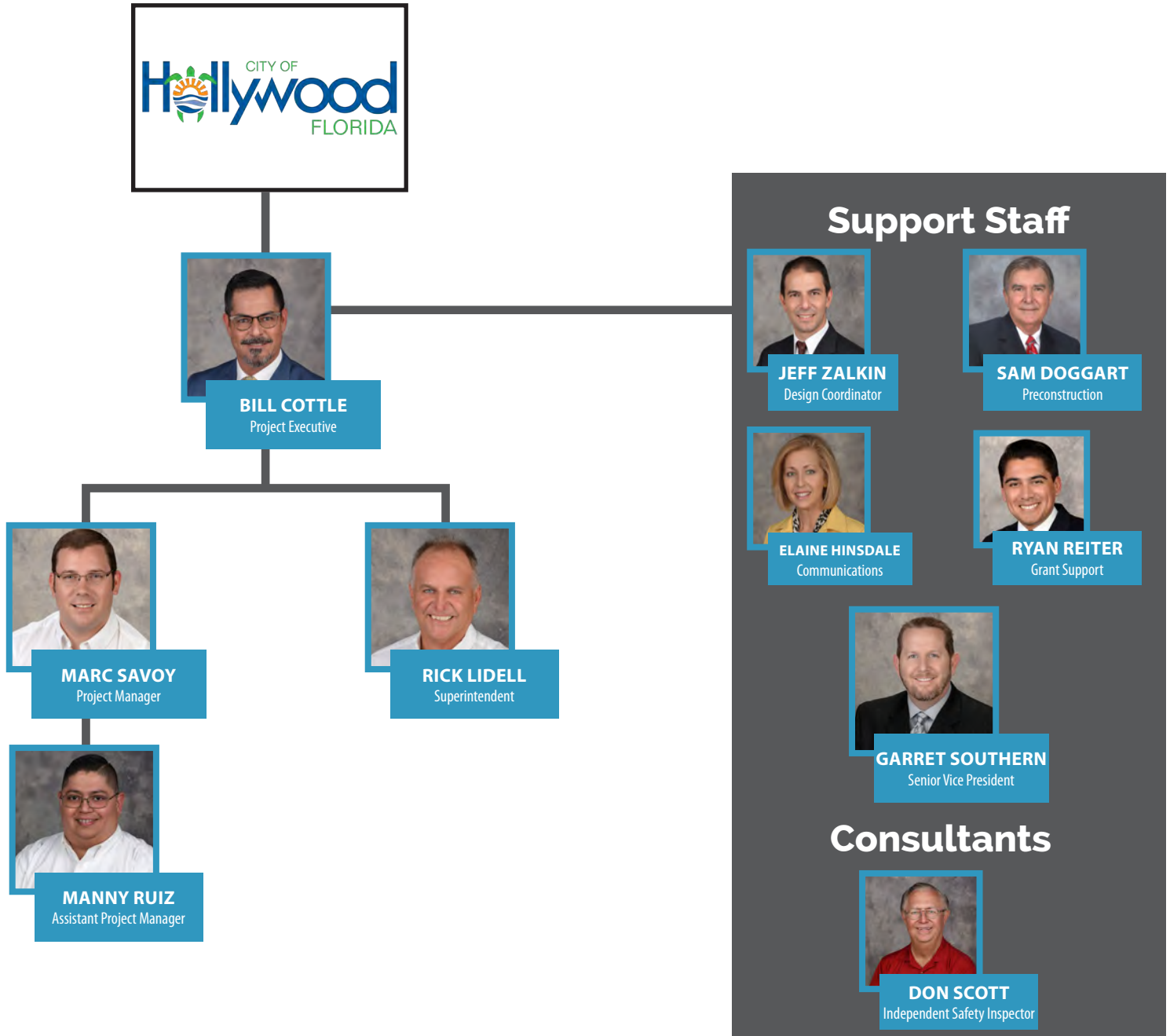
Tab C

CONSTRUCTION TEAM MEMBER'S EXPERIENCE



CONSTRUCTION TEAM MEMBER'S EXPERIENCE

We have assembled a proven team of experts with a wide range of experience across many project types, including for municipal clients involving undergrounding and building streetscapes. We will work closely with The City and the design team to ensure smooth processes and communication from preconstruction through project closeout. Additionally, we have proven experience with community outreach and provide a dedicated team member to help **collaborate with FPL, Comcast, AT&T, and the community** to ensure the project is completed with minimal disruptions to the community.



A Proven CM at Risk Team!

CONSTRUCTION TEAM MEMBER'S EXPERIENCE

2. CLIENT FOCUED GO-GETTERS

Individually and together, the members of this team have consistently received high scores from clients for their ability to solve complex issues while providing first class customer service. As they have done on many previous projects, this team will assess the larger context of the project and develop sequences and work approaches that are tailored for the specific circumstances of this project.

The team members are experienced coordinating with FPL in a variety of settings including streetscape beautification efforts and have a record of delivering projects within established cost and time guidelines.

Much like we have done on other projects, we will only use FPL certified subcontractors for the undergrounding scope. And in order to get the best price for this project, we will bid to multiple certified contractors.



3. SUB CONSULTANTS/ SUB CONTRACTORS

Kaufman Lynn Construction will perform all construction management services in-house, however, we do not self-perform any of the trades. As part of our commitment to safety, KL contracts with an independent OSHA certified Safety Inspector, Don Scott & Associates, to visit our jobsites, unannounced, at least once a month. He files a report which is reviewed by the project executive, and the project team with points and suggestions to be acted upon immediately. This Safety Action Plan is carefully reviewed for completion and correctness at the 24-hour point by the project executive who also shares the plan with the company president.

Any deficiencies are noted and corrected immediately followed by a report within 24 hours to show all items corrected and any required retraining performed.

CONSTRUCTION TEAM MEMBERS EXPERIENCE

GARRET SOUTHERN

Senior Vice President



Education

B.S. Building Construction
University of Florida

Assignment for Other Projects

Senior Vice President of
Operations

% Assigned to Project

20%

Years with KL/Other Firms

7/18

Background

Garret Southern has 25 years of construction experience including governmental, educational, office, residential and commercial facilities. His responsibilities include the operation in all fields of administration, policies and procedures, and the overall day to day construction duties like team leadership, project organization, managing cost control and financial reporting as well as preparing project and cash flow schedules, and assisting the estimating department in preconstruction efforts.



Peter Bluesten Park & Roadway Infrastructure
16 acres | \$30.0 million



Coral Springs Municipal Complex and Streetscapes
148,480 s.f. | \$34.0 million



Pompano Beach Parking Garage & Associated Road and Infrastructure
239,646 s.f. | \$20.6 million

CONSTRUCTION TEAM MEMBERS EXPERIENCE

BILL COTTLE, LEED AP Project Executive



Education

Merrimack College
Thames Valley State Technical College

Registrations/Certifications

LEED Accredited Professional
OSHA 30
Florida Licensed Stormwater Inspector

Assignment for Other Projects

Project Executive

% Assigned to Project

33%

Years with KL/Other Firms

2/29

Background

Bill has over 30 years of experience in the construction industry. His expertise over the years has varied from civil engineering field work including paving, grading, and stormwater specialties, to overseeing large scale infrastructure and utilities projects as an executive. He has proven experience working in and for the City of Hollywood and will build upon his established relationships to benefit the City, CRA, and citizens alike.



Nebraska Street Parking Garage
128,542 s.f. | \$10.3 million



Peter Bluesten Park
16 acres | \$30.0 million



FDOT Golden Glades Intermodal Transit Center
1,028,445 s.f. | \$56.3 million



CONSTRUCTION TEAM MEMBERS EXPERIENCE

MARC SAVOY Project Manager



Education

B.S. Construction Management,
University of North Florida

A.A. Building Construction,
Santa Fe Community College

Registrations/Certifications

OSHA-30+ Hour

Assignment for Other Projects

Project Manager

% Assigned to Project

100%

Years with KL/Other Firms

7/9

Background

Marc has over 15 years of construction management experience in governmental, residential, higher education, public and private sectors. Marc's duties include developing and maintaining the project schedule, coordinating with the Owner's representatives and architect, managing cost control and financial reporting, supervising field staff, design participation, bidding, contract negotiation, facilities inspection and coordination of preventative maintenance.

Shared Project Experience

Marc Savoy and Rick Liddell have worked together on the Nebraska Street Parking Garage



Nebraska Street Parking Garage
128,542 s.f. | \$10.3 million



FAU Recreation Center/Alumni Center/Parking Garage III
404,000 s.f. | \$31.1 million



Broward College / FIU Southwest Center
90,000 s.f. | \$23.0 million



CONSTRUCTION TEAM MEMBERS EXPERIENCE

RICK LIDDELL Superintendent



Education

Studied at Ferris State University

Registrations/Certifications

OSHA-30 Hour
First Aid/CPR
LEED Training

Assignment for Other Projects

Superintendent

% Assigned to Project

100%

Years with KL/Other Firms

3/30

Background

Rick is a project superintendent with over 30 years of experience on diverse projects. As superintendent, his duties include quality control oversight for all subcontractors, coordination of weekly safety meetings and monthly safety inspections, on-site coordination of subcontractor performance, communication and teamwork, preparation of two-week look ahead schedule and filing and journaling meeting minutes, job logs and daily reports.

Shared Project Experience

Rick Liddell and Marc Savoy have worked together on the Nebraska Street Parking Garage



Nebraska Street Parking Garage
128,542 s.f. | \$10.3 million



One Charter Place
105,000 s.f. | \$25 million



2020 Salzedo
530,528 s.f. | \$63.1 million



CONSTRUCTION TEAM MEMBERS EXPERIENCE

SAM DOGGART, LEED AP Preconstruction Lead



Education

Accounting and Business,
St. Petersburg College

Registrations/Certifications

LEED Accredited Professional

Florida Certified General
Contractor, CGC 061310

Assignment for Other Projects

Preconstruction Lead

% Assigned to Project

15%

Years with KL/Other Firms

9/40

Background

Sam is known for building productive relationships with owners, architects, engineers and subcontractors, fully embracing the collaborative approach of construction management. His vast experience with complex building systems allow Sam to provide insightful alternatives to the design team, maximizing the available budget without compromising program or design. As Preconstruction Lead he will manage the estimating department and will coordinate closely with the business development and operations teams to assure continuity and accuracy.



Peter Bluesten Park & Roadway Infrastructure
16 acres | \$30.0 million



Coral Springs Municipal Complex and Streetscapes
148,480 s.f. | \$34.0 million



Pompano Beach Parking Garage & Associated Road and Infrastructure
239,646 s.f. | \$20.6 million

CONSTRUCTION TEAM MEMBERS EXPERIENCE

DON SCOTT

Safety Compliance Consultant
Don Scott & Associates



Education

B.S. in Safety Engineering

Registrations/Certifications

OSHA 501 Certified Trainer
OSHA 500 Certified Trainer

Safety Consultant #23821

Licensed by the State of Florida Department of Business Regulation to Conduct Continuing Education Classes for the Construction Industry Licensing Board. Lic. #2446494

Years with SG&P/Other Firms
21/33

Background

Don Scott has extensive 38-year background in developing and administering safety programs. He has developed safety programs that meet or exceeded OSHA standards for several construction and landscape firms, regularly conducted safety training, work site safety hazard assessments, update client safety programs and conduct OSHA 10 and 30 hr. programs. Don has extensive experience with safety processes involving several types of construction including Frame, Cast in Place Concrete, Masonry and Tilt wall.



Coral Springs Municipal Complex and Streetscapes
148,480 s.f. | \$34.0 million



Pompano Beach Parking Garage & Associated Road and Infrastructure
239,646 s.f. | \$20.6 million



Hollywood Beach Public Safety Complex
44,254 s.f. | \$6.6 million



CONSTRUCTION TEAM MEMBERS EXPERIENCE

5. CAPABILITIES AND PROJECT LEVEL RESPONSIBILITIES

a. Construction Coordination and Management

Construction is a collaborative activity, pooling the knowledge and experience of many people. After an initial kick-off meeting, we suggest weekly meetings with the entire team for complete and accurate exchanges of information and maximum accountability. KL uses Procore, an on-demand construction software platform designed to facilitate document management and team communication. By hosting documents online, they are available to all team members. Owners have 24/7 access to contract documents, change orders, RFI's, meeting minutes, schedules and progress photos. All team members can access the information in real time (24/7) on their tablets, phones or computers to keep everyone up to date on progress. RFI's are tracked and users can easily see the status. Even more importantly the process of responding to an RFI is as simple as sending an email, which assures use of the software by team members.

b. Design Review Approaches

Incorporating "Hands-On" Experience

We act as a design assist partner to the project team, lending our "hands on" knowledge of constructibility, pricing accuracy, market conditions, life cycle cost analysis, technical material and systems validation, energy efficiency vs. first cost analysis, schedule expertise, subcontractors and vendor selection, long lead and critical equipment procurement, LEED recommendations, and code experience, to name a few. We also act as the conduit of communication to all team partners during the life of the design process, because clear, concise and continual discussion and documentation is a key component to the success of the design stage.

Looking at the options

Similar to how we are called on for accurate and reliable cost data, we provide alternative approaches for different aspects of construction installations and means and methods. These options analyses can bring significant cost and time savings to the project while maintaining the high level of function and quality envisioned. As the project team moves through design charrettes, KL will identify alternatives for systems, materials, equipment and their associated cost and time for evaluation and decision by the project team. This on-going design menu log remains in place for discussion until items are agreed to be discarded and/or implemented. Before final construction document pricing, the project team completes a final review of the "Options Log". This assures the entire team that no good idea has been lost through design, and offers a last look at the "wish list" items that now may be affordable based on best value for every dollar spent.



KL has one of the largest preconstruction departments in South Florida which means that we can look at every aspect of the project for constructability, cost and durability.

c. Constructability Analysis

Ideally, we provide a constructability analysis during the design-development stage, working with the design professionals to identify design to construction inconsistencies, dissimilar materials issues, installation sequencing voids, and options for systems and materials going into the final design.

d. Project Budget Estimating and Detailed Construction Cost Estimating

Developing a Budget and Stretching the Value of Every Dollar

The first budget/estimate is based on schematic plans and early specifications unique to the project program and planned budget. We include some critical subcontractor input and a complete quantitative analysis with graphical take-offs at this point. Where appropriate we make assumptions and establish allowances for items undetermined.

CONSTRUCTION TEAM MEMBERS EXPERIENCE

As the design develops we solicit additional subcontractor input, working towards tighter cost parameters and begin identifying contingencies. We prepare a gap analysis to identify ‘holes’ or ‘overlaps’ in the estimated amount and review Value Management options to adjust cost to within the target amount. At this point we also discuss wish list items for possible inclusion in the budget.

e. Value Analysis and Value Engineering for Economical Impact Without Sacrificing Vision

In the Kaufman Lynn Construction world, Value Engineering optimizes the allocation of projected funds (the budget) without reducing the quality of a project. Unlike many other construction managers, we do not simply try to find a cheaper product that “cheapens the design,” we seek to find more economical but equal or better options that remain consistent with the project team’s vision and life cycle limits.

f. Life Cycle Cost Analysis: Making Sure that “Less Expensive Now” Doesn’t Translate to “High Long-Term Operations Costs”

Life cycle cost analysis is an integral part of the value management process, providing an assessment of costs associated with each of the various options under consideration. The life cycle cost for the Streetscapes is the total economic cost of owning and maintaining the streetscapes.

A complete life cycle cost analysis will not only take into account the initial costs of equipment, materials and installation, but also the cost of the future re-installations in present dollars. Utilizing our in-house multidisciplinary estimating capabilities, Kaufman Lynn Construction guides the project team in making informed decisions in the evaluation of all options brought to the table.

g. Project Scheduling and Scheduling Management

Accurate and Meaningful Schedules Established Early to Guide the Project

Once selected, the project team prepares a preliminary schedule which includes durations for permitting, material procurement, submittals and fabrication, all construction activities and commissioning periods. Each area of the project is separated to allow clear visibility of the flow and sequence of work. Our subcontractors and suppliers are required to submit their final sequencing, durations and level of detail schedule as part of their competitive bid and becomes part of the contract.

Scheduling Continuity from Preconstruction through Construction

The project manager is responsible for the schedule throughout the project. During construction, the schedule is reviewed with the superintendent and the project executive at least weekly and two-week look-ahead schedules are distributed at the weekly subcontractor meeting.

Even the Smallest Details are Tracked on our Schedules

To ensure an accurate scheduling process for all shop drawings and submittals, we create a comprehensive procurement schedule as a primary section to our overall CPM schedule. Each submittal and scheduling activity is clearly identified with early start, late start, early finish and late finish dates and then made part of the critical path of the project. The onsite team reviews this section of our critical path schedule daily and distributes it to our project subcontractors and suppliers.

Prior to commencement of construction, we create a comprehensive shop drawing/submittal log and material procurement log with our project management software, Procore, which is tied directly to the schedule. This log is updated daily and reviewed at all weekly subcontractor and owner meetings. The status section of this log alerts all parties responsible for the next step in the submittal/shop drawing process and provides them with a deadline that is derived directly from the critical path schedule.

CONSTRUCTION TEAM MEMBERS EXPERIENCE

h. Quality Control (Design and Construction)

Intense Oversight of Submittals with an Extra Set of Eyes to Support the Design Team

We review all drawings to ensure all systems are compatible. We then review all submittals to make sure that proper materials and installation processes are being submitted in compliance with the contract documents so that when we get to the GMP we are clear that the systems on the construction plans are compatible with one another and in conformance with all current requirements for the project.

Inspections and Regular Communication by our Superintendents

Our superintendents use tablets in the field that are continually updated with the most recent plans and check subcontractors' work against the plans as it is put in place. Any issues that need review by the design team, are photographed and sent to the entire team for review and response via Procore. This process is in addition to our weekly onsite meetings that include subcontractors, owners and design professionals where we walk the jobsite to allow all parties to inspect current work.

Punch List Management and Close-Out

Prior to turning over the project, we review all systems with the respective vendor's technical team to review the proper sequencing, interface and controls.

The management of the punch list is really an extension of our quality control program which includes a pre-installation meeting with subcontractors to review submittals, specifications and materials as well as three stages of inspection:

Initial inspection: Before a subcontractor proceeds with their scope, we have them prepare a mock-up. Once inspected and approved by our team this mock-up area becomes the control sample for all later work.

In-progress inspections: Our superintendent conducts ongoing inspections of work put in place.

Final inspection: Before a subcontractor is "dismissed" from the site, our superintendent performs a final inspection and notes any deficiencies.

Any open items that are identified during any of these inspections are tracked on an "open deficiency log" and are reviewed at weekly subcontractor meetings. Using this approach means that most items are corrected before they get to the punch list.

Our field team will ensure that all materials that are to be used meet or exceed the requirements of the specifications and will inspect the materials as they are delivered to the project prior to their use.

Our field team will require as-built surveys be prepared during the work and will review and submit to the requisite utility companies for tier review and approval rather than waiting until the completion of the project to submit a large as-built package. This will minimize the time for approval.

As the project is completed in smaller "phases", any deficiencies will be addressed immediately rather than at the end of the project. This will ensure that these items do not "fall through the cracks."

CONSTRUCTION TEAM MEMBERS EXPERIENCE

i. Bidding and subcontractor relationships

Kaufman Lynn has deep relationships with the area's top trade subcontractors, including concrete, electrical, and plumbing. With ongoing projects across Collier and Lee County as well as a recently completed project located across the street from the Heritage Bay site, we are comfortable with all the local companies and site conditions. Our knowledge, experience and relationships will benefit Collier County.

Thorough and Open Bidding Process is part of our transparent approach

Face-to-Face Workshops

Prior to bidding the project, we generate market awareness by initiating project trade workshops.

These workshops provide all interested subcontractors and vendors the opportunity to:

1. Meet with the project team
2. Review and discuss the plans and specification and the project in general
3. Get clear understanding of timelines and sequencing of activity

These face to face sessions are invaluable to provide assessment of the trade and vendor capability, notwithstanding workload and labor resource. We are focused on using local subcontractors and vendors whenever feasible, as this keeps revenue in the area, creates a sense of ownership from employees, and minimizes response time to the project.

Prior to soliciting subcontractor bids, our estimating team prepares detailed scope packages based on the construction drawings and specifications. Each scope package spells out exactly what needs to be included in the bid, leaving nothing to interpretation by the subcontractor. In preparing the scope packages, the estimating team pays particular attention to areas of potential overlap between trades. For example, though the plumbing trade is responsible for installing gas lines, oftentimes gas lines are only included on the civil drawings, not the plumbing drawings. Knowing that most trades will only review "their" plans, our team includes the gas lines in the written scope package and includes a specific directive to the civil plans. Similarly, we typically use oils and interceptors in storm drain connections. These interceptors can be installed on the storm drainage side, which is part of the plumbing scope, or the underground utility storm collection system, which is part of the civil scope. When preparing the scope packages, our team assures that a) the interceptors are not missed and b) that they are not duplicated in both the plumbing and civil bids.



Making Connections

KL uses outreach events to connect local workers with businesses, maximizing the opportunities for your local workforce.

j. Cost Control and Change Order Management

Accurate Tracking Eliminates Surprises

Accurate cost control for construction projects can be summed up in one key word, "continuity". Continuity requires effectively communicating how the bid was developed to the people who are responsible for the development of job cost reporting. We accomplish this through open lines of communication and established accurate and highly detailed cost coding that both the Project Manager and Superintendent understand and implement. The Project Manager and Superintendent are responsible for accurately cost coding all invoices and subcontractor requisitions. Through Timberline Accounting software, our accounting department then inputs this information along with project payroll and incidentals to create the Job Cost Report and Job Transaction Report. These reports are then published on a weekly basis for review by the Project Executive, Project Manager and Superintendent.

CONSTRUCTION TEAM MEMBERS EXPERIENCE

Change Order Avoidance and Negotiation

KL's proven, proactive approach to preconstruction, including the detailed scopes released to subcontractors and thorough analysis of bids, is the primary reason why we have an exceptionally low amount of contractor initiated change orders.

For us, change order review is not just pricing up a change but reviewing alternatives to help find the best options. We become a client advocate in coming up with best value solutions. You can rest assured that before we submit any change order request, we have fully vetted both the issue causing the need for a change and the best option for addressing the issue.

In the case of owner initiated change orders we conduct a full constructability review and then offer viable options and alternatives to reduce or even eliminate cost and schedule impacts of the requested changes.

k. Preparation/Review of Shop Drawings

To ensure an accurate scheduling process for all shop drawings and submittals, we create a comprehensive procurement schedule as a primary section to our overall CPM schedule. Each submittal and scheduling activity is clearly identified with early start, late start, early finish and late finish dates and then made part of the critical path of the project. This section of our critical path schedule is monitored daily and updated weekly at a minimum. Then it is distributed to our project subcontractors and suppliers.

Prior to commencement of construction, we create a comprehensive shop drawing/submittal log with our project management software, PROCORE. This log is updated daily and reviewed at all weekly subcontractor and owner meetings. The status section of this log alerts all parties responsible for the next step in the submittal/shop drawing process and provides them with a deadline that is derived directly from the critical path schedule.

l. Project Mobilization

Our initial step in the mobilization process is a survey of the site to utilities and other future improvements. Based on the survey, we develop a preliminary staging plan. We then meet with the City and stakeholders, such as neighbors to discuss the site utilization. Based on the input we modify the preliminary plan and develop a detailed maintenance of traffic (MOT) plan. The mobilization itself is an approximately 10 day process, which we time to coincide with permitting and the Notice to Proceed. During mobilization we bring in temporary infrastructure, such as power and water, establish a perimeter fence and establish gated access points to the site, install silt sedimentation run-off control, set up temporary construction parking and laydown area and bring in an office trailer, storage trailer and dumpster.

m. Punch List Management and Close-Out

The management of the punch list is really an extension of our quality control program which includes a pre-installation meeting with subcontractors to review submittals, specifications and materials as well as three stages of inspection:

Initial inspection: Before a subcontractor proceeds with their scope, we have them prepare a mock-up. Once inspected and approved by our team this mock-up area becomes the control sample for all later work.

In-progress inspections: Our superintendent conduct ongoing inspections of work put in place.

Final inspection: Before a subcontractor is "dismissed" from the site, our superintendent and/or quality control consultant perform a final inspection and note any deficiencies.

Any open items that are identified during any of these inspections are tracked on an "open deficiency log" and are reviewed at weekly subcontractor meetings. Using this approach means that most items are corrected before they get to the punch list.

CONSTRUCTION TEAM MEMBERS EXPERIENCE

n. Inspections

Inspections and Regular Communication by our Superintendents

Our superintendents use tablets in the field that are continually updated with the most recent plans and check subcontractors' work against the plans as it is put in place. Any issues that need review by the design team, are photographed and sent to the entire team for review and response via Procore. This process is in addition to our weekly onsite meetings that include subcontractors, owners and design professionals where we walk the jobsite to allow all parties to inspect current work.

o. Assigned team's experience with projects of similar size and type

Our experienced team of experts has proven experience with projects of similar size and type, including CM at Risk projects for municipal clients. **Garret Southern, Bill Cottle, Marc Savoy, Rick Lidell, and Manuel Ruiz** all recently completed the Hollywood Beach Nebraska Street Parking Garage along the same A1A corridor as this project. Working in tandem with the City to complete this iconic garage on time and on budget.

In fact, this team overcame obstacles when the original design had to be redone due to the auger cast test pipe failure. Our proven team has completed successful projects **FOR the City of Hollywood** involving significant Maintenance of Traffic (MOT) as well as enhanced streetscapes to improve the pedestrian and beach patron experience.



PROVEN HOLLYWOOD TEAM

CONSTRUCTION TEAM MEMBERS EXPERIENCE

p. Assigned team's experience with effective budget control

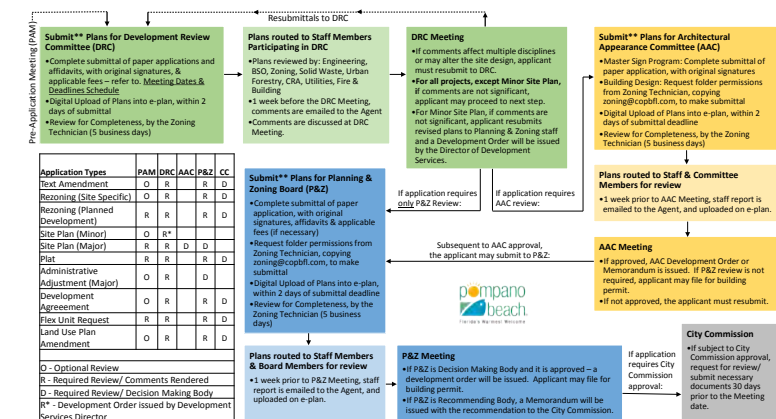
Effective budget control is an important part of each of Kaufman Lynn's projects, no matter the client. That's why we have a dedicated team of more than 20 in-house pre-construction experts, using industry-leading software to create detailed budgets down to the last dime. This robust team of professionals is lead by **Sam Doggart**, who along with **Garret Southern**, recently completed an impressive array of value engineering updates at Hallandale Beach's Peter Bluesten Park. This \$28.5 million project including a YMCA, sports fields, undergrounding and more, had value engineering options totalling \$2.2 million! During the value engineering phase, the project aesthetics and functionality were not altered and the new components were all of equal or better quality.



VALUE ENGINEERING TO ACHIEVE SAVINGS	
Description	Potential Cost Reduction
Value Engineer Playground	\$170,000
Value Engineer pool area /equipment	\$200,000
Change colored pavers for stained concrete	\$45,000
Build Phase 1 & 2 simultaneously	\$290,000
Value Engineer mechanical system at Rec Bldg.	\$345,000
TPO roofing with standard metal deck in lieu of the CPI translucent panels. The use of standard metal decking in lieu of Epic Deck. General flattening of Rec Bldg. roof line. Curved parapet at roof line will remain.	\$500,000
Delete interior black stained concrete	\$45,000
Manufacturer alternative to sole source sports lighting	\$80,000
Reduce specialized glass square footage from Rec Bldg. fitness area	\$50,000
Manufacture alternative for synthetic field	\$345,000
Tax savings on owner purchased items	\$130,000
Total cost savings	\$2,200,000



q. Assigned team's experience with effective schedule control



When tasked with a deadline to open the Pompano Beach Municipal Pier Parking Garage before the 4th of July celebration, **Garret Southern** proved to be highly effective at leading a team to be schedule conscious. Understanding that the City utilized a tiered approval process allowed our team to schedule key milestones to coincide with scheduled meetings. In fact, because the various boards (DRC, AAC, P&Z, etc) meet at different intervals – sometimes only once a month with agenda items due weeks in advance - we created a small CPM schedule just to map out this application process. Going to this level of detail resulted in accurate schedule forecasts. Of course, not everything is

foreseeable. When the team encountered an 80-year-old pump station 25 feet underground, we quickly shifted the casting sequence to begin at another part of the site, providing time to develop a plan on how to address the lift station. Despite unforeseen challenges and a resequenced schedule, Kaufman Lynn completed the project ahead of schedule and provided the City with their request of an iconic landmark just in time for the City's staple July 4th celebration.

Tab D

EXECUTION AND MANAGEMENT



EXECUTION AND MANAGEMENT

We at Kaufman Lynn Construction (KL) thrive on the collaborative approach of CM at Risk projects and look forward to partnering again with the City of Hollywood CRA. As a project partner, Kaufman Lynn will provide leadership throughout the construction and post-construction phases of the project. We accomplish this by establishing clear goals of the team and the responsibilities of each team member towards achieving these goals.

Kaufman Lynn Construction will create and frequently update schedules that will track the progress of the team and will establish venues to promote a collaborative teamwork approach to defining best practices and quality, evaluating cost benefit.

267
CMAR
Projects

The following is a project specific approach to the City of Hollywood's CRA Undergrounding of Overhead Utilities and Streetscape Beautification project. With the LOCAL CM at Risk experience that KL has, we are focused on your goals and ensuring that those goals are met.

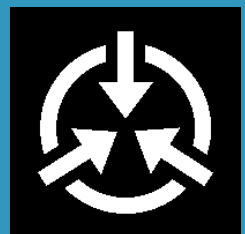
UNDERSTANDING THE PROJECT

We're no stranger to multiple streams of coordination as you experienced with us on the Nebraska Street Parking Garage. The west side of A1A will require a lot more coordination with various businesses and residents that have already been impacted by the global pandemic, COVID-19. We will, again, work with the City, it's residences, businesses, and appropriate agencies to insure minimum disruption during the construction of this project

ENTITIES COVERED BY THE PROJECT

	Florida Power and Light provides electrical service through an overhead 13kV power grid. The grid is a mixture of feeder lines, radial primary taps, and secondary service drops.
	Comcast is the local provider of cable television and communications through a mix of overhead and underground fiber optics. Coaxial service lines then go to the individual buildings.
	AT&T is the local provider of telephone and communications services that are currently a mixture of overhead and underground lines.

We know that the CRA has spent a lot of time COORDINATING with all three of the entities and understand Kaufman Lynn will be focused on taking a lead role in continuing this effort from preconstruction to final competition.



EXECUTION AND MANAGEMENT

LIMITS OF WORK - PHASING

Kaufman Lynn understands the boundaries of the project and the various implications (i.e. traffic management) that will be needed for implementation of the work to minimize impact to the local businesses and residences.



PROVEN CM AT RISK LEADERSHIP

Garret Southern will lead the KL team and has built 39 projects using the CM at Risk delivery method.

Timing

We understand this project will have a major impact during construction and will require a lot of coordination. With businesses being negatively impacted by COVID-19, it's critically important we develop a phasing and communication plan in preconstruction to minimize impact to those businesses. Kaufman Lynn is in position to begin work immediately on the preconstruction process.

PRECONSTRUCTION SERVICES

Garret Southern will be the CRA's primary contact during preconstruction. He attends all meetings with the CRA and design team and coordinates the preconstruction effort of the Kaufman Lynn team.

EXECUTION AND MANAGEMENT

Upon selection we will have an initial kickoff meeting with the CRA. After the initial kickoff meeting, we suggest weekly meetings with the entire team for complete and accurate exchanges of information and maximum accountability. During each meeting all vital project log information is reviewed with all parties. If action is necessary, a task is assigned and put on a master "Action" list with the responsible party's name and date of completion for the item. At the conclusion of the meeting, the master action list is reviewed to make sure that everyone knows what they are responsible for and when the information is due. Each subsequent weekly meeting starts off by reviewing the previous week's master action list to ensure everyone has completed their tasks and determine the team's next steps.

KL uses Procore, a collaborative construction software designed to facilitate document management and team communication. By hosting documents online, they are available to all team members. The Town will have 24/7 access to contract documents, change orders, RFI's, meeting minutes, schedules and progress photos.

RFI's are tracked and users can easily see the status. Even more importantly, the process of responding to an RFI is as simple as sending an email, which assures use of the software by team members.

Subcontractor Outreach

Getting subcontractor involvement on this project is vital for success and KL will take extensive steps to ensure we have good subcontractor involvement resulting in the lowest possible price for the work

KL is a local South Florida construction manager with 31 years of subcontractor relationships. We are also one of the region's largest construction firms, which means that subcontractors want to work with us.

Since Kaufman Lynn has a focus on the public sector we routinely hold outreach events in the area to spread the news of upcoming bidding opportunities. We will include the Hollywood CRA in these events which will allow for greater exposure of your project to more firms in the South Florida Region. As a result of greater exposure, we will have participation of multiple qualified bidders per trade, resulting in the lowest price possible.

Leveraging Opportunities

We are currently in preconstruction on 17 CM at Risk projects in the region.

We will involve the Hollywood CRA into our subcontractor outreach program which will result in greater subcontractor participation.



Work with KL

School District of Palm Beach County Subcontracting Opportunities



Jupiter Farms Elementary School – NOW BIDDING

New Horizons Elementary School – NOW BIDDING

Seminole Trails Elementary School

Palm Beach Lakes Community High School

Egret Lakes Elementary School

Trades Needed:

- Bleachers
- Building Envelope
- Compliance
- Exterior Repairs
- Fire/Life/Safety
- HVAC
- Intercom/Sound Systems
- Interior Repairs & Improvements
- Lighting
- Parking Lots
- Playfields
- Plumbing
- Roofs



EXECUTION AND MANAGEMENT

Scheduling

The early schedule will include durations beyond construction. We will coordinate with the CRA, FDOT, Broward County and the design team to capture the duration for such things as the design completion, approval, and permitting. Our scheduling software, Primavera P6, interfaces with our project management software, Procore, which means that many reporting issues monitored by Procore are automatically updated when changes to the schedule occur.

Site Knowledge

It is important to set the future plan and fine tune the budgeting effort with a site visit to understand the nuances of each foot of the project. We have already gone to the corridor and looked at the existing conditions from the ground and by air in order to get a more complete idea of the scope, conditions, and constraints.

Site Construction Sequencing

Success in construction for this project will be largely determined in preconstruction. Taking into account your master plan, the current drawings, and then a comprehensive site walk-through with the CRA, FDOT, FPL, Comcast, and AT&T we will create a custom plan for executing the work.

GMP Deliverable

All qualified contractors will be issued an Invitation to Bid (ITB) through our SmardBid system. Within five days of bid opening, KL will provide the CRA with recommendations for subcontractors based on a thorough evaluation of all bids received.

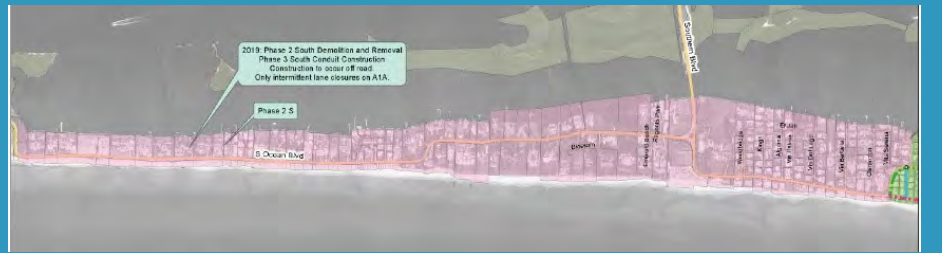
We already walked the area and have studied the current conditions and challenges of the project.



EXECUTION AND MANAGEMENT

KL will prepare a detailed but easy to read “subcontractor bid comparison form” which lists not only the bid as submitted by the subcontractors, but also an analysis of the bid by our estimating team, which clearly identifies any scope that may be missing from the bid or any substitutions made. The cost of these items is included, and new totals calculated so that the CRA can compare “apples to apples.” While the bid leveling sheet provides an easy to read summary, we provide the CRA with full back-up of all bids received. The culmination of this process is a price that is competitive and complete. All costs will be understood, and the CRA will understand where every dollar is going.

KL will develop a construction sequencing plan that works best for the project while minimizing the disruptions to the businesses and residents of the City of Hollywood.



Owner Direct Purchasing Program (Sales Tax Savings Program)

KL’s approach includes a dedicated project accountant and sales tax coordinator as part of the project team. Kaufman Lynn Construction has extensive experience working with owners to implement an effective Sales Tax Recovery Program as part of our projects and will implement it in this project if the CRA desires. This program is set up in Preconstruction to ensure a smooth process upon implementation in the construction phase.

Managing the Sales Tax Recovery Program is a collaborative effort that incorporates the documentation requirements and sales tax savings goals of our owners in the design of the program. We will bring our expertise to the CRA and share our successful processes. We follow through with communication at all levels with the subcontractors, vendors and suppliers to ensure that the appropriate documentation flow is maintained throughout the program. Our project accountant meets with the owner’s accounting staff prior to construction start up. The project accountant then creates a detailed accounting requirements package that includes the forms and processes that conforms to the needs of our owners and distributes the package to all subcontractors. This is followed by a mandatory accounting requirement meeting with all subcontractors on the project where the accounting requirements package is discussed in detail. The Package is accepted, signed by the subcontractor and then becomes an addendum to their subcontract agreement. They assist and guide the subcontractors through the process to ensure their paperwork is accurately submitted to facilitate prompt payment for their services.

SUBCONTRACTOR PREQUALIFYING

As discussed previously in this section, prior to bidding the project, we generate market awareness. We have an established process for prequalification. Contractors can register with Kaufman Lynn online and submit their qualifications. Our staff reviews the submitted information and evaluates the qualifications against an established set of standard.

Items addressed in the qualification process include:

- Licenses
- Bonding Capacity
- Insurance Coverage
- Litigation History
- MWBE/CDBE/SBE Certifications
- Current Workload
- Workman’s Comp Modifier
- Prior Experience/Project References
- Public Entity Crime
- Backlog/Upcoming Projects

This information is reviewed and updated on regular intervals.

EXECUTION AND MANAGEMENT

Public Communication Plan

Early in preconstruction we are going to develop a plan to communicate with the residents being affected by both phases. This will be spearheaded by Elaine Hinsdale, Vice President of Marketing for KL, who has extensive experience in communications and community outreach. Prior to joining KL, Elaine worked at FPL for more than four years, where she developed and implemented public communication plans for several major initiatives



IN-HOUSE COMMUNICATION EXPERTISE

Having worked at FPL, Elaine Hinsdale is an expert at creating and implementing an effective communication information plan.

including the modernization of FPL's electric grid and the community outreach activities for the installation of 5 million FPL smart meters throughout the state.

Elaine will work with the team to create a custom plan to make sure the surrounding community is informed as to the specific timing of the work within each phase of construction. She will work with the CRA staff to tailor an outreach plan and then work with our on-site team to implement the plan during construction.



The CRA will know where every dollar is with our transparent and complete reporting and GMP process.

CONSTRUCTION SERVICES

This is a CM at Risk project and we understand our role is to be a leader in overseeing all aspects of the work including the day-to-day communication with the businesses and residents affected by the undergrounding of the utilities. The following highlight some of services from KL to take place during construction.

Communication with City Residents

Our communications plan will be set in preconstruction and include the activities and responsibilities of the individuals for construction. The whole team will be focused on ensuring good relationships with the residents, but Marc Savoy, Project Manager and Rick Liddel, Superintendent will be the primary point persons on-site. Some of the key points to our plan will include:

- Door-to-door (socially distanced) introductions prior to work being done in front of the business or resident's home.
- Staff will always wear identifiable KL shirts and be located with the work, so the subcontractors are not disturbed while doing the work.
- Develop a website for businesses and residents to receive updates and submit comments.

Coordination

Once underway with construction, it is going to be important to keep all parties informed to the current status so that every aspect of the project remains on-track including the work that will be performed by others: i.e. AT&T using the conduits we put in place. Each entity involved (FPL, AT&T, Comcast) is unique and we will work with them and the CRA to set up a mode of coordination and communication with each to ensure maximum effectiveness and efficiency.



We have set up a website that we would use to communicate with the community at large.

EXECUTION AND MANAGEMENT

Reporting and City Approvals

While we prepare monthly summary reports, the City and CRA has access to critical project information 24/7 using our online project site in Procore. We do not wait to address potential changes in schedule or budget in the monthly reports but discuss all concerns and options at weekly meetings, attended by representatives from the City, design team and Kaufman Lynn. All decisions made in these meetings are tracked and submitted in writing for approval by KL. Success on the undergrounding project will be a result of our CM at Risk expertise and the close coordination with the CRA and the design team. We anticipate talking to both parties almost daily to make sure that everyone is on the same page and there are no surprises in what is always happening.

Schedule adjustment and construction sequencing

As outlined in the preconstruction section, each phase will be broken down into mini-phasing to provide for limited community disruptions and efficiency in completing the work.

A reality of construction projects is that many times unforeseen items occur that cause a change in the construction sequencing and timing. These unforeseen items may be a result of underground findings, CRA-initiated changes, changes because of business constraints, among many others. At KL, we are problem solvers and take the following steps to ensure the overall project is not affected:

- Immediate assessment of the problem and ramifications to the overall schedule.
- Quick and clear communication to the Town and Kimley Horn to ensure all parties are aware.
- If necessary, testing or other experts called in to provide the information needed for problem solving.
- KL will present solution options to the Town for consideration.
- KL will implement a “catch up plan” to keep the overall project on schedule and not let an item affect the end date.
- KL will update the Master Schedule to reflect the new construction sequencing.



When restoring the historic Freedom Tower in Miami (using the CM at Risk method), the owner (Miami Dade College) scheduled several events inside the building, which required the team to adjust work schedule hours to accommodate the visitors inside the building.

Schedule of Values and monthly pay applications

Our subcontractors submit their schedule of values which we will review with the Hollywood CRA. Once estimating and the CRA have jointly identified the lowest responsible bidder we begin a tracking process from estimating to the operations team.

As discussed in the preconstruction process we identify Owner Direct purchases early in the estimating process. Once estimating identifies the lowest responsible subcontractor, the PM ensures the subcontractors begin the necessary paperwork to ensure materials are purchased using the CRA’s process to make sure EVERY opportunity for savings is taken. This sets up a completely transparent process which begins our cost control on the job.

In addition, we track all allowances and administer Owner Direct Purchases. Subcontractors email pay applications to the project accountant. The project accountant reviews the content, verifies the math, dates, and contract value before submitting the pay application to the project manager. Together with the superintendent, the project manager reviews the work complete and compares it to the pay application.

EXECUTION AND MANAGEMENT

If there are any discrepancies, the project accountant sends the pay application back to the subcontractor. Once all revisions are received back from the subcontractor, the project manager and project executive sign off on the subcontractor pay application, at which point the project accountant enters the subcontractor pay application into our pay application submitted to the owner. No invoices get posted without both the Project Manager and Project Executive signing off.

Proactive involvement

Kaufman Lynn is very proactive when it comes to inspections. We find that in order to make the process seamless, it is important to set expectations at the onset. That's why we schedule a meeting with all inspectors very early in the project.

We understand that the design team and FDOT will be hands-on in inspecting various steps of the undergrounding of the utilities and we will discuss prior to the work their expectations of what they want to see happening.

During inspections, our project superintendent and the foreman of the trade being inspected will be available onsite. This way, any questions the inspector may have are addressed immediately. We follow up with each trade on any open inspections and ensure that they are closed, before we call for final inspections. By establishing clear objectives early on, communicating in a clear and consistent manner and meticulously tracking any open items, final inspections tend to be a smooth process.

Traffic Management

Traffic management is one of the keys to making this project a success. With recent work on the east side of the corridor with FDOT, we have intimate knowledge of the area and understand the community and residents and visitors must be able to travel freely given the limited roadways that exist. There is not a one-size-fits-all solution to traffic management on this project, but we will use a variety of methods to ensure safe and fluid traffic movements around the work areas.



KL will work with the CRA and FDOT to utilize the best traffic management methods in order to maximize the work and minimize the disruptions to the businesses and residents.

These methods include cones and barriers to seclude the work zone, flagmen to direct traffic when temporary diversions are needed, temporary signage both before and at the work zone and others.

PROPOSED STAGING PLAN

During construction of the Nebraska Street Parking Garage, Kaufman Lynn contracted with the vacant lot on A1A to utilize as staging area. We are currently in discussion to secure the site for storage of equipment, so no equipment will be on the right-of-way except when in use.

EXECUTION AND MANAGEMENT



FDOT Tidal Flooding Study

As FDOT continues to analyze pipes, inverts, and connections between Sheridan Street and Hollywood Boulevard, our team will coordinate drawings and phasing plans in with FDOT's future plan to reduce tidal flooding in the area. Kaufman Lynn will provide FDOT with weekly updates on our proposed

phasing schedule with alternating Boring and Trenching techniques to accommodate businesses and residents along the corridor.

Trenching vs Boring

Directional Boring involves installing a cable or pipe through a drilled path. This underground drilling is popular because it's safe, efficient, and cost-effective – especially when crossing single egress locations along the corridor.

Bores range between two to 28 inches in diameter and 600 feet to 1800 feet in length.

When considering costs, trenching makes more economic sense in areas where pedestrian and roadway restoration will be occurring. Speed and accuracy are the largest benefits with the Trenching method.



Committed and Responsive

KL has developed a reputation for being responsive and problem solvers in order to keep the project on-time and within budget. We are committed to making this project a success for the CRA, the City of Hollywood and all its residents, businesses, and visitors. It is this commitment that drives our decision making and makes KL a true PARTNER to the Hollywood CRA.

Tab E

PAST PERFORMANCE (REFERENCES)



PAST PERFORMANCE (REFERENCES)



HOLLYWOOD NEBRASKA STREET PARKING GARAGE
Hollywood Beach, FL

b. Role
CM at Risk

c. Completion Date
September 2019

d. Project Size
128,542 s.f.

e. Original Budget/Final GMP
\$13.1 million / \$13.1 million

f. Value Engineering
Significant cost savings due to implementing an Owner Direct Purchasing (ODP) program.

g. CM Fee
6%

h. Change Orders
12

i. Pre-Construction Fees
\$157,200

j. Status
Complete

1 2 3
MULTI-PHASED

PAVING

UNDERGROUND UTILITIES

WALKING TRAIL/TRACK

Reference
Susan Goldberg, Deputy Director, City of Hollywood CRA
1621 North 14th Avenue, Hollywood, FL
954-967-4455 | sgoldberg@hollywoodfl.org

Project Description
New construction of a 8-story, 304 parking space garage with electric charging stations and rest rooms. The garage features a unique punched metal façade. One of the spaces is reserved for City of Hollywood.

OUR BEST REFERENCE
IS THE WORK WE HAVE DONE FOR YOU.



KallerArchitecture

November 27, 2019

Kaufman Lynn Construction

Attn: Mr. Marc Savoy

3185 S. Congress Avenue

Delray Beach, FL 33445

Reference: Nebraska Street Garage
327 Nebraska Street
Hollywood, Florida
Permit # B15-103337
Architect's Project No. 12106

Mr. Savoy,

Attached to this letter you will find 2 original copies of the final completion letter from our office, signed and sealed by the Architect of Record for the project, Joseph B Kaller.

We would like to express our appreciation for the way the project was handled by the construction team notwithstanding any issues which arose during the course of construction. We believe it was through our combined efforts in finding solutions to the ever-changing on-site conditions, that we were able to bring this project to a positive conclusion and provide the City of Hollywood with a noteworthy structure.

Please make sure to extend our appreciation to all Kaufman Lynn team members, who were involved in bringing the Nebraska Street Garage to reality.

Sincerely,

Joseph B Kaller, AIA, LEED AP BD+C | President
KallerArchitecture

Jaime Granoli | Senior Associate

PAST PERFORMANCE (REFERENCES)



20% LOCAL SUBCONTRACTOR PARTICIPATION! PLUS 13.8% LOCAL WORKFORCE!

POMPAÑO BEACH PARKING GARAGE & ASSOCIATED ROAD AND INFRASTRUCTURE
Pompano Beach, FL

Role Design-Build
Completion Date June 2016
Project Size 239,646 s.f.
Original Budget/Final GMP \$19.7 million / \$19.7 million
Value Engineering KL presented various alternative options, including monument signage, grease traps for future restaurants, and office buildouts.
CM Fee 6.7%
Change Orders 19 (owner directed)
Pre-Construction Fees \$236,400
Status Completed




MOT


PAVING


UNDERGROUND UTILITIES


PUBLIC OUTREACH

Reference
Horacio Danovich, City of Pompano Beach, CIP Manager
1190 NE 3rd Ave, Bldg. C, Pompano Beach, FL 33060
954-786-7834 | horacio.danovic@copbfl.com

Project Description
Design and construction of a 239,646 s.f., 662-space parking garage in close proximity to the beach. The new garage is a corner stone of the Pompano Beach Pier Park master development. The design developed by the team reflects the needs of the master development plan and is planned and designed to accept exterior liner structures.

Scope of work included implementation of water, sanitary, and storm as well as mains, laterals, and stub-ups for future developments as part of the master site plan. Additionally, as part of the water and storm work, KL worked in an FDOT road, which included MOT, storm, and asphalt repair to FDOT specifications. Also implemented as part of the master site plan were roads, sidewalks, street parking, street lights, and roadside landscaping for future development parcels. KL also demolished an underground lift station to a depth of approximately 25’.

October 20, 2016

Mr. Nathan Coker, Project Manager
Kaufman Lynn Construction
4850 T-Rex Avenue, Suite 300
Boca Raton, FL 33431

RE: Pompano Beach Municipal Garage

Dear Mr. Coker:

Please accept this letter as my sincere appreciation for the exceptional construction work provided by your firm on the Pompano Beach Municipal Garage. The city sought to make this project a landmark and you assembled a team of professionals to deliver this very important project in a timely fashion and on budget.

The 662 space iconic parking structure opened in July following a stringent timeline, which was requested by the City to ensure our citizens would have a place to park for the 4th of July celebration. You met the timeline with room to roam and your efforts will not be forgotten. As the city's first municipal garage, this project sets the bar for future parking structures in Pompano Beach and everywhere else in South Florida. Working with the right team proves that there are endless and creative design and construction possibilities, even for a parking garage.

To say that Kaufman Lynn has made a lasting impression on the City of Pompano Beach's built environment would be an understatement and we truly appreciate everything you have done for our City.

Sincerely,



Horacio Danovich
City of Pompano Beach
CIP Manager
100 West Atlantic Boulevard, Room 276
Pompano Beach, Florida 33060
T: (954) 786-7834 F: (954) 786-7836
E-mail: Horacio.Danovich@copbfl.com

PAST PERFORMANCE (REFERENCES)



DON SOFFER AVENTURA CHARTER SCHOOL
Aventura, FL

b. Role
Design-Build

c. Completion Date
August 2019

d. Project Size
50,000 s.f.

e. Original Budget/Final GMP
\$13.8 million / \$12.6 million

f. Value Engineering
Significant cost savings of \$1.2 million due to implementing an Owner Direct Purchasing (ODP) program.

g. CM Fee
5.5%

h. Change Orders
41 (owner scope changes)

i. Pre-Construction Fees
\$165,600

j. Status
Complete



Reference

Antonio Tomei, Capital Projects Manager, City of Aventura
19200 West Country Club Drive, Aventura, FL
305-466-8923 | tomeit@cityofaventura.com

Project Description

New construction of a four-story, 53,400 s.f. high school on 2 acres of property with a capacity for 800 students. This project includes a 10,450 s.f. gymnasium situated adjacent to the school on property located in Waterways Park. This project involved extensive site work, lighting, paving, underground utilities, and a walking trail.

Despite experiencing permit delays, which pushed the contractual completion date into early 2020, the team never lost sight of the goal to open the school for the 2019/20 school year. Kaufman Lynn devised a plan to complete building requirements early and obtained TCO on August 6. This project was completed 6 months early.



City of Aventura

Government Center
19200 West Country Club Drive
Aventura, Florida 33180

October 24, 2019

Michael Kaufman
Kaufman Lynn Construction
3185 S Congress Avenue
Delray Beach, FL 33445

Dear Mr. Kaufman:

I want to write this recommendation letter on behalf of the City of Aventura based on the work that KL did constructing our new High School. This new school is a four-story, 53,400 sf facility with a capacity of 800 students. This project also includes a 10,450 sf standalone gymnasium building situated adjacent to the school.

The City commission made a promise to the community and without KL's leadership and commitment to us that promise could not have been met. Due to the City having to take ownership of the land, there was some doubt on if the school would be able to open in August. KL fast-tracked the schedule in order to make sure that the students would be in their new facility for the start of the school year and delivered the project to the City several months early. It was KL that helped make critical decisions early in preconstruction that saved time such as their recommendation to utilize tilt-wall construction for the structure.

Teamwork and partnership are two words I would use to describe the KL team. They went well above what they had to in order to get the facility completed and made sure that all concerns were always addressed. Effective communications made sure that we were always aware of what was occurring and enabled us to plan our operations effectively for the handoff of the completed project.

The onsite team delivering a top-quality project **early** and **under** budget – something that is not common in my experience. With a large park located adjacent to the new school, KL was effective in not disrupting the park activities and the park remained operational at all times.

My experience with Kaufman Lynn has been outstanding and I highly recommend KL for other construction projects.

Sincerely,

Antonio F. Tomei
Capital Projects Manager

ENID WEISMAN
MAYOR

COMMISSIONERS
DENISE LANDMAN
DR. LINDA MARKS
GLADYS MEZRAHI
MARC NAROTSKY
ROBERT SHELLEY
HOWARD WEINBERG

RONALD J. WASSON
CITY MANAGER

PAST PERFORMANCE (REFERENCES)



PETER BLUESTEN PARK & ROADWAY INFRASTRUCTURE
Hallandale Beach, FL

Role	CM at Risk
Completion Date	November 2019
Project Size	16 acres
Original Budget/Final GMP	\$30 million / \$28.5 million
Value Engineering	VE suggestions totaling \$2.2 million, including roofing, phasing, mechanical and field turf alternatives.
CM Fee	6%
Change Orders	43 (Owner Direct Purchasing program)
Pre-Construction Fees	\$348,730
Status	Completed



CM @ RISK

MOT

UNDERGROUND UTILITIES

PUBLIC OUTREACH

Reference

Gregg Harris, former Capital Projects Manager, City of Hallandale Beach
400 South Federal Highway, Hallandale Beach, FL
954-328-1926 | gregg.harris@nv5.com

Project Description

Kaufman Lynn Construction is currently providing preconstruction and construction services for this multi-phased park project which includes a new community recreation building with an indoor basketball court, weight rooms, meeting rooms, administrative offices, restrooms, and lockers and bathing facilities. Other new park amenities include: family recreational/ community pool, tennis courts, basketball courts, multi-purpose sports field, baseball diamonds, racquet ball courts, walking/exercise trails, exercise stations, playgrounds and field house/restrooms.

The new park also required **the relocation of all overhead utilities along SE 1st Ave. KL coordinated with FPL, Comcast and AT&T, installed underground duct banks for FPL high voltage lines down 1st Ave and into 7th Street.** The continued roadwork required constant notification to the adjacent resident. The team managed to keep everyone informed of upcoming utility work and notices were sent out to residents when MOT was mobilized or changed.



Interim City Manager
Greg Chavarria

Joy D. Adams
Mayor

Sabrina Javellana
Vice Mayor

Anabelle Taub
Commissioner

Michelle Lazarow
Commissioner

Mike Butler
Commissioner

400 S. Federal Highway
Hallandale Beach, FL 33009
Ph (954) 457-1300
Fax (954) 457-1454

www.coHB.org

September 5, 2019

Michael Kaufman
Kaufman Lynn Construction
3185 S Congress Avenue
Delray Beach, FL 33445

Dear Mr. Kaufman:

On behalf of myself and the City of Hallandale Beach, we want to thank you for the outstanding work of the Kaufman Lynn (KL) team to make the new Peter Bluesten Park a reality for the City. As the largest project in our recent General Obligation Bond, your team set the bar for how a CM at Risk project should be delivered: through partnership, teamwork and exceptional execution.

KL's teamwork approach was evident from the beginning. You took the time to truly understand our goals and together we were able to save the City almost \$5 million dollars without altering the functionality of the park and community center one bit. Many of the cost savings ideas presented by your team even reduce future operating and maintenance costs for the City. The KL team exceeded our expectations and delivered a project that cost less and delivered more amenities to the residents than originally planned.

During construction the onsite team was focused on delivering a top-quality project on-time and within budget. Since the park included multiple stakeholders from the City and the YMCA, operator of the community center, your team's ability to effectively coordinate and communicate contributed greatly to the overall success. Your team took "ownership" of the schedule and ensured that all parties – including the City – stayed on track. From design milestones, permitting, construction, and even coordinating with City supplied vendors your team made sure everything was sequenced properly and completed in a timely manner.

My experience with Kaufman Lynn has been outstanding and I look forward to working with the KL team on future construction projects.

Sincerely,

Gregg Harris
Manager of Capital Projects
City of Hallandale Beach

PAST PERFORMANCE (REFERENCES)



MIRAMAR AMPHITHEATER
Miramar, FL

b. Role
CM at Risk

c. Completion Date
March 2017

d. Project Size
4,500 s.f.

e. Original Budget/Final GMP
\$5.7 million / \$5.7 million

f. Value Engineering
KL presented various options for professional AV equipment and lighting packages, saving the city over \$40,000.

g. CM Fee
5%

h. Change Orders
Owner directed scope changes totalling \$42,964

i. Pre-Construction Fees
\$68,400

j. Status
Completed



CM @ RISK

PAVING

UNDERGROUND UTILITIES

SUBCONTRACTOR OUTREACH

Reference
Vernon Hargray, City Manager, City of Miramar
2300 Civic Center Place, Miramar, FL 33025
954-602-3130 | vehargray@miramarfl.gov

Project Description
New construction of an amphitheater that provides an unprecedented opportunity for live concert performances and outdoor entertainment festivals to be housed and produced in this uniquely developed venue in South Florida. Project includes a 4,500 s.f. stage house with open-air venue that will sit 5,000 people (3,000 covered canopy; 2,000 grass area), built for live concerts, film, and television production. Project includes a ticket booth, electronic signage, lakes, and beautiful fountains. Included extensive site work and underground utilities.

The original design was significantly over budget. KL worked with the client and architect through multiple design iterations and provided guidance to bring the project within budget.



CITY OF MIRAMAR

An Equal Opportunity Employer

Mayor

Wayne M. Messam

Vice Mayor

Yvette Colbourne

City Commission

Winston F. Barnes

Maxwell B. Chambers

Darline B. Riggs

City Manager

Vernon E. Hargray

**"We're at the
Center of Everything"**

**CITY OF MIRAMAR
2300 Civic Center Place
Miramar, Florida 33025**

Phone (954) 602-3333

FAX (954) 602-3672

February 21, 2019

Michael Kaufman
CEO
Kaufman Lynn Construction
3185 S Congress Avenue
Delray Beach, FL 33445

Dear Mr. Kaufman:

Over the past decade, Kaufman Lynn Construction has delivered multiple projects for the City of Miramar successfully. While we have worked with other construction firms over the years, Kaufman Lynn is among the top firms because they consistently deliver on their promises and are a true partner to the City. If the City has an important construction project, I know I can count on Kaufman Lynn to deliver it successfully on schedule and within budget.

Despite budget challenges with the Miramar Cultural Center ArtsPark and the recently-completed Miramar Amphitheater, the Kaufman Lynn team worked persistently with the City to turn these projects around. Kaufman Lynn worked proactively with the design team to resolve issues and identify the right solutions to enable the projects to be built on-time and within budget.

Another area Kaufman Lynn excels at is providing effective and timely communications with the City to make sure that we are aware of the current status of a project. Their scheduling and cost management during the construction process has been exceptional and has taken the uncertainty out of the process – which we greatly appreciate.

Because of Kaufman Lynn's commitment to client success, I wholeheartedly recommend them for any construction project, particularly if it is complex and/or has a tight budget and specific schedule requirements.

If you or any client need any further information on our experiences with Kaufman Lynn, feel free to contact me at vehargray@miramarfl.gov or (954) 602-3333.

Best regards,

Vernon Hargray, City Manager

cc: CM Senior Executive Team

PAST PERFORMANCE (REFERENCES)



ART SQUARE HALLANDALE Hallandale Beach, FL

b. Role
CM at Risk

c. Completion Date
September 2018

d. Project Size
542,404 s.f.

e. Original Budget/Final GMP
\$50 million / \$53 million

f. Value Engineering
KL worked with the City, CRA, and developer to coordinate CRA reimbursement of up to \$3.3 million for various streetscape and public art aspects of the project.

g. CM Fee
4.3%

h. Change Orders
Owner directed scope changes totalling \$2.2M

i. Pre-Construction Fees
\$600,000

j. Status
Completed



**CM @
RISK**



**UNDERGROUND
UTILITIES**



Reference

Darrin Montgomery, Integra
150 SE 2nd Ave, Suite 800, Miami FL
305-774-0110 | dmontgomery@integrafl.com

Project Description

New construction of 358 units which includes two 7-story buildings, one 6-story building, three 3-story buildings, and a 3-story parking garage. Project includes 13,000 s.f. of retail on the ground floor. Amenities include a luxury clubhouse and expansive outdoor living deck and this project's features include an outdoor kitchen, fire pit, fitness center, pool cabanas and multiple works of art in the common areas. Kaufman Lynn did the whole site development for the project along with extensive underground utility work.

The project featured the demolition, removal and regrading of remaining roadway, sidewalks, and water and drainage system components in the vicinity of the 4th Street and Federal Highway intersection. Also included the restoration of NE 3rd Street, all FPL Conduits, coordination with AT&T, traffic signage, asbestos abatement, grading, hardscaping, and landscaping.

Tab F

KNOWLEDGE OF SITE AND LOCAL CONDITIONS



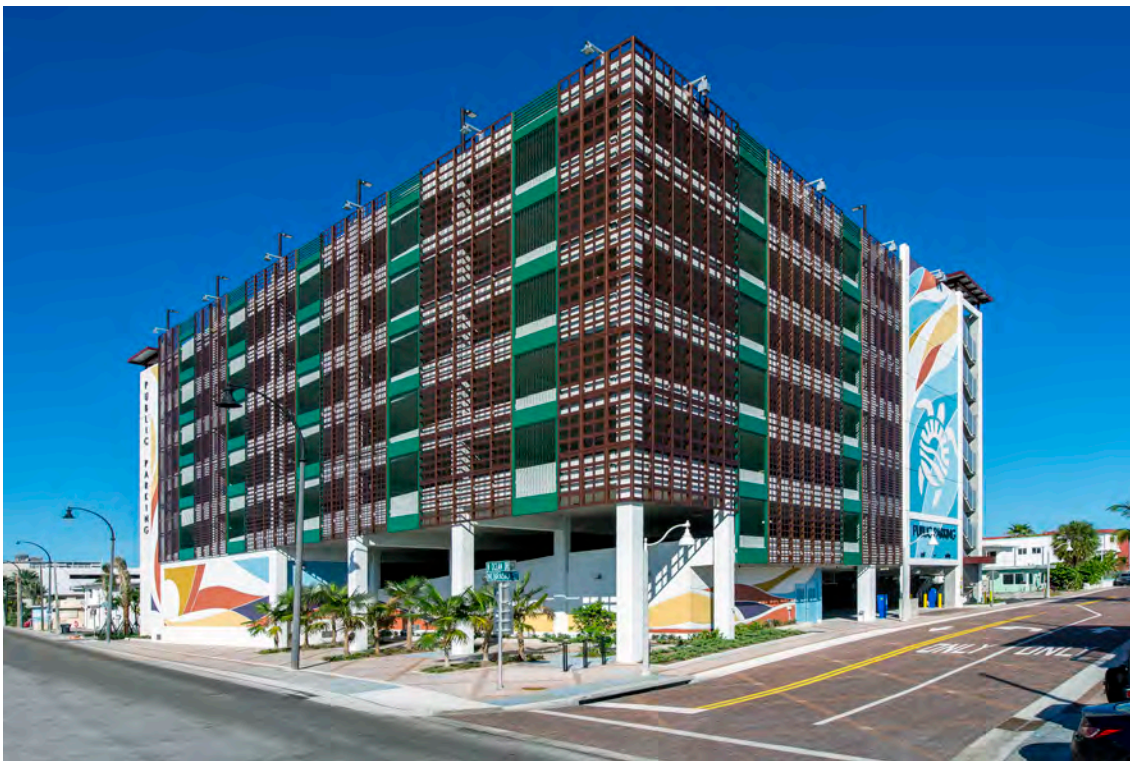
KNOWLEDGE OF SITE AND LOCAL CONDITIONS

As the 6th largest contractor in South Florida we have been actively building throughout the tri-county area for over 30 years and understand the local conditions. That includes the environmental factors as well as regulatory, labor and economic forces impacting this project.

1. COASTAL CONSTRUCTION

Building in coastal areas brings a unique set of challenges to a construction project. From dewatering of the ground, to environmental protection measures, to delays caused by hurricanes we have successfully addressed all of these and many other challenges for our clients, including the City of Hollywood.

Due to its location on a barrier island, the water level along SR A1A is much higher than in other areas. Having built both the Nebraska Street Garage and the Hollywood Beach Safety and Fire Rescue Complex along the corridor, we are quite familiar with the conditions. Even though both these projects required deeper excavation than required for the undergrounding, we still expect having to dewater trenches. We are thoroughly familiar with the storm drain systems in the area and the permit process for dewatering and will take appropriate measures to account for this required step



KNOWLEDGE OF SITE AND LOCAL CONDITIONS

2. KNOWLEDGE OF LOCAL SUBCONTRACTORS AND SUPPLIERS

We have built a variety of projects in this market for over 30 years. That has allowed us to work with all kinds of trade contractors. We know the strengths of each one and that allows us to choose the subcontractors that are right for this project. And that includes FPL certified contractors.

We engage key subcontractors throughout the preconstruction effort to define the scopes we expect them to perform. Combining their trade expertise with our construction management expertise allows us to develop the most effective sequencing of work. For example, we will look at refeeding utilities which will require temporary shutdowns. We make sure everything is in place before powering down any section, to keep the shut off an absolute minimum. These activities will be timed to minimize impact and be clearly communicated with any residences or business.

As we engage with our subcontractors we discuss manpower and availability of equipment, so that timelines are based on actual available resources.

3. CRITICAL OUTFALLS

We coordinate with the City departments and associated utility companies to avoid disturbing any existing utilities such as sewer, gas, storm drainage, etc. In cases where we are approaching critical outfalls, we will employ storm water pollution prevention measures such as silt fencing and turbidity barriers.



Silt Fence



Turbidity Barriers

KNOWLEDGE OF SITE AND LOCAL CONDITIONS

4. NON-DOCUMENTED UNDERGROUND CONDITIONS

In areas that are not well documented we will conduct a subsurface investigation using soft digging, hand digging and pot holing.

However, we understand that even areas that seem to be well documented can hold underground surprises. In fact, we expect them. While we are careful to develop well thought out plans, we also have the capability to respond quickly and effectively when unexpected conditions interfere with the plan.

For example, shortly after demolition on the site for the Pompano Beach Pier Parking Garage began, Kaufman Lynn discovered an 80-year old pump station 25ft underground, which turned out to be 30 x 30 feet square, 25 feet tall with 14-in.-thick concrete walls. Located at the site of the future elevator shaft and the corner of the garage where erection was to start, our precaster quickly shifted the casting sequence to begin at another part of the site, providing time to develop a plan on how to address the lift station. After taking a coring sample of the slab and testing the soil under the station for stability, the decision was made to modify the size of the piles above the pump station rather than trying to extract it. Despite early setbacks and a resequenced schedule, Kaufman Lynn completed the project ahead of schedule and provided the City with their request of an iconic landmark just in time for the City's staple July 4th celebration.



An unmarked 25-foot deep pump station was found as construction for the Pompano Beach Pier Parking Garage was starting

5. COMMUNITY IMPACT

We understand that SR A1A is the main beach thoroughfare and the section from Hollywood Boulevard to Sheridan Street is lined with businesses. To reduce impact from construction we will utilize directional drilling on much of the stretch. This method allows us to maintain driveways so that patrons can continue to visit businesses.

In addition we are looking at breaking the individual sections into smaller phases which can be completed quickly. We are also looking to deploy contractors in several areas at the same time, again in an effort to reduce the time construction is in front of businesses.

We will work around major holidays where additional traffic is to be expected and are exploring possible night work in non-residential sections of the route.

Tab G.

LOCATION OF FIRM'S OFFICE



LOCATION OF FIRM'S OFFICE

Kaufman Lynn Construction's Broward County office is located at 500 East Broward Boulevard #170, Fort Lauderdale, FL 33394

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2019 THROUGH SEPTEMBER 30, 2020

DBA:
Business Name: KAUFMAN LYNN CONSTRUCTION INC

Receipt #: 180-8749
Business Type: GENERAL CONTRACTOR (GENERAL CONTRACTOR)

Owner Name: KAUFMAN MICHAEL I/QUAL
Business Location: 500 E BROWARD BLVD #170
LAUDERHILL

Business Opened: 02/13/2009
State/County/Cert/Reg: CGC021732
Exemption Code:

Business Phone:

Rooms

Seats

Employees

47

Machines

Professionals

For Vending Business Only						
Number of Machines:			Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
135.00	0.00	0.00	0.00	0.00	0.00	135.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

KAUFMAN LYNN CONSTRUCTION INC
3185 S CONGRESS AVE
DELRAY BEACH, FL 33445

Receipt # 1CP-18-00012585

Paid 07/23/2019 135.00

07/22/2019 Effective Date

2019 - 2020

Tab H

FINANCIAL RESOURCES





500 East Broward Boulevard | #170
Fort Lauderdale, FL 33394
☎ 561.361.6700 | 📠 561.361.6979

www.kaufmanlynn.com

CGC 021732

July 27th, 2020

City of Hollywood
Office of the City Clerk
2600 Hollywood Blvd., Room #220
Hollywood, Florida 33020

Re: Kaufman Lynn Construction
BCRA 12-029 Undergrounding of Overhead Utilities and Streetscape Beautification

Kaufman Lynn Construction's current financial condition is strong. We maintain a minimum of \$12,500,000 in working capital and as of June 30th, 2020 the company had over \$23,000,000 in cash over \$19,000,000 of working capital and over \$400,000,000 in backlog. The company is not currently nor has ever been involved in any bankruptcy proceedings.

Should you have any questions or require additional information please contact us.

Regards,

Doug Simms,
Chief Financial Officer

Tab I

LEGAL PROCEEDINGS AND PERFORMANCE



LEGAL PROCEEDINGS AND PERFORMANCE

1. Within the last five (5) years, no construction arbitration demands were filed by or against Kaufman Lynn Construction, Inc. that involved public projects.
2. Within the last five (5) years, no construction related lawsuits were filed by or against Kaufman Lynn Construction, Inc. that involved public projects.
3. Within the last five (5) years, no lawsuits, administrative proceedings, or hearings were initiated by the NLRB or similar state agency against Kaufman Lynn Construction, Inc.
4. Neither Kaufman Lynn Construction, Inc. nor any subsidiaries ever had a bankruptcy petition filed in this name, voluntarily or involuntarily. Kaufman Lynn Construction, Inc. is not a subsidiary to a parent entity.



Kaufman Lynn Construction, Inc.
500 East Broward Boulevard |
#170 Fort Lauderdale, FL 33394
561.361.6700



Request for Qualifications to Provide
Construction Management At Risk Services
TO THE _____



FOR _____
Undergrounding of Overhead Utilities
& Streetscape Beautification
At SR A1A from Hollywood Boulevard
to Sheridan Street

BCRA 12-029

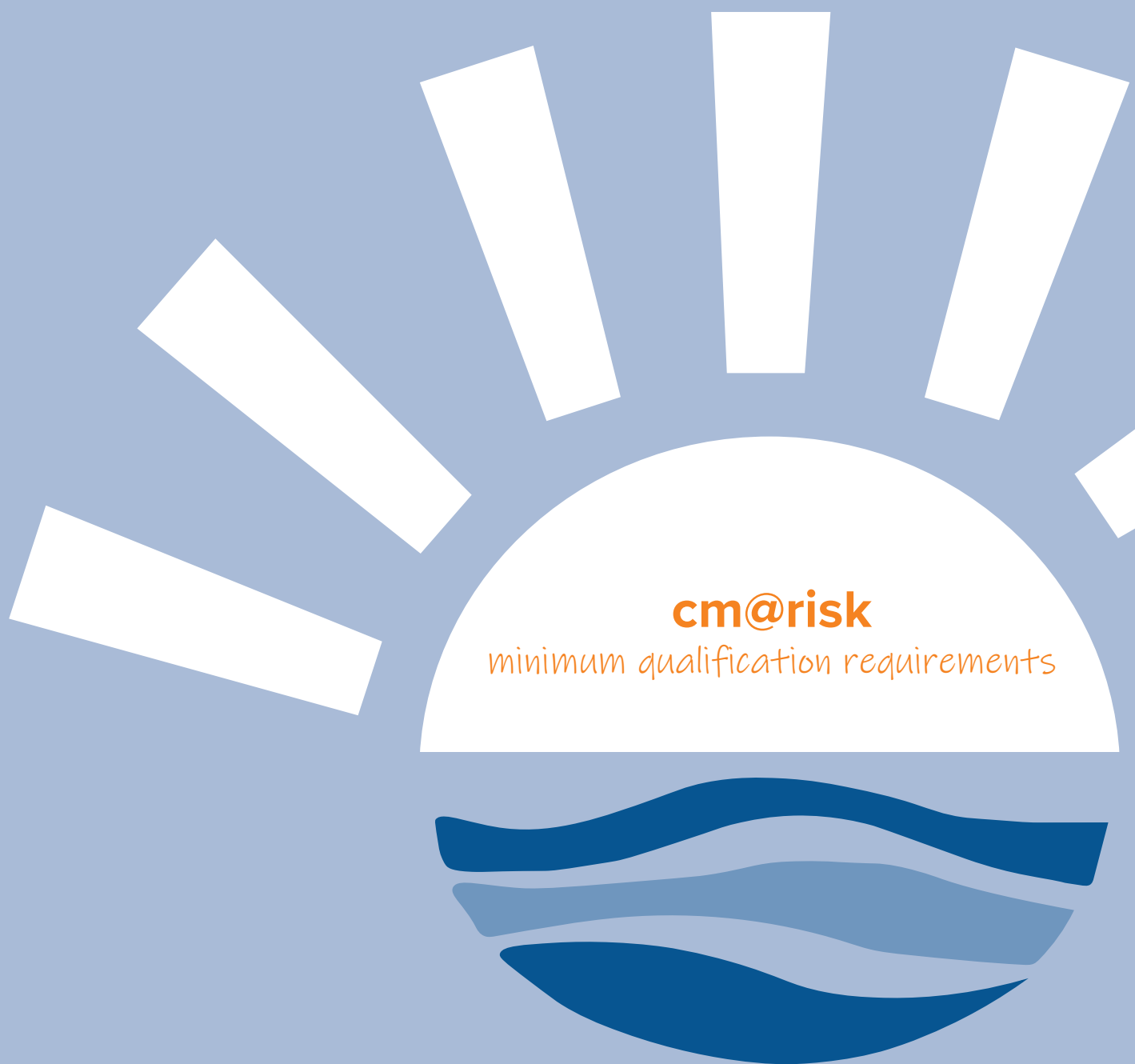
Submitted By: The Whiting-Turner Contracting Company on July 30, 2020



1901 West Cypress Creek Road
Suite 101
Fort Lauderdale, FL 33309

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minimum qualification requirements
1. years in business



STATE OF MARYLAND

STATE DEPARTMENT OF ASSESSMENTS AND TAXATION
301 WEST PRESTON STREET
BALTIMORE 21201

THIS IS TO CERTIFY THAT the within instrument is a true copy of the

ARTICLES OF INCORPORATION

OF

THE WHITING-TURNER CONTRACTING COMPANY

as approved and received for record by the State Department of Assessments
and Taxation of Maryland, April 12, 1934
at 2:30 o'clock P.M.

AS WITNESS my hand and official Seal of the said Department at
Baltimore this 11th day of April 1978



William J. Simmons,
Charter Specialist III



minimum qualification requirements 2. license

 RICK SCOTT, GOVERNOR	 JONATHAN ZACHEM, SECRETARY
STATE OF FLORIDA	
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION	
CONSTRUCTION INDUSTRY LICENSING BOARD	
THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE PROVISIONS OF CHAPTER 489, FLORIDA STATUTES	
MITCHELL, ROBERT H	
THE WHITING-TURNER CONTRACTING CO 1901 W. CYPRESS CREEK ROAD SUITE 101 FT LAUDERDALE FL 33309	
LICENSE NUMBER: CGC053443	
EXPIRATION DATE: AUGUST 31, 2020	
Always verify licenses online at MyFloridaLicense.com	
Do not alter this document in any form.	
This is your license. It is unlawful for anyone other than the licensee to use this document.	
	



minimum qualification requirements

3. projects requiring certified FPL contractors

G. W. C. WHITING
(1883-1974)

WILLARD HACKERMAN
(1918-2014)

FOUNDED 1909

TIMOTHY J. REGAN
PRESIDENT AND CEO

THE WHITING-TURNER CONTRACTING COMPANY

ENGINEERS AND CONTRACTORS

CONSTRUCTION MANAGEMENT
GENERAL CONTRACTING
DESIGN-BUILD
SPECIALTY CONTRACTING
PRECONSTRUCTION
BUILDING INFORMATION MODELING
INTEGRATED PROJECT DELIVERY

1901 WEST CYPRESS CREEK ROAD, SUITE 101
FORT LAUDERDALE, FLORIDA 33309
954-776-0800

INSTITUTIONAL
COMMERCIAL
CORPORATE
TECHNOLOGY
INDUSTRIAL/PROCESS
INFRASTRUCTURE
SUSTAINABILITY

July 30, 2020

To Whom It May Concern,

The Whiting-Turner Contracting Company has a minimum of five successfully completed projects that required certified and approved Florida Power and Light Contractors for the construction of the undergrounding of the overhead utilities.

Respectfully,

Henry Shawah
Vice President
The Whiting-Turner Contracting Company

WWW.WHITING-TURNER.COM



OFFICES NATIONWIDE



minimum qualification requirements

4. experience in CMAR methodology + project list

G. W. C. WHITING
(1883-1974)

WILLARD HACKERMAN
(1918-2014)

FOUNDED 1909

TIMOTHY J. REGAN
PRESIDENT AND CEO

THE WHITING-TURNER CONTRACTING COMPANY

ENGINEERS AND CONTRACTORS

CONSTRUCTION MANAGEMENT
GENERAL CONTRACTING
DESIGN-BUILD
SPECIALTY CONTRACTING
PRECONSTRUCTION
BUILDING INFORMATION MODELING
INTEGRATED PROJECT DELIVERY

1901 WEST CYPRESS CREEK ROAD, SUITE 101
FORT LAUDERDALE, FLORIDA 33309
954-776-0800

INSTITUTIONAL
COMMERCIAL
CORPORATE
TECHNOLOGY
INDUSTRIAL/PROCESS
INFRASTRUCTURE
SUSTAINABILITY

July 30, 2020

To Whom It May Concern,

Completing over \$2 Billion per year in CMAR work, Whiting-Turner is recognized as a national leader in CMAR and as such, we are familiar with the latest scheduling, cost control and project management techniques that make CMAR projects successful.

Whiting-Turner enjoys being ranked 5th in volume of the CMAR project approach by Engineering News Record.

Below is a list of similar "Complete Street/ Undergrounding" projects completed in South Florida within the past 5 years. In addition, our South Florida office has completed 30 other CMAR projects ranging in value from about \$200,000 to \$70,000,000.

For brevity, projects completed by our Orlando, Tampa, Jacksonville and other offices nationally have not been included in the response for this item.

- Dr. Martin Luther King Boulevard Water Main & Streetscape Improvements
- Coral Springs Downtown Infrastructure Improvements
- Town of Palm Beach Undergrounding North Phase II
- Northwood Rail Connection Utility Relocations Phase I
- Pompano Fishing Pier
- Town of Palm Beach Undergrounding of Overhead Utilities South Phase I
- Northwood Rail Connection Utility Relocations Phase II
- North Flagler Drive Force Main and 23rd Street & Currie Park Force Main Improvements

Respectfully,

Henry Shawah
Vice President
The Whiting-Turner Contracting Company

WWW.WHITING-TURNER.COM



OFFICES NATIONWIDE



minimum qualification requirements

5. bonding capacity



March 13, 2020

RE: The Whiting-Turner Contracting Company

To Whom It May Concern:

This letter is to confirm that Fidelity and Deposit Company of Maryland (F&D) NAIC# 39306, a subsidiary of Zurich, N.A. who has an A.M. Best Rating of 'A+' with a financial size of 'XV', and a US Treasury Limitation of \$14,785,000, Zurich American Insurance Company (Zurich) NAIC# 16535, who has an A.M. Best Rating of 'A+' with a financial size of 'XV' and a US Treasury Limitation of \$694,296,000, and Liberty Mutual Insurance Company (Liberty) NAIC# 23043, who has an A.M. Best Rating of 'A' with a financial size of 'XV', and a US Treasury Limitation of \$1,122,392,000, serve as Co-Sureties on behalf of The Whiting-Turner Contracting Company.

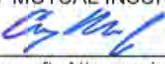
The Whiting-Turner Contracting Company has a capacity of at least \$500,000,000 per project and an aggregate bonding capacity of \$4,000,000,000 with \$2,500,000,000 currently available.

Should The Whiting-Turner Contracting Company be awarded the project and enter into a contract with the Obligor, F&D, Zurich and Liberty stand ready to provide the Bid Bonds and Performance & Payment Bonds for the project.

As is customary, our commitment would be subject to our standard underwriting at the time a particular bond is requested, which will include but not be limited to the acceptability of the contract terms and bond forms.

The Whiting-Turner Contracting Company enjoys an outstanding reputation and we can recommend them to you without reservation.

FIDELITY AND DEPOSIT COMPANY OF MARYLAND,
ZURICH AMERICAN INSURANCE COMPANY AND
LIBERTY MUTUAL INSURANCE COMPANY, AS CO-SURETIES

By: 
Craig Bancroft, Attorney-in-Fact





minimum qualification requirements

6. liquidated damages + termination for default

G. W. C. WHITING
(1883-1974)

WILLARD HACKERMAN
(1918-2014)

FOUNDED 1909

THE WHITING-TURNER CONTRACTING COMPANY

ENGINEERS AND CONTRACTORS

1901 WEST CYPRESS CREEK ROAD, SUITE 101
FORT LAUDERDALE, FLORIDA 33309
954-776-0800

CONSTRUCTION MANAGEMENT
GENERAL CONTRACTING
DESIGN-BUILD
SPECIALTY CONTRACTING
PRECONSTRUCTION
BUILDING INFORMATION MODELING
INTEGRATED PROJECT DELIVERY

TIMOTHY J. REGAN
PRESIDENT AND CEO

INSTITUTIONAL
COMMERCIAL
CORPORATE
TECHNOLOGY
INDUSTRIAL/PROCESS
INFRASTRUCTURE
SUSTAINABILITY

July 30, 2020

To Whom It May Concern,

The Whiting-Turner Contracting Company has never been terminated for default and has never paid liquidated damages.

Respectfully,

Henry Shawah
Vice President
The Whiting-Turner Contracting Company



executive summary
company information

A

EXECUTIVE SUMMARY

company information | items 3-6

50

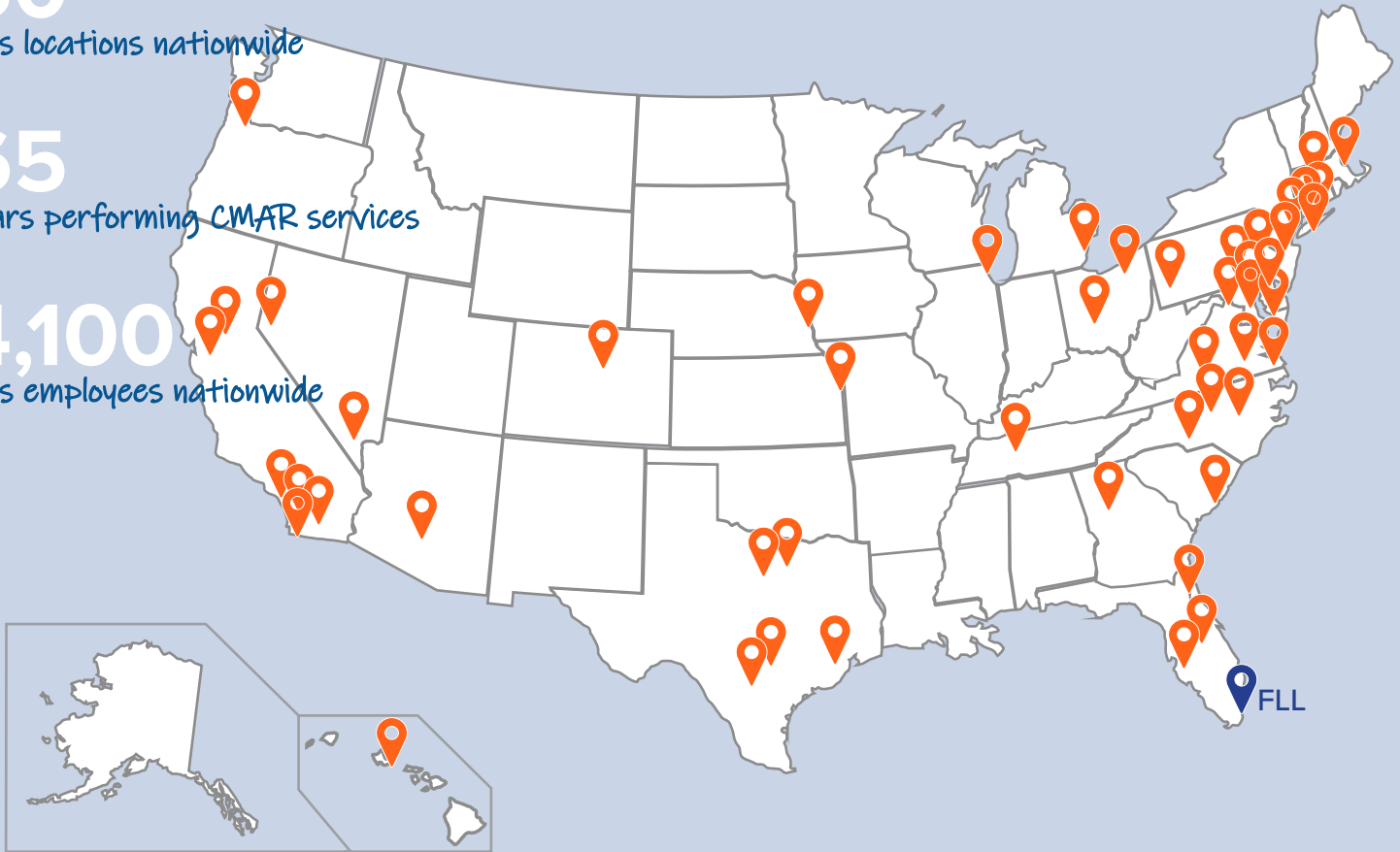
plus locations nationwide

65

years performing CMAR services

4,100

plus employees nationwide

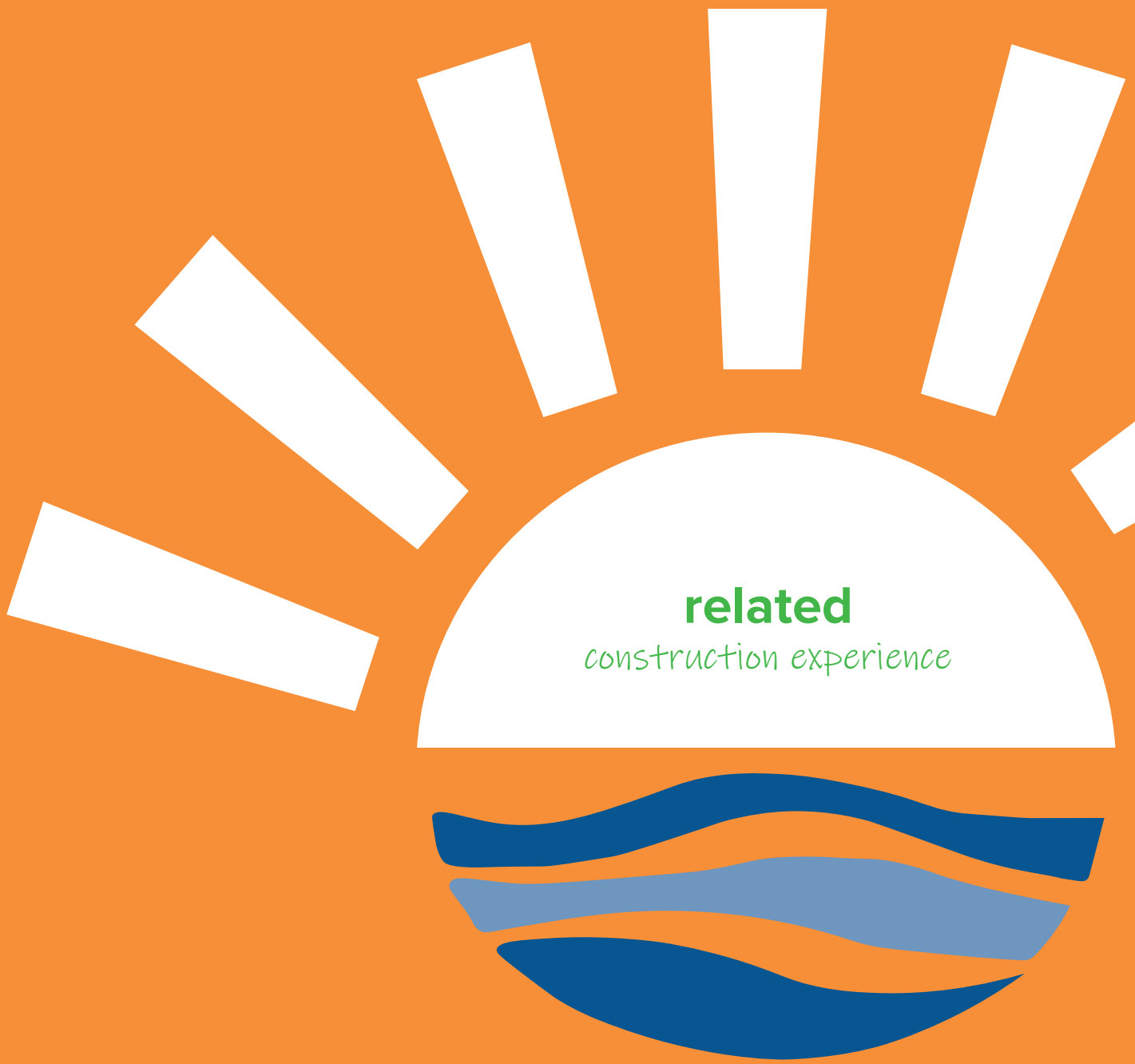


With headquarters in Baltimore and **over 50 locations across the country**, Whiting-Turner is currently ranked third in domestic building construction by Engineering News-Record. The firm's over 4,100 salaried professionals provide depth of resources to service nationally and to build locally.

Since 1909, Whiting-Turner has provided **construction management, general contracting, design-build and integrated project delivery services** on projects small and large for a diverse group of customers. **Since 1955, the firm has been performing CMAR services.**

Incorporated in Maryland on April 12, 1934, the strength and stability of the firm is well documented. Whiting-Turner enjoys a 5A-1 Dun & Bradstreet rating – the only domestic builder with this highest rating – and a bonding capacity of \$4 billion. The firm is financially independent, having not borrowed money since 1938.

President and CEO, Timothy Regan continues to lead by the firm's principles of integrity, excellence and an unwavering dedication to customer delight. Regan is Whiting-Turner's third president in its 111-year history.



related

construction experience

B

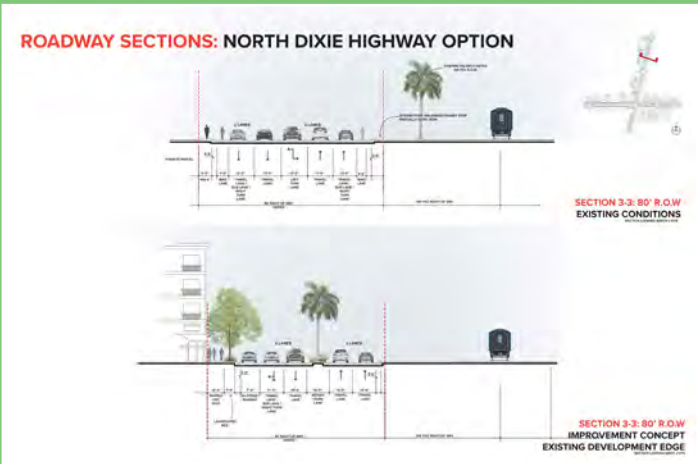
RELATED CONSTRUCTION EXPERIENCE

tab b, item 1 | experience with Right of way construction, familiar with Broward County and Florida Department of Transportation's requirements in order to properly expedite activities where multiple agencies require permits.



The Banyan Boulevard Complete Street project that we are performing for the City of West Palm Beach CRA is one of the main thoroughfares in the County and includes permitting with the City, the County, the FEC Railroad, the SFRTA Railroad, The Florida Department of Transportation, the Health Department, and the South Florida Water Management District.

The Pompano Beach Fishing Pier required permits from Broward County for Maintenance of Traffic (M.O.T.) as well as Environmental, the Florida Department of Environmental Protection (FDEP), the U.S. Army Corp of Engineers (USACE), as well as others.



As the Construction Manager at Risk (CMAR) for five miles of Dixie Highway Streetscape Improvements in Pompano Beach, we are in the process of coordinating with both Broward County, the FDOT, and other agencies.

RELATED CONSTRUCTION EXPERIENCE

tab b, item 2 | Undergrounding of overhead utility conversion and streetscape beautification and associated construction protocols, and proven project experience coordinating with Florida Power and Light, Comcast, AT&T and any other utility companies in the execution and management of all required activities.

On this “Broadmoor Neighborhood Improvement Project” completed by Whiting-Turner, FPL removed poles about six months after the overhead lines were converted to underground, BUT they did not remove one of their anchors, resulting in a potential liability for all parties.



Many of our completed projects include undergrounding of overhead utility conversions and streetscape beautification/“Complete Street” concepts, and these projects have included coordination with the City of Hollywood’s utility providers: FPL, Comcast, and AT&T.

In regard to Coordinating FPL, AT&T, and Comcast, these utilities have many priorities; as such, the timeliness of their service may not be comparable to that of a team member dedicated to the success of your project. To that end, we coordinate with these utilities, with your permission, to install as much of their infrastructure through our prequalified trade partners as they will agree to. Likewise, removal of their existing infrastructure after the new service has been put in place and activated can be similarly important. Without approval for our trade partners to remove the abandoned poles and cable of these service providers, it is not unusual for the poles to remain in place for many months after our team has otherwise completed the project.

Regarding FPL, we expect that all material such as conduit, transformers, switches, cable, vaults and equipment pads will be furnished by FPL and installed by our team. AT&T and Comcast have not permitted our trade partner to install their cables on past projects; however, we expect that our trade partners will be permitted to install their conduit as shown on the current plans so that the utility providers’ contractors can pull the cable.

Among the most important and sensitive aspects to the success of the undergrounding project is providing utility services from the public right-of-way into individual properties. As is always the case, recognizing the importance of communication, thoughtfulness, and common sense, our experienced team’s approach to the unique challenge within private property is as though each property owner is our client, and we will strive to exceed their expectations.

RELATED CONSTRUCTION EXPERIENCE

tab b, item 3 | FDOT right of way permit protocols and shall be instrumental in assisting the City/CRA in negotiating private easement where applicable for the undergrounding of overhead utilities.

Maintenance of Traffic (M.O.T.) permits within the FDOT right of way has been a component on many successfully completed projects by our proposed project team; we are well versed in adhering to FDOT right of way permit protocols.

We will utilize construction methods and sequencing which minimizes resident inconveniences. We will communicate regularly and clearly with the Community with prior approval of City staff, adjusting the plan if necessary, to ensure that the best and safest traffic control solutions are realized.

Prior to beginning a new phase of construction, such as advancing to a new block, notification of the traffic pattern modification will be distributed to the community by Whiting-Turner; as described in Tab D, Item 2 and elsewhere in our response, we are proposing to utilize the professional Community Outreach Services of Dickey Consulting for distribution of notices to the community.

Access to each resident or business will be maintained. Work areas will be delineated with orange construction fence, linear control devices (LCD's) or type II barricades as appropriate. All tripping hazards will be promptly corrected, depressions will be immediately filled in, and equipment will be neatly stored as mutually agreed.



Whiting-Turner Undergrounding along SR A1A in the Town of Palm Beach.

Traffic will be detoured only as per an agency approved M.O.T plan. Variable Message Boards will be strategically positioned in advance of the M.O.T. installation, to inform vehicular traffic of the forthcoming closures. Residents, business owners, and customers affected by the road closure in these areas will be assisted by Whiting-Turner so that there is reasonable access to their residences/businesses at all times. Pedestrians will be informed by means of construction signs indicating sidewalk closure and the alternate routes to be used.

We are proactive in addressing any concerns of the public related to our projects. Our goal is to have zero calls from the public to City Hall. If, for some reason, a member of the community should have a concern related to our operations, you can rest assured that the Whiting-Turner team will promptly address the concern in a professional manner.

Our staff is willing to assist the City/CRA In negotiating private easements where applicable for the undergrounding of overhead utilities; however, the formal documents and notices to private parties are best handled through Kimley-Horn, as we imagine is the direction in which the City/CRA currently has underway as the primary party to lead this undertaking.



RELATED CONSTRUCTION EXPERIENCE

tab b | items 4 & 5

WHY WHITING-TURNER?



A Project Team Specifically Picked for This Project.

A committed team from preconstruction through closeout. This is a proven team and we know they will perform for you.



Dedication to Collaboration.

What makes us so successful is the collaboration and communication with our 50+ locations across the country. The sharing of best practices, innovations and lessons learned will help set the Hollywood Underground team up for success.



Depth of Experience on Similar Projects

Our thorough constructability review process will provide preconstruction VE suggestions based on past experience. We have built a rapport and communicated with all of the referenced entities (FPL, ATT, Comcast, FDOT etc).



Unmatched Financial Strength

\$4 billion bonding capacity.
5A-1 Dun & Bradstreet Rating (only domestic builder with this rating).
ZERO debt.



46 Years in the Broward County Market!

We have successfully worked with some of the most experienced Southeast Florida undergrounding and streetscape subcontractors. This translates to a cost efficient and well run project. Our proposed construction team has a proved track record.



We Provide the Best Value to our Clients

We have a group that tracks market conditions, material cost variations, as well as bidding conditions. Bidding constraints (if any) are typically offset by publicly soliciting bids, and received competitive bids from a wide cross section of the industry. We then screen for best value.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: Coral Springs Downtown Infrastructure Improvements

Location: Coral Springs, FL.

Whiting-Turner's Role: CMAR

Completion Date: July 2018

Project Size: 1,500 LF of Streetscape

Original Budget: \$4,065,083

Final Budget: \$4,211,725 *Owner requested change orders

Value Engineering Savings: Not Tracked

% of GMP for GC: 11%

% of GMP for Profit: 8%

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP: \$ -264,595

Preconstruction Services Fees: \$128,500

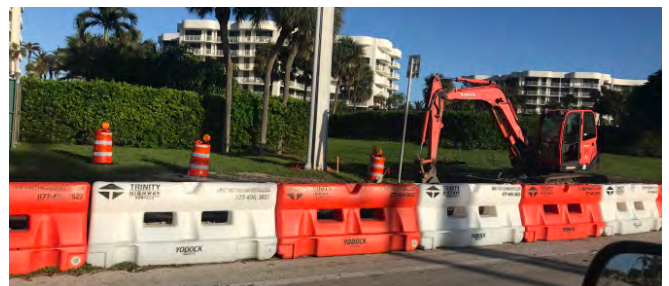
Present Status: Complete

DESCRIPTION: This project's scope included budgeting the conversion of overhead to underground electrical services, but this component was not pursued by the city. The final scope included streetscape improvements on NW 31st Court between Coral Hills Drive and University Drive. Scope included demolition of existing roadway and medians, and replacing with new drainage/ watermain installation, curbs, sidewalks, lighting, landscaping, irrigation and decorative concrete hardscape and site furnishings.

This project went through an extensive preconstruction process where multiple and varied scope of work considerations, including undergrounding were evaluated by the preconstruction team and then prioritized by CRA staff and the community before arriving at the preferred scope for the available funds.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: Town-Wide Overhead Utility Undergrounding Phase 1-South

Location: Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: November 2019

Project Size: 4.6 Pole Miles Along SR A1A

Original Budget: \$7,320,352

Final Budget: \$6,845,072

Value Engineering Savings: Although numerous VE ideas were discussed and subsequently agreed upon with the Owner/EOR, this was not tracked on this project. All savings were applied to Owner change requests.

% of GMP for GC: 17%

% of GMP for Profit: 6%

% of GMP for Overhead: Included with GC's

Change Orders Added to GMP: \$ -475,280

Preconstruction Services Fees: \$22,200

Present Status: Complete

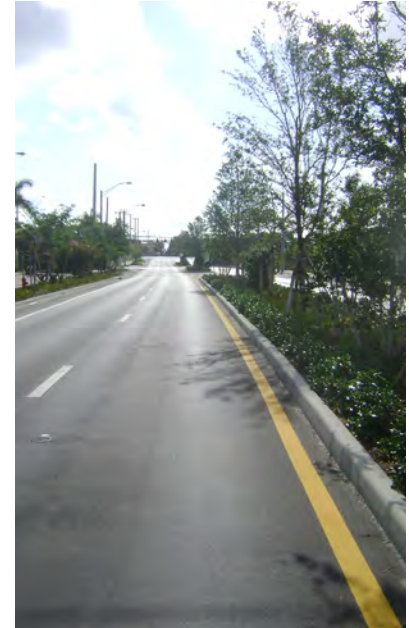
DESCRIPTION: Construction of an overhead to underground utility conversion project for approximately 4.6 pole-miles of overhead electric, 2 pole-miles of overhead telephone, and 1 pole-mile of cable TV utilities within the Town of Palm Beach. The work included site restoration and municipal infrastructure improvements including paving, grading, and street lighting conduit.

Whiting-Turner as the Construction Manager at Risk provided construction supervision to construct conduit, pull boxes, service wire, paving improvements, grading improvements, drainage, utilities, furnishing and installing of street lights, water-mains, restoration, and other items. As such we were responsible for coordinating with all franchise utility owners and/or stake holders including: Town of Palm Beach, Florida Power and Light, AT&T, Comcast, Florida Public Utilities, and the City of West Palm Beach (Water).

Whiting-Turner provided final restoration of private property areas impacted by the demolition of the existing overhead system. Existing local traffic was maintained in accordance with the Transportation Management Plan developed for the project.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: Dr. Martin Luther King Boulevard
Water Main & Streetscape Improvements

Location: Pompano Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: June 2015

Project Size: 1,700 LF

Original Budget: \$3,859,191

Final Budget: \$3,797,917

Value Engineering Savings: Although numerous VE ideas were discussed and subsequently agreed upon with the Owner/EOR, this was not tracked on this project. All savings were applied to Owner change requests.

% of GMP for GC: 11%

% of GMP for Profit: 7%

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP: \$ -61,274

Preconstruction Services Fees: Water Main: \$10,000
Street: \$69,916

Present Status: Complete

DESCRIPTION: Increase the size of a dated watermain from 8" to 12" along 1,600 LF of roadway, and then convert a five lane road to a four lane road with a median. The scope of work also included community coordination, maintenance of traffic, sanitary sewer lateral replacement, storm water improvements, new street lighting with underground feeds and although the cost for undergrounding the FPL feeds exceeded the available funding, Whiting-Turner coordinated the removal of the existing wood FPL poles and their replacement with new concrete poles in locations that were better suited to the community.

Due to the CRA's unique priorities and funding availability, this project was completed through two separate contract awards to Whiting-Turner. 1) Water Main Replacement 2) Streetscape Improvements. For the sake of brevity, we have combined the two.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



PHASE 1 DESCRIPTION: CMAR Northwood Rail Connection Utility Relocation (water distribution, sanitary sewer collection, and stormwater systems) improvements/relocation within an existing railroad track corridor in anticipation of the track construction by the Florida Department of Transportation (FDOT). This project was and FDOT project, federally funded, and administered through the City of West Palm Beach.

PHASE 2 DESCRIPTION: The purpose of the project is to lower existing City of West Palm Beach water, sanitary sewer, and storm sewer utilities, so that a railroad spur (by others) can be constructed to join two existing railroad tracks in the near future. In addition to lowering the utilities, the city is taking this opportunity to replace utilities throughout the affected roads, and then rebuild the roads because the existing roads and utilities are about 50 years old.

Project Name: Northwood Rail Connection Utility Relocations Phase I

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: June 2016

Project Size: About 2,000 LF

Original Budget: \$2,800,000

Final Budget: \$2,560,377

Value Engineering Savings: Not tracked

% of GMP for GC: 20%

% of GMP for Profit: Included in GC's

% of GMP for Overhead: Included In GC's

Change Orders Added to GMP: \$ -240,000

Preconstruction Services Fees: \$34,620

Present Status: Complete

Project Name: Northwood Rail Connection Utility Relocations Phase II

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: February 2019

Project Size: About 4,000 LF

Original Budget: \$3,951,365

Final Budget: \$4,213,175

Value Engineering Savings: Not Tracked

% of GMP for GC: 20%

% of GMP for Profit: Included in GC's

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP: \$261,910

*owner added sewer lift station by CO

Preconstruction Services Fees: \$63,000

Present Status: Complete

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: North Flagler Drive Force Main and 23rd Street & Currie Park Force Main Improvements

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: November 2015

Project Size: 1+ mile

Original Budget: \$5,488,466

Final Budget: \$5,025,333 (Balance of funds returned to the Town \$463,133)

Value Engineering Savings: Not tracked

% of GMP for GC: 16%

% of GMP for Profit: 8%

% of GMP for Overhead: Included Above

Change Orders Added to GMP: \$ -463,132

Preconstruction Services Fees: \$16,085

Present Status: Complete

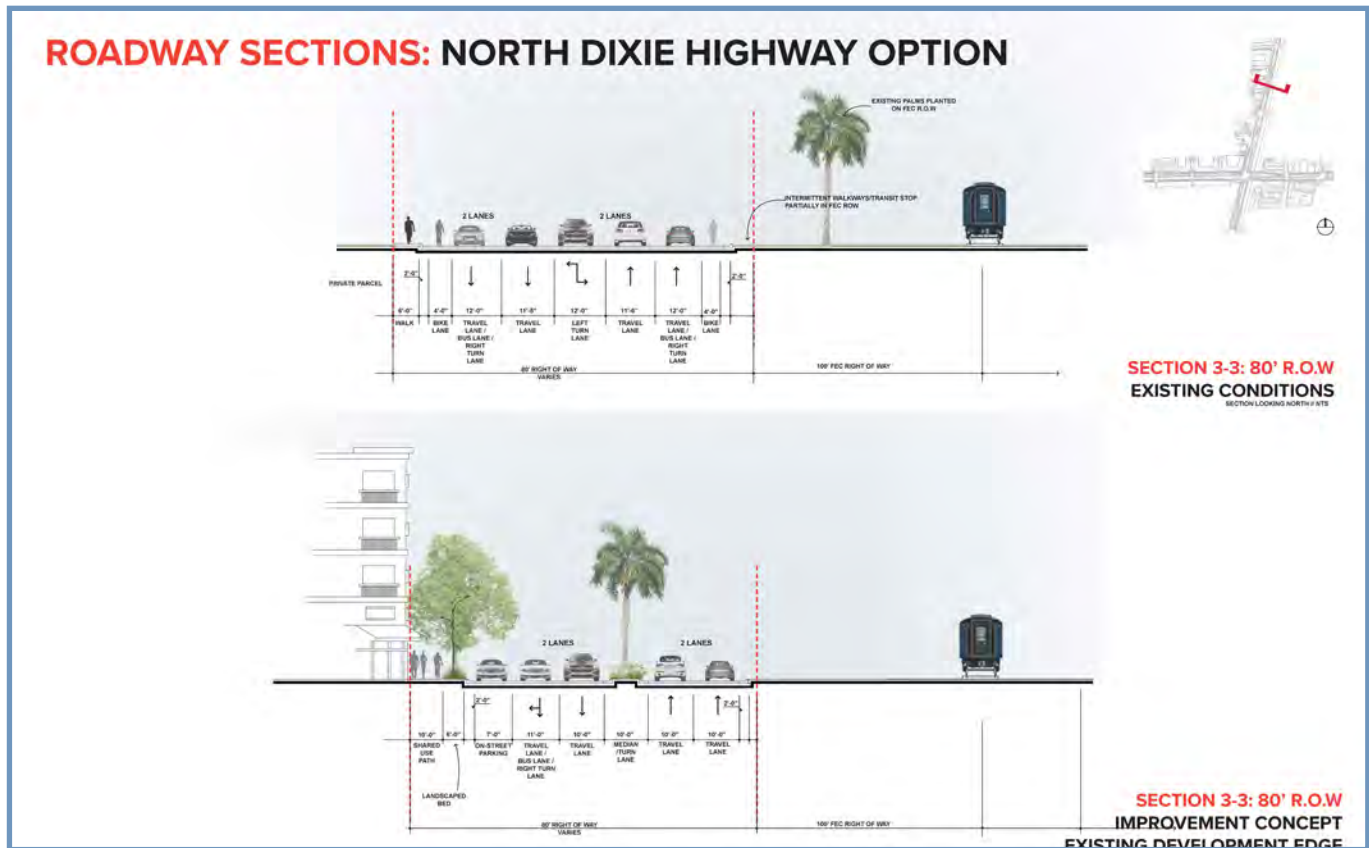
DESCRIPTION: Construction of a new Town of Palm Beach 24 inch PVC force main along North Flagler Drive for a distance of approximately 1 mile, and removal and replacement of sections of excessively deteriorated 30 inch CI/DIP Force Main in neighborhoods along 23rd Street in West Palm Beach, FL.

One unique aspect of this project was that it was a Town of Palm Beach Utility Project that took place entirely in the City of West Palm Beach, thus requiring coordination with not only the Town of Palm Beach, but also with the City of West Palm Beach Utilities/Traffic Engineering/Engineering Inspections/the Mayor's Response Team, and other City of West Palm Beach Departments.

Whiting-Turner also regularly coordinated with Good Samaritan Medical Center, near-by condominiums, businesses, various neighborhood associations in both the east and northwest sections of the city, and the Florida Department of Transportation (FDOT) for work performed on Dixie Highway.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: Dixie Highway

Location: Pompano Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: Est. July 2021

Project Size: 5 miles

Original Budget: \$24,860,000

Final Budget: N/A

Value Engineering Savings: Ongoing

% of GMP for GC: TBD

% of GMP for Profit: TBD

% of GMP for Overhead: TBD

Change Orders Added to GMP: TBD

Preconstruction Services Fees: \$396,360

Present Status: Active

DESCRIPTION: Dixie Highway Streetscape Improvements (estimated construction \$24,860,000 plus \$396,360 for preconstruction services). Note: this project may be combined with proposed improvements on Atlantic Boulevard from NW 6th Avenue to Cypress Road with estimated construction costs of approximately \$9 million. This project is divided in 2 phases. Phase I construction may start from McNab Road to NE 6th Street including improvements to the intersection of Atlantic Boulevard. Phase I includes improvements to the section of Atlantic Boulevard from NW 6 Ave to Cypress Road (subject to funding availability). Phase II to include construction of remaining segment on Dixie Highway from NE 6th Street to Sample Road.

TAB B, ITEM 6 | SIMILAR CMAR PROJECTS

within the past five years



Project Name: Banyan Boulevard Streetscape Improvements

Location: West Palm Beach, FL

Whiting-Turner's Role: CMAR

Completion Date: Est. December 2021

Project Size: 1/2 mile, 5 lanes

Original Budget: \$15,500,000

Final Budget: N/A

Value Engineering Savings: Not Tracked

% of GMP for GC: 18.9%

% of GMP for Profit: Included Above

% of GMP for Overhead: Included Above

Change Orders Added to GMP: N/A

Preconstruction Services Fees: \$99,060

Present Status: Active

DESCRIPTION: The scope of work is to make Banyan Blvd. a more attractive, safe and pedestrian/cyclist friendly gateway. The goal is to fashion a vibrant street and a downtown gateway, prioritizing pedestrians and cyclist, and designed with alternative mobility infrastructure as well as safe accommodation of automobiles. This section of road is approving 1/2 mile & 5 lanes.

The Banyan Blvd. corridor is comprised primarily of surface parking lots, parking garages, service entrances, and buildings with no active ground floor uses. Although the existing sidewalks are 10' wide, there is a lack of street edge and sense of enclosure due to the prevalence of surface parking. The lack of a dedicated bicycle lane diminishes the utility of the street. Transit is present on the street as Palm Tran maintains an active bus route along the corridor with bus shelters. Very little landscaping is present, with the exception of large poorly pruned Black Olive trees that have limited aesthetic value. There is limited human activity, which amplifies the perception of vacancy.

MISC. RELEVANT PROJECTS

The history of our proposed team working together extends over a decade, and for this reason we have included a number of relevant project sheets extending beyond the requested 5 years. Additionally, Whiting-Turner has realized success both in a CMAR environment, as well as in competitive bid situations, and as such, we have included some relevant projects completed under a general contract as well.



Project Name: Old Pompano Streetscape Improvements

Location: Pompano Beach, FL.

Owner: City of Pompano Beach

Whiting-Turner's Role: General Contract

Completion Date: December 2019

Project Size: 5 City Streets

Original Budget: \$5,700,000

Final Budget: \$5,781,828

Present Status: Complete

DESCRIPTION: Pedestrian and public improvements along 5 different Pompano Beach streets in a CRA district. Hardscape and landscape beautification that includes: trees (including relocation of existing trees), shrubs and groundcovers, pedestrian lighting and site furnishings, on-street parking, paving/resurfacing - roadway alignment, curbs and paving borders, irrigation installation, storm drainage structures & piping, water main & services, and sewer lateral lining.

MISC. RELEVANT PROJECTS



DESCRIPTION: New three-story 37,000 SF precast concrete building located within Florida Power & Light's Turkey Point Nuclear Power Plant. Building serves as the radiation control access building for the Nuclear Power Plant. The building consists of administrative offices, conference rooms, security command center, materials release frisking and access/entry point into the radiation controlled area.

Construction within the Nuclear Power Plant required high-level safety and security. In addition to mandatory access training for fire watch, confined space training, radiation area training and ARC flash training all workers (including Whiting-Turner personnel) were required to review and sign-off on daily safety procedures before stepping on-site. The required PPE on the project was work boots, eye protection, hard hats, ear protection and gloves. Any material and/or equipment lifting needed an engineered lifting diagram and all necessary straps/cables/hooks needed to be physically submitted to FPL for inspection and approval prior to use. Security included background checks, employment and incarceration history, drug and alcohol screening, badging, secured areas, armed security officers, delivery inspections, vehicle inspections, driver screening and delivery checklists.

Project Name: FPL Radiation Control Access Building

Location: Florida City, FL

Owner: Florida Power & Light

Whiting-Turner's Role: General Contractor

Completion Date: October 2010

Project Size: 37,000 SF

Final Budget: \$5,778,291

Present Status: Complete

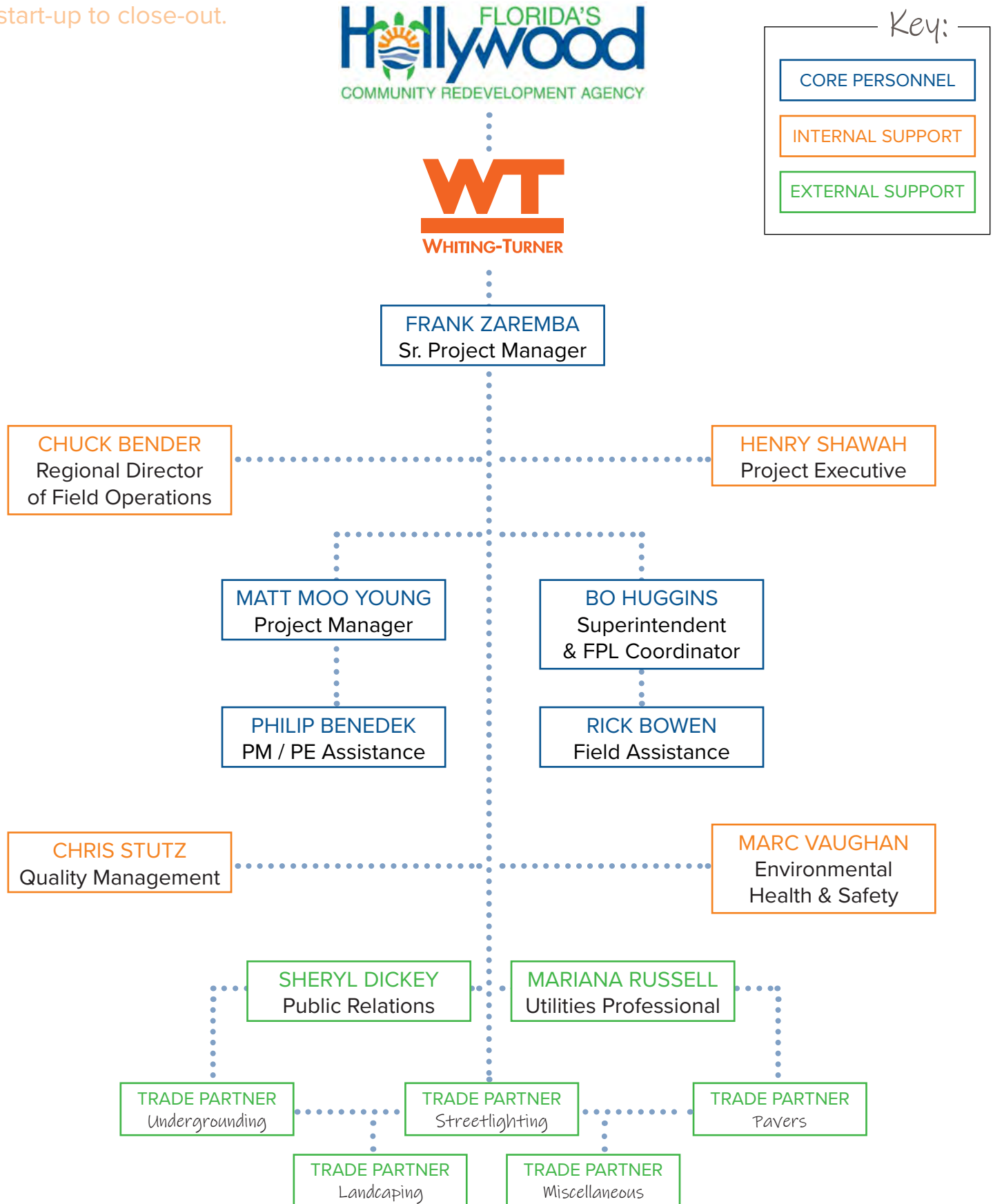


construction
team member's experience

C

TAB C, ITEM 1: ORGANIZATIONAL CHART

the same team from
start-up to close-out.

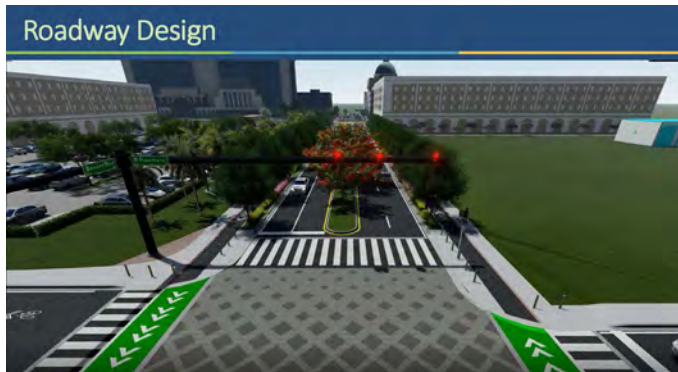


TAB C, ITEM 2

PERFORMANCE, EXPERIENCE & QUALIFICATIONS

Regarding Experience related to “FPL electrical contractor certification for undergrounding of overhead utilities”, many of our projects have included this consideration.

As an example, current projects that we have ongoing that included this consideration are the City of West Palm Beach (a) Tamarind Avenue and (b) Banyan Blvd Streetscape Improvement projects.



(a) The Tamarind Avenue project is a $\frac{3}{4}$ mile “complete streets” streetscape project that includes undergrounding of overhead utilities for the entire run. On this project, streetlighting and undergrounding of overhead utilities were separated into two separate bid packages, in case the two different types of electrical work revealed themselves through the bidding process to be best performed by different trade partner pools, something we would also consider in organizing the bid packages for this City/ CRA project in Hollywood. Undergrounding of overhead utilities contractors who were contacted to participate in the bidding for this scope of services included: Hypower, Danella, Viking, Wilco, CR Dunn, Davco and , MasTec. We would expect to utilize a similar bidders list for this scope of services on the City/ CRA’s A1A project. CR Dunn was determined to be the low bidder in this process for Tamarind Avenue, and a post bid review confirmed their understanding of the project and that their bid was complete and responsible. (The Tamarind Avenue project is moving forward slowly, as it includes the replacement of a 100 year old shallow 24” water main that feeds the entire north side of the City and is not able to be isolated at this time; our preconstruction agreement has been modified by contract amendment to include field work to assist the engineer in determining the best solution to this challenge.)

(b) The Banyan Boulevard Phase 1 project is a $\frac{3}{4}$ mile, 6 lane “Complete Streets” (\$15.5M) streetscape project that includes some undergrounding of overhead utilities for new signalization as well as for new electrical service points in order to replace existing overhead streetlighting with new streetlighting fed from underground. The bidders list for the Banyan Blvd. project was similar to that of the Tamarind Ave. project, and the successful electrical bidder for this project was Davco. The Banyan Blvd. project is well underway.

Regarding “proven success in streetscape beautification”, the project matrix in Tab C, Item 5 lists about 20 projects satisfying this criteria performed by our proposed team, many of which included all 3 members of our core team.

Our success in “exemplary cost containment, minimization of change orders and proven history of project completion within initial budget” is covered in various sections throughout this RFQ response, including the project sheets provided in item 6 of this section; the Broadmoor project is one such example:

Broadmoor Neighborhood Improvements (The Largest Neighborhood Improvement Project Undertaken by the City of West Palm Beach)

Contract Format:

Base Contract Amount: \$12,761,631

No. of Change Orders: (1) One: There was one major item in this change order - The owner chose to purchase pipe material directly from Ferguson Supply for tax savings purposes.

Value of Change Orders: Credit (\$3,692,197)

Claims: None

Time Extension: None

TAB C, ITEM 3

SUBCONSULTANTS / SUBCONTRACTORS

Self Performing on CMAR Projects

There may be a natural inclination to assume that a firm who regularly self-performs work can and will provide that service for less than a firm who utilizes a third party to accomplish that same activity; however, utilizing a CMAR firm to self-perform is rarely in an Owner's best interest.

On the next page is an excerpt from a peer review performed for the Town of Palm Beach, by Patterson & Dewar Engineers, wherein this consultant reviewed the Town's policy regarding CMAR's self-performing work and offered recommendations. With some caveats, this consultant's general recommendation was that "minimizing the amount of work performed by the selected CMAR(s) should assist in maintaining the project cost...".

The reason for the above recommendation is that it is rarely in an Owner's best interest for a CMAR contractor to self perform work, largely because of the incentive for the contractor to inadvertently "double-dip" on the profit or provide themselves less than competitive pricing.

A real-world example of the results of utilizing third party pricing as being more competitive, with excellent results, in comparison to self-perform pricing, can be found in a review of the competitive bid results on the Old Pompano Beach Streetscape Project that was completed last year in the City of Pompano Beach CRA utilizing a Federal grant. In this case, Whiting-Turner and 3 other GC's who typically self perform large components of their work were prequalified and competitively bid on this \$4.7M project. Whiting-Turner, with no self perform component was the low bidder and successfully delivered completion of the project. Tammy Good as well as Horacio Danovich managed this project on behalf of the Owner, and are listed in the reference section (Tab E).

In this example, not self performing at all, Whiting-Turner was the low bidder among four qualified contractors; the others of whom typically self perform portions of this type of work.



TAB C, ITEM 3

SUBCONSULTANTS / SUBCONTRACTORS



Peer Review of UG Utilities Master Plan

Summary of Findings

Finding 1.4 – Carefully monitor the amount of work self-performed by CMAR

Summary

While at times advantageous, in general the self-performance of work by the CMAR should, in our opinion, be limited and carefully evaluated prior to approval.

While at times it may be advantageous in terms of time or cost for a CMAR contractor to execute work, allowing this process does introduce a certain level of risk into the traditional CMAR process. For example, when a CMAR utilizes a sub-contractor to execute a specific project element, the CMAR serves as the quality assurance check on the performance of that work. When the CMAR self-performs the work, then they must have a process in place within their organization to ensure quality. As anyone who has ever been responsible for quality knows, it is very difficult to check your own work, and a better product is often produced when there are multiple sets of responsible parties reviewing the work performed. If at any point in the process the CMAR is not diligent on quality, then the project may suffer.

Additionally, in the traditional CMAR contracting process, the CMAR obtains a mark-up on the direct cost of construction. Unless carefully monitored, construction work that the CMAR performs themselves could be higher cost than a competitive alternative, upon which the CMAR would then also earn a mark-up. Such instances can lead to the incurrence of even higher overall program costs through inappropriate “double-dipping”.

The challenge of CMAR self-performance is noted in the previously referenced Crowe Horwath Audit. At Page 18, it notes that the Town’s purchasing manual contains the following language:

“Ideally, the CMAR will not self-perform any construction work under this contract and will be secured prior to the commencement of the design process. The Owner reserves the right to allow the CMAR to self-perform work upon prior written notification and consent of the Town Manager or designee.”

Recommendation for Action

Continue to limit the allowances for self-performance of work by CMAR contractors and carefully weigh the advantages of such actions against the cost and/or risk. Presently the Phase 1 contracts limit self-performance to 20% of a certain demolition task. Future contracts should continue these limitations and monitor self-performed work throughout the contract term.

Potential Impact

Minimizing the amount of work performed by the selected CMAR(s) should assist in maintaining the project cost at baseline levels. While it likely will not result in cost savings, it will assist the Town in maintaining the overall project budget. As previously mentioned, there may be times when the benefits of self-performance outweigh the cost or risk. Those instances should be carefully evaluated and documented prior to permitting the CMAR to self-perform the indicated work. Also, the risk to maintaining quality assurance should be compared with the potential advantages to the project schedule, as well as compared against the potential impact to the overall project budget.

PROJECT PERSONNEL

MEET THE TEAM



Frank Zaremba | principal point of contact

Senior Project Manager | start to finish team

Frank will be your primary point of contact. Although he will be fervently supported by the entirety of our team, he is your “go to”. If there is a question or challenge, there is never a doubt of who to call for an immediate response. Frank was the senior project manager on well over a dozen high profile municipal similar projects.

- Undergrounding/ Streetscape/ Broward County Experience/ More than a decade long history of working together with Matt and Bo.
- 34 years with Whiting-Turner
- Please refer to Frank’s resume for additional information



Bo Huggins

Superintendent | start to finish team

Bo has been our lead superintendent on a number of similar projects.

- Undergrounding/ Streetscape/ Broward County Experience/ More than a decade long history of working together with Frank and Matt.
- 19 years with Whiting-Turner
- Please refer to Bo’s resume for additional information.



Matt Moo Young

Project Manager & Cost Estimator | start to finish team

Matt has been our lead project manager on a number of similar, projects.

- Undergrounding/ Streetscape/ Broward County Experience/ More than a decade long history of working together with Frank and Bo.
- 18 years with Whiting-Turner
- Please refer to Matt’s resume for additional information

PROJECT PERSONNEL MEET THE TEAM

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Henry Shawah

Vice President

Henry will be the project executive. He will be involved initially to assist finalizing the contract agreement, and throughout the balance of the contract Henry will ensure that the project is staffed correctly. Henry will ensure that the proper resources, staff and experienced personnel are dedicated to your project. Henry's direct involvement throughout the project will be as-needed.

- 30 years with Whiting-Turner
- Responsible for the South Florida offices
- All work referenced in the South Florida region is ultimately under his leadership.



Chuck Bender

Regional Director of Field Operations

Chuck is responsible for all of our southeast field operations. Chuck will review and assist with our safety, staging, and general field operations plans. He will consult with our superintendent(s) on a regular basis and will support our field operations by ensuring that Whiting-Turner is providing our field staff with the optimal resources to construct your project.

- 20 years with Whiting-Turner
- Responsible for supervision of all our superintendents in the South Florida region for over a decade
- All field operations performed during that period have ultimately been under his supervision



Marc Vaughan

Environmental Health & Safety Engineer

Marc is our South Florida Regional Safety Representative. Marc will pay visits to the site on a regular basis, and will consult with the team during preconstruction and construction to ensure our rigorous safety protocols are prioritized.

- 2+ years with Whiting-Turner

PROJECT PERSONNEL

MEET THE TEAM



Chris Stutz

Regional Quality Manager

Chris will facilitate the execution of the Whiting-Turner Quality Management Program, align local groups with corporate quality initiatives, and support project level quality control execution. He will engage with the project team to plan, develop, and integrate quality controls across all project processes. Monthly reviews/ check-ins will be conducted by the Chris to assess project quality health and identify additional tools/ resources required.



Sheryl Dickey | Dickey Consulting

Public Relations & Community Outreach | start to finish team

Sheryl A. Dickey, Founder and President/CEO of Dickey Consulting Services, Inc. (DCS) is a project management, public involvement, and economic development professional with more than 40 years of experience and a track record of success in these areas. She brings a high level of energy and the ability to participate in a leadership or team member role to ensure successful completion of a wide range of projects.



Mariana Russel

Utilities Professional

As a former FPL employee, Mariana has designed, managed, and coordinated projects as well as supervised the construction, design review, relocation, permitting and easement phases of major Overhead and Underground projects. Mariana's firm and her cohorts consisting of former FPL employees will assist on an as needed basis.

Frank Zaremba

Senior Project Manager

37 YEARS IN CONSTRUCTION
34 YEARS WITH WHITING-TURNER



Dr. Martin Luther King, Jr.
Boulevard Watermain &
Streetscape Improvements



Coral Springs
Downtown Infrastructure
Improvements



Town-Wide
Undergrounding of
Overhead Utilities South

City of Pompano Beach CRA

Dr. Martin Luther King, Jr. Boulevard Watermain & Streetscape Improvements

Community outreach with businesses and residences, maintenance of traffic on county and DOT roads, 1400 LF of 12" Watermain, storm drainage, replacement of existing roadway and regrading, dividing island, sidewalks, curb & gutter, landscaping, irrigation and pedestrian lighting. Also includes coordination with FPL, Comcast, and AT&T to relocate all overhead services from old timber poles to new concrete poles in preferred locations.

Pompano Beach, FL. **\$3.85M** | CMAR

City of Pompano Beach

Old Pompano Streetscape Improvements

Pedestrian and public improvements along 6 different Pompano Beach streets and ROW and City/CRA owned property.

Pompano Beach, FL **\$5.7M**

Pompano Beach Fishing Pier

Services include pre-construction analysis for the Pompano Beach Fishing Pier including structural replacement of an existing +/-1000 LF fishing pier using the "Top Down Approach", addition of pedestrian lighting, educational placards and signage, shade structures, conversion of existing overhead utilities (e.g. electric, telephone and cable TV) to underground distribution, installation of new drainage, replacement of water and sewer distribution lines, and streetscape improvements, including lighting, sidewalks, pavement and landscaping, and other improvements outlined in the final construction plans.

Pompano Beach, FL. **\$11.5M** | CMAR

City of Coral Springs CRA

Downtown Infrastructure Improvements

Preconstruction Services included evaluation of the construction of eight (8) right turn lanes improvements, undergrounding of electrical and data cables, landscaping, lighting, signalization, culvert extensions and sidewalk construction. Installation of water mains and public art features. Construction included 1,000 LF of 8x7 concrete culvert, 1,400 LF of 12" Watermain, new curb & gutter, roadway, median island, landscape & irrigation, site lighting, as well as an extensive artscape walk to be used for special events.

Coral Springs, FL. **\$4.2M** | CMAR

The Palladium Company

Renaissance Project

Renaissance Project: CM at-Risk, 250 CFS pump station, 200 LF of 84-inch jack and bore beneath a railroad track and major roadway, chemical treatment systems and a five-acre wetland cell.

West Palm Beach, FL. **\$9M** | CMAR

Frank Zaremba

Senior Project Manager

CityPlace

Urban renewal, mixed-use development spanning six city blocks with 625,000 SF of retail/entertainment, 120,000 SF of residential units, 4 parking decks, and extensive hardscape, fountains and sitework.

West Palm Beach, FL. **\$113M** | CMAR

The Town of Palm Beach

Town-Wide Undergrounding of Overhead Utilities South

Conversion of overhead utilities to underground from Sloan's Curve south to the Town's limits.

Palm Beach, FL. **\$7.3M** | CMAR

North Flagler Drive and 23rd Street Force Main Improvements

Install 4,500 LF of 24" PVC force main and replace 30" DIP in various roadway locations.

Palm Beach, FL. **\$5M** | CMAR

North Lake Way & Laurian Lane Infrastructure Improvements

Roadway and utility improvements in a high end Town of Palm Beach residential neighborhood. Utility work includes potable water, sanitary sewer, and storm sewer improvements.

Palm Beach, FL. **\$772,000**

City of West Palm Beach

Northwood Railroad Utility Relocation Phase 2

The purpose of the project was to lower existing City of West Palm Beach water, sanitary sewer, and storm sewer utilities, so that a railroad spur (by others) can be constructed to join two existing railroad tracks in the near future.

West Palm Beach, FL. **\$3.9M** | CMAR

Banyan Boulevard Streetscape Improvements | ACTIVE PROJECT

A variety of streetscape and infrastructure projects within the City CRA (Community Redevelopment Area).

West Palm Beach, FL. Est. **\$10M** | CMAR

Northwood Railroad Utility Relocation Phase 1

Relocate existing City Utilities (water, sewer, and storm) in anticipation of pending railroad track construction by the FDOT. The project was federally funded and was a FDOT project administered through the City of West Palm Beach.

West Palm Beach, FL. **\$2.56M** | CMAR

Storm Sewer Improvement Project

Renovation of eight streets including existing utilities, asphalt, curb, walkways and landscape.

West Palm Beach, FL. **\$10M** | CMAR

Rosemary Avenue Underground Utilities Improvements, Phase I

Underground utilities (storm water, water main, and sanitary sewer), roadwork, sitework and flatwork, traffic calming, street lighting, landscaping and irrigation.

West Palm Beach, FL. **\$4M**

City Commons Waterfront Docks

Construction of a municipal floating dock system in the intra-coastal waterways of downtown WPB.

West Palm Beach, FL. **\$4M** | CMAR

Broadmoor Neighborhood Utility infrastructure Improvements

Installation of new utility infrastructure and reconstructing (13) existing streets in the southern limits of West Palm Beach. Work included an extensive amount of roadwork, sitework, underground utilities, plumbing, site electrical and landscaping.

West Palm Beach, FL. **\$10M**

Bo Huggins

Superintendent

41 YEARS IN CONSTRUCTION
19 YEARS WITH WHITING-TURNER



Dr. Martin Luther King, Jr.
Boulevard Watermain &
Streetscape Improvements



Coral Springs
Downtown Infrastructure
Improvements



Town-Wide
Undergrounding of
Overhead Utilities South

City of Pompano Beach CRA

Dr. Martin Luther King, Jr. Boulevard Watermain & Streetscape Improvements

Scope of work includes community outreach with businesses and residences, maintenance of traffic on county and DOT roads, 1400 LF of 12" Watermain, storm drainage, replacement of existing roadway and regrading, dividing island, sidewalks, curb & gutter, landscaping, irrigation and pedestrian lighting. Also includes coordination with FPL, Comcast, and AT&T to relocate all overhead services from old timber poles to new concrete poles in preferred locations.

Pompano Beach, FL. **\$3.85M** | CMAR

City of Coral Springs CRA

Downtown Infrastructure Improvements

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Coral Springs, FL. **\$4.2M** | CMAR

The Palladium Company

Renaissance Project

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West Palm Beach, FL. **\$9M** | CMAR

The Town of Palm Beach

Town-Wide Undergrounding of Overhead Utilities South:

Conversion of overhead utilities to underground from Sloan's Curve south to the Town's limits.

Palm Beach, FL. **\$7.3M** | CMAR

North Flagler Drive and 23rd Street Force Main Improvements

Install 4,500 LF of 24" PVC force main and replace 30" DIP in various roadway locations.

Palm Beach, FL. **\$5M** | CMAR

North Lake Way & Laurian Lane Infrastructure Improvements

Roadway and utility improvements in a high end Town of Palm Beach residential neighborhood. Utility work includes potable water, sanitary sewer, and storm sewer improvements.

Palm Beach, FL. **\$772,000**

Bo Huggins

Superintendent

City of West Palm Beach

Northwood Railroad Utility Relocation Phase 2

The purpose of the project was to lower existing City of West Palm Beach water, sanitary sewer, and storm sewer utilities, so that a railroad spur (by others) can be constructed to join two existing railroad tracks in the near future. In addition to lowering the utilities, the city is taking this opportunity to replace utilities throughout the affected roads, and then rebuild the roads because the existing roads and utilities are about 50 years old. The scope of work also includes construction of a new sanitary sewer lift station, which was necessitated by the lowering of the gravity sewer.

West Palm Beach, FL. **\$3.9M** | CMAR

Banyan Boulevard Streetscape Improvements | ACTIVE PROJECT

A variety of streetscape and infrastructure projects within the City CRA (Community Redevelopment Area). The 1st project that we have been awarded under this selection is Banyan Blvd. The City has told us that as Banyan Blvd. approaches completion, they want us to be performing preconstruction on Tamarind Avenue, so that Tamarind Avenue starts construction as Banyan Blvd. is substantially complete.

West Palm Beach, FL. Est. **\$10M** | CMAR

Northwood Railroad Utility Relocation Phase 1

Relocate existing City Utilities (water, sewer, and storm) in anticipation of pending railroad track construction by the FDOT. The project was federally funded and was a FDOT project administered through the City of West Palm Beach.

West Palm Beach, FL. **\$2.56M** | CMAR

City Commons Waterfront Docks

Construction of a municipal floating dock system in the intra-coastal waterways of downtown WPB.

West Palm Beach, FL. **\$4M** | CMAR

Broadmoor Neighborhood Utility infrastructure Improvements

Installation of new utility infrastructure and reconstructing (13) existing streets in the southern limits of West Palm Beach. Work included an extensive amount of roadwork, sitework, underground utilities, plumbing, site electrical and landscaping.

West Palm Beach, FL. **\$10M**

WTP FPL Evernia Substation Feed

Provide labor, equipment & material necessary to construct a FPL ductbank from FPL Evernia Substation to existing FPL manhole south of High Service Pump Station #2, a WTP electrical ductbank for future use, a 24" DIP for future use and a 6" DIP for future use. FPL to provide concrete vaults, conduits and cables, and terminations of the 13kV feed.

West Palm Beach, FL. **\$1.4M**

Water Treatment Plant Access Driveway

Construct deceleration/ acceleration lanes at water treatment plant entry. Also includes security gate, fiber optic cable, 1200 LF of paved roadway, parking areas, landscaping, irrigation, and lighting.

West Palm Beach, FL. **\$1.7M**

Matt Moo Young

Project Manager / Cost Estimator

22 YEARS IN CONSTRUCTION
18 YEARS WITH WHITING-TURNER



Dr. Martin Luther King, Jr.
Boulevard Watermain &
Streetscape Improvements



Coral Springs
Downtown Infrastructure
Improvements



Town-Wide
Undergrounding of
Overhead Utilities South

City of Pompano Beach CRA

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Pompano Beach, FL. **\$3.85M** | CMAR

City of Coral Springs CRA

Downtown Infrastructure Improvements

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Coral Springs, FL. **\$4.2M** | CMAR

The Town of Palm Beach

Town-Wide Undergrounding of Overhead Utilities South:

Conversion of overhead utilities to underground from Sloan's Curve south to the Town's limits.

Palm Beach, FL. **\$7.3M** | CMAR

North Lake Way & Laurian Lane Infrastructure Improvements

Roadway and utility improvements in a high end Town of Palm Beach residential neighborhood. Utility work includes potable water, sanitary sewer, and storm sewer improvements.

Palm Beach, FL. **\$772,000**

Matt Moo Young

Project Manager / Cost Estimator



Evernia
Substation Feed



Banyan Boulevard
Streetscape Improvements



North Lake and
Laurian Lane

City of West Palm Beach

Banyan Boulevard Streetscape Improvements | ACTIVE PROJECT

A variety of streetscape and infrastructure projects within the City CRA (Community Redevelopment Area). The 1st project that we have been awarded under this selection is Banyan Blvd. The City has told us that as Banyan Blvd. approaches completion, they want us to be performing preconstruction on Tamarind Avenue, so that Tamarind Avenue starts construction as Banyan Blvd. is substantially complete.

West Palm Beach, FL. Est. **\$10M** | **CMAR**

Broadmoor Neighborhood Utility infrastructure Improvements

Installation of new utility infrastructure and reconstructing (13) existing streets in the southern limits of West Palm Beach. Work included an extensive amount of roadwork, sitework, underground utilities, plumbing, site electrical and landscaping.

West Palm Beach, FL. **\$10M**

WTP FPL Evernia Substation Feed

Provide labor, equipment & material necessary to construct a FPL ductbank from FPL Evernia Substation to existing FPL manhole south of High Service Pump Station #2, a WTP electrical ductbank for future use, a 24" DIP for future use and a 6" DIP for future use. FPL to provide concrete vaults, conduits and cables, and terminations of the 13kV feed.

West Palm Beach, FL. **\$1.4M**

Rosemary Avenue Underground Utilities Improvements, Phase I

Underground utilities (storm water, water main, and sanitary sewer), roadwork, sitework and flatwork, traffic calming, street lighting, landscaping and irrigation.

West Palm Beach, FL. **\$4M**

Water Treatment Plant Access Driveway

Construct deceleration/ acceleration lanes at water treatment plant entry. Also includes security gate, fiber optic cable, 1200 LF of paved roadway, parking areas, landscaping, irrigation, and lighting.

West Palm Beach, FL. **\$1.7M**

DCS is a project management, public relations, and strategic planning firm. The company and its associates provide services to public and private enterprises. DCS has been in business for 25 years.

Fort Lauderdale A1A Streetscape Improvement Project – Design Phase

The Project includes updating landscaping, hardscaping, and lighting along SR A1A. Hardscape improvements include installation of decorative concrete on the east side of SR A1A. Landscape improvements include relocating palm trees closer the curb to maximize the pedestrian zone and create a consistent look along the corridor and adding smaller accent plantings near Las Olas Boulevard. Lighting improvements include adding lighting along the west side of SR A1A and relamping lighting fixtures on the east side. Turtle-friendly LED fixtures are also proposed. DCS developed and maintains an extensive database of residents, businesses, City of Fort Lauderdale elected officials, Central Beach Alliance, and other stakeholders. DCS prepared mailings, made phone calls, sent email blasts, and used other outreach methods to invite affected parties to public meetings and special presentations. The firm prepared comment cards, sign-in sheets, and summary meeting minutes for the public involvement events. DCS also developed and maintains a complaint/inquiry log to address the affected community's concerns.

City of Fort Lauderdale CRA Sistrunk Boulevard Streetscape Project

The Project consists of enhancements to strengthen a sense of place and create a pedestrian-friendly destination area along the Sistrunk Corridor from NW 24 Avenue to Federal Highway (US1). The enhancements are roadway reconfiguration from four lanes to three lanes to slow down commuter traffic, improve pedestrian safety, and allow for on-street parking; relocate overhead utility lines underground; widen sidewalks; and incorporate decorative lighting, median and landscape enhancements, new bus shelters and elimination of certain bus stops; and infrastructure improvements to the water and wastewater systems. DCS provided professional public outreach services in various ways to advise residents, property owners, business owners, places of worship, etc. of construction activities, water service interruption, and other impacts in the area. Outreach included door-to-door distribution of notices, mailed letters, traffic advisories, and public service announcements to name a few. DCS scheduled and attended HOA meetings, public meetings, an Open House, and conducted stakeholder interviews to keep the public engaged with the Project.

Broward County Utility Analysis Zone Projects

Th Projects were implemented by Broward County Water and Wastewater Services to make water and sanitary sewer improvements to several Utility Analysis Zones throughout Broward County. DCS provides public information and community awareness services to residents, property owners, and businesses relative to the impact of water and sewer lines replacement. Those services include developed and maintain a database tracking system for community concerns and project team responses; prepare and distribute construction notices, brochures, letters, etc. to stakeholders; attend progress meetings and meetings with residents, neighborhood associations, business owners, elected officials, etc.; and provide coordination assistance during construction.

TAB C, ITEM 5 | CAPABILITIES & RESPONSIBILITIES of project staff

Although supported by the resources of Whiting-Turner and our specialty consultants, Frank, Matt, and Bo will be the core of our management team from this RFQ selection process through to final completion and punchout.

The approach to managing the City of Hollywood/CRA Undergrounding of Overhead Utilities and Streetscape Beautification project will be the same proven approach that our team has successfully implemented together for over a decade:

- The project will be staffed with experienced, dedicated Project Managers and Superintendents.
- We will utilize the experience and expertise of the most qualified, local specialty subcontractors.
- The most current management tools such as CMiC and Primavera will be utilized to manage the project.
- The plans will be reviewed regularly during development by our experienced staff, our carefully prequalified pool of subcontractors, City/CRA staff and the Design Team.
- We will always be available , day or night, and we will promptly address any concerns that the City/CRA may have throughout the Construction Management process.

PRECONSTRUCTION PHASE

The preconstruction process will begin immediately upon selection of the Whiting-Turner team.

Preconstruction will include the following components:

Preconstruction Kick Off

Whiting-Turner will promptly prepare a budget, schedule and phasing plan, based upon the available information to initialize the process.



Creating a Plan of Attack

Regularly scheduled, Owner/ Engineer/ CMAR progress meetings are Key to the success of any project. Matt will organize the agenda for the initial meetings, and the meeting minutes will be updated, normally within 24 hours of the meeting, by an assistant project manager. To be effective, the decision makers representing the City/CRA, the Design Team, and Whiting-Turner, as well as other stake holders such as the utility providers, will be in attendance. The meetings are critical in identifying key issues and alternatives, as well as performing constant value engineering. The minutes that we issue after each meeting are formatted so that all team members are clear as to their immediate and long-term responsibilities. These minutes are an important tool for maintaining the project's direction and focus.

Approvals to design alternatives are often provided immediately, in this arena, thereby keeping the Construction Management process running efficiently to meet the strict time constraints of a project. Whiting-Turner's consistent use of this process has allowed this process to develop to a high level, so that the project will enjoy the benefits of efficient coordination.

DESIGN REVIEW & OPTIONS ANALYSIS OF PLANS & SPECIFICATIONS

We are already in the process of developing a preliminary budget and schedule, and if selected as your CMAR, our involvement in the completion of the design phase will enable the City/CRA to make informed “go/no-go” decisions for those items identified as challenges or alternate solutions. We will work in concert with Kimley-Horn to validate the delivery of quality design within the budget, avoid redesign, confirm complete and coordinated documents, and minimize change orders. Through attendance at all design meetings and through constant, open communication, our professionals will be fully integrated into the design team’s thinking. The design meetings referenced include meetings with the utilities (FPL, Comcast, ATT, and others) that have no doubt taken place many times already, and will continue to take place, where easements and plan discrepancies are discussed and resolved.



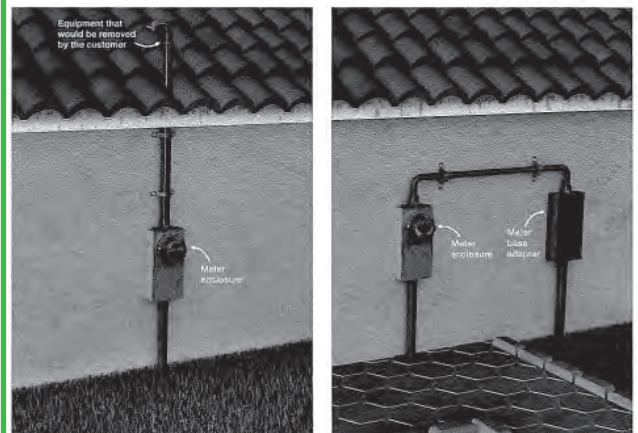
We understand that conduit installed by trenching and open cut may be required to be encased in concrete, as on this “FPL Evernia Street Substation” project completed by Frank, Matt, and Bo”

Constructability Analysis

The Whiting-Turner Team including our network of local subcontractors will review plans provided to us by the Design Team and offer useful cost and time saving feedback based upon our combined years of relevant South Florida experience and our evaluation of the existing site conditions.

Recognizing that FPL plans provided are about three years old in comparison to the Brannon &

Meter Enclosure Adapter Equipment



Florida Power & Light Company may need to retrofit your meter enclosure with a meter base adapter in order to connect your electric service from the new underground equipment.

Gillespie plans which are about a year old and that Kimley-Horn has no doubt made advances in the plans, the following are examples of constructability comments that we will provide:

1. FPL prints state “ROW Agreement” meaning that all FPL equipment will be in the Right of Way. FPL drawings show all equipment in Right of Way. Drawings by Brannon & Gillespie show some equipment on private property and some equipment installed on the east side of A1A, where space is apparently unavailable for the equipment on the west side.
 - 1a. Ideally, the FPL plans will be updated to reflect the work that has been invested in locating the equipment in the least objectionable locations possible. In any case it is important to obtain some form of written concurrence from FPL as to the intended location of the equipment to minimize the possibility of problems as the as-builts are reviewed and the switching orders are executed.
 - 1b. The timeline for procuring easements is critical to scheduling the installation. Where obtaining signed agreements on private property is not complete at the time that the work there would ideally be underway, we can generally

schedule the project installation around that equipment location and perform that installation when the location is accessible.

2. Telecommunication aerial line (top) is not a Comcast cable, is there communication cable to be undergrounded other than ATT or Comcast?
3. The drawings show FPL within 1 foot of the right-of-way (ROW), ATT within 3 feet and Comcast within 5 feet from the west edge of ROW. In order to keep all conduits within five feet of the ROW, there will need to be a clear plan approved by all parties. For example, can the telecommunication conduits be grouped together in one horizontally drilled carrier sleeve? With so many conduits, will it be necessary to install the communication conduits deeper and possibly under the FPL conduits to obtain the proper clearances? The existing roadway was recently paved and in very good condition so any consideration for venturing into the roadway will be avoided.



4. There is no mention of the conversion of the services to the existing FPL customers. Who will be responsible to install the underground services and converting the electrical panels from an aerial weatherhead to an underground downpipe? This is a large undertaking; with so many of the existing buildings being older, there is a good chance that

some of their electrical panels and wiring do not satisfy current code and might require upgrades prior to completing the conversion. Is a study underway or planned for to make this determination, or will that responsibility rest with each individual property owner? FPL, AT&T and Comcast service routes to each private service will be unique and each private service will be individually planned and coordinated.



5. Whiting-Turner will be able to provide additional expertise to assist with monitoring the FPL switching orders, through our team member, to assist in keeping the project on schedule.
6. We recognize the impact that the unusually high water table will play in the planning of the project. For example, open trench work will always require a dewatering operation, and for that reason, long runs of conduit will be planned for as being installed by horizontal directional drilling where possible, with open cut being reserved for turns and special configurations.
7. Drawings show FPL switch cabinets (not transformers) in areas that are not large enough (cabinets are 8x8 and need 8-foot clearance on all sides) to accommodate the required clearances.
8. We will identify discrepancies between the

FPL plans and the Brannon and Gillespie drawings, to confirm that such discrepancies are due to the FPL plans being 3 years old and in need of updating. Some noted discrepancies include:

- Pg. 50 lot 24/23 transformer location vs. pg. 69 lot 25/26
 - Pg. 49 switch #3 does not match location pg. 69
 - At Filmore Street 2 FPL conduits proposed versus FPL drawing showing 3 conduits
 - At Pierce Street transformer location does not match FPL location and shows 1 splice box and FPL shows 2 splice boxes
9. Equipment in sidewalk must allow for ADA compliance (3 feet clear), for pedestrian walkway, and Equipment must also be placed away from landscape, etc.
 10. The City's requirements for installing conduit in proximity to proposed tree roots will be incorporated into the plan for conduit installation.
 11. In some areas where the sidewalks are narrower and trees/ tree grates are shown, maintaining a 3-foot pedestrian pathway will be tight, although it is likely that Kimley-Horn has accounted for the code requirement.

Trees and tree grates in the narrow walkways will present potential challenges not just for maintaining ADA pedestrian walkway clearances and below grade coordination of multiple new undergrounded conduits with consideration toward and existing utilities, BUT ALSO, the existing landscape canopies of some private property locations infringe on what will be the future canopy of the proposed trees.



Cost Estimating

Matt will distribute responsibilities for assisting with cost estimates among the various team members and support staff, and he will be responsible for assembling the information into a final budget. With the documents being at 90% complete, Whiting-Turner would expect to prepare two Estimates prior to arriving at a Guaranteed Maximum Price (GMP) for this project.

Our first estimate will be performed immediately with the information that is available to us and will be used to identify key concerns and ensure the mutual understanding of project goals. The second budget will be a fine tuning of the preliminary budget and will be used to organize the subcontractor bid package schedule of values and specific scopes of work.

Protecting the integrity of your project costs will begin with our realistic, dependable budget and will continue with responsible cost-reduction analysis and buy-out. During construction, cost control is about strong management and administration. Our procedures ensure that an up-to-date assessment of current and projected costs will always be available to the City/CRA. We have the flexibility to meet your cost tracking needs through a variety of systems. We will continually calculate "cost at completion" to identify any variances while there is still time to take corrective action, ensuring that your final budget is met.

Value Engineering (VE)

All members of the Whiting-Turner Team will participate in the value engineering process, with Matt leading the charge and summarizing the results. Bringing a Construction Manager on board as early in the project as possible offers the best opportunity to reduce cost without jeopardizing design integrity and/or necessitating costly redesign. Our team's methodology is to answer the following questions:

- What is it?
- What does it do?
- What is it worth?

- What does it cost (initial and operating)?
- What else would work?
- What does the alternative cost?

As part of our value engineering effort, we will also assist the Design Team with analysis of alternatives to maximize efficiency within your project scope. In conjunction with your design team, we will concentrate on the “cost drivers” - the components and major systems that account for most of the project cost. The depth of experience held by our team with similar projects will enhance our capability to provide true value in these efforts.

As we progress through design, the local subcontractor community may be consulted to validate our budget, discuss value engineering and constructability, and check material availability. Our team also reviews the major components of the Streetscape and Infrastructure Improvements for cost validation, value engineering and constructability.



As a fully integrated project team member, we will intertwine value engineering with constructability. Our team will review the design with an eye on alternative solutions that will facilitate field operations, save time and money, and ultimately result in a higher quality project.

Life Cycle Cost Analysis

We occasionally perform life cycle cost analysis during the course of preconstruction, generally in evaluating various products to determine if the premium cost for one type provides a true value to the Owner, such as when comparing asphalt cross-sections or products with varying warranties and life expectancies, and we will be glad to do so upon request on this project; however, in reviewing the plans provided, we do not see an advantage or even a useful opportunity in performing any such analysis.

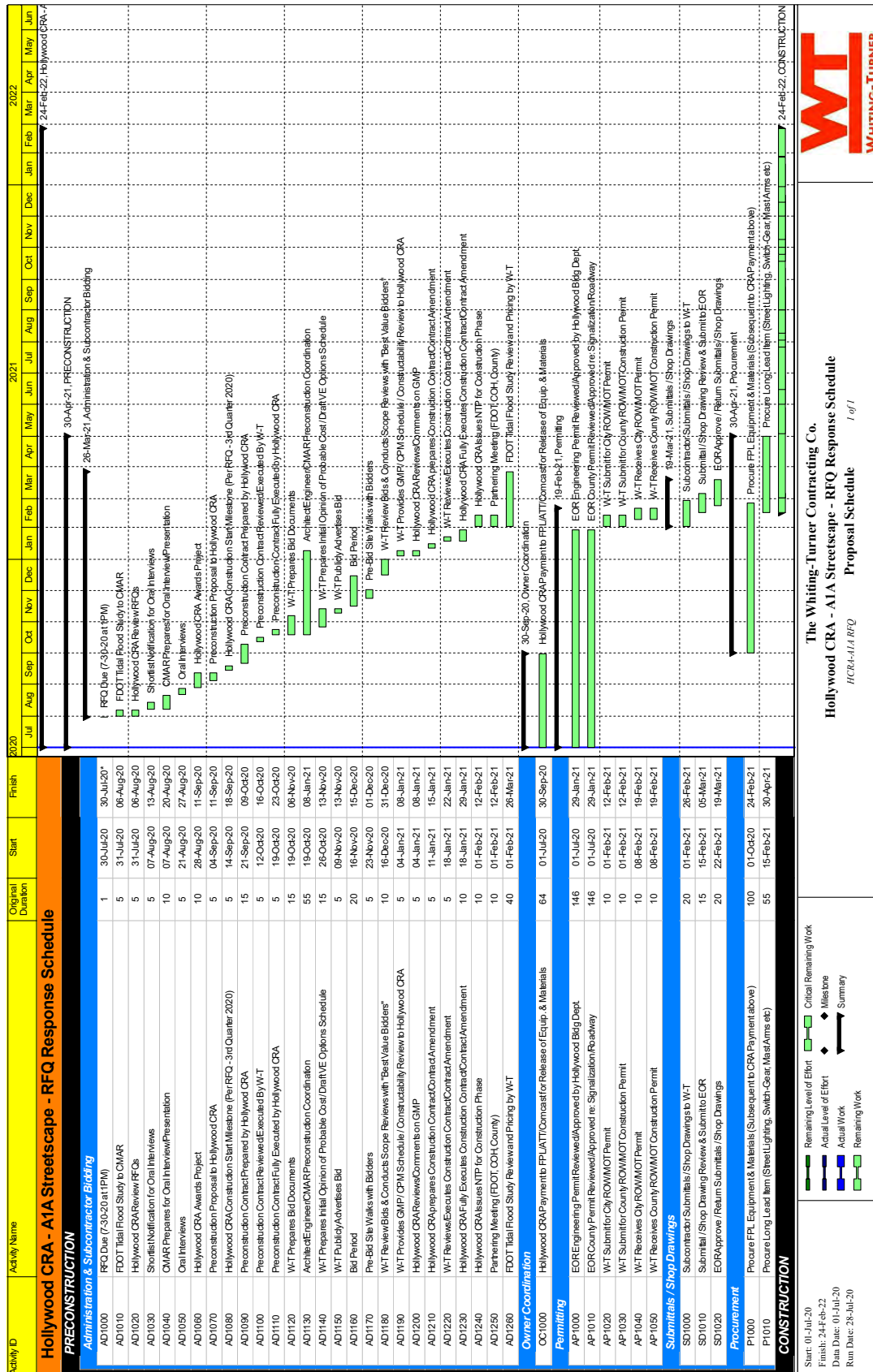
Schedule

Whiting-Turner utilizes Primavera (P6), recognized as the most effective and flexible scheduling software in the industry, to develop and maintain the project schedule. The initial schedule will be drafted by Bo Huggins and finalized in conjunction with Matt & Frank, with the support of our full team. The City/CRA, the Design Team, and subcontractors will be included in the development of the schedule, since we are all stakeholders in the success of the project. We have realized great success in using the services of J.S. Held, as a scheduling consultant, to verify and input the logic and sequence of the final GMP schedule, as well as monthly updates.

See next page for full-sized schedule.



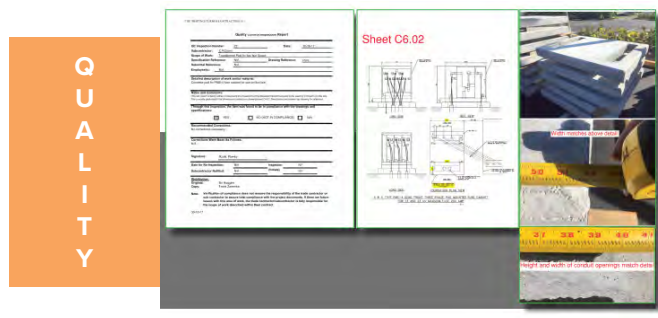
Milestones related to the undergrounded utilities are included in the project schedule. For example, FPL preconstruction activities such as Deposits, Engineering, Payments to Release Material, and Procurement Durations, are critical path items and special attention will be in place to ensure that these activities are tracked with the attention that they warrant.



Once construction is under way, Matt and Bo will update the project schedule and coordinate with the rest of the team and our scheduling consultant to produce a monthly schedule update to be submitted with the monthly invoice. On a weekly basis, Bo will prepare a simplified 3-week look-a-head schedule for clarity of our schedule expectations to trades and for weekly updates the Sheryl Dickey will utilize for public notifications.

Quality Control & Mock-ups

Chris Stutz, as our regional Quality Control Manager, will meet with the team at the commencement of the project and assist with organizing a project specific quality control plan, and then he will meet with the team at regular intervals afterward to monitor the progress of the plan and confirm that the plan's objectives are being satisfied. The quality of the project will result in great part from Chris' proven leadership. Our team will instill a positive attitude in the work force and establish an atmosphere where almost is not acceptable, and where individuals make quality performance a personal goal.



Mock-ups are an important component of Quality Control. Where a finished product could vary in any manner from a clear established standard, we like to install a mock-up for review and approval by all parties to establish a minimum for quality acceptance. For example, a small section of the decorative sidewalk will be completed and approved by all parties, prior to continuing with the installation of sidewalk. This mock-up might be an in-place mock-up, or it might be a sample section that is cast for comparison purposes in the laydown area.

Whiting-Turner's quality program will begin long before the commencement of any construction. In preconstruction, our staff will work closely with the design team to develop complete and constructible documents. Throughout the design and construction phases, our team will routinely review the plans, the budget, and the schedule so that the City/CRA will realize

the benefits of our combined experience and teamwork.

Our superintendents and subcontractors have the experience necessary to avoid quality deficiencies by looking ahead. The focus will be to avoid deficiencies caused by scheduling conflicts, unanticipated field conditions, tolerance or material incompatibilities, improper installation methods, etc. As materials arrive at the jobsite, they will be inspected for compliance and logged. Work-in-place will be inspected daily.

We understand and encourage your involvement throughout the process to assure that all completed work meets your standards. It is, therefore, important to our team to review your expectations, to add to our process any procedures not already included, and to coordinate the total quality assurance effort.

Our awards program for quality will provide additional incentive to achieve excellence in construction for the City/CRA. Trade contractors will be made a part of our field incentive program. We will hold periodic meetings calling attention to quality issues and rewarding deserving field personnel and trade contractors. We will encourage the City/CRA to join us in recognizing individual trade workers to thank them for outstanding craftsmanship.

Bidding & Trade Partner Relationships

A major component of Whiting-Turner's preconstruction cost control will be a thorough and meticulously documented bid process, and like cost control, Matt will manage the bidding

process, with input from all team members. While market timing is always a consideration, we will aggressively carry out the necessary steps to get you the best prices with the least risk.

As an example of our involvement and understanding regarding local subcontractors and bidding conditions, Whiting-Turner has been an active member of the Construction Association of South Florida (CASF) for 30 years.

The CASF is an organization consisting of approximately 400 members comprised of local general contractors, subcontractors, suppliers and design professionals. The subcontractor community makes up over half of the members. This group provides a forum where subcontractors can network with contractors for the betterment of all. For example, Whiting-Turner has hosted an annual breakfast for more than the past decade for subcontractors through the CASF.

This networking event between Whiting-Turner and the subcontracting community is attended by approximately twenty Whiting-Turner project managers and 150 subcontractors.

Our South Florida Division Vice President, Rob Mitchell, is a past president of the CASF, and our regional Vice President, Henry Shawah is an active participant in many CASF initiatives, including the annual trade contractor quality award initiative.



Since Whiting-Turner is non-departmentalized, our cross-disciplinary, seamless management approach involves our entire team in all preconstruction and procurement efforts, as such they maintain stronger relationships within the local trade community. Regularly bidding work and maintaining contact through field work, they stay in tune with local conditions, work force challenges, materials availability, etc. When bidding your project, they are better enabled to leverage their first-hand knowledge and existing subcontractor/supplier relationships for a more accurate understanding of current conditions.

We anticipate issuing Bid Packages for: Undergrounding, Streetlighting, Landscaping, Precast Pavers, and perhaps minor items like Testing & Inspection and Soft Digs.

Whiting-Turner maintains an extensive database of South Florida subcontractors eager to participate in bidding this project. Our geographic coverage also affords us significant national buying power. The firms on our lists have been prequalified through comprehensive review of the following, as well as past interactions with FPL to confirm their appropriateness for installing FPL systems:

- Licensing.
- Certification (where applicable).
- Management stability.
- Financial strength.
- Bonding capability.
- Workload and capacity.
- Safety record.
- Project references.
- Relevant experience.



- Reputable, available, experienced personnel.
- Demonstrated ability to achieve milestones.
- Ability to meet installation requirements and quality standards.
- Claims record.

We will also encourage you and the designer to provide the names of other trade contractors and suppliers with whom you have had success, as well as with whom you have experienced unjust claims or performance shortcomings.

Bid Packaging

Our team will structure bid packages focused on quality, cost efficiency and timely completion. In the interest of equality, the packages will be structured to enlist small, disadvantaged business participation. To accomplish effective bid packaging, we will make sure that:

All interested, qualified bidders receive the same information.

All elements of the eventual contracts are clearly defined to:

- Eliminate confusion and conflict.
- Maximize competitive pricing.
- Packages are crafted to match known local capabilities and practices.
- Detailed descriptions are written to avoid scope gaps and duplication.
- Schedule requirements are clearly defined.
- Combined purchasing economies are realized.
- Design evaluation takes place.
- Schedule-driven field needs are considered.
- Alternatives of team interest are priced in the marketplace.
- Value-enhancing suggestions from bidders are encouraged.

To answer questions, clarify contract conditions and take full advantage of market suggestions, Whiting-Turner will organize and manage a prebid conference for each major piece of work.

Procurement

Once the bids are received and analyzed, the City/CRA will be given a summary of the bidding and a recommendation for proceeding.

A pre-award meeting will be held with successful subcontractors to confirm their full understanding of the scope of the work and terms and conditions of the contract. No awards will be made prior to the City/CRA's approval of our recommendations.

Delivery of long lead time items such as transformers, will be incorporated into our schedule. These materials will be identified early in the project and their delivery will be tracked by our procurement log, which will be reviewed regularly with the City/CRA's project manager and Design Team.

Cost Controls and Change Order Management

Our team will work diligently to eliminate change orders by reviewing the contract drawings for constructability, completeness and coordination. Our bid packages will thoroughly describe each trade contractor's scope of work to eliminate gaps and overlaps.

Several steps in the change order process will be followed to ensure that all parties are all treated fairly. First, when a potential change is noted, it will be logged in to the Pending Change Order (PCO) Log by Matt's Assistant Project Manager (APM) to ensure that the concern is documented; Matt and the APM will research the concern to verify that it does indeed constitute a change in the scope of work stipulated by the contract. Matt and the APM will independently estimate the cost and evaluate the schedule impact of the change. We will also review trade contractor and supplier estimates for changes and negotiate discrepancies on your behalf.

When changes in the scope or conditions occur, our team will track them from identification to final resolution. As potential changes develop, they will move from potential to actual via contract supplement or will be cancelled if not perceived to add value to the project. Potential and approved change orders will be listed in a report and reviewed with you regularly.

Every project will have its own unique challenges, with the possibility of changes resulting from unforeseen conditions, priority changes, etc. With the Whiting-Turner team you can be confident that any issues resulting in potential change orders will be addressed in a fair and open manner.

Preparation/Review of Shop Drawings

- » Critical to schedule
- » No “rubber stamp”
- » Makes sure project progresses smoothly

Shop drawing review will be by any number of team members as delegated by Matt; the logging in and distribution of shop drawings will be by the APM. Efficient shop drawings review will be a critical component of maintaining the construction schedule. We will not merely “rubber stamp” submittals. As your construction firm, we will:

- Look for conflicts.
- Strive for increased coordination of components.
- Coordinate mock-ups.
- Visit plants for shop inspections.
- Secure certifications, guarantees and warranties.
- Obtain the City/CRA's assurance of acceptance.
- Confirm compliance with contract documents.
- Develop shop drawing/submittal schedules.

Our proven systems for timely shop drawings review and approval will make sure that material procurement and fabrication progress smoothly. Our computerized logs will allow us to efficiently and effectively track them.

Our project team will identify each shop drawing by number and CSI code, will indicate whether the shop drawing is an original or resubmittal, will show current status, will include dates at each step to indicate time spent in review by appropriate parties and will indicate necessary action.

To enhance control, our system will allow us to sort by any number of means, such as days out, open submittals, CSI code or individual parties. This data can then be depicted graphically to facilitate review. Tracking average days out, for instance, can be a powerful indicator.

PROJECT MOBILIZATION

Planning mobilization of the project will be led by Bo Huggins as the project superintendent and supported by the entirety of the team. Mobilization will take into consideration planning security of the staging area with fencing, gate security, setting up field office trailers, and making arrangements for construction parking.

PROJECT PUNCHLIST MANAGEMENT & CLOSE-OUT

We understand the need for timely, comprehensive close-out. Our team is committed to making that happen. As with every other aspect of the project, our success in this phase will result from a well-conceived plan prepared by Matt with the full support of the whole team. The plan will detail the necessary measures for all the following deliverables and activities:

- Commissioning reports.
- Operation and maintenance manuals with warranties.
- Systems training.
- Stock replacement materials delivery, documentation and storage.
- Outstanding change order resolution.
- Lien releases.
- Final billing.
- Plans/model and specifications with changes noted.

INSPECTIONS/ TRENCHING AND ROADWAY REPAIRS

The key for protecting the public and impressing the residents is to only excavate what can be backfilled and compacted that day. This requires close cooperation with inspectors who understand the importance of inspecting

the work such as irrigation pipe, conduit, or subgrade early enough in the day so that these areas can be backfilled, compacted, and made reasonably safe at the conclusion of each workday. The importance of close cooperation with the inspectors is compounded exponentially on this project where a stated requirement mentioned in the preproposal meeting is that equipment & MOT must be removed from the roadway at the completion of each workday.

PROJECTS OF SIMILAR SIZE AND TYPE

The core team of Frank, Matt & Bo have successfully worked together on projects of similar size and type to this project for well over a decade, including about half a dozen projects at water and wastewater plants that are not listed on the below matrix.

The chart below will be referenced throughout this RFQ response as it summarizes our team's relevant experience in a variety of capacities including an impressive list of similar projects successfully completed by our proposed staff members as a team. Please note that effective budget and schedule control, as described earlier in this section, were successfully executed on each of the projects listed below.

ASSIGNED TEAM'S EXPERIENCE WITH

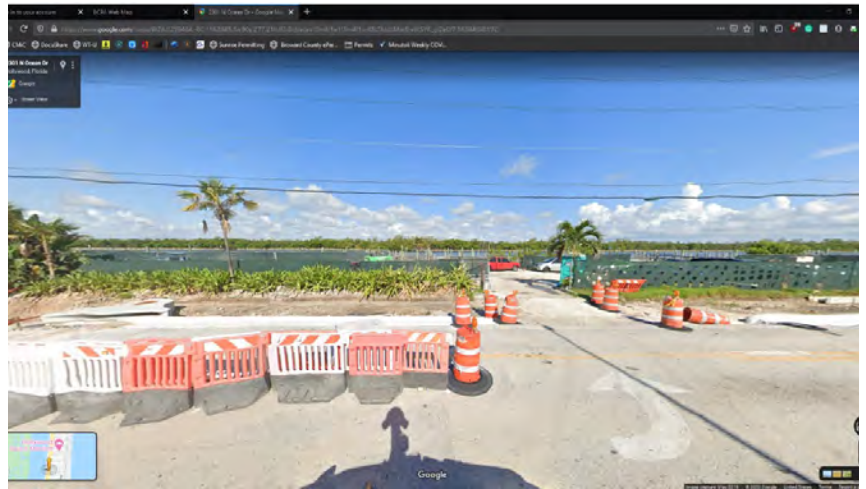
Project Name	Contract Value	CMAR, GC or Desin/ Build Contract	CRA Project	Streetscape Component	UG of OH Electric/ FPL Coord.	ROW Const.	FDOT Coord.	Coord. w/ Broward Co.	Multi-Agency Coordination	Marine/ Flood Mitigation Component	Kimely-Horn on Design Team	Primary Proposed Staff Involvement		
												Zaremba	Huggins	Moo Young
CLOSED OUT PROJECTS RELEVANT TO RFQ														
CityPlace		CMAR	X	X	X	X	X		X	X		X		
Parks CMAR Services		CMAR							X	X		X		X
Flagler Dr. Sanitary Sewer Replacement		CMAR		X		X			X	X		X		
Dreher Park /Phipps & Gaines Ph2	\$ 7,079,504	D/B			X				X	X		X		
Rosemary Ave (GC Bid)	\$ 3,554,041	GC		X		X			X			X		X
Windsor Avenue (GC Bid)	\$ 1,178,840	GC	X	X		X			X			X		X
Broadmoor Neighborhood Improvements	\$ 9,069,434	GC		X	X	X			X			X	X	X
Hibiscus Street Water Main Improvements	\$177,474.00	GC		X		X			X			X		X
Croton Way Improvements - Water & Sewer	\$225,175.00	GC		X		X			X			X		X
FPL Evernia Substation Feed	\$1,661,663.00	GC			X	X			X			X	X	X
Dr. Martin Luther King Jr Blvd Ph 1 Water Main Improvements	\$851,921.00	CMAR	X	X		X		X	X			X	X	X
Dr. Martin Luther King Jr Blvd Ph 1 Streetscape	\$3,156,991.42	CMAR	X	X	X	X		X	X			X	X	X
North Flagler Drive Force Main and 23rd Street & Currie Park Force Main Improvements	\$5,086,014.00	CMAR		X		X	X		X		X	X	X	
Coral Springs Downtown Infrastructure Improvements	\$4,358,171.50	CMAR	X	X	X	X		X	X			X	X	X
Northwood Rail Connection Utility Relocations - Phase 1	\$2,560,377.26	CMAR		X		X	X		X		X	X	X	X
Northwood Rail Connection Utility Relocations - Phase 2	\$4,213,275.00	CMAR		X		X	X		X		X	X		
Town of Palm Beach Undergrounding of Overhead Utilities, Ph. 1 South	\$7,724,241.00	CMAR		X	X	X	X		X		X	X	X	X
Old Pompano Streetscape Improvements	\$4,781,829.00	GC		X		X		X	X			X		
MARINE/ FLOOD CONTROL/ CCL Related Projects														
Pompano Beach Fishing Pier	\$9,924,356.00	CMAR				X		X	X			X		
Docks (CM @ Risk)	\$ 5,454,993	CMAR				X			X			X	X	
Haverhill & M-Canal P.S.	\$54,928.00	GC							X			X		X
Renaissance (CM)		CMAR		X		X			X	X		X		
Storm(Water & Streetscape Improvements CMAR Services		CMAR		X		X			X	X		X		
Carver Canal Storm Water Improvements	\$ 1,448,127	GC		X		X			X			X		X
C-17 Temp. Pump Station	\$327,660.00	GC				X			X			X	X	X
North Lake & Laurian GC - Bid against select group)	\$771,535.00	GC		X		X			X		X	X	X	X
OPEN PROJECTS RELEVANT TO RFQ														
Banyan Blvd. Complete Streets Project	\$15,500,000.00	CMAR	X	X		X			X			X	X	X
Tamarind - Banyan to PB Lakes (PRECON budget ONLY)	\$500,000.00	CMAR	X	X		X			X			X		
Palm Aire Bridges (PRECON budget Only)	\$44,550.00	CMAR		X		X		X	X			X		
Terra Mar Bridge (PRECON budget ONLY)	\$16,886.00	CMAR				X		X	X		X	X		
Dr. Martin Luther King Jr Blvd Ph 2 Streetscape	\$5,700,000.00	CMAR		X		X		X	X			X		
Dixie Complete Streets Project	\$396,360.00	CMAR		X		X		X	X		X	X		
WPB Belmonte & Pershing Way (WT Selected, Precon. Negotiations Pending)	precon pending	CMAR		X		X			X		X	X		
Streetscape CMAR Projects in SE FL that we have been selected to perform. BUT have not began construction and negotiated a GMP (Dollar Amounts Represent Owner Budgets)														
Palm Aire Bridges Construction	\$3,368,750.00	CMAR		X		X		X	X			X		
Terra Mar Bridge Construction	\$2,400,000.00	CMAR				X		X	X	X	X	X		
Dixie Highway and Atlantic Avenue Improvements	\$35,000,000.00	CMAR		X		X	X	X	X		X	X		
Tamarind Avenue	\$6M - \$18M	CMAR	X	X		X			X			X		X
Belmont & Pershing Way	\$6M-12M	CMAR		X		X			X	X	X	X		

NOTE: * Signifies that the project is in a CRA district, or part of a CRA initiative, but not a CRA funded project.



TAB D | ITEMS 1-13

execution & management of the project



1. Equipment Storage

We have initiated preliminary negotiations with the Marriott to use the piece of property outlined above in red for a construction staging area.

A Google Maps Streetview of the proposed staging area shows that it was similarly utilized in May of 2019 by the FDOT's contractor.

Obtaining a storage area for FPL's material is another important consideration. On past projects, FPL has been willing to send out the material to the job as it becomes available, and we have accepted it more than a year in advance of the material being planned for installation; the important consideration is that if we do not have possession of the equipment, and FPL is holding it for us in their yard, should the need arise due to an emergency such as a hurricane, just about anywhere in the country, FPL may readily send the equipment earmarked for your project to that higher priority area. For that reason, we will include a requirement that the successful undergrounding contractor has a plan for accepting and storing FPL transformers, switches, conduit, etc.

2. Public Engagement Plan

The community will recognize the value that this project offers. If the residents and businesses are informed and they see continuous, well planned

progress, enthusiasm from the community can be maintained throughout the project. The community will naturally get upset if they are not informed, misinformed, or if they are inconvenienced for what appears to be an unnecessary reason.

G.W.C. WHITING
(1983-1974)

FOUNDED 1909

WILLARD HACKERMAN
PRESIDENT AND CEO

THE WHITING-TURNER CONTRACTING COMPANY
(INCORPORATED)

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ENVIRONMENTAL
BRIDGES, CONCRETE

WRITER'S DIRECT NUMBER IS
954-776-0800

April 15, 2013

NOTICE TO RESIDENTS AND BUSINESS OWNERS

**Re: Pompano Beach CRA - Martin Luther King Boulevard Water Main Phase 1 Improvements
(between Dixie Highway and NW 6th Avenue)**

Dear Residents/Businesses:

We are rapidly approaching the end of the water main installation between NW 6th Avenue and Dixie Highway. Between Tuesday and Wednesday of this coming week (April 16th-17th), the City and Whiting-Turner will be conducting water flushing procedures to clean the new water main, as a part of the installation process. The water line will likely be flushed during the evening hours and you may notice temporary ponding of water.

It is imperative that message boards and construction signs are followed to reduce traffic, to avoid delays and to provide a safe environment. All construction activities will be coordinated so that emergency, mail delivery and garbage collection services will remain intact.

As a quick project update, Phase 1 (Water Main Improvements) of the MLK Project is currently on schedule and will be completed by July 2013. Phase 2 (Streetscape Improvements) of the MLK Project will proceed shortly thereafter, and is tentatively scheduled to be completed by the end of 2014. We have attached a courtesy summary schedule outlining the goals of the Pompano Beach CRA and Whiting-Turner, for completing both phases of the MLK Improvements Project.

We apologize for the inconvenience and thank you for your cooperation. Should you have any questions or concerns please see the contacts (on the back of this notice) to locate the appropriate party.

Sincerely,

M. Moo-Young
Matt Moo-Young, Project Manager

Cc: Horacio Danovich, CRA Engineer/Project Manager
Mark Castano, R&A Civil Engineer
Frank Zaremba, W-T Sr. Project Manager
Bo Haggins, W-T Superintendent

HEADQUARTERS: BALTIMORE, MARYLAND

WT

OFFICES NATIONWIDE

TAB D | ITEMS 1-13

execution & management of the project



PROJECT TEAM MEMBERS
DURING THE HOLLYWOOD
UNDERGROUNDING SITE WALK



Whiting-Turner will prepare regular schedule, M.O.T. and project highlights so that the community is regularly informed about this important project-related information. With the City/CRA's prior approval, we may draft memorandums regarding certain project-related information and distribute these updates with our people to residents and businesses. It is also an option for us to develop a website for public notifications, either through the City/CRA website, or separately, as you prefer.

All residents and businesses affected by construction will be notified regularly regarding the project status. The adjacent image is a sample Notice to Residents and Business Owners. This sample notice illustrates a general approach to notifying the local community, both prior to the onset of construction, and as may be prudent, throughout the construction duration.

Our field staff is often the first line of communication with the public. By being fair and honest, we have routinely and promptly assisted the public with minor inconveniences that they may have suffered as a result of construction operations. This assistance has included actions such as carrying laundry to the dry cleaner or repairing a flat tire. By promptly addressing a concern in the field instead of allowing them to fester, we have generally averted community concerns from reaching City Hall.

Whiting-Turner has partnered with Dickey Consulting; Sheryl Dickey and her firm will assist Whiting-Turner in coordinating and managing the Community Awareness Program. A Community Awareness Program will be established in coordination with the Hollywood Community Redevelopment Agency and the City Public Information Office (PIO) to guide the information dissemination process to the public. The goal of this program is to create and maintain a favorable public image for the City and CRA. The scope of services provided by Dickey Consulting will include:

I. Community Database (The City/ CRA may very well have such a data base already in place)

- 1. Create a complete database and tracking system of all Homeowner and Civic Associations, residents, businesses, schools, public and private agencies along the project corridor affected by this project.*
- 2. The database will contain property addresses, property owner's name or contact person and contact phone number.*
- 3. Database will track complaints and inquiries with follow up information and method of contact including date and time.*

TAB D | ITEMS 1-13

execution & management of the project



II. Public Information Coordination

1. Initiate interaction with business, civic and homeowner's groups to educate the public on construction related issues.
2. Schedule public meetings in coordination with the CRA staff, Team meetings and Zoom meetings when unable to meet in person.
3. Collect data, prepare, and conduct presentations on construction issues and initiatives via team and zoom meetings.
4. Develop flyers and information for community distribution by sub consultant.
5. Coordination with media through the City's PIO and CRA.
6. Distribute Traffic Impact Report (MOT) via e-mail to stakeholders.
7. Perform other related work as required.

III. Addressing Issues and Questions

1. Complaint resolution – initiate response with resident, channel complaint information to appropriate party for resolution and follow-up. Track complaint to final resolution.
2. Compile and produce regularly scheduled reports indicating status of complaint resolution.
3. Compile weekly pending calls report and present items at weekly progress meeting to prompt complaint resolution by the appropriate team member.
4. Maintain daily call logs and provide to Whiting-Turner for response.

5. Coordinate the delivery of outreach materials such as direct mail, door hangers or other collateral materials.
6. Provide program information to residents requesting information.



IV. Meetings

1. Attend design and construction progress meetings.
2. Schedule and attend field meeting with Whiting-Turner and resident/property owner.
3. Attend public meetings and prepare minutes of meetings. It is anticipated that, minimally, public meetings may be conducted at the following stages:
 - a. Design Public Meeting
 - b. Pre-construction Public Meeting
 - c. Weekly construction meetings
 - d. Meetings with property owners
 - e. Business and commercial tenants and property owners along the A1A corridor, including staff and City officials.
 - f. Homeowner/Civic/Business owner Association Meetings
 - g. City Commission and Advisory Board meetings when requested.
 - h. Specific attention will be taken to inform and meet with property owners at prior to work in front of their property.

TAB D | ITEMS 1-13

execution & management of the project

Whiting-Turner's fulltime field staff, although supported by Dickey Consulting's services, will assume the primary responsibility for coordinating resident and local business concerns, access, and safety. The superintendent's daily routine will include confirming continuously that sidewalks are open, work hours begin and complete as agreed upon with the community, the parking plan is being followed, all fences, barricades and proper protection is in place, and that any community concern is either: (1) immediately addressed or that (2) the concern is immediately logged in and forwarded to the Whiting-Turner and City/CRA Project Managers for their prompt review.

Community Outreach Success SUCCESS EXAMPLE #1



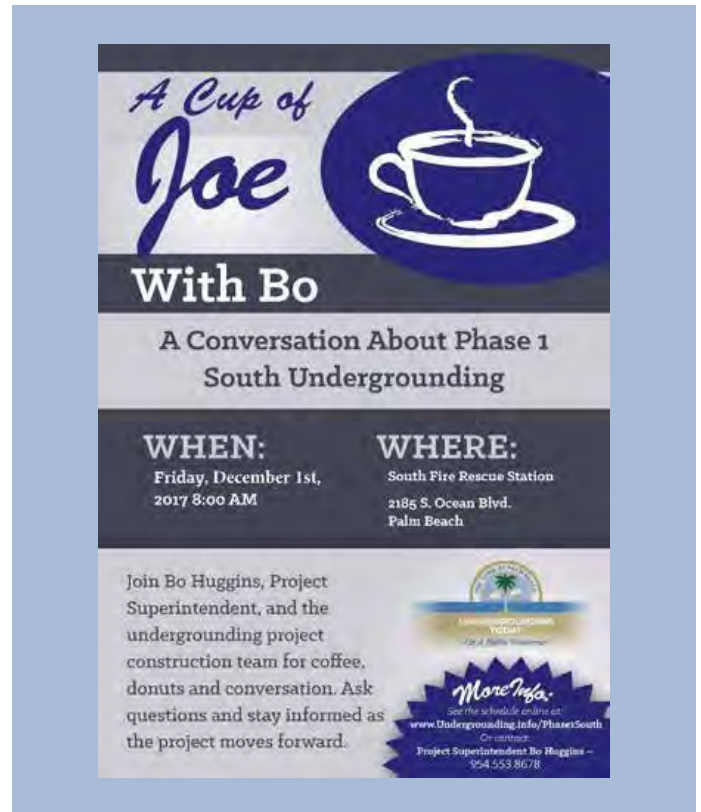
Pictured above are Bo, Frank and Matt Presenting to a community group during the Town of Palm Beach Undergrounding Phase 1 South Project

Town of Palm Beach Undergrounding of Overhead Utilities Phase 1 - South

Monthly, our superintendent and project management team provided coffee and donuts to a nearby fire station meeting room and hosted "A Cup of Joe with Bo" to provide an opportunity for any interested community members to meet the construction team and ask any questions that they may have about the construction project. Outreach in this manner was well received by the community.

During the first six months of the project the Town directly hired a Community Outreach Consultant to assist with the overall community outreach for the Undergrounding Project. After that time, the

Community Outreach role was shared by Whiting-Turner and Town staff.



Community Outreach Success SUCCESS EXAMPLE #2

Broadmoor Neighborhood Improvements

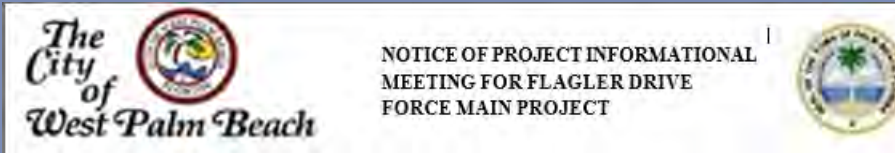
Whiting-Turner was the General Contractor on this, the City's largest neighborhood improvement project.

Whereas Whiting-Turner regularly issued "Notices to Residents and Business Owners" on our company letterhead and coordinated construction directly with the affected residents, Community Informational Meetings on this project were organized by the neighborhood association, and the meetings were run by the City Commissioner for that district at that time. Whiting-Turner attended these community meetings in a support role at the request of the City.

By all accounts, Community Outreach and Coordination was a success on the Broadmoor Neighborhood Improvement Project.

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execution & management of the project



Community Outreach Success SUCCESS EXAMPLE #3

Flagler Drive Town Force Main Project

This project took place on Flagler Drive from Providencia Park to Currie Park, and then proceeded westward. It was unique in that it was a Town of Palm Beach utility project performed in the City of West Palm Beach.

Prior to beginning construction, Whiting-Turner's Project Manager walked the length of this project from a couple of blocks south of the project to a couple of blocks north of the project and hand delivered fliers at each property along the way, explaining the project, and answering questions. The hand delivered flyer invited the public to a Project Informational Meeting in the Flagler Gallery of City Hall.

The night of the community meeting, only one resident came. The reason that the meeting was not well attended was not because of the community's apathy, quite the opposite, there were initially a great many questions and concerns from the public about the project; however, by visiting the individual properties and explaining the project, Whiting-Turner had satisfactorily addressed the community's concerns so that the condominiums, businesses and the hospital did not feel a need to attend a meeting.

The Flagler Drive Town Force Main flyer was reviewed and approved with comments by the

City's Engineering Department. The City and Town logos were placed on this flyer and Whiting-Turner's logo was omitted at the request of the City; however, at other times, notices to residents and businesses have commonly been distributed with Whiting-Turner's letterhead.

The Office of the Mayor was tremendously helpful in acquiring contact information and providing some feedback as to what concerns about the project may have made their way to Mayor's office, so that we promptly addressed them. Together with the Mayor's office, a comprehensive list of community members wishing to be notified of the project's progress was assembled and the community was generally updated through this email list.

3. Minimal Impact to Residents & Business Owners

A few of the considerations to minimize the Impact to Residents and Business Owners along Corridor will be as follows:

Where possible, rolling MOT will be utilized and it will be put in place in the morning and demobilized at the end of each workday. Our bid packages will be formatted with strict constraints in place for all construction to be installed with rolling MOT that will be installed

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execution & management of the project

in the morning and removed, along with construction equipment at the day's end. If the resulting pricing is outside of the established project budget, alternate MOT proposals will be presented to you for cost savings considerations.



Maintain Access to Residents and Businesses except as preplanned and coordinated with the individual Property Owners. We are fortunate that the concrete drive aprons are in place, and that by and large, the walkway removal and replacement is the pathway on the west side of the street. Our field staff, with support from Dickey Consulting Services, will meet with each individual property owner, explain the scope of work that will take place in front of their property, and attempt to schedule times

and dates that are least impactful for the work to occur.

Mitigating Power Outages to Residents and Business Owners during the approximate 4 to 8-hour window when they will be without power during the actual switching of their electrical service from overhead to underground. Our field staff will meet with the individual property owners to explain the details of the conversion as it is anticipated to affect them; we will attempt to be flexible so that the planned outage for each property is at a time of day/ day of the week that least affects them. It is common for hotels, condominiums, and some businesses to have back-up generators in place so that with careful planning, the planned outage does not interfere with their operations. Some businesses or condominiums may choose to rent a generator if the planned outage cannot be accommodated by their operations.

4. Solving Complex Project Issues

As the 3rd largest contractor by volume of work in domestic construction, Whiting-Turner is routinely challenged to solve complex project issues on some of the most difficult projects built in this country.

Many of our projects exceed \$100M and a couple even exceed \$1,000,000,000. In preparing to address this question we grabbed some fantastic high profile projects to highlight, but the truth is that almost all of our projects require the resolution of complex project issues, so rather than listing our companies' Mega Projects we decided to stick with identifying the main challenges on a couple of projects built by our proposed staff.

A. Town of Palm Beach Undergrounding of Overhead Utilities Phase 1 South -

In addition to being highly politicized, we found that the duration of time taken by FPL to execute switching orders was among the project's greatest challenges, and this concern extended the contract duration about 4 to 6 months

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execution & management of the project

longer than anticipated. We used two different undergrounding contractors in two separate sections of the project, and the impact of this common challenge was somewhat mitigated by having early on coordinated with FPL so that FPL's responsibilities for completing the switching orders in the field were subcontracted to the same contractor that we used so there were no scope gaps between what we bought and what FPL provided; however, in the end, we had little communication with FPL in so much as when we could expect switching orders, and most of the communication in this regard was directed to our subcontractors and not to Whiting-Turner, the designer (Kimley-Horn), or the Owner. One of the reasons that we have included the services of Utilities Pros as a partner on our team is their relationship with and understanding of the FPL switching order process, and as such we are expecting to do better in this regard if given the opportunity on the City of Hollywood undergrounding of A1A project.

B. Northwood Rail Connection Utility Relocations Phases 1 & 2



- These were extremely fast-tracked projects. The preconstruction periods were about 3 months for bidding to trade partners and execution of the GMP by both Whiting-Turner and the Owner.
- Construction then started 5-10 days after execution of the GMP Contract/Amendment, so review of shop drawings, arrangements for material procurement, layout, etc. were carefully planned in an expedited manner during preconstruction.

- The site was built over a portion of a mass burial ground of African Americans from the storm of 1928 that devastated the Glades area, so there was a full time representative of the state observing all excavations.

- the site had documented contaminants including some heavy metals from a City incinerator that had long ago been demolished but part of the work went through an area filled with ash, trash and debris from that facility.

- This was an FDOT project, funded by a grant from the Federal Government and administered by the City of West Palm Beach. The project included coordination with the FEC & SFRTA railroads, Palm Beach County and the City of West Palm Beach for Permitting, among other agencies
- The project included plenty of red tape such as Davis Bacon wage rates and procedures as well as a Buy American provisions.

- The project included a 100 ft long 18" jack and bore for a gravity line below the active FEC railroad track. The fact that this was a casing for a gravity line and not a pressure line meant that the elevations of the start and finish points were critical, which can be difficult to control on a jack and bore.

- One of the existing buildings was constructed a couple of feet into the right of way and nearly over the location of a proposed sanitary sewer pipe. We coordinated with the building owner to support his foundation with helical piers as designed by our geotechnical consultant and we installed the sanitary sewer line as designed.

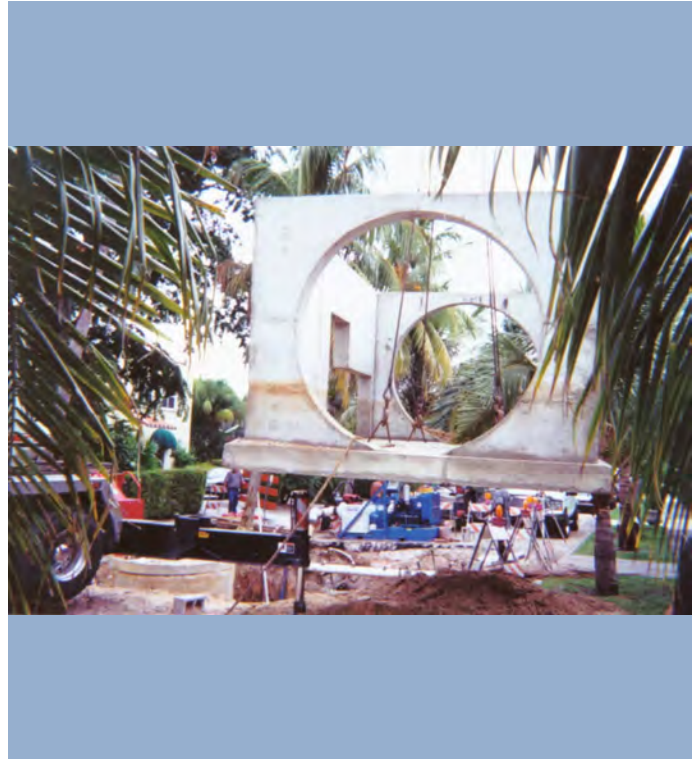
5. Incorporating Recommended FDOT Flood Management Improvements

We have been both the CMAR contractor as well as the traditional low bid GC on a number of projects where storm water management was the main focus of the project.

Some of these storm water projects and key notes of interest that involved members of our core proposed team include the following:

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execution & management of the project



- The Renaissance Project, which was a \$10M CMAR project that redirected the flow of storm water in downtown West Palm Beach to the City's drinking water supply and from being lost into the intracoastal. This project was originally bid out by the City, but the bid results were 50% overbudget and not capable of being completed in the time frame required. The City then negotiated with Whiting-Turner, through CityPlace Partners, to deliver the project on time and within budget.
 - Storm Water & Streetscape Improvements CMAR Services. The City of West Palm Beach had issued bonds for about 6 projects being designed by the same number of different engineering firms; completion of design and thereby procurement had fallen behind the time frame required by the bond issuance. The City selected Whiting-Turner as the CMAR to help the engineers complete the designs and deliver the projects on time and within budget. Storm water control features of this project included Pollution Control Devices (PCD's), New Outfalls, and new storm pipe through sometimes narrow, high profile community streets
 - North Lake and Laurian Lane, in the Town of Palm Beach, was a competitively bid streetscape and roadway utility project performed by Frank, Matt, and Bo. The project included the installation of flap gates to reduce the impact of high tides coming up into the roadway and flooding the surrounding community.
6. Please refer to *Tab C, Item 5* for information related to scheduling and other requested descriptions.
7. Please refer to *Tab C, Item 5* for information related to cost control and time of delivery.
8. Please refer to *Tab C, Item 5* for information related to our firms cost management plan during design and construction.
7. Please refer to *Tab C, Item 5* for information related to cost control and time of delivery.
10. Please refer to item 3 of this section.

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execution & management of the project

11. Management of Traffic & Operations in a busy Corridor, FDOT ROW

Many of our projects include management of traffic and operations in a busy corridor and at least some level of working in an FDOT right of way.

As examples:

A. Town of Palm Beach Undergrounding of Overhead Utilities Phase 1 South: This several mile-long stretch of A1A was completed while largely relying on a rolling MOT strategy to complete this FDOT roadway undergrounding project constructed by Frank, Matt, and Bo. A rolling MOT strategy will be the preferred MOT strategy on this Hollywood project. MOT being left in the roadway overnight will occur only as approved by the City CRA and when the alternates to doing so have been thoroughly considered.

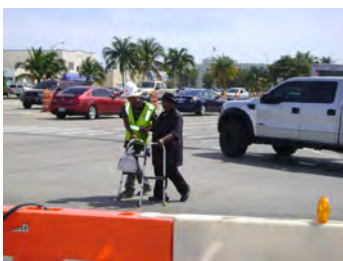
B. Dr. Martin Luther King Jr Blvd Streetscape Improvement Phase 1 In Pompano Beach was constructed by Frank, Matt and Bo. This project required MOT so that the center drive lane could be replaced by a landscaped median. The east side of this project connected to the Dixie Hwy., and that intersection required coordination with the FDOT.

C. CityPlace: Frank was the sitework project manager for this \$100M plus project that had a sitework component of approximately \$30M, and included work on Okeechobee Blvd., the heaviest traveled corridor in Palm Beach County. This road is an FDOT roadway, and the scope of work on Okeechobee Blvd. included MOT for paver cross walks, landscaping, signalization, and a 72-inch diameter jack and bore 20 feet deep across the entire corridor.

D. Banyan Blvd. Complete Streets Project: Banyan Blvd. is known as the 3rd most heavily trafficked corridor in the area. This project is being managed by Frank, Matt and Bo, along with a Whiting-Turner team of other project managers, project engineers, superintendents and field engineers. This project includes the complete reconstruction this 6-lane roadway from back of right of way to back of right of way. MOT on this project includes coordination with the FDOT at the Quadrille Avenue intersection, as well as coordination with the 2 railroads being crossed, the County who controls the intersection at Australian Avenue, and the City since Banyan Blvd. is a City street.

12. Please refer to Tab C, Item 5

13. Please refer to Tab C, Item 5





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Description: This project's scope included budgeting the conversion of overhead to underground electrical services, but this component was not pursued by the city. The final scope included streetscape improvements on NW 31st Court between Coral Hills Drive and University Drive. Scope included demolition of existing roadway and medians, and replacing with new drainage/ watermain installation, facilities, curbs, sidewalks, lighting, landscaping, irrigation and decorative concrete hardscape and site furnishings.



Client: The City of Coral Springs CRA
Name: Ms. Elizabeth Taschereau (formerly Coral Springs CRA PM) (currently City of Margate CRA Director of Development Services)

Address: 9551 West Sample Rd
Coral Springs, FL 33065

Phone: 954-592-5075

Email: etaschereau@margatefl.com

Project Name: Coral Springs Downtown Infrastructure Improvements

Location: Coral Springs, FL.

Whiting-Turner's Role: CMAR

Completion Date: July 2018

Project Size: 1,500 LF | 1/2 mile of roadway

Original Budget: \$4,065,083

Final Budget: \$4,211,725 *Owner requested change orders.

Value Engineering Savings: All savings applied to Owner change requests.

% of GMP for GC: 11%

% of GMP for Profit: 8%

% of GMP for Overhead: Included in GC's
Change Orders Added to GMP: \$146,642

Preconstruction Services Fees: \$128,500

Present Status: Complete



tab e.

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Description: Construction of an overhead to underground utility conversion project for approximately 4.6 pole-miles of overhead electric, 2 pole-miles of overhead telephone, and 1 pole-mile of cable TV utilities within the Town of Palm Beach on A1A. The work includes site restoration and municipal infrastructure improvements including paving, grading, and street lighting conduit.

Whiting-Turner, as the Construction Manager at Risk, provided construction supervision to construct conduit, pull boxes, service wire, paving improvements, grading improvements, drainage, utilities, furnishing and installing of street lights, water-mains, restoration, and any other items as depicted on the plans and in the technical specifications to provide a complete and functional system. As such we were responsible for coordinating with all franchise utility owners and/or stake holders including: Town of Palm Beach, Florida Power and Light, AT&T, Comcast, Florida Public Utilities, and the City of West Palm Beach (Water).

Existing local traffic is maintained in accordance with the Transportation Management Plan developed for the project.

Client: Town of Palm Beach

Name: Mr. Steven Stern

Address: 360 South County Road Palm Beach, FL 33480

Phone: 561-227-6307

Email: sstern@townofpalmbeach.com

Project Name: Town-Wide Overhead Utility Undergrounding Phase 1-South

Location: Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: Fall 2019

Project Size: 2 miles along SR A1A

Original Budget: \$7,320,352

Final Budget: \$6,822,872

Value Engineering Savings: resulted largely due to scope of work modifications and final subcontractor buyout.

% of GMP for GC: 17%

% of GMP for Profit: 6%

% of GMP for Overhead: Included in GC's Change Orders Added to GMP: \$97,480

Preconstruction Services Fees: \$22,200

Present Status: Complete

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Description: Increase the size of a dated watermain from 8" to 12" along 1,600 LF of roadway, and then convert a five lane road to a four lane road with a median. The scope of work also included community coordination, maintenance of traffic, sanitary sewer lateral replacement, storm water improvements, new street lighting with underground feeds and although the cost for undergrounding the FPL feeds exceeded the available funding, Whiting-Turner coordinated the removal of the existing wood FPL poles and their replacement with new concrete poles in locations that were better suited to the community.



Client: Pompano Beach CRA

Name: Mr. Horacio Danovich

Address: 100 W. Atlantic Blvd. 2nd Floor,
Suite 276 Pompano Beach, FL 33060

Phone: (954) 786-7834

Email: Horacio.danovich@copbfl.com

Project Name: Dr. Martin Luther King
Boulevard Water Main & Streetscape
Improvements

Location: Pompano Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: Fall 2015

Project Size: 1,700 LF

Original Budget: \$3,859,191

Final Budget: \$3,797,917

Value Engineering Savings: Although numerous VE ideas were discussed and subsequently agreed upon with the Owner/ EOR, this was not tracked on this project. All savings were applied to Owner change requests.

% of GMP for GC: 11%

% of GMP for Profit: 7%

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP:

Preconstruction Services Fees: Water Main:

\$10,000 Street: \$69,916

Present Status: Complete

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Description: Pedestrian and public improvements along 5 different Pompano Beach streets and ROW and City/CRA owned property. Hardscape and landscape beautification that includes; special pavement materials and patterns, trees (including relocation of any existing trees), shrubs and groundcovers, pedestrian lighting and site furnishings, on-street parking, cost estimating and value engineering, paving/resurfacing - roadway alignment, curbs and paving borders, irrigation installation, storm drainage structures & piping, water main & services, and sewer lateral lining.



Client: City of Pompano Beach

Name: Ms. Tammy Good

Address: Pompano Beach Engineering 1201
NE 5th Ave, Pompano Beach, FL 33060

Phone: 954-650-7783

Email: Tammy.Good1@copbfl.com

Project Name: Old Pompano Streetscape
Improvements

Location: Pompano Beach, FL.

Whiting-Turner's Role: General Contract

Completion Date: December 2019

Project Size: 5 Streets

Original Budget: \$5,700,000

Final Budget: \$5,781,828 *Additional Scope
added into the contract during the course of
construction.

Value Engineering Savings: N/A

% of GMP for GC: 30%

% of GMP for Profit: Included Above

% of GMP for Overhead: Included Above

Change Orders Added to GMP: \$822,619

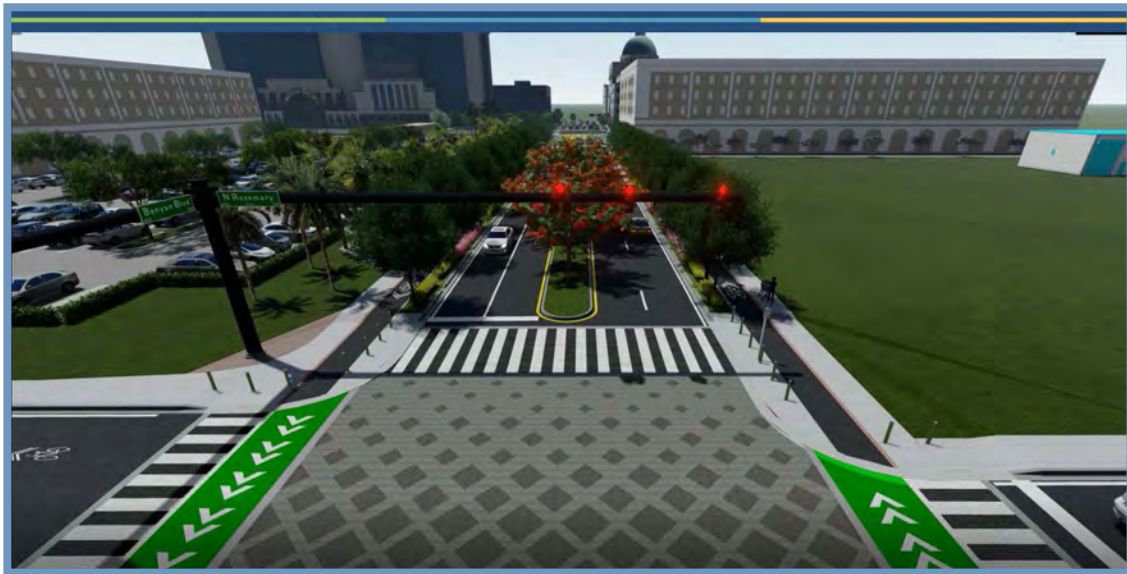
Owner added an additional street with new
funds from County Grant

Preconstruction Services Fees: N/A

Present Status: Complete

tab e.

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Description: We have been selected by the City of West Palm Beach as one of two CMAR contractors to perform a variety of streetscape and infrastructure projects within the City CRA (Community Redevelopment Area). The 1st project that we have been awarded under this selection is Banyan Blvd. The City has told us that as Banyan Blvd. approaches completion, they want us to be performing preconstruction on Tamarind Avenue, so that Tamarind Avenue starts construction as Banyan Blvd. is substantially complete.

Client: The City of West Palm Beach

Name: Uyen Dang

Address: 401 Clematis Street, 4th Floor
Engineering, West Palm Beach, FL 33401

Phone: 561-494-1087

Email: kudang@wpb.org

Project Name: Banyan Blvd Streetscape
Improvements

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: Est. September 2020

Project Size: 1/2 mi, 5 lanes

Original Budget: \$10,000,000

Final Budget: N/A

Value Engineering Savings: Not Tracked

% of GMP for GC: 18.9%

% of GMP for Profit: Included Above

% of GMP for Overhead: Included Above

Change Orders Added to GMP: N/A

Preconstruction Services Fees: \$99,060

Present Status: Active

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performance
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Description: CMAR Northwood Rail Connection Utility Relocation (water distribution, sanitary sewer collection, and stormwater systems) improvements/relocation within an existing railroad track corridor in anticipation of the track construction by the Florida Department of Transportation (FDOT).

Project Name: Northwood Rail Utility Relocation Phase 1

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: June 2016

Project Size: About 2,000 LF

Original Budget: \$2,800,000

Final Budget: \$2,560,377

Value Engineering Savings: Not tracked

% of GMP for GC: 20%

% of GMP for Profit: Included in GC's

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP: \$ -240,000

Preconstruction Services Fees: \$34,620

Present Status: Complete

Description: The purpose of the project was to lower existing City of West Palm Beach water, sanitary sewer, and storm sewer utilities, so that a railroad spur (by others) could be constructed to join two existing railroad tracks. In addition to lowering the utilities, the city itook this opportunity to replace utilities throughout the affected roads, and then rebuilt the roads because the existing roads and utilities were about 50 years old.

Client: City of West Palm Beach

Name: Laura Le

Address: 401 Clematis Street, 4th Floor
Engineering, West Palm Beach, FL 33401

Phone: 561-494-1093

Email: LLe@wpb.org

Project Name: Northwood Rail Utility Relocation Phase 2

Location: West Palm Beach, FL.

Whiting-Turner's Role: CMAR

Completion Date: February 2019

Project Size: About 4,000 LF

Original Budget: \$3,951,365

Final Budget: \$4,213,175

Value Engineering Savings: Not Tracked

% of GMP for GC: 20%

% of GMP for Profit: Included in GC's

% of GMP for Overhead: Included in GC's

Change Orders Added to GMP: \$261,910

*owner added sewer lift station by CO

Preconstruction Services Fees: \$63,000

Present Status: Complete



TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

Item #1

The Pompano Beach Fishing Pier and the Hillsboro Club are examples of projects completed within the Coastal Construction Limit Line. Both projects are pictured below:



Location: Pompano Beach, FL.
Owner: City of Pompano Beach
Engineer: WGI Inc.
Delivery Method: CMAR
Cost: \$9,915,355



Location: Pompano Beach, FL.
Owner: Hillsboro Club, Inc.
Architect: The Russell Partnership, Inc.
Delivery Method: General Contract
Cost: \$9,496,737

Some of the new FPL equipment installed during the Town of Palm Beach Undergrounding of Overhead Utilities, Phase 1 South project included work very close to the intracoastal as illustrated in the below photograph.



On the Town of Palm Beach Northlake and Laurian Project, Whiting-Turner installed flap gates and an improved stormwater control system for this part of the island that is especially affected by king tides, its low elevation, exposure to hurricane force winds, and diurnal tides.



TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS



Whiting-Turner has completed about a half dozen projects along Flagler Drive in West Palm Beach.

Flagler Drive is similar to A1A in the City of Hollywood in that areas of it are built upon fill, muck and debris placed intentionally as fill; additionally, Flagler Drive is regularly impacted by king tides, its low elevation, and is subject to both hurricane wind forces and diurnal tides.

During one excavation on Flagler Drive, the crews brought back an old engine block that remained around the trailer complex for the remainder of the project as a conversation piece.

To improve drainage in this low-lying area, Whiting-Turner has replaced drainage outfall pipes in about half-a-dozen locations, as well as replacing the adjacent sections of seawall. Traffic rated box culvert was utilized in the above photo as a means to stay just barely under the road subgrade and pass just barely above an existing FPL duct bank as well as other existing utilities.

We have installed new storm water systems on several roadways running perpendicular to Flagler Drive. Some of these stormwater



systems, such as the one pictured below, included Pollution Control Devices (PCD's) as a way of collecting trash and debris from the system before those contaminants make their way into the intracoastal. Some of these PCD devices were installed utilizing grant funding.



TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

Dreher Park was built on one hundred acres used at one point as a trading ground by the Seminole Indians. The park and the surrounding neighborhoods were prone to flooding. This design/ build project constructed by Whiting-Turner included a new storm water pump station as well as supporting pipe and the excavation of additional lakes to improve the drainage. Although the impetus of the project was oriented to improved storm water management, the project also included significant passive park elements with a theme that paid homage to the native Americans who once lived in the area.



The projects listed in this section were all completed by members of the proposed project team. Looking outside of this team, Whiting-Turner has some interesting projects. As an example, we have a group that works for the Navy in Philadelphia on marine related projects, where the photographs can not be shared. We have listed two of their projects below.



POWER SWITCHING EQUIPMENT INSTALLATION: Completed 2018 | \$9.4M

Construction of concrete and steel pile supported structures for the installation of a facility switchgear, transformers, cable tray network and PLCs.

POWER & PROPULSION FACILITY:

Active Project | \$66M to date

Demolition and abatement of existing lean-to structure for construction of a high-bay addition. Includes 5' and 7' thick pile supported concrete test slabs, relocating and retrofitting electrical substations, hvac, plumbing, electric, fire protection for addition, removing and rebuilding adjacent wharf structure including underground utilities and MV electrical feeders, construction of underwater mooring stations (jacking points), construction of large concrete, pile supported mooring dolphins. Construction of a high security crash resistant perimeter fence and vehicle barriers enclosing the testing compound along with retrofitting building perimeter doors and windows for ATPF. Addition of fire protection systems (water mist, clean agent, wet/dry sprinklers, early warning IR detection) throughout the entire testing complex.

TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

Item #2 please refer to tab

Item #3

The Northwood Sanitary Sewer Lift Station was constructed with the wet well within 30 ft of a railroad spur joining the FEC and SFRTA railroads. To construct this 25 ft deep wet well without undermining the foundation of the railroad tracks, the tremi method of construction was utilized with approval of the Owner (FDOT).



In the affluent neighborhood of El Cid in West Palm Beach, Whiting-Turner has been selected to relocate the existing sanitary Sewer lift station that is well within the flood plane of the intracoastal. The design engineer is Kimley-Horn (KHA). Design is at less than 30% and is not anticipated to advance until the fall when KHA will be directed to proceed with design and Whiting-Turner's preconstruction contract is scheduled for execution.

- Rehab of three lift stations and one pump replacement
- 11,000 LF of 12" to 18" directionally drilled pipe
- 6,000 LF of 16" open cut, ductile-iron sanitary sewer pipe
- 1,400 LF of 12" to 18" sanitary were improved through pipe bursting
- Original value: \$5,650,000
- Final value: \$3,623,844
- Savings returned to the city

TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS



PCD Diversion Box in Place and Connection Formed



PCD Presentation to City of West Palm Beach Maintenance Crew



Manatee Grate at Outfall



Landscape Being Installed - Arkona



Rip Rap at Outfall Nearly Complete



Utility work and Rock Subbase Complete - Alabama

Old Tile Pipe



Existing Outfall Pipe at Flagler

TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

When CMAR municipal work all but dried up during the recession, Frank, Matt and Bo successfully bid and were awarded projects at the East Central waste Water Treatment Plant (ECR), the largest such plant in Palm Beach County, as well as at the West Palm Beach Water Treatment Plant. The following are a few progress photographs from their projects at these treatment plants, documenting an understanding of complex projects in water and waste water systems.



- Furnish and install 48-inch Venturi water flow meter, static mixer and chemical injections.
- Drinking water supply by-passed through a temporary system designed & installed by WT

TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

Item #4

“Undocumented” means that Whiting-Turner, the design team, and the City/CRA did not discover and “document” the condition during the design and preconstruction effort.

There will no doubt be these types of occurrences, and there is not much that can be done ahead of time to avert the possibility of trying to set a light pole and hitting a tree stump that was buried in a fill operation years ago, other than move over a few feet and try again. In this type of instance, we would document the challenge and if you and the design team agree with the solution, the challenge is resolved; no harm, no foul.

HOWEVER, there is lots that we can do to anticipate various possibilities for meaningful project impacts due to “undocumented” conditions – and spend the time, and yes, the cost, to look for and DOCUMENT those existing conditions.

Let’s consider an actual example from a recent project: On a high end neighborhood undergrounding of overhead electric project, locates were called in by the directional boring company, the plans were reviewed to confirm that all known utilities were identified and where necessary pot holed to confirm their depth and location, and the bore took place. A week or so later, after the homeowner having battled plumbing issues for that whole duration, contacted the municipality/ Whiting-

Turner and we then verified their supposition that our directional drilling operation damaged their sanitary sewer lateral. The cost to dig up and repair the lateral was a couple of thousand dollars, at most, BUT the cost to repair the unique, newly installed driveway to the owner’s satisfaction was about \$15,000! Who is responsible for the cost caused by this “undocumented” utility?

The subcontractor to this day will tell you not him, and legally that might be true, locates were called and all “documented” utilities were identified and avoided. The house was new, maybe the property’s contractor did not provide the municipality with the information to input the lateral in the municipality’s GIS system,... and yet there was a property that certainly had a sewer lateral, and since it was “undocumented” that lateral became an “incident”. In this case, the subcontractor begrudgingly agreed to pay for the repairs.

The above incident contributed to the development of a “Pre-Bore” checklist that Bo customized for that project to look for and identify utilities whose EXACT locations are not documented... and then DOCUMENT them.

Whiting-Turner’s National “**Utility Avoidance**” Policy has two components that assist our project teams in avoiding the potential for significant project impacts caused by “undocumented” utilities.

TAB F | KNOWLEDGE OF SITE & LOCAL CONDITIONS

The first step is to review the plans and identify any documented utilities that could reasonably be encountered in the pathway of our work. At that time, we should also evaluate whether there are any utilities that we could expect to see, as in the example above, but do not see (this is as much an art, learned through experience, as anything else). Once utilities that could reasonably be damaged by our work are identified, those utilities are “documented” by means of soft digs at regular intervals such as 50 to 100 feet, with their locations documented on a map.

The next step in our “Utility Avoidance” policy requires that **all operators be trained in the results** of the utility location efforts, as it may not do any good to go through this documentation process if they guys doing the actual work are not cognizant of the results or of the required operational procedures.

Item #5

Please refer to Tab D.



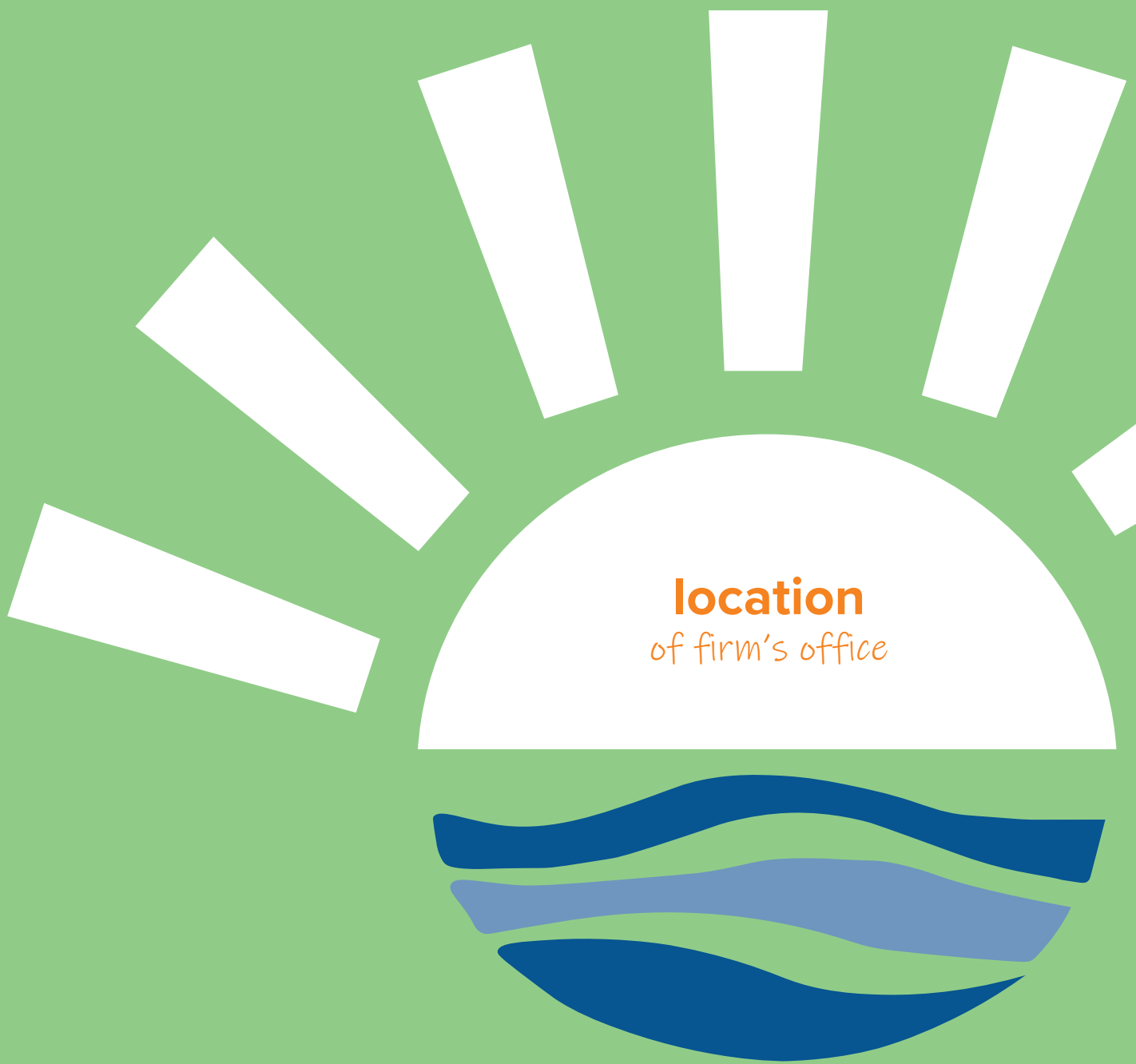
UTILITY LOCATION/ AVOIDANCE POLICY

Effective Date: 06/01/2019

All Whiting-Turner Project teams shall ensure that the following protocols for underground utility location are adhered to on all Whiting-Turner Job Sites.

There are no exceptions to this protocol unless by written petition approved and signed by a Whiting-Turner Senior Vice President.

Any petition to gain exception to this protocol shall include a detailed discussion stating why the protocol is being deemed unnecessary and 100% assuredness that every direct buried and encased utility has been located.



TAB G | LOCATION OF FIRM'S OFFICE



1901 West Cypress Creek Road, Suite 101
Fort Lauderdale, Florida 33309



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tab h. financial resources financial statement

Whiting-Turner has no involvement in any prior bankruptcy proceedings.

Henry Shawah

Henry Shawah, Vice President, The Whiting-Turner Contracting Company



THE WHITING-TURNER CONTRACTING COMPANY BALANCE SHEET | DECEMBER 31, 2019

BALANCE SHEET

2019

ASSETS

Current Assets

Cash and cash equivalents	\$	421,248,034
Marketable securities		1,332,794,593
Accounts receivable		1,382,168,202
Contract asset		407,953,173
Other current assets		4,792,095
Total current assets		3,548,956,097

Restricted Marketable Securities		512,917
Property and Equipment, Net of Depreciation		22,563,636
Other assets		219,969,556
Total assets	\$	3,792,002,206

LIABILITIES AND STOCKHOLDERS' EQUITY

Current Liabilities

Accounts payable	\$	2,036,490,136
Contract liability		373,663,755
Accrued expenses and other liabilities		390,743,675
Total current liabilities		2,800,897,566

Long-term debt		—
Total liabilities		2,800,897,566

Stockholders' Equity

Voting preferred stock — 12% non-cumulative, \$8.00 par value, 537,550 shares authorized and outstanding		5,913,050
Executive preferred stock — \$.01 par value, \$10.00 redemption value, 5,000,000 shares authorized; 800,566 shares outstanding		8,005,661
Class A common stock — \$.01 par value, 1,000 shares authorized and outstanding		10
Paid-in capital		10,690,680
Retained earnings		1,097,661,297
Accumulated other comprehensive loss		(131,166,058)
Total stockholders' equity		991,104,640

Total liabilities and stockholders' equity	\$	3,792,002,206
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legal

proceedings & performance

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tab i. legal proceedings & performance items 1-6. arbitrations, lawsuits, etc.

- The Whiting-Turner Florida Group has **no pending litigation**.
- Whiting-Turner has **never** had a Bankruptcy Petition filed in its name, voluntarily or involuntarily.
- In its over 110 year history and in its performance an average of over 700 jobs a year, Whiting-Turner has **never** been suspended, debarred, default terminated or failed to complete a job.
- Whiting-Turner has **never** had to use bonding moneys to complete a project or to pay a subcontractor or supplier.



acknowledgement of addenda 1-4

Whiting-Turner has acknowledged all issued addenda for this solicitation.

Addendum # 1 - made on Jul 06, 2020 7:53:08 AM EDT

Previous Q&A End Date: Jul 09, 2020 6:00:00 PM EDT **New Q&A End Date:** Jul 16, 2020 6:00:00 PM EDT
Pre-Bid Conference information has changed. Please review all Pre-Bid Conferences.

Addendum # 2 - made on Jul 08, 2020 11:02:12 AM EDT

Description/Bid Comments: (Information was added)
Pre-Bid Conference information has changed. Please review all Pre-Bid Conferences.

Addendum # 3 - made on Jul 23, 2020 1:18:15 PM EDT

Description/Bid Comments: (Information was added)
New Documents: Addendum 3 002.pdf

Addendum # 4 - made on Jul 23, 2020 1:24:14 PM EDT

New Documents: 6- Exhibit D- CM@Risk- Phase I BCRA12-029 - Contract 003.pdf
New Documents: 7- Exhibit E - CM@Risk - Phase II BCRA12-29 - Contract.pdf