

The City of Fort Lauderdale, Solicitation 255-11497

Las Olas Improvements

February 12, 2015



SKANSKA

1. Title Page



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

It should show the request for proposal's subject, the firm's name; the name, address and telephone number of the contact person; and the date of the proposal.

Proposal subject:

City of Fort Lauderdale, Construction
Management at Risk - Las Olas Improvements

Firm's name:

Skanska USA Building Inc.

Contact person:

Jorge Moros, Project Executive, South Florida Operations
1815 Griffin Road, Suite 204, Dania Beach, FL 33004
Ph. 954.920.5167

Date of the Proposal:

February 12, 2015

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Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

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Solicitation 255-11497 Construction Management at Risk - Las Olas Improvements
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“Water is the driving force of all nature...”
Leonardo da Vinci

The sections of this proposal marked with the legend “**Confidential Information**” contain commercial and/or financial information (e.g., pricing and rates) that Skanska USA Building Inc. considers to be proprietary, confidential and/or trade secrets and that is protected from public disclosure under the applicable open records law. Release of this Confidential Information would cause Skanska substantial competitive harm and would compromise the integrity of this procurement process by giving Skanska’s competitors an unfair advantage. Accordingly, Skanska requests that it be notified in writing at least five (5) days prior to any disclosure of this Confidential Information to any third party.

3. Transmittal Letter / Proposers Certification of Various Matters / Proposal Signature Page / Non-Collusion Statement / Declaration / Project Team Form



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

A letter signed by an authorized officer of your firm briefly stating the proposer's understanding of the work to be done, the commitment to perform the work within the time period, a statement why the firm believes to be best qualified to perform the work and a statement that the proposal is a firm and irrevocable offer until such time as City Commission awards a contract as a result of this RFQ.

Please see our letter on the following page.

Provide firm's legal name, points of contact information (names, telephone, FAX numbers and E-Mail addresses).

Firm legal name:
[Skanska USA Building Inc.](#)

Point of contact:
[Jorge Moros, Project Executive](#)

Phone: [954.978.2037](tel:954.978.2037)

Fax: [954.927.4671](tel:954.927.4671)

Email:
Jorge.Moros@skanska.com

Complete and add the Proposal Signature Page, the Non-Collusion Statement, and the project team form.

We have provided the completed forms as requested within this section.

February 12, 2015

Procurement Services Division
James T. Hemphill, Sr. Procurement Specialist
Fort Lauderdale City Hall
100 N. Andrews Avenue, 6th Floor
Fort Lauderdale, Florida 33301

Reference: RFQ #255-11497 -Construction Management at Risk (CMAR) for the construction of Las Olas Boulevard Improvement project

Dear Mr. Hemphill and Selection Committee Members,

The Las Olas Boulevard Improvement Project represents a major milestone towards accomplishing the Central Beach Master Plan and City of Fort Lauderdale 2035 vision. Developing and creating a World Resort Destination experience requires a trusted partner that can work with multiple stakeholders to accomplish this goal. We have assembled a team of experts that understand how to work together with City of Fort Lauderdale, EDSA and others to accomplish this goal.

Skanska, in collaboration with Miller Legg and Garth Solutions, is honored to submit our qualifications to be your construction manager for this exciting project. The City of Fort Lauderdale will gain the following benefits with our team:

- An experienced team with a successful track record delivering urban waterfront parks/FDOT/municipal projects. We will be highly effective starting on Day One. Our team will be supported by Skanska team members who have worked on some of the most prestigious waterfront park projects in the United States: the award-winning Brooklyn Bridge Park, Hudson River Park, Curtis Hixon Waterfront Park, Kiley Gardens and Tampa Riverwalk, and the nearby Gulfstream Park project in Hallandale Beach, Florida.
- Thorough understanding of Ft. Lauderdale construction practices. For the past decade, we have been located just seven miles from your site. We currently are engaged in two projects within the City of Fort Lauderdale: Holy Cross and Broward Health. We understand the permitting process and what it takes to build in high traffic and urban areas.
- Specialized storm water management expertise. We added Miller Legg & Associates to our team because they bring significant experience with the City of Ft. Lauderdale, FDOT and storm water management. Our firms have worked together on multiple projects in South Florida, and we look forward to working together again on Las Olas to provide the greatest impact for the City.
- Proven, effective community outreach program. Our team also includes Yvonne Garth from Garth Solutions as our dedicated local Community Outreach coordinator. Yvonne will generate community interest, increase our local business participation and will lead the effort to develop a “Good Neighbor Community Outreach” program to maintain an open dialog and communication with visitors, residents and businesses surrounding the area.
- The “Best Bank for the Buck” Our execution approach provides for a fast-tracked method to minimize construction durations, which will result in minimal disruptions and will bring cost savings to the City.
- An experienced global leader in innovative sustainable practices. Skanska is leader in promoting, inspiring and delivering best practices including addressing sea level water issues. We will bring lessons learned from other cities that are facing similar challenges. To learn more, visit: <http://group.skanska.com/en/Sustainability/Reporting--Publications/Green-Urban-Development-reports/>

Our team is comprised of local members who have a vested interest in this project, and we're fully committed to making the project a success in every way. We know this is a legacy project for City leadership and the local community, and we look forward to meeting with you in the next few weeks to provide more detail on the benefits our team will deliver as your construction manager.

Respectfully submitted,

Jorge Moros
Project Executive – South Florida Operations



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Icons

To demonstrate our understanding of the multiple objectives set forth by the City for the Las Olas Improvements project we have developed a set of icons associated with each general topic. The purpose of these icons are to help guide the selection committee through our approach to managing your project.

Icon Key



Cost effective, financially capability and tax savings



Understanding of project schedule



Effective construction management techniques



LEED® and/or Sustainability Experience



Local and SBE participation, and Subcontractor relationships

Proposal Signature Page

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: _____ February 12, 2015
(signature) (date)

Name (printed) Jorge Moros Title: Project Executive

Company: (Legal Registration) Skanska USA Building Inc.

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).

Address: Skanska USA Building Inc.

City 1815 Griffin Road State: FL Zip 33004

Telephone No. 954.920.5167 FAX No. 954.927.4671 Email: Jorge.Moros@skanska.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): n/a

Payment Terms (section 1.04): n/a Total Bid Discount (section 1.05): n/a

Does your firm qualify for MBE or WBE status (section 1.09): MBE _____ WBE _____ Not Applicable

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No. 1

Date Issued December 16, 2014

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.** If this section does not apply to your bid, simply mark N/A in the section below.

Variances:

Please see Appendix A at the end of this section.

revised 11-29-11

Addendum Signature Pages



City of Fort Lauderdale • Procurement Services Division
100 N. Andrews Avenue, 619 • Fort Lauderdale, Florida 33301
954-828-5933 Fax 954-828-5576
purchase@fortlauderdale.gov

ADDENDUM NO. 1

RFQ No.255-11497

TITLE: Construction Management At Risk – Las Olas and DC Alexander Park Improvements

ISSUED: December 16, 2014

This addendum is being issued to make the following change:

- 1). DC Alexander Park Improvements are removed from the Scope of Work and all associated sections of the Solicitation and scope of work.

The following Pages are revised per attached:

Page 1-4, 13-17, 26, and 109.

- 2). The form titled 'Contract Payment Method' attached to this addendum is made a part of this solicitation to be completed and submitted with your proposal. (It has been added to the Documents page in BIDSYNC.COM as well).

All other terms, conditions, and specifications remain unchanged.

James Hemphill
Sr. Procurement Specialist

Company Name: Skanska USA Building Inc.
(please print)

Bidder's Signature: Jorge Moros, Project Executive

Date: February 12, 2015



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ADDENDUM NO. 2

ITB No. 255-11497

TITLE: Construction Management at Risk – Las Olas and DC Alexander Park Improvements

ISSUED: 2/5/15

This addendum is being issued to provide the following information and changes:

- 1). In Section I – Introduction / Information, Item 1.14 – Insurance: This entire insurance section shall be deleted. Contractors/Firms must adhere to the Insurance requirement of the draft contracts in the solicitation (Section 11.11 of draft Pre Construction Phase Contract and Section 10.3 of draft Construction Phase Contract). Requirements may differ per Contract. Proposer is to provide sample insurance certificates with their proposal to

- 2). The following shall be added to the terms and conditions of insurance requirements in general:
 - a). The Contractor / Firm is allowed to use the contract scope of services to determine which subs will be required to document their Professional Liability insurance. The contractor, as per his contractual responsibilities, will be responsible for verifying which subs need the Professional Liability coverage and for obtaining documentation of their policies.

 - b). The Contractor / Firm is also allowed to determine the necessary policy limits for all of the required insurance coverages for their subs based on the tasks that they will be performing. This determination will need to be made based on the liability exposure for the actual work that the individual subs will be performing. Once again, the contractor will need to document their actual coverage and the City will need to be named as an additional insured under their Commercial General Liability policies.

 - c). The contractor will be required to carry and document his Owners and Contractors Protective Liability policy, however, the City's Risk Div. (Risk) has agreed to waive that requirement for the subs.



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d). Risk also agrees to an Employers Liability limit of less than \$500,000 for the subs. The subcontractors will need to carry a minimum of \$100,000 in coverage on their Employers Liability policies.

e). The U.S. Longshore Harbor Workers' Act or Jones Act (LHWA) requirement shall be deleted from requirements as long as the contractor and/or his subcontractors are not required to perform any tasks on the water.

f). The \$1,000,000 Commercial General Liability Project Aggregates that are listed on both contracts are approved by Risk

3). Per Addendum #1 'DC Alexander Park' has been deleted from the title of this solicitation.

All other terms, conditions, and specifications remain unchanged.

James Hemphill
Sr. Procurement Specialist

CompanyName: Skanska USA Building Inc.
(please print)

Bidder's Signature: Jorge Moros, Project Executive

Date: February 12, 2015



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ADDENDUM NO. 3

ITB No. 255-11497

TITLE: Construction Management at Risk – Las Olas Improvements

ISSUED: 2/10/15

This addendum is being issued to provide the following information and corrections:

1). Questions and Answers received and responded to- includes corrections to question #5 (Also may be found on BIDSYNC.COM):

<p>Question 1 Will there be a pre-solicitation meeting for this project? (Submitted: Dec 15, 2014 12:50:05 PM EST)</p>	<p>edit </p>
<p>Answer: No (Answered: Dec 22, 2014 2:38:12 PM EST)</p>	
<p>Question 2 What is budget for project? (Submitted: Dec 16, 2014 10:51:54 AM EST)</p>	
<p>Answer: Refer to Solicitation 255-11499, page 5, section 1.5 d) regarding minimum bonding capacity. (Answered: Dec 23, 2014 4:56:49 PM EST)</p> <ul style="list-style-type: none">• CORRECTION - disregard the solicitation # given. The correct solicitation number is 255-11497. the section referenced states: d). Firm must have a single project bonding capability of at least Thirty Million Dollars (\$30,000,000.00) with a surety company with an A.M. Best rating of AA or better. (Answered: Dec 29, 2014 12:02:05 PM EST)	<p>edit </p>
<p>Question 3 The "DRAFT AGREEMENT FOR PRE CONSTRUCTION PHASE" provided in the RFQ document is set up to be between the City and the "FIRM" (as opposed to the "CONTRACTOR") and includes language throughout that appears to be intended for the precon agreement with the design team of record. For instance, there are various references to "professional services" and "errors" by the "FIRM" throughout this draft agreement; see as examples in Article 9.8 which discusses "Error on the part of the FIRM" (9.8.1), "CITY shall deduct from the FIRM's fee a sufficient amount to recover all such additional cost to the CITY" (9.8.4), etc. Additionally, see Article 1.2 which states, "...statement by FIRM based on observations at the site and on review of documentation submitted by the CONTRACTOR that by its issuance recommends that CITY pay identified amounts to the CONTRACTOR..." as if the "FIRM" identified throughout this draft precon agreement is separate from the "CONTRACTOR" or CM at Risk. Please clarify. (Submitted: Jan 22, 2015 10:17:13 AM EST)</p>	<p>edit </p>



Answer: This is a draft agreement, not in final form, to give a general idea of the terms and conditions of the contract that will be required between the CITY and CMAR for the first (pre-con) phase. FIRM and CMAR are interchangeable. **(Answered: Feb 3, 2015 11:43:18 AM EST)**

Question 4

Section III Submittal Requirements Item 9. Past Performance requires submission of four (4) client/owner references and two (2) A/E firm references. Can an owner and an A/E reference be submitted for the same project and would this count as two (2) references, or should each of the six (6) references be for a unique project? **(Submitted: Jan 22, 2015 10:17:29 AM EST)**

edit
t

Answer: An owner and an A/E reference can be submitted from same project. Each would be a unique reference. However, more references / projects are encouraged, in an effort to give a better idea of your firms work. **(Answered: Feb 3, 2015 11:43:18 AM EST)**

Question 5

Clarifications on the "ESSENTIAL REQUIREMENTS QUESTIONNAIRE:" (1) The questionnaire states, "A Proposer may be disqualified if the answer to any of questions 1 through 5 below is 'no.'" Please confirm that the answer to question 5 should actually be "no." (2) The questionnaire states, "A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, 10, 11, or 12 is 'yes.'" In the questionnaire provided, we find only questions 1 through 9, followed by several lettered sections. Please confirm that there are no questions 10, 11 or 12. **(Submitted: Jan 22, 2015 10:17:47 AM EST)**

Answer: (1) No answer needed for item 5.
(2) Questions 10-12 are found on page 30 of the RFQ. **(Answered: Feb 3, 2015 11:43:18 AM EST)**

CORRECTIONS:

edit

The answer given to question 1 may be confusing – Please disregard.

The statement "A Proposer may be disqualified if the answer to any of questions 1 through 5 below is 'no, is incorrect. It should be A Proposer may be disqualified if the answer to any of questions 1 through 3 below is no.

Additionally, the statement "A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, 10, 11, or 12 is 'yes.'" – is incorrect. The statement should be: A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, and items 1, 2 and 3 of B. History of the Business and Organizational Performance is 'yes.'

Question 6

Section III Submittal Requirements Item 6. Firm Qualifications and Experience asks about meeting SBE goals of prior clients, Item 9. Past Performance asks about percentage use of local subcontractors and SBEs, the "DRAFT AGREEMENT FOR PRE CONSTRUCTION PHASE" Article 11.5 Minority Participation and Article 11.31 Evaluation discuss good faith effort to maintain historical MBE/WBE percentage levels. For this project, have any specific percentage goals or mandatory requirements been established for use of SBE, MBE, WBE, or similar certified business enterprises? **(Submitted: Jan 22, 2015 10:18:00 AM EST)**

edit
t

Answer: Staff is interested in seeing your effort and utilization **(Answered: Feb 3, 2015 11:43:18 AM EST)**



Question 7

1.14 INSURANCE states "Contractor shall provide ...Professional Liability Insurance"

Since this is not a design/build, why do all subs have to provide Professional Liability? Will City consider revising Prof. Liab. requirement to only Contractor and subs that provide professional services as defined by City on Exhibit A Scope of Services?. **(Submitted: Feb 2, 2015 2:36:12 PM EST)** [edit](#)

Answer: See Addendum #2 **(Answered: Feb 5, 2015 3:39:01 PM EST)**

Question 8

1.15 INSURANCE – SUBCONTRACTORS states "Contractor shall require all of its subcontractors to provide the aforementioned coverage"

Subs must provide above coverages, but does not address limits of insurance required of subs. Do all subs have to provide the same liability limits as Contractor? **(Submitted: Feb 2, 2015 2:36:58 PM EST)** [edit](#)

Answer: See Addendum #2 **(Answered: Feb 5, 2015 3:39:01 PM EST)**

Question 9

In the draft contract, 11.11.2 COMMERCIAL GENERAL LIABILITY,

A. Project Aggregate...

What is the limit required by City for this Work?

B. Owners and Contractors Protective Liability...

[edit](#)

This is a separate policy that will need to be purchased in addition to General Liability maintained by Firm and subs. Will City remove this requirement? **(Submitted: Feb 2, 2015 2:43:35 PM EST)**

Answer: See Addendum #2 **(Answered: Feb 5, 2015 3:39:01 PM EST)**

Question 10

In the draft contract, Workers' Compensation and Employers Liability...

Will the City accept Employers' Liability limits less than \$500,000 from subcontractors? **(Submitted: Feb 2, 2015 2:44:42 PM EST)** [edit](#)

Answer: See Addendum #2 **(Answered: Feb 5, 2015 3:39:01 PM EST)**

Question 11

11.11.4 WORKERS' COMPENSATION AND EMPLOYERS' LIABILITY, states "FIRM must be in compliance with all applicable State and Federal workers' compensation laws, including the U.S. Longshore Harbor Workers' Act or Jones Act."

Will City remove LHWA requirement since this does not apply to this work. **(Submitted: Feb 2, 2015 2:46:45 PM EST)** [edit](#)

Answer: See Addendum #2 **(Answered: Feb 5, 2015 3:39:01 PM EST)**



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2. CORRECTION: Under the Essential Requirements Questionnaire, The statement: 'A proposer may be disqualified if the answer to any of the question 1 through 5 below is "no" – is incorrect. The statement should be – "A Proposer may be disqualified if the answer to any of questions 1 through 3 below is no".

3. CORRECTION: Under the Essential Requirements Questionnaire, The statement: "A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, 10, 11, or 12 is 'yes.'" – is incorrect. The statement should be: A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, and items 1, 2 and 3 of B. History of the Business and Organizational Performance is 'yes.'

4. Spelling correction on word 'Questionnaire' throughout the document.

All other terms, conditions, and specifications remain unchanged.

James Hemphill
Sr. Procurement Specialist

CompanyName: Skanska USA Building Inc.
(please print)

Bidder's Signature:  Jorge Moros, Project Executive

Date: February 12, 2015



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ADDENDUM NO. 4

ITB No. 255-11497

TITLE: Construction Management at Risk – Las Olas Improvements

ISSUED: 2/12/15

This addendum is being issued to provide the following addition:

The attached General Conditions have been added to this solicitation

All other terms, conditions, and specifications remain unchanged.

NOTE: Due to the time of this addendum, for those Proposers that may have already submitted their proposal, acknowledgement of this addendum may be e-mailed to: jhemphill@fortlauderdale.gov

James Hemphill
Sr. Procurement Specialist

CompanyName: Skanska USA Building Inc.
(please print)

Bidder's Signature:  Jorge Moros, Project Executive

Date: February 12, 2015

Non-Collusion Statement

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/CONTRACTOR certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Project Team Form

PROJECT TEAM FORM

Federal I.D. No. 22-3752540

CMR

	Name of Individual Assigned to Project Years	Number of Experience	Education, Degrees
Principal-In-Charge	<u>Jorge Moros</u>	<u>20</u>	<u>M.B.A./Architecture</u>
Project Manager	<u>Nicole Heran</u>	<u>9</u>	<u>Busin. Admin.</u>
Asst.Project Manager	<u>Vince Collins</u>	<u>10</u>	<u>Civil. Eng.</u>
Other Key Member	<u>Michael Picciotti</u>	<u>33</u>	<u>OSHA 30-Hr</u>
Other Key Member	<u>Brian Coakley</u>	<u>28</u>	<u>Construction</u>

Appendix A: Proposal Signature Page

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.

Variations:

Our variances are described below:

We have reviewed the addenda and the proposed draft agreements for preconstruction and construction services and believe these documents establish a productive commercial and contractual framework under which all parties, and the project itself, can be successful. We have based our proposal on the assumption that we can negotiate mutually agreeable contract terms that allocate risks to the parties in a reasonable manner. If Skanska is selected, the basis of our contract negotiations would focus primarily, but not exclusively, on: clarifying that Skanska is not providing design services under the Draft Agreement for Pre Construction Phase; a mutual waiver of consequential damages; clarifying circumstances under which Skanska would be entitled to equitable cost relief for delays/events beyond Skanska's control; insurance deductible values and their influence on project costs; modifying the scope of the indemnity obligations; and ensuring that liquidated damages for delay bear a reasonable relationship to the damages that would actually be incurred in the event of a delay, exclusivity of remedies for delay and an aggregate cap on the liquidated damages.

4. License(s) to Practice in Florida



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Provide all licenses and certifications required to provide the requested services in the State of Florida and Broward County the firm and all assigned key professional staff possess. Firms must provide copies of licenses required by Florida Statutes, Chapter 489, and as otherwise required by law.

On the following pages, we've included copies of all required licenses required from the State of Florida and Broward County to perform the project.

Required Licenses - Skanska USA Building Inc.

Skanska USA Building Inc.
 Frederick Hames (Qualifier)
 Expires 9.30.2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: SKANSKA USA BUILDING INC
Business Name: SKANSKA USA BUILDING INC
Receipt #: 180-7606
Business Type: GENERAL CONTRACTOR (GENERAL CONTRACTOR)

Owner Name: HAMES, FREDERICK A (QUALIFIER)
Business Location: 1815 GRIFFIN ROAD 204
 DANIA BEACH
Business Phone: 954-920-5167
Business Opened: 10/26/2004
State/County/Cert/Reg: CGC1510739
Exemption Code:

Rooms Seats Employees Machines Professionals
 5

Tax Amount	Transfer Fee	For Vending Business Only			Vending Type:		Total Paid
		Number of Machines:	NSF Fee	Penalty	Prior Years	Collection Cost	
27.00	0.00	0.00	0.00	0.00	0.00	0.00	27.00

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:
 SKANSKA USA BUILDING INC
 389 INTERPACE PKWY STE 5
 PARSIPPANY, NJ 07054

Receipt # 05A-13-00010759
Paid 09/02/2014 27.00



2014 - 2015

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

LICENSE NUMBER	CGC1510739
-----------------------	------------

The GENERAL CONTRACTOR
 Named below IS CERTIFIED
 Under the provisions of Chapter 489 FS.
 Expiration date: AUG 31, 2016

HAMES, FREDERICK A
 SKANSKA USA BUILDING INC
 4030 BOY SCOUT BLVD
 SUITE 200
 TAMPA FL 33607

Frederick Hames
 No. CGC1510739
 Expires 8.31.2016

Required Licenses - Miller, Legg & Associates, Inc.

State of Florida
Board of Professional Engineers
Attests that
Miller, Legg & Associates, Inc.


FLORIDA BOARD OF PROFESSIONAL ENGINEERS

is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2015
Audit No: 228201503513

CA Lic. No:
7318

Certificate of Authorization



Miller, Legg & Associates
No. 228201503512, Expires 2.28.2015

RICK SCOTT, GOVERNOR STATE OF FLORIDA KEN LAWSON, SECRETARY
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF LANDSCAPE ARCHITECTURE

LICENSE NUMBER	
LC0000337	

The LANDSCAPE ARCHITECT BUSINESS
Named below HAS REGISTERED
Under the provisions of Chapter 481 FS.
Expiration date: NOV 30, 2015


MILLER LEGG & ASSOCIATES INC
5747 N ANDREWS WAY
FORT LAUDERDALE FL 33309

ISSUED: 11/17/2013 SEQ # L1311170002511
DISPLAY AS REQUIRED BY LAW

Miller, Legg & Associates
No. LC0000337, Expires 11.30.2015

State of Florida
Board of Professional Engineers
Attests that
John Larry England, P.E.


FLORIDA BOARD OF PROFESSIONAL ENGINEERS

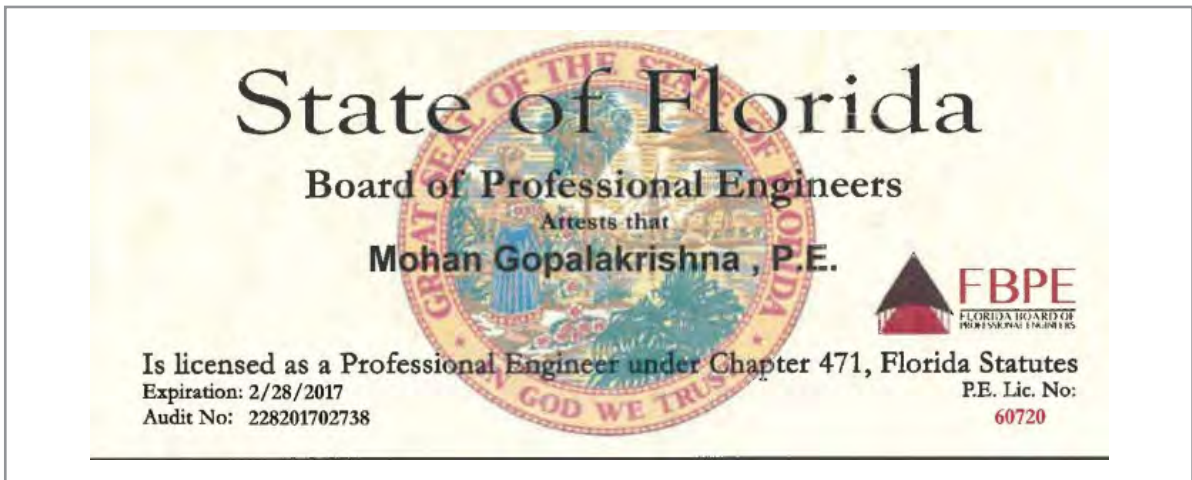
Is licensed as a Professional Engineer under Chapter 471, Florida Statutes

Expiration: 2/28/2015
Audit No: 228201526231

P.E. Lic. No:
48079

John Larry England, P.E.
No. 228201526234, Expires 2.28.2015

Required Licenses - Miller, Legg & Associates, Inc. (continued)



Mohan Gopalakrishna, P.E.
No. 22820170238, Expires 2.28.2017

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: MILLER LEGG & ASSOCIATES INC **Receipt #:** 315-178
Business Name: MILLER LEGG & ASSOCIATES INC **Business Type:** ENGINEER (ENGINEERING CORP)

Owner Name: MILLER LEGG & ASSOCIATES INC **Business Opened:** 08/19/1996
Business Location: 5747 N ANDREWS WAY **State/County/Cert/Reg:** EB0007318
FT LAUDERDALE **Exemption Code:**

Business Phone:

Rooms	Seats	Employees 6	Machines	Professionals
-------	-------	----------------	----------	---------------

For Vending Business Only						Total Paid
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	
37.50	0.00	0.00	0.00	0.00	0.00	37.50

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:
MILLER LEGG & ASSOCIATES INC
5747 N ANDREWS WAY
FORT LAUDERDALE, FL 33309

Receipt #ICP-13-00021601
Paid 09/24/2014 37.50

2014 - 2015

Miller Legg & Associates
Expires 9.30.2015

Required Licenses - Miller, Legg & Associates, Inc. (continued)



Mohan
Gopalakrishna
Professional
Traffic Operations
Engineer,
Certificate No. 3002

5. Proposal Guarantee/ Bond



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

A certified check, cashier's check or bank officer's check, in the sum of Fifteen Thousand Dollars (\$15,000), made payable to the City of Fort Lauderdale, Florida, or bid bond in such amount, shall accompany each proposal as evidence of the good faith and responsibility of the bidder. The check or bond shall be retained by the City as liquidated damages should the bidder refuse to or fail to enter into a contract for the execution of the work embraced in this proposal, in the event the proposal of the bidder is accepted. Retention of such amount shall not be construed as a penalty or forfeiture.

The above bond or check shall be a guarantee that the bidder will, if necessary, promptly execute a satisfactory contract and furnish good and sufficient bonds. As soon as a satisfactory contract has been executed and the bonds furnished and accepted, the check or bond accompanying the proposal of the successful bidder will be returned to him. The certified or other checks or bid bonds of the unsuccessful bidders will be returned to them upon the acceptance of the bid of the successful bidder. If the successful bidder shall not enter into, execute, and deliver such a contract and furnish the required bonds within ten (10) days after receiving notice to do so, the certified or other check or bid bond shall immediately become the property of the City of Fort Lauderdale as liquidated damages. Retention of such amount shall not be construed as a penalty or forfeiture.

On the following pages, we've included our Bid Bond as required.

 **AIA** Document A310™ – 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)
SKANSKA USA BUILDING INC
4030 Boy Scout Blvd., Suite 200
Tampa, FL 33607

SURETY:

(Name, legal status and principal place of business)
ZURICH AMERICAN INSURANCE COMPANY
1400 American Lane, Tower I, 18th Floor,
Schaumburg, IL 60196-1056
AND
FIDELITY AND DEPOSIT COMPANY OF
MARYLAND
1400 American Lane, Tower I, 18th Floor,
Schaumburg, IL 60196-1056
AND

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

OWNER:

(Name, legal status and address)
CITY OF FORT LAUDERDALE
100 North Andrews Avenue, Fort Lauderdale, FL
33301-1016

BOND AMOUNT:

15,000.00

PROJECT:

(Name, location or address, and Project number, if any)
Construction Management at Risk - Las Olas Improvements- RFQ# 255-11497

Project Number, if any:

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 30th day of January, 2015

_____	SKANSKA USA BUILDING INC <i>(Principal)</i>	<i>(Seal)</i>
<i>(Witness)</i>	_____	_____
_____	ZURICH AMERICAN INSURANCE COMPANY FIDELITY AND DEPOSIT COMPANY OF MARYLAND <i>(Surety)</i>	<i>(Seal)</i>
<i>(Witness)</i>	_____	_____
_____	Claudette Alexander Hunt, Attorney in Fact <i>(Title)</i>	_____

AIA Document A310™ – 2010. Copyright © 1963, 1970 and 2010 by The American Institute of Architects. All rights reserved.

ZURICH AMERICAN INSURANCE COMPANY

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the ZURICH AMERICAN INSURANCE COMPANY, a corporation created by and existing under the laws of the State of New York does hereby nominate, constitute and appoint Claudette Alexander HUNT, Caroline K. LAMARRE and Joseph M. PIETRANGELO, all of Miami, Florida, EACH its true and lawful Attorneys-In-Fact with power and authority hereby conferred to sign, seal, and execute in its behalf, during the period beginning with the date of issuance of this power, : any and all bonds and undertakings, recognizances or other written obligations in the nature thereof, and to bind ZURICH AMERICAN INSURANCE COMPANY thereby, and all of the acts of said Attorney[s]-in-Fact pursuant to these presents are hereby ratified and confirmed. This Power of Attorney is made and executed pursuant to and by the authority of the following By-Law duly adopted by the Board of Directors of the Company which By-Law has not been amended or rescinded.

Article VI, Section 5. "...The President or a Vice President in a written instrument attested by a Secretary or an Assistant Secretary may appoint any person Attorney-In-Fact with authority to execute surety bonds on behalf of the Company and other formal underwriting contracts in reference thereto and reinsurance agreements relating to individual policies and bonds of all kinds and attach the corporate seal. Any such officers may revoke the powers granted to any Attorney-In-Fact."

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY by unanimous consent in lieu of a special meeting dated December 15, 1998

" RESOLVED, that the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile on any Power of Attorney pursuant to Article VI, Section 5 of the By-Laws, and the signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile to any certificate of any such power. Any such power or any certificate thereof with such facsimile signature and seal shall be valid and binding on the Company. Furthermore, such power so executed, sealed and certified by certificate so executed and sealed shall, with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding on the Company."

IN WITNESS WHEREOF, the ZURICH AMERICAN INSURANCE COMPANY has caused these presents to be executed in its name and on its behalf and its Corporate Seal to be hereunto affixed and attested by its officers thereunto duly authorized, this 20th day of December, A.D. 2011. This power of attorney revokes that issued on behalf of Claudette ALEXANDER, Caroline K. LAMARRE, Joseph M. PIETRANGELO, dated September 2, 2010.



ZURICH AMERICAN INSURANCE COMPANY

Gerald F. Haley

Frank E. Martin Jr.

STATE OF MARYLAND }
CITY OF BALTIMORE }

ss: Gerald F. Haley Secretary Frank E. Martin Jr. Vice President

On the 20th day of December, A.D. 2011, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came the above named Vice President and Secretary of ZURICH AMERICAN INSURANCE COMPANY, to me personally known to be the individuals and officers described in and who executed the preceding instrument and they each acknowledged the execution of the same and being by me duly sworn, they severally and each for himself deposed and said that they respectively hold the offices in said Corporation as indicated, that the Seal affixed to the preceding instrument is the Corporate Seal of said Corporation, and that the said Corporate Seal, and their respective signature as such officers, were duly affixed and subscribed to the said instrument pursuant to all due corporate authorization.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above.



Constancia A. Dunn

Notary Public My Commission Expires: July 14, 2015

This Power of Attorney limits the acts of those named therein to the bonds and undertaking specifically named therein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

CERTIFICATE

I, the undersigned, a Secretary of the ZURICH AMERICAN INSURANCE COMPANY, do hereby certify that the foregoing Power of Attorney is still in full force and effect, and further certify that Article VI, Section 5 of the By-Laws of the Company and the Resolution of the Board of Directors set forth in said Power of Attorney are still in force.

IN TESTIMONY WHEREOF I have hereto subscribed my name and affixed the seal of said Company

the 30th day of January, 2015

Eric D. Barnes

Eric D. Barnes Secretary



**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Claudette Alexander HUNT, Joseph M. PIETRANGELO and Michael MARINO, all of Miami, Florida, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 9th day of April, A.D. 2014,

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: Gregory E. Murray
Assistant Secretary
Gregory E. Murray

Thomas O. McClellan
Vice President
Thomas O. McClellan

State of Maryland
City of Baltimore

On this 9th day of April, A.D. 2014, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and GREGORY E. MURRAY, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Constance A. Dunn

Constance A. Dunn, Notary Public
My Commission Expires: July 14, 2015



POA-F 031-2075C

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Claudette Alexander HUNT, Joseph M. PIETRANGELO and Michael MARINO, all of Miami, Florida, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 9th day of April, A.D. 2014.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: *Gregory E. Murray*
Assistant Secretary
Gregory E. Murray

Thomas O. McClellan
Vice President
Thomas O. McClellan

State of Maryland
City of Baltimore

On this 9th day of April, A.D. 2014, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and GREGORY E. MURRAY, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

Constance A. Dunn



Constance A. Dunn, Notary Public
My Commission Expires: July 14, 2015

POA-F 031-2075C

6. Firm Qualifications and Experience



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Proposers must provide a description of the firm, including the size, range of activities, strength, stability, experience, awards, recognitions, etc.

Particular emphasis shall be given as to how the firm's experience and expertise in construction of similar facilities will be directly beneficial to the City in the construction of the projects.

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?

Describe your company's resources and capabilities with respect to scheduling (specific computer programs), cost control and reporting quality control, on site safety, value engineering, and coordination with the A/E and the City.

Describe your firm's experience with green building practices and identify any Green Building Council (LEED) approved projects your firm has completed or is in progress of completing and the number of local office staff with a LEED AP certification.

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.

Describe your firm's experience with building for climate resilience and working with and permitting innovative stormwater management practices.

Describe your firm's in-house cost estimating and bidding staff resources and capabilities. Identify your company's procedures for finalizing GMP pricing and whether subcontractor bids are hard, soft or a combination at final GMP pricing.

Describe your firm's historical experience in meeting Community Benefits, local hire and Small Business Enterprise ("SBE") goals of prior clients.

The proposal should indicate the total number of employees of the firm, including the number of staff in the local office, the staff to be employed for the City's Project on a full-time basis, and the number of the staff to be employed on a part-time basis.

Provide a list of government and private clients your firm has under contract through 2018. Please provide the amount of each contract and a brief description of the services, including the number of employees your firm is supervising on each project.





Do not include work performed for the City of Fort Lauderdale.

Firm Qualifications and Experience

Proposers must provide a description of the firm, including the size, range of activities, strength, stability, experience, awards, recognitions, etc.

Description of our Firm. Skanska USA is one of the largest, most financially sound construction and development companies in the country, serving a broad range of industries including healthcare, education, sports, data centers, government, aviation, transportation, power, energy, water/wastewater and commercial. Headquartered in New York with 34 offices across the country, Skanska USA employs more than 9,600 employees committed to sustainable construction and development and an injury-free workplace. Skanska USA Building, which specializes in building construction, and Skanska USA Civil, which focuses on civil infrastructure, generated \$6.7 billion in revenue in 2013, representing 34 percent of Skanska’s global construction revenue. Development units Skanska USA Commercial Development, which invests in and develops office and multi-family projects in select U.S. markets, and Skanska Infrastructure Development North America, which develops public-private partnerships, are both leaders in their selected markets. Global revenue of parent company Skanska AB, headquartered in Stockholm and listed on the Stockholm Stock Exchange, totaled \$21 billion in 2013. Skanska shares are publically traded in the U.S. on the OTC market under the symbol SKBSY through a Level I American Depository Receipt program.

Our local presence. For over 14 years, we have had a significant presence in South Florida. Our full-service Dania Beach office is located minutes away from your site. Many of our employees and their families call Broward County and the City of Fort Lauderdale home. Our local area experience is second to none. Our “Boutique High Design” market focus sets us apart from the traditional South Florida “commodity builder”. We offer value and expertise in high design complex facilities which is evident in projects such as: the Miami Science Museum, FIU Stempel Complex, Setai Hotel, UM Frost School of Music, FIU Frost Museum of Art,

-  Incorporated since **1971** in New York
-  Over **5430** LEED Accredited Professionals
-  **\$6.7 Billion** Skanska USA 2013 Revenue
-  **\$7.5 Billion** Bonding Capacity
-  **34** U.S. Offices
-  **4 Business Units**
Building
Civil
Commercial
Infrastructure



and Boca Raton Lynn Cancer Center. We have a thorough understanding of the local market place that will be invaluable in maximizing participation, achieving the highest level of quality, while also securing the best pricing and the best people from the local subcontractor market. **Our Florida LEED® project portfolio includes 25 projects, of which five are LEED® Platinum and eleven are LEED® Gold projects.**

Other key factors:

Our Green Know-How. We are committed to delivering customized, innovative and affordable sustainable building solutions that meet our clients' initial cost and life cycle goals. Skanska is a leading builder of Leadership in Energy and Environmental Design® (LEED) projects in the U.S. With more than 430 LEED Accredited Professionals, Skanska has one of the highest employee ratios in the industry.

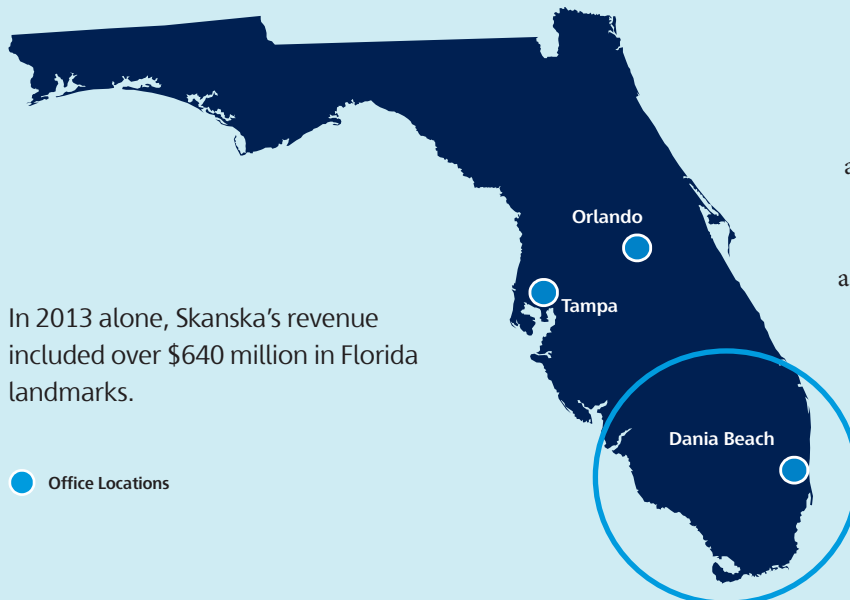
Our Internal Resources. With Skanska, the City of Fort Lauderdale gets access to a wealth of knowledge from professionals across the U.S. and abroad. **We have proposed a core team of professionals with unparalleled experience building similar projects for over 100 combined years.** The City benefits from Skanska's financial strength, which provides an unmatched bonding capacity of \$350 million per project, and the assurance that we can see all of our projects through to completion. This gives you the surety you require in a market that still has pockets of financial instability.

Our Safety Culture. The safety and well-being of the communities in which we work is of utmost importance to our project teams. Be it a single facility or an expansive campus, our dedication to safety extends to workers, neighbors and other members of the communities in which we work. This is demonstrated by a corporate-wide commitment to our culture.



South Florida

Where we live and work for over 14 years



In 2013 alone, Skanska's revenue included over \$640 million in Florida landmarks.

Best of Both Worlds

Our local presence, experience and knowledge is backed by one of the largest corporate campus and parking garage portfolios, as well as unrivaled national resources and financial strength.



Holy Cross Maternal Child Health Department Renovations

Our Community Involvement. Skanska personnel are involved in a variety of community programs through local offices, including multiple organizations within and around the City of Fort Lauderdale, offering valuable opportunities to our neighbors and community leaders. Our project teams are proud of the difference they make in the communities in which they live and work. Currently, our teams are involved in community activities through two Fort Lauderdale projects: the Holy Cross Maternal Child Health Department Renovations and the Chris Evert Children's Hospital Phase II projects.

Awards and Recognitions. Our projects regularly win awards and recognitions.

Below is a list of only some of the most recent project awards won by our Florida project teams, for a variety of clients including governmental, higher education, and healthcare:



Florida Polytechnic University - ENR 2014 National Best of the Best, Project of the Year (Higher Education & Specialty Contracting Categories), 2014 American Council of Engineering Companies Diamond Award, 2014 NAIOP Best Special Use Project, and 2014 National Excellence in Electrical Construction Award.



FIU Academic Health Center 5 / Stempel Complex
2014 AIA Merit Award of Excellence, 2015 Architectural Showcase - Education Category



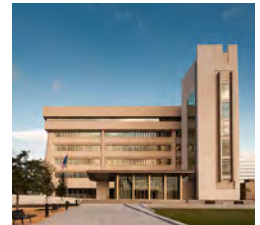
Nemours Children's Hospital - 2013 ENR Southeast Project of the Year, 2013 AIA Orlando Chapter Award of Honor, 2013 ABC Central Florida Chapter Eagle Award for Excellence in Construction



UF Clinical Translational Research Bldg. for the Institute on Aging
- 2014 ABC Excellence in Construction Eagle Award, AIA Miami Chapter 2014 Award for Excellence in Architecture



Orange Cty. Library System Dorothy Lumley Melrose Center - 2014 Downtown Orlando Golden Brick Award, 2014 ABC Central Florida Chapter Eagle Award for Excellence in Construction



Modernization of the George C. Young Courthouse and Federal Building - 2013 ABC Central Florida Chapter, Eagle Award for Excellence in Construction

Skanska's Recent Firm Awards:

Engineering News Record, Ranked 4th largest Contractor based on Revenue for 2014

CNN Money, World's Most Admired Companies - Engineering Construction Category - 2012 & 2009

USGBC's Leadership in the Private Sector, 2013 & 2010

United Way, Workplace Campaign Excellence Award - 2011



Particular emphasis shall be given as to how the firm’s experience and expertise in construction of similar facilities will be directly beneficial to the City in the construction of the projects.

Our expertise with similar projects

55

Number of Parking Garages completed by Skanska in the U.S. during the last 10 years, totalling

\$802 Million

Skanska brings a unique set of skills for your project. **As local, national and international firm we bring the best balance of local knowledge and global perspective.**

Some of unique skill sets we bring are as follows:

- Green and Sustainability Global Leadership - we understand and bring knowledge of how sea level rising issues are being addressed by cities with similar challenges around the globe.
- We have worked in and around Fort Lauderdale for over 15 years and we know the local subcontractor market and the overall community very well.
- We have extensive experience in FDOT projects including the current \$2.4 billion I-4 project in Orlando, Florida and the \$215 million I-275 project in Tampa, Florida.
- Over 50 percent of our projects are with the public sector and government municipalities. We understand how to protect the public dollars and bring the “Best bank for the buck” to your project.
- We have extensive Florida and U.S. experience with parks and waterfront public facilities.
- Our innovative platforms and communications strategy brings a transparent project management approach with information 24/7 at your finger tips.



Ultimate I-4
Orlando, Florida



I-275 Reconstruction
Tampa, Florida

Our Peer Review Team: As a Firm, Skanska’s resources are vast and we regularly reach out to our colleagues across the country for best practices, lessons learned, benchmarking, etc. Our Las Olas Improvements team was selected due to their specific expertise with your project elements. Their knowledge and lessons learned will benefit the City of Fort Lauderdale and provide the solutions-driven construction management experience that your project requires.

As leaders of the peer review team, Chuck Jablon and Beth Heider will assemble Skanska colleagues with similar, relevant experience relative to the Las Olas Improvements program and plan, and meet with the team to review and benchmark best practices to determine the best solutions for the project. These sessions have proven invaluable to our project teams, and our knowledge-sharing approach will lead to the most optimum outcomes for the City of Fort Lauderdale. Chuck and Beth will provide the City and the rest of the team with all of the resources and support needed to accomplish the goals of the project.



Chuck Jablon
Vice-President and
Peer Review Leader

Chuck Jablon brings 43 years of experience leading teams on highly complex and design-driven projects with world-renown architects such as the City of Tampa Museum of Art with architect Stanley Saitowitz and the Florida Polytechnic Innovation Science & Technology Building with architect Santiago Calatrava. Both projects required a keen understanding of the collaborative relationship between designer and builder, and a do-whatever-it-takes approach to solving problems in the field. Both projects were iconic architectural masterpieces within their communities and were built from using large percentages of the local workforce. Chuck is a master at a pulling together the right team members and inspiring them to excel beyond their abilities.



Beth Heider,
AIA LEED® AP
Chief Sustainability
Officer and Peer
Review Leader

Beth Heider’s 35 years of professional experience include all phases of design and construction from master planning through project closeout as licensed architect, construction manager, cost manager and value engineering (VE) facilitator. She has completed studies on a variety of initiatives from the “conventional” value analysis of over 100 projects to specialty studies for the Federal Government exploring the cost commitment necessary for public buildings to become “green” (1998), to enhance workplace productivity (2000), to achieve LEED certification (LEED Cost Study, 2004) and to comply with the Energy Policy Act of 2005 (2006 & 2007). In 2009, Skanska will contribute the cost analysis to the Financial Study of the Living Building Challenge, the beyond-LEED® Platinum metric developed by the Cascadia Chapter of the USGBC.

Ms. Heider founded Skanska USA’s Green Council. The Skanska Green Council marshals all of Skanska’s sustainable preconstruction and construction capabilities nationwide, encourages and supports training and technical competency, coordinating sustainable expertise and information nationwide. In addition to leading Skanska USA’s eco-efficient building initiatives, Ms. Heider remains involved at the project level,

leading Peer Review Teams on multiple projects across the U.S.



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?

Skanska selection on this project will provide the following immediate benefits:

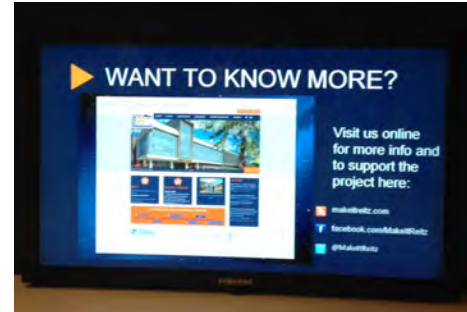
- 1) We will maximize your public dollars and investment. We will place special emphasis in ensuring your dollars are spent in those features that enhance the visitor’s experience and park elements.
- 2) No disruptions to your visitors, residents and surrounding businesses. Our community outreach efforts will focus in maintaining awareness of upcoming activities and planning around critical activities for the City of Fort Lauderdale.
- 3) Reduced Schedule - Our execution approach brings and “All in” approach enhances your schedule by sequencing the work activities concurrency to minimize construction time. This will have immediate savings and will reduce durations where disruptions may occur.
- 4) Schedule/Cost approach will provide flexibility to support quick adjustment to the project construction approach due to permitting and/or logistical challenges.

Best Practices and Innovation Skanska is an industry leader in using innovative technologies to enhance logistics management. We use a number of tools to increase the speed and clarity of our communications and to facilitate collaboration. Skanska has implemented a number of internal processes and tools, such as the Idea Exchange and Skanska MySite, to facilitate collaboration among our people. Innovation Communities **enable Skanska personnel to engage their peers across the country to solve problems and refine best practices on specific construction techniques and management activities.** We'll bring the best practices of our collaborative innovative successes to bear on the Las Olas Improvements project. Some of our innovative communication technologies include:



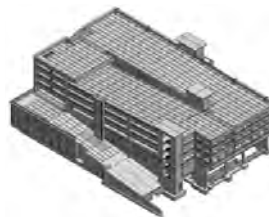
Project Four Corners App

This App is the latest developed and published by Skanska. This App has been used by teams on several projects in Florida with much success. This app, which can be downloaded through iTunes, provides anyone with real-time project information such as: Project Status (progress bar, twitter feeds, days until completion, etc.), Project Photos/Renderings (as well as milestones, major events, etc.), News/Announcements (such as a ground breaking, or project newsletters, blogs, etc.), and Bios of the Team.



Digital Resource Station

Ensures that real-time information is available on the jobsite for all team members. Digital drawing updates are hyperlinked to RFI's, ASI's, CCD's, submittals, shop drawings, punchlists, etc. - so pertinent information will never be more than a click away.



Building Information Modeling

Identifies and resolves potential issues before construction begins. BIM reduces the overall cost and schedule of the project and enhances the overall quality. The newest module allows "real time" cost information to be utilized during design to establish initial baseline budgets. This same Revit model is used throughout the project's development which then becomes the final working model for facilities management. Having one database integrated into the working model will allow our team to successfully track and manage cost data, analysis, and construction methods accurately and efficiently.

Project Controls - We've got an App for that!



Day Facts

A tool that allows superintendents to manage their daily reports in one place, from a computer or in the field



Monitor

With a focus on healthcare, this app allows for environmental sensors to be monitored via mobile devices 24/7



Safety Coach

A guide to safety procedures and tools with easy access in the field through a shared website portal.



Elements

A program developed for digital resource stations to manage documents in the field



T & M Ticket Tracker

A web-based and mobile tool to manage and approve tickets instantly



Leak Prevention

A checklist tool used to create a visual record of quality inspections of the exterior envelope

Describe your company's resources and capabilities with respect to scheduling (specific computer programs), cost control and reporting quality control, on site safety, value engineering, and coordination with the A/E and the City.



Developing the Schedule

Kris Nickerson will serve as the Scheduling Manager on the Las Olas Improvements project and will be the primary author of the master project schedule. The master project schedule will be key to manage decisions that allow the design to progress and keep the team on track, and we will provide regular updates. Our schedule will be organized with an overall project summary at the front of the deliverable, with detailed schedules for each of the components that roll-up to the summary schedule. We start with the key milestones for each component and build more detail into the schedule as the design progresses. We will provide and show updates to the overall master schedule, and focus on critical activities for the time period using two to three-week look ahead schedules. They will be updated and distributed to the team and managed on a weekly basis.

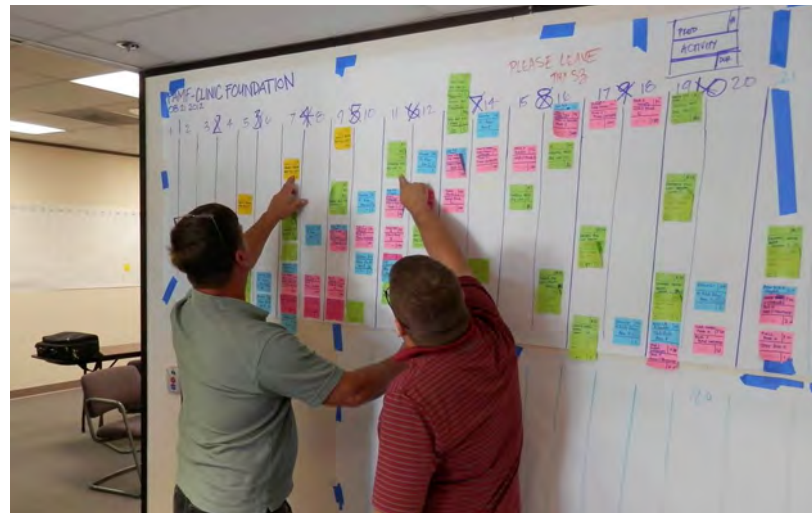
Our team uses Primavera P6 Enterprise Project Portfolio Management scheduling software.

We will be responsible for developing and maintaining the project schedule.

Pull Planning Techniques We will begin this process using a pull planning approach, starting with the project end dates and working backwards to the starting activities for the project.

This method allows us to identify critical milestones in their preceding order, such as:

- Certificate of Occupancy
- Commissioning
- Permanent HVAC
- Temporary HVAC (blowdown)
- Building enclosure
- Structure completion
- Foundation
- Utilities/infrastructure
- Demolition/site clearing
- Procurement
- Early release design packages



By using pull planning, we will be able to expose the need for smaller phases, just-in-time delivery, improved leveling of resources and reduced lead times. Our team workflow will become more reliable and efficient by eliminating waiting, redundancy and over processing. Additionally, identifying critical milestones for long-lead items will facilitate timely decision making for the entire team.

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Pull planning uses resources at all levels to more accurately sequence work with the philosophy that the most important tasks release additional work. Using the “Last Planner” system, we devote several project team meetings to developing our commitments to each other toward achieving the project milestone dates. During the sessions, we review the following, in detail, and develop a schedule that all project members can be held accountable for the following activities:

1. Establish “hand-off criteria”
2. Define completion of a required task (is it “done done”?)
3. Define which team member is best suited for the task
4. Eliminate non-value added waste in the process
5. Build in the continuous feedback on the project target cost
6. Timing and methodology of bringing on subcontractor team members

Regular Updates

Skanska will not only provide updates to the overall Master Schedule, but also on current critical activities using two or three week look ahead schedules. These updates will be distributed to the team and managed on a weekly basis.

Look-Ahead Schedules

Our team relies on look-ahead schedules to show key activities for specific timeframes. The look-ahead schedule highlights the immediate priorities for each team member, including the City of Fort Lauderdale, and is reviewed at the weekly meeting to remove roadblocks, assign responsibilities for action and track the status of the critical items. This is key to a reliable schedule that will be used by each team member.



Cost Control

We recommend creating a total project budget for the Las Olas Improvements project based on the established Target Value. This process creates a disciplined approach and breaks the project into manageable components that roll-up to an overall project cost. For example, some of the key components are:

1. Site development
2. Infrastructure development
3. Parking Garage
4. Landscaping
5. Hardscaping
6. Stormwater Management
7. Signage / Fixtures / Water Features
8. Contingencies / Soft Costs

Our baseline budget control model will include quantities identified and unit prices to provide the initial cost breakdown. These estimates are completed with in-house estimators and are not lump sum estimates provided by subcontractors or vendors. We rely on our expertise in-house to understand and price systems to ensure that the stakeholders have reliable estimates during the entire process so there are no surprises during the

submission of the GMP to the City of Fort Lauderdale. In developing the model, our team will analyze the cost of every component and present options for various systems. We believe that the key components of cost control are:

- Using a cost control estimate and narrative approach to communicate the project cost and scope
- Target Value Design with design components
- Using an effective cost control and change management evaluation
- Using our Preconstruction Cost Event system for proactive decision-making
- Implementing a peer review committee to independently evaluate our process and results
- Maintaining a wish-list of items that are unaffordable at GMP, but may be added to the scope at a later date.

We understand that the scope of the Las Olas Improvements project has not been completely finalized. Using a Target Value strategy, we will work together to provide weekly updates to the baseline cost estimate as new information is provided. By using this approach, we do not have to wait for a design deliverable to provide you with an update on the cost of a component or system. As we get more information on a component, our team establishes a Preconstruction Cost Event (PCE) to provide a means of updating the cost model with new information. PCEs are tracked in a PCE Log which is available to the project team, providing real-time feedback. Our cost event system will benefit the project because it supports proactive decision making for design and helps to mitigate the problem of scope “creep” so common in projects.

Cost control during bidding and negotiation

Our control estimate will be organized by bid package so that we can always compare and evaluate a subcontractor’s bid to our estimate. During bidding, we will solicit multiple bids for each package with the goal of receiving no less than three bids per package. We will conduct post-bid interviews to make sure the bids are apples to apples, and we are getting the best price for the scope of services. We have an open-book approach with our clients, and you will always have access to all the bids. We will make our suggestions based on the bids and our prequalification process, but the ultimate choice will be yours.

Significant cost savings and schedule advantages can also be obtained through a carefully planned, direct purchase of major components. Some economies could be realized through direct purchase of the light fixtures and/or other garage components. Through our very large national purchasing footprint, we can leverage purchases by combining them with other large procurements and/or negotiate discounts that are often available as a result of volume. Each of these options will be discussed as cost/benefit options that our team can evaluate.

Procurement strategy

At the earliest possible phase, the team will develop the procurement strategy to define how we will purchase the construction components for the project. The procurement strategy will be integrated into the project schedule and tied to the design deliverables to identify what information is needed to buy the early construction components in the most cost effective manner. We will maintain a long-lead and equipment log throughout the course of the project. This log will be tied to our overall procurement log and the master schedule. Any additions, changes, etc. to this log will immediately be identified on the master schedule if an impact has been made.

Producing accurate documents

Throughout the design phase, we will document and track the status of review comments so that the documents issued for bidding are as clear as possible. This will ensure that the bids received accurately reflect the scope and schedule of the project.

As bid packages are developed, we will perform internal page-turn scope reviews to ensure that all scopes are included in bid packages, and there is not duplication of scope. We will also perform intensive post-bid interviews with prospective successful trade partners to ensure that all scopes are included in their proposals.



Quality Control

Our project team's Quality Management Plan for the Las Olas Improvements project will revolve around the following five core principles that will guide our efforts over the course of the work and in the documentation of construction activities:

- 1. Have a plan at the start** – It is essential that the subcontractor and its employees have an understanding of how to organize and methodically perform the work, as well as how to execute and complete the documentation for a specific activity.
- 2. Know what is to be constructed** – All personnel should have an understanding of the overall project and in-depth knowledge of new work tasks and daily activities to ensure the work is done appropriately and documented correctly the first time.

UF Shands Cardiovascular Neuroscience Hospital – Exterior Wall Analysis

This “Exterior Wall Cost Analysis” study demonstrates our abilities to evaluate options in an efficient and accurate manner, and provide real-time cost information. The interactive format of the study enabled the team to click on various options for the exterior wall skin and immediately show cost variations depending on skin selection. In addition, a magnitude-of-cost bar graph (bottom left-hand side of screen) also responds and gives the audience a sense of how the selection rates when

evaluated against other options. Finally, this study demonstrates the ability to compare a client's “Baseline Options” with a series of “Wishlist Options” – then summarize the two on a “Side-By-Side” screen. The study served as a convincing (and engaging) tool to prove that our innovative abilities to provide real-time, creative and useful cost information is not something we simply talk about – the study provided the proof.



3. **Have the right materials and equipment on hand when they are needed** – Prior to the start of work, the subcontractors are responsible for communicating and coordinating schedule requirements with onsite materials, equipment and appropriate documentation as needed to perform the work.
4. **Have enough qualified workers to perform the work** – Each subcontractor is responsible for keeping training and certification records of all employees on hand. Each employee should also be able to demonstrate good documentation practices during performance of work that requires documentation.
5. **Build the work right the first time or don't start until you can** – The work should not start until all the required documentation is approved, the job can be performed and documented at that time, and how and by whom the job and documentation are to be executed.

The successful implementation of the quality management procedures will require the commitment of the entire project team, including the Skanska team, the design team, and all subcontractors and vendors. We will take the lead role in establishing the roles and responsibilities of each participant and clearly define the relationships among all members of the team. **Skanska will take the lead responsibility for control and implementation of most of the processes that make up a comprehensive Quality Management Plan.**

Quality Control through Constructability Reviews & Team Integration

Our team has developed a continuous constructability review process that we have utilized successfully on multiple previous projects. Throughout all phases of design, our team and core trade partners and suppliers will participate in the design process with you architect. Our focus will include review of the design documents to ensure that the work is constructible, and that the fabricators and trade personnel fully understand the design intent. Additionally, at the conclusion of each phase of design, we will conduct an in-depth review with you to assure that expectations are being met. In addition, our construction experts will provide feedback and lessons learned from other projects to provide value for the current building and future planning for the next phase.



Onsite Safety - Our Commitment

For the Las Olas Improvements project, Skanska will develop and implement a site-specific safety plan based on Skanska's corporate Safety and Health Management Program (SHMP). Highlights of our SHMP are listed below. Creating a safe working environment on each of our jobsites is so important that it's one of the five corporate values expressed in Skanska's Five Zeros. Zero Accidents reflects our belief that all job-related injuries are preventable, as well as our commitment to eliminating injuries on our projects. An overview of our approach is presented in the following paragraphs.



Injury-Free Environment®

In 2003, Skanska implemented an Injury-Free Environment (IFE) initiative on all our projects. IFE is the shared corporate and individual belief that safety is a value, not compromised by cost or schedule. Everyone has the right to go home safely at the end of the day. IFE is designed to create for all workers a mindset intolerant of any frequency or severity of incident or injury. In our IFE, everyone involved on the Las Olas Improvements project will have ownership of the project's safety program and will be held accountable for its implementation.



Skanska offers IFE training for our management personnel and craft workers. The training outlines how workers need to approach their work on a daily basis, and encourages them to take an active role in safety.

Safety excellence begins with thorough planning

In addition to IFE, Skanska will develop a site-specific safety plan for the Las Olas Improvements project that will be based on

Skanska's Safety and Health Management Program (SHMP), which defines safety standards for Skanska projects. Our SHMP reflects the construction industry's highest safety standards. The safety plan for the Las Olas Improvements project will be developed prior to commencing onsite construction activities. At a minimum, the site-specific safety plan will include policies and procedures for the following:

- Training and project team orientation
- Drug testing
- Job hazard analysis
- Emergency and evacuation planning and drills
- Safety inspections, interviews and audits
- Safety incentive and recognition
- Project safety committee
- Environmental monitoring.

Specific procedures necessary for the Las Olas Improvements project, such as fall prevention/protection, asbestos-containing materials, etc., will be documented in the site-specific safety plan. In addition, we will include protocols for protecting students, faculty and staff as they move around our construction site. Our preconstruction team will discuss safety requirements during the pre-bid process to ensure our subcontractor partners fully understand safety guidelines and expectations before they ever begin work onsite.

Implementation of safety measures

Once work begins, the project managers are responsible for ensuring successful implementation of the site-specific safety plan. The project managers are supported by onsite superintendents and assigned safety professional, as well as the vast resources of Skanska's Environmental Health and Safety professional service group.



Skanska requires Stretch and Flex on our jobsites every morning

Skanska's IFE includes daily Stretch and Flex, which consists of stretching exercises to warm up and help prevent soft-tissue injuries. The morning routine also promotes jobsite camaraderie and, ultimately, is a daily reminder to put safety first. Everyone on the Las Olas Improvements jobsite will be required to participate in Stretch and Flex, from Skanska senior project managers to subcontractor craft workers.

Another highlight is daily pre-task planning, a specific time set aside before work begins each morning. Each work crew identifies the day's tasks, the risks associated with those tasks, and the steps each worker needs to take to avoid those risks. Pre-task planning allows the entire team to begin each day on the same page and for each employee to have a voice in creating the best and safest plan for completing his or her assignments. It also encourages team members to take responsibility for their own safety and for the

safety of their fellow workers. In these daily discussions, we will also remind all workers of the importance of protecting the safety of the public, particularly due to the high traffic of this particular project.

Rewarding commitment to safety



Recognizing those who distinguish themselves in the area of safety is critical to achieving and maintaining the highest safety standards. We utilize a variety of methods to recognize and reward safe work, and encourage our onsite supervisory team to be creative in developing incentive initiatives. Safety rewards can include:

- **Selecting a Safety Employee of the Month.** The worker is recognized with a banner highlighting his or her contribution to safety, as well as with a gift certificate to a local business.
- **Safety achievement hardhat stickers.** Special hardhat stickers recognize safety achievements.
- **Stretch and Flex recognition.** Workers are acknowledged during Stretch & Flex and invited to lead.
- **Incentive events.** Onsite management teams host special events for the entire project team to celebrate reaching specified man-hour milestones without recorded injuries.

As an organization, Skanska is recognized for excellence in promoting safe working environments. Most recently, we received the Associated Builders and Contractors 2014 STEP Platinum Award for our outstanding safety record.

Training and safety education programs used

Effective implementation of any safety program depends on effective training. To promote and ensure Skanska's Injury-Free Environment, the following health and safety training is required for all subcontractor workers assigned to the Las Olas Improvements project:

- **Foreman Orientation** - All foremen are required to mobilize to the site prior to their crews so they can receive specific training and review the permits, forms and procedures required by the SHMP, as well as project-specific information necessary to adequately coordinate their work and prepare their crews.
- **Employee New Hire Orientation** - Every worker shall attend an environmental, health and safety orientation conducted by Skanska, which will provide general health and safety information and project-specific work rules and procedures, including how to operate safely in an active campus environment.
- **Health and Safety Training** - In addition to the site-specific health and safety orientation, OSHA requires that workers receive specific task training. To help comply with OSHA minimum worker training requirements and assist in achieving an Injury-Free Environment, the training matrix included in our SHMP assists in the identification of applicable training requirements. The matrix is for reference only and is not all-inclusive.



Skanska places the highest priority on safety. As a result, field teams are all getting OSHA 30 certified. This is the most recent group of Skanska field employees to attain OSHA 30 certification.

In addition, for the past nine years, Skanska has held an annual Safety Week, the world's largest workplace safety initiative organized by a company. At more than 10,000 worksites worldwide, Skanska's 49,000 employees and thousands of customers, subcontractors, suppliers and business partners are involved in activities focused on safety. Activities include hundreds of safety visits to worksites by senior Skanska managers; extensive training programs for employees, subcontractors and business partners relating to safety; and programs that focus on health, such as training in first aid and blood testing.



Value Engineering Refinement and Priorities

Once we have discussed as a team your overall goals for your project as a whole, we will be in a position to work toward finding opportunities to meet them in creative ways.

Value Engineering is a refinement process; an exercise in prioritizing building elements, adding value, scope and/or efficiencies to the more crucial elements. We will provide formal constructability reviews at specified intervals as well as spontaneous input as situations present themselves. This proactive and thorough process, occurring long before field construction, provides the greatest positive impact and value to the project.

Skanska is sensitive to protecting the integrity of your desired aesthetics. With your goal of “establishing a modern facility” our approach is to save as much money as possible on the items that are not seen by the public, while not short-changing life cycle maintenance. We typically attempt to reduce costs first in areas that do not impact aesthetics, finish materials or occupant needs. The resulting cost savings can be used to enhance other areas of the project or for budget reconciliation. We successfully and repeatedly accomplish this by: Utilizing our extensive database

of value management ideas from past, similar projects, leveraging our long-standing relationship with the local subcontractor market to involve them early in the design process and capitalize off of their experiences as well, and simply asking “what if?”

Value Analysis Workshops

As part of our Value Management approach to cost and risk management, the Skanska team proactively holds Value Analysis Workshops on projects to ensure our clients are maximizing their budget while maintaining the scope of their projects. In value analysis, the concept of value includes consideration of: Maintaining the Program Requirements, Aesthetic Considerations, First Costs (Installation), and Lifecycle Costs (Operational).



Coordination with the A/E and the City We understand your process

Experience with local regulatory agencies having jurisdiction

Skanska realizes the value of a strong relationship with the City of Fort Lauderdale’s permitting agencies. Our teams working closely with the various agencies involved will be the key to the success of the Las Olas Improvements project. Specifically, we understand that we’ll be working alongside the following agencies throughout the Las Olas project: the City of Fort Lauderdale, Broward County, the South Florida Water Management District, the State of Florida (Dept. of Transportation, Dept. of Environmental Protection, and the Fish & Wildlife Commission), the Army Corps of Engineers and the National Marine Fisheries Service.

Miller Legg is an award-winning multi-disciplinary design firm based in Ft. Lauderdale. Recognized for its diversity of open space and public use projects, Miller Legg’s multi-disciplinary approach and synthesis of landscape architecture, engineering and environmental design led to numerous award-winning open spaces. With Miller Legg being based in Ft. Lauderdale and Broward County for 50 years, they understand the unique nuances and evolution of Ft. Lauderdale and the Ft. Lauderdale Beach CRA. Miller Legg has extensive experience in providing redevelopment landscape architectural and transportation services for numerous governmental agencies including the Florida Department of Transportation (FDOT). In addition, Miller Legg’s relationship with the City of Ft. Lauderdale is also extensive; Miller Legg currently serves as a civil engineering, traffic and transportation consultant as well as environmental consultant to the City.

Our LEED® Approach

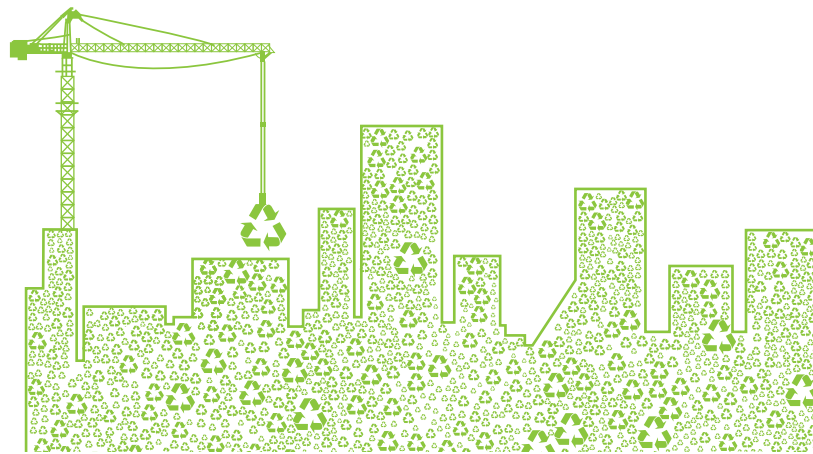
Describe your firm's experience with green building practices and identify any Green Building Council (LEED) approved projects your firm has completed or is in progress of completing and the number of local office staff with a LEED AP certification.



LEED Approach

Skanska's commitment to environmentally sound design and construction practices is an integral part of our corporate culture. **Our company leads the construction industry in the effective implementation of environmental programs:** in 1999, we became the first construction company in the nation to have an Environmental Management System (EMS) that achieved ISO 14001 Certification. Skanska's EMS, designed to meet the requirements of this international standard, is implemented in every Skanska office and on every Skanska jobsite, and is third party audited on at least an annual basis. That process ensures not only compliance with local, state, and federal environmental requirements, but exceeds them with continual improvements goals on every project. This program also directly complements the effective tracking and achievement of LEED construction phase credits. Much like the LEED process, our EMS proves that a construction project cannot call itself sustainable without external verification.

We have developed a comprehensive approach to supporting the sustainable design processes for projects which are targeting all levels of LEED certification. Our multi-step,



participatory process for all team members (including the architect, engineers, contractor and owner) can be adopted for any project and is begins with an assessment of the project and its LEED scorecard as applicable, including identification of Client objectives during both the design and construction phases. Based on the assessment and the targeted sustainability goals, Skanska can develop a comprehensive, project-specific sustainability plan that fulfills both the client's sustainability goals, as well as the requirements of the LEED certification process. Our goal is to not only meet or exceed the LEED goals, but create a culture of sustainability on the project during the construction phase. From economic efficiency, to environmental performance, to social responsibility with regards to our subcontractors, we aim to execute a program that has an impact much larger than the points detailed on the LEED scorecard.

Elements of our approach include:

- Inclusion of LEED-accredited professionals on the preconstruction team



Clinical Translational Research Building for the Inst. on Aging
LEED Platinum Certified

Case Study:

Solar Panels Installed at the Clinical Translational Research Bldg for the Inst. on Aging, Gainesville, FL

The new Clinical Translational Research Building for the Institute on Aging project at the University of Florida included the installation of more than 220 solar panels on the roof of the facility. The panels supply up to 12% of the building's power requirements. Additionally, display screens were installed in the main lobby which calculate in real time the current power generation, to further demonstrate the benefits of utilizing solar power.



Experience Knowledge Resources


- Comprehensive LEED design-charette, as needed with all project stakeholders
- Incorporation of sustainable elements in contract documents with subcontractors
- Subcontractor/vendor training programs for LEED and ISO-14001 requirements
- Subcontractor documentation reviews
- Integrated documentation management
- Consideration of sustainable elements during the value engineering processes
- Early development of management plans concerning pollution prevention, waste management, and indoor air quality
- Development of a procurement strategy to include purchasing from local suppliers
- Development of strategy for comprehensive compliance of Low/No-VOC content adhesives, sealants, paints, carpets, flooring, and building materials
- Development and implementation of an IAQ management plan
- Life cycle cost analysis of Green Building Design Solutions
- Development of Sustainability Plan, covering both environmental protection and LEED credit attainment goals

These elements can be applied to any Skanska project as appropriate to meet environmental/sustainable design and construction goals.

Skanska has completed or is currently constructing over 115 LEED-certified projects throughout the country. Our work in this area is supported by a network of over 450 LEED-accredited professionals throughout the Skanska organization, as well as our active participation in numerous green design and construction organizations both nationally and at local levels. We bring experience in projects across many program types and certification levels, to execute the most efficient and effective approach to accomplishing a project's LEED goals. We use our prior experience and lessons learned from other projects to not only meet but hopefully exceed LEED goals, but also financial and schedule goals as applicable. Specifically, it is our or corporate goal to consistently deliver 100% of the construction phase credits that are targeted during the design phase, as well as work with the design team and owner to maximize performance in both the Innovation and Design section, as well as the Regional Priority credits.

Skanska's LEED® AP employees

The number of professionals we have on staff with a LEED AP certification is provided below:

	433 Employees in the U.S.	54 Employees in Florida	12 Employees in the Dania Beach office
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We know Sustainable Construction

Skanska's commitment to environmentally sound design and construction practices is an integral part of our corporate culture. Our company leads the construction industry in the effective implementation of environmental programs: in 1999, we became the first construction company in the nation to have an Environmental Management System (EMS) that achieved ISO 14001 Certification. Skanska's EMS, designed to meet the requirements of this international standard, is implemented in every Skanska office and on every Skanska jobsite, and is third party audited on at least an annual basis. That process ensures not only compliance with local, state, and federal environmental requirements, but exceeds them with continual improvements goals on every project. This program also directly complements the effective tracking and achievement of LEED® construction phase credits. Much like the LEED® process, our EMS proves that a construction project cannot call itself sustainable without external verification.

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Platinum in the U.S.

Nationally, Skanska has completed construction on eleven LEED® Platinum certified projects. The Miami Science Museum is seeking LEED® Platinum Certification.



Armstrong World Industries Collocation Phases I and II



Southface Southface Eco Office



Portland Community College Willow Creek Center



Miami Science Museum - seeking LEED® Platinum Certification



Univ. of Florida, Clinical Translational Research Bldg for the Inst. of Aging

Gold, Silver & Certified in Fla.

In addition to the five projects pictured to the right, we have six more Gold certified projects in Florida, as well as three silver and five certified in Florida.



Taylor and Mathis of Florida, LLC Met West International



Orlando Utilities Commission Reliable Plaza



Shands HealthCare Shands Cancer Hospital



Hillsborough Community College Multipurpose SouthShore



Nemours Children's Hospital Orlando, FL

Gold in the U.S.

Nationally, Skanska has completed 58 LEED Gold Certified projects. Currently we have several pending certification as well.



City of Hillsboro Hillsboro Civic Center



Mountain States Health Alliance Franklin Woods Community Hospital



The University of Maryland Camille Kendall Academic Center



New Jersey Economic Dev. Authority Waterfront Technology Center



Machine Works LLC Machine Works Building

South Florida Experience

We've completed five LEED® projects in South Fla. The City of Miami Gardens, UM Frost School of Music and FIU Solar Decathlon projects are currently seeking LEED® Platinum.



City of Miami Gardens - seeking LEED® Platinum Certification



Univ. of Miami Frost School of Experiential Music - seeking Platinum



FIU Academic Health Center 5 / Stempel Complex - seeking Gold



FIU College of Nursing & Health Sciences, Miami, FL



FIU Solar Decathlon House - seeking LEED® Platinum Certification



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.

Skanska USA Building has been located in Dania Beach Florida for over 13 years and have delivered over \$800 million dollars in South Florida projects. During this time we have developed strong relationships with the local subcontractors in the tri-county area. We maintain a principal-to-principal relationships with local subcontractors and continuously expand this network thru participation in local organizations and referrals by our loyal following.

Skanska was named in 2014 the largest contractor in the Southeast which speaks about our ability to maintain a strong network of loyal subcontractors, cost competitiveness and accuracy. **We purchase nearly \$2.7 million worth of construction equipment and supplies each day, meaning we have the local relationships with vendors and suppliers to deliver the best value for City of Fort Lauderdale.** We have the ability to maximize the competition within the market to improve on the GMP target amounts throughout the project.

Skanska’s flat procurement philosophy promotes lowering the overall costs of materials and services by purchasing these items directly, avoiding the typical mark-up incurred by purchasing materials from subcontractors.

Our flat procurement method also promotes more local participation of subcontractors and vendors. In traditional procurement methods, the CM would hire a single mechanical contractor and the mechanical subcontractor would sub-subcontract the work to whoever provided the lowest price. There was no consideration for quality. With our method, we contract directly with the lowest, most qualified subcontractor for each trade, eliminating redundancy and mark-ups of sub-subcontracting work. All of the savings using this procurement method are passed onto City of Fort Lauderdale.



Describe your firm’s experience with building for climate resilience and working with and permitting innovative stormwater management practices.

Experience with building for climate resilience One of Skanska’s core principals is building sustainably, using the smartest materials and processes to minimize the impact our projects have on the environment and surrounding communities. We are committed as a company to supporting development that encourages careful use of our limited natural resources, is planned with the future in mind, and does not create potential hardships for future generations.



Rockaway Beach Boardwalks, Rockaways, NY

Project Example: Rockaway Beach Boardwalks - Far Rockaways, NY

Currently, our teams in New England are working with the New York City Economic Development Corporation (the EDC) to rebuild more than five miles of beach boardwalk that was damaged during Hurricane Sandy. The project is scheduled for completion in 2017. There is heavy community involvement and a focus on community rebuilding. Beyond the environmental concerns of waterfront construction, there are additional endangered species concerns as the project scheduling needs to work around the Piping Plover (an endangered bird) nesting areas and nesting season. The community is not only concerned with the temporary loss of their beachfront, but also the potential impacts of equipment, traffic, dust, noise,



Rockaway Beach Boardwalks, Rockaways, NY
Before Project Photo

and safety. The new boardwalk will be constructed with steel-reinforced concrete and elevated above the 100-year floodplain, to prevent future damage from storms. A baffle wall will be incorporated into the design and the structure will be bolstered by sand berms planted with native grasses to naturally assist with beachfront maintenance.

Project Example: Langone Medical Center, New York City

After Hurricane Sandy decimated many of its buildings, NYU Langone Medical Center (NYULMC) made climate resiliency, especially flood proofing, central to its approach to both renovation and new construction projects going forward. Skanska provided construction management services for the \$40 million modernization and expansion of NYULMC's Emergency Department at NYU Langone Medical Center. The Emergency Department was flooded during the storm, and it took several months to restore it to use. The existing 28,104-SF emergency room and office areas have been completely gutted and reconstructed in three consecutive phases.

Several flood-protection measures were included in the scope of this project in order to protect the facility from future flooding. These include the installation of removable flood barriers outside the building in the area surrounding the emergency room; the installation of enhanced waterproofing on the exterior wall; and the reinforcement of the overhead coiling doors at each ambulance bay.

All construction work was performed adjacent to the active emergency department, requiring tight coordination with nursing staff and NYULMC's engineering department.



University Medical Center, New Orleans, LA

Project Example: University Medical Center, New Orleans, LA

Skanska is constructing the University Medical Center New Orleans, which has numerous resilient features. Designed to meet flood-resistant construction standards, the first floors of the hospital and medical office buildings, which house critical functions, will be built 22 feet above sea level, well beyond the five-foot base flood elevation for the hospital site. **Storm-proofing technology, including robust emergency electrical backup power, will allow the medical center to withstand up to Category Three hurricanes** as well as tornadoes; nuclear or biological accidents; physical attacks; fires; and chemical, biological and radiation hazards, all while remaining in operation for up to a week with virtually no outside support or back-up supplies.

Innovative Stormwater Management Practices Miller Legg is well-versed in Stormwater Management Practices and will lead the team's efforts at developing the most innovative and effective methods for controlling stormwater for the Las Olas Improvements project. Some of the key strategies that our team will utilize are listed below:

- Develop a hydrological analysis/study methodology to identify and evaluate alternative water management system scenarios addressing project specific design conditions and limitations.
- Establish a surface water management system modeling approach for use in evaluating potential alternative surface water management systems and accounting for existing site conditions/characteristics

within the project limits, including the continuing impact of 'rising sea levels on the performance and effectiveness of a given surface water management system alternative.

- Develop an overall surface water management system that addresses specific stormwater/drainage needs/ deficiencies currently existing within the project limits and incorporates stormwater/drainage system improvements that optimize the long term costs/benefits considerations, flood protection based upon maximizing stormwater attenuation and water quality for various storm events, sustainability features (wherever possible), coordination of environmental issues/requirements and public safety and well being.

Below is a list of Agencies and associated permitting requirements that our team anticipates for the Las Olas Improvements project. We have experience with each agency and understand the best methods for working collaboratively with the personnel to ensure that your project permitting requirements are met timely.

Agency	Permit Requirements
Florida Department of Environmental Protection	Stormwater Notice of Intent for coverage under a generic permit
South Florida Water Management District	Temporary dewatering permit
Broward County Water, Wastwater and Sewer	No permits are required
Broward County Environmental Protection & Growth Management Dept.	Environmental Resource License, Surface Water Management License, Wastewater License
Broward County Health Department.	No permits are required
City of Fort Lauderdale	All City approvals and construction permits



Describe your firm's in-house cost estimating and bidding staff resources and capabilities. Identify your company's procedures for finalizing GMP pricing and whether subcontractor bids are hard, soft or a combination at final GMP pricing.

To maximize the City's value, we will target areas for potential cost and operational savings by comparing, validating and benchmarking the Las Olas Improvements project against our similar project experience.

To accomplish the Las Olas Improvements project, we believe it will require an integrated approach in which team members act with confidence, accountability and respect each other's competencies and expertise. Having an open-minded goal oriented team, working collaboratively and communicating in a transparent manner with one goal in mind, will be paramount and the key to success. **Our in-house cost estimating and bidding staff resources are vast with over 150 full-time preconstruction professionals working in 19 different offices across the U.S. In Florida, we have 15 preconstruction professionals working full-time on our projects.**

Finalizing the GMP Pricing

Creation of the Guaranteed Maximum Price (GMP) is an interactive process, in which we discuss the approach to quality and scope. We review our own cost database of current and completed projects, we perform quantity take-offs of the design development documents and extrapolate our own data on similar projects where no quantities are yet shown. We assess the anticipated level of cost escalation over the life of the project, judge the current level of competition in the industry and its likely effect on project costs. Preparing the GMP is an open book process. Our GMP is accompanied by a narrative that lists all assumptions made, as well as explaining the means and methods, the lay-outs, the performance criteria expected and any and all exclusions.

Skanska is recognized as one of the most progressive Construction Management firms in the nation in promoting local and SBE participation, particularly on large private, public or semi-public projects.

Sometimes it is necessary to develop an early GMP before construction documents are complete, as in the case of the Las Olas Improvements project. Skanska approaches an early GMP through a two-step approach. First, we prepare a detailed estimate of all line items of work reflecting the performance and quality levels the team has agreed upon. It is important to note that we internally estimate all line items of work, even if we are accepting subcontractor and vendor input. We are committed to being responsible for cost and scope of our estimates, and do not delegate this responsibility to the trade market.

Secondly, we prepare a detailed scope narrative that becomes part of our GMP proposal. In conjunction with the line item GMP estimate, we will provide a detailed narrative of what we have and have not included in the GMP estimate. The GMP estimate and narrative will be reviewed in great detail by the entire project team as related to the context of design, budget, constructability and procurement on an on-going basis. Our preconstruction specialists have followed this method on multiple projects and are proficient in developing comprehensive estimates from incomplete design documents and, just as importantly, are successful at communicating to the project team what scope of work is included in the GMP.



Describe your firm's historical experience in meeting Community Benefits, local hire and Small Business Enterprise ("SBE") goals of prior clients.

History of Success

Over the years, our SBE and local subcontracting community programs in South Florida have proven successful through the use of strategic joint ventures, partnering and mentoring initiatives. Skanska is recognized as one of the most progressive Construction Management firms in the nation in promoting SBE and local participation, particularly on large private, public or semi-public projects.

Skanska fully intends to maximize participation of local and SBE firms at all stages of the Las Olas Improvements project. Our history of outperforming owner expectations for local, SBE participation at the trade level is evidenced by our measurable results. For example in South Florida, recently we outperformed our clients goal of 20% M/WBE participation and reached as high as 35.2% M/WBE participation at the Miami Gardens Municipal Complex. Of that percentage, approximately 19% was local and SBE contractors specifically. Our achievements are a direct result of an aggressive and proactive program to build relationships with local subcontractors over the years.

While many construction firms simply utilize local and/or SBE firms at the subcontractor level, Skanska takes it a step further by including Garth Solutions, Inc. as a part of our prime team. Together, we understand



Exceeding Client Goals for SBE's

City of Miami Gardens Municipal Complex - Participation success story

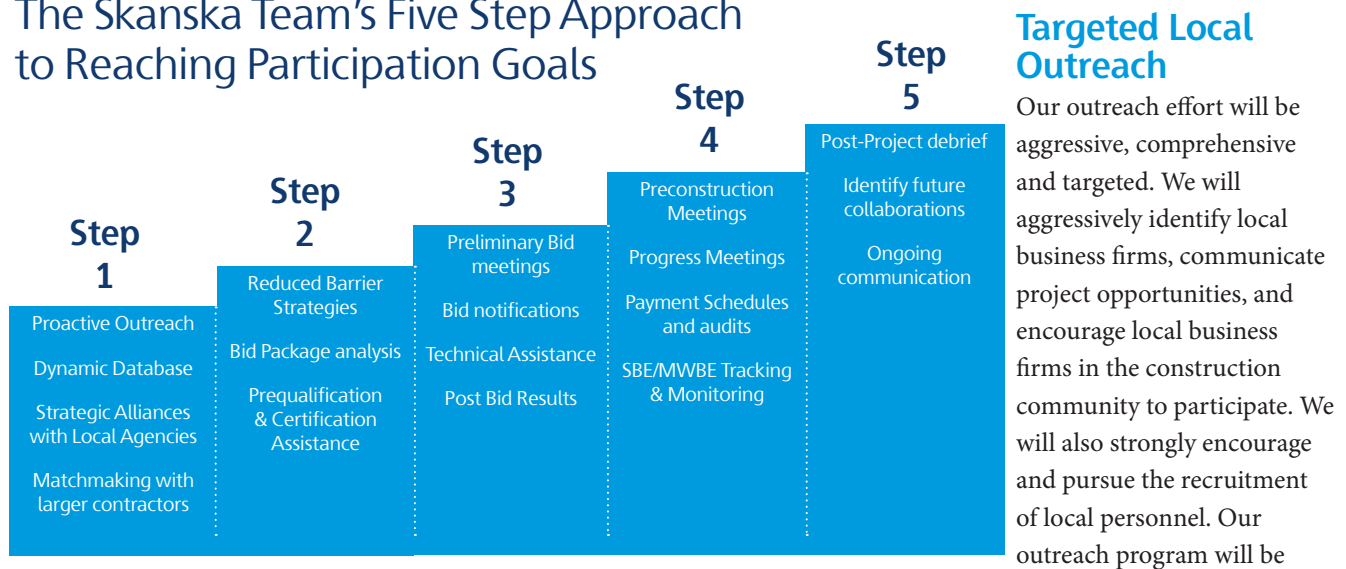
Overall, the City of Miami Gardens Complex project earned 35.20% W/MBE and SBE participation. By comparison, the goal of the client was only 20%! Our partnerships with local MBE firms Garth Solutions, Inc. and Foster Construction of South Florida were instrumental in this project's success. Additionally, Skanska partnered with Workforce One and Miami Job Corps to match local students with training opportunities on the project.

importance of supporting and utilizing local business enterprises. The following provides a brief summary of Garth's company overview, proposed role on the project and relationship with Skanska.

Proven 5-Step Approach

Skanska's track record for outperforming Owner expectations for SBE/Local/MWBE participation on every project is a direct result of our proven **5-step approach**. Skanska's 5-step approach has been the foundation of SBE/Local/MWBE programs nationwide. Our approach is customized and tailored to reflect the unique dynamics of each project and each individual community. The end result is the same – participation levels consistently exceed projected goals and promote the long term viability and long term economic success of SBE/Local/MWBE firms.

The Skanska Team's Five Step Approach to Reaching Participation Goals



comprehensive in its use of media, phone calls, trade specific sessions, and personal networks to make local business firms aware of the Las Olas Improvements project.

Our outreach objective is to communicate information about specific opportunities early in the process and to develop relationships between the primes, first-tier and second-tier contractors and local workforce. We understand that the earlier a firm has information, the earlier it can position itself to win the work. This is even more important for firms who have traditionally not had early access to projects.

Based on decades of experience, we understand that time is money, and money is precious to any small business. Our subcontractor partners juggle multiple responsibilities every day, and they simply do not have time for unproductive outreach events. This is why our targeted approach engages the trades required for the project at hand, and includes partnering opportunities, and informational and training sessions. SBE and Local firms walk away from our events knowing their time was well spent.

Specifically, our outreach events for this project will:

- Provide opportunities to educate firms on the means and methods for successfully procuring work
- Communicate Skanska's specific approach to the project, including logistics, sequencing, contract documents, cash flow projections, required processes and any environmental components
- Facilitate interaction between minority, local, small and non-minority firms.

Our outreach program will be strategic in its use of media, trade associations and personal networks to make small and local business firms aware of the project. As much as possible, we will make these sessions available via web live meeting so that the information is available to firms that may not be able to attend the session.

Hosting pre-bid conferences and information sessions

Pre-bid conferences will be conducted two weeks, or if time allows 30 days, in advance of actual bid dates to allow all interested participants adequate time to prepare competitive bid packages and to receive any additional assistance we may be able to provide. Local and community help organizations will direct us in our efforts to reach out to currently unemployed individuals for day laborer training programs once the job begins.

We will host workshops, seminars and trade fairs jointly sponsored by Skanska and local minority contractor associations. Additionally, we will host multiple project information sessions to introduce the project into the minority contracting community, to address prequalification requirements, to introduce interested firms to the bidding requirements and to provide training and assistance in properly reviewing, preparing, and submitting bids.

Garth Solutions, Inc. - Role: Community Outreach, Local and SBE Coordinator



Garth Solutions, Inc. (Garth) specializes in delivering comprehensive strategic business solutions to private and public entities in all aspects of Marketing Communications, Diversity Consulting, Business Development and Project Administration. Over the past nine years, Yvonne Garth has positively impacted a broad range of projects and initiatives across the eastern United States. Her talented and experienced team of professionals immerse themselves in our Client's business in order to effectively implement SBE/MWBE programs that promote growth and positive impact to the bottom line. Garth Solutions currently employs dedicated and full time professionals that are well versed in all aspects of public contract compliance programs, supplier/contractor/workforce diversity programs, project management, public/community outreach, and communications. Garth also has on-going working relationships with a pool of talented consultants that position us to quickly scale our resources while simultaneously bringing onboard project specific skills to best support our Client's needs.

Their ability to effectively scale our services up or down is reflected in the broad range of projects that Garth Solutions has successfully supported. Garth has worked with Skanska on a variety of projects including the \$1.6 billion New Meadowlands Stadium project in East Rutherford, New Jersey. Garth is a certified woman-owned, minority-owned and disadvantaged business enterprise in Broward County and other local agencies in Florida and throughout the United States. Garth has a proven track record in developing and implementing supplier/contractor/workforce diversity programs. Specifically, Garth is well versed in public SBE/MWBE programs in the local market.

Project Example: Florida Polytechnic University

The Florida Polytechnic University, completed in August 2014 was a highly complex project that required skilled craftsmen and careful management. Additionally, the project was located in a rural area of the state, just outside of Lakeland, Florida. All these factors created a challenge for the project team, to find the most qualified subcontractors from the small local communities surrounding the project and manage them on a very complicated project. However, Skanska's processes for prequalification and our CM team led by Chuck Jablon (in a Peer Review Role for the Las Olas project) created an environment for success.

Ultimately, the highly acclaimed and award-winning project was able to utilize over 75% of its workforce from the local communities.



Proof of Recent Outreach Success in Florida

The chart at right is only a sample listing of our past successes at meeting and/or exceeding our clients participation goals. We're proud of our efforts and look forward to working with the City of Fort Lauderdale to exceed your expectations.

Project Owner/Name and Location	W/MBE Required Participation	Actual Participation
City of Miami Gardens Municipal Complex, Miami Gardens, FL	20%	35%
Broward Board of County Commissioners Ft. Laud.-Hollywood International Airport Terminal 4 Expansion, Ft. Lauderdale, FL	30%	42%
Broward Board of County Commissioners Ft. Laud. -Hollywood International Airport Terminal 4 Expansion, Ft. Lauderdale, FL	24%	29%
Florida International University, Frost Art Museum, Miami, FL	0%*	22%
School Board of Broward County Liberty Elementary School, Margate, FL	0%*	42%
School Board of Broward County Heron Heights Elementary School, Parkland, FL	0%*	20%
George C. Young Federal Courthouse, Orlando, FL	0%*	39%
Nemours Children's Hospital, Orlando, FL	0%*	15%
Orlando Utilities Commission, Reliable Plaza, Orlando, FL	30%	32%
Clay County School Board Shadowlawn Elementary, Green Cove Springs, FL	0%*	32%
Clay County School Board Oakleaf Elementary, Green Cove Springs, FL	0%*	30%
Duval County School Board Bartram Springs Elementary, Jacksonville, FL	20%	29%
State of Florida Department of Veteran Affairs FDVA Nursing Home, St. Augustine, FL	20%	33%
Gainesville Regional Utilities Operations Center, Gainesville, FL	0%*	23%
H. Lee Moffitt Research Cancer Center and Research Institute, International Plaza Outpatient Facility, Tampa, FL	15%	48%
University of Central Florida Health and Public Affair Building, Orlando, FL	30%	35%
General Services Administration United States Courthouse, Jacksonville, FL	25%	25%
City of Orlando Operations Center, Orlando, FL	25%	27%

(*) Denotes projects where no participation requirements were set



The proposal should indicate the total number of employees of the firm, including the number of staff in the local office, the staff to be employed for the City's Project on a full-time basis, and the number of the staff to be employed on a part-time basis.

Across the U. S., Skanska USA Building Inc. employs more than 3,000 professionals in 39 offices. Locally, Skanska's employee totals are provided below:

319
Employees in Florida

76
Employees in the Dania Beach office

4
Employees full-time on the Project

9
Employees part-time on the Project

Miller Legg's employee totals are provided below:

63
Employees in Florida

38
Employees in the Fort Lauderdale office

* Numbers of staff to be employed full time or part time on this project would be determined based on precise contract scope and consequent workload.



Provide a list of government and private clients your firm has under contract through 2018. Please provide the amount of each contract and a brief description of the services, including the number of employees your firm is supervising on each project.

Do not include work performed for the City of Fort Lauderdale.

Currently, Skanska has 18 projects under contract through 2018. A complete listing of those projects is provided below, along with the number of subcontractor employees supervised on each project during peak periods.

Project Name	Owner	Project Cost	Description of Services	# Employees Supervised
City of Miami Gardens Municipal Complex	City of Miami Gardens	\$42,700,000	Construction Management at Risk	29
Patricia Louise Frost Studios	University of Miami	\$19,800,000	Construction Management at Risk	49
Holy Cross Hospital Maternal Child Health Renov.	Holy Cross Hospital	\$4,700,000	Construction Management at Risk	20
HCC Technology Building Renovation	Hillsborough Community College	\$4,300,000	Construction Management at Risk	25
Lealman Intermediate Career Academy	Pinellas County Schools	\$6,500,000	Construction Management at Risk	55
McKinley Outpatient Treatment Facility	H. Lee Moffitt Cancer Center & Research Inst.	\$68,000,000	Design-Build	175
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	Pegasus Park Florida Inc.	\$22,000,000	Construction Management at Risk	50
J. Wayne Reitz Union Student Center Expansion and Renovation	University of Florida	\$54,300,000	Construction Management at Risk	108
Pharmacy Building	Florida A&M University	\$23,000,000	Construction Management at Risk	21
Cath Lab MRI and OR Renovations	The Nemours Foundation	\$2,500,000	Construction Management at Risk	8
Patient Observation Unit Renovation	Sarasota Memorial Health Care System	\$2,000,000	Construction Management at Risk	28
Chickasaw Library Remodel	Orange County Library System	\$2,500,000	Construction Management at Risk	15
Golisano Children's Hospital of Southwest Florida	Lee Memorial Health System	\$144,000,000	Construction Management at Risk	10
Patricia and Phillip Frost Museum of Science	Patricia & Phillip Frost Museum of Science	\$121,000,000	Construction Management at Risk	240
Chemistry/Chemical Biology Building	University of Florida	\$51,000,000	Construction Management at Risk	41
Pasco Hernando State College Small Projects Phase 6	Pasco-Hernando State College	\$2,000,000	Construction Management at Risk	1
Broward Health North Capital Improvements	Broward Health	\$60,000,000	Construction Management at Risk	25
UF Health Shands Cardiovascular/Neuroscience Hospital Expansion	UF Health	\$225,000,000	Construction Management at Risk	20

7. Team's Experience / Qualifications



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Identify the key personnel to be assigned on this Project and their qualifications.

Provide brief resumes of key persons to be assigned to the project and their respective responsibilities, including, but not limited to:

- a) Name and title.
- b) Job assignment performed for other projects.
- c) Percentage of time to be assigned full time to this Project.
- d) How many years with firm providing the response.
- e) How many years with other firms
- f) Experience
 - i) Types of projects
 - ii) Size of projects (dollar values, square footage, etc.)
 - iii) Tasks performed on the specific projects
 - iv) LEED AP qualification
- g) Education.
- h) Other experience and qualifications relevant to this Project.

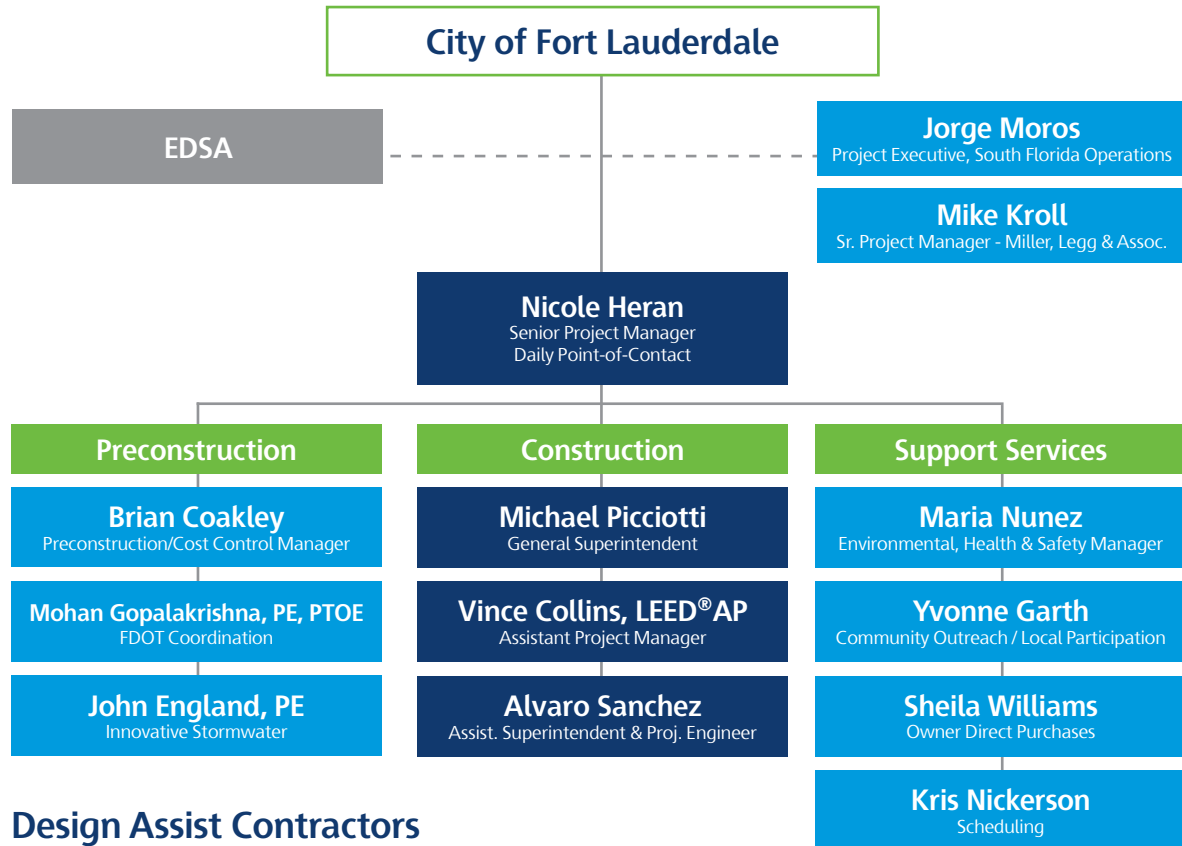
Meet your partners in building the Las Olas Improvements project...



...with a shared sustainable vision and commitment to economic growth and development.

The right partnerships for your project

Our selected team for the Las Olas Boulevard project is based on their relevant experience, their knowledge of the local subcontractor market, their knowledge of sustainable construction, and their dedication to quality.



Design Assist Contractors

We will leverage specialty subcontractors for scopes such as Stormwater Management and Landscaping to provide design reviews and input during the the design process to develop cost saving alternatives and competitive pricing.

- = Part-time personnel
- = Full-time personnel

Roles of our key resources

The Las Olas Improvements project has many elements that are unique and require a customized management approach. We understand the benefit of including personnel with the **specific knowledge** needed to deliver your project successfully. Below is a summary of the roles our key resources will play:





a. Name and title

Nicole Heran

Senior Project Manager

b. Job assignment performed for other projects
Senior Project Manager, Project Manager

c. Percentage of time to be assigned full time to this project
100%

d. How many years with firm providing the response
8 years with Skanska

e. How many years with other firms
1 year with other firm totaling 9 years in the industry

f. Experience
See table to the right

g. Education
Colorado Technical University, B.S., Business Administration

h. Other experience and qualifications relevant to this project
South Florida Resident OSHA 30-Hour Trained Project Management for Professional Certification

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Daily point of contact & operations leader
Patricia and Phillip Frost Museum of Science	\$101 million	250,000-SF	Daily point of contact & operations leader
Florida International University, Academic Health Center	\$32 million	121,465-SF	Daily point of contact & operations leader
University of Miami, Patricia Louise Frost Studios	\$19 million	58,000-SF	Daily point of contact & operations leader
Coral Springs Medical Center	\$13 million	16,000-SF	Assistant Project Manager
Lakeside Medical Center	\$50 million	145,000-SF	Assistant Project Manager
Lynn Cancer Institute	\$36 million	98,000-SF	Assistant Project Manager



Patricia and Phillip Frost Museum of Science



City of Miami Gardens Municipal Complex



a. Name and title

Michael Picciotti

General Superintendent

b. Job assignment performed for other projects

General Superintendent, Senior Superintendent

c. Percentage of time to be assigned full time to this project

100%

d. How many years with firm providing the response

2 years with Skanska

e. How many years with other firms

31 years with other firms totaling 33 years in the industry

f. Experience

See table to the right

g. Education

CW Post College at Old Westbury, Construction Management

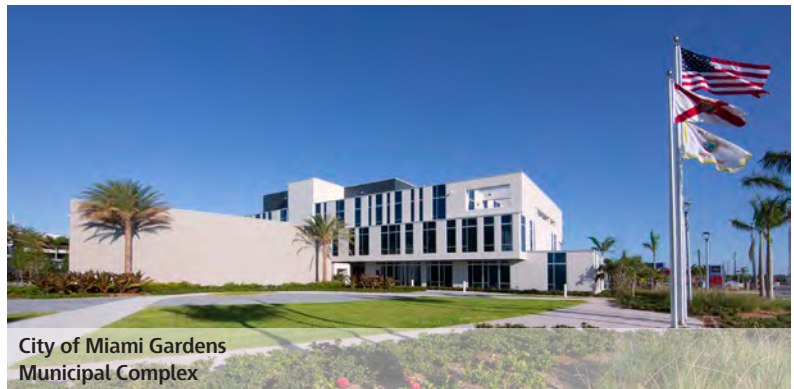
h. Other experience and qualifications relevant to this project

South Florida Resident OSHA 30-Hour Trained Project Management for Professional Certification

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Oversight & Management of Field Team
Patricia and Phillip Frost Museum of Science	\$101 million	250,000-SF	Oversight & Management of Field Team
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	\$22 million	11,000-SF dome building on 4 acre site	Oversight & Management of Field Team



Patricia and Phillip Frost Museum of Science



City of Miami Gardens Municipal Complex



a. Name and title

Vincent Collins, III, LEED® AP

Assistant Project Manager

b. Job assignment performed for other projects
Project Manager, Senior Project Engineer

c. Percentage of time to be assigned full time to this project
100%

d. How many years with firm providing the response
9 years with Skanska

e. How many years with other firms
1 year with other firm totaling 10 years in the industry

f. Experience
See table to the right

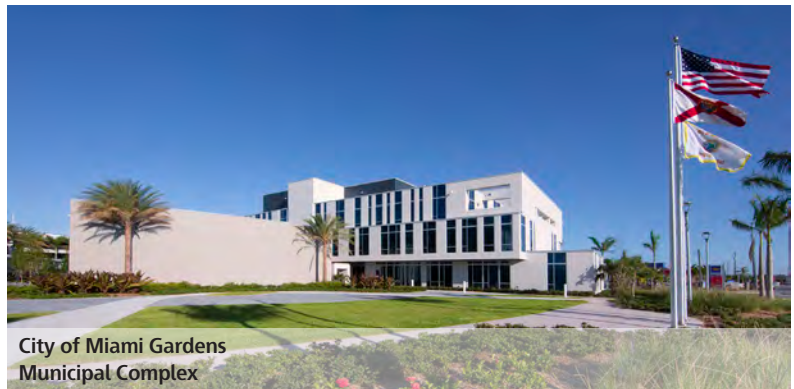
g. Education
Carnegie Mellon University, M.S., Civil Engineering
Florida A&M University, B.S., Civil Engineering

h. Other experience and qualifications relevant to this project
South Florida Resident
LEED Accredited Professional

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Daily management of field team
Florida International University, Patricia and Phillip Frost Art Museum	\$15 million	47,943-SF	Daily management of field team
Florida International University, College of Nursing and Health Sciences	\$35 million	115,000-SF	Daily management of field team



Patricia and Phillip Frost Art Museum



City of Miami Gardens Municipal Complex



a. Name and title

Alvaro Sanchez

Asst. Superintendent & Proj. Engineer

b. Job assignment performed for other projects

Assistant Project Manager, Project Engineer

c. Percentage of time to be assigned full time to this project

100%

d. How many years with firm providing the response

9 years with Skanska

e. How many years with other firms

0 years with other firms totaling 9 years in the industry

f. Experience

See table to the right

g. Education

Florida International University, B.S., Civil Engineering

h. Other experience and qualifications relevant to this project

South Florida Resident
Bilingual in English and Spanish

Types of projects	Construction cost	Size	Tasks performed
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	\$22 million	11,000-SF dome building on 4 acre site	Daily management of Field Team
Florida International University, Patricia and Phillip Frost Art Museum	\$15 million	47,943-SF	Pay apps, sched. updates, RFI, submittals, mtg. minutes, design team coord., & quality control
Baptist Health South Florida, Homestead Hospital	\$82 million	392,000-SF	Pay apps, sched. updates, RFI, submittals, mtg. minutes, design team coord., & quality control
Virginia FDOT Highway - through Skanska Civil	\$120 million	n/a - FDOT Highway project	Cost accounting, weekly labor analysis, budget coordination, safety
SDWTP Miami-Dade Water & Sewer Dept.	\$92 million	(4) 200-FT diameter tanks	Upgrades to clarifiers & assoc. pump stations - Assist. Project Manager



Patricia and Phillip Frost Art Museum



Pegasus Park Development Phase I Gulfstream Racing and Casino Park



Preconstruction

a. Name and title

Brian Coakley

Preconstruction/Cost Control Manager

b. Job assignment performed for other projects

Preconstruction/Cost Control Manager

c. Percentage of time to be assigned full time to this project

20%

d. How many years with firm providing the response

9 years with Skanska

e. How many years with other firms

19 years with other firms totaling 28 years in the industry

f. Experience

See table to the right

g. Education

New Jersey Institute of Technology, B.S., Construction/Contracting/Engineering Technology

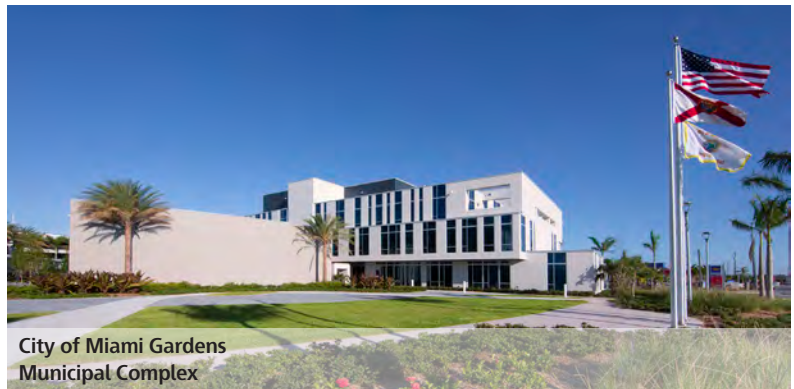
h. Other experience and qualifications relevant to this project

28 years of industry experience

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Managed Preconstruction Team
MetWest Two Development	\$46 million	264,035-SF	Managed Preconstruction
Florida International University, Academic Health Center	\$32 million	121,465-SF	Managed Preconstruction
Patricia and Phillip Frost Museum of Science	\$101 million	250,000-SF	Managed Preconstruction
State of Louisiana, University Medical Center	\$696 million	1,645,747-SF	Managed Preconstruction
Florida Polytechnic University	\$106 million	171 acres 195,000-SF	Managed Preconstruction
UF Health Shands Medical Office Building	\$26 million	111,000-SF	Managed Preconstruction



Florida Polytechnic University Phase I



City of Miami Gardens Municipal Complex



a. Name and title

Maria Nunez

Environmental, Health and Safety Manager

b. Job assignment performed for other projects

Environmental, Health and Safety Manager

c. Percentage of time to be assigned full time to this project

25%

d. How many years with firm providing the response

3 years with Skanska

e. How many years with other firms

0 years with other firms totaling 3 years in the industry

f. Experience

See table to the right

g. Education

Texas A&M University, B.S., Architectural Engineering

h. Other experience and qualifications relevant to this project

**South Florida Resident
Bilingual in English and Spanish**

OSHA 30-Hour Trained

Types of projects	Construction cost	Size	Tasks performed
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	\$22 million	11,000-SF dome building on 4 acre site	EHS Program Coordination and Monitoring
State of Louisiana, University Medical Center	\$696 million	1,645,747-SF	EHS Program Coordination and Monitoring
Texas A&M University, Liberal Arts and Humanities Building	\$34 million	125,000-SF	EHS Program Coordination and Monitoring



University Medical Center



Pegasus Park Development Phase I
Gulfstream Racing and Casino Park



a. Name and title

Yvonne Garth

Community Outreach/Local Participation Coord.

b. Job assignment performed for other projects

Community Outreach / Local Participation

c. Percentage of time to be assigned full time to this project

25%

d. How many years with firm providing the response

11 years with Garth Solutions

e. How many years with other firms

10 years with other firm totaling 21 years in the industry

f. Experience

See table to the right

g. Education

University of Maryland, B.S., Journalism and Marketing

h. Other experience and qualifications relevant to this project

South Florida Resident DBE, MBE, WBD, and SBE Certified

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Community and Local participation outreach, WMBE coordination
School Board of Broward County, Heron Heights Elementary School	\$20.5 million	102,242-SF	Community and Local participation outreach, WMBE coordination
Broward Health North Capital Improvements	\$60 million	Approx. 210,000-SF	Community and Local participation outreach, WMBE coordination
Ft. Lauderdale-Hollywood International Airport T4 Expansion	\$35.1 million	80,000-SF	Community and Local participation outreach, WMBE coordination
School Board of Broward County, Cooper City High School	\$18 million	122,000-SF	Community and Local participation outreach, WMBE coordination
New Meadowlands Stadium Project	\$1.4 billion		Community and Local participation outreach, WMBE coordination



City of Miami Gardens Municipal Complex



a. Name and title

Sheila Williams

Owner Direct Purchases

b. Job assignment performed for other projects
Senior Project Accountant

c. Percentage of time to be assigned full time to this project
15%

d. How many years with firm providing the response
6 years with Skanska

e. How many years with other firms
0 years with other firms totaling 6 years in the industry

f. Experience
See table to the right

g. Education
n/a

h. Other experience and qualifications relevant to this project
South Florida Resident

Types of projects	Construction cost	Size	Tasks performed
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	\$22 million	11,000-SF dome building on 4 acre site	Owner direct purchases and general project accounting
Town of Culter Bay, Lakes by the Bay Park Improvements	\$8.6 million	22 acres	Owner direct purchases and general project accounting
Florida International University, Academic Health Center	\$32 million	121,465-SF	Owner direct purchases and general project accounting
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Owner direct purchases and general project accounting



Town of Culter Bay
 Lakes by the Bay Park Improvements



Pegasus Park Development Phase I
 Gulfstream Racing and Casino Park



a. Name and title

Kris Nickerson

Senior Scheduler

b. Job assignment performed for other projects

Senior Scheduler

c. Percentage of time to be assigned full time to this project

25%

d. How many years with firm providing the response

4 years with Skanska

e. How many years with other firms

8 years with other firms totaling 12 years in the industry

f. Experience

See table to the right

g. Education

University of North Florida, B.S., Building Construction Management

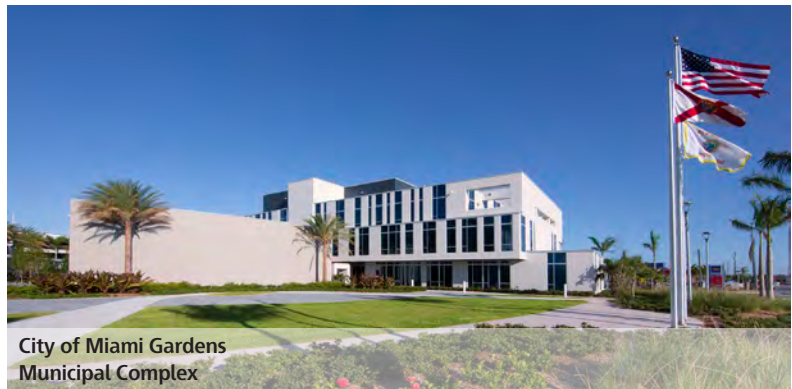
h. Other experience and qualifications relevant to this project

South Florida Resident

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Schedule creation and monitoring
Florida International University, Academic Health Center	\$32 million	121,465-SF	Schedule creation and monitoring
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	\$22 million	11,000-SF dome building on 4 acre site	Schedule creation and monitoring
SBA Communications Corporate Renovations	\$17 million	170,000-SF	Schedule creation and monitoring
University of Miami, Patricia Louise Frost Studios	\$19 million	58,000-SF	Schedule creation and monitoring



Pegasus Park Development Phase I
Gulfstream Racing and Casino Park



City of Miami Gardens
Municipal Complex



a. Name and title

Mohan Gopalakrishna, PE, PTOE

FDOT Coordination

b. Job assignment performed for other projects

Traffic/Transportation Coordination

c. Percentage of time to be assigned full time to this project

10-20%

d. How many years with firm providing the response

3 years with Miller Legg

e. How many years with other firms

20 years with other firms totaling 23 years in the industry

f. Experience

See table to the right

g. Education

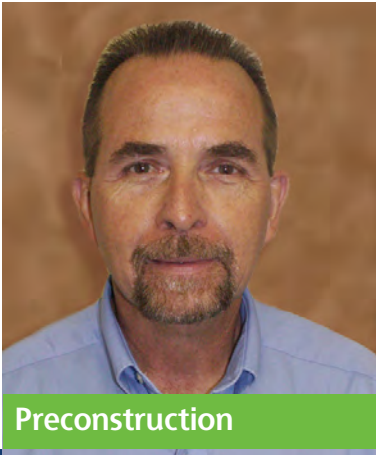
University of Florida, M.E., Civil Engineering

h. Other experience and qualifications relevant to this project

Professional Engineer
FDOT Advanced
Maintenance of Traffic
Professional Traffic
Operations Engineer



Types of projects	Construction cost	Size	Tasks performed
All Aboard Florida DRC Traffic Review	Not Available	Not Available	Review of impact traffic study for compliance with Unified Land Development Regulations specific to the City of Ft. Lauderdale
City of Ft. Lauderdale, Marina Lofts Traffic and Parking Reduction Studies	Not Available	Not Available	Assisted City of Ft. Lauderdale staff on reviews of traffic impact
City of Ft. Lauderdale, Development Review Studies	Not Available	Not Available	Conducted reviews of proposed developments
City of Ft. Lauderdale, New River Yacht Club West Traffic Study	Not Available	Not Available	Conducted DRC reviews for the City of Ft. Lauderdale
Broward County Convention Center Master Plan	Approx. \$350 million	44 acres incl. 750 room hotel, 1500 space pkg garage	Assisting with the transportation and traffic engineering site analysis



a. Name and title

John England, PE

Stormwater Management

b. Job assignment performed for other projects
Stormwater Manager

c. Percentage of time to be assigned full time to this project
10-20%

d. How many years with firm providing the response
2 years with Miller Legg

e. How many years with other firms
29 years with other firm totaling 31 years in the industry

f. Experience
See table to the right

g. Education
University of Florida, B.S., Civil Engineering

h. Other experience and qualifications relevant to this project
Professional Engineer



Types of projects	Constr. cost	Size	Tasks performed
Coral Springs Municipal Complex Master Plan and Conceptual Design	Approx. \$23 million	Not Avail.	Assisting with master planning for new Municipal Complex
Broward College South Campus Stormwater Master Plan Update and Environmental Permit	Not	Not Avail.	Analyze & recommend improvements to the hydraulic conditions and proposed build-out conditions
Florida International University Parking Garage	\$35 million	35,000-SF	Civil Eng. design incl. utility corridor elements
Fort Lauderdale-Hollywood Airport South Runway	\$800 million	8,000-LF	Team lead consultant for determining sustainability strategies & environmental strategies for new runway
Cocoa Beach Minutemen Causeway	\$2.9 million	1,700-LF	Civil engineering design for a stormwater improvement plan for project which was a pilot program for Low Impact Development (LID) and stormwater management best management practices (BMPs), thus securing significant State funding



a. Name and title

Beth Heider, AIA, LEED® AP Peer Review / Chief Sustainability Officer

b. Job assignment performed for other projects
Chief Sustainability Officer

c. Percentage of time to be assigned full time to this project
5% - Peer Review is provided at no cost to the project

d. How many years with firm providing the response
12 years with Skanska

e. How many years with other firms
24 years with other firms totaling 36 years in the industry

f. Experience
See table to the right

g. Education
University of Virginia, B.S., Architecture

h. Other experience and qualifications relevant to this project
LEED Accredited Professional

Beth Heider is Senior Vice President of Green Markets for Skanska supporting the development, design and construction of high performance green/LEED projects throughout their lifecycle. Her 36-year career encompasses all phases of design and construction from master planning through project closeout as architect, construction manager, cost manager and VE facilitator. She has presented papers on cost, value, eco-efficient building, and program management at some 150 international conferences.

Ms. Heider founded Skanska USA's Green Council. The Skanska Green Council marshals all of Skanska's sustainable preconstruction and construction capabilities nationwide, encourages and supports training and technical competency, coordinating sustainable expertise and information nationwide. In addition to leading Skanska USA's eco-efficient building initiatives, Ms. Heider is involved at the project level, leading the preconstruction effort on the Nashville Federal Courthouse and value management work on the United Nations. Skanska is currently serving as the construction manager for the UN's Capital Master Plan (CMP) renovation and upgrading of the international agency's 2.6 Million square-foot headquarters in New York City.

One of ten women named "pioneer in green building" by the Green Economy Post, Heider served as 2012 Chair of USGBC's Board of Directors. From 1999 to 2004 she was an Adjunct Professor at The Catholic University of America. She is an alumna of The University of Virginia and its Graduate Program in Venice, Italy.

Recently, Ms. Heider has been involved with the following two South Florida projects:

Types of projects	Construction cost	Size	Tasks performed
City of Miami Gardens, Municipal Complex	\$35 million	306,262-SF	Peer Review and Consultation
Miami Science Museum	\$121 million	250,000-SF	Peer Review and Consultation



a. Name and title

Chuck Jablon

Peer Review / Vice President

b. Job assignment performed for other projects

Vice President, Project Executive, Peer Review

c. Percentage of time to be assigned full time to this project

5% - Peer Review is provided at no cost to the project

d. How many years with firm providing the response

11 years with Skanska

e. How many years with other firms

32 years with other firms totaling 43 years in the industry

f. Experience

See table to the right

g. Education

OSHA-30Hour Trainee

h. Other experience and qualifications relevant to this project

Led multiple iconic civic projects such as the City of Tampa Museum of Art and Curtis Hixon Waterfront Park

As Vice President, Chuck ensures that all appropriate Skanska preconstruction and construction resources are provided to deliver a successful project. He will be involved with the detailed construction planning and execution. During construction, Chuck will play an active role, assisting our project manager, in the timely execution of the project. One of Chuck's primary responsibilities is "client delight" - making sure our staff and work product exceed your expectations. He regularly participates on Peer Review panels for iconic projects throughout the U.S.

Chuck's relevant experience includes the New Port Tampa Bay Site work project, which included 4,500-LF of new seawall, 200 boat slips, and infrastructure. He also led the Walters Crossing Retail Center team - which included two-story retail development and 3-level parking garage. In January 2015, Chuck was recognized as one of ENR's Top 25 National Newsmakers of the Year.

Types of projects	Construction cost	Size	Tasks performed
Florida Polytechnic University	\$106 million	95,000-SF, 171 acres	Vice President & Proj. Exec.
City of Tampa, Museum of Art and Curtis Hixon Waterfront Park	\$54 million	85,000-SF	Vice President & Proj. Exec.
Belleview Biltmore Hotel and Resort, Historic Renovation & Additions	\$130 million	400,000-SF Renovation 420,000-SF New Const.	Vice President & Proj. Exec.
New Port Tampa Bay Site Work	\$44.7 million	4,500-LF seawall, boat slips, etc.	Vice President & Proj. Exec.
Walters Crossing Retail Center	\$30 million	215,000-SF with Parking Garage	Vice President & Proj. Exec.



a. Name and title

Jorge Moros Project Executive

b. Job assignment performed for other projects

Project Executive, Senior Project Manager

c. Percentage of time to be assigned full time to this project

10%

d. How many years with firm providing the response

6 years with Skanska

e. How many years with other firms

14 years with other firms totaling 20 years in the industry

f. Experience

See table to the right

g. Education

**University of Michigan, M.B.A, Business Administration
Universidad Simon Bolivar, B.A., Architecture**

h. Other experience and qualifications relevant to this project

**South Florida Resident
Bilingual in English and Spanish**

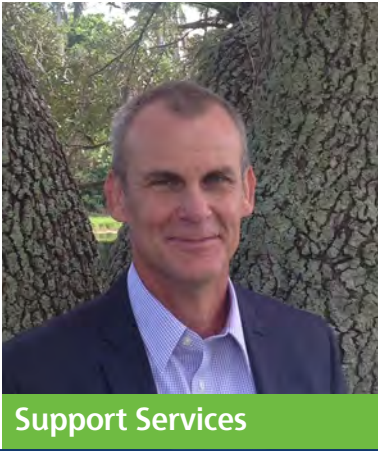
Types of projects	Construction cost	Size	Tasks performed
Town of Culter Bay, Lakes by the Bay Park Improvements	\$8.6 million	22 acres	Management oversight and contracts
SBA Communications Corporate Renovations	\$17 million	170,000-SF	Management oversight and contracts
Florida International University, Academic Health Center	\$32 million	121,465-SF	Management oversight and contracts
Florida International University, College of Nursing and Health Sciences	\$35 million	115,000-SF	Management oversight and contracts
Broward County Schools, Cooper City High School	\$18 million	115,082-SF	Management oversight and contracts
University of Miami, Patricia Louise Frost Studios	\$19 million	58,000-SF	Management oversight and contracts



Town of Culter Bay
Lakes by the Bay Park Improvements



Town of Culter Bay
Lakes by the Bay Park Improvements



a. Name and title

Michael D. Kroll, RLA, FASLA

Senior Project Manager

b. Job assignment performed for other projects

Streetscape & Open Space Planning

c. Percentage of time to be assigned full time to this project

5-10%

d. How many years with firm providing the response
27 years with Miller Legg

e. How many years with other firms
2 years with other firm totaling 29 years in the industry

f. Experience
See table to the right

g. Education
University of Florida, B.S., Landscape Architecture

h. Other experience and qualifications relevant to this project
Fellow, American Society of Landscape Architects

Member, Florida Board of Landscape Architecture (2013-2016)

Broward County Bicycle and Pedestrian Advisory Committee



Types of projects	Constr. cost	Size	Tasks performed
FDOT District 6 Biscayne Boulevard	Approx. \$5 million	Approx. 3 miles	Hardscape, tree removal and relocation, planting, site amenity documents
Weston Town Center	Approx. \$15 million	Approx. 30 acres	Master design guidelines, lakefront linear park design, themed landscaping, specialty paving design, site furniture, irrigation
Miamar Parkway Streetscape	\$2.2 million	Approx. 5 miles	Hardscape, sidewalk and landscape beautification, tree permitting and arborist
Miami-Dade Expressway Authority Design/Build Central Boulevard	\$14 million	Approx. 1 mile	Landscape, hardscape, irrigation design and construction observation, tree permitting, inventory, relocation



Miamar Town Center

8. Project Staff Experience



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Provide a complete description of the experience and qualifications of the individuals who are proposed to be assigned to the Project, including: Project Manager, Project Engineer(s), Cost Estimator(s), and Superintendent(s). Staff to be assigned to the Project must have a minimum of (5) five years' experience in their designated professional specialization.

Describe the capabilities and Project level responsibilities of the staff to be assigned in each of the following:

- a) Overall project management and coordination with the City, the Architect of Record and subcontractors
- b) Design review and options analysis of plans and specifications
- c) Constructability analysis
- d) Cost estimating
- e) Value engineering
- f) Life cycle cost analysis
- g) Project scheduling
- h) Quality Control (design and construction)
- i) Bidding and subcontractor relationships
- j) Cost controls and change order management
- k) Preparation/review of shop drawings
- l) Project mobilization
- m) Project punch list management and close-out
- n) Inspections
- o) Security and safety
- p) Brief description of experience working with LEED practices and protocols.
- q) Indicate the number of staff holding a LEED AP designation.

Our Project Staff Experience

	Nicole Heran Senior Project Manager	Brian Coakley Preconstruction	Michael Picciotti General Superintendent	Vince Collins, LEED® AP Superintendent, Parking Garage	Alvaro Sanchez Superintendent, Park	Maria Nunez Environmental, Health & Safety Manager	Sheila Williams Owner Direct Purchases	Kris Nickerson Scheduling	Yvonne Garth Community Outreach / Local Participation	John England, P.E. Stormwater Management	Mohan Gopalakrishna, P.E., PTOE FDOT Coordination
Overall project mgmt. & coord. with the City, the Architect of Record & subcontractors	✓	✓	✓	✓	✓				✓	✓	✓
Design review and options analysis of plans and specifications	✓	✓	✓					✓		✓	✓
Constructability analysis	✓	✓	✓							✓	✓
Cost estimating	✓	✓	✓							✓	✓
Value Engineering	✓	✓	✓							✓	✓
Life cycle cost analysis	✓	✓	✓							✓	✓
Project scheduling	✓	✓	✓							✓	✓
Quality Control	✓	✓	✓							✓	✓
Bidding and subcontractor relationships	✓	✓	✓							✓	✓
Cost controls and change order management	✓	✓	✓							✓	✓
Preparation/review of shop drawings	✓	✓	✓	✓	✓					✓	✓
Project mobilization	✓		✓	✓	✓						
Project punch list management & close-out	✓				✓						
Inspections			✓	✓	✓						
Security and safety	✓		✓	✓	✓						
Brief description of experience working with LEED practices and protocols. *				✓							
Indicate the number of staff holding a LEED AP designation				✓							

Brief description of experience working with LEED® practices and protocols



Vince Collins, LEED® AP
Asst. Project Manager and LEED® Coordinator

Vince Collins has held his LEED® Certification for more than 5 years and has helped deliver multiple LEED Certified projects with Skanska. In the role of LEED Coordinator for the Las Olas Improvements project, Vince will immediately begin to establish a customized Certification Road map for whatever level the City determines is best for the project and will be responsible for the submittal and documentation necessary for this project. Vince was instrumental during construction of the innovative and award-winning FIU College of Nursing project, which earned LEED® Silver Certification in 2009. Currently Vince is working on a LEED Platinum-seeking building (the City of Miami Gardens Municipal Complex).



Florida International University, College of Nursing and Health Sciences



The City of Miami Gardens Municipal Complex - Seeking LEED® Platinum Certification

9. Past Performance




Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Provide six (6) references of projects of a similar size, scope and complexity that have been completed by your firm within the last five (5) years which demonstrate the experience of the firm and the team that will be assigned to provide the services as required by this Project. Four (4) references shall be project client/owners and, two (2) shall be from A/E firms that have been Architect of Record on projects where your firm has served in the capacity of a CM at Risk and provided comparable services to those requested in this RFQ. For each reference, provide the following information:


- a) Client name/Owner's Representative name, address, phone number, and email.
- b) Name & location of the project. Descrip. of the scope of work.
- c) Role your company provided: Contractor and/or General Contractor and/or other.
- d) Date project was completed or is anticipated to be completed.
- e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.)
- f) Original Owner Budget vs. Final GMP
- g) Saving achieved through Value Eng. or other approaches
- h) The percentage of the GMP for General Construction, Profit and Overhead
- i) The total amount of approved Changes Orders added to the Original GMP.
- j) The dollar amount of fees for Pre-Construction Services
- k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier).
- l) Present status of the project.

In this section, we've highlighted six projects that demonstrate our teams ability to deliver the many facets of your project:


Our six highlighted projects




1
Curtis Hixon Waterfront Park at Tampa Museum of Art, Tampa, FL




2
Brooklyn Bridge Park, Brooklyn, NY




3
Hudson River Park, Mult. Projects New York, NY



4
City of Miami Gardens Municipal Complex, Miami, FL



5
Coral Springs Emergency Room Department Expansion and Renovation, Coral Springs, FL



6
Nemours Children's Hospital, Orlando, FL

References: City of Miami Gardens Municipal Complex

a) Client name/Owner's Representative name, address, phone number, and email.

Client Reference:

City of Miami Gardens
Jimmie Allen
Senior Project Manager
1515 N.W. 167th Street, Suite 360
Miami Gardens, FL 33169
phone: 305.622.8000
email: jallen@miamigardens-fl.gov



b) Name and location of the project. Description of the scope of work.

City of Miami Gardens Municipal Complex

Miami Gardens, Florida

\$42.7 million, 306,262-SF, Municipal Complex. Phase 1 and 2 includes a 63,406-SF City Hall building, 8,535-SF Council Chambers Building, a 167,157-SF parking garage. Phase 3 includes a 67,164-SF Police Department headquarters. The complex is designed as a single, cohesive facility to support all business activity and public interaction with the City Council and staff.

Key green features of this project include: Rainwater harvesting, maximum daylighting throughout the project, energy efficient mechanical systems and equipment, native landscaping, bike racks, bus stop on site, parking preference for fuel efficient cars, and photovoltaics planned on the roof of the Police Department building.

This project is seeking LEED® Platinum Certification.

c) Role your company provided: Contractor and/or General Contractor and/or other. Skanska served as Construction Manager

d) Date project was completed or is anticipated to be completed. Phase I & II completed December 2014, Phase III (Police Department) to be complete July 2015.

e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.) Project includes: 63,406-SF for the City Hall Building, 8,535-SF for Council Chambers, 67,164-SF for the Police Department, and 167,157-SF Parking Garage.

f) Original Owner Budget vs. Final GMP
Original Budget \$42,170,655 vs. Final GMP \$42,700,000

g) Saving achieved through Value Engineering or other approaches. Approx. \$14.1 million was deducted for Owner Direct Purchases of materials and equipment - this produced approximately \$778,000 in tax savings for the client. Approx. \$40,700 was saved through VE.

h) The percentage of the GMP for General Construction, Profit and an Overhead 94% of the GMP was General Construction, 4% was Overhead and Profit

i) The total amount of approved Changes Orders added to the Original GMP. Approximately \$8 million of contract Change Orders were added to the original GMP, due to scope increases and changes in the contract drawings.

j) The dollar amount of fees for Pre-Construction Services \$302,789

k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier). Local subcontractors and SBE subcontractors totalled \$8,945,000 and 19%.

l) Present status of the project.

Phases I and II are complete. Phase III of the project (the Police Department Building) will be complete in July, 2015.

References: City of Miami Gardens Municipal Complex (cont.)



Why relevant?

- FDOT Scope of work
- Government facility
- Similar Scope
- Similar Budget
- Phased Construction
- Tight, urban site
- Seeking LEED Platinum Certification
- Similar Team Members



Architect:
Greg Johnson, P.E.
 AW Solutions, Inc.
 300 Crown Oak Centre Drive
 Longwood, DC 32750
 phone: 407.260.0231
 email: greg.johnson@awsolutionsinc.com

References: Curtis Hixon Waterfront Park, Kiley Gardens Repair & Tampa Riverwalk

a) Client name/Owner's Representative name, address, phone number, and email.

Client Project Manager:

City of Tampa
Santiago Corrado
Chief-of-Staff
306 East Jackson Street
Tampa, FL 33602
phone: 813.274.7938
email: santiago.corrado@tampagov.net



b) Name and location of the project. Description of the scope of work.

Curtis Hixon Waterfront Park, Kiley Gardens Repair and Tampa Riverwalk

Tampa, Florida

Curtis Hixon Waterfront Park is the crown jewel of Tampa's urban parks and is the centerpiece of the Tampa Riverwalk. The park integrates the Riverwalk with the Glazer Children's Museum, Kiley Gardens, the Tampa Museum of Art and downtown.

Overlooking the Hillsborough River, the park has a sloping great lawn featuring two fountains, a children's playground, public boat docks, a dog park, seat terraces, a pavilion and cafe. The park is in an area known as the Waterfront Arts District and includes a mister, fountains, a playground, a temporary skating area in winter, grassy areas, amphitheater, and outdoor sculptures. The park has been used as a venue for the Gasparilla Music Festival, Tampa Bay Seafood Festival, yoga meets and other events.

c) Role your company provided: Contractor and/or General Contractor and/or other. Skanska served as Construction Manager

d) Date project was completed or is anticipated to be completed. The project was completed in January 2010

e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.) The project area included: 4.3 acres (Curtis Hixon Waterfront Park), 2.2 acres (Kiley Gardens Repair), and one mile (Tampa Riverwalk).

f) Original Owner Budget vs. Final GMP
Original Budget \$15,300,000 vs. Final GMP \$21 million

g) Saving achieved through Value Engineering or other approaches. By coordinating Direct Purchase Orders with the City of Tampa, the team was able to provide approx. \$180,000 in tax savings.

h) The percentage of the GMP for General Construction, Profit and Overhead General Construction, Profit and Overhead combined was 16.9%

i) The total amount of approved Changes Orders added to the Original GMP. Approximately \$5.7 million

j) The dollar amount of fees for Pre-Construction Services \$220,000

k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier). 92% of the GMP went to local subcontractors, 28% of the GMP went to WMBE subcontractors

l) Present status of the project.
The project is complete.

Kiley Gardens:
Southeast
Construction Best
of 2010, Award of
Excellence - Small
Projects

References: Curtis Hixon Waterfront Park, Kiley Gardens Repair & Tampa Riverwalk



Why relevant?

- Extensive site and civil work including a new park, riverwalk and seawall
- Same team members
- Marine project components
- High-profile public project
- Tight, urban site
- Delivered ahead of schedule, under budget



“This team tackles issues and challenges head on and works diligently to resolution. What has most impressed me about this team is how much they all care about the craftsmanship they are delivering. You can tell that they care about their customer’s needs and the finished product.”

Karen Palus,
Parks & Recreation Director
City of Tampa



Architect:
Neil Kaye
Stanley Saitowitz & Associates
1022 Natoma Street
San Fransisco, CA 94103
phone: 415.626.8977
email: nkaye@saitowitz.com

References: Brooklyn Bridge Park

a) Client name/Owner's Representative name, address, phone number, and email.

Client Project Manager:

Brooklyn Bridge Park
Regina Myer
President
633 Third Avenue, 33rd Floor
New York, New York 10017
phone: 212.803.3822
email: rmyer@bbpc.net



b) Name and location of the project. Description of the scope of work.

Brooklyn Bridge Park

Brooklyn, New York

Skanska was the construction manager for this new park, returning the use of Brooklyn's premiere waterfront back to its citizens with approximately 85 acres (stretching along 1.3 miles of Brooklyn's East River).

The park includes sculpted landscaped areas and ecological habitats such as salt marshes, recreational facilities for sports such as soccer and basketball, a marina for recreational boating, protected waters for kayaking, and a limited amount of development essential to the park's maintenance and operation. The park also includes retail, restaurant, residential and hotel space. The site consisted of piers 1-6 which contained a mix of active warehouse and storage buildings, other vacant structures, parking areas and open space. The area between Piers 1 and 6 feature a waterfront promenade that extends the entire length of the park. The promenade serves as the main pedestrian thoroughfare running through the park, which allows sweeping views of the harbor, bridge and Lower Manhattan skyline.

c) Role your company provided: Contractor and/or General Contractor and/or other. Skanska served as Construction Manager

d) Date project was completed or is anticipated to be completed. The project was completed in December 2011

e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.) The project area included: 85 acres, or 3,702,600-SF.

f) Original Owner Budget vs. Final GMP
Original Budget \$139,529,000 vs. Final GMP \$220,000,000

g) Saving achieved through Value Engineering or other approaches. Over \$500,000. The project team worked closely with the Design Team and helped economize the original scheme, which brought costs down even more

h) The percentage of the GMP for General Construction, Profit and Overhead 10-11% for General Construction, Profit and Overhead combined

i) The total amount of approved Changes Orders added to the Original GMP. Approximately \$80,000,000 was added due to increases in Scope from the Client. The Original Budget of \$139 million was for Base Scope only.

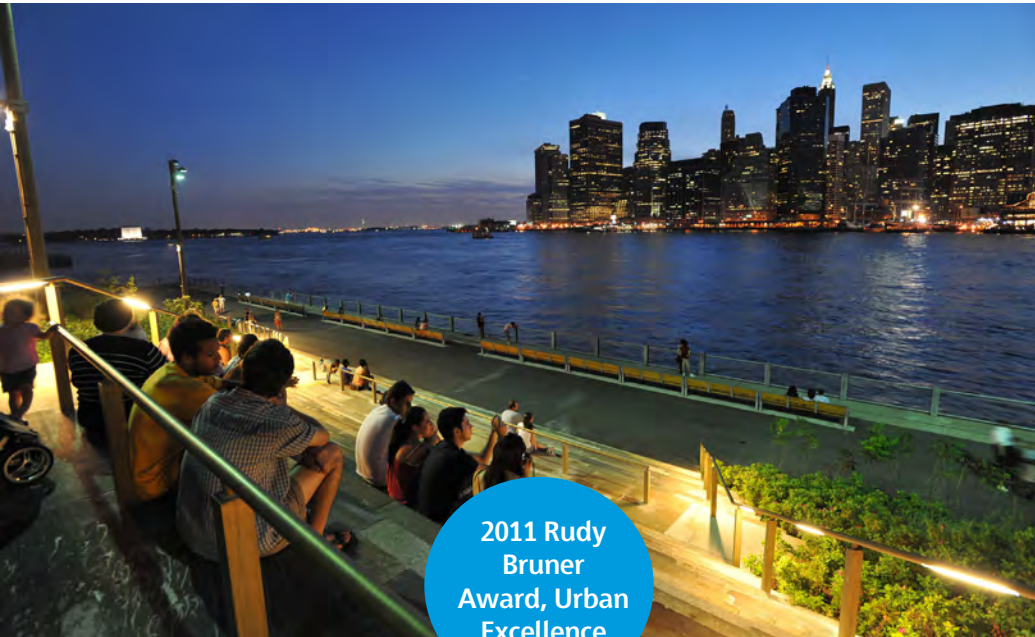
j) The dollar amount of fees for Pre-Construction Services \$570,000

k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier). There were four GMPs' on the project, and approximately \$115 million was awarded to Local and/or SBE subcontractors

l) Present status of the project.
The project is complete.

Project of the Year
2010, Landscaping
& Urban Planning
New York
Construction

References: Brooklyn Bridge Park (cont.)



2011 Rudy Bruner Award, Urban Excellence

Why relevant?

- Extensive site and civil work including a new park, riverwalk and seawall
- Same team members
- Marine project components
- High-profile public project
- Tight, urban site
- Delivered ahead of schedule, under budget



ENR Best of the Best 2010, Landscaping & Urban Planning



Architect:
Michael Van Valkenburgh
Michael Van Valkenburgh Associates
231 Concord Avenue
Cambridge, Massachusetts 00213
phone: 617.864.2076
email: Michael@mrvainc.com

References: Hudson River Park, Multiple Projects

a) **Client name/Owner's Representative name, address, phone number, and email.**

Client Reference:

Hudson River Park Trust
Mark Boddewyn
Vice President, Design & Const.
353 West Street, Pier 40
New York, NY 10014
phone: 212.627.2020
email: mboddewyn@hrpt.state.ny.us



b) **Name and location of the project. Description of the scope of work.**

Hudson River Park, Multiple Projects

New York, New York

Multiple projects combined into one project at Hudson River Park, with scope that included: Relocation of the USS Intrepid to drydock, demolition of existing Pier 86 and construction of a new pier extending 800 feet into the Hudson River, Demolition and construction of marine and upland components, Demolition of the existing bulkhead and pier structure, construction of a new bulkhead and pier extending 800 feet into the Hudson River (also constructed were a boathouse, park building, fountain, landscaped and paved areas, playground and water taxi stand), Development of a large grassy area known as "Clinton Cove Park" which features a large sweeping lawn with trees, shade creating structures and public art features. Pier 95 for direct access to the river, and Nine-acre adaptive reuse of derelict waterfront piers on the Hudson River rebuilt for public use featuring a large green lawn area, a signature carousel with a green roof as well as a new skate park facility. The open landscaping and seating will enliven the western end of the pier for the neighboring communities throughout the year. Segment 5 specifically, is a nine acre adaptive reuse of derelict waterfront piers on the Hudson River rebuilt for public use. The three piers in the "Chelsea Cove" became a major jewel to the Hudson River Park waterfront. The central upland area includes a large green lawn area. The rebuilding of Pier 62 includes a signature carousel with a green roof as well as a new skate park facility. To the immediate north, a wide waterside esplanade and seating area will be located at Pier 63, in a space once occupied by a large building that was demolished to create a new park.

c) **Role your company provided: Contractor and/or General Contractor and/or other.** Skanska served as Construction Manager

d) **Date project was completed or is anticipated to be completed.** The project was phased and therefore completed at multiple times during/after 2010.

e) **Project area / project statistics (i.e. size of garage, project area in acreage, etc.)** The project area includes multiple sizes, Segment 5 was approximately 9 acres.

f) **Original Owner Budget vs. Final GMP**

Segment 5: Original Budget \$15,000,000 vs. Final GMP \$15,000,000

g) **Saving achieved through Value Engineering or other approaches.** At the client's request, Value Engineering savings were not tracked, due to the focus being on longevity and quality, rather than cost efficiency.

h) **The percentage of the GMP for General Construction, Profit and Overhead** Lump Sum costs are prenegotiated for any and all increases in Scope.

i) **The total amount of approved Changes Orders added to the Original GMP.** Change orders are considered additions to scope only, and not tracked as adds to the budget.

j) **The dollar amount of fees for Pre-Construction Services** N/A - no preconstruction fees exist on the project

k) **The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier).** The client has a varying target of 20% (depending on scope/approach) but no legal requirements to meet the goals exist on the project.

l) **Present status of the project.**
The project is complete.

References: Hudson River Park, Multiple Projects (continued)



Why relevant?

- Large iconic public park situated on important public land
- Ornamental Gardens and Riverwalk
- Boat Launch & Docks
- Water features, Play Areas, Group seating areas
- Similar budget
- Tight, urban sites



Architect:
Steve Noone
Michael Van Valkenburgh Associates
16 Court Street, 11th Floor
Brooklyn, NY 11241
phone: 718.243.2044
email: Steve@mrvainc.com

References: Coral Springs Medical Center ER Dept. Expansion & Renovation

a) Client name/Owner's Representative name, address, phone number, and email.

Client Reference:

Broward Health
Scott Payne
Regional Director, Facility Services
303 S.E. 17th Street, Suite 400
Fort Lauderdale, FL 33316
phone: 954.520.9459
email: spayne@browardhealth.org



b) Name and location of the project. Description of the scope of work.

Coral Springs Medical Center Emergency Department Expansion and Renovation

Coral Springs, Florida

This project consisted of the expansion and renovation of the existing emergency department at Coral Springs Medical Center located in Coral Springs, Florida. The overall project work included 16,000-SF of new construction in a new 1 story addition with a 2nd floor mechanical penthouse (Phase 1) and 13,000-SF of interior renovations (Phases 2A/2B and 2C). At completion, the overall bed count increased to 40 beds in an expanded and renovated emergency department.

Phase 1 was split into three separate sub-phases; 1A, 1B and 1C; each covering specific work needed to construct the majority of the new building addition while maintaining pedestrian and ambulatory access to the existing emergency department. Phase 1 also included installation of temporary egress pathways, new site utilities, including electrical ductbanks for those utilities in conflict with the new addition footprint, extensive MEP upgrades to the existing Central Energy Plant (CEP) and new screen walls for the existing cooling tower and new generator for the project. Occupancy of Phase 1 occurred in October 2010 after completion of all Phase 1 sub-phases.

c) Role your company provided: Contractor and/or General Contractor and/or other. Skanska served as Construction Manager

d) Date project was completed or is anticipated to be completed. The project was completed in July 2011

e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.) The project area included 16,000-SF of new construction and 13,000-SF of renovation

f) Original Owner Budget vs. Final GMP
Original Budget \$15,000,000 vs. Final GMP \$13,246,235

g) Saving achieved through Value Engineering or other approaches. During creation of the GMP, savings of -\$337,462 were provided to the Client. Additionally, -\$1,705,680 was saved due to Owner Direct Purchases.

h) The percentage of the GMP for General Construction, Profit and Overhead 14.5% for General Construction, 4% for Profit and Overhead

i) The total amount of approved Changes Orders added to the Original GMP. There were (8) approved Change Orders, for a total of -\$1,705,680

j) The dollar amount of fees for Pre-Construction Services Fees for Preconstruction were \$187,094

k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier). The client required MBE firms to be tracked, which the project exceeded the goal and hired 17.44%. The SBE firms were approximately 10%.

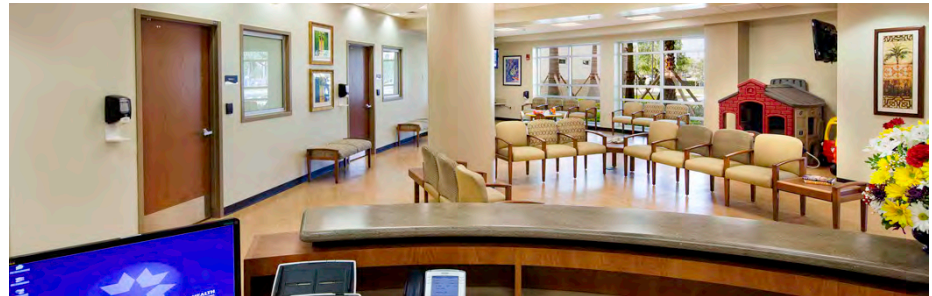
l) Present status of the project.
The project is complete.

References: Coral Springs Medical Center ER Dept. Expansion & Renovation (cont.)



Why relevant?

- First Green school in Broward County
- Same team members
- Field/Sports project components
- Similar budget
- Tight, urban site
- Delivered ahead of schedule, under budget



Architect:
Eric Krum
HDR Tampa
5426 Bay Center Drive, Suite 400
Tampa, FL 33609
phone: 813.786.4323
email: eric.krumm@hdrinc.com

References: Nemours Children's Hospital Parking Garage

a) Client name/Owner's Representative name, address, phone number, and email.

Client Reference:

The Nemours Foundation
Nelson Roque
Construction Manager
10140 Centurion Parkway North
Jacksonville, FL 32256
phone: 407.567.6429
email: nroque@nemours.org



b) Name and location of the project. Description of the scope of work.

Nemours Children's Hospital Parking Garage

Orlando, Florida

Finrock and Skanska USA Building teamed to provide the Nemours Foundation with an 896-space, four-level stand alone precast parking structure adjacent to its new Nemours Children's Hospital in Orlando, FL. The garage includes high-end finishes to match the exterior design of the adjacent Children's Hospital. Finrock was hired as the Design-Builder for the parking structure, with Skanska managing the entire project and selfperforming the concrete foundations. Finrock served as the Architect of Record, Structural Engineer, General Contractor and the Parking Consultant for this phase of the project. The parking structure (through final top-out) was constructed in 9 months however the multiple finishes extended the overall schedule to 15months. Multiple finishes, chosen to match the new Hospital, included: several cladding systems, curtainwall, metal panel, Cambridge mesh, and terracotta. Overall, the garage was completed approximately one year before the hospital's completion. The garage therefore served as temporary parking for the construction staff during the construction of the Nemours Children's Hospital. The garage earned LEED® Gold Certification.

c) Role your company provided: Contractor and/or General Contractor and/or other. Skanska served as Construction Manager

d) Date project was completed or is anticipated to be completed. The project was completed in August 2011

e) Project area / project statistics (i.e. size of garage, project area in acreage, etc.) The project included: 313,000-SF, 896 spaces and 4-levels.

f) Original Owner Budget vs. Final GMP
Original Budget \$10,800,153 vs. Final GMP \$9,939,450

g) Saving achieved through Value Engineering or other approaches. n/a - no Value Engineering proposals were accepted for the garage

h) The percentage of the GMP for General Construction, Profit and Overhead 5% for General Construction, 3.35% for Profit and Overhead

i) The total amount of approved Changes Orders added to the Original GMP. \$5,300,000 for Direct Purchase Orders by the Client

j) The dollar amount of fees for Pre-Construction Services Preconstruction was not included as a separate line-item in the estimate, was included in the total

k) The dollar value and the percentage of the final GMP awarded to and performed by local subcontractors (of any tier) and SBE subcontractors (of any tier). 15.42% for local and SBE subcontractors

l) Present status of the project.
The project is complete.

References: Nemours Children's Hospital Parking Garage (cont.)

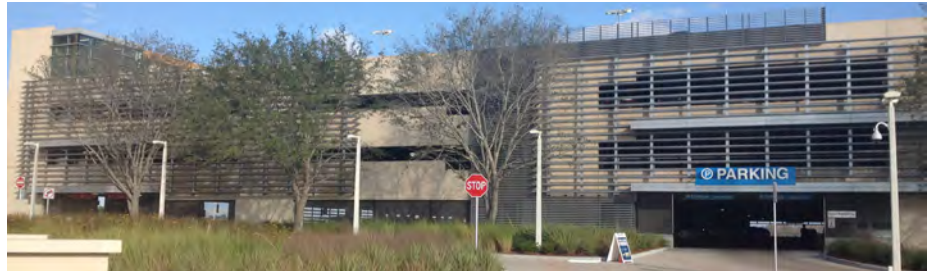


The parking garage, includes charging stations for electrical cars and preferential parking for fuel efficient cars.



Why relevant?

- Similar scope - Parking Garage
- Same team members
- LEED® Gold Certified Project - Hospital and Garage facilities



Originally, the Nemours Children's Hospital was targeted for LEED Silver, however through careful planning, the project earned LEED Gold Certification.



Architect:
Burn Sears
 Stanley Beaman & Sears Architecture
 180 Peachtree Street
 Atlanta, GA 30303
 phone: 404.524.2200
 email: burn.sears@sbs-architecture.com

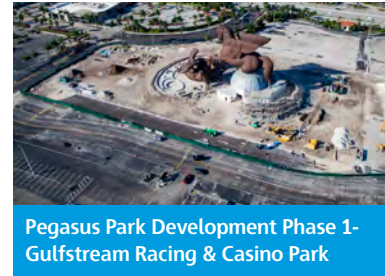
We know your project well

FDOT projects

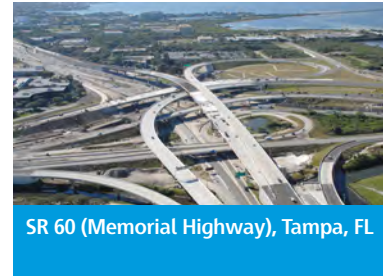
Pictured to the right is a small sampling of our Federal DOT work, which includes 71 projects across the U.S. to date.



I-275 Reconstruction, Tampa, FL



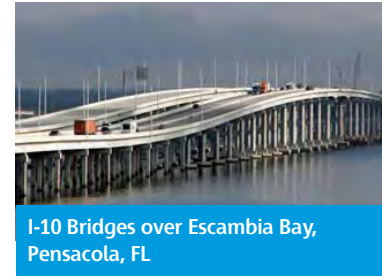
Pegasus Park Development Phase 1- Gulfstream Racing & Casino Park



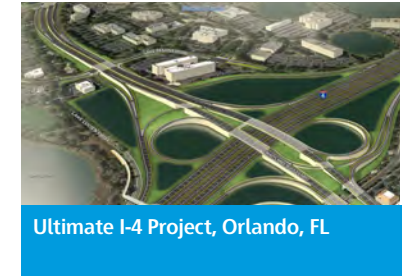
SR 60 (Memorial Highway), Tampa, FL



Choctawhatchee Bay Bridge, Walton County, FL



I-10 Bridges over Escambia Bay, Pensacola, FL



Ultimate I-4 Project, Orlando, FL

Waterfront projects

Pictured to the right is a sampling of some of the waterfront projects Skanska has constructed in the last 10 years.



Tampa General Hospital, Bayshore Pavilion Expansion



City of Tampa, Tampa Museum of Art and Waterfront Park



Port Canaveral Welcome Center, Port Canaveral, FL



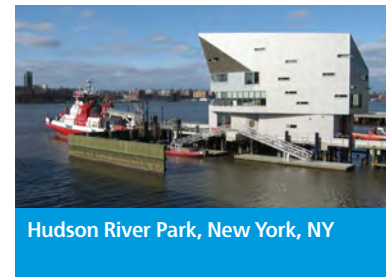
Florida Polytechnic University, Lakeland, FL



Port Canaveral Cruise Terminal No. 6, Port Canaveral, FL

Parks

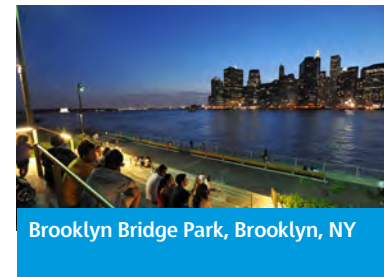
Pictured to the right is a sampling of some of the public parks that Skanska has constructed in the last 10 years.



Hudson River Park, New York, NY



Curtis Hixon Waterfront Park at the Tampa Museum of Art, Tampa, FL



Brooklyn Bridge Park, Brooklyn, NY



Tampa General Hospital, Tampa, FL



Port Canaveral Welcome Center, Port Canaveral, FL

Parking Garages

In Florida Skanska has completed 22 free standing parking garages, and completed over 100 projects with other parking requirements.



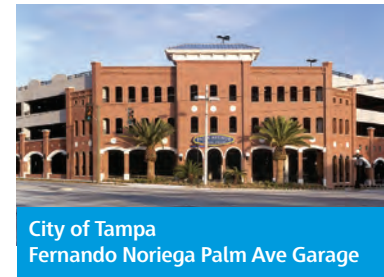
Nemours Children's Hospital Parking Garage



City of Miami Gardens Parking Garage



MetWest at International Plaza Parking Garage



City of Tampa Fernando Noriega Palm Ave Garage



Shands HealthCare Parking Garage and Retail Space



Tampa General Hospital Parking Garage

Streetscape Experience

Miller Legg & Associates has extensive experience in creating streetscapes within urban landscapes throughout south Florida.



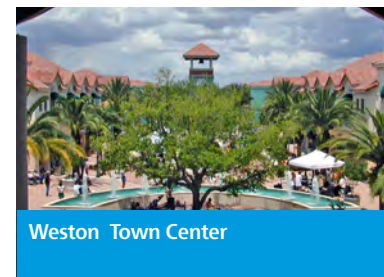
Biscayne Boulevard Streetscape



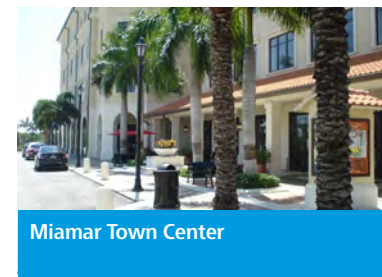
Miamar Parkway Streetscape



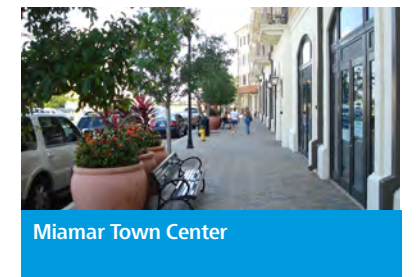
Coconut Creek Sample Road



Weston Town Center



Miamar Town Center



Miamar Town Center



10. Proposer's Approach to the Project



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Proposer should demonstrate in their Proposal their approach to the Project for the services required, including, but not limited to, staffing and manpower requirements, methodology for tracking and maintaining the Project's budget and schedule, performance benchmarks, approach to quality control, and, techniques for problem solving and value engineering. Proposers shall organize their proposed approach in two parts as follows:

Part 1. Preconstruction Services:

In narrative and tabular format as appropriate, outline the services to be provided and associated the staffing complement and level of effort (hours) expected to be incurred. Specifically identify and describe how your firm will address:

- a) Coordination & review meetings; meeting minutes/acceptance, intervals for progress reports.
- b) Review and recommendations of Project plans for constructability and code compliance and regulatory approvals.
- c) Recommendations of 'green' building products and construction practices.
- d) Recommendations for building for climate resilience including innovative stormwater management practices.
- e) Cost estimating procedures and process at 30%, 60% and 90% Construction Drawings,
- f) Value Engineering and materials substitution/selection
- g) Scheduling, scheduling software, Project critical path, and Project construction durations.
- h) Separating each project into discrete GMP packages within the Project total GMP, and allocation of General Conditions, Profit, Overhead and insurance requirements.
- i) Site construction sequencing and contingency planning if one or more of the projects requires extended regulatory approval(s).
- j) Project mobilization plan
- k) Subcontractor pre-qualification and selection
- l) Preparation & use of Scoping Packages for subcontractor bids
- m) Subcontractor bidding for GMP purposes, including whether subcontractor bids will be firm, soft or a combination at final GMP pricing.

- n) Community Outreach Plan
- o) Approach and procedures for achieving sales tax savings through an Owner Direct Purchasing Program
- p) Completion of a Project Management Plan prior to acceptance of the GMP, including, but not limited to:
 - Cost controls and reporting
 - Schedule controls and reporting
 - Staffing
 - Owner Direct Purchase Program
 - Quality Control and Safety
 - Small Business Enterprise Utilization

Part 2. Construction:

In narrative and tabular format as appropriate, describe your firm's approach to:

- a. The bid process and procedures to be employed with subcontractors to finalize the GMP
- b. Monthly reporting and client approvals in changes in Schedule and Costs
- c. Adjustment in the Schedule, construction sequencing and the GMP if one or more of the projects is delayed due to regulatory approvals.
- d. Preparation and approvals of shop drawings
- e. Establishing a Schedule of Values (SOV), e.g. and monthly Pay Applications
- f. Coordinating Architect/Engineer of Record site visits and other Inspections
- g. Code inspections, Substantial Completion punch list

Part 1. Preconstruction Services:



a) Coordination & review meetings; meeting minutes/acceptance, intervals for progress reports.

Regular Communication with the Project Team

Weekly team meetings

Our team will hold weekly meetings to review the designs as they develop and price options in real-time. This process allows the team to design the building holistically. By exploring the connections between the proposed concepts for each system, the team collectively develops a design that supports the project goals, meets quality expectations, achieves budget and schedule, verifies constructability, and identifies potential risks. Using this approach, the design process is transparent: you will know where the project stands in relation to the budget at all times. The team will establish a discipline review rotation for our meetings, including experts for all disciplines. This rotation would include disciplines such as civil/site infrastructure, parking, landscaping/hardscaping, technology, etc. This will ensure that informed decisions are made quickly without holding up the design deliverable schedule.

Monthly oversight team meetings

In addition to our regular team meetings, we have found that it is effective to hold monthly oversight leadership meetings as a check for the core leadership team to take a pulse on how the team is doing and have a regular check to make sure the alignment goals are being met for the project. This is an accountability meeting among the stakeholders to make sure each team member is being accountable for their work on the project. This offers an opportunity to continuously improve the process and provides great feedback and value to each team member.

Accountability and decision making

As part of this process, our team understands that we are responsible for identifying what decisions will need to be made, when they will be needed and what information is required to help make the decisions. These decisions are typically tied both to budget and schedule. We will develop a decision matrix as part of our master schedule so that everyone understands how each decision may affect the subsequent deliverables, and more importantly, when decisions need to be made. This creates a transparent process and manages decisions to those key milestones.

Meeting Minutes/Acceptance

Meetings are probably the single most effective means of communicating and resolving problems on a project. The designated team member will document the meeting by entering the minutes into ProLog and distributing to the attendees no less than three days after a meeting. For each meeting item, a responsible party and a due date is assigned. Once the minutes have been distributed, the recipients have three days to respond with edits or comments until it's saved in the project records.

Intervals for Progress Reports

Skanska will prepare daily reports reflecting weather conditions, subcontractor manpower, descriptions of work being performed, deliveries, visitors, safety inspections and other relevant information. Regular meetings will be conducted with trade contractors to review the schedule quality, and coordination requirements. We will also discuss productivity and safety issues. We are prepared to chair and document regularly scheduled meetings with City of Fort Lauderdale and the design team to review progress and discuss cost, schedule and other related project issues. It is anticipated that progress meetings will be held on both a weekly and monthly schedule. Reports covering safety, construction progress, actual and projected costs, and value analysis/management and procurement savings will be distributed. We plan on participating in start-up and

commissioning planning meetings with City of Fort Lauderdale and the design team early in the project, and expanding this participation to include subcontractors and vendors.



b) Review and recommendations of Project plans for constructability and code compliance and regulatory approvals.

Constructability Review

We will conduct a methodical review of the drawings and specifications for completeness, coordination and feasibility. This information will be constantly fed back to the City and design team with our recommendations to help create a clean, coordinated set of drawings. Constructability review items typically include:

- Site impact review – Skanska will identify alternative structure/foundation options.
- Seasonal weather conditions – Skanska will analyze areas of work that may be more beneficial to start early/late depending on seasonal conditions such as rain, winds, heat, etc.
- Optimal logistics planning – As a team we will analyze the optimum location for staging activities, deliveries, schedules, etc. to ensure there are minimal impacts to the City's operations.
- Complete, correct and coordinated documents – This process involves a review of all the project-related documentation including insurance requirements, vendor selection and any opportunities to include local and/or SWMBE firms.
- Resource driven scheduling sequence – Review project schedule for any modifications that can be made which will not impact the overall duration and can allow for more efficient use of local or lower cost subcontractors having limited resources
- Prefabrication/pre-assembly – Review systems that can be manufactured/assembled offsite to increase efficiency, quality control and reduce schedule
- Uniformity – Skanska and the team will look at creating uniform systems and assemblies to eliminate unnecessary variations in detail.

Code Compliance and Regulatory Approvals

As part of the constructability review process, we will collaborate with the City and design team to identify potential code compliance issues and to plan for necessary regulatory approvals. We understand that, depending on the final design configuration, a number of permitting agencies/governing bodies may be involved with the Los Olas project, including the City of Fort Lauderdale, Broward County, South Florida Water Management District, state of Florida, Army COE and the National Marine Fisheries Services. As part of our

Benefit of Constructability Reviews: Prevent avoidable change orders during the construction phase.



collaborative preconstruction approach, we will assist the design team as appropriate in responding to questions and comments from permitting/governing agencies in a way that expedites the permitting process.

Due to our experience in the Ft. Lauderdale area, we thoroughly understand City of Ft. Lauderdale construction permitting requirements and will work with the building department to obtain construction permits in the most expeditious manner possible.



c) Recommendations of “green” building products and construction practices.

The Path to Maximum Sustainability

We are well-versed in working with our clients to achieve their sustainability goals. Whether it’s achieving a certain LEED Certification Level, Green Globes Certification, or to maximize the “green” elements on their projects - we have the road map and the experienced personnel to deliver your goals.

Benefit to You:
Sustainable innovation and leadership will provide the greenest value for your dollar.

Our first task is to evaluate a Client’s goals and requirements. This includes the financial, scheduling and regulation aspects of their project. For example, when an Owner is pursuing Platinum, nearly every credit is pursued. Therefore, we evaluate each one through a “deep green” lens. For instance, a material may have excellent recycled content but it may not be a sustainable product in terms of durability, and more importantly, may devalue the cost premium for the item.

Skanska is committed to and experienced in getting our Owners to where they want to be, often obtaining even more points than were anticipated. We have found that the key is early and often communication, early involvement of subcontractors in the process of identifying opportunities, and following a structured system of checks and balances on our progress.

Skanska as the No. 1 Global leader in sustainability in the USA, is a recognized leader in green construction. With over 430 LEED® Accredited Professionals nationwide, and more than 125 successful LEED® certified projects completed, we are at the cutting edge of innovation in the evolution of sustainable construction. We led the ground-breaking Living Building Study through the Cascadia Chapter of the USGBC helping drive new practices and approaches to green building and sustainability. We will bring this leadership to your the Las Olas Improvements project.

Life Cycle Cost Analysis

Another key element of our project delivery approach includes our life cycle cost and constructability analysis, function analysis and program analysis, which are all a part of our Preconstruction process. Our preconstruction staff has been trained to look for, study and find the best means to the end as related to operating and maintenance cost, first cost versus performance costs, prefabrication and/or componentized systems versus “stick-built” methods, lean construction opportunities and other to enhance the building operation, the users experience and the project schedule in an overall environmentally beneficial manner. In conjunction with the Design and Engineering team it will be our target to provide the City of Fort Lauderdale with the most efficient building short and long-term with low utility consumption charges.

Life cycle cost analysis will be reviewed for all trades. Skanska however goes further than the building equipment as we look to “right size” the structure and to spend your dollar in the “right buckets” or in the right place and on the right materials and systems. Saving 20%-30% or more in





energy costs is important but not at the sacrifice of the user and therefore as part of the design evolution process and in preconstruction we look at finding the appropriate balance as a standard operating procedure.

d) Recommendations for building for climate resilience including innovative stormwater management practices.

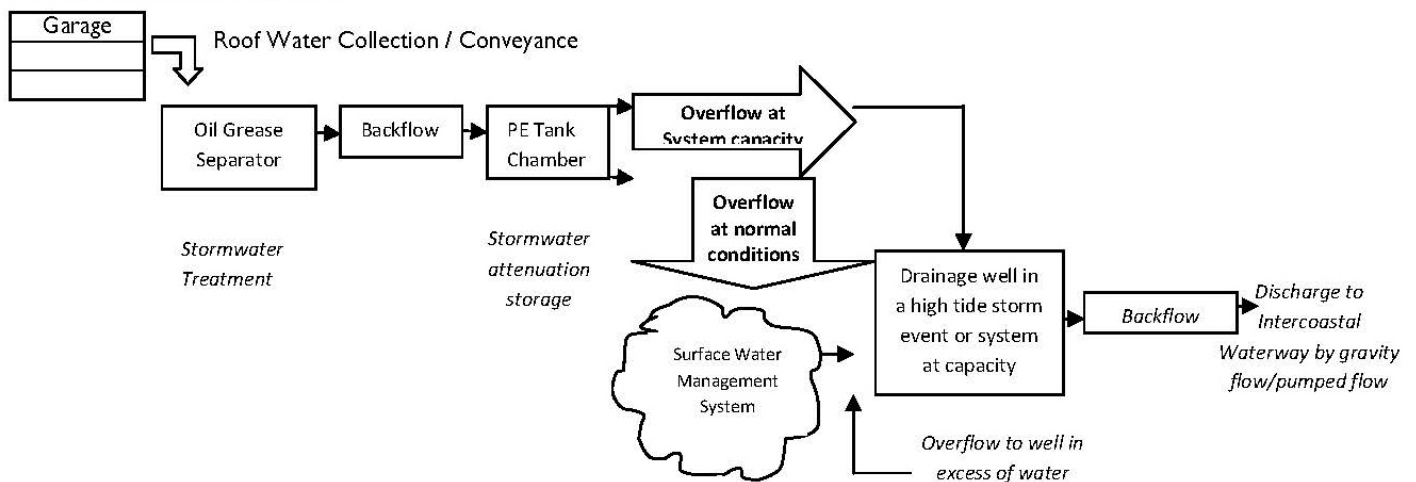
Climate Resilience and Innovative Stormwater Practices

Skanska has a long tradition of supporting sustainability initiatives and we are proud that our firm was the first Construction Management Firm to be awarded ISO 14001 by the U.S. Green Building Council. We have over 430 LEED Certified professionals on staff, including Vince Collins (Assistant Project Manager), who are highly qualified to provide recommendations for the Las Olas Improvements project to deliver it with the highest possible level of climate resilience.

We understand the importance of working alongside Fort Lauderdale’s Sustainability Advisory Board as partners in this cause for conservation, renewable energy and energy efficiency. We applaud the grass roots beginnings of the board and embrace the power of Communities to incite change from the ground up. We are fully committed to helping the City of Fort Lauderdale become a leader in environmental sustainability. We will work closely with the City’s Green Team to ensure financial resources are allocated appropriately so that the most efficient outcomes are produced.

Finally, we will address the stormwater management planning element of the project thoroughly, by tapping into the expertise of Miller Legg. Their specific recommendations are illustrated and described below:

SYSTEM METHODOLOGIES



Finally, we will address the stormwater management planning element of the project thoroughly, by tapping into the expertise of Miller Legg. Their specific recommendations are illustrated and described below:

- Backup pumping systems to supplement gravity drainage systems
- Porous pavement
- Raising elevation coupled with underground storage
- LID (Low Impact Development) concepts to reduce runoff
- Bioswales – potential use with surface water management system features
- Backflow prevention to limit inflow of seawater
- Drainage well injection

- Stormwater Retention: Exfiltration Trench and Underground chamber/vaults for extra storage
- Model effects of high tide/minimize by use of backflow preventer / pumpage of stormwater to drainage well



e) Cost estimating procedures and process at 30%, 60% and 90% Construction Drawings,

Cost Estimating Procedures at 30%, 60% and 90% Construction Drawings

Our objective for value engineering is simple: **achieve the best overall project value for the client.**

As part of our cost estimating procedures, we will prepare and deliver formal estimates at agreed upon points throughout the project. We will prepare and submit formal cost estimates at 30%, 60% and 90% Construction Documents, unless otherwise directed. Each formal estimate will include an analysis of all costs including contingencies and direct costs of the work; a complete review and report of current market conditions detailing inflationary pressures and resource availability; and a complete list of vendors and trade contractors who have been contacted and will compete for trade

bid packages. Our team will reconcile all cost estimates with the previous cost estimate for analysis and trends. Skanska will develop and review the program estimate and compare the estimate to Skanska's database of costs, and develop a cost model identifying deviations from current market conditions. These deviations and initial observations will be jointly discussed with team members and appropriate action will be undertaken to reconcile the program and budget.



f) Value Engineering and materials substitution/selection

Benefits of the Skanska VE Approach Skanska uses internationally recognized systems and procedures for value engineering that focus on performing "Functional Analysis" on critical systems and building components, with the overall objective to improve the project's value. We work with owners, architects, engineers, subcontractors and vendors to optimize operational performance, lower life cycle costs and increase overall cost effectiveness through "value enhanced" planning, design review, constructability review and operational performance review. The purpose is to creatively explore practical, insightful and new ideas to achieve the best value for the owner. It is a forum for decision-making, which fosters cooperation and discussions leading to the formation of a team consensus which is then documented as recommendations for implementation by the design team.

For the Los Olas project, our value engineering objective will be to collaborate with the design team and City to maximize aesthetic and functional enhancements without compromising the structural or operational integrity of building and infrastructure systems. For example, we will carefully balance the need to provide an efficient parking garage with the need to provide park elements that will be enjoyed by visitors and local residents every day. At the City's request, we are positioned to help the City explore alternative sources of funding for the parking garage so that the City's funds can be used to maximize streetscape and park enhancements.



g) Scheduling, scheduling software, Project critical path, and Project construction durations.

Our scheduling techniques Skanska looks at scheduling control and updates during the project as tool of anticipation, not documentation. Anyone can monitor and track the progress of a project. Skanska's expertise allows for the schedule updates that anticipate complications and provide early warnings rather than identify problems that require work around programs.

Skanska looks at scheduling control and updates during the project as tool of anticipation, not documentation.

Prepared with Primavera P6 scheduling software, our schedule will incorporate the procurement strategy, long lead purchasing program, as well as local and SBE participation goals. In general the schedule is microcosm of the entire project and a tool to monitor the progress of the job. The schedule will also incorporate all project changes and impacts so that all team members have the full knowledge of the project at their fingertips.

Our schedule updates allow for “real-time” decision making and tracking to ensure the project is on schedule. Skanska performs a rolling look-ahead Critical Path schedule, updated weekly which focuses on not only the Critical Path items but all activities planned onsite. This Critical Path schedule is derived from the master schedule, but detailed for daily activities. It is coordinated with the Skanska staff and the subcontract workforce weekly. The benefit of this two-week look-ahead schedule is to study the upcoming activities in detail and ensure that all trades are coordinated and all required material/equipment are on site.

Additionally, Skanska also has the ability to produce schedules in sub projects, by area, by building, and by critical path activities. Furthermore, our schedule updates can provide for “anytime” reporting on current and projected cash positions. The schedule updates are a valuable management tool for the project to meet or exceed the project parameters.

Critical Path and Schedule Durations

Based on information currently available, we anticipate an overall project schedule of approximately 16 to 18 months. Further, we assume that to maximize budget and schedule efficiency, the City will elect to construct one parking garage only. The parking garage and any facility constructed in Area 4 will represent the project’s critical path.

Our project team will work diligently with the City of Fort Lauderdale, EDSA and permitting agencies to facilitate and deliver a fully integrated project schedule. We firmly believe the most beneficial approach for this project is to work simultaneously in all areas to minimize construction duration therefore less disruptions to your visitors, residents and local business. Ultimately, this approach will save money in time and general conditions on your project. We will work together with the entire project team to develop a permitting strategy to accomplish this goal.

First and foremost, we will build our master schedule, permitting strategy and GMP approach to provide flexibility in the event the permitting process is delayed in any of the project areas. The project schedule will be developed jointly with EDSA and all City Stakeholders to ensure the design development process supports our construction procurement and permitting sequencing as well as to guarantee the GMP strategy is properly coordinated. This strategy will allow us to develop a total project approach focused on isolating various project components and ensure adjustment can be made in the event of a permit delay. The cost model and the ability to develop multiple GMP’s will provide the flexibility necessary to immediately work in those areas where permitting is obtained. The tracking and monitoring each project component separately will optimize the project’s cost and schedule without incurring in unnecessary delays and cost overruns. We are familiar with the local agencies and permit requirements related to this project and will develop and monitor all potential schedule scenarios during the progress of design and permitting so Team adjustments can be made and effective decision making can be implemented.



h) Separating each project into discrete GMP packages within the Project total GMP, and allocation of General Conditions, Profit, Overhead and insurance requirements.

GMP Clarity = Skanska’s Approach Skanska’s philosophy of bringing cost certainty to the project starts with development of the procurement plan and the baseline cost control estimate; in other words

we start the GMP process on Day One capturing the program intent, purpose and performance of the building and “bridging” design to date to that final intent at all deliverables throughout the process. Preparing the GMP is an open book process. Our GMP is accompanied by a narrative that lists all assumptions we have made and allowances included for work or equipment that may be outside of our control. We also state clearly what is not included in the GMP.

Frequently, we are required to develop an early GMP before construction documents are complete. Skanska approaches an early GMP through a two-step approach. First, we prepare a detailed estimate of all line items of work and combine them into discrete GMP packages according to the major elements of the project. It is important to note that we internally estimate all line items of work, even if we are accepting subcontractor input. We are committed to being responsible for cost and scope of our estimates, and do not delegate this responsibility to subcontractors. Secondly, we prepare a detailed scope narrative that becomes part of our GMP proposal.

Preparation of the GMP will be an open book process based on a set of contract documents. The GMP will incorporate all system quantities, unit and assembly costs, trade contractor and vendor input, the results of the overall preconstruction process as related to the “innovation studios,” be accompanied by a complete narrative outlining the basis of the GMP and capture the project intent as understood all stakeholders. The GMP may be proposed and submitted as a single GMP amendment or phased amendments depending on the work plan of the team and what suits the project needs.



i) Site construction sequencing and contingency planning if one or more of the projects requires extended regulatory approval(s).

Site Sequencing & Contingency Planning Our project team will work diligently with the City of Fort Lauderdale, EDSA and permitting agencies to facilitate and deliver a fully integrated project schedule. We firmly believe the most beneficial approach for this project is to work simultaneously in all areas to minimize construction duration therefore less disruptions to your visitors, residents and local business. Ultimately, this approach will save money in time and general conditions on your project. We will work together with the entire project team to develop a permitting strategy to accomplish this goal.

First and foremost, we will build our master schedule, permitting strategy and GMP approach to provide flexibility in the event the permitting process is delayed in any of the project areas. The project schedule will be developed jointly with EDSA and all City Stakeholders to ensure the design development process supports our construction procurement and permitting sequencing as well as to guarantee the GMP strategy is properly coordinated. This strategy will allow us to develop a total project approach focused on isolating various project components and ensure adjustment can be made in the event of a permit delay. The cost model and the ability to develop multiple GMP's will provide the flexibility necessary to immediately work in those areas where permitting is obtained. The tracking and monitoring each project component separately will optimize the project's cost and schedule without incurring in unnecessary delays and cost overruns. We are familiar with the local agencies and permit requirements related to this project and will develop and monitor all potential schedule scenarios during the progress of design and permitting so Team adjustments can be made and effective decision making can be implemented. Particularly related to the various components of the project, we see opportunities to coordinate design packages and to independently process permits for the Intracoastal lots and channel square areas separately from the street renovation work for Las Olas boulevard and the Oceanfront plaza. This would allow independent GMP packaging for proper monitoring in case permitting for any components is delayed.

To minimize impact on local residents and businesses, we recommend that all permits be secured prior to beginning construction on any project component. This approach will eliminate the possibility of construction being halted due to a delayed approval, which would prolong construction-related inconveniences to those living, working and visiting in the Los Olas area. As discussed previously, we will assist the design team as appropriate during preconstruction in responding to questions and comments from permitting/governing agencies in a way that expedites the permitting/regulatory approval process. Our construction sequencing strategy is further addressed in the following section.



j) Project mobilization plan

Project Mobilization Plan After careful analysis of all available project information, we have developed a preliminary construction strategy that minimizes impact on local residents and businesses while maximizing available project funding. After all permits/regulatory approvals are obtained, we will mobilize to the project site, fencing in areas 3, 4, 5 and the portion of 2 that will serve as the footprint of the parking garage. The South Intracoastal Lot (Area 1) and the north side of the North Intracoastal Lot (Area 2) will remain available for surface parking.

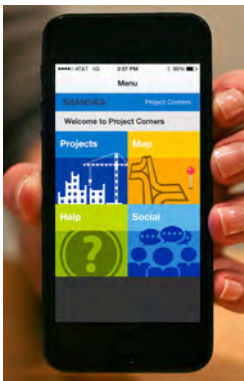
We will begin work on the parking garage simultaneously with sidewalk and street enhancements. We anticipate that completion of underground utilities, streetscapes, sidewalks, hardscapes and landscaping in areas 3, 4 and 5 will take approximately six months. We will work from east to west, turning public areas back over to the City as they are completed.

Throughout construction, we will implement a number of measures designed to minimize impact on area residents and businesses. We will install aesthetically pleasing construction fencing that can be used to advertise the City of Ft. Lauderdale's renaissance. We will utilize portions of the fence for our Sidewalk Superintendent program, which provides passers-by with up-to-date project information, and will provide ample signage to direct pedestrians around construction zones.



Sidewalk Superintendent

We also plan to utilize our proprietary Project Corners App to communicate high level project information and construction activities to residents, local businesses and visitors. Project Corners allows us to relay information quickly and easily, which is vital on projects where community members and others are affected by construction activities. Construction updates on the app include project alerts, milestones, news and photos.



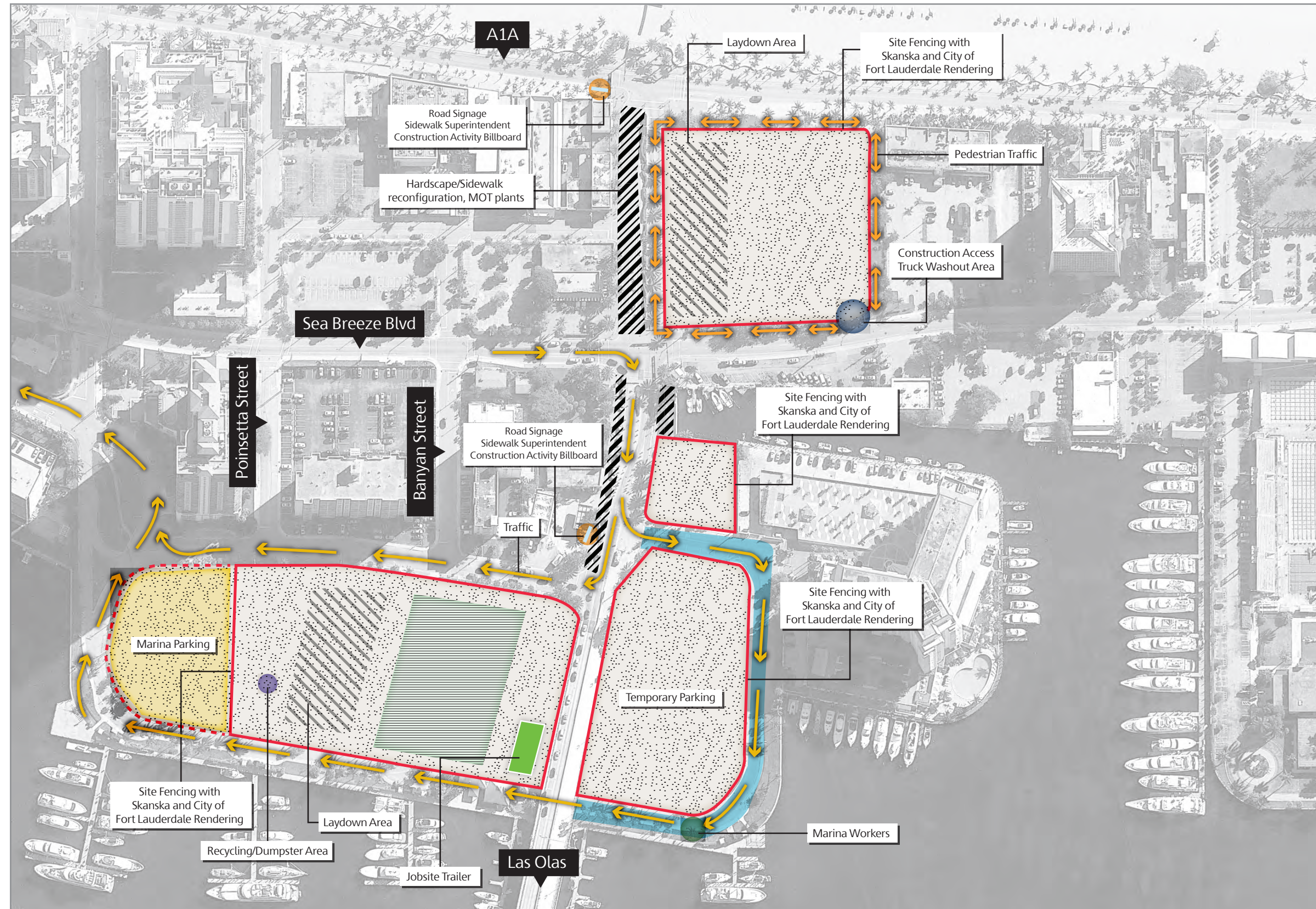
Project Corners App

As we have on many other projects, our onsite team will coordinate with the City on the many major events, including the Air & Space Show, Los Olas Art Festival, Boat Show, etc., that are hosted throughout the year. We will provide a superintendent and laborer onsite to assist the City during weekend events.

At this point, we anticipate manpower to peak at 150 to 200 workers, with six onsite management personnel. We propose setting up our office area under the existing pedestrian bridge to minimize its visibility.

Our mobilization plan is depicted on the following site diagram.

Our Project Mobilization Plan





k) Subcontractor pre-qualification and selection

Subcontractor Pre-qualification and Selection Our teams have a proven and effective process to thoroughly prequalify subcontractors and vendors. Through our successful project experiences, we have developed a database of hundreds of prequalified subcontractors throughout the State who have a proven track record for performance. Our approach is to rapidly initiate a prequalification effort that identifies the highest quality crafts people, subcontractors and suppliers available in the market to perform this specific type of work for the Las Olas Improvement project. Our prequalification process, developed to minimize the risk on your investment, includes the following:

Step 1 - Prequalification Form. Potential bidders submit prior healthcare experience, bonding capacity, litigation history, current backlog, EMR, size of labor force and current financial information.

Step 2 - Pre-qualification Review. Submissions are reviewed by both our preconstruction and operations staff.

Step 3 - Financial Review. Financials are compared to industry standards and verified through independent sources.

Step 4 - Owner Review. If all of prequalification criteria is met, the potential bidder will be submitted for approval.

Through our subcontractor selection process and project management approach, we have been highly successful in including only the best subcontractors and vendors on our projects.



l) Preparation & use of Scoping Packages for subcontractor bids

Bid Phase - Working with Subcontractors to Establish Sound Numbers

To assist in the preparation of final estimates and to ensure we are able to accurately review subcontractor bids, we will perform our own internal estimate for each scope of work. Resources we will use to perform internal estimates include: Revit, On-Screen Takeoff Software, our extensive historical cost database, and our knowledge of site conditions. We will work closely with subcontractors to answer their questions and clarify bid packages as necessary, save addenda as needed.

Once we have received the subcontractor bids, we will thoroughly review and analyze each one to make sure all scopes are covered. During our review, we will use our in-house estimates to check subcontractor numbers and scopes. Should we identify any scope gaps, we can then “fill in” the gaps with in-house numbers to establish “apples-to-apples” comparisons among bids.

Furthermore, we regularly bring selected key subcontractors on board very early in the project, following our owner’s contract requirements for securing these subcontractor services, to optimize the constructability process, volume pricing and to reduce any element of uncertainty in the likely final cost.



m) Subcontractor bidding for GMP purposes, including whether subcontractor bids will be firm, soft or a combination at final GMP pricing.

Bidding for GMP We regularly negotiate with our clients to deliver GMP packages at whatever intervals suit their specific needs. Depending on the terms of the Agreement, we would be willing to enter into a GMP

arrangement with firm or soft bids, depending on the nature of the contingency built into the project. Utilizing our in-house estimating capabilities and subcontractor relationships in the Fort Lauderdale area we regularly develop comprehensive costs for scopes of work that are not based on 100% complete drawings. If necessary for the City of Fort Lauderdale, we could also prepare a complete GMP package based primarily on hard subcontractor bids and go to Contract. **The bottom line is this: Skanska will work with you to customize the manner in which the GMP is prepared to meet the needs of City of Fort Lauderdale and provide the best solution for the project.**



n) Community Outreach Plan

Community Outreach Plan Having worked on many urban projects located within or adjacent to sensitive community settings, we understand the importance of maintaining good relationships with our civic neighbors to ensure the project stays on course and is delivered to the satisfaction of all parties. Some of the programs we've put into practice with success are described below:

- Coordinate and fully support whatever Neighborhood Advisory Council is in place, to keep any neighborhood residents, retail merchants and/or restaurants advised of the project progress and respond quickly to any comments or issues they may have due to construction activities.
- Keep the streets clean, dust contained and reserve street parking for any affected customers and visitors.
- Keep all construction traffic as contained as possible
- Coordinate construction activities with special neighborhood/community events
- Keep sound levels within the limits set forth by the City of Fort Lauderdale noise ordinances.
- Have a construction management attitude and consideration for the surrounding areas that the construction of this project is a non-event and for the neighborhoods and merchants and they actually do not know it is under construction.



Sound level monitoring device

To ensure that we remain vigilant to the community noise levels, we are proposing to hire a third party consultant to install sound level monitor devices (*photo to the left*) throughout the community. This technique was utilized during multiple past projects and resulted in no residential complaints. We understand the importance of this issue and will implement the proper procedures to ensure the residents of this community stay informed with minimal construction disruption.

More information on our Community Outreach Plan for this project is provided in Section 12.



We customize each package to meet your goals, whether it be breaking out smaller scopes to encourage local and/or SBE involvement or dividing all scopes into two large packages to utilize multiple subcontractors simultaneously to meet challenging schedule demands.



o) Approach and procedures for achieving sales tax savings through an Owner Direct Purchasing Program

Owner's Direct Purchase of Materials

Skanska has a significant amount of experience managing the Sales Tax Exemption process for our clients. Our program is commonly referred to as the Owner Direct Purchase (ODP) program, and has saved our clients millions of dollars in sales tax over the past several years alone. The Skanska ODP program has a proven track record of success, and requires very little effort on the part of our clients to be effective. The entire process is performed electronically with hard copy back-up for record purposes.

We manage and track this program entirely for the Owner to make sure all subcontractor/vendor invoices are billed correctly and the Owner pays only for those materials that have actually been delivered to the jobsite.

Skanska's approach to the ODP program is briefly explained below:

Phase 1 – Establish the Owner Purchase Order (OPO) Value

All subcontractors and vendors that meet the criteria for the ODP program are required to participate in the program. Skanska holds training classes that educate and inform our subcontractors on the process and advantageous benefits involved with participating in the program. We guide our subcontractors throughout the entire process, pointing out the money saving benefits of allowing the Owner to finance the material portions of their contract. Therefore, the higher the subcontractor is understanding and participation, the greater the sales tax savings for our Owner.

As soon as Skanska awards a subcontractor with a scope of work, an electronic version of the Skanska ODP program including all policies, forms, procedures and a copy of the Owner's tax exempt certificate are made a part of the subcontractors' binding agreement with us.

Skanska establishes a targeted value for all intended direct material purchases by having each subcontractor submit an itemized list of all their vendors setup information and direct material purchase values. This list will indicate the materials to be used, an estimated direct purchase amount for each vendor, estimated sales tax savings and estimated date material is needed. This list will be sent to the Owner for review and verification that all vendors are on their approved vendor list and properly set up in their system.

Phase 2 – Processing the OPO

Once vendors are setup in the system, they will submit an original quote for the materials to be purchased. This quote will be made out directly to the Owner and will not include sales tax. Quotes are to include description, item no., quantity, unit of measure, unit price and total cost.

Subcontractors will verify their vendor quotes, fill out the necessary ODP Order Form and send all signed and approved information to Skanska for approval. Once Skanska reviews and approves the ODP order forms, we prepare a tracking log to document the potential tax savings to the Owner and forward this information to the Owner's Purchasing Department for processing.

The Owner issues an ODP and sends an original directly to the vendor. Both Skanska and the subcontractor will retain copies for record purposes only. It now becomes the responsibility of the subcontractor to track the purchase and coordinate the delivery and acceptance of the material as if he had placed the order himself.

Phase 3 – Invoicing and Payment

Vendor invoices are submitted to the subcontractor for approval and should list the Owner's name and address. Afterwards, Skanska will verify delivery of the materials to the jobsite and the billing on the invoices will be checked for accuracy.

Skanska will log each verified invoice in our system and generate a tracking log for payment. Approved vendor invoices along with a Skanska tracking log are sent to the Owner for payment. The Owner pays the vendor directly.

Phase 4 – Change Order and Payment Verification and Reconciliation

One of the final steps in the process is the monthly ODP reconciliation. All vendor purchase orders and Owner payments are reconciled and recorded on our tracking log that is attached to the month end Owner billing. This log will record all invoicing, sales tax savings and payment activity to date. Skanska will send a deductive change order to all the subcontractors who have vendors in this ODP program, deducting any vendor invoices, plus sales tax. These deductive change orders can be done on a monthly basis or at the end of the project.

Using Skanska's proven method of managing the ODP program will maximize the Owner's Sales Tax Savings. Our program has saved Owner's millions of dollars in sales tax savings on numerous projects in the South Florida area



Meet your Owner Direct Purchases Manager...

Sheila Williams

Sheila is experienced in managing the Owner Direct Purchase program. She has over 12 years of continues ODP experience in the local market. She is ready to partner with the City of Fort Lauderdale in maximizing tax savings on this project.

We have managed millions of dollars in Owner Direct Purchases (ODP) for public clients. Some examples of ODP in completed projects include:



School Board of Broward County, Heron Heights Elementary School
\$3,500,000 in ODP
\$289,000 in tax savings



Miami Dade Public Schools, Miami Central Phase I, II, III
\$5,825,000 in ODP
\$641,800 in tax savings



Baptist Health, Homestead Hospital
\$17,576,267 in ODP
\$1,060,385 in tax savings



p) Completion of a Project Management Plan prior to acceptance of the GMP, including, but not limited to: Cost controls and reporting, Schedule controls and reporting, Staffing, Owner Direct Purchase Program, Quality Control and Safety, Small Business Enterprise Utilization

Monthly Reporting Communications plays a vital role on complex projects such as this. Throughout all phases of the project, the project team will be kept informed of the progress, issues that need to be resolved, and general status of various project control processes. We've included a sample Table of Contents from a prior Monthly Report on the following page. **Our primary reporting techniques include:**

- Meeting minutes for all design phase and construction phase meetings will be distributed to all team members
- Budget, value engineering, and constructability reports will be developed and circulated to team members at the completion of each major design phase
- HUB participation reports to identify potential trade contractors prior to distribution of bid package and after bid's have been received
- Trade contractor pre-qualification reports to inform

the City of Miami of those contractors interested in and qualified to participate


- Superintendent daily logs during construction to document activity on site and unusual conditions encountered
- Weekly job site coordination meeting minutes
- Monthly report to document the status of project schedule, project cost, change order logs, request for information logs, submittal management logs, and progress photos

Sample table of contents of a Monthly Project Status Report

Patricia and Philip Frost Museum of Science
Monthly Progress Report

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Part 2. Construction:

In narrative and tabular format as appropriate, describe your firm's approach to:



- a. The bid process and procedures to be employed with subcontractors to finalize the GMP

Assembling the Guaranteed Maximum Price (GMP)

Transparency and cost certainty are key to successfully developing a GMP. As your partner, our approach to assembling the GMP will be completely open-book to ensure that we are meeting the project's overall goals. Led by Brian Coakley, our preconstruction team will work with all parties to establish the GMP. To help illustrate our specific approach to establishing the GMP on this project, we have broken **the process into three distinct phases**, as described below:

1. Pre-Bid Phase - Laying the Groundwork to Provide the Best Value

We will work with the City to establish a process for soliciting bids from subcontractors. The two options available are:


- Administer a prequalification process before putting the project out to bid. The advantage of this approach is that we ensure we only consider bids from subs with the relevant experience and the resources in place to successfully complete the work.
- Implement an open bidding process. This approach results in the receipt of more, and often lower bids. However, many bidders will lack the essential experience of working on projects such as this one. Skanska's role will then be to vet the low bids to ensure that all of the scope is covered, and that the bidder is capable of completing the work. We can also work with the subcontractor community to tailor scopes to fit the skill sets and capacities of local subs and minority- and woman-owned businesses.

We will engage the subcontractor marketplace to ensure we receive competitive pricing from the best, most qualified subs. We will: Post plans and specifications to the Builders Exchange site and free internet service call iSqFt, advertise in the Dodge and minority directed publications, and reach out directly to subcontractors we have worked with on previous projects.

Additionally, we will prepare complete and comprehensive bid documents for our subcontractors with the goal of reducing risks to the project and lowering final costs. We will accomplish this by: Filling in any gaps missing from the design documents, providing detailed explanations of the work packages, including a detailed project schedule, providing project-specific procedures and safety practices, and describing, in detail, logistical issues and required mitigation measures.

2. Bid Phase - Working with Subcontractors to Establish Sound Numbers

To assist in the preparation of final estimates and to ensure we are able to accurately review subcontractor bids, we will perform our own internal estimate for each scope of work. Resources we will use to perform internal estimates include: Revit, On-Screen Takeoff software, our extensive Historical Cost database, and knowledge of



We will work closely with local subcontractors and SBE's to answer their questions and clarify bid package as needed.

site conditions. In addition, we will work closely with subcontractors to answer their questions and clarify bid packages as necessary, save addenda as needed.

3. Post-Bid Phase - Finalizing the GMP

Once we have received the bids, we will thoroughly review and analyze each bid to make sure all scopes are covered. During our review, we will use our in-house estimates to check subcontractor numbers and scopes. Should we identify any scope gaps, we can then “fill in” the gaps with in-house numbers to establish “apples-to-apples” comparisons among bids.

As a function of our collaborative, transparent approach, we will share the subcontractor bid analyses with the team. This approach will help our team:

- Meet owner expectations and find the best balance between well established companies and emerging local, minority- and woman owned businesses
- Provide transparency regarding any additions/allowances covering scope gaps in the GMP
- Review the numbers to make sure as much value is added to the project as possible.

When all the bids have been reviewed and the “best value” bids identified, we will incorporate each bid into the GMP. Finally, we will submit the complete GMP package which will include, at a minimum: Basis of Proposal, detailed trade cost breakdown, project schedule, assumptions and clarifications, and an updated document list. Once all parties have had a chance to review the submittal, we will hold a series of meetings for the project team to review the GMP together and make any necessary adjustments.

GMP Allowances

Our goal is to accurately define all project scopes of work during preconstruction so that GMP allowances are not required. This goal is dependant on the City, the design team and Skanska working together to identify all aspects of the project, so that accurate budgeting can occur. Under certain circumstances where a specific scope of work has not yet been identified, an allowance will be utilized as a placeholder in the GMP.

Allowance values should be determined by the team to ensure that each prudently covers the anticipated cost of the yet-to-be-defined scope of work. Allowance values should be inclusive of all direct and indirect construction costs to ensure their adequacy. Once the scope of work associated with each allowance is defined, the allowance will be reconciled against the estimated cost of work. Any costs in excess of the specified allowance would be dealt with as an increase to the GMP. Likewise, if the estimated cost falls below the allowance value, the resultant savings will be returned to the City.

Contingencies

We recommend the following contingency approach to manage unknown costs during the final design and planning phases, and into construction. This approach is indicative of an integrated project delivery. Each contingency will be managed and agreed to collaboratively by the City and Skanska. Ultimately, the project team must decide which contingencies, and the associated values, provide the best approach to managing the unknown costs associated with the project.

- **Construction Contingency** - used to fund items such as, but not limited to: schedule recovery costs associated with weather and other causes of delay that are not otherwise compensable; coordination issues between the various scopes of work; selective overtime; etc.

- **Design Team Project Contingency (DTPC)** - used to fund items such as, but not limited to: errors or omissions in the design documents; changes in design or materials during construction that are not requested by the City; minor scope completion and design refinements, etc.
- **Owner Contingency** - used to fund items such as, but not limited to: owner directed scope changes; programming changes; acceleration of the project schedule; unknown physical conditions of the site; etc.

As the project progresses, the value of held contingencies should be reviewed, and if prudent, portions of the savings released back to the City, as agreed in the contract.



b. Monthly reporting and client approvals in changes in Schedule and Costs

Regular, Continuous Reporting

Our reporting structure is best described as organized, open and inclusive. In addition to the less formal communication that goes on, a daily basis in the field via face-to-face conversations, email. Our team conducts more formal monthly Owner Architect Construction Manager (OAC) meetings and suggests holding weekly project meetings with key team members. The weekly meeting deals with more definite issues while also keeping an eye on the bigger issues tracked during the monthly OAC meeting.



Typical OAC Meeting Environment

Agenda topics will be tailored specifically for the Las Olas Improvements project so that key issues can be discussed, tracked and resolved in an open forum. We firmly believe the open and constant communication plays a significant role in realizing quality, maintaining schedule and budget, while facilitating partnering throughout the course of a project.

Monthly Reporting of the Schedule

After the Baseline Schedule is signed off by each major subcontractor and approved by the Owner, monthly progress updates will be issued. Each month the schedule will be updated including a narrative for overall project status. The monthly update will include graphical and tabular reports. All aspects of the schedule specifications will be incorporated into the updates.

Scope Changes

Our philosophy concerning changes in scope is to provide the City with notification of potential issues as soon as possible. We strongly recommend the implementation of weekly Cost Issue meetings throughout the entire construction phase of the project. At these meetings, Skanska will provide notification to the City of any cost issues that have occurred in the previous week. Our goal is to deal with these issues as quickly as possible so that any potential cost impacts can be mitigated. We also recommend a collaborative approach in reviewing all cost issues and in deciding how such issues are funded. Early notification and collaborative decision making will help to eliminate cost surprises on the project.



c. Adjustment in the Schedule, construction sequencing and the GMP if one or more of the projects is delayed due to regulatory approvals.

Again, we recommend that construction not begin until all regulatory approvals have been obtained.



d. Preparation and approvals of shop drawings

Shop Drawing Process Skanska will employ a collaborative team submittal review and approval process to ensure that the materials, equipment, and building systems to be incorporated into the project correspond to the requirements of the contract documents. The timely, careful review of submittals by the Project Team is the first step in avoiding delays and any re-work during the construction phase. To ensure compliance with the construction documents, our team will take the following steps starting in preconstruction and continuing through completion of the project:

Preconstruction	
Process	Benefit to the City of Fort Lauderdale
Plan flip with Team to review the design, develop the submittal schedule and incorporate owner/vendor requirements	Understand project requirements, design intent and ensure that the materials, equipment and building systems incorporated into the project correspond to the expectations of the project team and subcontractor scopes of work
Construction	
Crosscheck submittals against plans and specifications with subcontractors and interfacing trades prior to submission to the Design Team	Flushes out any discrepancies in the submittal package, validates compliance, addresses any constructability issues thereby eliminating multiple submittal reviews and future RFI's
Collaborative inspection of all major material and equipment deliveries	Validates conformance to contract documents and approved submittals, early identification of damage or defects
Mock-up installation inspections and benchmarking	Communicate the expected level of quality, validates compliance and reduces deficiencies through early identification and correction
Vigilant field auditing and nonconformance tracking	Field supervision will work closely with project engineers to ensure that product does not get delivered or installed on the site that has not been submitted, approved or not in conformance with the project requirements
Pre-installation meetings, samples and mock-ups	Constant reference back to the approved submittals and quality standards will ensure that quality levels do not drift from the requirements and expectations

Our team will deliver a quality project by insuring there are no equipment or material substitutions whatsoever unless Owner requested and the design requirements and intent are communicated, procured, and delivered through this continuous submittal review process.

Benefit to the City:

There will be no substitutions unless requested by the City of Fort Lauderdale.



e. Establishing a Schedule of Values (SOV), e.g. and monthly Pay Applications

SOV and Monthly Pay Applications Establishing the Schedule of Values (SOV) and monthly Pay Applications is a customized process that is built around our clients' requirements and reporting needs. Our teams are flexible and will can tailor the information to suit your reporting needs, documentation requirements and level of detail. Typically, the exact format of the SOV and the Pay Applications is spelled out in the Contract Agreement, and is approved at the time of contract signing. At the very onset of the project, the team will host a project kick-off meeting in which the members will review the exact information and format required by contract for the Schedule of Values and the Monthly Pay Applications. Any questions or procedural concerns (administrative items) will be thoroughly addressed. Our primary responsibility is for our clients needs to be met. Our goal is to have our Monthly Pay Applications be processed with minimal interruptions - therefore its a key item that we strive to make as clear and as easy as possible for the entire team.



f. Coordinating Architect/Engineer of Record site visits and other Inspections

Coordinating A/E visits and other inspections Our approach, as Construction Managers, is a collaborative one. We welcome site visits by Design Teams and their Engineers and use these visits as a means to work together towards a common goal of providing our clients with the highest possible quality project. To that end, we encourage our Architects to walk the jobsite at each weekly OAC meeting and review the work-in-place. Generally, the Architects will either complete a Field Inspection Report (or they will submit a list of comments to us on their form) and the items will be noted in the Meeting Minutes that are distributed to the team. At each OAC meeting, those field inspection items will be discussed, strategy agreed upon and action taken.

We welcome site visits by Design Teams and their Engineers and use these visits as a means to work together towards a common goal of providing our clients with the highest possible quality project.

Similarly, any comments from site visits by the Engineering Team are noted and tracked. Visits from Engineers are usually coordinated in conjunction with major project milestones such as any type of cover-up (ceiling grid, drywall, etc.), dry-in (roofing completion), topping out of structural systems, etc. The project team will provide the engineers with as much advanced notice as possible and no less than one week prior to the requested inspection. Other inspections, such as Threshold, are typically tracked on the third-party required forms, and our teams are highly experienced with completing the necessary information and tracking items so that they do not impact the critical path schedule.



Chuck Jablon with architect Santiago Calatrava, during a site visit at the Florida Polytechnic project

g. Code inspections, Substantial Completion punch list

Punchlist Process and Activities During the close-out and turnover phases of the project, Skanska will document, control and manage the punch list process. Punch list items can be easily entered into the system, responsibility assigned to the appropriate subcontractor, and the planned and actual completion dates for each item can be tracked. Completion of punch list items will be planned, coordinated and scheduled with the various subcontractors. The completion date for each punch list item will be documented after it has been verified in the field. Any items, added

to the list either by the Architect and Engineering Team or items added through Code Inspections will be completed in a timely and quality manner so as not to impact the final completion dates of the project.

Furthermore, our team will coordinate the receipt, review, assembly, and distribution of all operation and maintenance manuals; the distribution of all warranties and guarantees; implementing the training of the owner's operating personnel; and distribution of other required record documents including the as-built drawings.

11. Financial Capacity



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Provide documentation of your firm's financial stability and sufficient financial capability to complete a project of this scope, as follow:

- a) Bonding. Provide a notarized statement from a surety insurer (approved by the Florida Department of Insurance) and authorized to issue bonds in the State of Florida, which states that your current total and single project bonding capacity is sufficient for the magnitude of this project. What is the maximum amount of your bonding capacity? Provide the current A.M. Best financial rating of your surety company. NOTE: The notarized statement must be from the surety company, not an agent or broker.

- b) Ownership. Provide information on the form of ownership, principal owners, and length of ownership; if there are any pending changes to the company's ownership, identify the nature of these changes.

Our responses to both items are provided on the following pages.

Bonding. Provide a notarized statement from a surety insurer (approved by the Florida Department of Insurance) and authorized to issue bonds in the State of Florida, which states that your current total and single project bonding capacity is sufficient for the magnitude of this project. What is the maximum amount of your bonding capacity? Provide the current A.M. Best financial rating of your surety company. NOTE: The notarized statement must be from the surety company, not an agent or broker.

Please refer to our Bonding Reference Letter provided below:

ZURICH AMERICAN INSURANCE COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY

January 30, 2015

City of Fort Lauderdale
Procurement Services Division
Fort Lauderdale City hall
100 N. Andrews Avenue, 6th Floor
Fort Lauderdale, FL 33301
Attn: James T. Hemphill

RE: Request for Qualifications
RFQ #255-11497
Construction Management at Risk- Las Olas Improvements

Dear Mr. Hemphill:

At the present time, we are pleased to consider bonds for Skanska USA, Inc. and its subsidiaries with an aggregate program of \$7.5 Billion. Skanska USA Building Inc has accessibility to all or part of the bond line provided to Skanska USA, Inc. with consideration given to single projects up to \$350 Million.

Skanska USA Building Inc enjoys a well-deserved reputation for excellence and they make the commitment to deliver a product within the terms of the contract. Skanska USA Building Inc is financially strong and technically qualified to complete projects they entertain having successfully undertaken many similar projects.

At the present time Zurich American Insurance Company/Fidelity and Deposit Company of Maryland, Federal Insurance Company, Liberty Mutual Insurance Company and The Continental Insurance Company are in a position to consider projects as referenced above. If Skanska USA Building Inc. is awarded a contract for the referenced project and requests that we provide the necessary Performance and/or Payment Bonds, the named Sureties will be prepared to execute the bonds subject to our acceptable review of the final contract terms and conditions, bond forms, appropriate contract funding and any other underwriting considerations at the time of the request. Please note that any arrangement for surety bonds is a matter strictly between the Contractor and the co-sureties, and the sureties assume no liability to third parties or to you by issuance of the letter

Bonding Reference Letter (continued)


The Zurich American Insurance Company/The Fidelity and Deposit Company of Maryland has an A.M. Best Rating of A+ and a US treasury listing of \$711,680,000/\$14,670,000, Federal Insurance Company has an A.M. Best Rating of A++ and a US treasury listing of \$1,339,576,000, Liberty Mutual Insurance Company has an A.M. Best Rating of A and a US treasury listing of \$1,250,943,000 and The Continental Insurance Company has an A.M. Rating of A and a US treasury listing of \$136,686,000.

If we can provide any further assurance or assistance, please do not hesitate to call me at 516-396-4291.

Signed, Sealed and dated this 30th day of January, 2015

Very truly yours,

ZURICH AMERICAN INSURANCE COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
FEDERAL INSURANCE COMPANY
LIBERTY MUTUAL INSURANCE COMPANY
THE CONTINENTAL INSURANCE COMPANY

By: 

Claudette Alexander Hunt, Attorney-In-Fact

Bonding Reference Letter (continued)

ZURICH AMERICAN INSURANCE COMPANY

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the ZURICH AMERICAN INSURANCE COMPANY, a corporation created by and existing under the laws of the State of New York does hereby nominate, constitute and appoint **Claudette Alexander HUNT, Caroline K. LAMARRE and Joseph M. PIETRANGELO, all of Miami, Florida, EACH** its true and lawful Attorneys-In-Fact with power and authority hereby conferred to sign, seal, and execute in its behalf, during the period beginning with the date of issuance of this power, : **any and all bonds and undertakings, recognizances or other written obligations in the nature thereof, and to bind ZURICH AMERICAN INSURANCE COMPANY** thereby, and all of the acts of said Attorney[s]-in-Fact pursuant to these presents are hereby ratified and confirmed. This Power of Attorney is made and executed pursuant to and by the authority of the following By-Law duly adopted by the Board of Directors of the Company which By-Law has not been amended or rescinded.

Article VI, Section 5. "...The President or a Vice President in a written instrument attested by a Secretary or an Assistant Secretary may appoint any person Attorney-In-Fact with authority to execute surety bonds on behalf of the Company and other formal underwriting contracts in reference thereto and reinsurance agreements relating to individual policies and bonds of all kinds and attach the corporate seal. Any such officers may revoke the powers granted to any Attorney-In-Fact."

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY by unanimous consent in lieu of a special meeting dated December 15, 1998

" RESOLVED, that the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile on any Power of Attorney pursuant to Article VI, Section 5 of the By-Laws, and the signature of a Secretary or an Assistant Secretary and the seal of the Company may be affixed by facsimile to any certificate of any such power. Any such power or any certificate thereof with such facsimile signature and seal shall be valid and binding on the Company. Furthermore, such power so executed, sealed and certified by certificate so executed and sealed shall, with respect to any bond or undertaking to which it is attached, shall continue to be valid and binding on the Company."

IN WITNESS WHEREOF, the ZURICH AMERICAN INSURANCE COMPANY has caused these presents to be executed in its name and on its behalf and its Corporate Seal to be hereunto affixed and attested by its officers thereunto duly authorized, this **20th day of December, A.D. 2011**. This power of attorney revokes that issued on behalf of Claudette ALEXANDER, Caroline K. LAMARRE, Joseph M. PIETRANGELO, dated September 2, 2010.



ZURICH AMERICAN INSURANCE COMPANY

STATE OF MARYLAND
CITY OF BALTIMORE

ss: *Gerald F. Haley* Secretary *Frank E. Martin Jr.* Vice President

On the 20th day of December, A.D. 2011, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came the above named Vice President and Secretary of ZURICH AMERICAN INSURANCE COMPANY, to me personally known to be the individuals and officers described in and who executed the preceding instrument and they each acknowledged the execution of the same and being by me duly sworn, they severally and each for himself deposed and said that they respectively hold the offices in said Corporation as indicated, that the Seal affixed to the preceding instrument is the Corporate Seal of said Corporation, and that the said Corporate Seal, and their respective signature as such officers, were duly affixed and subscribed to the said instrument pursuant to all due corporate authorization.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above.



Constancel A. Duma
Notary Public My Commission Expires: July 14, 2015

This Power of Attorney limits the acts of those named therein to the bonds and undertaking specifically named therein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

CERTIFICATE

I, the undersigned, a Secretary of the ZURICH AMERICAN INSURANCE COMPANY, do hereby certify that the foregoing Power of Attorney is still in full force and effect, and further certify that Article VI, Section 5 of the By-Laws of the Company and the Resolution of the Board of Directors set forth in said Power of Attorney are still in force.

IN TESTIMONY WHEREOF I have hereto subscribed my name and affixed the seal of said Company

the 30th day of January 2015

Eric D. Barnes
Eric D. Barnes

Eric D. Barnes
Secretary



POA-Z ZA 031-2075

Serial Number: TH2011December20ZA 031-2075

Bonding Reference Letter (continued)

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **THOMAS O. MCCLELLAN, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **Claudette Alexander HUNT, Joseph M. PIETRANGELO and Michael MARINO, all of Miami, Florida**, EACH its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

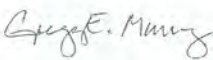
The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

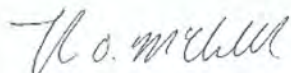
IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 9th day of April, A.D. 2014.

ATTEST:

**ZURICH AMERICAN INSURANCE COMPANY
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**




By: 
Assistant Secretary
Gregory E. Murray



Vice President
Thomas O. McClellan

State of Maryland
City of Baltimore

On this 9th day of April, A.D. 2014, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **THOMAS O. MCCLELLAN, Vice President, and GREGORY E. MURRAY, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.


IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.


Constance A. Dunn, Notary Public
My Commission Expires: July 14, 2015



POA-F 031-2075C

Bonding Reference Letter (continued)

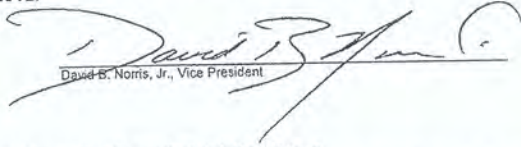
	Chubb Surety	POWER OF ATTORNEY	Federal Insurance Company	Attn: Surety Department 15 Mountain View Road Warren, NJ 07059
			Vigilant Insurance Company Pacific Indemnity Company	

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation, and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint **Claudette Alexander Hunt, Caroline K. Lamarre, Michael A. Marino, Joseph M. Pietrangelo and Paul Rodriguez of Miami, Florida** -----

each as their true and lawful Attorney-in-Fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this **15th** day of **March, 2012**.


Kenneth C. Wendel, Assistant Secretary


David B. Norris, Jr., Vice President

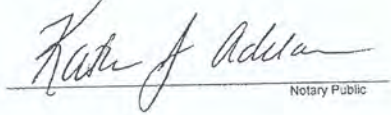
STATE OF NEW JERSEY
County of Somerset 55.

On this **15th** day of **March, 2012** before me, a Notary Public of New Jersey, personally came Kenneth C. Wendel, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Kenneth C. Wendel, being by me duly sworn, did depose and say that he is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of the By-Laws of said Companies; and that he signed said Power of Attorney as Assistant Secretary of said Companies by like authority; and that he is acquainted with David B. Norris, Jr., and knows him to be Vice President of said Companies; and that the signature of David B. Norris, Jr., subscribed to said Power of Attorney is in the genuine handwriting of David B. Norris, Jr., and was thereto subscribed by authority of said By-Laws and in deponent's presence.

Notarial Seal



KATHERINE J. ADELAAR
NOTARY PUBLIC OF NEW JERSEY
No. 2316685
Commission Expires July 16, 2014


Notary Public

CERTIFICATION

Extract from the By-Laws of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY:
"All powers of attorney for and on behalf of the Company may and shall be executed in the name and on behalf of the Company, either by the Chairman or the President or a Vice President or an Assistant Vice President, jointly with the Secretary or an Assistant Secretary, under their respective designations. The signature of such officers may be engraved, printed or lithographed. The signature of each of the following officers: Chairman, President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary and the seal of the Company may be affixed by facsimile to any power of attorney or to any certificate relating thereto appointing Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such power of attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding upon the Company with respect to any bond or undertaking to which it is attached."

I, Kenneth C. Wendel, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that

- (i) the foregoing extract of the By-Laws of the Companies is true and correct,
- (ii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department; further, Federal and Vigilant are licensed in Puerto Rico and the U.S. Virgin Islands, and Federal is licensed in American Samoa, Guam, and each of the Provinces of Canada except Prince Edward Island; and
- (iii) the foregoing Power of Attorney is true, correct and in full force and effect.

Given under my hand and seals of said Companies at Warren, NJ this **30th** day of **January, 2015**




Kenneth C. Wendel, Assistant Secretary

IN THE EVENT YOU WISH TO NOTIFY US OF A CLAIM, VERIFY THE AUTHENTICITY OF THIS BOND OR NOTIFY US OF ANY OTHER MATTER, PLEASE CONTACT US AT ADDRESS LISTED ABOVE, OR BY Telephone (908) 903-3493 Fax (908) 903-3656 e-mail: surety@chubb.com

Bonding Reference Letter (continued)

THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.
 This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Certificate No. 8774648

American Fire and Casualty Company Liberty Mutual Insurance Company
 The Ohio Casualty Insurance Company West American Insurance Company

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That American Fire & Casualty Company and The Ohio Casualty Insurance Company are corporations duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Camille M. Cruz; Claudette Alexander Hunt; Jacqueline Jordan Hampton

all of the city of Miami, state of FL each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 6th day of November, 2014.



American Fire and Casualty Company
 The Ohio Casualty Insurance Company
 Liberty Mutual Insurance Company
 West American Insurance Company

By: David M. Carey
 David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
 COUNTY OF MONTGOMERY

On this 6th day of November, 2014, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of American Fire and Casualty Company, Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at Plymouth Meeting, Pennsylvania, on the day and year first above written.



By: Teresa Pastella
 Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS – Section 12. Power of Attorney. Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII – Execution of Contracts – SECTION 5. Surety Bonds and Undertakings. Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Gregory W. Davenport, the undersigned, Assistant Secretary, of American Fire and Casualty Company, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 30th day of January, 2015.



By: Gregory W. Davenport
 Gregory W. Davenport, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

To confirm the validity of this Power of Attorney call 1-610-832-8240 between 9:00 am and 4:30 pm EST on any business day.

Bonding Reference Letter (continued)

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That The Continental Insurance Company, a Pennsylvania insurance company, is a duly organized and existing insurance company having its principal office in the City of Chicago, and State of Illinois, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

Joseph M Pietrangelo, Michael Marino, Claudette Alexander Hunt, Individually

of Miami, FL, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -


and to bind them thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the insurance company and all the acts of said Attorney, pursuant to the authority hereby given is hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law and Resolutions, printed on the reverse hereof, duly adopted, as indicated, by the Board of Directors of the insurance company.

In Witness Whereof, The Continental Insurance Company has caused these presents to be signed by its Senior Vice President and its corporate seal to be hereto affixed on this 23rd day of February, 2012.



The Continental Insurance Company

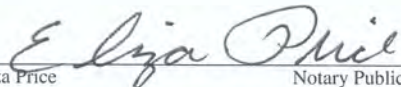

Stathy Darcy Senior Vice President

State of Illinois, County of Cook, ss:

On this 23rd day of February, 2012, before me personally came Stathy Darcy to me known, who, being by me duly sworn, did depose and say: that she resides in the City of Glenview, State of Illinois; that she is a Senior Vice President of The Continental Insurance Company, a Pennsylvania insurance company, described in and which executed the above instrument; that she knows the seal of said insurance company; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said insurance company and that she signed her name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance company.



My Commission Expires September 17, 2013

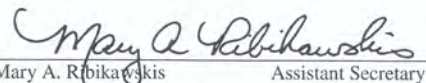

Eliza Price Notary Public

CERTIFICATE

I, Mary A. Ribikawskis, Assistant Secretary of The Continental Insurance Company, a Pennsylvania insurance company, do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance company printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance company this 30th day of January, 2015.



The Continental Insurance Company


Mary A. Ribikawskis Assistant Secretary

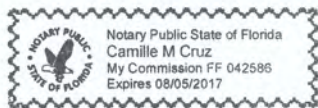
Form F6850-1/2011

Bonding Reference Letter (continued) - Notarized Statement

ACKNOWLEDGEMENT OF SURETY

STATE OF Florida,)
COUNTY OF Miami-Dade,)

ON THE 30th DAY OF January, 2015 , BEFORE ME PERSONALLY CAME Claudette Alexander Hunt TO ME KNOWN, WHO, BEING BY ME DULY SWORN, DID DEPOSE AND SAY THAT (S)HE RESIDES AT Miami-Dade County THAT (S)HE IS THE ATTORNEY-IN-FACT OF Fidelity and Deposit Company of Maryland/Zurich American Insurance Company, Federal Insurance Company, Liberty Mutual Insurance Company, The Continental Insurance Company THE CORPORATION DESCRIBED IN AND WHICH EXECUTED THE ABOVE INSTRUMENT; THAT (S)HE KNOWS THE SEAL OF SAID CORPORATION; THAT ONE OF THE SEALS AFFIXED TO THE FOREGOING INSTRUMENT IS SUCH SEAL; THAT IT WAS SO AFFIXED BY ORDER OF THE BOARD OF DIRECTORS OF SAID CORPORATION; AND THAT (S)HE SIGNED HIS/HER NAME THERETO BY LIKE ORDER.




Notary Public

Ownership. Provide information on the form of ownership, principal owners, and length of ownership; if there are any pending changes to the company's ownership, identify the nature of these changes.

Skanska USA Building Inc. ("Skanska USA Building") is a corporation, incorporated in the State of Delaware on September 18, 2000. Skanska USA Building served as a holding company until December 31, 2002, when several entities were merged into it to make it a single operating entity performing construction services throughout the United States. Skanska USA Building is a wholly owned subsidiary of Skanska USA Inc., which was incorporated in the State of New York in 1971. Skanska USA Inc. is a non-operating holding company ultimately owned by Skanska AB, a Swedish company publicly traded on the Stockholm Stock Exchange. There are currently no pending changes to the company's ownership.



12. Community Outreach Plan



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

Proposers are required to submit with their Proposals a Community Outreach Plan. Each Proposer shall be required to demonstrate and provide a proposed Community Outreach Plan which has identifiable and observable community benefits for the community surrounding this Project and the City, including benefits related to sustainability and climate resilience. Proposers are encouraged to be creative in the development of a Community Benefit Plan and the types of benefits their plan is designed to provide. These benefits may include outreach to facility users, neighbors, motorists and the overall community through electronic or written media, websites or other communication venues. The Successful Proposer's Community Benefit Plan shall be incorporated into and shall become a part of the Agreement entered into between the City and the Proposer.

Our Community Outreach Plan is provided on the following pages.

Our Community Outreach Plan

Empowering Your Neighbors

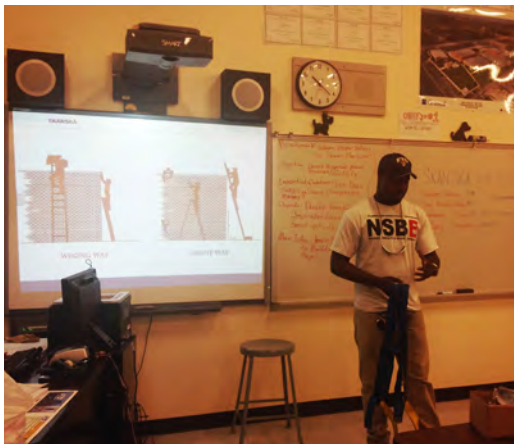
Our team, and in particular our Project Manager Nicole Heran, understands what it takes to be a “good neighbor.” She will provide proactive and consistent communication to ensure the satisfaction of your neighbors throughout this project. Nicole will work closely with Yvonne Garth and the project team to develop a comprehensive “Good Neighbor Community Outreach Plan” at the onset of this project.

Through monthly newsletters, community forums and our “sidewalk superintendent” signage, we will create a platform for open communication and collaboration with your visitors, neighbors and businesses.

Our project team has studied your overall site logistics and traffic patterns for the surrounding area. Building on their experience delivering complex local community projects, you can be assured your project will be thoroughly planned, sequenced, coordinated and executed in a safe and efficient manner, minimizing disruption to residents, surrounding businesses and visitors to the area. We recognize the importance of being a good neighbor and are committed to keeping the local community informed throughout the project. Through monthly newsletters, community forums and our “sidewalk superintendent” signage, we will create a platform for open communication and collaboration with your

visitors, neighbors and businesses.

As a key element of our project execution plan, our “Good Neighbor Community Outreach Plan” will outline expectations and steps to be taken to accomplish this goal. This plan will include provisions for noise, vibration and seismic monitoring, traffic control, comprehensive safety plan and a detailed communication plan. Our team will engage the neighbors before construction to let them know how we will work in their community. Particular attention will be provided to businesses and residents in closest proximity, such as the Venetian, to outline and agree upon expectations and what we could do to alleviate their concerns. **Our community outreach plan will focus around communication, and living up to what we agree to. We will constantly communicate with them to inform them about key construction activities and milestones.**



Recent Community Outreach Story: City of Miami Gardens Municipal Complex project team reaches out to local high school students...

Skanska’s City of Miami Gardens Municipal Complex project team participated with local high school seniors at Carol City High School in a construction program once a month to teach construction management related topics. Pictured at left: Emanuel Okowor teaching ladder safety and proper harnessing on jobsites.

During Safety Week, the high school classes learned about jobsite safety and fall protection.

In order to ensure continuity, facilitate interaction and maintain an open dialog, we have engaged Yvonne Garth as the key community coordinator for your project to serve as the readily accessible resource for the community.

Meet your Community Outreach/Local Participation Coordinator for the Las Olas Improvements Project, Yvonne Garth



A Diversity Success story Yvonne Garth

Yvonne Garth is the President/CEO of Garth Solutions, Inc., an MWBE firm, and has over twenty years of experience transcending a professionally diverse background. Yvonne is responsible for the national operational logistics for Garth Solutions, Inc in their core areas of Project Management, Diversity Consulting, Business Development and Marketing & Communications.

Over the past twelve years as a Partner and Diversity Consultant to Skanska USA, Yvonne has been indispensable in helping Skanska to develop a supplier diversity inclusion program that in turn has helped to enhance opportunities for minority, women and veteran-owned small businesses throughout the United States. Yvonne has worked closely with lead Project Executives to develop Community Outreach and Local Participation implementation strategies that ensure cost efficient, timely, quality construction and inclusive results on numerous projects with Skanska. Her combined work on projects with Skanska represents nearly \$400 million in business on contracts with local, SBE and WMBE subcontractors.

In recognition of her accomplishments, Yvonne was the recipient of Diversity Plus Magazine's "Woman of Power" award for 2009. Yvonne is also a member of the Greater Fort Lauderdale Marketing Advisory Council, the Small Business Advisory Board for Broward County and the National Diversity Council for Skanska USA.



We are connected... to our community

Our team members live and work in South Florida - we are deeply rooted to this community. Below is only a sample list of the groups and organizations that our team members are associated with:

Riverwalk 100 Member

Broward County Habitat for Humanity

Broward Health Bare Foot on the Beach

Rebuilding Broward Together 2012-2014 Olimpiad

Broward County Public Schools Harvest Drive

2010 Angel Tree

Broward County Climate Change Task Force

Broward County Bicycle and Pedestrian Advisory Committee

Broward League of Cities

Broward Section, American Society of Landscape Architects

Broward Section, American Planning Association

Broward County Rebuilding Together

Leadership Fort Lauderdale Alumni

Charity Guild of Fort Lauderdale

Heart Gallery of Fort Lauderdale

Children's Aid Society

Sunrise Intracoastal Homeowners Association

Boy Scout Troop 190, Fort Lauderdale

Bayview Elementary School PTA

Riverwalk 100 Member

Broward County Habitat for Humanity

Broward County Boys and Girls Club Holidays Without Hunger

American Cancer Society Relay for Life – Fort Lauderdale/Hollywood Airport South Runway

Case Study: Sarasota Memorial Hospital Working adjacent to a residential neighborhood



The \$200 million Sarasota Memorial Hospital project included three major components: enabling work, bed tower and central energy plant. Coordination the schedule was a team effort, a true collaboration between the owner, architect, and subcontractors. The bed tower and enabling duration was 47 months. **Construction is noisy and the location of the new central energy plant was adjacent to a residential area.** Skanska considered the reputation of our client and the well-being of the community in devising our plan. Construction noise was closely monitored throughout construction and \$8 million was put towards sound reduction to minimize the impact on the local residents. Further, all work on this facility was performed between 7:00 a.m. and 4:30 p.m. Monday through Friday only. We delivered

an advanced hospital facility to Sarasota and for our conscientious efforts, we were awarded an **Outstanding Citizen Involvement Award from The Florida Planning and Zoning Association.**

13. Essential Requirements Questionnaire



Photos courtesy of the Greater Fort Lauderdale Convention & Visitors Bureau

In this section, we've included our completed Essential Requirements Questionnaire.

ESSENTIAL REQUIREMENTS QUESTIONNAIRE

You may use additional sheets as necessary to sufficiently respond to the below questions.

A Proposer may be disqualified if the answer to any of questions 1 through 5 below is “no.”

A Proposer may be disqualified if the answer to any of questions 6, 7, 8, 9, 10, 11, or 12 is “yes.” Please provide an explanation if the answer to questions 6, 7, 8 or 9 is “yes”.

1. Proposer possesses a valid and current Florida contractor’s license for the project or projects for which it intends to submit a bid.

Yes No

2. Proposer has or will obtain a general liability insurance policy with a policy limit of at least \$1,000,000.00 per occurrence and \$2,000,000.00 aggregate.

Yes No

3. Proposer has current Florida workers’ compensation insurance policy/or is exempt because of no employees. (Specify one).

Yes No

4. Have you attached a notarized statement from a surety insurer (approved by the Florida Department of Insurance) and authorized to issue bonds in the State of Florida, which states that your current bonding capacity is sufficient for the magnitude of this project?

Yes No

NOTE: The notarized statement must be from the surety company, not an agent or broker.

5. Has your contractor’s license been revoked at any time in the last five years?

Yes No

6. Has a surety firm completed a contract on your behalf, or paid for completion because your firm was default terminated by the project owner within the last five (5) years?

Yes No

7. At the time of submitting this proposal, is your firm ineligible to bid on or be awarded a public works contract, or perform as a subcontractor on a public works contract?

_____Yes X No

8. If the answer is "yes," state the beginning and ending dates of the period of debarment:

9. At any time during the last five years, has your firm, or any of its owners or officers, been convicted of a crime involving the awarding of a contract for a government construction project, or the bidding or performance of a government contract?

_____Yes X No

ORGANIZATION, HISTORY, ORGANIZATIONAL PERFORMANCE, COMPLIANCE WITH CIVIL AND CRIMINAL LAWS

A. Current Organization and Structure of the Business

For Firms That Are Corporations:

1a. Date Incorporated: Skanska USA Building Inc. was incorporated on Sept. 18, 2000

1b. Under the laws of what state: Delaware

1c. Provide all the following information for each person who is either (a) an officer of the corporation (president, vice president, secretary, and treasurer), or (b) the owner of at least ten per cent of the corporation's stock:

Name: Please see Appendix A at the end of this section.

Position: _____

Years with Company: _____

% Ownership: _____

1d. Identify every construction firm that any person listed above has been associated with as owner, general partner, limited partner or officer at any time during the last five years.

NOTE: For this question, "owner" and "partner" refer to ownership of ten percent or more of the business, or 10 percent or more of its stock, if the business is a corporation.

Person's Name: Not applicable - our officers have all been with Skanska for more than 5 years.

Construction Firm: _____

Dates of Person's Participation with Firm: _____

For Firms That Are Partnerships: Not applicable.

1a. Date of formation: _____

1b. Under the laws of what state: _____

1c. Provide all the following information for each partner who owns 10 per cent or more of the firm.

Name: Not applicable. _____

Position: _____

Years with Company: _____

% Ownership: _____

1d. Identify every construction company that any partner has been associated with (as owner, general partner, limited partner or officer) at any time during the last five years.

NOTE: For this question, "owner" and "partner" refer to ownership of ten per cent or more of the business, or ten per cent or more of its stock, if the business is a corporation.

Person's Name: Not applicable. _____

Construction Firm: _____

Dates of Person's Participation with Firm: _____

For Firms That Are Sole Proprietorships: Not applicable.

1a. Date of commencement of business. _____

1b. Name of company owner. _____

1c. Identify every construction firm that the business owner has been associated with (as owner, general partner, limited partner or officer) at any time during the last five years.

NOTE: For this question, "owner" and "partner" refer to ownership of ten per cent or more of the business, or ten per cent or more of its stock, if the business is a corporation.

Person's Name: Not applicable.

Construction Firm: _____

Dates of Person's Participation with Firm: _____

For Firms That Intend to Make a Bid as Part of a Joint Venture: Not applicable.

1a. Date of commencement of joint venture.

1b. Provide all of the following information for each firm that is a member of the joint venture that expects to bid on one or more projects:

Name of firm and structure of the firm Not applicable.

% Ownership of Joint Venture: _____

B. History of the Business and Organizational Performance

1. Has there been any change in ownership of the firm at any time during the last three years? Skanska is a publicly traded company, therefore not required to answer this question.

NOTE: A corporation whose shares are publicly traded is not required to answer this question.

Yes No

If "yes," explain on a separate signed page.

2. Is the firm a subsidiary, parent, holding company or affiliate of another construction firm?

NOTE: Include information about other firms if one firm owns 50 per cent or more of another, or if an owner, partner, or officer of your firm holds a similar position in another firm.

Yes No

If "yes," explain on a separate signed page. Please see Appendix B at the end of this section.

3. Are any corporate officers, partners or owners connected to any other construction firms?

NOTE: Include information about other firms if an owner, partner, or officer of your firm holds a similar position in another firm.

_____ Yes X No

If "yes," explain on a separate signed page.

4. State your firm's gross revenues for each of the last three calendar years:

Skanska USA Building Inc. gross revenues:
2013 \$4.6 billion 2012 \$3.9 billion 2011 \$3.3 billion

5. How many years has your organization been in business in Florida under your present business name and license number? 20 years.

During those years, how many projects were structured as CM@Risk
 Since 1995, approximately 72 projects (over \$15 million) have been structured CM at Risk and managed from our Florida offices.

6. Provide owners name and size of project:

Please see Appendix C at the end of this section.

7. Is your firm currently the debtor in a bankruptcy case?

_____ Yes X No

If "yes," please attach a copy of the bankruptcy petition, showing the case number, and the date on which the petition was filed.

8. Was your firm in bankruptcy at any time during the last five years? (This question refers only to a bankruptcy action that was not described in answer to question 7, above)

_____ Yes X No

If "yes," please attach a copy of the bankruptcy petition, showing the case number and the date on which the petition was filed, and a copy of the Bankruptcy Court's discharge order, or of any other document that ended the case, if no discharge order was issued.

C. Licenses

1. List all Florida construction license numbers, classifications and expiration dates of the Florida contractor licenses held by your firm:

Please see Appendix D at the end of this section.

2. If any of your firm's license(s) are held in the name of a corporation or partnership, list below the names of the qualifying individual(s) listed on the Contractor's State Licensing Commission (CSLB) records who meet(s) the experience and examination requirements for each license.

Please see Appendix E at the end of this section.

3. Has your firm changed names or license number in the past five years?

Yes X No

If "yes," explain on a separate signed page, including the reason for the change.

4. Has any owner, partner or (for corporations) officer of your firm operated a construction firm under any other name in the last five years?

Yes X No

If "yes," explain on a separate signed page, including the reason for the change.

5. Has a State of Florida license(s) held by your firm been suspended within the last five years?

_____Yes X No

If "yes," please explain on a separate signed sheet.

D. **Disputes** Please note: responses below reflect our Dania Beach office only.

1. At any time in the last five years has your firm been assessed and paid liquidated or other damages or costs after completion or related to a project under a construction contract with either a public or private owner?

_____Yes X No

If yes, explain on a separate signed page, identifying all such projects by owner, owner's address, and the date of completion of the project, amount of liquidated damages assessed and all other information necessary to fully explain the assessment of liquidated damages.

2. In the last five years has your firm, or any firm with which any of your company's owners, officers or partners was associated, been debarred, disqualified, removed or otherwise prevented from bidding on, or completing, any government agency or public works project for any reason?

NOTE: "Associated with" refers to another construction firm in which an owner, partner or officer of your firm held a similar position, and which is listed in response to question 1c or 1d on this form.

_____Yes X No

If "yes," explain on a separate signed page. State whether the firm involved was the firm applying for pre-qualification here or another firm. Identify by name of the company, the name of the person within your firm who was associated with that company, the year of the event, the owner of the project, the project and the basis for the action.

3. In the last five years has your firm been denied an award of a public works contract based on a finding by a public agency that your company was not a responsible bidder?

_____Yes X No

If "yes," explain on a separate signed page. Identify the year of the event, the owner, the project and the basis for the finding by the public agency.

NOTE: The following two questions refer only to disputes between your firm and the owner of a project. You need not include information about disputes between your firm and a supplier, another contractor, or subcontractor.

4. In the past five years has any claim against your firm concerning your firm's work on a construction project been filed in court or arbitration?

Yes No Please see Appendix F at the end of this section.

If "yes," on separate signed sheets of paper identify the claim(s) by providing the project name, date of the claim, name of the claimant, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending or, if resolved, a brief description of the resolution).

5. In the past five years has your firm made any claim against a project owner concerning work on a project or payment for a contract and filed that claim in court or arbitration?

Yes No Please see Appendix F at the end of this section.

If "yes," on separate signed sheets of paper identify the claim by providing the project name, date of the claim, name of the entity (or entities) against whom the claim was filed, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending, or if resolved, a brief description of the resolution).

6. At any time during the past five years, has any surety company made any payments on your firm's behalf as a result of a default, to satisfy any claims made against a performance or payment bond issued on your firm's behalf, in connection with a construction project, either public or private?

Yes No

If "yes," explain on a separate signed page the amount of each such claim, the name and telephone number of the claimant, the date of the claim, the grounds for the claim, the present status of the claim, the date of resolution of such claim if resolved, the method by which such was resolved if resolved, the nature of the resolution and the amount, if any, at which the claim was resolved.

7. In the last five years has any insurance carrier, for any form of insurance, refused to renew the insurance policy for your firm?

Yes No

If "yes," explain on a separate signed page. Name the insurance carrier, the form of insurance and the year of the refusal.

E. Criminal Matters and Related Civil Suits

1. Has your firm or any of its owners, officers or partners ever been found liable in a civil suit or found guilty in a criminal action for making any false claim or material misrepresentation to any public agency or entity?

Yes No

If "yes," explain on a separate signed page, including identifying who was involved, the name of the public agency, the date of the investigation and the grounds for the finding.

2. Has your firm or any of its owners, officers or partners ever been convicted of a crime involving any federal, state, or local law related to construction?

Yes No

If "yes," explain on a separate signed page, including identifying who was involved, the name of the public agency, the date of the conviction and the grounds for the conviction.

3. Has your firm or any of its owners, officers or partners ever been convicted of a federal or state crime of fraud, theft, or any other act of dishonesty?

Yes No

If "yes," identify on a separate signed page the person or persons convicted, the court (the TOWN if a state court, the district or location of the federal court), the year and the criminal conduct.

F. Bonding

1. Bonding capacity: Provide documentation from your surety identifying the following:

Name of bonding company/surety: Aon Construction Services

Name of surety agent, address and telephone number: Ms. Nancy Schnee

390 North Broadway, Jericho, NY 11753 Ph: 516.396.4291

2. If your firm was required to pay a premium of more than one per cent for a performance and/or payment bond on any project(s) on which your firm worked at any time during the last three years, state the percentage that your firm was required to pay. You may provide an explanation for a percentage rate higher than one per cent, if you wish to do so.

Skanska has not paid over one percent for any bond.

- 3 List all other sureties (name and full address) that have written bonds for your firm during the last five years, including the dates during which each wrote the bonds:

Please see Appendix G at the end of this section.

4. During the last five years, has your firm ever been denied bond coverage by a surety company, or has there ever been a period of time when your firm had no surety bond in place during a public construction project when one was required?

Yes No

If yes, provide details on a separate signed sheet indicating the date when your firm was denied coverage and the name of the company or companies, which denied coverage; and the period during which you had no surety bond in place.

G. Compliance with Occupational Safety and Health Laws and with Other Labor Legislation Safety

- i. Has the Occupational Safety and Health Administration (OSHA) cited and assessed penalties against your firm for any “serious,” “willful” or “repeat” violations of its safety or health regulations in the past five years?

NOTE: If you have filed an appeal of a citation, and the Occupational Safety and Health Appeals Commission has not yet ruled on your appeal, you need not include information about it.

Yes No

If “yes,” attach a separate signed page describing the citations, including information about the dates of the citations, the nature of the violation, the project on which the citation(s) was or were issued, the amount of penalty paid, if any. If the citation was appealed to the Occupational Safety and Health Appeals Commission and a decision has been issued, state the case number and the date of the decision.

- ii. Has the federal Occupational Safety and Health Administration cited and assessed penalties against your firm in the past five years?

NOTE: If you have filed an appeal of a citation and the Appeals Commission has not yet ruled on your appeal, or if there is a court appeal pending, you need not include information about the citation.

Yes No

If "yes," attach a separate signed page describing each citation.

- iii. Has the state or federal Environmental Protection Agency (EPA) or any Air Quality Management District or any Regional Water Quality Control Commission cited and assessed penalties against either your firm or the owner of a project on which your firm was the CM at RISK or general contractor in the past five years?

NOTE: If you have filed an appeal of a citation and the Appeals Commission has not yet ruled on your appeal, or if there is a court appeal pending, you need not include information about the citation.

Yes No

If "yes," attach a separate signed page describing each citation.

- iv. Within the last five years has there ever been a period when your firm had employees but was without workers' compensation insurance or state-approved self-insurance?

Yes No

If "yes," please explain the reason for the absence of workers' compensation insurance on a separate signed page. If "No," please provide a statement by your current workers' compensation insurance carrier that verifies periods of workers' compensation insurance coverage for the last five years. (If your firm has been in the construction business for less than five years, provide a statement by your workers' compensation insurance carrier verifying continuous workers' compensation insurance coverage for the period that your firm has been in the construction business).

H. Prevailing Wage and Apprenticeship Compliance Record

Has there been more than one occasion during the last five years in which your firm was required to pay either back wages or penalties for the firm's failure to comply with the state's prevailing wage laws?

NOTE: This question refers only to your own firm's violation of prevailing wage laws, not to violations of the prevailing wage laws by a subcontractor.

_____Yes X No

If "yes," attach a separate signed page or pages, describing the nature of each violation, identifying the name of the project, the date of its completion, the public agency for which it was constructed; the number of employees who were initially underpaid and the amount of back wages and penalties that you were required to pay.

I. Insurance Requirements

Each policy of insurance carried by the successful Proposer for this project shall be issued by an insurance company licensed to do business in the State of Florida with a rating of "A" or better and a financial size category of "V" or better according to the latest edition of "Bests". Attach a notarized statement from the Worker's Compensation carrier specifying organization's current Experience Modification rating for Worker's Compensation in the State of Florida if applicable.

Please see Appendix H for a sample Certificate of Insurance and the notarized statement from our Worker's Compensation carrier.

Appendix A: Current Organization and Structure of the Business

1c. Provide all the following information for each person who is either (a) an officer of the corporation (president, vice president, secretary, and treasurer), or (b) the owner of at least ten per cent of the corporation's stock:

We have provided the requested information below for our president, vice president, secretary and treasurer:

Skanska USA Building Inc.

Name	Position	Years with the Company	% Ownership
William Flemming	President & CEO	29	0
Leo Sinicin	Vice President, Treasurer & CFO	20	0
C. Clay Hayden	Secretary & General Counsel	9	0

Appendix B: Current Organization and Structure of the Business

2. Is the firm a subsidiary, parent, holding company or affiliate of another construction firm? NOTE: Include information about other firms if one firm owns 50 per cent or more of another, or if an owner, partner, or officer of your firm holds a similar position in another firm.

Yes, the Firm is a subsidiary of another construction firm.

If "yes," explain on a separate signed page.

Skanska USA Building served as a holding company until December 31, 2002, when several entities were merged into it to make it a single operating entity performing construction services throughout the United States. Skanska USA Building is a wholly owned subsidiary of Skanska USA Inc., which was incorporated in the State of New York in 1971. Skanska USA Inc. is a non-operating holding company ultimately owned by Skanska AB, a Swedish company publicly traded on the Stockholm Stock Exchange.

Appendix C: List of CM@Risk projects

6. Provide owners name and size of project:

We have provided the requested information below for the State of Florida, all CM@Risk projects over \$15 million since our Tampa office opened in 1995:

Project Name:	Size (SF):	Client Name:	Client Address:	Client City:	Client Zip:	ST:
Clinical Translational Research Building for the Institute on Aging	120,000	University of Florida	1600 SW Archer Rd.	Gainesville	32610-0006	FL
Porter Campus	336,000	Pasco-Hernando State College	10230 Ridqe Road	New Port Richey	34654-5199	FL
Sun Dome Arena and Convocation Center Renovation	250,000	University of South Florida	4202 East Fowler Avenue	Tampa	33620	FL
UF Health Shands Medical Office Building at Springhill	111,079	UF Health	1600 SW Archer Road	Gainesville	32610-0366	FL
MetWest Two Development Project	230,000	Metropolitan Life Insurance Company	101 E. Kennedy Blvd	Tampa	33602	FL
College of Public Health Academic Health Center 5	119,000	Florida International University	10555 W. Flagler Street	Miami	33174	FL
New Central Utilities Plant	31,436	Morton Plant Mease	1233 S. Fort Harrison Avenue	Clearwater	33756	FL
BayCare Corporate Headquarters	155,000	BayCare Properties LLC	8452 118th Avenue North	Largo	33773	FL
Port Canaveral Cruise Terminal 6	110,000	Canaveral Port Authority	445 Challenger Road	Cape Canaveral	32920	FL
Cooper City High School	121,607	Broward County Public Schools	600 SE Third Avenue	Fort Lauderdale	333301	FL
Patricia Louise Frost Studios	64,581	University of Miami	1535 Levante Avenue Suite 205	Miami	33124	FL
City of Miami Gardens Municipal Complex	306,262	City of Miami Gardens	1515 N.W. 167th Street	Miami Gardens	33169	FL
Bed Tower Enabling Projects	15,000	Morton Plant Mease	1233 S. Fort Harrison Avenue	Clearwater	33756	FL
Bayshore Pavilion Expansion	380,000	Tampa General Hospital	2 Columbia Drive	Tampa	33606	FL
Memorial Regional Hospital	36,780	Memorial HealthCare System	703 N. Flamingo Road	Pembroke Pines	33024	FL
Baptist Health South Florida Homestead Hospital	392,000	Baptist Health South Florida	8900 Kendall Drive	Miami	33176	FL
Charles E. Bennett Federal Building	298,000	General Services Administration	5100 Paintbranch Parkway	College Park	20740	FL
Mainland High School	344,490	Volusia County Schools	3750 Olson Drive	Daytona Beach	32124	FL
Patricia and Phillip Frost Art Museum	47,943	Florida International University	10555 W. Flagler Street	Miami	33174	FL
High Point Elementary School	99,150	Pinellas County Schools	11111 S Belcher Road	Largo	33773-5204	FL
SMH Patient Tower Addition and Central Energy Plant	318,000	Sarasota Memorial Health Care System	1700 South Tamiami Trail	Sarasota	34239-3555	FL
Wekiva High School (Apopka Relief)	345,000	Orange County Public Schools	6501 Magic Way	Orlando	32809	FL
Colonial Ninth Grade Center	155,000	Orange County Public Schools	6501 Magic Way Bldg 100A	Orlando	32809	FL
Fort Lauderdale-Hollywood International Airport Terminal 4 Expansion	80,000	Broward County Government	115 S. Andrews Avenue	Fort Lauderdale	33301	FL
Miami Central Senior High School Additions Remodeling & Renovations	300,000	Miami-Dade Public Schools	1450 NE Second Avenue	Miami	33132	FL
H. Lee Moffitt Cancer Center and Research Institute South Expansion	90,000	H. Lee Moffitt Cancer Center & Research Inst.	12902 Magnolia Drive	Tampa	33612	FL
Tissue Bank Facility	54,000	LifeLink Foundation Inc.	9661 Delaney Creek Boulevard	Tampa	33619	FL
Lakeside Medical Center	145,000	Health Care District of Palm Beach County	324 Datura Street	West Palm Beach	33401	FL
UF Health Shands Cancer Hospital	480,000	UF Health	1600 SW Archer Road	Gainesville	32610-0366	FL
Bridgewater Middle School	170,518	Orange County Public Schools	6501 Magic Way	Orlando	32809	FL
Palm Bay High School	282,428	Brevard Public Schools	2725 Judge Fran Jamieson Way	Viera	32940	FL
Apopka High School Replacement	377,297	Orange County Public Schools	6501 Magic Way	Orlando	32809	FL
Reliable Plaza - New Headquarters Building	300,000	Orlando Utilities Commission	100 West Anderson Street	Orlando	32801	FL
John E. Polk Correctional Facility Jail Expansion	125,000	Seminole County Government	1101 East First Street	Sanford	32771-1468	FL
Oakleaf Village Elementary School	124,573	Clay County District Schools	905 West Center Street	Green Cove Springs	32043	FL



Clinical Translational Research Building for the Institute on Aging

Appendix C: List of CM@Risk projects (continued)

Project Name:	Size (SF):	Client Name:	Client Address:	Client City:	Client Zip:	ST:
Shadowlawn Elementary School	124,573	Clay County District Schools	905 West Center Street	Green Cove Springs	32043	FL
Holmes Elementary School - Bad Reference	65,712	Miami-Dade Public Schools	1450 NE Second Avenue	Miami	33132	FL
Lynn Cancer Institute	98,000	Boca Raton Community Hospital	800 Meadows Road	Boca Raton	33486	FL
MetWest International	275,000	Metropolitan Life Insurance Company	101 E. Kennedy Blvd	Tampa	33602	FL
Tampa Museum of Art and Waterfront Park	100,000	City of Tampa	306 E. Jackson Street 4N	Tampa	33602	FL
Spring Hill Center	103,000	Pasco-Hernando State College	10230 Ridge Road	New Port Richey	34654-5199	FL
Weeki Wachee High School	220,000	Hernando County School District	919 North Broad Street	Brooksville	34601	FL
School of Music	116,000	University of South Florida	4202 East Fowler Avenue	Tampa	33620	FL
Melbourne High School	59,000	Brevard Public Schools	2725 Judge Fran Jamieson Way	Viera	32940	FL
Clyde E. Lassen State Veterans' Nursing Home	95,000	Florida Department of Management Services	921 N. Davis Street	Jacksonville	32209	FL
College of Nursing and Health Sciences	115,000	Florida International University	10555 W. Flagler Street	Miami	33174	FL
M2GEN	96,000	H. Lee Moffitt Cancer Center & Research Institute	12902 Magnolia Drive	Tampa	33612	FL
Neonatal Intensive Care Unit (NICU)	52,000	Tampa General Hospital	2 Columbia Drive	Tampa	33606	FL
Winter Park 9th Grade Center	151,000	Orange County Public Schools	6501 Magic Way	Orlando	32809	FL
Nemours Children's Hospital	633,000	The Nemours Foundation	10140 Centurion Parkway North	Jacksonville	32256	FL
Bartram Springs K-5	100,696	Duval County Public Schools	1701 Prudential Drive	Jacksonville	32207-8182	FL
Interdisciplinary Science Teaching and Research Facility	238,516	University of South Florida	4202 East Fowler Avenue	Tampa	33620	FL
Pharmacy Building	81,784	Florida A&M University	1415 S. Martin Luther King Jr. Blvd	Tallahassee	32307	FL
Eastside Operations Center	275,000	Gainesville Regional Utilities	301 S.E. 4th Avenue	Gainesville	32601	FL
Chemistry/Chemical Biology Building	117,000	University of Florida	1600 SW Archer Rd.	Gainesville	32610-0006	FL
Florida Polytechnic University Innovation Science and Technology Bldg.	195,000	Florida Polytechnic University	439 S. Florida Avenue	Lakeland	33801	FL
Bay Medical Center	169,000	Bay Medical Center	615 North Bonita Avenue	Panama City	32401	FL
Orlando Regional Healthcare - MD Anderson Cancer Center	220,000	Orlando Regional Healthcare	1414 Kuhl Avenue	Orlando	32806	FL
Colonial High School	320,000	Orange County Public Schools	6501 Magic Way Bldg 100A	Orlando	32809	FL
Golisano Children's Hospital of Southwest Florida	293,000	Lee Memorial Health System	636 Del Prado Boulevard	Cape Coral	33990	FL
J. Wayne Reitz Union Student Center Expansion and Renovation	190,000	University of Florida	1600 SW Archer Rd.	Gainesville	32610-0006	FL
Sunlake High School	225,000	District School Board of Pasco County	11839 Tree Breeze Drive	New Port Richey	34654	FL
Charles S. Rushe Middle School	200,000	District School Board of Pasco County	11839 Tree Breeze Drive	New Port Richey	34654	FL
The Setai Hotel and Residences	573,000	The Setai Group	405 Lexington Avenue 54th Floor	New York	10174	FL
USF Health South Pavilion	126,000	University of South Florida	4202 East Fowler Avenue	Tampa	33620	FL
Pinellas County Jail Healthcare Facility Expansion	164,000	Pinellas County General Services Department	509 East Avenue South	Clearwater	33756	FL
Heron Heights Elementary School	112,793	Broward County Public Schools	600 SE Third Avenue	Fort Lauderdale	333301	FL
Broward Health North Capital Improvements	237,800	Broward Health	303 S.E. 17th Street	Ft. Lauderdale	33316	FL
Pegasus Park Development Phase I at Gulfstream Racing and Casino Park	11,000	Pegasus Park Florida Inc.	901 South Federal Highway	Hallendale Beach	33009	FL
UF Health Shands Cardiovascular/Neuroscience Hospital Expansion	540,000	UF Health	1600 SW Archer Road	Gainesville	32610-0366	FL



Appendix D: Licenses

List all Florida construction license numbers, classifications and expiration dates of the Florida contractor licenses held by your firm:

For the City of Ft. Lauderdale Las Olas project, Frederick Hames our Executive Vice President and Qualifier for Skanska USA Building Inc, will serve as the License Holder.

Copies of Mr. Hames' Florida licenses are provided below.

Frederick Hames
Expires 9.30.2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: SKANSKA USA BUILDING INC **Receipt #:** 180-7606
Business Name: SKANSKA USA BUILDING INC **Business Type:** GENERAL CONTRACTOR (GENERAL CONTRACTOR)

Owner Name: HAMES, FREDERICK A (QUALIFIER) **Business Opened:** 10/26/2004
Business Location: 1815 GRIFFIN ROAD 204 **State/County/Cert/Reg:** CGC1510739
DANIA BEACH **Exemption Code:**

Business Phone: 954-920-5167

Rooms Seats Employees Machines Professionals
5

For Vending Business Only						
Tax Amount	Number of Machines:			Vending Type:		
	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
27.00	0.00	0.00	0.00	0.00	0.00	27.00

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:
SKANSKA USA BUILDING INC
389 INTERPACE PKWY STE 5
PARSIPPANY, NJ 07054

Receipt # 05A-13-00010759
Paid 09/02/2014 27.00



2014 - 2015

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

LICENSE NUMBER
CGC1510739

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2016

HAMES, FREDERICK A
SKANSKA USA BUILDING INC
4030 BOY SCOUT BLVD
SUITE 200
TAMPA FL 33607

Frederick Hames
No. CGC1510739
Expires 8.31.2016

Appendix E: Licenses

If any of your firm's license(s) are held in the name of a corporation or partnership, list below the names of the qualifying individual(s) listed on the Contractor's State Licensing Commission (CSLB) records who meet(s) the experience and examination requirements for each license.

Please see the list of qualifying individuals for the State of Florida only, provided below.

Qualifier Name	License #	Status	Expiration Date
Hames, Frederick A	CGC 1510739	Active	8/31/2016
Gilbert, Matthew James	CGC1513535	Active	8/31/2016
Dent, Stephen Elliot	CGC1513909	Active	8/31/2016
Kreifels, Christopher Joseph	CGC1514217	Active	8/31/2016

Appendix F: Disputes

4. In the past five years has any claim against your firm concerning your firm's work on a construction project been filed in court or arbitration?

If "yes," on separate signed sheets of paper identify the claim(s) by providing the project name, date of the claim, name of the claimant, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending or, if resolved, a brief description of the resolution).

In the past five years, Skanska USA Building Inc.'s Fort Lauderdale office, who will manage any work with the City of Fort Lauderdale, has had one claim filed against us by an owner.

Details of this claim are provided below:

Project name: Belle Glade Hospital

Date opened: May 7, 2013

Name of the claimant: Health Care District of Palm Beach County

Nature of the claim: Breach of contract

Court: State of Florida, 15th Judicial Circuit, Circuit Court, Case No. 50-2013-CA-016928MB

Status of claim: Pending

5. In the past five years has your firm made any claim against a project owner concerning work on a project or payment for a contract and filed that claim in court or arbitration?

In the past five years, Skanska USA Building Inc.'s Fort Lauderdale office, who will manage any work with the City of Fort Lauderdale, has not filed any claims against an owner.

Appendix G: Bonding

List all other sureties (name and full address) that have written bonds for your firm during the last five years, including the dates during which each wrote the bonds.


Below please find a complete list of all sureties that have written bonds for Skanska USA Building Inc. In total, those companies have written approximately 90 bonds for our projects across the U.S. over the past 5 years.

Bonding Capacity	SKANSKA BONDING PROGRAM
	Aggregate bonding capacity \$7.5 Billion Single project limitation \$350 Million
Name of Bonding Company	
Co-Sureties:	
1. Fidelity & Deposit Company of Maryland	NAIC # 39306 Zurich American Insurance Co. NAIC # 16535 1400 American Lane, 19 th Floor Schaumburg, IL 60196 Contact: Patrick Evans – 973-394-5823
2. Liberty Mutual Insurance Company	NAIC # 23043 175 Berkeley Street Boston, MA 02116 Contact: Priyanka Gehlot (201) 327-6830
3. Federal Insurance Company (Chubb)	15 Mountain View Road, Mail Code 3MV 3-10 Warren, NJ 07061 NAIC # 20281 Contact: Ross Grubin- (908) 903-7905
4. The Continental Insurance Company (CNA)	NAIC # 35289 CNA Center, 333 South Wabash Chicago, IL 60604 U/W Contact: Jon Fullerton (212)440-7356
A.M. Best Ratings	
Co-Sureties	
1. A+XV	
2. A XV	
3. A++XV	
4. A XV	
US Treasury List Certificate of Authority as an acceptable Surety &/or reinsuring company	
Co-Sureties:	
1. Yes	
2. Yes	
3. Yes	
4. Yes	
US Treasury Listing	
Co-Sureties:	
1. \$ 14,670,000/\$ 711,680,000	
2. \$ 1,250,943,000	
3. \$ 1,339,576,000	
4. \$ 136,686,000	
Name and address of agent:	
Aon Risk Services	
390 North Broadway	
Jericho, NY 11753	

Appendix H: Insurance

Each policy of insurance carried by the successful Proposer for this project shall be issued by an insurance company licensed to do business in the State of Florida with a rating of "A" or better and a financial size category of "V" or better according to the latest edition of "Bests". Attach a notarized statement from the Worker's Compensation carrier specifying organization's current Experience Modification rating for Worker's Compensation in the State of Florida if applicable.

Please see our project specific Certificate of Insurance and the notarized letter from our Worker's Compensation carrier, as required.

ACORD®		CERTIFICATE OF LIABILITY INSURANCE				DATE(MM/DD/YYYY) 01/23/2015	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>							
PRODUCER Aon Risk Services Northeast, Inc. Jericho NY Broadway Office 390 North Broadway Jericho NY 11753 USA				CONTACT NAME: PHONE (A/C. No. Ext): FAX (A/C. No.): E-MAIL ADDRESS:			
INSURED Skanska USA Building, Inc. Fort Lauderdale 1815 Griffin Road, Suite 204 Dania Beach FL 33004 USA				INSURER(S) AFFORDING COVERAGE		NAIC #	
				INSURER A: Zurich American Ins Co		16535	
				INSURER B: American Zurich Ins Co		40142	
				INSURER C: American Guarantee & Liability Ins Co		26247	
				INSURER D: Hartford Fire Insurance Co.		19682	
				INSURER E:			
				INSURER F:			
COVERAGES		CERTIFICATE NUMBER: 570056679353		REVISION NUMBER:			
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested</p>							
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU/Contractual Liability <input checked="" type="checkbox"/> 50' RR Exclusion Deleted GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL0489601807	08/31/2014	08/31/2015	EACH OCCURRENCE \$5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$5,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$5,000,000 GENERAL AGGREGATE \$10,000,000 PRODUCTS - COM/OP AGG \$10,000,000
D	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			10CSEQU2350 AOS 10CSEQU2351 MA	08/31/2014	08/31/2015	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION			AEC489601908	08/31/2014	08/31/2015	EACH OCCURRENCE \$20,000,000 AGGREGATE \$20,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WC489601710	08/31/2014	08/31/2015	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$5,000,000 E.L. DISEASE-EA EMPLOYEE \$5,000,000 E.L. DISEASE-POLICY LIMIT \$5,000,000
A	Contractor Prof			E0C508712406 Pollution/Professional	08/31/2010	08/31/2015	Each Claim \$25,000,000 Aggregate \$50,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: RFQ# 255-11497, Construction Management at Risk - Las Olas Improvement Project and DC Alexander Park Improvements. The City of Fort Lauderdale and the City Commission are included as Additional Insured in accordance with the policy provisions of the General Liability and Automobile Liability policy. A waiver of Subrogation is granted in favor of the City of Fort Lauderdale and the City Commission in accordance with the policy provisions of the General Liability, Automobile Liability and Workers' Compensation policies. Workers' Compensation coverage Not Included in Monopolistic States - OH, ND, WA, WY and Puerto Rico.							
CERTIFICATE HOLDER				CANCELLATION			
The City of Fort Lauderdale Procurement Services Division, James T. Hemphill, Sr., Procurement Specialist, Fort Lauderdale City Hall 100 N. Andrews Avenue, 6th Floor Fort Lauderdale FL 33301 USA				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 			
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Holder Identifier : ABGHL

Certificate No : 570056679353



Appendix H: Insurance (continued)



January 28, 2015

Zurich-American Insurance Group
1400 American Lane
Schaumburg, Illinois
60196-1056
Telephone 847 605 6000
Internet <http://www.zurichamerican.com>

Skanska USA Building Inc.
4030 Boy Scout Blvd. Suite 200
Tampa, FL 33607

RE: NCCI Experience Modification
Skanska USA Building, Inc.
Bureau File #: 917439982
Solicitation 255-11497, Construction Management at Risk – Las Olas
Improvements

To Whom It May Concern:

Per your request, the NCCI Experience Modification factors for the account referenced above for the past five years is as follows:

Valuation (8/31 each year)	Factor	Production date
2010	.45	05/17/2012
2011	.44	02/21/2014
2012	.47	07/31/2014
2013	.44	07/31/2014
2014	.56	09/24/2014

If you have any questions regarding or require additional information, please feel free to contact me.

Regards,

Regin D'Amico, UA

MICHAEL R CALABRO
NOTARY PUBLIC-STATE OF NEW YORK
No. 01CA6304770
Qualified in New York County
My Commission Expires June 02, 2018

civic soft wave
 wake intertwining
 reciprocity grid
 matrix shopping
 threshold residential
 architecture urban
 organic **interface** curves
 geometry ecotone
 juxtaposition formal
 beach expansive oasis
 rhythms **weave**
 dune **relief** project
 blend structure
 frame harmony sensory
 class waterfront marina
 network orthogonal linear
 world pedestrian
 sculpture **public**
 patterns
 resort



Skanska USA Building Inc.
 www.usa.skanska.com
 1815 Griffin Road, Suite 204
 Dania Beach, FL 33004
 Ph: 954.920.5167
 Fax: 954.927.4671

