CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Qualifications for Design-Build Finance
of Utility Special District Water Treatment Facilities

RFQ # 1039-21-3

HASKELL
JOINT VENTURE
CDM Smith

Cover Rendering
Architectural Concept for the District's Utility and Public Works Administration Building

HASKELL
JOINT VENTURE
CDM Smith

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 1 | Cover Letter

Haskell-CDM Smith,
A Joint Venture

333 SE 2nd Ave.
Suite 2000
Miami, FL 33131

July 20, 2021

Althea Pemsel, MS, CPSM
Director of Procurement
Office of the City Clerk City of Riviera Beach
600 West Blue Heron Boulevard
Riviera Beach, FL 33404

RE: Qualifications for Design-Build Finance of Utility Special District Water Treatment Facilities, RFQ # 1039-21-3

Dear Ms. Pemsel:

Ensuring water of the highest quality is a critical component of a community's economy, quality of life and public health. The Riviera Beach Utility Special District (District) recognizes the vital role dependable water quality plays in establishing and maintaining a high standard of living for residents and corporate partners in this desirable seaside community. The District's commitment to this mission is evident through the proposed new Water Treatment Facilities and this Design-Build-Finance Request for Qualifications.

The Haskell Company and CDM Smith have partnered as a joint venture to form a fully-integrated, design-build team capable of delivering every aspect of this critical project, while providing the District a single point of accountability through each step in the process. Our Team will leverage the diverse capabilities of our members to ensure we achieve all water quality goals and successfully complete the design, construction and start-up of this new treatment facility.

Providing High Quality Water On Schedule

Constructing a new water treatment plant sends a message to residents, businesses and potential investors that Riviera Beach has a plan for growth and progress. Once online, this new facility will produce some of the highest quality water in South Florida. To meet these needs, the Team understands the time-sensitive nature of the project. We will work with the District to develop a schedule that will satisfy all stakeholders and deliver on your desire to fast-track the project and deliver high quality potable water on or before December 1, 2023.

Providing Economic Stability and Growth

The Haskell-CDM Smith Team will maximize the capabilities of the new facility, while accounting for both initial capital outlay and long-term operational costs. On June 18, our Team conducted water quality sampling at Cunningham Park in Riviera Beach, running tests focused on isolating, quantifying and identifying the type of solids in the distribution system. Utilizing a key partner on our Team, GlobalTech, we will carefully craft a plan to maintain operational continuity of the existing plant during design, construction and transition to the new treatment plant. This transition plan will be submitted to the District for approval.

Why Our Team?

High Quality Water

Our Team is unmatched in Water treatment in South Florida. Our knowledge base allows us to deliver a fast-tracked, new facility that produces consistent, desirable, high quality water for the lowest possible capital investment. Your new water treatment system will be an asset for the District for decades to come.

Economic Stability and Growth

The Haskell-CDM Smith Team has a clear plan to deliver consistent, desirable water to the residents and businesses of Riviera Beach much earlier than currently contemplated.

Keeping Project Investment Dollars Local

Our Team's approach will maximize local and minority participation by exceeding the Local Vendor Preference of 15%, ensuring project dollars are reinvested in the community.

Minimizing Impact to Rate Payers

Our financing plan will provide low-cost, tax-exempt funding quickly. We will take advantage of the current low rate environment to save millions of dollars in financing and construction costs, minimizing the short and long term impact to rate payers.

Simultaneously, the Team will design and construct the new water treatment facility to deliver consistent, quality water well into the future. This multi-pronged response will ensure that residents, visitors and corporate customers are drawn to Riviera Beach and view the community as a place to invest and grow.

Keeping Project Investment Dollars Local

This Team truly respects and understand the importance of providing opportunities to local subcontractors and vendors, especially within the small, women, local, and minority owned (SBE/M/WBE) business community. Utilizing our well established transparent GMP (Guaranteed Maximum Price) development processes, the District will see that every possible dollar is being expended within the local community. You have our assurance that we will reinvest the highest level by utilizing a dedicated business Diversity Coordinator, Teri Williams. She has already begun the process of contacting the subcontractor and vendor community. Teri will be engaged throughout the project to ensure the Team exceeds the 15% goal for Local Vendor Preference.

Minimizing Impact to Rate Payers

Affordability of a new drinking water facility is a major concern for any community. Water is life sustaining and must be available for everyone. Recognizing this, our Team has partnered with Community Facility Public Private Partnerships (CFP3) to provide private funding solutions tailored to this project. As a 501(c)(3) entity, CFP3 is able to help mitigate against rising financing rates and construction prices by providing tax-exempt, low-cost funding to get the project started sooner, potentially saving millions of dollars for the District and its customers.

Additionally, our Team is well versed in obtaining Federal and State project dollars through programs such as Water Infrastructure Finance and Innovation Act (WIFIA) and the State Revolving Fund (SRF) and will take advantage of these programs where they exist.

The Haskell-CDM Smith Team looks forward to the opportunity to collaborate with the District to design and build this most important part of community infrastructure.

Sincerely,

Peter M. Kinsley, DBIA
President, Infrastructure & Transportation
Haskell

Michael P. Picard
Senior Vice President
CDM Smith

Haskell-CDM Smith Joint Venture

1. **Proposer's Representative Principal:**
   Peter M. Kinsley, DBIA | President, Infrastructure & Transportation
   333 SE 2nd Ave. Suite 2000, Miami, FL 33131
   904.357.4868 | Peter.Kinsley@haskell.com
   a. Legal Structure: 50/50 Joint Venture Between The Haskell Company and CDM Smith. Board of Control shall include Michael Picard and Kevin Leo from CDM Smith and Peter Kinsley and Bryan Bedell from Haskell.
   b. Proof of Authority to do Business in Florida: Attached on the following page.
   c. Personnel Obligated to Disqualify: None.
2. **Person(s) in charge of negotiations, decision making and duly authorized to sign:** Michael Picard and Kevin Leo from CDM Smith and Peter Kinsley and Bryan Bedell from Haskell.
   Authorized to sign: Peter M. Kinsley, DBIA at contact noted previously.
3. **Proposer's Representative:** Peter M. Kinsley, DBIA at contact noted previously.

Proof of Authority to do Business in Florida

Haskell

State of Florida
Department of State

I certify from the records of this office that THE HASKELL COMPANY is a Delaware corporation authorized to transact business in the State of Florida, qualified on November 7, 2008.

The document number of this corporation is F08000004829.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on April 26, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Eighth day of June, 2021

Secretary of State

Tracking Number: 0768964347CU

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

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

CDM Smith

State of Florida
Department of State

I certify from the records of this office that CDM CONSTRUCTORS INC. is a Massachusetts corporation authorized to transact business in the State of Florida, qualified on May 4, 1993.

The document number of this corporation is F93000002289.

I further certify that said corporation has paid all fees due this office through December 31, 2021, that its most recent annual report/uniform business report was filed on January 11, 2021, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Twenty-fifth day of June, 2021

Secretary of State

Tracking Number: 2703131005CU

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

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

HASKELL CDM Smith
JOINT VENTURE

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 2 | Table of Contents

HASKELL JOINT VENTURE CDM Smith

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As required in addenda #1 & 2, the following areas are not included in the page limit: *The continuation of a schedule or organizational chart on additional pages and 3 pages of the sample risk assessment.*

HASKELL
JOINT VENTURE
CDM Smith

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 3 | Organization and Team Information

3. Organization and Team Information

It is critical the District selects the right team to design and construct the water treatment plant (WTP). Haskell-CDM Smith understands the significance of this new facility in providing high quality drinking water to all Riviera Beach customers.

Team Organization

Outline the organization of the team, companies involved, key personnel and a summary of the roles and responsibilities.

Haskell-CDM Smith (the Team) has assembled an integrated design-build team to provide design, financing, project management, construction and legal services for this project. Operating as a single entity, our Team will innovate, collaborate and leverage our diverse capabilities to work with project stakeholders to complete the WTP project on schedule and within budget. We will also provide subcontracting opportunities with local firms to build wealth within the community. Team members and their roles are provided in the table below.

Haskell-CDM Smith Team Roles

Haskell	JV Leader, Design, Preconstruction, Project Management and Construction
CDM Smith	JV Leader, Design, Preconstruction, Project Management, Construction, Start Up and Commissioning
CFP3	P3 Financial Management
Colliers Securities	Bond Market Consultant
Globaltech	Plant Operations Continuity and Transition
Radise	Geotechnical Engineering
Acuity Design Group (ADG)	Community Outreach
Brown Electrical Solutions	Electrical Construction
Dan Nelson	Legal — P3 and Financing
Jeff Miller	Legal — JV Contract
HBC Engineering	Civil/Site Engineering Design
Cooper Construction Management	Maintenance/Accessory Building(s) General Contractor

Bryan Bedell and Pete Kinsley of Haskell, and Michael Picard and Kevin Leo of CDM Smith comprise the JV Executive Board (Board), and stand ready to make available all resources required to achieve the District's goals for this new facility. Industry leaders their collective experience and knowledge of collaborative delivery includes hundreds of completed projects valued in the billions of dollars. Pete, Bryan, Kevin and Suzanne are committed and ready to assist the Team and District throughout the course of this project to ensure our mutual success.

Haskell-CDM Smith | Primary Contact

"My combined design-build and construction experience will bring extreme value to The District. I will lead a team that thrives on collaboration, and with our JV partners at CDM Smith, we will drive quality and deliver the job in-budget and on schedule.

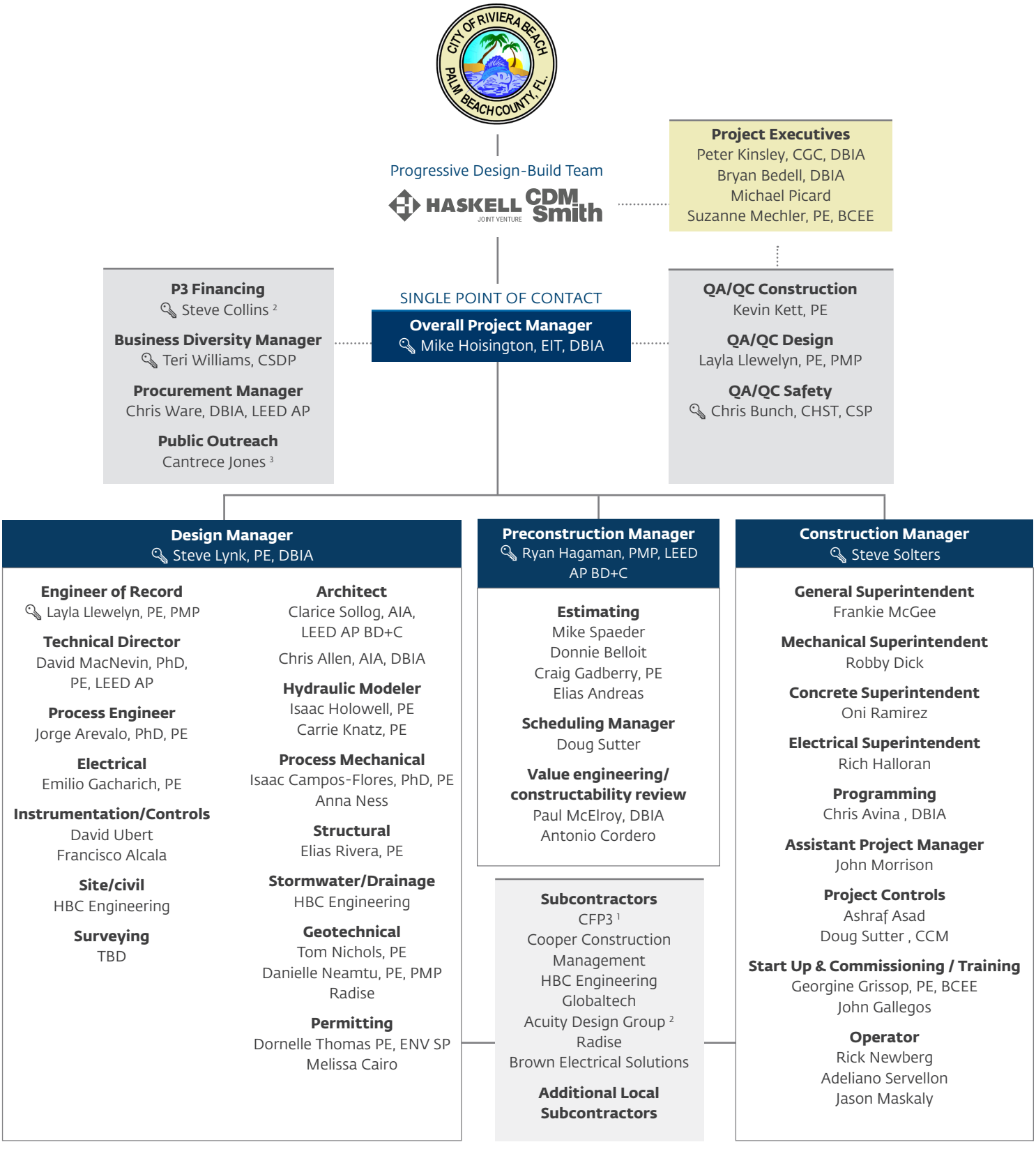
Michael Hoisington, DBIA
Overall Project Manager
Michael.Hoisington@haskell.com
(904) 357-4232

1. Organizational Charts

The Haskell-CDM Smitth Team Phase I and Phase II organizational charts can be found on the following pages. Our integrated team demonstrates our comprehensive experience and technical resources to support the District with a project of this size and complexity. Overall Project Manager Mike Hoisington will be directly supported by key leaders who will direct and guide design, financing, project management, construction and legal representation.

Collaboration is key to successful design-build project delivery, and the fully integrated nature of our Team supports communication and teamwork at all levels.

Haskell-CDM Smith Team | **Phase I Organizational Chart**

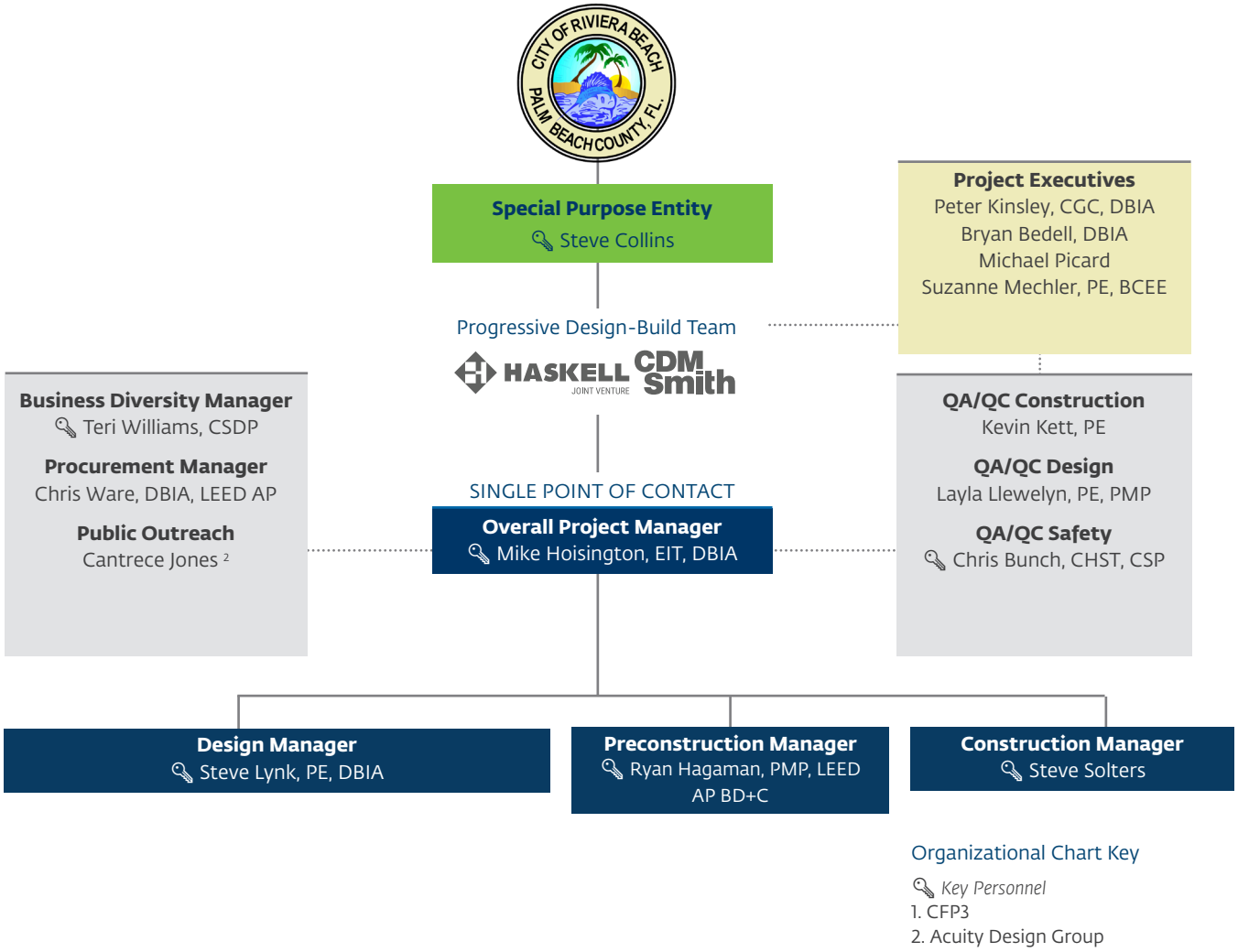


Organizational Chart Key

Key Personnel

Haskell-CDM Smith Team | **Phase II Organizational Chart**

If private funding is selected by the District



Organizational Chart Key

Key Personnel

1. CFP3
2. Acuity Design Group

Haskell-CDM Smith Team | **Overview**

2. Identity Firms for Design, Construction and Start-up

The following firms will provide design, construction and start-up services for this project.

The Haskell Company | Design, Project Management and Construction

Haskell's strengths reside with the breadth of experience and skills of our people. We have more than 1,600 employees working to deliver facilities of the highest quality. Our multi-disciplined team includes design, preconstruction, construction management, project management and skilled craft labor. Our corporate structure affords the financial strength and resources of a large company coupled with the accessibility and agility of a small firm.

Haskell's Water Division provides collaborative delivery solutions and services to water and wastewater clients across the United States. Our Team of seasoned professionals have extensive experience constructing water and wastewater facilities, which facilitates thoughtful value engineering (VE) and constructability insights to bring the best value to our clients. Our experience includes:

- 2500+ progressive design-build (PDB)/collaboratively delivered projects nationwide
- 1130+ PDB/collaboratively delivered projects in Florida
- $13 billion of PDB/collaboratively delivered projects since 1965
- #1 ranked and largest Florida-based design-build firm according to ENR 2021
- 100+ projects in Southeast Florida valued in excess of $500 million
- 7.5% average savings during preconstruction
- 8 completed WTPs in Florida

Haskell's project services include:

- Single point of contact
- Project management
- Design
- Preconstruction
- Construction

CDM Smith | Design, Construction and Start-up

CDM Smith has designed some of the most visionary and technically sophisticated advanced water treatment (AWT) facilities in existence today. We have delivered over 2 billion gpd of membrane treatment capacity worldwide, and our experience in leading innovation is unmatched in the industry. As the leader in the design of AWT facilities, we will apply all of our treatment experience to provide the District with the highest quality facility informed by our wealth of technical know-how.

In Florida alone, CDM Smith has provided engineering services for the design and construction of membrane and RO plants with a total capacity of more than 245 mgd — experience we believe is more than all other firms combined. CDM Smith offers the District the greatest opportunity for a successful and revolutionary AWT project performed by a team comprising of our technical strength combined with our vast experience delivering PDB projects in Florida.

In addition to offering unmatched AWT design expertise, CDM is an industry leader in the progressive design build of water treatment plants. Over 60% of CDM's annual construction revenue is focused on water treatment plant PDB projects, including the $1.8B Houston NEWPP WTP Expansion which is the largest WTP PDB project in the nation.

Our experience includes:

- 650+ mgd of membrane treatment capacity designed and constructed throughout the US
- 48+ Individual membrane WTPs CDM Smith has provided services for in Florida
- 20+ South Florida membrane WTPs in Palm Beach County and surrounding areas
- 22+ pilot tests in Florida and 250+ pilot tests nationwide
- $5 billion in treatment plant-related collaborative delivery

CDM's project services include:

- Project management
- Design
- Preconstruction
- Construction
- Start-up & Commissioning

Globaltech, Inc. | Plant Operations Continuity and Transition

An integrated design-build company, Globaltech has served the South Florida water and wastewater utility industry for more than 26 years. Licensed engineers and state-certified mechanical, general, underground utility, excavating and plumbing contractors, Globaltech's extensive experience upgrading potable water systems and facilities includes conceptual planning, design, permitting, construction, commissioning and operations.

Globaltech's work with the District over the last five years includes design-build and engineering services related to chemical feed system improvements, softeners 1 & 2 inspection, softener 3 inspection and rehabilitation, softener 3 bypass, temporary sodium hypochlorite system, filter rehabilitation and upgrades to Avenue's U and C repump stations. They are committed to utilizing local resources to build wealth within the City of Riviera Beach. A critical partner, Globaltech's invaluable experience at the existing Riviera Beach WTP will quickly get the entire Haskell-CDM Team up to speed.

RADISE International | Geotechnical Engineering

A local Riviera Beach, certified SBE/MBE firm, RADISE provides geotech engineering, construction engineering inspection, field and laboratory materials testing and IT services

Brown Electrical Solutions | Electrical Contracting

A local Riviera Beach, SBE/MBE firm, Brown Electrical is a licensed electrical contractor experienced with large, complex electrical systems

HBC Engineering Company | Civil/Site Engineering

HBC specializes in planning, design and construction inspection services for water/wastewater projects

Cooper Construction Management | Maintenance/ Accessory Buildings, General Contractor

Cooper Construction Management is a Office of Equal Business Opportunity (OEBO)-certified MBE general contractor.

Comprehensive overviews of Globaltech, Radise, Brown Electrical and HBC Engineering can be found in Tab 4.

Globaltech is Experienced with the Existing Riviera Beach WTP

3. Management Structure and the Role of Each Team Member

Haskell and CDM Smith both bring design and construction resources to this project, as well as track records of successful progressive design-build projects. Together, they will support the successful construction of the District's new WTP through best practices and collaboration with the District.

As a 50/50 joint venture, each firm is jointly and severally liable for delivering this contract. A single surety bond will be issued for the Joint Venture; however, it is important to note that Haskell and CDM Smith each have the bonding capacity to bond the full value of the project — attesting to the financial strength and size of our firms.

The role and valuable contribution of each team member firm is provided in the chart on page 3.

Haskell-CDM Smith Joint Venture

The Haskell-CDM Smith Joint Venture (JV) was formed to pursue the progressive design-build delivery of this new 12 mgd WTP and associated infrastructure. Our PDB approach will provide the District a single, integrated Team that combines both water treatment and design-build experts for successful collaboration with the District through design, construction and commissioning.

As integrated design-builders, both joint venture partners bring the established internal design-build relationships that must be present for design and construction to proceed seamlessly. The District will not see distinctions between design staff, construction staff or JV partners; only team members with individual expertise in areas required to effectively and efficiently complete the project. Our time-tested and proven project execution process ensures collaboration and buy-in through a common understanding of project goals and objectives and project team roles and responsibilities. Together with effective communication, our integrated Team approach enables us to successfully meet challenges and achieve project goals.

We are committed to collaboration and welcome the District's involvement and partnership throughout project development and implementation. As the most qualified Team, we offer the District the following advantages and benefits of selecting a 50/50 JV of two integrated design-builders:

- An experienced, integrated team that will maximize the benefits of progressive design-build project delivery
- Innovative base and alternative design concepts that increase functionality and provide future expansion capabilities
- A seasoned PDB management team that will partner with you to deliver a successful project
- Collective P3 financing, and funding expertise to provide seamless delivery while maximizing funding
- District involvement during procurement that empowers you to make informed decisions
- A carefully crafted plan to maintain operational continuity during the transition from the existing plant to the new WTP
- Both Haskell and CDM Smith own the risk for design and construction
- Open-book transparency completely accountable - the District has the ability to choose the equipment or vendors/manufacturers you want, see the true contract values of SBE/M/WBE firms and see where every dollar is spent
- As your designer and contractor, we are willing to take on performance guarantees that stand-alone contractor-led teams are rarely unwilling to accept
- Flexibility to draw on our deep bench of local resources to supplement the market when demands and availability are limited or cost prohibitive

The Haskell-CDM Smith Team will be the single point of accountability to the District. Our structure does not include a subcontract relationship between the design and construction elements of the design-build entity, it affords the District a direct relationship with the design team without having to go through a general contractor.

Management Roles

We have committed our best staff to this project. The Joint Venture will be led by **Overall Project Manager Mike Hoisington**, who contributes 20 years design-build experience in the water industry. Mike will be the District's main point of contact, and have primary responsibility for management and successful project delivery.

Mike will be directly supported by **Design Project Manager Steve Lynk, PE, BCEE, DBIA**. Steve will be responsible for the integration of the design expertise of both Joint Venture partners and the execution of the project's design aspects. He will manage the design process, delivering the contractual scope and quality on schedule and within budget, beginning with the proposal and continuing through all phases of design, construction and commissioning. During the design phase, Steve will lead biweekly design coordination meetings to verify work is progressing

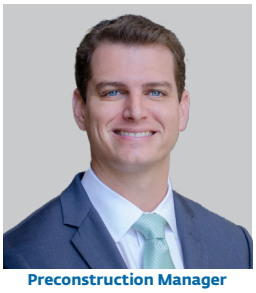
Haskell-CDM Smith JV | Management Team

Haskell-CDM Smith has selected the best team to support this important project. This core management team is unmatched in experience and client service. With such a team, the District can be assured of our ability to provide high quality water on schedule.

Overall Project Manager
Mike Hoisington, EIT, DBIA

Design Manager
Steve Lynk, PE DBIA

Engineer of Record
Layla Llewelyn, PE, PMP



Preconstruction Manager
Ryan Hagaman, PMP, LEED AP BD+C

Project Executive
Suzanne Mechler, PE, BCEE

Construction Manager
Steve Solters

Public Outreach
Cantrece Jones

QA/QC Safety
Chris Bunch, CHST, CSP

P3 Financing
Steve Collins

Business Diversity Manager
Teri Williams, CSDP

according to schedule, and that appropriate and timely design decisions are being made, and that all project concerns are being addressed. Key design, construction, and commissioning personnel will participate in the biweekly meetings, along with the District's project team and appointed representatives.

Preconstruction Manager Ryan Hagaman, PMP, LEED AP BD+C will assist in the review of design deliverables and will facilitate coordination of the engineering and construction teams' design understanding. Ryan has a strong resume of design-build projects, including the City of Memphis, TN's WIFIA-funded $242M, 90-mgd WWTP PDB Improvements project.

Mike, Steve and Ryan are also joined by **Construction Manager Steve Solters.** Steve will be responsible for the management and implementation of all construction activities, day-to-day project administration, quality control and project safety.

Working closely with one another, Mike, Steve, Ryan and Steve are each responsible for communicating decisions and information to their respective project team members. Throughout the entire project, they will use their extensive design-build project experience to ensure design and construction team members are working together as a fully integrated team.

Design Team Leadership

Design Manager Steve Lynk will be supported by **Engineer-of-Record Layla Llewelyn, PE, PMP** who will deliver innovative, cost-effective design solutions for the District.

Layla will provide treatment process input and guidance to the design team. She is an environmental engineer with 20 years' experience in WTP process designs and improvements with a focus on micro/ultrafiltration membrane systems. As EOR on the South Miami Heights WTP Design-Build Operate Finance (DBOF) project, Layla is responsible for developing the Design Criteria Package for WASD's 20-mgd SMH WTP.

Construction Team Leadership

To deliver this project, our approach to managing construction activities is designed to maintain the schedule and control work quality. Under Steve Solter's leadership, management of the entire project site will be the responsibility of **General Superintendent Frankie McGee.** His project portfolio includes the $95M design-build Mount Holly Pump Station and HDD modification project.

As general superintendent, Frankie will be directly in charge of project construction, while supervising all trades and subcontractors toward quality performance, timely completion and safe practices. He will plan and schedule construction activities on a daily and weekly basis. In

conjunction with Steve, he will also plan and develop construction techniques and methods, such as formwork and temporary structures; materials handling; crew sizes; equipment requirements; and task sequences. Frankie is also responsible for recruiting and deploying all job personnel; layout of accurate lines and grades for all work; checking and verifying dimensions within construction drawings, as related to shop drawings; and keeping the project management team fully informed of all construction activities. He is also in charge of safety and accident control; conducts safety meetings; and implements effective safety programs.

Additional Team Members

While Haskell, CDM Smith, Globaltech, Radise, Brown Electrical and HBC Engineering are responsible for design, construction and start-up services, the following firms will provide financing, funding, legal and community outreach expertise.

Community Facility Public Private Partnerships (CFP3) | Financing

Community Facility Public Private Partnerships is headquartered in Minnetonka, MN and has financed and developed a diverse set of projects across the country that includes the Boynton Beach Town Square project in Boynton Beach, FL. Since 2006, the 501(c)(3) non-profit organization has been involved in financing P3 projects that include city halls, libraries, police stations, governmental office buildings, energy centers, hospitals, sports centers and other critical social infrastructure.

More background information on CFP3 can be found in Tab 5.

Dan Nelson | P3 Legal Counsel

Dan is the General Counsel for CFP3 and a senior partner at Best and Flanagan, LLP. Dan is a nationally recognized Bond Counsel and practices in the area of public finance, focusing on tax-exempt municipal bonds, and representation of 501(c)(3) tax-exempt organizations and the evolving field of P3 projects.

Jeff Miller | JV Legal Counsel

General Counsel for Haskell, Jeff will provide legal representation for the Haskell-CDM JV.

ADG | Community Outreach

Acuity Design Group will develop a community engagement plan to advance the project through development, design and construction.

4. Key Team Members

The following key team members bring over 198 years of collective expertise in design, preconstruction, construction, financing and diversity, equity and inclusion to successfully complete this project. Individual resumes for the following key personnel are available at the end of this section.

- Mike Hoisington, EIT, DBIA | Overall Project Manager
- Steve Lynk, PE DBIA | Design Manager
- Layla Llewelyn, PE, PMP | Engineer-of-Record
- Ryan Hagaman, PMP, LEED AP BD+C | Preconstruction Manager
- Steve Solters | Construction Manager
- Chris Bunch, CHST, CSP | QA/QC Safety
- Steve Collins | P3 Financing
- Teri Williams, CSDP | Business Diversity Manager

5. Third-Party Specialty Consultants

Colliers Securities will provide additional financing experience.

Dick Ward | Colliers Securities

Dick Ward is a Senior Vice President with Colliers Securities, formerly Dougherty and Company, a full service investment bank and registered securities broker-dealer. Dick has 25+ years experience in bond issuance and finance as an investment banker and advisor to governments, non-profits, developers and charter schools. His experience includes tax supported and revenue based financings for municipal utilities, education, housing and specialized project financing. He offers clients a keen understanding of the various revenue streams and security options available to access the capital market.

Mike Hoisington, EIT, DBIA

Overall Project Manager

Years of Experience

20 Years

Professional Credentials

Engineer in Training in FL

Designated Design-Build Professional

OSHA 30-Hour Training

Education

BS, Civil Engineering, University of Central Florida

Value to District

Mike has vast constructability experience and is an expert in construction means and methods. His extensive construction knowledge is enhanced by his ability to provide sound judgement and decision-making to cost, constructability, quality and schedule challenges and reviews.

Mike has over 20 years of construction experience in various markets including water, wastewater and commercial.

As Overall Project Manager Mike is responsible for the completion of all phases of project construction. His duties begin during preconstruction, with the review and evaluation of all levels of design for constructability, value engineering options and alternative construction systems. He is a key contributor for the development and implementation of the construction schedule and will coordinate all field-related updates. Once the construction begins, Mike is accountable for scheduling all self-perform and subcontracted work in the field, coordinating with plant operations and overall project safety.

Relevant Experience

Lower Poplar and Rocky Creek WRF Upgrades, Macon, GA. Design-build, $49 million. This project consists of upgrades to the water reclamation facility, including influent channel screen replacement, new grit removal system, solids dewatering equipment replacement and building renovation, bioreactor aerator motor replacement and sodium bisulfite feed system repair chlorine analyzer replacement. Mike was the construction manager.

Water Treatment Plant Reverse Osmosis and SCADA System Upgrades, Venice, FL. Progressive design-build, $6.7 million. This project consisted of the replacement of four (4) 1.1 mgd reverse osmosis (RO) skids. The RO system is a single-stage design that will operate at 50 percent recovery, with the ability to expand to a two-stage, higher recovery system in the future. The project also included the installation of four (4) new 150 HP vertical turbine can pumps, each with variable frequency drives. Additionally, four (4) replacement stainless steel, horizontally mounted cartridge filter vessels are included. As the project manager, Mike was on-site and provided leadership and oversight to our superintendent.

Lower North Tyger River Reclaimed WTF Expansion and Improvements, Spartanburg, SC. Progressive design-build, $12 million. Haskell was selected for the upgrade and expansion of the Lower North Tyger River Reclaimed WTF. The facility's capacity was expanded from 3.1 mgd to 6.76 mgd to accommodate additional flow from a new industrial user. The project included upgraded influent pumps, a new self-cleaning EQ tank and new UV system. Mike was the construction manager.

Brownsville-Robindale Wastewater Treatment Plant, Brownsville, TX. Design-build, $10.8 million. This renovation and expansion project covers the City's north service area to ensure high-quality effluent water through 2025 and increased the treatment capacity from 10 mgd to 14 mgd to support the needs of the expanding community. High-efficiency turbo blowers were installed to reduce energy use and a bioscrubber that uses biology to manage odor, without using carbon or chemicals, are used on the plant. Mike was the construction manager.

Steven Lynk, PE, BCEE, DBIA

Design Manager

Years of Experience

28 Years

Professional Credentials

Registered Professional Engineer in FL, TX, CO, MN

Design-Build Institute of America (DBIA) Certified Professional

Board Certified Environmental Engineer (BCEE)

Education

ME, Civil Engineering, Texas A&M University

BS, Civil Engineering, Texas A&M University

Value to District

We are providing the City with one of the most experienced WTP DB design managers in the industry whose experience on large, complex WTP design and construction projects includes the largest WTP PDB project in the US. Steven frequently helps clients successfully navigate the challenges of first-time DB project delivery, resulting in a win-win project that reaps the full benefits inherent in alternative project delivery.

Steven's 28 years of design management and collaborative project delivery experience includes the ground breaking 400-mgd WTP Expansion (Houston, TX), which is the largest PDB project of its kind in the US. He also brings the lessons learned and best practices gained from delivery of more than 20 individual WTP projects totalling more than 700 mgd of designed treatment capacity.

As Design Manager, Steven will be responsible for leading the design team and coordinating the individual disciplines required for this WTP project.

Relevant Experience

Northeast Water Purification Plant Expansion, City of Houston, TX. Progressive Design-Build, $1.76B, 400 mgd. Steven serves as Design Manager for the largest PDB project of its kind presently underway in the US, involving expansion of the NEWPP from 80 to 400 mgd on a 90-acre site to eliminate groundwater withdrawls and treat difficult water quality (with changing turbidity, pH, alkalinity and organic levels).

- Intake pump station
- Twin 108-inch transmission mains
- Pre- and post-treatment chemical addition
- Flocculation/sedimentation basins
- Ozone treatment
- Filtration
- Finished water storage tanks
- High-service pumping station

Ullrich WTP Expansion and Membrane Demonstration Project, City of Austin, TX. Fast-Track Design, $76M, 160 mgd conventional lime softening WTP. Steven served as Design Manager for the $76M fast-track expansion of the Ullrich WTP from 100 to 160 mgd, which was notably accomplished in only 12 months.

- Vertical turbine raw water pumps
- 150-ft dia. upflow solids contact, reactor-type clarifiers
- Recarbonation basins
- Lime slaking and feed facilities
- Gravity filtration units
- Bulk chlorine storage/feed facility
- Horizontal centrifugal pumps
- Procure and install low pressure MF/UF and NF/RO membrane equipment

Piqua WTP, City of Piqua, OH. Design-Bid-Build, $40M, 6.75 mgd. Steven served as Design Manager for planning and design of a 40-acre, 6.75-mgd greenfield conventional lime softening WTP from multiple surface water sources of highly variable quality including a gravel quarry, Swift Run Lake, and the Great Miami River.

- Rapid mix, flocculation, sedimentation
- Filtration systems
- Lime feed systems and GAC absorption systems
- High-service pumping station
- Clearwell systems

WTP No. 4, City of Austin, TX. Owner's Advisor for CMAR, $508M, 50 mgd. Steven provided expertise and guidance for CMAR delivery of the City's new 50-mgd, $374.5M conventional lime softening WTP, which draws raw water from nearby Lake Travis. He served as the bridge between the City and the CMAR, reviewing and conducting design VE that led to overall savings of $15M.

- Intake pump station with vertical turbine pumps
- Two upflow clarifiers, filter basins, clearwells, and disinfection
- Chemical feed and storage facility
- Finished water transmission main

Layla Llewelyn, PE, PMP

Engineer-of-Record

Years of Experience

20 Years

Professional Credentials

Registered Professional Engineer in FL

Project Management Professional (PMP)

Education

MS, Environmental Engineering, Florida International University

BS, Civil Engineering, Florida International University

Value to District

Having spent most of her career in South Florida, including her education at FIU. Layla is intimately familiar with the unique water supply and quality needs of the City. She will leverage this unique perspective to adequately size and select the appropriate processes to meet the City's water quality goals.

Layla's 20 years of experience includes WTP process designs and improvements with a focus on micro/ultrafiltration membrane systems. Her experience, almost entirely in South Florida, involves more than 300 mgd of designed water treatment capacity with a majority focused on membrane treatment systems.

As engineer-of-record, Layla will be responsible for signing and sealing the drawings, reports, and documents for this project.

Relevant Experience

South Miami Heights WTP DBOF, Miami-Dade County, FL. Layla is the EOR for development of the DBOF Design Criteria Package for WASD's 20-mgd SMH WTP.

- Piloting of NF/UF/LPRO for softening/nitrate reduction
- Finished water quality from Biscayne and UFA Aquifers
- LEED Silver certification
- Production/deep injection wells
- Transmission mains
- Operational criteria

Fort Irwin Water Works Facility DB, USACE LA, CA. Layla served as EOR for the $102M DB of a new 6-mgd EDR/UF/RO WTP that achieves >90 percent recovery.

- Production wells
- 1-MG untreated water and clearwell tank
- Control and chemical building
- Finished water pump station
- Raw water transmission lines

South District WWTP WRF, WASD, FL. Layla was instrumental in piloting and design of a $50M, 30-mgd membrane filtration system (MF/RO/UV-AOP) to enable 21 mgd of groundwater recharge.

- 6-month pilot testing
- Addressed CECs
- Water quality requirements
- On-site facilities

Alexander Orr Jr. WTP, Miami-Dade County, FL. Layla is the EOR for implementation of comprehensive unit operation and process evaluation services at the 248-mgd WTP.

- Liquid NaOCL conversion
- Lime slaking improvements
- Lime sludge residuals
- Chloramine and nitrification control studies

RO WTP, Florida Keys Aqueduct Authority, FL. As EOR, Layla managed FKAA's initial Water Supply Protection Program for their 0.7-mgd RO WTP, affecting production and limitations on permitted withdrawals from the Biscayne Aquifer.

- Hydrologic/anthropological influences on water quality
- Reviewed withdrawals, chloride concentrations, and groundwater levels from monitoring wells
- Ranfall and canal flow data sets
- Groundwater and WTP process improvements

Ryan Hagaman, PMP, LEED® AP BD+C

Preconstruction Manager

Years of Experience

12 Years

Professional Credentials

Project Management Professional (PMP)

US Green Building Council, LEED® AP

Leadership in Energy and Environmental Design Accredited Professional (LEED® AP BD+C)

10-hour OSHA Construction Safety

30-hour OSHA Construction Safety

Confined Space Entry

CPR/First Aid

Prolog

Education

BS, Building Construction, University of Florida

Value to District

Effective design-build projects involve seamless transitions between design and construction packages. Ryan has successfully facilitated this process for 13 DB projects in the US, working with many of the same proposed team members to develop construction work plans and bid packages, set up the financial systems by budgeting the work packages, and review regularly for to ensure overall project success.

Ryan brings 12 years of specialized experience in management of collaborative delivery and construction projects, helping deliver projects totaling more than $420M during his career. Notably, he has been involved in 13 collaborative delivery projects involving GMP development.

Bringing diversified experience in all phases of collaborative delivery, Ryan will effectively bridge the gaps between design and construction to ensure a seamless transition.

Relevant Experience

Northwest WTP Phase C, St. Johns County, FL. Ryan served as pre-construction manager for $6.8M design-build of WTP expansion from 2 mgd to 6 mgd.

- Developed GMP budget allowing funding to move forward
- Submittal and RFI documentation and equipment invoice approval
- Change management, site supervision, plant startup, and project closeout

T.E. Maxson WWTP Process Upgrades, City of Memphis TN. Ryan provided pre-construction support for this $242M progressive design-build project to upgrade the 90-mgd Maxson WWTP.

- Developed construction work plan and bid packages for five GMPs
- Set-up project financial system by budgeting work packages
- Reviewed budgets on monthly basis for project success

Arbennie Pritchett WRF Expansion, Okaloosa County, FL. Ryan provided pre-construction support for the design-build of a $13M, 5-mgd expansion to the 10-mgd WRF.

- On-site pre-construction support and project set-up
- Oversaw team responsible for procurement and submittals
- Managed responses to Contractor RFIs

Mud Creek Water Pollution Control Plant Upgrade and Expansion, City of Valdosta, GA. Ryan was pre-construction manager for design and construction of the $36M expansion of the City's Mud Creek WPCP from 3.22 mgd to 5.7 mgd.

- Wrote subcontracts and vendor purchase and change orders
- Documented and recorded pre-bid and bid opening events and was main POC for bidders
- Document control, internal submittal coordination and scheduling, and equipment invoice management
- Owner-purchased equipment

WWTP Improvements, City of Kingsport, TN. Ryan served as pre-construction manager for the $23.5M, 12.5-mgd progressive design-build Improvements project for the Kingsport WWTP.

- Shop drawing review and scheduling and controls
- Equipment procurement, subcontracts, and purchase and change orders
- Equipment delivery management

Steve Solters

Construction Manager

Years of Experience

43 Years

Education

Coursework, Real Estate and Construction Technology

Value to District

Steve's brings to the City's project a deep-rooted background in plant construction and all facets of alternative project delivery. What's more, his local experience keeps him abreast of current market pricing as well as future trends, knowledge that is critical when providing project budgets and design value engineering.

Steve is a 43-year veteran Florida construction manager who has served as project manager and/or construction manager for more than $2.5B in collaboratively delivered construction costs, including more than $600M in constructed costs for large design-build projects completed in the Southeast.

As construction manager, Steve will manage all aspects of construction, including final acceptance, start-up, and commissioning services.

Relevant Experience

Kerr Lake Regional WTP PDB Expansion, Henderson, NC. Steve is serving as construction manager for a $40M PDB of a 10 to 20 mgd WTP expansion, including SRF funding.

- Ballasted flocculation and sedimentation with carbon adsorption
- Multi-media gravity filter
- $6M in grants and $5M in zero-percent interest loans

Surface WTP DBO, Tampa Bay Water, FL. Steve served as construction manager for the DBO of a $144M, 66-mgd Surface WTP and Alkalinity Adjustment Facility with CDM Smith serving as designer/EOR. Design was notably completed in only six months from NTP.

- Large-scale pilot testing for better finished-water quality, improved process reliability, and reduced treatment costs
- ACTIFLO® ballasted flocculation/ high-rate sedimentation with ozonation
- Eight deep-bed biologically active filters with activated carbon and sand dual media

DBO of Piney Point Phosphate Mine Actiflo Water Treatment, Palmetto, FL. Steve provided design management, EPC procurement, and construction execution of $52M in DB improvements to the clarification system to treat 1 billion gallons of acidic waste process water.

- Dual-stage liming with ammonia air-stripping
- Two ACTIFLO® High-Rate clarification systems
- Chemical, coagulation, and additional frac tanks

CMAR of Surface WTP, San Jacinto River Authority, Conroe, TX. Steve served as construction manager for the CMAR construction of a 30-mgd, $191M surface WTP, providing coordination, inspection, and management services with multiple engineering firms.

- Chemical pretreatment and solids handling system
- MF membrane and GAC treatment building
- Finished water storage tank
- High-service pumping station
- Finished water transmission main

Christopher Bunch, CHST, CSP

QA/QC Safety

Years of Experience

12 Years

Professional Credentials

OSHA 30-Hour Training

CPR and First Aid

Certified Health and Safety Technician

Certified Safety Professional

Education

BA; Political Science, Hobart and William Smith College

Value to District

Chris is instrumental in establishing rules and programs designed to promote safety and to make these rules and programs known to all construction employees.

Chris has over 12 years of safety management experience in various markets including water, municipal, education, aerospace and aviation, maritime and manufacturing.

As QA/QC Safety Manager Chris is responsible for safety and health performance of construction operations. He is instrumental in establishing rules and programs designed to promote safety and to make these rules and programs known to all construction employees. He makes necessary safety training and materials available, including first-aid training and certification for on-site project management. He conducts periodic inspections of all job sites, maintains records and continually monitors all aspects of the safety program for effectiveness.

Relevant Experience

Lower Poplar and Rocky Creek WRF Upgrades, Macon, GA. Design-build, $36.3 million. Haskell was selected for the upgrades to the water reclamation facility, including an influent channel screen replacement, new grit removal system, solids dewatering equipment replacement and building renovation, bioreactor aerator motor replacement and sodium bisulfite feed system repair chlorine analyzer replacement. Chris was the safety manager.

NCL Cruise Terminal B, PortMiami, FL. Design-build/CMAR, $200 million, 166,500 SF. The project included operations, circulation systems, passenger boarding connections, site development, wharf and waterside improvements, intermodal areas, ancillary roadways, baggage handling, parking facilities, restrooms, wayfinding, landscaping and irrigation, operational and security enhancements, access control and all related infrastructure. Chris was the safety manager.

Boynton Beach City Hall/Library and Central Energy Plant, Boynton Beach, FL. Design-build, $55 million, 102,000 SF. Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. As a component of this redevelopment, Haskell constructed the new City Hall/ Library Building and 2,700 ton Central Energy Plant (CEP). Chris was the safety manager.

Miami Dade College Medical Campus Parking Garage, Miami, FL. Design-build, $29.1 million, 518,042 SF, 1,554 space parking structure that replaces the existing surface parking lot as well as the potential construction of an overhead pedestrian bridge linking the new parking structure to the main campus. Chris was the safety manager.

L3Harris Building 25B, Palm Bay, FL. Design-build, $7.2 million, 21,900 SF. Secure high bay testing and research facility with accompanying offices and lab spaces. The scope of work included tilt-up exterior walls, a single-ply roof system and mechanical, fire protection and electrical systems. Chris was the safety manager.

Steve Collins

P3 Financing

Years of Experience

43 Years

Education

BS in Business Administration, Iowa State University.

MBA, University of St. Thomas

Value to District

Steve brings decades worth of legal and financial expertise in leveraging P3, 501(c)(3) tax-exempt financing and keeping it in compliance throughout the life of the project.

Steve was elected as one of the original board member of CFP3, in 2006, and worked in that capacity for 12 years before becoming President of the organization in August of 2018. He brings extensive experience with non-profit and for profit organizations in the area of new business development, management, marketing and finance. He is the former Chairman of the Board for the National Institute for Media and the Family and past President and CEO of Martin/Williams Advertising.

As the head of the 501(c)(3) Special Purpose Entity, Steve's responsible for client relations, financial oversight and compliance execution of the Limited Liability Company formed to own the Water Treatment Facility on behalf of the District.

Relevant Experience

Boynton Beach Town Square, Boynton Beach, FL. $78 Million in tax-exempt financing, 176,000 SF. Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. As a component of this redevelopment, Haskell constructed the new City Hall/ Library Building and 2,700 ton District Energy Plant. CFP3 also financed the Police Station and Fire Station part of the Town Square project.

Riverside County Libraries in Menifee, French Valley and Desert Hot Springs, CA. $42 Million in tax-exempt financing, 75,000 SF. CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise of a turnkey P3 development team to get all three libraries done at once, in 18 months. The project was completed in April of 2021.

The Palladium Energy Center, Carmel, IN. Sale/Leaseback; $16,300,000 in tax-exempt financing. The City of Carmel ran out of money to finish the restoration of the historic Palladium Dramatic Arts center. CFP3 purchased the Energy Center that heated and cooled the Arts Center to provide the cash to finish the restoration. The City paid off the outstanding Certificates of Participation and the Energy Center was donated back to the City.

Bay City Office Center, Bay City MI. Sale/Leaseback, $6,040,000 in financing, 24,996 SF. A new state-of-the-art eco-friendly office building for their Michigan State Environmental Quality division was built

Taylor Governmental Center, Taylor, MI. Sale/Leaseback, $6.55 Million in financing, 32,201 SF. A location for the Department of Health band Human Services in Taylor, MI

Grand River Office Center, State of Detroit, MI. Sale/Leaseback; $8.7 Million in financing, 37,599 SF. Facility used by the State of Michigan's Department of Human Services, which serves customers in the Southern Detroit area.

Vadnais Sports Center, Vadnais Heights, MN. $24.8 Million in tax-exempt financing, 183,500 SF This Design-Build-Finance-Operate-Maintain project included 2 NHL sized hockey rinks with seating and 2 domed soccer fields for two Cities: Vadnais Heights and White Bear Lake, MN.

Teri Williams, CSDP

Business Diversity Manager

Years of Experience

20 Years

Professional Credentials

Certified Supplier Diversity Professional

Education

BS, Business Administration, Excelsior College

Value to District

Teri has vast knowledge of SBE, MBE and WBE requirements and offers her expertise to address the client's community in promoting minority business enterprises.

Teri has over 20 years of diversity coordination experience in various markets, including water, government and municipal.

As Business Diversity Manager, Teri develops the subcontracting plan based on specific project goals, location and availability of certified subcontractors and vendors to the project. She is responsible for solicitation, certification documentation, project reporting and liaison duties, designing workshops, offering assistance on bid preparations and outreach. Being the Small Business Liaison with the Small Business Administration (SBA), she is also available to address the client's community in promoting minority business enterprises.

Relevant Experience

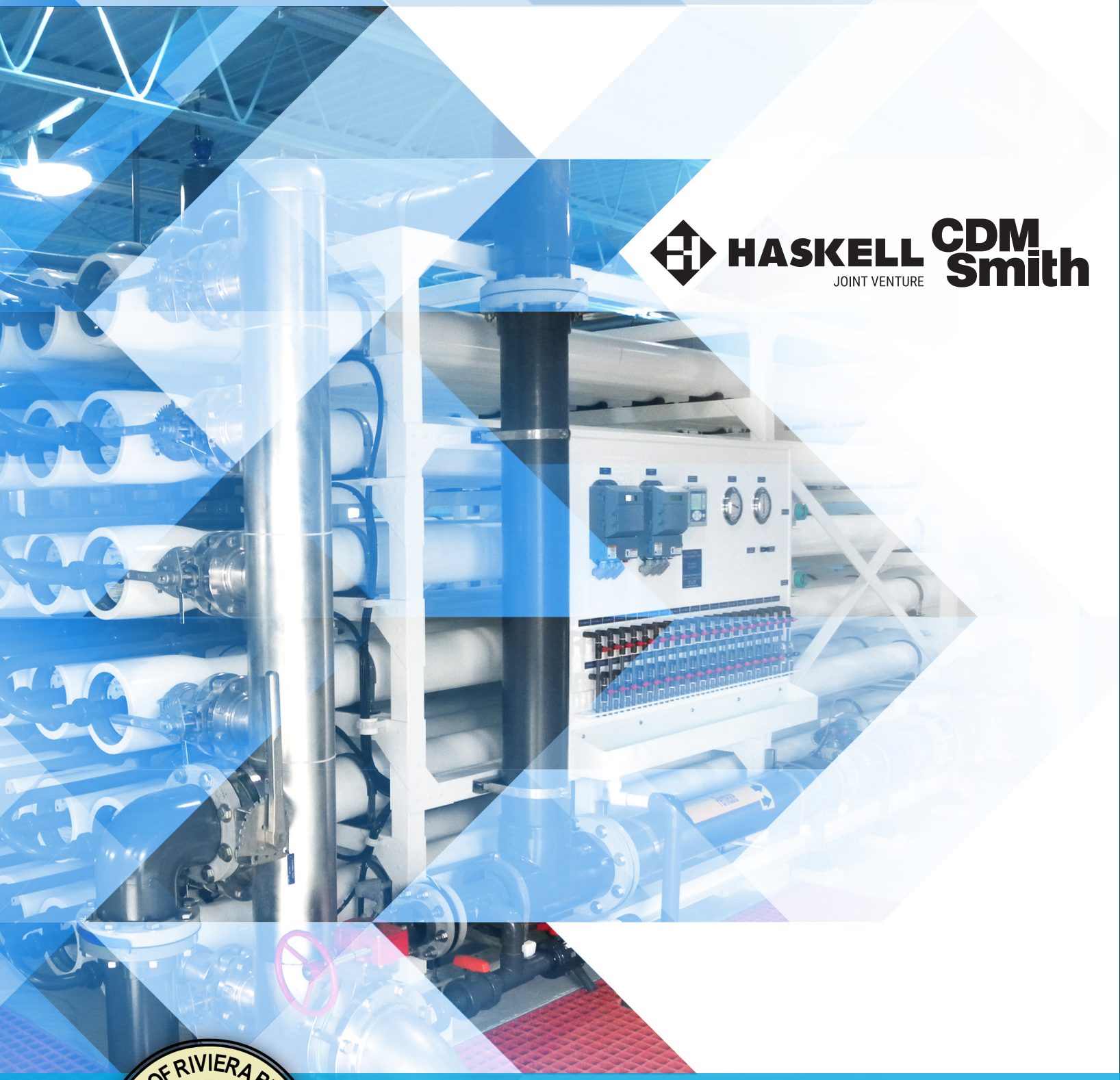
Lower Poplar and Rocky Creek WRF Upgrades, Macon, GA. Progressive design-build, $40.8 million. Haskell was selected for the upgrades to the water reclamation facility, including an influent channel screen replacement, new grit removal system, solids dewatering equipment replacement and building renovation, bioreactor aerator motor replacement and sodium bisulfite feed system repair chlorine analyzer replacement. Teri was the community and subcontractor engagement and outreach and responsible for supplier diversity planning, monitoring and reporting.

JEA Main Street WTP Orange Street Reservoir Replacement Project, Jacksonville, FL. Design-build, $10.9 million. This project included an advanced ozone treatment system and adding finished water storage capacity to the existing 24 mgd facility. The project included a 3 mgd prestressed concrete tank, demolition of existing facility, ozone system and SCADA integration. Teri provided project cost accounting support and worked with subcontractors on the project.

Southwest Water Reclamation Facility Capacity Upgrades, St. Petersburg, FL. CMAR, $59.3 million. Haskell was selected to collaborate with the City's engineer to review design deliverables and provide constructability input for optimization and cost effectiveness for emergency capacity improvements and construction of approved improvements. Teri was the community and subcontractor engagement and outreach and responsible for supplier diversity planning, monitoring and reporting.

JEA Total Water Management Plan River Crossing Segment II, Jacksonville, FL. Design-build, $18.7 million. This was an extensive directional drilling project for the installation of 6,700 feet of 36-inch steel pipe under the St. Johns River along with 1,000 feet open-cut installation, a 200-foot jack and bore under a FDOT expressway and a major 75-foot jack and bore under a CSX spur. Teri provided project cost accounting support and worked with subcontractors.

Boynton Beach City Hall/Library and Central Energy Plant, Boynton Beach, FL. Design-build, $55 million, 102,000 SF. Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. As a component of this redevelopment, Haskell constructed the new City Hall/Library Building and 2,700 ton Central Energy Plant (CEP).



HASKELL CDM Smith
JOINT VENTURE

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 4 | Development Team Experience

4. Development Team Experience

The City of Riviera Beach Utility Special District (The District) is proactively investing in the planned construction of a Water Treatment Plant to meet the long term needs of its corporate and residential customers. This step makes it abundantly clear that collaborative delivery, schedule performance and technology expertise is extremely important in the District's selection of its design-build partner for this high profile project.

The Haskell-CDM Smith Team was formed expressly to be that partner to the District by expeditiously delivering this project within the allocated budget and schedule. To accomplish this, we have developed a comprehensive team that will maximize the capabilities of the new facility, provide continuity of operation in the current facility and account for both initial capital outlay and long-term operational costs.

Background Information About Proposer's Team Members

Haskell Overview

HASKELL

Company History: Founded in 1965 by Preston Haskell as a design-build company, Haskell is a single-source provider of design and construction services. In this time, Haskell has successfully completed over 2,500 progressive design-build, design-build and CMAR projects totaling $13 billion. Our commitment to value and quality has translated into an 80% repeat client base with annual sales over $1 billion. Haskell serves clients from 20+ strategic offices throughout North America, Latin America and the Asia Pacific region. We have more than 1,600 employees working to deliver facilities of the highest quality.

Haskell is currently the #1 ENR-ranked design-build firm headquartered in Florida. In our 56-year history, we have grown into one of the most recognizable design-build firms in the country. Water Division Leader, and JV Board member Bryan Bedell is a past-chair of the DBIA Water Committee and past-president of the Water Design-Build Council.

These credentials demonstrate our commitment to design-build and our expertise in this delivery method. Haskell's project expertise includes:

- P3 projects for municipal clients
- Water/wastewater treatment facilities
- Water storage facilities
- Water distribution systems
- Stormwater facilities
- Sewer collection systems
- Pump stations
- Industrial pretreatment facilities

The Haskell Company

Years in Business: 56

Principal Place of Business: Haskell will support the District from our headquarters in Jacksonville, FL and our regional office in Miami, FL.

Legal Structure: S-Corporation

Discipline: Design, Preconstruction and Construction

Headquarters:
111 Riverside Avenue
Jacksonville, Florida 32202

Regional office:
333 SE 2nd Ave., Suite 2000
Miami, FL 33131

Company History: CDM Constructors Inc. (CDM Smith, CDM), a wholly-owned subsidiary of CDM Smith Inc., will provide design, construction and start-up services for the District. CDM brings the strengths and resources of a single, integrated design-build team to assure complete collaboration through design and project completion.

Founded in 1947, CDM Smith is an employee-owned, global, integrated, full-service consulting, engineering, construction and operations firm helping clients meet environmental and infrastructure project needs. With over $1.2 billion in annual revenues and a multi-disciplinary staff of more than 5,000 in more than 125 offices worldwide, CDM Smith maintains the size, stability and resources required to successfully undertake a diverse range of projects.

Since 1991, CDM Smith has completed more than $5B in alternative delivery projects – projects that have almost exclusively featured CDM Smith designs.

CDM Smith's project expertise includes:

- Design-build/alternative delivery
- Water/wastewater treatment
- Water reclamation/reuse
- PFAS/emerging contaminants
- Conveyance
- Water resources
- Biosolids and bioenergy
- Asset Management

CDM Smith

Years in Business: 74

Principal Place of Business: CDM Smith supports the District from our headquarters in Boston, MA and our regional office in Boca Raton, FL.

Legal Structure: Employee Owned

Discipline: Design, Construction and Start-up

Headquarters:
75 State Street, Suite 701
Boston, MA 02109

Regional office:
621 N.W. 53rd Street, Suite 265
Boca Raton, FL 33487

CDM Smith Overview

Community Facility Public Private Partnerships

Years in Business: 15

Principal Place of Business: :
601 Carlson Parkway, Suite 1050
Minnetonka, MN 55305

Legal Structure: 501(c)(3) charitable organization

Discipline: Finance and Legal

Company History: Community Facility Public Private Partnerships (CFP3), headquartered in Minnetonka, MN, is a non-profit and tax-exempt 501(c)(3) charitable organization

CFP3 has worked on a diverse list of municipal projects across the country in Florida, California, Minnesota, Michigan, Texas, Arizona and Indiana. Established in 2006, the company has been involved in financing or monetizing projects ranging from city halls, libraries, sports facilities, police and fire stations, medical facilities, district energy centers, infrastructure, office buildings and public service centers.

Globaltech, Inc.

Years in Business: 26

Principal Place of Business: :
6001 Broken Sound Parkway, NW
Suite 610, Boca Raton, FL 33487

Legal Structure: S-Corporation

Discipline: Design-Build, Plant Operations, Continuity and Transition

Company History: Comprised of seasoned engineering and design professionals with a high level of proficiency in the execution of both large and small projects, Globaltech has a total staff of 55 including 9 professional engineers degreed in Mechanical, Environmental, Electrical, Civil, and Chemical Engineering; and Construction Management. Our professional engineers have nearly 160 years of experience, primarily in the South Florida water and wastewater utility market.

Globaltech's combined staff of in-house engineers, financial and administrative support staff, construction managers, and our line construction staff have worked cohesively on projects for more than 26 years.

Globaltech has extensive experience in providing design and construction for the upgrades to potable water systems and facilities, with full-service capabilities ranging from conceptual planning, design, and permitting to services during construction, commissioning and operations. To date Globaltech has successfully self-performed on over 300 design-build projects.

We have successfully provided design-build and engineering services to the District for more than 5 years, including the following projects:

- Chemical feed system improvements
- Softeners No's 1, 2 and 3 inspection and rehabilitation
- Softener 3 Bypass
- Temporary sodium hypochlorite system, filter rehabilitation and electrical upgrades at existing WTP
- Rehabilitation of Avenue's C and U remote storage and repump stations

In a continuing design-build role at the City, Globaltech has been integrally involved in working with the FDEP/PBCDOH each step of the way to ensure that the facilities work toward, and maintain compliance with, current regulations. We maintain close consultation with FDEP/PBCDOH, PBCERM, and the City's Building Department to enhance compliance throughout each project phase.

RADISE International

Years in Business: 24

Principal Place of Business: :
4152 W Blue Heron Blvd.
Suite 1114
Riviera Beach, FL 33404

Legal Structure: LC

Discipline: Geotechnical Engineering

Company History: A Florida-based certified minority and small business with large firm capabilities, RADISE has a working relationship with City of Riviera Beach. Based in Riviera Beach, FL, RADISE specializes in geotechnical engineering, construction engineering inspection, field and laboratory materials testing, and IT services. Their full-service geotechnical engineering services includes field explorations; and full-service laboratory material testing services include soils and aggregate, concrete, masonry, steel and asphalt.

RADISE performs all drilling in-house with multiple truck and track mounted drill rigs. A FDOT Construction Testing Qualification Program (CTQP) Training Provider, RADISE trains in-house staff, FDOT personnel and outside clients. RADISE holds many certifications including a Palm Beach County SBE, and state of Florida M/WBE firm. Since inception in 1997, RADISE has had no litigation and maintains a spotless safety record with no OSHA time lost.

Acuity Design Group

Years in Business: 12

Principal Place of Business:
3109 Spring Glen Road, #302,
Jacksonville, FL 32207

Legal Structure: Corporation

Discipline: Community Outreach

Company History: With more than 12 years of experience, Acuity Design Group (ADG) provides community engagement, public relations, planning, project management, marketing communications and public involvement services to the architecture, engineering, planning and municipal sectors. Our services are customized to transform any project with great efficiency. We deliver fast results on time, within budget and with high quality. Delivering true customer service is our core differential. The ADG team consists of a group of talented professionals with a variety of experience that are passionate about what they do. We differentiate ourselves by incorporating that same passion into each project. We are committed to developing solutions that help promote our client's products and/or services.

Our methods stress creative problem solving, and we depend on tools as traditional and online media, unparalleled community relationships, proprietary research and innovative thinking to get measurable results. We work in a broad range of industry sectors such as transportation, education, energy, healthcare, and government authorities. Our team members have deep roots in the industry and extensive experience with grassroots advocacy.

ADG is a Florida Minority Business Enterprise (MBE), and Florida, Georgia and Tennessee Disadvantaged Business Enterprise (DBE).

Brown Electrical Solutions

Years in Business: 5

Principal Place of Business:
1421 W 13th Street
Riviera Beach, FL 33404

Legal Structure: LLC

Discipline: Electrical Construction

Company History: Brown Electrical Solutions (BES) is a family-owned and operated minority and small business located in Riviera Beach, FL, with over 15 years of combined experience, a licensed electrical contractor, BES's services include providing electrical repairs, LED lighting and landscape lighting. BES works with owners, engineers, architects, general contractors and construction managers to achieve project objectives. They are skilled in the complexities of larger electrical systems which require the knowledge and experience of highly trained electricians who are familiar with this type of electrical system. BES' employees go through hours of extended training to keep themselves at the top of their profession. Most of BES' electricians graduated from the NJATC, which is a five-year course that provides them with college credits towards an Associate's Degree.

HBC Engineering Company

HBC Engineering Company

Years in Business: 15

Principal Place of Business: :
8935 NW 85th Lane, # 201
Doral, FL. 33172

Legal Structure: Corporation

Discipline: Civil/Site Design

Company History: HBC Engineering Company begins in 2006, when the first office was opened on Cutler Bay, Florida. HBC Engineering Company specializes in planning, design and construction inspection services for water and wastewater, civil, structural and transportation related projects for the public and private sectors. HBC is a DBE, CBE, SBE and local business. HBC is certified in several engineering categories including Water Treatment and Sanitary Sewer Systems, Environmental Engineering (storm water drainage design engineering services), General Electrical Engineering, General Civil Engineering and Engineering Construction Management and provides Public Involvement services. HBC is also certified as a County Business Enterprise (CBE) with a primary certification in Architecture and Engineering Services in Broward County.

Cooper Construction Management

Years in Business: 16

Principal Place of Business: :
354 Hiatt Dr., Suite 140
Palm Beach Gardens, FL 33418

Legal Structure: Corporation

Discipline: General Contractor

Company History: Cooper Construction Management is a Palm Beach County OEBO-certified MBE General Contractor headquartered in Palm Beach Gardens, FL. Cooper's 16 years of experience includes a wide variety of construction experience that includes municipal, commercial, educational, institutional, and residential projects totaling more than $200M in construction projects. They have notably worked with CDM Smith on several projects, including the PDB of Boynton Beach's Ion Exchange Resin Plant, and together present District with a record of successful performance on PDB/DB and traditional construction projects completed on time, on budget, safely, and with a focus on quality.

1. Overview of the Team's Experience in Executing Design-Build Projects

Provide relevant experience of the Proposer's team members (firms) that comprise the submitting entity.

Total number of design-build and P3 projects. Members of the Team have collectively delivered over 3,200 design-build and collaborative delivery projects, and over 90 P3 projects.

Number of years' experience executing water production and delivery projects. Members of the Team have collectively executed water production and delivery projects for more than 130 years.

The Team specializes in progressive design-build and integrated project delivery, and is considered to be the industry leader in this field. The processes and tools developed by our Team have become industry standards. In fact, Haskell was one of the founding members of the Design-Build Institute of America in 1993 and has developed and encouraged enactment of national design-build legislation.

With Team 's expert background in integrated project delivery, District will be assured a smooth process from start to finish. Having completed thousands of water treatment plant projects, our Team has mastered the progressive design-build process, and find it to be easier, faster, more efficient and less expensive for the owner.

The single point of contact structure in the integrated project delivery model results in clearly fixed responsibility, maximum cost control and immediate responsiveness. This facilitates a comprehensive view of the project, as opposed to the one-piece-at-a-time method of multiple providers. Additional benefits include early pricing information and time and cost savings.

Overall Project Manager, Michael Hoisington, DBIA will be the District's single point of contact. Our Team's uncommon culture of integrated architecture, engineering and construction (AEC) professionals has developed unique personalities that thrive in a collaborative work environment. An appreciation for each Team member's interest, mutual respect among individuals and effective communication is practiced daily by our Team members. A culture and attitude that values true partnership is highly effective at conflict prevention.

South Florida Membrane Expertise

David MacNevin, Technical Director, has worked on numerous multi-million dollar membrane facilities, fundamentally setting the design methodology for nanofiltration and reverse osmosis facilities in South Florida. For this project, David will provide local oversight, leading the data gathering efforts.

Our Proven Expertise in Membrane Design

Palm Beach County WTP No. 8 (30 mgd)	Boca Raton WTP (70 mgd)	Cocoa WTP (48 mgd)	Manatee County (30 mgd)	Dania Beach (3 mgd)	Deerfield Beach (14 mgd)	Collier County (12 mgd)	Ormond Beach (8 mgd)

Our Demonstrated Experience in Ion Exchange Systems

Palm Beach County WTP No. 8 (30 mgd)	PBC WTP No. 2 (16.4 mgd)	Boynton Beach East WTP (24 mgd)	Broward County WTP 1A (20 mgd)	Carrabelle WTP (1 mgd)	Carrabelle Lanark Village WTP (0.5 mgd)	Brunswick Topsham WTP (4 mgd)

Water Treatment Expertise

A 130-year history of exceeding the expectations of our municipal and public utility clients throughout Florida, the southeast and the country.

A founding member of DBIA, Haskell was a visionary in design-build project delivery and instrumental in its application to water treatment projects, including upgrades, expansions and new construction.

- Over 90% of Haskell's water and wastewater clients are city, county or state entities
- Accepted VE ideas historically result in 7.5% average cost savings to owners
- Haskell was one of the first construction firms to have a dedicated, in-house BIM and virtual design team

CDM Smith is at the forefront of water quality research, leading more than $20M ($4M per year on average) in water research projects funded by the Water Research Foundation and Federally sponsored research programs such as SERDP, ESTCP, AFCECs, including more than 50+ active water R&D projects.

- Best-in-class experience designing membrane and ion exchange facilities—more than 245 mgd of membrane treatment in Florida (48+ WTPs in Florida; 20+ in South FL), as well as more than 20 Ion Exchanges facilities in the US—will guide our pilot testing and process analyses.
- Strong technical capability and consistent ranking as a top drinking water firm by Engineering News Record (ENR), the American Council of Engineering Companies (ACEC), and the American Academy of Environmental Engineers (AAEE).

P3 Expertise

The financial Team will be lead by Steve Collins with CFP3. In the course of its existence, CFP3 has been involved in an extensive list of P3 projects for municilapilites. These facilities exist because CFP3's expertise in this funding model. Working in Public Private Partnerships with CFP3, communities throughout the country are provided the opportunity to create and complete projects through collaborations with local business and civic partners using a nonprofit framework which delivers the project more quickly at the lowest cost possible and still allow the public entity complete control.

Our job is to make difficult-to-finance jobs doable. Some of the lessons learned along the way have been put to good use with each successive project:

- **Assign a public sector champion.** A strong financial partner and public sector champion is vital to help get decisions made throughout the process
- **Communicate well and often.** Face to face meetings are best. When that can't be done, make a personal call. Don't rely solely on emails to be the main source of direction and information – things get lost in the email string
- **Maintain stakeholder support throughout the process.** We deeply integrate the community, sub-contractors, vendors and staff
- **Anticipate problems and issues.** They are going to happen, and the more complex the project, the more they will happen. Having creative problems solvers with the right experience can make solutions look seamless
- **Understanding compliance without complication.** Keeping the project managed and in compliance to the contracts and bond documents without complicating the process is essential

Our Team members have been involved in 100+ different P3 and 501(c)(3) financings.

Below is a sampling of P3 projects we have helped finance, build, remodel or monetize:

- **Boynton Beach Town Square,** CFP3 secured $78M in P3 financing via a Tripe Net Lease with the City of Boynton Beach. The City is responsible for maintenance. This redevelopment included site improvements, infrastructure, a new City Hall/Library, Police Station, Fire Station, DES Center, Amphitheater and Central Park, and playground.
- **Aqaba Amman Water Desalination and Conveyance Project.** CDM Smith provides guidance to Amman, Jordan"s Ministry of Water and Irrigation (MWI). We provide oversight to MWI's technical, financial and legal advisors regarding the financial and commercial aspects of the design, finance,

construction and operation of new desalination and conveyance facilities. Utilizing a Build-Operate-Transfer (BOT) project delivery approach, the project will desalinate seawater and convey 250 m3/yr of potable water to multiple locations to address severe water scarcity conditions in Aqaba, Amman and governates along the route to Amman Jordan. Facilities to be constructed include marine works, desalination plant, conveyance system and common facilities for operations, support and maintenance, instrumentation and control system, communications system, and power supply.

- **As Samra Water Treatment Facilities Expansion Project**. CDM Smith is providing guidance and leadership assistance to MWI's technical, legal and financial advisors regarding financial and commercial aspects of amending an existing BOT agreement to design, finance, construct and operate a facility expansion to treat an additional 100,000 m3/day wastewater treatment capacity.

- **Central Contra Costa Sanitary District (Central San) Solids Handling P3 Demonstration Project.** CDM Smith consulted with Central San and led the technical, legal and financial feasibility evaluation of eight proposals to dispose of wastewater treatment solids. The project included Phase 1, a 10-year demonstration, and Phase 2, an optional 20-year full implementation. The comprehensive assessment considered the 30-year combined life cycle cost, short and long-term impacts of the proposed technological solutions, the proposers' financial strength as well as the financial strength, commercial viability and deliverability of the proposed solutions. Although unexpected, Central San accepted CDM Smith's recommendation largely due to their technically, commercially and financially sound, comprehensive analysis.

- **Palladium Dramatic Arts Center.** CFP3 secured $16.3M in financing to renovate this historic building. After the City of Carmel's funds ran out. CFP3 purchased the District Energy Center that heated and cooled the facility, which freed up the necessary cash to complete the remodel. The City paid the debt off early through stepped-up lease payments, and the facility was donated back to the City in five years after the debt was retired.

- **Riverside Libraries.** CFP3 secured $42M in tax-exempt financing to design and construct three libraries simultaneously for Riverside County, CA. The project was completed in May 2021.

- **Vadnais Sports Center**. CFP3 used a 501(c)(3) financing structure to secure $24.8M to build a 183,000 SF domed youth soccer and ice hockey arena.

- **Grand River Avenue Office Building.** CFP3 provided $8.7M in financing for this sale/leaseback project. Located in an under-served area of Detroit, State of Michigan's Department of Human Services provides services from this location. Purchased in 2010, CFP3 still owns and operates the building.

Design-Build Projects Delivered for Governmental Clients

2. Provide a list of design-build projects delivered for governmental clients and include any P3 projects, if any.

Aging, inadequate infrastructure, heightened regulation, water scarcity and increasing demand challenge the day-to-day work of managing water and wastewater collection, treatment and distribution. We pair utility design and construction expertise with thoughtful creativity and hard work to overcome these obstacles so clients like City of Riviera Beach can meet and exceed customer and ratepayer expectations.

Haskell-CDM's collaborative, value-focused approach helps municipalities provide pure, uncompromised water, protect public health and welfare and ensure vital environmental stewardship.

We have included profiles for nine relevant design-build projects at the end of this tab.

2. Failure to Complete a Project

3. Has your firm or a team member ever failed to complete any Design-Build project(s) or was party to a project that was not completed as contracted?

Haskell and CDM Smith have never failed to complete any awarded work.

Team P3 Experience | Boynton Beach City Hall, Library and District Energy Plant

City of Boynton Beach | Boynton Beach, FL

The City of Boynton Beach's City Hall, Library and District Energy Plant project is an example of how municipalities can leverage Public Private Partnerships (P3) to transfer and mitigate financing, construction and scheduling risk to help them deliver a quality project more quickly and affordably to their communities.

The Boynton Beach project was a little more complex than most P3 projects, since it included multiple facilities, design-builders, developers, architects, engineers and an army of subcontractors, some of whom were shared between partners. The first Phase of the project included the demolition of the old city hall, civic center, library, and parking facility and the design and construction of a new city hall/ library, police station, fire station, amphitheater, district energy center and the remodeling of an old historic high school.

Haskell was selected as the primary design-build partner to be a part of a development team to deliver this unique P3 project based on its qualifications to manage the design-build process. CFP3, a key partner on the Haskell-CDM Smith Team, was the non-profit financing partner and Owner of the town square project, accessing tax-exempt funding secured by a long term lease agreement with the City of Boynton Beach.

The Haskell Team Meeting with Boynton Representatives

P3 Transfers Risk Away from the Owners

One of the primary benefits of a P3 project is that this innovative project delivery method transfers risk to those parties that best understand and manage risk, the design-builders and financiers. Boynton Beach didn't need to have a large staff focused on large new construction projects with years of experience in design, construction and financing. The Haskell and CFP3 team were uniquely experienced in the nuances of this risk transfer. The team was deeply integrated at the pre-development phase of the project, establishing the P3 contractual relationships, as well as the pricing, scheduling and other technical information needed to support the financing of the project.

Importance of the Right Team

In order for a project of this nature to be successful there needs to be a good working relationship founded on trust and accountability among team members. By combining Haskell's expertise in the design-build process with CFP3's knowledge of P3 financing, the team was able to achieve the city's construction and financing goals. CFP3 project manager Doug Holmberg, who worked for the firm overseeing the town square development, believed the team's intellectual and experiential "horsepower" created an unmistakable chemistry not always achieved on project teams.

Strengthening Safety in the Community

Our safety program has been created to exceed OSHA minimum requirements in numerous areas. We regularly work with OSHA consultative services to add another layer of safety resource and to further minimize the exposures of potential OSHA compliance activities.

For the Boynton Beach's City Hall, Library and District Energy Plant project, Haskell entered in to a Strategic Partnership with OSHA's Ft. Lauderdale office and the University of South Florida's On-site Consultation Program. The goal of this partnership was to prevent injuries and illnesses, increase safety training and increase the number of employers with safety and health management systems. The partnership started with several meetings to discuss the goals of the program and commitments required from each team member which were formalized in a document executed by the leadership of all parties. This specialized training program required documented monthly meetings with safety personnel and leadership to review project safety and methods of advancing the safety culture. OSHA and USF would attend when available, review jobsite activities as well as subcontractor paperwork and training. The intent was not to document violations, but to educate local Boynton subcontractors on safety best practices and reinforce the OSHA guidelines. Haskell also committed to some additional training for field employees. This consisted of discounted OSHA-10 and 30 hour classes offered by a local educator, as well as on-site equipment training. One such training event included United Rentals bringing in several types of equipment for training. Haskell shut down the jobsite for an hour so all employees could participate in the equipment training and then had a safety celebration afterwards.

More information on this project can be found in the project profile at the end of this tab.

Boynton Beach OSHA Training Event

Relevant Experience

All projects are from the lead JV team members of Haskell and CDM Smith.

Similar Projects	Delivery Method	Completion Year	Construction Cost	Water Treatment Plant	P3	Maintenance Building/ New Building	Emergency Shelter	Water Quality Lab	Clearwell Structure	Vertical Transfer Pumps	Electrical, I&C, VFDs	High Service Pump	Storage Tank	Deep Injection Wells	MOPO	Start up and Testing	O&M Manuals	Exterior aesthetics improvement
City of Boynton Beach | Boynton Beach City Hall, Library and District Energy Plant	PDB	2020	$55M		●	●	●									●	●	●
City of Boynton Beach | Boynton Beach WTP Improvements	PDB	2017	$30.8M	●		●			●	●	●	●	●		●	●	●	●
JEA | JEA Total Water Management System Phase 1 & 2	PDB	2013	$29.6M	●						●	●	●	●		●	●	●	●
City of Venice | Water Treatment Plant RO and SCADA Systems Upgrade	PDB	2014	$6.7M	●		●		●	●	●	●	●			●	●	●	●
MWA | Lower Poplar and Rocky Creek WRF Upgrades Phase 1 & 2	PDB	2021	$49M			●				●	●	●	●		●	●	●	●
City of St. Petersburg | Southwest Water Reclamation Facility Upgrades	CMAR	2020	$60M			●	●			●	●	●	●		●	●	●	●
City of Houston | Northeast Water Purification Plant	PDB	2025	$1.76B	●		●	●	●	●	●	●	●	●		●	●	●	
USACA LA District | Fort Irwin Water Works Facility and Conveyance System	DB	2016	$102M	●		●		●	●	●	●	●	●	●	●	●	●	
City of Stockton | Stockton Delta Water Supply	DB	2012	$177M	●		●		●	●	●	●	●	●	●	●	●	●	●
City of Dania Beach | Nanofiltration WTP	DB	2012	$9.1M	●		●		●		●	●	●	●	●		●	●	

Boynton Beach City Hall, Library and District Energy Plant
City of Boynton Beach

Northeast Water Purification Plant
City of Houston

Venice Water Treatment Plant
City of Venice

Fort Irwin Water Works Facility and Conveyance System
USACA LA District

Relevant Experience (Cont.)

Similar Projects	Client Name	Location	Type of facility & Intended Use	Size of Facility	Estimated Lifespan	Project Team	Project Timeline	Contract Amount
Boynton Beach City Hall, Library and District Energy Plant	**City of Boynton Beach**	Boynton Beach, FL	Municipal and community	102,000 SF	50+ years	Chris Ware, Ben Berling, Baker Barrios, Steve Dix, Matt Hamann, Tom Morris, Kimley Horn, Chris Bunch, Mike Montgomery and Rick Craven	2017-2020	$55M
Boynton Beach WTP Improvements	**City of Boynton Beach**	Boynton Beach, FL	Lime Softening/Ion Exchange for Drinking WTP	24 mgd	30-50 years	Suzanne Mechler, Kevin Leo, Jorge Arevalo, Jim Wittig, Emilio Gacharich, Elias Rivera, Danielle Neamtu, Melissa Cairo and Rick Newberg	2015-2017	$30.8M
JEA Total Water Management System Phase 1 & 2	**JEA**	Jacksonville, FL	Water Treatment	24 mgd and 6,700 LF	30-50 years	Paul McElroy, Mike Hoisington, Tiffany Shaw, Black & Veatch, Jacobs, Tom Grogan, Lance Simons and Rusty North	2012-2013	$29.6M
Water Treatment Plant RO and SCADA Systems Upgrade	**City of Venice**	Venice, FL	Water Treatment	4,500 SF	30-50 years	Paul McElroy, Mike Hoisington, Joe Kantor, McKim & Creed, Tom Grogan, Lance Simons and Robby Dick	2013-2014	$6.7M
Lower Poplar and Rocky Creek WRF Upgrades Phase 1 & 2	**MWA**	Macon, GA	Water Reclamation	40 mgd	30-50 years	Paul McElroy, Mike Hoisington, Barge Solutions and Frankie McGee	2017-2021	$49M
Southwest Water Reclamation Facility Upgrades	**City of St. Petersburg**	St. Petersburg, FL	Water Reclamation	54 mgd	30-50 years	Richard Moore, Mike Hoisington, Brown and Caldwell, Steve Rampulla, Ashrad Asad, Gary Weiler, Chris Bunch and Robbie Dick	2017-2020	$60M
Northeast Water Purification Plant	**City of Houston**	Humble, TX	Ozone for Drinking WTP	400 mgd	30-50 years	Steve Lynk, Jorge Arevalo, Dave Ubert, Chris Avina, Carrie Knatz, Elias Rivera, Emilio Gacharich, and Georgine Grissop	2017-2025 (est.)	$1.76B
Fort Irwin Water Works Facility and Conveyance System	**USACA LA District**	Fort Irwin, CA	EDR/UF/RO for Drinking WTP	6 mgd	30-50 years	Chris Avina	2012-2016	$102M
Stockton Delta Water Supply	**City of Stockton**	Stockton, CA	Municipal for Drinking WTP	30 mgd	30-50 years	Chris Avina	2007-2012	$117M
Nanofiltration WTP	**City of Dania Beach**	Dania Beach, FL	NF/RO and Lime Softening	5 mgd	30-50 years	Jim Wittig and Rick Newberg	2009-2011	$9.1M

Nanofiltration WTP
City of Dania Beach

Southwest Water Reclamation Facility Upgrades
City of St. Petersburg

Lower Poplar and Rocky Creek WRF Upgrades
Macon Water Authority

Boynton Beach WTP Improvements
City of Boynton Beach

Boynton Beach City Hall, Library and District Energy Plant

City of Boynton Beach | 100 East Ocean Ave, Boynton Beach, FL 33435

Haskell was the prime design-build partner selected for the new 102,000 SF Boynton Beach City Hall and Library. This was a unique Public-Private-Partnership (P3) project where CFP Boynton Beach Town Square, LLC (CFP) was the owner of the facilities, holding the contract with Haskell, E2L Real Estate Solutions was the Construction Manager for CFP and the City of Boynton Beach was the end user who was leasing the building from CFP. Haskell was to deliver this unique P3 project based on our qualifications to manage the design-build process.

Haskell's AE partners, Kimley Horn and SWC designed the site utilities and Haskell managed the installations. A 2,700 ton District Energy Plant (DES) was also constructed as part of the Town Square development. The DES will serve chilled water to the entire development, yielding a revenue generating stream for the City of Boynton Beach.

This project had a lot of new utilities being installed around a lot of existing utilities. BIM was utilized for clash detection for site utilities. This led to the rerouting of various services to allow for issues with constructability due to sequencing, clearances required and future serviceability.

This P3 project was financed with a capital improvement revenue bond. The project was performed under several different contracts with the P3 entity and also directly with the City of Boynton Beach and separated financially, however, Haskell managed and coordinated as one larger project. This included coordinating with several other contractors and private developers to establish utility needs, cooling demands and tie-in locations.

Project Relevancy

- ✓ P3
- ✓ Maintenance/new building
- ✓ Exterior aesthetics improvements

Client Contact:

Andrew Mack, Public Works Director
City of Boynton Beach
100 E. Boynton Beach Boulevard
Boynton Beach, FL 33435
561.797.6628
MackA@bbfl.us

Type and Intended Use of Facility:

Municipal and community

Size of Facility: 102,000 SF

Estimated Lifespan: 50+ years

Project Timeline:

Start Date:	11/2017
Completion Date:	7/2020

Project Team:

Project Director | Chris Ware
Project Manager | Ben Berling
Design Principal | Baker Barrios
Engineers | Steve Dix, Matt Hamann, Tom Morris, Kimley Horn
Safety | Chris Bunch
Quality | Mike Montgomery
Superintendent | Rick Craven

Contract Amount: $55 million

Boynton Beach WTP Improvements

City of Boynton Beach | 124 E. Woolbright Rd., Boynton Beach, FL 33435

CDM Smith as the prime contractor, engineer, and design-builder, led this award-winning progressive design build project involving design and construction of an Ion Exchange Resin Plant at the East WTP site for pretreatment of the water supply to the eastern service area from the western wellfield while upgrading the WTP to a capacity of 24 mgd.

Notably, the City's water treatment capacity was constrained by restriction in a Consumptive Use Permit (CUP) for the east wellfields, growth in the eastern downtown areas, and a West WTP with raw water capacity but no space to expand. Our creative solution included using raw water from the west as a supply to an upgraded East WTP which focused on MIEX technology to allow blending of different groundwater supplies into high quality and compliant potable water with an overall reduction in odor and chemical costs.

The WTP additions and improvements included civil, mechanical, structural, electrical and instrumentation and control, telemetry disciplines, quality control, safety, start-up, performance testing, operator training, O&M manuals, and record drawings. Other improvements involved filter valve replacements; modifications to the disinfection system; replacement of the existing high service pumps; a new 3.0-MG finished water storage tank with a new re-pump station; and modification of the site's paving, stormwater management, and security systems.

The project was notably the first WTP in Florida to be granted the Envision award, achieving the Bronze Envision Certification, and one of only four WTPs awarded nationally in 2017. The project also received the 2018 National Design-Build Institute of America (DBIA) Merit Award in Water/ Wastewater.

Financing for this project was provided through a combination of the City's water and sewer utility rate revenue, as well as utility revenue bonds.

Project Relevancy

- ✓ Water treatment plant
- ✓ Water quality lab
- ✓ New repump station/storage tank
- ✓ new electrical building
- ✓ Access modifications off county road
- ✓ Startup and testing
- ✓ Exterior aesthetics improvements

Client Contact:
City of Boynton Beach
Joseph Paterniti, PE, Utility Director
100 E. Boynton Beach Boulevard
Boynton Beach, FL 33435
561.742.6423
PaternitiJ@bbfl.us

Type and Intended Use of Facility:
Lime Softening/Ion Exchange for Drinking WTP

Size of Facility: 24 mgd

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	5/2015
Completion Date:	10/2017

Project Team:
CSL | Suzanne Mechler
Executive Support | Kevin Leo
Process Engineer | Jorge Arevalo
Site/Civil | Jim Wittig
Electrical | Emilio Gacharich
Structural | Elias Rivera
Geotechnical | Danielle Neamtu
Permitting | Melissa Cairo
O&M | Rick Newberg

Contract Amount: $30.8 million

JEA Total Water Management System Phase 1 & 2

JEA | 1. 1002 Main Street, Jacksonville, FL 32206 | 2. St. Johns River @ Arlington Expressway, Jacksonville, FL

1. JEA Main Street WTP and Orange Street Reservoir Replacement

JEA selected Haskell to design and build the advanced ozone treatment system and add finished water storage capacity to the 24-mgd facility. To construct the new facilities in the most efficient method possible, a hybrid foundation system was developed utilizing new pile foundations in conjunction with existing tank foundations. The result was significant time and money savings.

The project consisted of the design and construction of a new 3 MG ground storage tank and a 16-mgd ozone system for odor control due to high levels of hydrogen sulfide. The team provided JEA with innovative alternative solutions and accurate estimates, which helped JEA make critical and financial decisions, ultimately saving them $2.3 million during preconstruction.

2. JEA Total Water Management Plan River Crossing Segment II

JEA selected Haskell to design and build a massive directional drilling project that required the installation of 6,700 linear feet of 36 inch steel pipe under the St. Johns River and also an advanced ozone treatment system to add finished water storage capacity to the 24 million gallons per day (mgd) facility. JEA wanted to sustain the Floridan Aquifer for future generations, while continuing to serve the growing potable water needs of Jacksonville residents. To construct the new facilities in the most efficient method possible, a hybrid foundation system was developed utilizing new pile foundations in conjunction with existing tank foundations.

Project financing for both projects was provided by Capital Improvement Plan general utility funding.

Projects Relevancy

- ✓ Water treatment plant
- ✓ Vertical transfer pumps
- ✓ Electrical, I&C, VFDs
- ✓ High service pump
- ✓ Storage tank
- ✓ MOPO
- ✓ Start up and testing
- ✓ O&M manuals
- ✓ Exterior aesthetics improvements

Client Contact:

JEA
Brian Roche, VP
21 West Church Street
Jacksonville, FL 32202
904.665.6000

Type and Intended Use of Facility:

Water Treatment

Size of Facility:

1. 24 mgd
2. 6,700 LF

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	4/2012
Completion Date:	3/2013

Project Team:

Project Director | Paul McElroy
Project Manager | Mike Hoisington
Director of Design | Tiffany Shaw
AE | Black & Veatch and Jacobs
QA/QC | Tom Grogan
Safety | Lance Simons
Superintendent | Rusty North

Contract Amount:

1. $10.9 million
2. $18.7 million

Water Treatment Plant RO and SCADA Systems Upgrade

City of Venice | 401 W Venice Avenue, Venice, FL 34285

The Haskell Company and our design partner partnered to create a specialized team that offered the City of Venice unmatched progressive design-build experience, expert membrane design and implementation experience, creative innovation, cost competitiveness and best value.

This project consisted of the replacement of four 1.1 mgd reverse osmosis (RO) skids. The RO system is a single-stage design which will operate at 50% recovery, with the ability to expand to a two-stage, higher recovery system in the future. The project also includes the installation of four new 150 HP vertical turbine can pumps, each with variable frequency drives. Additionally, four replacement stainless steel, horizontally mounted cartridge filter vessels are included.

A key aspect for the project was the requirement to keep three of the existing four RO skids in operation during the entire construction phase. Our team accomplished this goal by working closely with the city to develop a detailed construction phasing and sequencing plan. The quality of the concentrate was of particular significance in that the city discharges the RO concentrate to the Intracoastal Waterway and is required to meet permitted discharge limits. Our project team's experience enabled us to develop several different alternatives to accomplish these goals in the most cost-effective manner possible.

The project financing was internally funded by revenue bonds by the City of Venice.

Project Relevancy

- ✓ Water treatment plant
- ✓ Maintenance/new building
- ✓ Water quality lab
- ✓ Clearwell structure
- ✓ Vertical transfer pumps
- ✓ Electrical, I&C, VFDs
- ✓ High service pump
- ✓ Storage tank
- ✓ MOPO
- ✓ Start up and testing
- ✓ O&M manuals
- ✓ Exterior aesthetics improvements

Client Contact:
Lenox Bramble, PE,
Assistant City Manager
401 Venice Avenue
Venice, FL 34285
941.480.3333
lbramble@venicegov.com

Type and Intended Use of Facility:
Water Treatment

Size of Facility: 4,500 SF

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	9/2013
Completion Date:	12/2014

Project Team:
Project Director | Paul McElroy
Project Manager | Mike Hoisington
Preconstruction | Joe Kantor
Design Principal | McKim & Creed
Engineers | McKim & Creed
QA/QC | Tom Grogan
Safety | Lance Simons
Superintendent | Robby Dick

Contract Amount: $6.7 million

Lower Poplar and Rocky Creek WRF Upgrades Phase 1 & 2

MWA | 1011 Lower Poplar Street, Macon, GA and 4705 Mead Road, Macon, GA

The Macon Water Authority (MWA) selected the Haskell team as design-builder for upgrades to the Lower Poplar Water Reclamation Facility (WRF) and the Rocky Creek WRF. Over the course of a two-year evaluation conducted by MWA, aging equipment was identified as the primary contributor of several significant operational issues at the two plants.

1. Lower Poplar WRF

The 20-mgd Lower Poplar WRF serves downtown and the northern and eastern areas of Macon-Bibb County, southern Monroe County and the western area of Jones County. The WRF is a conventional activated sludge facility and mostly receives flow from domestic and commercial sources with some industrial contribution.

2. Rocky Creek WRF

The 28-mgd Rocky Creek WRF is a conventional activated sludge facility and mostly receives flow from domestic and commercial sources with some industrial contribution. The facility discharges to the Ocmulgee River.

The projects were financing by revenue bonds from MWA.

Project Relevancy

- ✓ Maintenance/new building
- ✓ Vertical transfer pumps
- ✓ Electrical, I&C, VFDs
- ✓ High service pump
- ✓ Storage tank
- ✓ MOPO
- ✓ Start up and testing
- ✓ O&M manuals
- ✓ Exterior aesthetics improvements

Client Contact:

Ray Shell, Executive Vice President
Field & Plant Operations
Macon Water Authority
790 2nd Street
Macon, GA 31201
478.464.5637
Rshell@maconwater.org

Type and Intended Use of Facility: Water Reclamation

Size of Facility: 40 mgd

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	3/2017
Completion Date:	4/2021

Project Team:

Project Director | Paul McElroy
Project Manager | Mike Hoisington
AE | Barge Design Solutions
Superintendent | Frankie McGee

Contract Amount: $49 million

Southwest Water Reclamation Facility Capacity Upgrades

City of St. Petersburg | 3800 54th Ave. South, St. Petersburg, FL 33711

The City selected Haskell as their Construction Manager at Risk to oversee all programmatic upgrades and improvements at the Southwest Water Reclamation Facility (WRF). Working with the City's design engineers, including Black & Veatch, the program included new biosolids systems and extensive capacity upgrades, along with numerous electrical and other additional improvements. The capacity upgrades expanded the plant from 40 mgd to 54 mgd peak flow capacity. Upgrades were completed in two phases.

Phase 1 was fast-tracked to increase filter and hydraulic capacity before the rainy season, while Phase 2 included the addition of two filters, a new clarifier, and modifications to the existing aeration basins and chlorine contact basin. The upgrades required bypass pumping to the addition filters while filter upgrades were performed. Phase 2 also included upgrades to the existing effluent pumping station.

AA biosolids which meet the U.S. EPA's guidelines to use as fertilizer, which the City can sell for additional revenue. The facility will produce enough biogas to fill the City's fleet of sanitation trucks and run the SWWRF during peak periods of electric usages. Pipes will run sludge from the City's two (2) other biosolids process plants to the SWWRF, saving the City a considerable amount in operational costs. The project will allow the City to accept fats, oils and grease waste from the community, which enhance biogas production.

Capacity Upgrades: Project financing was funded by the state and the balance was funded by rate payers.

AA Biosolids: Project financing was funded by federal and state revolving funding as well as bonding.

Project Relevancy

- ✓ Maintenance/new building
- ✓ Electrical shelter
- ✓ Vertical transfer pumps
- ✓ Electrical, I&C, VFDs
- ✓ High service pump
- ✓ Storage tank
- ✓ MOPO
- ✓ Start up and testing
- ✓ O&M manuals
- ✓ Exterior aesthetics improvements

Client Contact:

Claude Tankersley
Public Works Administrator
One Fourth Street North
St. Petersburg, FL 33701-3804
727.893.7294
claude.tankersley@stpete.org

Type and Intended Use of Facility:

Water Reclamation

Size of Facility: 54 mgd

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	2/2017
Completion Date:	6/2020

Project Team:

Project Director | Richard Moore
Project Manager | Mike Hoisington
AE | Brown and Caldwell
Preconstruction | Steve Rampulla
Scheduling | Ashrad Asad
Quality | Gary Weiler
Safety | Chris Bunch
Superintendent | Robbie Dick

Contract Amount: $60 million

Northeast Water Purification Plant

City of Houston | 12550 Water Works Way, Humble, TX 77396

The City of Houston, in association with four regional water authorities, is expanding its NEWPP from 80 to 400 mgd, dramatically increasing its ability to support steady residential and commercial growth while reducing dependency on groundwater. The Houston Waterworks Team (HWT), a joint-venture including CDM Smith, is delivering this $1.76B PDB project, which is the largest (90 acres) of its kind underway in the United States.

Our approach has crafted a campus layout and embedded infrastructure to enable expansion to its ultimate capacity of 560 mgd, while remaining in compliance with subsidence district rules for conversion from groundwater to surface water supply.

Our team is delivering significant water treatment innovations such as a modular campus layout with chemical feed and storage located in close proximity to the primary application points and the capability to treat the “flashy” water with many different chemical recipes focused on conventional flocculation and sedimentation followed by ozonation and biological filtration.

Achieving the City’s goals for rapid water supply growth with an ambitious scheduled has required extensive collaboration between all stakeholders, making this project ideal for a PDB delivery approach.

Upon completion, the expansion will quadruple the City’s ability to deliver water to customers and is being implemented in phases, with the first increasing capacity to 160 mgd by 2022, and the second increasing capacity to 400 mgd by 2024.

This project was funded by low interest State Water Implementation Fund for Texas (SWIFT) loans serve as the upfront funding source, backed by Water Sale revenues.

Project Relevancy

- ✓ Water treatment plant
- ✓ Finished water storage tanks and high service pumping station
- ✓ New electrical building
- ✓ Startup and testing
- ✓ Exterior aesthetics improvements

Client Contact:

City of Houston
Ravi Kaleyatodi, PE, Project Director
12550 Water Works Way,
Humble, TX 77396
281.455.5872
Ravi.Kaleyatodi@houstontx.gov

Type and Intended Use of Facility:

Ozone for Drinking WTP

Size of Facility: 400 mgd

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	4/2017
Completion Date:	8/2025 (Est.)

Project Team:

Design Manager | Steve Lynk
Process Engineer | Jorge Arevalo
I&C | Dave Ubert
Programming | Chris Avina
Modeling | Carrie Knatz
Strucutral | Elias Rivera
Electrical | Emilio Gacharich
O&M | Georgine Grissop

Contract Amount: $1.76 Billion

Fort Irwin Water Works Facility and Conveyance System

USACA LA District | 109 Langford Lake Road, Fort Irwin, CA 92310

USACE contracted with CDM Smith to design-build a new WTP, the Irwin Water Works (IWW). This federally-funded military construction facility now produces 6 mgd of potable water through a state-of-the-art EDR/UF/RO treatment system that reduces elevated levels of arsenic, fluoride, and TDS and achieves greater than 90 percent recovery to combat scarcity of water in the desert.

Overall, the project involved a new 6-mgd WTP, including a 1MG untreated water tank and a 1 MG clearwell tank, a control building (including laboratory, storage, and maintenance), chemical building, treated water pump station, process drain pump station, standby generator, process piping, and SCADA systems.

Our team designed innovative and efficient solutions to deliver under the $100M budget. Our value engineering reduced the construction cost by $375K and included consolidation of the site to optimize the overall footprint layout and conversion from partial to enhanced lime softening and from granular media lime clarification filters to UF to allow higher recoveries in three versus two-stage RO.

Our team was responsible for completion of the USACE Drinking Water Source Assessment and Protection documents and other Division of Drinking Water permitting documents as well as leading the effort to obtain the waste discharge permit for the brine evaporation ponds.

Use of four discreet design packages enabled various components of the project to proceed into construction while designs of other components continued. Upon completion, 90-day operations and prove-out showed that the treatment plant could exceed 99 percent recovery, resulting in 20 percent less brine generation.

Fort Irwin was federally-funded military construction.

Project Relevancy

- ✓ Water treatment plant
- ✓ Finished water storage tanks and pumping station
- ✓ New maintenance building
- ✓ New laboratory
- ✓ New electrical building
- ✓ Startup and testing
- ✓ Exterior aesthetics improvements

Client Contact:
USACE LA District
Shaun Frost, Contracting Officer's Representative
109 Langford Lake Road,
Fort Irwin, CA 92310
951.475.4817
Shaun.R.Frost2@usace.army.mil

Type and Intended Use of Facility:
EDR/UF/RO for Drinking WTP

Size of Facility: 6 mgd

Estimated Lifespan: 30-50 years

Project Timeline:

Start Date:	9/2012
Completion Date:	12/2016

Project Team:
Programming | Chris Avina

Contract Amount: $102 million

Stockton Delta Water Supply

City of Stockton | 2500 Navy Drive, Stockton, CA 95206

CDM Smith designed, permitted, and built a 30-mgd WTP; 12 miles of 54-inch diameter raw water pipelines; and 6 miles of 54-inch, 42-inch, and 36-inch diameter treated water pipelines. The two-stage process allowed the City to control up-front contract document and proposal preparation costs, participate fully in project development and decisions, establish a partnership with the designer and constructor, and competitively procure all elements of the project to achieve cost control and certainty.

A value engineering workshop was conducted, which identified $20M in cost-saving design changes. The flexible WTP design allows treatment capacity to expand to 160 mgd to accommodate future needs while meeting all current and anticipated water quality regulations.

The project incorporated sustainable elements, such as roof-mounted photovoltaic panels on the parking area carport, which provide more than half the power needed for the administration and operations building—which achieved a LEED Silver rating. A central courtyard provides natural light and air to the surrounding work spaces. To support the local economy, 67 percent of construction opportunities were awarded to local firms, representing almost $71M.

The project received the following engineering and construction awards:

- 2013 National DBIA Merit Award
- 2011 Occupational Excellence Achievement Award from the National Safety Council for reaching more than 145,000 person hours worked without a lost-time accident

This project was funded through a combination of tax-exempt water revenue bonds, taxable Build America water revenue bonds and a Prop 84 grant. No SRF funding was involved.

Project Relevancy

- ✓ Water treatment plant
- ✓ Raw water and finished water pipelines
- ✓ Site layout modifications
- ✓ Startup and testing
- ✓ Exterior aesthetics improvements

Client Contact:

City of Stockton
Robert Granberg, PE, DBIA,
(Former) Deputy Director
2500 Navy Drive,
Stockton, CA 95206
209.401.0439
GranbergAssociates@gmail.com

Type and Intended Use of Facility:
Municipal for Drinking WTP

Size of Facility: 30 mgd

Estimated Lifespan: 30-50 years

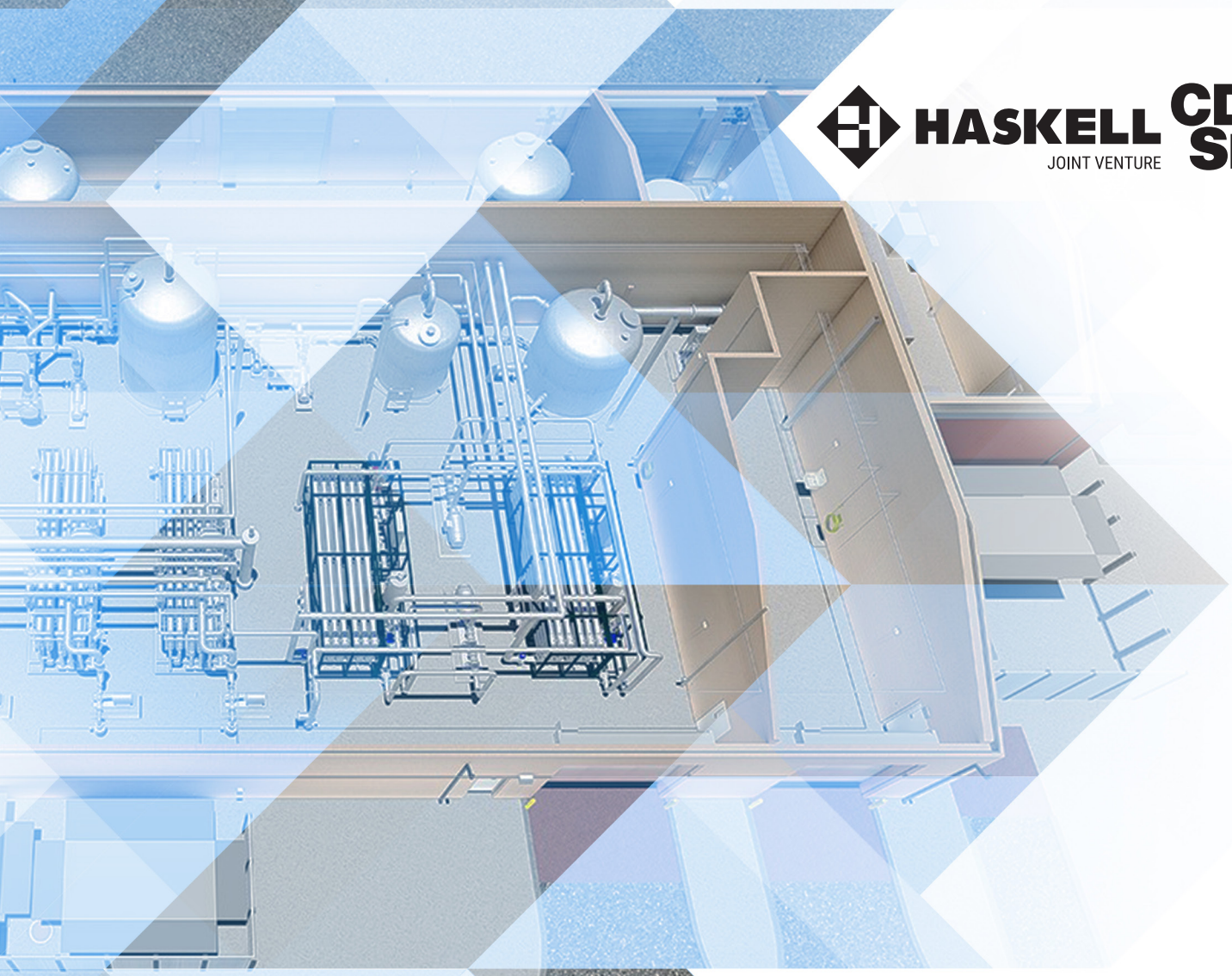
Project Timeline:

Start Date:	9/2007
Completion Date:	6/2012

Project Team:
Programming | Chris Avina

Contract Amount: $177 million

HASKELL CDM Smith
JOINT VENTURE



CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 5 | Financial Capacity, Viability and Plan

5. Financial Capacity, Viability and Plan

1. Typical Financing Model

1. Describe the typical financing model your firm(s) has utilized to complete public projects utilizing private finance funding sources. If any, please include Utility project examples.

Our Team is proposing the use of a 501(c)(3) non-profit funding approach that offers access to the tax-exempt bond market's low rates while allowing for quicker project delivery. We have used this approach to finance numerous projects across the country, the most recent of which is the Boynton Beach Town Square project, completed in September of 2020.

The model we use has seven steps:

1. A Special Purpose Entity (SPE) is formed to finance, design and construct the facility on behalf of the Utility District and/or City.
2. A Pre-Development Agreement is created between the UD or City, the SPE and the Design-Builder, that allows design work to be taken to enough detail to ascertain an expected cost.
3. A Design-Build Contract is created between the SPE and the Design-Build Team including a Guaranteed Maximum Price (GMP) provision that transfers risk of schedule or cost overruns to the Design-Builder
4. A Ground Lease (with the SPE as Lessee) and Facility Lease (with SPE as lessor) is established between the SPE and the UD/City. This secures the debt.
5. Financing documents are created to prepare for the issuance of bonds.
6. Bonds are issued using the UD or City's credit rating in order to get the best rate.
7. Closing. Bond Proceeds become available to reimburse pre-development costs, finish design work, and begin construction.

This model is used the same way no matter what the facility type.

2. Project Financing

a. Explain your team's proposed approach to financing this project and an overall statement of the financial benefits this plan provides the RBUD.

We have one simple, overriding goal: To deliver a new high quality water plant faster and more affordably than other financing methods. Using a 501(c)(3) happens to be one of the best approaches to make it happen. We are providing a lower cost of occupancy (lower lease rate) because of the access to tax-exempt debt and the accelerated delivery of the project. However, there are many other benefits of using this delivery method combined with an experienced turnkey development team:

- Quicker delivery of new, high quality facilities which will create substantial savings, especially in an inflationary rate, material and labor environment.
- More accurate costing with Progressive Design Build Process, usually resulting in lower GMP
- Pre-development loans to get the process started quickly can be reimbursed at closing
- Creative financial terms founded on low interest and low lease rates
- Donated ownership when the bonds are paid without additional cost
- Option for District to retire the bonds early
- Flexibility to tailor lease payments with expected revenues in the early years
- The private P3 Team takes the risk and responsibility of timely completion and cost overruns
- CFP3 takes on the debt so you don't have to. This debt does not count toward the District or City statutory debt limits that may exist in some situations
- Little or no impact to the public entity's balance sheet or credit rating
- No built in profit margin or profit incentive as the financial partner. No need for Return on Equity.
- Property tax exempt structure
- State sales tax exemption on construction materials. However, this must be done properly to adhere to Florida law via an Owner's Direct Purchase (ODP) program. We have experience of administering this with our Team, as we did on the Boynton Beach project
- Experienced tax and legal experts to help put the deal together and make sure it stays in compliance

The long list of benefits, however, need to be put in context, depending on the model you are using for comparison. Table 5.1 below outlines some of the differences between the District financing the project or a 501(c)(3) and a For Profit P3 equity based partner financing the project.

b. Brief description of history and credentials in providing this method of financing.

Community Facility Public Private Partnerships (CFP3) is a non-profit corporation and tax-exempt 501(c)(3) charitable organization founded in 2006 and headquartered in Minneapolis, MN.

However, its origins started quite a few years before that. Since 1998, Dan Nelson, from the law firm of Best and Flanagan and Dick Ward, from the Dougherty Investment banking firm (now Colliers) worked on many Charter School deals which were funded by establishing 501(c)(3)s. These deals were also Public-Private Partnerships (P3) because a private organization was taking on the role of financing and building the school on behalf of the public governmental entity.

Dick and Dan thought the model used on Charter Schools could be applied to the Municipal Market, and thus CFP3 was established in 2006.

In order to gain the non-profit designation, a board of three members were recruited and still remain with the company today. Tom Anderson is a former mayor, and held executive positions at Pepsi and United Health Care. He brings knowledge and experience looking at the problem from the public entity's perspective. Paul Abzug is an ex-investment banker who previously worked at RBC, US Bank and Deloitte. He heads up his own 501(c)(3) today in the Senior Care/Assisted Living field. Steve Collins was the third person to join in 2006 and his background has been covered earlier in the proposal.

In 2018, to deal with growth, CFP3 needed to add a full time President for business development purposes and Steve Collins took on that role. The organization then recruited Mike Langley who was chairman of the International Economic Development Council (IEDC) in Washington DC. Mike brings a wealth of experience in Economic Development to the organization. Together, the advantage to the development team of having a small, experienced

Table 5.1 | Comparison of Financing Delivery Methods

	District	501(c)(3)	For-Profit P3
Possible Sources	Tax-Exempt Bonds or Certificates of Participation (COP's)	Tax-Exempt Bonds or COP's	Equity and/or Conventional Financing Taxable bonds
Option for Early Payoff at no additional cost	Yes	Yes	More restrictions
Ownership	Owned at outset	Donated to District after bonds are paid	Can be donated or not
Flexibility of Lease Payments	Flexible	Flexible, lower lease rates in early years – Payments can be tied to revenue	Flexible, but at higher rate
Risk	Takes on full risk of rate rises	Takes on financing and construction risk with no extra profit margin built in	Takes on financing and construction risk – for a price
Team Recruitment	More District resources needed to manage internally	Team in place - turnkey	Team in place - turnkey
Interest Rate	Lowest Interest rate, but more risk of rate rises by the time bonds are closed	Low interest rate combined with speed to market may allow for lowest occupancy rate	Higher interest cost due to Return on Equity requirements or use of Taxable Bonds
Transparency	Total transparency	Total transparency	Less transparency
Control	District has total control	District has total control	District has less control
Project Delivery Speed	Not as quick to market – usually must go through procurement protocols, more public hearings or political process	Fast speed of delivery – Team is turnkey and in place. This mitigates risk for higher rates in future	Fast speed of delivery – Team is turnkey and in place. Still mitigates against higher rates in future albeit taxable rates.
Lease Rate	Can be low lease rate, but the rate lease can escalate by the time approvals process is completed.	Lowest lease rate - rate can be tied to revenue	Higher rates based on higher cost of financing
Additional Benefits		• Property tax exemption (optional) • State sales tax exemption on materials • Prepayment of ground lease – free up cash • Minimizes opportunity cost of not getting clean water to residents and businesses quickly	• Property tax exemption (optional) • State sales tax exemption on materials • Prepayment of ground lease – free up cash • Minimizes opportunity cost of not getting clean water to residents and businesses quickly

board at CFP3 is that they are able to make decisions quickly when needed, whether at the corporate level or at the SPE level.

CFP3 has worked on projects across the country in Florida, California, Minnesota, Michigan, Indiana, Texas, Arizona and Texas. During its existence, CFP3 has been involved in financing or monetizing projects ranging from City Halls, Libraries, Sports Facilities, Police and Fire Stations, Medical Facilities, Ice Arenas, Energy Centers, and Office and Service Centers.

Recent examples of projects CFP3 has financed can be found in subsection (d) below and in the projects listed beginning on page 22 in Tab 4.

These facilities exist because CFP3 used a new paradigm for the financing, construction and management of social infrastructure P3 projects. Working within Public Private Partnerships and experienced Development teams with CFP3, communities throughout the country are provided the opportunity to create and complete projects through collaborations with local business and civic partners using a nonprofit framework which delivers the project more quickly at the lowest cost possible.

In working with public entity, CFP3 first creates a single purpose, sole asset, limited liability company to undertake a project. That LLC becomes an affiliate of CFP3 and serves as the borrower of tax-exempt lease revenue bonds to fund that project—and only that project. CFP3 then leases the project to the local governmental user at a rate equal to the required bond payments and when the bonds have been repaid CFP3 donates the project to the local governmental user.

CFP3 works with the District's financial and legal teams to make sure the project is in compliance with the IRS and other investment regulatory bodies. Whenever CFP3 builds a structure or agrees to buy a building, it consciously works within that specific community's construction and work-force regulatory guidelines.

CFP3 is designed to be flexible and seeks to establish close working relationships with all partners. CFP3 is a nonprofit and charitable organization, and therefore it does not have a motive to build profit incentives into the project economics. CFP3's general policy is to charge each project only a small closing fee based on the size of the project, an annual administrative fee to cover overhead and actual out-of-pocket fees to CFP3's attorneys, accountants, auditors, and other third party professionals whose services are required to develop and operate the project and keep the project in compliance.

Recent P3 Project

County of Riverside Public Libraries

Menifee, French Valley and Desert Hot Springs, CA

The County of Riverside had a need to provide libraries in three separate communities and get them built quickly and efficiently for $42 Million through a Public Private Partnership. The solution was to use CFP3, a 501(c)(3) charitable organization, to build the three libraries simultaneously in Menifee, French Valley and Desert Hot Springs, CA. The deal was backed by a 30 year facilities lease signed by the County and financed through tax-exempt Lease Revenue Bonds. Completed in May 2021.

c. The sources of the Proposer's capital (tax-exempt debt, taxable debt, conventional, equity, and percentages of each). Multiple funding sources can be offered but are not required.

We are proposing to finance this project using low cost, long-term, tax-exempt Lease Revenue Utility Bonds to make the project affordable from year one. This approach allows for 100% Plus financing (asset plus financing costs) with no Loan-To-Value requirements that might be realized with Private Equity Capital approaches.

d. If proposing tax-exempt or taxable debt through a non-profit Special Purpose Entity (SPE), please provide information concerning the not-for-profit entity and experience with developing and utilizing SPE's for public funding options.

All of CFP3's projects establish a local Limited Liability Company as the Special Purpose Entity whose sole member is CFP3, the 501(c)(3) Corporation. We have worked on dozens of deal structures using an SPE for public funding since 2006.

A selection of relevant project experiences using this method can be found below.

Boynton Beach Town Square, Boynton Beach, FL. $78 Million in tax-exempt financing, 176,000 SF. Redevelopment of city blocks in downtown Boynton Beach including all new utilities, roads, parks, playgrounds, amphitheater and associated amenities. As a component of this redevelopment, Haskell constructed the new City Hall/ Library Building and 2,700 ton District Energy Plant. CFP3 also financed the Police Station and Fire Station part of the Town Square project.

Riverside County Libraries in Menifee, French Valley and Desert Hot Springs, CA. $42 Million in tax-exempt financing, 75,000 SF. CFP3 was involved in the financing, design and construction, and continues to be involved in the operation and maintenance for this project which leveraged buying efficiencies and development expertise of a turnkey P3 development team to get all three libraries done at once, in 18 months. The project was completed in April of 2021.

Bay City Office Center,
Bay City MI. Sale/Leaseback, $6,040,000 in financing, 24,996 SF. A new state-of-the-art eco-friendly office building for their Michigan State Environmental Quality division was built

Grand River Office Center, State of Detroit, MI. Sale/ Leaseback; $8.7 Million in financing, 37,599 SF. Facility used by the State of Michigan's Department of Human Services, which serves customers in the Southern Detroit area.

The Palladium Energy Center, Carmel, IN. Sale/ Leaseback; $16,300,000 in tax-exempt financing. The City of Carmel ran out of money to finish the restoration of the historic Palladium Dramatic Arts center. CFP3 purchased the Energy Center that heated and cooled the Arts Center to provide the cash to finish the restoration. The City paid off the outstanding Certificates of Participation and the Energy Center was donated back to the City.

Vadnais Sports Center, Vadnais Heights, MN. $24.8 Million in tax-exempt financing, 183,500 SF This Design-Build-Finance-Operate-Maintain project included 2 NHL sized hockey rinks with seating and 2 domed soccer fields for two Cities: Vadnais Heights and White Bear Lake, MN.

Taylor Governmental Center, Taylor, MI. Sale/Leaseback, $6.55 Million in financing, 32,201 SF. A location for the Department of Health band Human Services in Taylor, MI

e. If proposing Private Capital as an option [i- iv]

The Team is not proposing private capital as an option.

f. The proposed term of the financing and what requirements the financing will be subject to (i.e. subject to developer entering a lease with the RBUD, terms of lease, etc.).

The proposed term of our financing will be 30 years. As mentioned in prior answers, once bonds are paid, the property would be donated back to the District at no additional cost.

3. Options for a Tiered Payment System

Provide information on options within a lease-lease back agreement or a private capital agreement for a tiered payment system to allow gradual rate increases and leveraging current debt payments.

It is essential that we can get the Phase I process started immediately. We are assuming the District has the ability to loan the project some pre-development money to get the process started. That amount can be "repaid" at closing through bond proceeds. All our options assume the pre-development money is included in the $115 million overall budget.

The District has already presented the need for a 6% rate increase for the next five years in order to have the ability to afford new bonds issued in 2025 (Source: Utility Revenue Sufficiency Study, June 2016 presentation). The RFQ gives us the budget at $115 million. We are going to make the following assumptions in our quest to make the annual Debt Service (DS) affordable, not only during the first five years, but also during years leading up to 2037, which is the year after the District is able to retire the Senior debt it currently has.

Assumptions:

- $105 million net proceeds raised for the project after Capitalized Interest, Underwriter's Discount and Cost of Issuance have been taken out. This will vary slightly by Option
- Current A+ Rating of the District
- Lease revenue bonds secured by a 30 year lease
- 30 year term on the bonds
- True Interest Rates (TIC) used are estimated current rates as of 7/10/21
- Estimated cost of issuance included
- Pledge of utility district revenues
- Debt Service only — additional fees (trustee or issuer) to be included in the lease
- *Underwriting and issuance assumption is dependent on legal authorization and bond counsel approvals on all aspects*
- *Actual interest rates determined by market conditions at time of bond issuance*

What follows is an example of how we might be able to get financing for the project started earlier than expected because we can use expected revenues and future cash flows as we structure the deal. The numbers shown are for demonstration purposes only. In an RFQ process, we do not pretend to understand all the nuances and pressures of your Capital Improvement Plan. The numbers we are using are general estimates and we are rounding amounts to simplify the narrative. Charts for all four options are available on the following pages.

In terms of rate increase amounts, you have stated in your Rate Sufficiency Powerpoint (June 16th meeting) that 2.8% of the 6% rate increase is for inflationary adjustments. We are taking a more conservative approach and rounding the inflation rate adjustment to 3% which allows for added dollars for expenses. We are then only using the remaining 3% as the net additional dollars available to cover the additional debt service payments. Therefore, during Year 3 there should be $2.843 million available for Debt Service, after Year 4 $3.549 million available and Year 5 $4.574 million available.

We also know that approximately $4.55 million per year will be freed up in 2037 from the payment on the senior debt. If we can use this to our benefit to defer principal to later years and then use the extra cash flow to fund the jump in Debt Service, we can make years 2025 through 2036 fit within the budget.

Option 1 is a baseline graph to show what the Debt Service would be with no deferred principal and three years of capitalized interest (no payments for the first three years – the capitalized interest account would cover the first three years Debt Service payments). This is provided for comparison purposes as we look at the other tiered options. This option does not defer any additional principal payments and therefore provides the lowest True Interest Cost at 2.796%

Option 2 provides for a True Interest Cost of 2.9% as more principal is deferred in the later years, but it provides for a step up in year 2037 when the payment on the current senior debt is freed up ($4.55 million). This option also reduces the capitalized interest to 2.5 years which is probably more realistic, in that we can only keep providing for capitalized interest up to six months after construction is completed. However, the payments in years 2025-2036 are not meeting our goal of $4.5 million per year.

Option 3 defers even more principal to later years, creating a Debt Service payment around $8.14 million in year 2037 and a more affordable $4.5 million annual payment in years 2025 to 2036. The True Interest Cost goes up to 2.96%. Capitalized interest is reduced to 2.5 years.

Option 4 (the Team's preferred option). We use capitalized interest for 2.5 years, but then interest only for Years 4 and 5. The True Interest Cost rises slightly to 2.97%

because more debt is being pushed to later years, but the Debt Service is still under $4 million annually for years 3, 4 and 5 and then ticks up to the $4,.5 million level for the period up to 2037, which meets our budget objective. In 2037, the Debt Service is around $8.3 million, but taking the extra $4.55 Million in cash that can now be applied to the Debt Service payment from retiring the senior debt, we would have $9.05 million available to cover the $8.28 level of payments.

The one small challenge is that the amounts for interest only payments for Year 3, 4 and 5 will probably not be able to be paid from the rate increases alone, but the District will be able to use proceeds from the pre-payment of the ground lease to cover any deficiencies.

Finding just the right answer is an iterative and collaborative process and we look forward to working with the District to arrive at a formula that works. With our assumptions above, we feel we have arrived at a possible answer, but we realize 2021 Revenue projections are down and some past assumptions haven't played out. However, the Tiered approach which was used on the Boynton Beach Town Square project looks like it is not only appropriate but doable.

4. Adverse Action

Indicate whether any funding sources or financial institutions have taken adverse action against the proposer.

CFP3 has not had any funding source or financial institution take adverse action against it in the last five years.

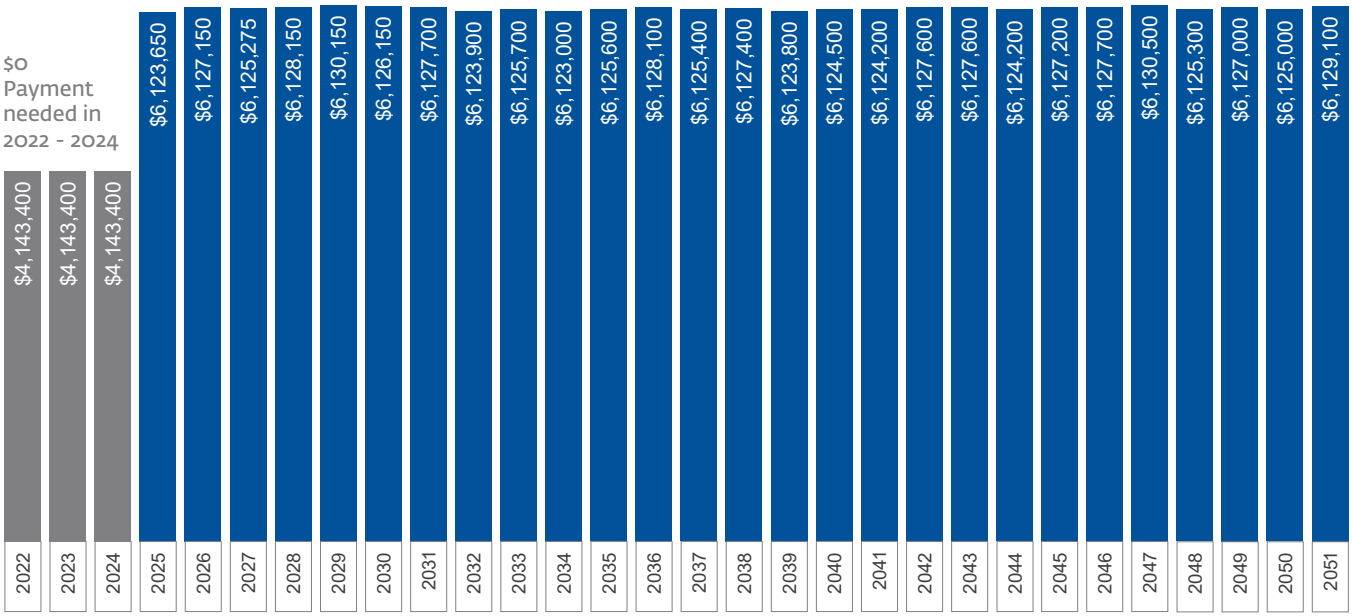
Options for a Tiered Payment System

Option 1 | Baseline: No tiered Debt Service schedule

■ Capitalized Interest (CIF) ■ Net Debt Service Schedule

Assumptions:

- ✓ Cap I For First Three Years
- ✓ True Interest Cost 2.796%

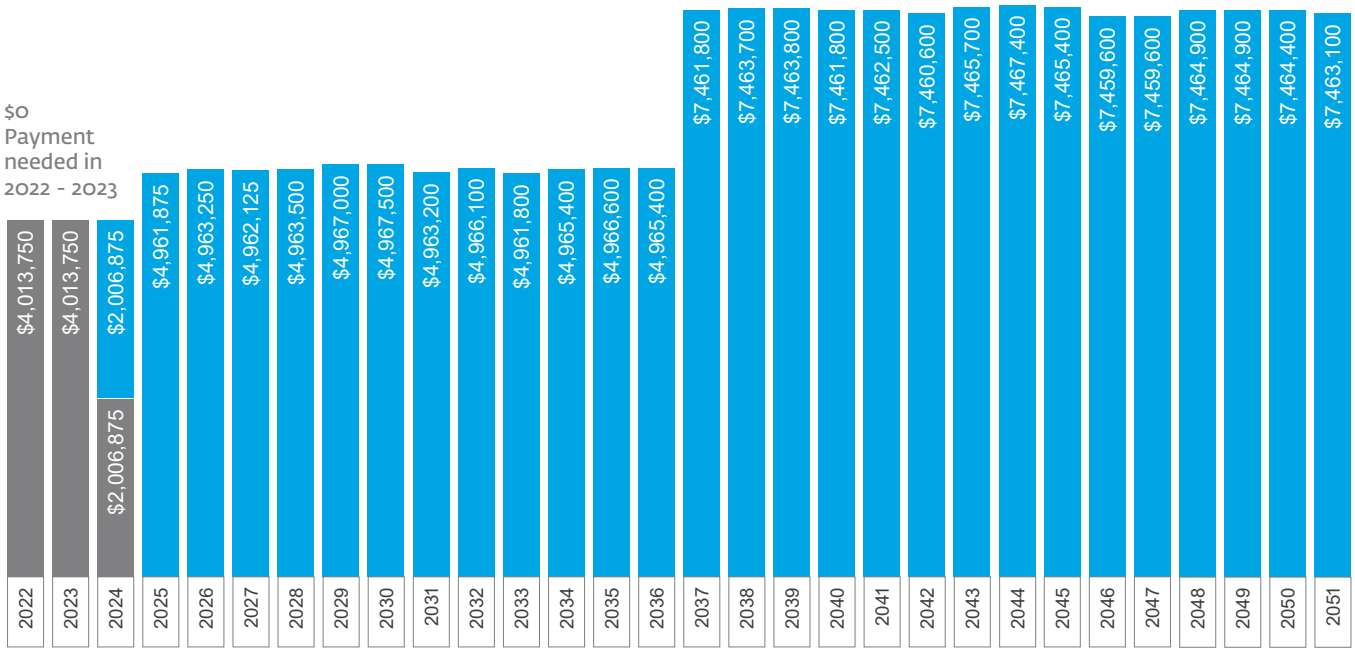


Options for a Tiered Payment System (cont.)

Option 2 | Lowered D/S for 12 years with step up in 2037

Capitalized Interest (CIF) | Net Debt Service Schedule

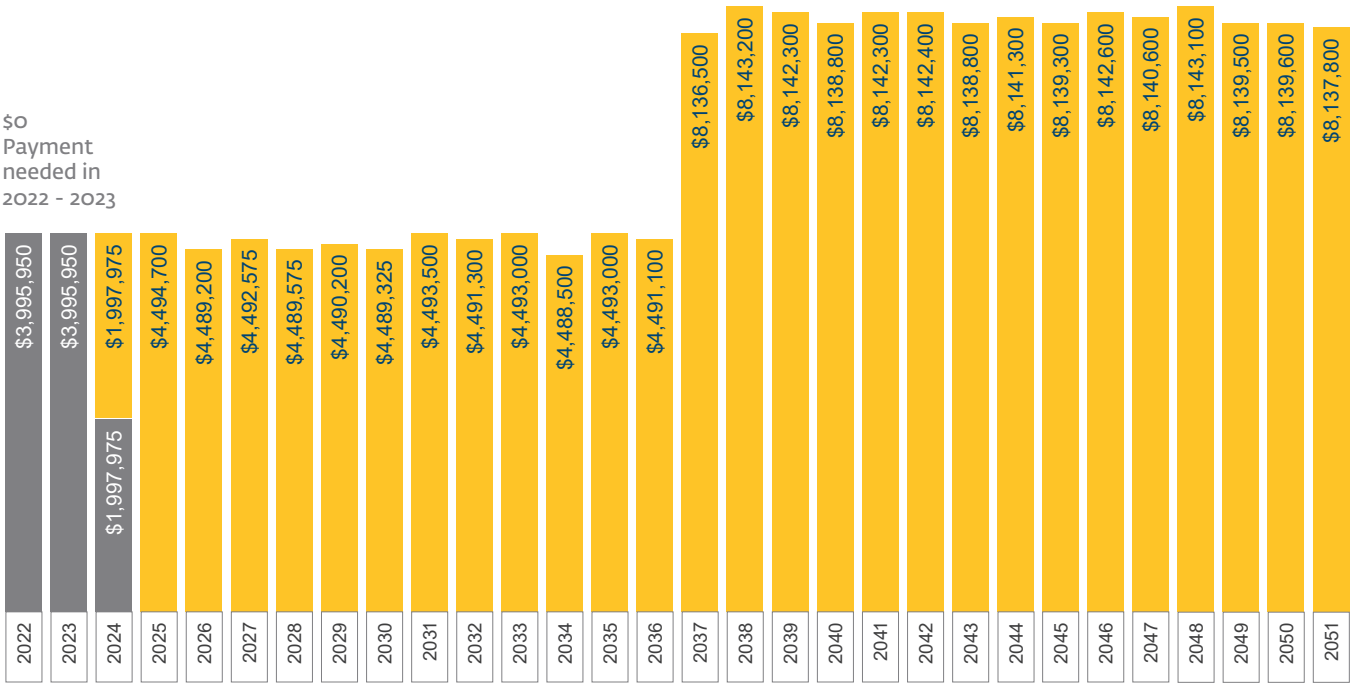
Assumptions:
- ✓ Cap I for 2.5 Years
- ✓ Step Up in 2037 Coincides With Payoff of Senior Debt
- ✓ True Interest 2.91% TIC



Option 3 | Lowered D/S for 12 years with step up in 2037, with deferred principal - 2025-2036

Capitalized Interest (CIF) | Net Debt Service Schedule

Assumptions:
- ✓ Cap I for 2.5 Years
- ✓ Step Up in 2037 Coincides With Payoff of Senior Debt
- ✓ True Interest Cost 2.96%



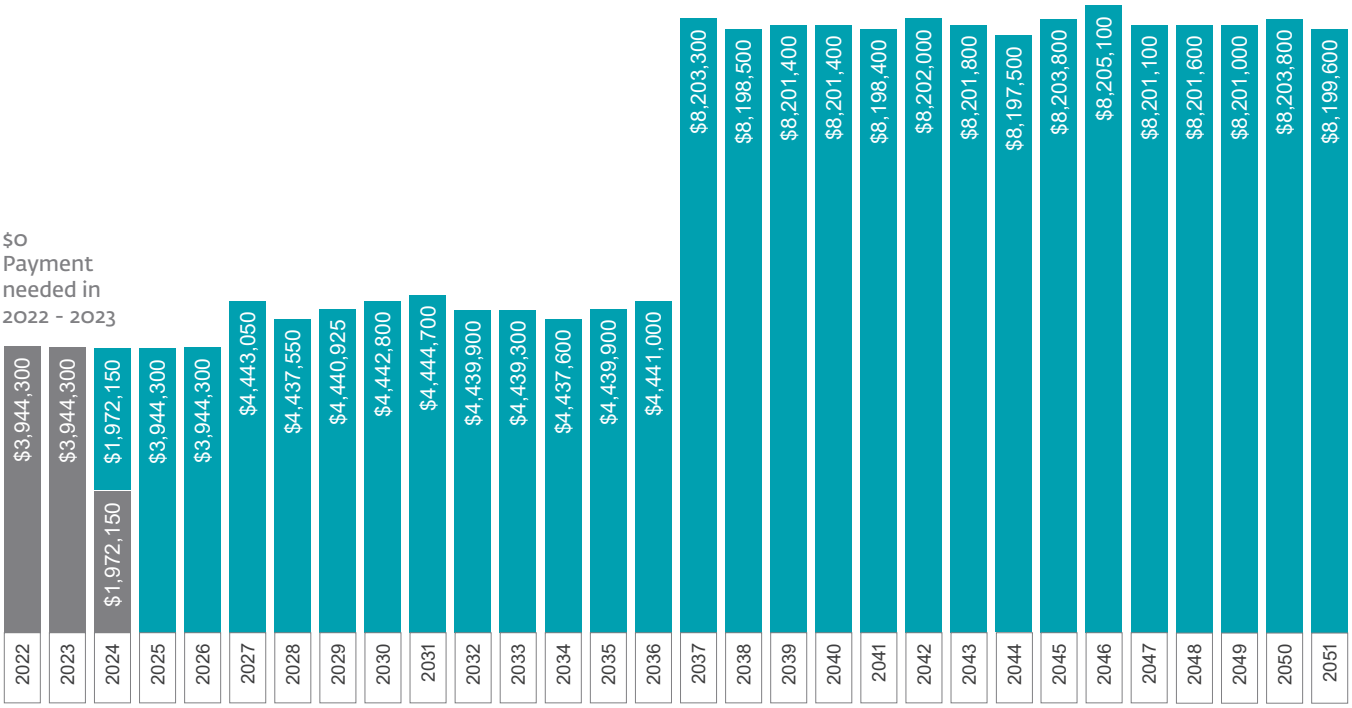
Options for a Tiered Payment System (cont.)

Option 4 | Interest only for years 4 and 5 with step up in 2037.

■ Capitalized Interest (CIF) ■ Net Debt Service Schedule

Assumptions:

- ✓ Cap I for 2.5 Years
- ✓ Step Up in 2037 Coincides With Payoff of Senior Debt
- ✓ True Interest Cost 2.97%



Team Experience with WIFIA Funding

There are quite a few opportunities to obtain grants and low-cost loans in the field of water infrastructure. There will no doubt be other opportunities that arise if the new Federal Infrastructure bill passes congress in the near future. Our team has a great deal of experience helping Municipalities and Districts to gain access to the money that is available.

One such program is WIFIA. However, since the next application period for WIFIA dollars doesn't start until this time next year, we won't be able to obtain funds from this program until 2024, after the water plant is scheduled to be finished. We are currently working to see if there is a way the program could still be used to impact and offset any of the cost at the tail end of the project.

Recent WIFIA Experience

The City of Memphis, TN was recently awarded a $156M WIFIA loan from EPA to help finance the City's upgrades to its Facility Process and Biosolids Upgrades Program at the T.E. Maxson WWTF. The loan, secured with help from CDM Smith's funding and wastewater technical delivery experts, will help support the city's growth, protect public health and bolster continued economic development throughout Memphis.

HASKELL JOINT VENTURE CDM Smith

CITY OF RIVIERA BEACH PALM BEACH COUNTY, FL.

Tab 6 | Project Innovation, Development and Management Plan

6. Project Innovation, Development and Management Plan

Project Approach

Our planned approach to meet the project's goals and objectives is simple, including:

- Developing and refining our understanding of the source water
- Selecting the best treatment process and developing a strategy to treat within the first 30 days of the project
- Permitting, designing and constructing the most efficient and effective advanced water treatment plant for the District using a collaborate Progressive Design Build (PDB) approach
- Monitoring water quality all the way to the District residential and industrial customer's taps to avoid issues with startup and commissioning and provide a long-term solution for the community
- Planning elements of utility administrative offices, utility maintenance shops and public works facility with creative design and construction elements

This approach is more fully described in subsequent paragraphs.

1. Team's Development Concept, Operational and Management Plan

Management Processes to Drive Collaboration and Integrated Relationships

The exchange of information between Haskell-CDM Smith and the District will be an important element to the success of this project. As the design progresses and data is evaluated, new insights will be gained relating to the work on the project. Our approach will be to work as a cohesive unit with the District through constant communications, both formal and informal, in an interactive project process.

1a. Recommended Early Construction Components

We recommend that the District consider early procurement of specialty equipment required for the project. By procuring the equipment early, the design can be focused solely on integrating the selected equipment into the design documents and provide a higher level of cost certainty due to fewer unknowns caused by the minor differences between equipment manufacturers. Some equipment that would be beneficial to procure at the conclusion of the 30% design phase include the membranes or ion exchange equipment, and the pumping equipment.

Our Team will fast track some portions of the design to allow for early construction packages:

- The long lead process equipment must be procured early because of the extended fabrication time
- We will procure the major process equipment in the conceptual design phase, obtaining them from the project specifications. The team will work with the equipment manufactures to progress the design of the equipment concurrently.
- Simultaneously, we will construct the shell of the treatment building, but not pour the building slab to allow the layout of the process equipment to be further developed.

The process equipment will have approximately six month lead time and this approach will allow the critical path equipment to be installed while the building shell is being constructed.

1b. The First Four Weeks

The first four weeks of the project is going to be very fasted paced. The exchange of information at the start of the project is important to the success and because of the speed required for quick decisions, three workshops are planned within the first four weeks. These three collaborative workshops are planned to allow information to be exchanged that will drive the design and construction of the project. Water samples for the raw water will be taken and provided to vendors so that pilot equipment can be coordinated. In addition, the Team will review the site survey, coordinate SUE locates and mobilize the geotech firm. Project fencing will be installed with a fence screens

describing the future advanced water treatment plant. The necessary construction equipment will be mobilized to aid in the early construction phases of the project.

First Four Weeks Breakdown

- Day 1 - Kick-off Meeting with the District and Workshop 1 Project Quality Management (PQM) Kickoff Workshop
- Day 2 – Collect Water Samples
- Day 3 – Mobilize Fencing Subcontractor
- Day 4 - Install Project Signage
- Day 5 – Install Erosion control
- Day 6 – Mobilize SUE Subcontractor
- Day 7 – SUE Locates
- Day 8 – SUE Locates
- Day 9 - SUE Locates
- Day 10 – Site Survey
- Day 11 - Workshop 2 Preliminary Treatment Alternative/Risk Analysis and Cost Workshop
- Day 12 - Workshop 2 Preliminary Treatment Alternative/Risk Analysis and Cost Workshop
- Day 13 - Mobilize Geotechnical for Site Investigation
- Day 14 - Geotechnical Site Investigation
- Day 15 - Geotechnical Site Investigation
- Day 16 – Geotechnical Site Investigation
- Day 17 - Workshop 3 Treatment Process Selection Workshop
- Day 18 - Ground Breaking Ceremony
- Day 19 – Procure Pilot Equipment
- Day 20 – Submit ROM Estimate

**Based on a 5-day work week at this current time.*

1c. Engaging Major Process Subcontractors

Haskell's subcontractor and vendor selection process is transparent for subcontractors, vendors and the District. Our team uses a proven subcontractor pre-qualification process to select only the most qualified subcontractors. Through collaboration with the District, the team will identify the most highly qualified subcontractors and suppliers who will then be invited to submit price proposals to perform work on the project.

Detailed further in Tab's 7 and 8, a key first step is the identification of work packages and scopes of work that we intend to subcontract. Our team will develop preliminary bid packages for the scopes of work that will be subcontracted and will coordinate with the District to finalize the packages. These packages will be broken down to a detailed level. Haskell will then advertise and issue a request for qualifications for firms interested in performing the work advertised.

Because of recent projects in the area, the team will begin by coordinating with past subcontractors. At the same time, our Team will coordinate several outreach events early on to create interest for the project. The goal will be to utilize as many local vendors to Riviera beach as possible. The remaining specialty subcontractors will come from the surrounding counties.

The bidding process is developed around six fundamental measures:

- **Prequalification.** Comprehensive pre-qualification of subcontractors and vendors, with emphasis on SBE/M/WBE and local businesses participation
- **Tailored packages.** Bid and performance packages tailored to anticipate the needs of the project in conjunction with local resources
- **Clear scopes.** Scopes of work clearly and concisely written
- **Detailed documents.** Construction documents distinctly developed and detailed
- **Meetings.** Pre-bid and pre-award meetings are conducted to communicate project expectations regarding safety, quality and schedule and to avoid potential scope misunderstandings
- **Expedited award.** Work awarded promptly

Collaborative Workshop Approach for Project Success

Upon receipt of Notice to Proceed, we propose to plan, schedule, facilitate and document three key workshops in the first 30 days, including:

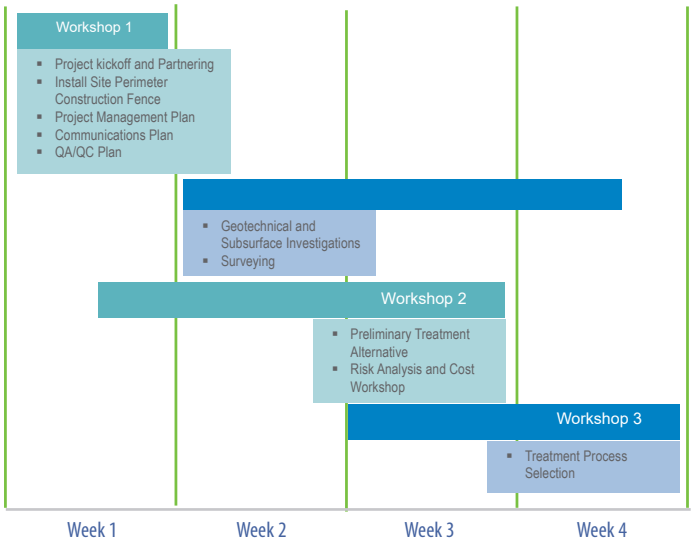
Workshop 1 | Completed Day 1. Partnering Session Workshop The purpose of the project kickoff and workshop will be to properly kickoff the project with the full Team to develop protocols for how we interface/ communicate, and build stakeholder consensus on the project mission. Other items that will be incorporated include a discussion of critical success factors, key issues and processes, and ownership responsibility for execution of developed action plans. Conducted at the initiation of a project, this is

fundamental to effective and efficient project planning and communication. We believe the kickoff partnering session represents an important initial step in formulating a true working partnership with the District staff and other project stakeholders. Specifically, the partnering session workshop will focus on:

- **Aligning Team.** Developing a shared vision of project success.
- **Establishing Protocols.** Developing protocols for how project stakeholders will communicate to foster the teamwork needed for success. Effective communication leads to timely decisions and solution-focused issue resolution.
- **Setting Joint Goals.** Establishing joint goals to facilitate clarity and alignment amongst the stakeholders, developing a shared understanding of the nuances of each goal including water treatment/ water quality goals (e.g., hardness, total organic carbon, and taste and odor compound removal goals, etc.), and facilitate buy-in from the entire Team to the project goals.

Through this process, we will facilitate a commitment to the project goals, promoting Team integration and cohesion, which drives project stakeholders to put the success of the overall project first over any individual goals.

Collaborative Workshop Approach



Upon receipt of Notice to Proceed, we propose to plan, schedule, facilitate and document three key workshops in the first 30 days.

Workshop 2 | Completed Week 3. Preliminary Treatment Alternative/Risk Analysis and Cost Workshop. The purpose of the Preliminary Treatment Alternative/Risk Analysis and Cost Workshop will be to:

- **Review Treatment Alternatives.** While capitalizing on our vast experience as a preeminent advanced water treatment plant designer, we will review up to three advanced water treatment alternatives being proposed for the project and discuss advantages and disadvantages associated with each option. Our evaluation will incorporate our understanding of the source water quality and the water treatment / water quality goals defined in the Partnering Session Workshop.
- **Review Treatment Alternative Costs.** Using our cost model tool already developed and well calibrated from similar projects completed in the last 5 years in central and south Florida area, we will review our defensible and appropriate planning level costs developed for each proposed water treatment alternative being considered. We will also review our findings from our preliminary life cycle cost analysis for each treatment alternative because we have found that the cost of power, chemicals, resin and membrane replacement over time can oftentimes outweigh the relative cost of construction.
- **Review Preliminary Risk Register.** As risks are identified during the first 30 days, they will be recorded and managed directly or transferred to the party best positioned to manage them. The impacts and likelihood of such risks will be fully understood by the District and Haskell-CDM Smith. Cost and schedule impacts will be communicated to those that will or may be impacted. In addition to risks, opportunities will be identified that further enhance the project. This workshop will be the first time that the project's preliminary risk register will be reviewed and discussed. The risk register will be a living document reviewed and updated at each and every meeting.

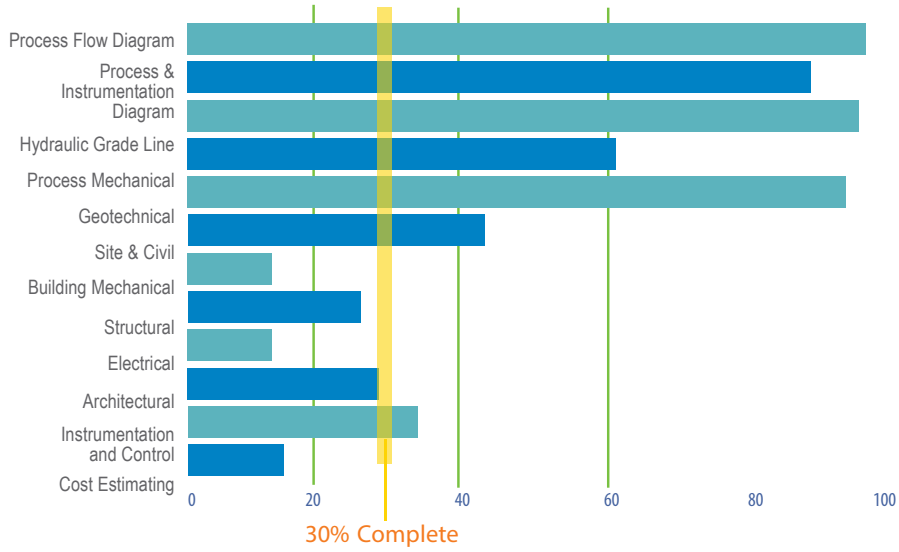
Workshop 3 | Completed Week 4. Treatment Process Selection Workshop. The purpose of the Treatment Process Section Workshop will be to draw consensus on the selected treatment process that will be advanced into the design phase of the project. Consensus will be reached at the workshop by following a weighted criteria analysis process that includes:

- **Brainstorm Project Evaluation Criteria.** Develop list of project evaluation criteria that are most important to the District (e.g., schedule, construction cost, life cycle costs, water quality, ease of operations and maintenance, process control and monitoring, economic factors, aesthetics, and neighborhood considerations, etc.).
- **Project Evaluation Criteria Weight Assignment.** Assign a relative weight to each criterion, based on how important that criterion is to the District.
- **Project Evaluation Criteria Ranking of Alternatives.** Evaluate each alternative against the criteria and rank-order all options according to how well each meets the criterion (i.e., lowest number being the alternative that is least desirable according to that criterion, etc.).
- **Treatment Alternative Scoring and Selection.** Each alternative's rating (ranking) will be multiplied by the weight of each criterion and the points will be totaled to determine a score. The alternative with the highest score will not necessarily be the one to choose, but the relative scores can generate meaningful discussion and lead the District's team toward consensus. The planning level construction costs and preliminary life cycle costs associated with each alternative (i.e., obtained from Preliminary Treatment Alternative/Risk Analysis and Cost Workshop) will also be incorporated into the weighted criteria analysis to assist the Haskell-CDM Smith to recommend and the District to select the best alternative to advance to the design phase.

Table 6.1 | Core questions that will drive the cost and scope of the project

Core Question	Impact	Timeframe for Decision
Select pre-treatment and treatment technologies with consideration of life cycle performance	Cost Impacts	• First 30 Days
Confirm and optimize pre-treatment and treatment technologies with consideration of life cycle performance	Cost Impacts	• After piloting • Before commencing 60% design and submitting GMP

Figure 6.1 | 30% Design Completion



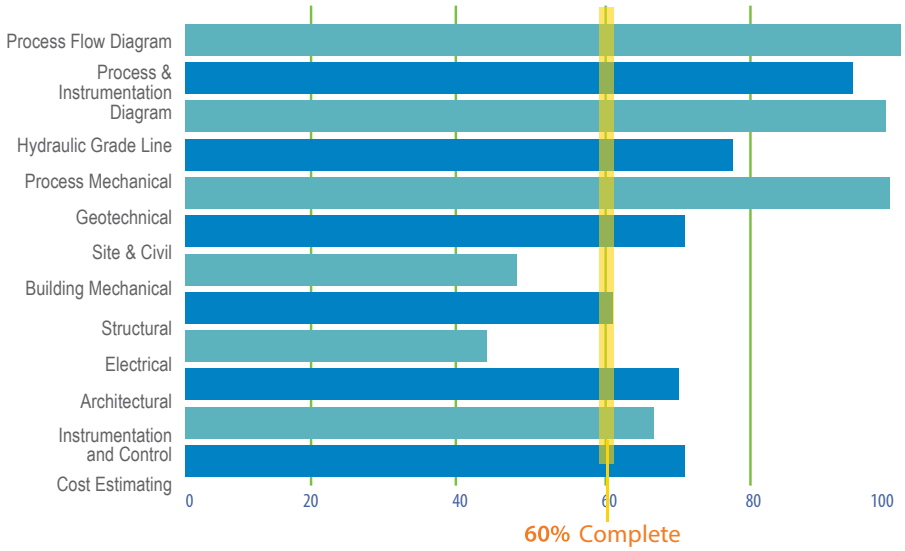
Our Team's approach to design encourages process-mechanical components to advance ahead of other disciplines, which facilitates interdisciplinary coordination and improves cost certainty.

Haskell-CDM Smith's approach to Making the Right Project Decisions at the Right Time

The previously-described collaborative workshop approach is how the JV plans to springboard the project to select the most efficient and effective advanced water treatment plant for the District in the first 30 days. The pilot program will begin within the first 30 days. The anticipated duration for the piloting work will be 3 months. The Team's familiarity with similar facilities and raw water quality locally allows us to accelerate the pilot testing portion of the work and move quickly into the design phase. The primary objective of the pilot plant testing program is to confirm at pilot scale the capability of proposed unit processes for the District to meet overall treatment performance standards for the Project, including:

- **Membrane Piloting.** Demonstrate life cycle performance and pretreatment technologies and membrane selection
- **Ion Exchange Piloting.** Define empty bed contact times and evaluate alternative resins to determine which resin will provide the best performance for the District
- **Pipe Loop Study.** A pipe loop study can also be performed to determine potential corrosion impacts of treated water produced by the different pilot treatment trains

Figure 6.2 | 60% Design Completion



To provide a cost-effective GP, the process-mechanical and P&IDs are nearly complete, and all major design decisions are detailed for the other disciplines.

The result of these studies will be the selection of a reliable, cost-effective process that meets the overall water quality and cost objectives of the District.

This exchange of information between the Haskell-CDM Smith and the District will be an important element to the success of this project. As the design progresses and data is evaluated, new insights will be gained relating to the work on the project. Our approach will be to work as a cohesive unit with the District, through constant communications, both formally and informally, in an interactive project process.

The collaborative workshop approach has proven to be a successful way to share project information and get stakeholder buy-in on all key project decisions. While there are hundreds of decisions that will need to be made over the course of the project, the core questions posed in Table 6.1 will drive the overall cost and Guaranteed Maximum Price.

The information needed to allow the District to make all critical decisions will be provided in a series of technical memoranda. The technical memoranda will be submitted to the District at least 2 weeks in advance of the workshop to allow for proper review prior to the collaborative workshop. To simplify the review of the memoranda, we will clearly outline the key decisions or outcomes needed from each memoranda for the project to remain on schedule. A final agenda for each workshop will be provided a minimum of 5 days prior to each workshop to allow the District to provide feedback and ensure that proper time is allotted for all discussion points.

At the end of the preliminary design phase, Haskell-CDM Smith intends to ensure that all critical design decisions for the project have been made. This approach allows us to advance the 30% complete design documents, with the process mechanical component being more than 60% complete. Other critical items—system hydraulics, electrical power distribution strategy, P&IDs, and control strategies—are also finalized to provide the vision for the final design product. This ensures that the design progresses without the threat of "circle back" events due to changes in the final vision for the project. Circle back events increase the potential for an error when addressing the required changes across the different disciplines. By properly managing decisions during design and making the right decision at the right time, Haskell-CDM Smith's approach to design results in a more highly coordinated and complete set of design documents, which reduces change orders and improves the cost certainty of the project for the District.

Consideration and timing of upgrades and maintenance of operation to the RBUSD's existing facilities as needed during the transitional design and construction period will be incorporated into the overall planning. There may be an opportunity to reduce costs with value engineering those modifications once the Team has established a timeline for commissioning of the new facilities. With Globaltech on the Team, the work at the existing facilities will be seamlessly considered and incorporated into the overall project schedule to achieve the desired finished water quality throughout.

During the 30% design phase, our Team will identify whether the construction schedule or sequence of work would benefit from any early work packages or procurement of specialty equipment. As noted in Figure 6.1 on the previous page, our Team will have completed nearly 100% of the process components, 90% of the process and instrumentation design (P&ID), geotechnical, etc. at the 30% design stage which allows us to proceed with early procurement and preparation of key bid packages that support schedule acceleration. Examples of early work packages that could result in cost-savings through schedule reduction include site demolition and site preparation.

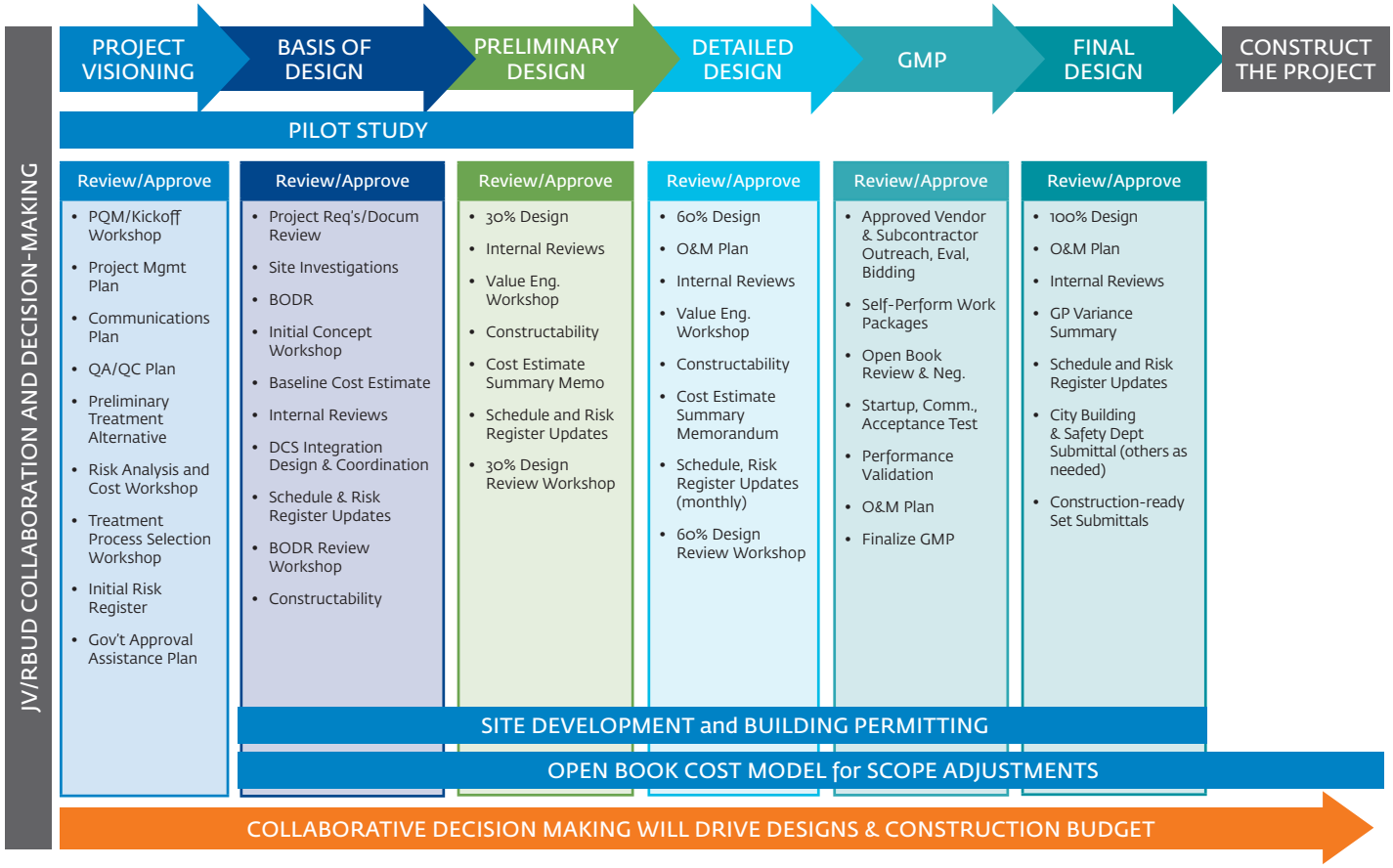
Once the 30% design phase is complete, the project shifts from a visioning effort to a production effort to allow development of the Guaranteed Maximum Price (GMP). At the 60% design or GMP submittal, as illustrated in Figure 6.2 on the previous page, Haskell-CDM Smith intends for the process-mechanical design effort to be nearly complete. This ensures that the process component of the project is always ahead of the supporting disciplines, improving cross-discipline coordination and eliminating coordination issues during construction. Throughout the production phase, we will be holding meetings and workshops with the District to incorporate the District's preferences into the project without changing the overarching vision.

At 30%, 60% and 90%/DRAFT Issue for Construction (IFC), each discipline will be responsible for providing direction to the estimators and the rest of the construction team on items that are not necessarily captured in the design, are unclear and/or need special attention. As shown in Figure 6.3 below, part of each design milestone and establishment of a formal cost estimate or GMP, the design leads and construction estimating team will perform a sheet-by-sheet review of the design and discuss scope that is not yet shown on the drawings. This detailed design review will be used to update the risk register and project contingency with a scope definition divisor for each major discipline.

Flexible Approach to Improved Water Quality to be Clear, Colorless and Odor Free

From our experience treating similar South Florida groundwater in Palm Beach County, Broward County, and Miami-Dade South County, the feed water is mostly calcium and alkalinity with some hydrogen sulfide, iron and Total Organic Carbon (TOC). Feed water with TOC, combined with unoptimized disinfection, leads to THMs. Based on preliminary sampling by CDM Smith, and reviewing the available information, there is turbidity in the distribution system. The turbidity could be a result of lime solid carryover and/or colloidal sulfur. For both cases, advanced water treatment is the preferred method for removal versus conventional filtration.

Figure 6.3 | The Team will apply our proven, collaborative PDB approach to successfully execute all phases of the project.



From our pilot testing work for Miami-Dade County, as well as more recently with the Pueblo of Pojoaque, we know how to treat high sulfide and TOC raw waters to minimize disinfection by-products (DBP) formation and meet water quality goals. Our approach is to utilize either nanofiltration (NF) or reverse osmosis (RO) as our core technology. This has proven to be effective in removing hardness and reducing TOC. The selection of NF or RO will be determined based on the District's available and future groundwater sources (surficial or Floridan Aquifer wells). The options evaluated focus on a combination of treatment options to remove sulfide and limit colloidal sulfur formation, remove TOC and limit DBP formation, soften the water, increase recovery, minimize costs of the project and to build expandability into the system. Besides hardness, color is another secondary water quality parameter that results in a perception of water quality. The alternatives proposed will result in a crystal-clear water quality.

On the operations side, the team will focus on bacteriological health within the distribution system. A 4-log disinfection system will provide higher disinfection capabilities for the City while also reducing the requirements for public notification. Whenever a system changes the treatment methodology, the distribution system will be monitored and controlled careful to ensure that there is no impact to the customers.

Alternatives to Meet Project Schedule and Consumer Confidence in the Quality of Potable Water

Our team recognizes that the District had some volatile organic compounds (VOCs) a while ago so currently the existing system has air strippers/packed towers prior to lime softening. It is our understanding that this is no longer an issue and is therefore not included in any of our design alternatives. In addition, it is important to note that incomplete removal of hydrogen sulfide before chlorine addition may have resulted in the formation of colloidal sulfur/sulfur turbidity observed in the water distribution system. Therefore, all alternatives will be designed to ensure that hydrogen sulfide is removed before final chlorination, eliminating the possibility of sulfur turbidity forming in the distribution system. Inclusive in our evaluation of all alternatives will also include cost/benefit analysis of the following:

- Chemical usage and impact to pre-treatment, the complexity of operations and long-term costs
- Reverse osmosis treatment for the Floridan aquifer and finished water blending
- Concentrate disposal options for Nanofiltration membrane for use in reclaimed water.
- Lower bypass options with looser membranes or post-treatment lime addition
- Consideration of raw water supply water quality noting existing wells with raw iron at 0.05 mg/L
- Deep injection well and other concentrate disposal options

Understanding the Existing WTP

On June 18th, our team conducted water quality sampling at Cunningham Park in Riviera Beach running tests focused on isolating, quantifying, and identifying the type of solids in the distribution system. Through careful study of the water quality, we understand that effective pretreatment of the sulfur turbidity and total organic carbon (TOC) will be the most critical factor for maintaining the aesthetic clarity and purity of the finished water in your distribution system. It is based on this strong foundation we can confidently say that we understand the unique challenges of treating South Florida groundwater to the highest drinking water quality, while controlling process costs.

During the first four weeks, we will develop the following treatment options for further development and consideration by the District, which will be discussed at the Preliminary Treatment Alternative/Risk Analysis and Cost Workshop. These alternatives provide the advanced treatment while also hedging against future regulations. Below is a summary of the alternatives.

Alterative 1 | Membrane Treatment with Blending

Under this alternative (Figure 6.4 on page 53), hardness, alkalinity, TOC and some sulfide will be removed from 80% of the feed water by NF. Bypass blend about will be dependent on finished water considerations including color. The permeate produced by the NF or RO will be blended with the bypassed water, degassed to remove carbon dioxide and any remaining hydrogen sulfide and disinfected

before it is sent to the distribution system. This treatment process would produce a treated water with approximately 3 mg/L of TOC and 75 mg/L of hardness as $CaCO_3$.

Advantages of Alterative 1

- Low complexity, capital and operating costs (compared to Alternatives 2 and 3)
- One discharge point (injection well)
- Smallest footprint

Disadvantages of Alterative 1

- Highest concentrate flow/lowest system recovery (compared to Alternatives 2 and 3)
- Careful monitoring and control of TOC and sulfide on the bypassed water as well as pH adjustment may required
- Higher number of additional wells required due to recovery
- Highly dependent on raw water quality and iron levels in wells

Alternative 2 | Ion Exchange and Nanofiltration/Reverse Osmosis and Bypass Ion Exchange

This alternative (Figure 6.5 on page 53) builds on the design proposed in Alternative 1 by only treating approximately 50% of the water with NF and adding additional treatment processes for the bypassed water. The bypass percentage will be dependent on the blend of surficial and Floridan wells to control TDS/ chlorides and meet hardness. From our experience with similar systems in Florida, we understand that it can be challenging to remove both sulfide and organic matter with ion exchange, due to the potential for severe fouling of the resin by sulfur oxidizing bacteria. Therefore, to protect the resin from fouling, we will evaluate the suitability of packed tower aeration to remove hydrogen sulfide before the IX process. We will utilize limited acid addition before the packed tower to achieve enhanced sulfide removal and carbon dioxide removal, while also reducing tower capital cost. We recommend biological scrubbers for odor control of the sulfurous offgas. With the sulfide removed, the bypassed water will be treated by IX (strong base fixed-bed or MIEX® resin in a fluidized bed) to remove TOC, color and lower DBP formation potential. The finished water quality is expected include to hardness in the range of 110-150 mg/L as $CaCO_3$ and negligible TOC.

Advantages of Alterative 2

- System recovery is higher than Alternative 1, reducing the number of additional wells required
- One discharge point (injection well)
- TOC and sulfide are completely removed from the finished water

Disadvantages of Alterative 2

- Increased complexity (compared to Alternative 1)
- Larger footprint (compared to Alternative 1)
- Costs of IX regeneration
- Iron in the feed water may impact the performance of the IX and NF with pretreatment, but this can be controlled by acid addition.
- Feed TOC may limit NF or RO flux
- Add additional chemicals and complexity of regeneration.

Alternative 3 | Enhanced Coagulation, Ultrafiltration and Nanofiltration

This alternative (Figure 6.6 on page 53) focuses on pre-treating the feed water to remove iron and some sulfide and TOC ahead of the NF system. Under this alternative, feed water is aerated to oxidize its components and remove iron and some sulfide out of solution. This can be done with coagulation and/or green sand filters. An enhanced coagulation treatment process removes iron and provides TOC and sulfide reduction by allowing the particles to be combined into larger and easier to remove particles. Some of the larger particles are then removed by sedimentation while the rest of the particles are removed by UF. With some of the TOC removed by the pre-treatment, an increase in NF recovery can also be expected.

Advantages of Alterative 3

- Protects NF against sulfide fouling
- Removes other sparingly soluble metals under oxidation conditions like iron and manganese from all of the feed water
- Removes the need for cartridge filters
- Sequence of ultrafiltration and membrane treatment could be adaptable for future applications (including potable reuse and/or industrial reuse).

Disadvantages of Alterative 3

- Higher capital costs
- Introduces a solid waste stream (sedimentation) additional waste stream (UF backwash)

Figure 6.4 | Alternative 1 | Membrane Treatment with Blending

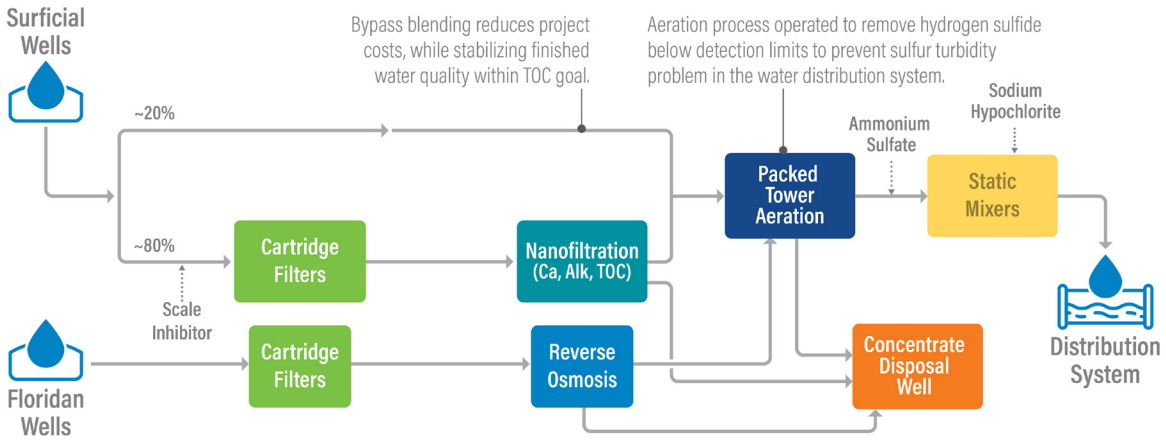


Figure 6.5 | Alternative 2 | Membrane Treatment with Bypass Ion Exchange

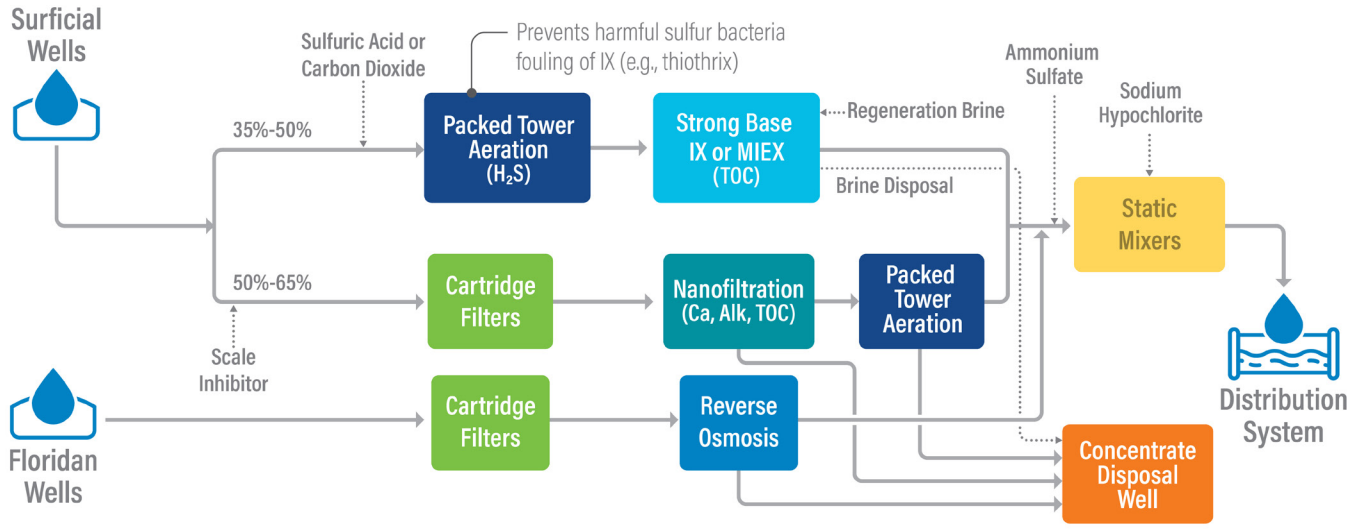
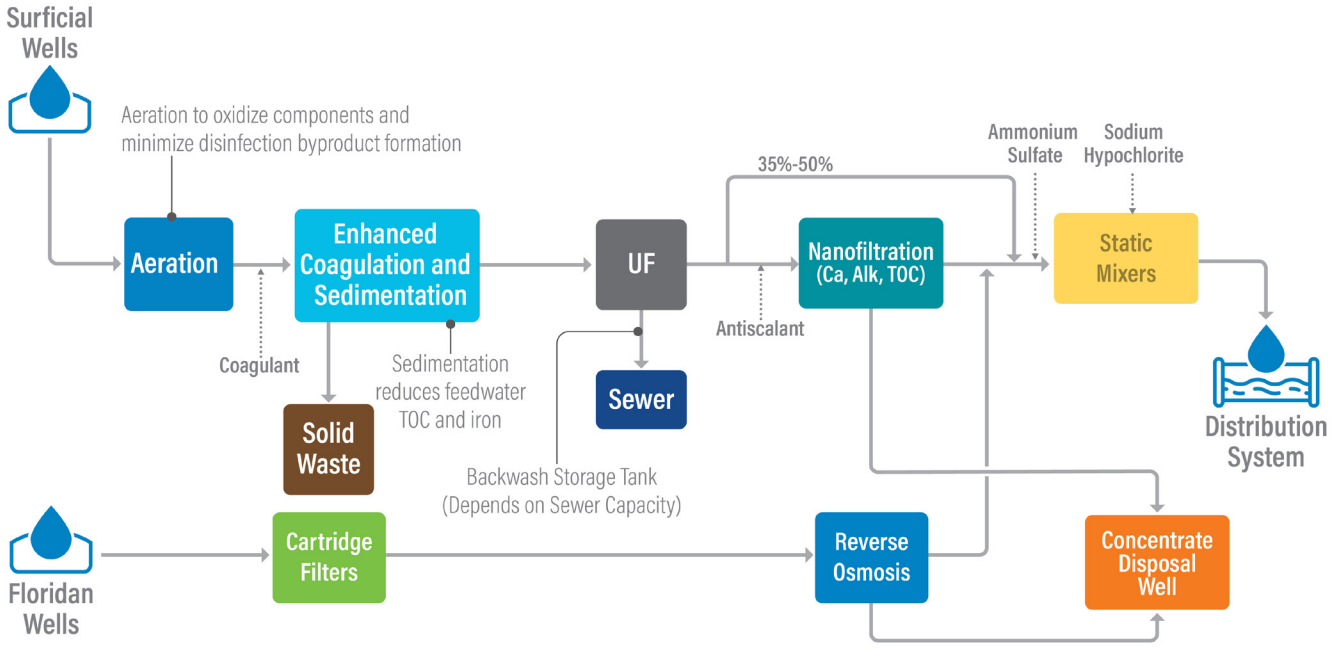


Figure 6.6 | Alternative 3 | Enhanced Coagulation, Ultrafiltration and Membrane Treatment



Continuity of Operations

Under their current continuing design-build contract Globaltech is engaged in multiple tasks at the existing WTP with the goal of restoring and maintaining reliable operation while delivering quality water to the customers as the new facilities are being planned and constructed.

With a longer-term planning horizon Globaltech is also involved in significant upgrades at the Avenue C and U storage and repump facilities to enhance water quality and delivery in the distribution system. These include complete pumping, storage, electrical, and instrumentation upgrades as well as improvements to residual disinfection monitoring and control.

Having Globaltech on the Haskell-CDM-Smith team affords a high level of coordination during the transitional period until the new facilities are brought online. This will also allow refinement of the interim work needed as the details of the new facilities and the schedule emerge resulting in a 'best allocation of resources' scenario.

From a funding and management of resources perspective this will allow the City to either continue working directly with Globaltech on current projects or have the work executed under the project funding and management umbrella of the Haskell-CDM-Smith team with absolutely no ramp-up time required. It would simply be a horizontal move from the City's perspective.

With Globaltech's knowledge of the existing facilities and permitting agency timelines and their excellent report with City staff, maintenance of plant operations will be assured. And, throughout Globaltech's term at Riviera Beach they have excelled at utilization of local business resources to the fullest extent possible.

2. High-Level Project Timeline

The new water plant is scheduled to be producing high quality drinking water for the residents of Riviera Beach on November 28th, 2023. To meet this timeline, the project team will start the first week after the notice to proceed, mobilizing the necessary construction equipment to provide the engineers with the information required for them to expedite the design of the new plant. Haskell-CDM Smith Team will schedule meetings in the first weeks of the project with the permitting authorizes in an effort to expedite the permitting process. Although major construction activities are scheduled to start June 2022, smaller portions of the project will be designed so early construction packages can proceed. Phase one of the project will include the design of the plant and the procurement of the major process equipment that have long fabrication periods (pumps, pretreatment equipment, water filters, post treatment equipment). A high level draft project timeline can be found at the end of this tab.

3. Cost Control Methods

Haskell and CDM Smith have maintained a strong reputation in the design-build industry through collaboration with our clients. We help you define the scope of your project early, often before finalizing a full design-build contract. Our goal is to provide the best value solution to your needs. We encourage a phased process through which we quickly understand your vision for the project, develop an indicative budget, fine-tune the scope of work and then commit to an auditable open-book budget.

As described , the phased process for developing the Guaranteed Maximum Price (GMP) eliminates ambiguity, limits your contractual commitment to steps that are in alignment with scope development and allows for open-book cost accounting so that you know where your dollars are going to be spent. We include you in the scope and budget development while also taking contractual responsibility for completing the project on time and within budget.

Scope and Budget Development

Haskell-CDM Smith has over 130 years of experience and knowledge to assist clients in the evaluation of a planned construction project to determine what is attainable in terms of cost and schedule. We will work with the District to identify costs at various stages in the project and help to establish budget contingencies as well as methods to control those costs and contingencies.

When determining these estimates, we utilize a wide variety of tools, in addition to our construction knowledge and

experience, to determine accurate, anticipated costs. Cost estimating is performed in-house by our Project Managers and Estimators using the MC2 software program. The software database is updated regularly to reflect actual labor, equipment and material costs for construction.

Estimates are produced using MC2 software allowing for the flexibility to provide quick summary or detailed cost estimates. When subsequent estimates are produced, the software allows for quick comparisons to earlier budgets to help identify savings or overruns, which can inform the District on how changes in the planning process affect the budget. Having this level of detail allows for the Owner to make informed decisions each step of the way through the planning process. Although tools are an important part of accurate estimates, it is important to note that all our estimators are well-versed in the costs of construction and how they impact a project.

There are four key estimating phases during the development of construction documents: conceptual, schematic design, design development and construction documents.

Conceptual Estimate. The conceptual estimate is utilized during the master planning, programming or budgeting stage. Components utilized include available sketches, site and floor plans, elevations, outline specifications, site conditions as well as the use of our cost database and the construction cost of similar facilities.

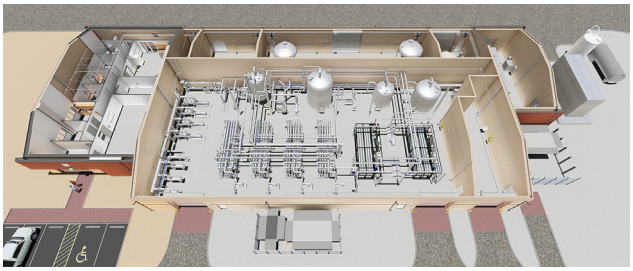
Schematic Design Estimate. A schematic design estimate is prepared from schematic documents. It is more detailed and quantitative than its predecessor, the conceptual estimate. At this stage, most of the material quantities should be related to the project and/or CSI specifications.

Design Development Estimate. This estimate is prepared from design development documents, as prepared by the architectural and engineering team. Quantities, including the use of cost per unit and detailed material, labor and equipment costs, are based on the detailed plans and specifications available at this phase. Furthermore, due to greater documentation detail, design contingencies should be reduced.

Construction Documents Estimate. The construction documents estimate is the final estimate before the project is submitted for bids. Prepared at a substantial level of construction document completion, the plans and specifications should be complete to ensure accurate quantity takeoffs and pricing. Detailed material, labor and equipment costs will be used; estimate/design contingencies should be deleted or reduced at this stage.

Cost Control Examples

East Cherry Creek Valley RO WTP Phase 2, Denver, CO
Developed as a BIM 3D project and with construction completed in spring 2021. Cost Control Option - The membrane skids are relatively standard units except we designed each 3.3 mgd unit to be shipped as factory assembled sub-units to be connected in the field. This design helps limit field work, allows more options for constructability, and is easily expandable in the future. The factory assembled RO sub-units that were on steel frames, and brought into the completed building through large garage doors. The manifolds for the sub-units were connected using split ring couplings.



Design Build of Potable Water Treatment/Blending Facility, Twentynine Palms, CA
DB project under construction. Cost Control Option - Piping was routed overhead to eliminate pipe trenches. This approach is faster and less costly than trenches. This concept can be laid out to maintain access to administration, control room area, chemical rooms and the electrical room.

Preconstruction Expertise in South Florida

The real difference and added benefit of Haskell-CDM Smith's role in the development of budgets to support the programming phase of the City's Water Treatment Plant is that our budget information is developed from real experiences over years in construction in South Florida. Our Teams construction services develop budgets, produce estimates and competitively bid work every day.

Our staff's experience with similar type of facilities eliminates the need for an educated guess. We provide the following:

- Internal construction expertise solicits feedback on constructability at the conceptual level to identify potential issues and cost impacts. This allows for informed decision-making early in the planning process.
- Seasoned superintendents, who have coordinated trades on complex projects, will explain how engineering systems and the impact design decisions will have on the budget before significant investment is committed.
- Project managers, who purchase services and goods from trades day in and day out in the South Florida market, know the capability of trades and availability of the materials required to complete the work and can provide feedback and alternative solutions if programming decisions introduce unnecessary cost.
- Our internal preconstruction department offers experienced estimators with well-established vendor relationships in the Riviera Beach market to provide reliable and accurate budgets.
- Scheduling experts develop and maintain schedules with planning, design, procurement, permitting and construction agendas that can be relied upon for decision making.

Handling Material and Labor Cost Escalations/Delays Due to the Economy

In today's market, vendors and subcontractors run very tight operations and can be selective with the projects they pursue, as they are constantly faced with the challenge of a limited and reliable workforce. As a result, the slightest change in the market can impact pricing and availability of qualified subcontractors. It's our experience that the best way to combat price fluctuations and uncertainty is to generate a competitive environment through collaborative communication.

This is accomplished through engagement with the market early and often. It is our recommendation to identify key trades during the development of the design. By connecting with these trades, we can bring awareness of future bidding opportunities, along with seeking input in a collaborative fashion as it relates to resources both material and labor. These interactions will help inform the early design decisions to ensure the project will remain on budget. We will also seek budget verification from several of the key trades to confirm that the project will stay in budget as design progresses. In parallel to our internal estimate, this effort will yield competitive pricing results on bid day.

To stay ahead of market pricing fluctuations, Our Team is undertaking early purchases of materials to lock in delivery dates. In addition, we are purchasing materials earlier than normal to lock in on pricing and storing those materials until needed. We spend a lot of our time analyzing the risk vs reward of these scenarios and also alternate materials or designs that may have a better lead time or cost.

Ensuring Quality and Cost Before Construction Begins

During each phase of preconstruction, Haskell-CDM Smith participates in regular meetings to monitor progress, address action items and coordinate with RBUD's consultants. We provide recommendations on construction feasibility, availability of materials and labor, time requirements for installation and construction and factors related to cost, including costs of alternative designs or materials, preliminary budgets, schedules, possible economies and impact on project phasing. At the completion of the preconstruction phase, essentially all project planning will have been completed.

Our cost management system will document each step in the process and keep all project participants informed of the status of the project. Some of the objectives include:

- Determine the best-value approach to meet all project objectives
- Put a mechanism in place for including the District's preferences in material and equipment evaluation
- Identify and take action on specific areas of price risk and associated contingency
- Accurately forecast and track critical resources and progress
- Benefits of our cost control program include:
- Specific allocations for price risk/contingency rather than blanket percentages
- Owner participation on all price/scope decisions
- Continuous knowledge of the expected final cost
- Confidence of receiving the best value for all expenditures

The starting point of the cost management system will be the initial cost model developed during the preliminary consultation and project analysis phase. From the initial cost model through target estimate and GMP, the status of the

project budget will be tracked and shared with the District. Each estimate level will be compared to the previous estimate and differences reconciled, resulting in a complete record of the cost history of the project.

Our cost estimators of Mike Spaeder, Donnie Belloit, Craig Gadberry and Elias Andreas will be embedded as part of the project team throughout Phase 1, attending key design workshops and meetings. They will maintain a cost trending log in between formal estimate submittals to make sure that the District and the design build team are informed regarding any scope decisions that could have a potential impact on the budget. The team will focus on a design to budget mentality and make sure there are no surprises when it comes time to prepare the GMP.

Value Engineering

The Team will provide a systematic approach to obtaining the optimum value for every dollar spent by providing creative, quality value engineering (VE). Our Team will collaborate to identify innovation to improve the value and economy of construction through design. Items considered during the process include overall project sequencing and site layout, layout of process equipment and piping and the need for continuation of services in the existing plant. VE will also include the review of equipment and material selection, communications strategies, any off-site work or miscellaneous improvements, construction means and methods, operation and maintenance costs and future expansions.

As we progress through the program, we will develop innovative opportunities for quality improvement, schedule enhancement, initial-cost reduction and operations and maintenance (O&M) cost reduction. These options will be presented to your team during design meetings or weekly conference calls and will be tracked on the VE log until they are accepted or rejected. When necessary, Haskell-CDM Smith will provide calculations, estimates and life cycle cost analyses for these concepts to aid your team in decision-making.

Quality Program

Haskell-CDM Smith's Quality Program is focused on assuring predictable quality outcomes on our projects, thus enhancing owner satisfaction. It is the intent of our policy to define consistent applications of quality processes, clarify responsibilities, incorporate continuous improvement, limit rework/warranty activities and satisfy your project requirements.

Successful Quality Examples

WTP Reverse Osmosis and SCADA Systems Upgrades, Venice, FL

Design checklists, independent peer reviews of calculations and drawings and a technical review committee combined to enable the City to maintain the quality of the reverse osmosis (RO) concentrate and meet permitted discharge limits. It was also necessary to keep three of the four RO skids in operation throughout the project. This included a thorough QA/QC review before constructing each design element, verification of contract compliance, daily work checks, testing and documentation.

Wastewater Treatment Plant No. 3 Upgrades, Winter Haven, FL

A new diffused air system and baffle modifications to the existing aeration basins to increase nitrogen reduction enabled the City to improve the level of treatment and quantity of public access reuse quality effluent. Working side-by-side with project engineers, quality checks were conducted throughout design, preconstruction, construction and testing and startup. Reflecting the City's needs and alignment with their goals, the project was designed and constructed to allow the effluent to be discharged directly to adjacent surface waters. As this bypassed the 1,200-acre sprayfield, they were no longer needed and the City sold this valuable tract of land.

Successful Value Engineering Examples

Boynton Beach WTP improvements, Boynton Beach, FL

When CDM Smith was engaged for the PDB of the City's East WTP Improvements, our initial cost estimate of all components was $48M. As this price was 50% over the City's budget, we worked with the City to perform cost assessments and value engineering as design continued and provide target estimates at the 10%, 30%, and 60% levels. The final guaranteed maximum price was signed for $30.8M. Using PDB, the team was able to deliver the baseline scope below the initial $30.8M budget. Approximately $2.5M in savings from project buyout, value engineering, and sales tax on owner-direct purchases allowed the City to proceed with several other value added items related to site enhancements, long term safety, unforeseen conditions and community outreach projects.

Southwest Water Reclamation Facility Capacity Upgrades, St. Petersburg, FL

The City's project was on the verge of being cancelled due to price escalation. The City asked Haskell to provide value engineering and constructability review to reduce the cost, while maintaining the major project objectives. Working with the City's engineer, Haskell evaluated and priced alternative value engineering ideas and construction techniques and reduced the original estimate by $18 million dollars to bring the project back into budget and keep the project on track.

To maintain the highest level of quality in all our work products, including design documents and construction, Haskell will implement a Quality Implementation Plan (QIP). This plan is intended to capture those activities needed to ensure a quality project and a satisfied client. To establish the project's QIP, we work in partnership with the District to clearly understand the quality requirements and what defines excellence. We will then develop a project specific QIP that includes required design and construction quality criteria focused on delivering a high-quality project. The QIP is dynamic and requires periodic revisions as the project progresses. The project team is responsible for execution with independent monitoring, enforcement and reporting by Haskell Quality.

Quality Controls During Design

After the initial project start-up, the Team will continue to keep the lines of communication open. One of the key roles performed by Haskell's Overall Project Manager Mike Hoisington. Mike will be holding biweekly design review meetings and will meet with the District at least monthly during the project execution to discuss areas of concern and forecasted activities for the upcoming period.

Design work and documentation are reviewed by the Quality Manager, Design Manager, Construction Manager, Project Manager and Superintendent, along with quality professionals from each discipline, at set milestones in the schedule. These reviews include the use of design checklists and independent peer reviews. In addition to an independent check of calculations and drawings, a technical review committee (TRC) will provide independent senior-level checking, overview and guidance to the Team. We anticipate that TRC meetings will be held at 30%, 60% and 90% progress points in design development.

Quality Controls During Construction

General Superintendent Frankie McGee is responsible for the quality of work performed in the field. He will be supported by our QA/QC Construction Kevin Kett and our well-defined procedures. To facilitate quality construction, the Team will use an approach consisting of three phases of control. This approach guarantees that all work is properly planned, executed, inspected, tested and documented.

Preparatory Phase. Executed prior to constructing each distinct element of work, our construction quality management process includes: review of applicable contract specifications and drawings, submittal approvals, material conformance, hazard analysis, relevant sections of the site safety and health plan and physical examinations of

the work area and material and equipment necessary to complete the work.

Initial Phase. Performed at the beginning of work to verify that all elements are at a level necessary to achieve full contract compliance. All control, inspection and testing procedures are verified and any differences identified and resolved.

Follow-Up Phase. Performed to ensure continued compliance with contract requirements. Quality Control activities include daily work checks, verification of control testing and documentation, daily coordination by field superintendent with subcontractor field supervisors and continuous review of in-place work as the job progresses, all to take corrective action in real-time to minimize the number of internal pre-punchlist items and resolve issues.

4. Schedule Maintenance

The Team's overall management approach is based on an innovative approach to integrated project delivery which involves not only our team members, but the District as well. Our approach is founded on the shared commitment of a highly integrated team that will work together to deliver a seamless project from inception through design, permitting, construction, commissioning and final acceptance and turnover.

A Focus on Early Activities

A detailed design schedule will be integrated with the construction schedule so the design activities for each package are tied to procurement and permitting activities. Our design process will also facilitate early procurement through the identification of items with long lead times. Another early activity is the initiation of the SBE/M/WBE outreach program and the identification of sub-consultants, construction subcontractors and vendors who will be able to quote on packages when the design is advanced to that point.

Frequent Communications

The Team will establish an interactive communications protocol so that our continuous project team (design, construction and commissioning) and the District are kept up-to-date on progress, given the opportunity to provide input, involved in all key decisions and informed of the required deliverable schedule. During design, we will use collaboration tools, such as our virtual collaboration room and Procore (team collaboration software), to guarantee the timely and accurate delivery of project information. The project files and information will be available to all real-time to facilitate the nature of this progressive design-build project.

A key component of this interaction will be our biweekly design review meetings held in the District's office (or virtually depending on the type of information and feedback required). These frequent meetings are invaluable; they help us obtain timely input from the project stakeholders, including the District project team, the Haskell-CDM Smith design team, construction team, commissioning team and estimators. This feedback will enable us to execute decisions to keep the design advancing efficiently.

Successful Schedule Example

Boynton Beach City Hall and Library and District Energy Plant, Boynton Beach, FL

Hurricane Dorian forced the closing of the Boynton Beach Town Square job site for longer than expected. This resulted in the need to repour four tilt panels during the final phase of shell construction. Haskell brought in all subcontract partners affected by the unforeseen sequence of work.

During the subsequent pull planning meeting, lead by key representatives from Haskell management, all team members consulted with their fellow trade partners on the upcoming schedule of activities. They discussed sequencing and what needs to happen first before their work can continue. During this recovery effort, the building schedule was broken out into smaller sections of work. This allowed the team to keep construction ongoing at the east end of the building, while a separate recovery effort was ongoing at the west end. During this meeting, the team further broke out each floor to accommodate the many specialized finishes being installed. These were incorporated into subsequent schedules.

These schedule saving solutions brought the project back on schedule and within the original estimated completion date.

Effective Construction Management

Project site management will be the responsibility of our General Superintendent Frankie McGee. Frankie, having familiarized himself with the project during design development, will work closely with our construction manager Steve Solters. He will be well-equipped to support the construction team and immediately address all inquiries. His knowledge of the WTP design and familiarity with the Team will aid in rapidly reviewing many shop drawings in the field, getting input from the appropriate team members and ensuring permit compliance—all efforts that will keep the project on schedule.

Managing construction also involves coordinating equipment and material delivery/storage on-site. By carefully scheduling deliveries, we can reduce the need for on-site storage and minimize the cost and risks associated with double handling and limited laydown space.

In addition, the CPM schedule will be updated every two weeks and detailed logic revisions will be provided monthly. Steve Solters will also provide detailed three-week look-ahead schedules, based on the activities detailed in the main project schedule, at every biweekly meeting.

Monitoring Progress

Procurement activities will be subdivided into:

- Subcontract/purchase order execution
- Submittal development
- Engineering approval
- Fabrication and delivery
- Field visits for verification of selected items

A milestone of “Procurement Complete” is built into the schedule 30 days after 100 percent design is completed. A second milestone “Submittals Complete” is built into the schedule 90 days after 100 percent design is completed. This is a very positive way keep a sense of urgency on the smallest items and reduces the number of “surprises” that arise later in the project. For this reason, we will also require our subcontractors to provide us with similar detailed schedules for submittals and fabrication on all the major pieces of equipment that fall under their subcontract. These will also be tracked in the project schedule.

Success on a timely delivery will result in a proven process and commitment to integrating the Team and the District into the development and management of the schedule.

Schedule Management

The schedule will be updated weekly, led by our project manager Mike Hoisington, with input from the rest of the Team and other stakeholders. It will be reviewed during progress meetings with the District and adjusted accordingly to show improvements or acceleration as required to stay on track. Our scheduling department will administer quality control over the logic. This extra set of eyes will allow us to keep our pulse on the critical path, understand where the float is and look for opportunities to improve.

5. Key Risk Factors

Risk Management Planning/Project Contingency

The Haskell-CDM Smith applies a proactive, robust and structured risk management planning process specifically designed for PDB projects. It is used for identifying, classifying, analyzing, mitigating, and quantifying project cost and schedule risks. It is also used for assessing, updating, and managing the risk management plan throughout the project. Risks and opportunities are managed in conjunction with project contingency, given the hand-in-hand relationship. Identifying and managing opportunities is also coupled with and included in JVs risk and contingency management approach. Our approach for PDB projects is diligent and brings cost and schedule certainty while creating opportunities to avoid use of project contingency funds.

The risk management process begins at project inception and continues until all risks are fully closed (i.e., fully mitigated or eliminated). The Team’s risk management process is dynamic and addresses changes that occur throughout the project. Risks are captured in a risk register, an example from our Union County, NC project that was developed as part of the 60% and GMP is included at the end of this tab. The risk register format and methodology will be finalized in partnership with Riviera Beach. The following is a description of how the Team will manage risk and the risk register and how risk items can be monetized into an appropriate project contingency.

Identifying

Risks are identified through several means. These include a risk assessment for each element of the project work breakdown structure, specific risk identification workshops with the District and’s key design, procurement, construction and operations team members, performing a strengths, weaknesses, opportunities and threats (SWOT) analysis for the project and periodic meetings throughout the project that

are specifically focused on risk management. A key aspect of our approach is identifying potential risk items early to allow for analysis and mitigation-based decision making, creating opportunities for contingency reduction as the design, pre-construction and construction progresses. Each identified risk is included within the risk register.

Classifying/Assignment

Each identified risk is categorized and a responsible entity and individual is assigned. Risk categories for the project may include: design, pre-construction, procurement, construction, start-up/commissioning/operations, schedule, cost estimate and public/stakeholders.

In cases where a party other than the Team may be best-suited to own a specific risk and the related actions for mitigating the risk, the decision for allocating this risk would be made mutually with the District.

Mitigation Approach and Actions

A specific mitigation approach and related actions are identified for each risk and captured in the risk register, with the intensity of the action aligning with the cost and/or schedule impact severity that could result from the risk.

Outcome Scenarios

Once a risk has been identified and the related mitigation approach and actions have been established, the cost impact and probability and schedule impact and probability are estimated for optimistic, most likely and pessimistic outcomes and this information is included within the risk register. We have included some sample risks and related costs, schedule impacts, and related probabilities from another project in the example risk register, for illustrative purposes.

Statistical Analysis

A Monte Carlo simulation is then applied to the cost impact, schedule impact, and related probabilities for the optimistic, most likely, and pessimistic scenarios to establish a recommended contingency amount and expected schedule impact for each identified risk.

Risk Rating

The estimated cost impact and estimated schedule impact for each risk from the Monte Carlo simulation results are then categorized into a risk rating (as follows) and are color-coded. Establishing a risk rating helps the Team focus resources on specific risk mitigation activities.

By identifying and including risks that pose a potential schedule impact and also prioritizing risks based on schedule impact, the Team's approach manages and mitigates schedule-related risks and thereby supports cost and date certain delivery.

Managing the Plan

The risk management plan requires continuous management by the project managers and project team, with close attention to specific actions and related deadlines for each identified risk. The risk register is a 'live' document that will be managed and updated throughout the life of the project and at regular risk review meetings, with the actions, outcome scenarios, and estimated cost and schedule impacts for each risk regularly updated until the risk is fully mitigated and closed. Any newly identified risk items would also be added to the risk register together with the specific actions and schedule for managing the risk. The risk register is a 'live' document that will be managed and updated throughout the life of the project and at regular risk review meetings, with the actions, outcome scenarios, and estimated cost and schedule impacts for each risk regularly updated until the risk is fully mitigated and closed.

Contingency Development

As described above, the Team will employ a structured approach to identify, assess scenarios and use statistical analysis to develop a recommended contingency for each identified risk. This information will then be used by the District and our Team to negotiate and reach agreement on an appropriate risk-related contingency for inclusion in the GMP. In addition to the risk-related component, the contingency also needs to address additions to the construction cost estimate that will occur with further definition of the project as the design is advanced. The project risk register will include a line item for each major design discipline (e.g., concrete, process mechanical, electrical) with a definition divisor for the estimated level of contingency needed to account for yet-to- be-identified design scope that will be developed and added between the particular design milestone (30%, 60%, GP) and the 100% design. The individual definition divisors will be determined by conducting a workshop with the construction and design team to review each drawing and discuss the scope items not yet shown. The results of the design definition workshop will then be shared with the District to make sure there is a clear understanding and consensus on all design definition contingencies carried in the risk register.

5. Sample Risk Register

The Haskell-CDM Smith Team has reviewed the District's project goals and objectives against the team's experience with projects of similar scope, performance, safety and quality requirements, system architectures, designs and environments to determine the following initial risks:

	Hazard/Risk Analysis	Potential Cause of Hazard	Potential Consequences	Mitigation Measure
Design Challenges	**Geotechnical investigations fail to capture existing conditions**	Errors in assumptions or design differs from investigations	Failure of structures, unexpected differential settlement, delays in schedule	Thorough geotechnical investigations at location of structures/tanks, comparison of newly acquired data with data from previous investigations
	Influent water quality	Unforeseen or unknown constituents or contaminants	Membranes do not perform as expected	Additional water quality testing, piloting, or O&M Measures
	Issuance of all necessary permits	Delays in development of permit applications, development of design data	Schedule delay and early release to procure long lead items	Meet early and often with all known permitting agencies to identify all hot-buttons and respond accordingly
Construction Challenges	**Dewatering**	Heavy rain results in a high water table,	Delays in excavation of structures below grade, delay in schedule	Thorough investigation of water levels, identify proper dewatering systems, stand by equipment in case of failure or poor dewatering performance
	Working around existing fueling station	On-going daily fueling activities	Impact construction of new facilities	Isolate existing fueling station from all construction activities, separate ingress/ egress for fueling
	Labor Shortage	Competing projects in the area, increased economic activity	Delay in construction, increased costs, reduced quality	Work with local subs, work with local labor, prepare to self-perform with JV labor
	Safety	Concerns associated with working on a congested site in multiple areas with ongoing access to the fueling station	Safety incident, schedule delays, injured labor staff	Develop project specific H&S plan, work closely with all trades and subs to coordinate activities, isolate the fueling station from all work activity
	Delay in receipt of major equipment	Delay in early procurement, poor shop drawings, delay in fabrication	Delay in construction, increased cost due to claims, missed commissioning date	Leverage the JV purchasing power, timely shop drawing tracking, quick turn around on review, multiple GMP's to facilitate early procurement
Operations Challenges	**Unable to complete full plant start-up and testing**	Insufficient water available for start-up and testing	MFRO not tested to confirm conformance with design	Thorough review, QA/QC, design coordination, design workshop to confirm data and design assumptions
	Operations transition	O&M manual does not convey reasoning behind operational schemes	O&M manual re-write, ops does not follow O&M manual leading to poor system performance	Proper training of O&M staff, hands on training early in start-up, after handoff shadow operations for several months to ensure proper operation.
	Distribution water quality variations	Changes in water quality (compatibility), flow direction and/or magnitude.	Turbidity, low chlorine residuals, and tastes/odors can lead to customer complaints	Conduct water quality/ blending study for existing and new WTPs; Develop transition plan for new plant. Implement rigorous distribution monitoring program.

PROJECT LEVEL RISK REGISTER

Project Name: Union County YRWSP WTP & FWI
Project Number (Internal): 231695
PM: Ryan Bucceri
DPM: Jon Lapsley
DM: Chris Kolkhorst
CM: Mike Halloran
LCE: Craig Gervin
PCS: Nick Maxin

SUMMARY		
Run Date		10/3/19
Total Current Project Cost	$	112,260,019
Total Current Construction Cost	$	65,684,355
Total Risks	$	9,639,964
Total Opportunities	$	-
Risk as % of Construction		14.7%
Risk as % of Total Project		8.6%

RISK PROBABILITY ASSESSMENT	
Rating	Guideline
Very Low (VL)	10%
Low (L)	30%
Moderate (M)	50%
High (H)	70%
Very High (VH)	90%

COST ASSESSMENT		SCHEDULE ASSESSMENT
Impact Rating	Cost Impact Guideline	Rating
Negligible	<$10,000	Negligible
Marginal	$10,000 - $100,000	Marginal
Significant	>$100,000 - $500,000	Significant
Critical	>$500,000 - $1 million	Critical
Crisis	>$1 million	Crisis

ID	Risk Prob	Risk Resp	Risk/Opportunity Element	Definition of Risk/Opportunity Element	Consequence of Occurrence ($) and Schedule (days) Impact	Risk/ Opp	Risk Mitigation / Opportunity Suggestion (technical approach)	BIC	RESP	Pricing Strategy Contingency -- complete Part Three	Outcome	Cost (whole $)	Cost Probability	Schedule (days)	Schedule Probability	Assumptions	30%>60% Track Changes and Comments
1	M	Project	CSI 02 Site Work	More Rock Excavation FWI - Pipeline Than Expected	$ 330,000 Schedule (days): 25	Risk	Review borings and update 60% OPCC based on final Geotech Report	Girven	CDMS	Contingency	Optimistic	$ 200,000	20%	5	20%		Updated Risk Mitigation comment and BIC. Risk consequence decreased based on additional boring logs UC to consider taking on risk through Allowances/Unit Costs.
											Most Likely	$ 300,000	40%	20	40%		
											Pessimistic	$ 425,000	40%	40	40%		
2	M	Project	CSI 02 Site Work	Harder Rock Excavation FWI - Pipeline Than Expected	$ 275,000 Schedule (days): 15	Risk	Review borings and update 60% OPCC based on final Geotech Report	Girven	CDMS	Contingency	Optimistic	$ 175,000	60%	5	60%		Updated Risk Mitigation comment and BIC. Risk consequence decreased based on additional boring logs UC to consider taking on risk through Allowances/Unit Costs.
											Most Likely	$ 300,000	20%	20	20%		
											Pessimistic	$ 550,000	20%	40	20%		
3	-	Project	CSI 02 Site Work	Further Optimize Earthwork Cut/Fill with Hydraulic Profile	$ - Schedule (days): -	CLOSED	CLOSED. Earthwork was optimized during 60% development.	-	-	-	Optimistic	-	-	-	-		Risk item closed.
											Most Likely	-	-	-	-		
											Pessimistic	-	-	-	-		
4	M	Project	CSI 02 Site Work	Increased Rock Excavation for WTP	$ 325,000 Schedule (days): 9	Risk	Review borings and update 60% OPCC based on final Geotech Report	Girven	CDMS	Contingency	Optimistic	$ 125,000	60%	5	60%		Updated Risk Mitigation comment and BIC. Risk consequence decreased based on additional boring logs UC to consider taking on risk through Allowances/Unit Costs.
											Most Likely	$ 400,000	20%	10	20%		
											Pessimistic	$ 850,000	20%	20	20%		
5	H	Project	Estimate	Change in actual equipment cost after GMP submittal	$ 510,000 Schedule (days): -	Risk	Obtain ENR 12 City Cost of Work Price Index. Get vendors to lock in their pricing for 180-210 days after award. Buyout within the first month	Girven / Halloran	CDMS	Contingency	Optimistic	$ 300,000	45%	0	0%		Updated Defintion of Risk and BIC.
											Most Likely	$ 500,000	35%	0	0%		
											Pessimistic	$ 1,000,000	20%	0	0%		
6	M	Project	Estimate	Lack of Local Available Labor	$ 262,800 Schedule (days): 13	Risk	Consider manpower requirement language in subcontracts. Monitor actual manpower during construction and alert subs if determined insufficient. Monitor local construction market for changes to risk probability	Halloran	CDMS	Contingency	Optimistic	$ 73,000	20%	0	20%		Risk increased in probability and consequence due to increased volatility in local market (other large projects being advertised).
											Most Likely	$ 219,000	30%	10	30%		
											Pessimistic	$ 365,000	50%	20	50%		
7	M	Project	CSI 01 General Conditions	Unforeseen changes in construction methods resulting from Environmental Agency Permit Reviews & Inspections during construction	$ 215,000 Schedule (days): 10	Risk	Conduct a back-check review of potential environmental permits required in sensitive areas.	Boone	CDMS	Contingency	Optimistic	$ -	20%	0	20%		Updated Definition of Risk and Mitigation Action. Risk probability and consequence reduced based on advancement of design.
											Most Likely	$ 215,000	60%	10	60%		
											Pessimistic	$ 430,000	20%	20	20%		
8	M	Project	CSI 02 Site Work	Phase 2 (60% to 100%) Design Services Contingency	$ 142,500 Schedule (days): -	Risk	Increase definition of scope of services and avoid scope creep through chnange management procedures	Bucceri	CDMS	Contingency	Optimistic	-	40%	0	0%		Updated Definition of Risk and Mitigation Action. Risk probability and consequence reduced based on advancement of design.
											Most Likely	$ 190,000	50%	0	0%		
											Pessimistic	$ 475,000	10%	0	0%		

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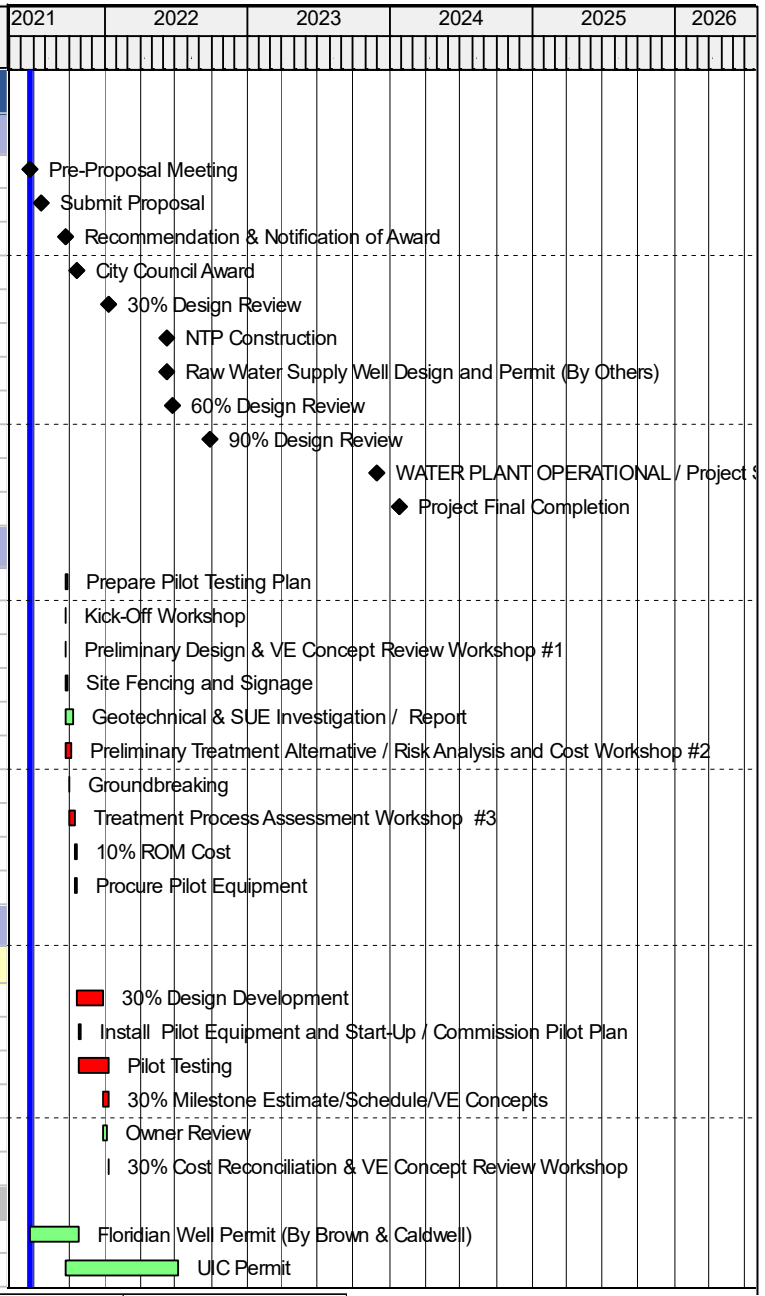
62	M	Poject	Schedule	(ID#43) NCDOT Raleigh Office delays in approval of encroachments for major roads such as Monroe Bypass	$ 100,280 Schedule (days): 8.72	Risk	Met with NCDOT, defined open cut vs trenchless for individual crossings.	Boone	CDMS	Contingency	Optimistic	$ 80,500	80%	7	80%		Updated BIC. Risk probability and consequence decreased based on better understanding of risks as design advances.
											Most Likely	$ 161,000	18%	14	18%		
											Pessimistic	$ 345,000	2%	30	2%		
63	-	*Owner*	*Schedule*	*(ID#47) BOCC does not approve expenditures for easements until the FERC Permit is secured*	$ - *Schedule (days): 0*	*CLOSED*	*CLOSED. Owner responsible of mitigation*	-	*UC*	-	*Optimistic*	-	-	-	-		*Risk item closed. Program Manager to track.*
											Most Likely	-	-	-	-		
											Pessimistic	-	-	-	-		
64	-	*Owner*	*Schedule*	*(ID#48) BOCC requierments for the project change, requiring rework*	$ - *Schedule (days): 0*	*CLOSED*	*CLOSED. Owner responsible of mitigation*	-	*UC*	-	*Optimistic*	-	-	-	-		*Risk item closed. Program Manager to track.*
											Most Likely	-	-	-	-		
											Pessimistic	-	-	-	-		
65	L	Project	Schedule	(ID#49) Permit conditions require Individual Permit rather than anticipated Nationwide Permit	$ 43,884 Schedule (days): 23.4	Risk	Develop design to align with Nationwide permits. Limit impacts to waters of the State.	Boone	CDMS	Contingency	Optimistic	$ -	50%	0	50%		Risk slightly increased in probability and consequence due to better understanding in risk profile.
											Most Likely	$ 48,300	48%	42	45%		
											Pessimistic	$ 1,035,000	2%	90	5%		
66	L	Project	CSI 01 General Conditions	(ID#50) Unintentional environmental damage during construction	$ 28,000 Schedule (days): 2.8	Risk	Follow regualtions regarding clean-up protcol. Develop workplans for working in sensitive areas near water bodies. Maintain spill containment kit on-site.	Halloran	CDMS	Contingency	Optimistic	$ 10,000	35%	1	35%		Risk increased in probability and consequence due to better understanding in risk profile.
											Most Likely	$ 30,000	40%	3	40%		
											Pessimistic	$ 50,000	25%	5	25%		
67	L	Project	CSI 01 General Conditions	(ID#52) Dewatering for pipe installation or trenchless shafts causes drawdown and settlement of adjacent properties, utilities, etc.	$ 76,500 Schedule (days): 0	Risk	Consider requiring subcontractor engineered dewatering submittals. Consider Installing monitoring wells and deformation monitoring points where critical	Tastan	CDMS	Contingency	Optimistic	$ 10,000	40%	0	0%		Risk increased in probability and consequence due to better understanding in risk profile.
											Most Likely	$ 100,000	35%	0	0%		
											Pessimistic	$ 150,000	25%	0	0%		
68	-	Owner	Estimate	(ID#53) Potential requirement for mitigation credits	$ - Schedule (days): 0	CLOSED	CLOSED. Owner responsible of mitigation	-	*UC*	-	Optimistic	-	-	-	-		*Risk item closed. Program Manager to track.*
											Most Likely	-	-	-	-		
											Pessimistic	-	-	-	-		
69	L	Project	Estimate	Failure of Lake Twitty Open Cut Crossing due to unforseen weather events	$ 86,250 Schedule (days): 11.5	Risk	Execute during Low Flow season and timing to capture good weather	Halloran	CDMS	Contingency	Optimistic	$ -	25%	0	25%		New risk added
											Most Likely	$ 75,000	35%	10	35%		
											Pessimistic	$ 150,000	40%	20	40%		
70	VH	Project	Estimate	Inability to receive NPDES approval for on-site discharge resulting in new discharge pipe to Mill Creek	$ 550,000 Schedule (days): 0.5	Risk	Meetings with NCDEQ during review of the application	Lapsley	CDMS	Contingency	Optimistic	$ -	52%	0	35%		New risk added
											Most Likely	$ 1,000,000	45%	0	55%		
											Pessimistic	$ 1,500,000	3%	5	10%		
71	L	Project	Estimate	Extended operations due to longer than anticpated State approval to distribute	$ 54,000 Schedule (days): 12	Risk	Continue discussion with State through design and construction	Barnes	CDMS	Contingency	Optimistic	$ -	35%	0	35%		New risk added
											Most Likely	$ 67,500	50%	15	50%		
											Pessimistic	$ 135,000	15%	30	15%		
72	VH	Project	Estimate	Results of Corrosion Study require process changes	$ 550,000 Schedule (days): 11.5	Risk	Complete the Corrsosion Study	Dowbiggin	CDMS	Contingency	Optimistic	$ -	10%	0	10%		New risk added
											Most Likely	$ 500,000	80%	0	80%		
											Pessimistic	$ 1,000,000	15%	0	15%		

High Level Draft Project Timeline

Activity ID	Activity Name	Orig Dur	Start	Finish
Riviera Beach Blue Heron WTP		662	22-Jun-21	24-Jan-24
Milestones		947	22-Jun-21	24-Jan-24
MI1010	Pre-Proposal Meeting	0	22-Jun-21	
MI1020	Submit Proposal	0		20-Jul-21
MI1030	Recommendation & Notification of Award	0		21-Sep-21
MI1040	City Council Award	0		21-Oct-21
MI1050	30% Design Review	0		12-Jan-22
MI1060	NTP Construction	0	10-Jun-22	
MI1070	Raw Water Supply Well Design and Permit (By Others)	0		10-Jun-22
MI1080	60% Design Review	0		24-Jun-22
MI1090	90% Design Review	0		28-Sep-22
MI9998	WATER PLANT OPERATIONAL / Project Substantial Completion	0		28-Nov-23
MI9999	Project Final Completion	0		24-Jan-24
First 30 Days		24	21-Sep-21	22-Oct-21
DE1010	Prepare Pilot Testing Plan	5	21-Sep-21	27-Sep-21
DE1020	Kick-Off Workshop	1	21-Sep-21	21-Sep-21
DE1030	Preliminary Design & VE Concept Review Workshop #1	1	22-Sep-21	22-Sep-21
DE1040	Site Fencing and Signage	5	22-Sep-21	28-Sep-21
DE1050	Geotechnical & SUE Investigation / Report	15	22-Sep-21	12-Oct-21
DE1060	Preliminary Treatment Alternative / Risk Analysis and Cost Workshop #2	11	24-Sep-21	08-Oct-21
DE1070	Groundbreaking	1	30-Sep-21	30-Sep-21
DE1080	Treatment Process Assessment Workshop #3	11	01-Oct-21	15-Oct-21
DE1090	10% ROM Cost	5	18-Oct-21	22-Oct-21
DE1100	Procure Pilot Equipment	5	18-Oct-21	22-Oct-21
Design Services		324	22-Jun-21	28-Sep-22
30% Design		265	22-Jun-21	06-Jul-22
DE3010	30% Design Development	45	22-Oct-21	27-Dec-21
DE3020	Install Pilot Equipment and Start-Up / Commission Pilot Plan	5	25-Oct-21	29-Oct-21
DE3030	Pilot Testing	55	25-Oct-21	12-Jan-22
DE3040	30% Milestone Estimate/Schedule/VE Concepts	10	28-Dec-21	11-Jan-22
DE3050	Owner Review	5	28-Dec-21	04-Jan-22
DE3060	30% Cost Reconciliation & VE Concept Review Workshop	1	12-Jan-22	12-Jan-22
Permits		265	22-Jun-21	06-Jul-22
PE1010	Floridian Well Permit (By Brown & Caldwell)	90	22-Jun-21	27-Oct-21
PE1020	UIC Permit	200	23-Sep-21	06-Jul-22



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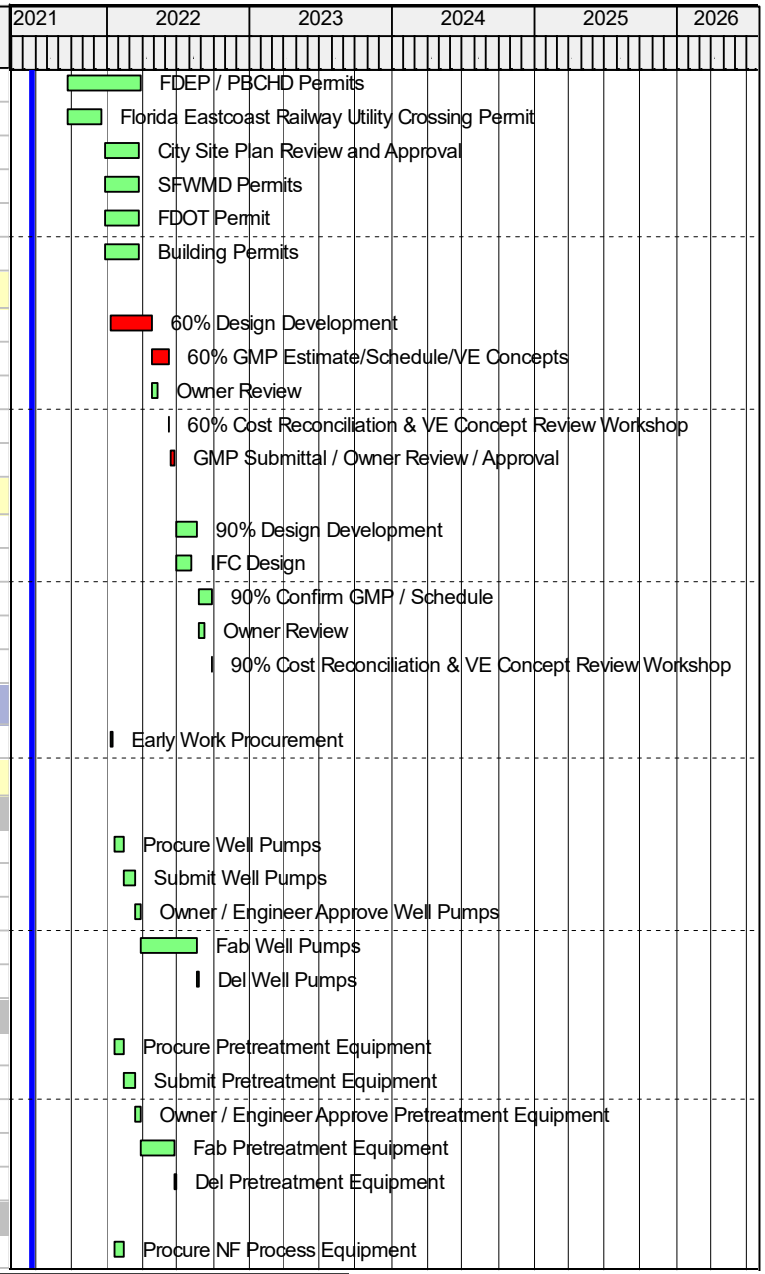
Riviera Beach Blue Heron WTP
Project Schedule

High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
PE1030	FDEP / PBCHD Permits	130	23-Sep-21	28-Mar-22
PE1040	Florida Eastcoast Railway Utility Crossing Permit	60	23-Sep-21	16-Dec-21
PE1050	City Site Plan Review and Approval	60	28-Dec-21	22-Mar-22
PE1060	SFWMD Permits	60	28-Dec-21	22-Mar-22
PE1070	FDOT Permit	60	28-Dec-21	22-Mar-22
PE1080	Building Permits	60	28-Dec-21	22-Mar-22
60% Design		116	13-Jan-22	24-Jun-22
DE6010	60% Design Development	75	13-Jan-22	27-Apr-22
DE6020	60% GMP Estimate/Schedule/VE Concepts	30	28-Apr-22	09-Jun-22
DE6030	Owner Review	10	28-Apr-22	11-May-22
DE6040	60% Cost Reconciliation & VE Concept Review Workshop	1	10-Jun-22	10-Jun-22
DE6050	GMP Submittal / Owner Review / Approval	10	13-Jun-22	24-Jun-22
90% Design		66	27-Jun-22	28-Sep-22
DE9010	90% Design Development	40	27-Jun-22	22-Aug-22
DE9020	IFC Design	30	27-Jun-22	08-Aug-22
DE9030	90% Confirm GMP / Schedule	25	23-Aug-22	27-Sep-22
DE9040	Owner Review	10	23-Aug-22	06-Sep-22
DE9050	90% Cost Reconciliation & VE Concept Review Workshop	1	28-Sep-22	28-Sep-22
Early Procurement		229	12-Jan-22	05-Dec-22
EW1010	Early Work Procurement	5	12-Jan-22	18-Jan-22
Early Procurement		224	19-Jan-22	05-Dec-22
Well Pumps		155	19-Jan-22	25-Aug-22
A31320	Procure Well Pumps	20	19-Jan-22	15-Feb-22
A31330	Submit Well Pumps	20	16-Feb-22	15-Mar-22
A31340	Owner / Engineer Approve Well Pumps	10	16-Mar-22	29-Mar-22
A31450	Fab Well Pumps	100	30-Mar-22	18-Aug-22
A31460	Del Well Pumps	5	19-Aug-22	25-Aug-22
Pretreatment Equipment		115	19-Jan-22	29-Jun-22
A31360	Procure Pretreatment Equipment	20	19-Jan-22	15-Feb-22
A31370	Submit Pretreatment Equipment	20	16-Feb-22	15-Mar-22
A31380	Owner / Engineer Approve Pretreatment Equipment	10	16-Mar-22	29-Mar-22
A31470	Fab Pretreatment Equipment	60	30-Mar-22	22-Jun-22
A31480	Del Pretreatment Equipment	5	23-Jun-22	29-Jun-22
NF Process Equipment		225	19-Jan-22	05-Dec-22
A31390	Procure NF Process Equipment	20	19-Jan-22	15-Feb-22



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Project Schedule

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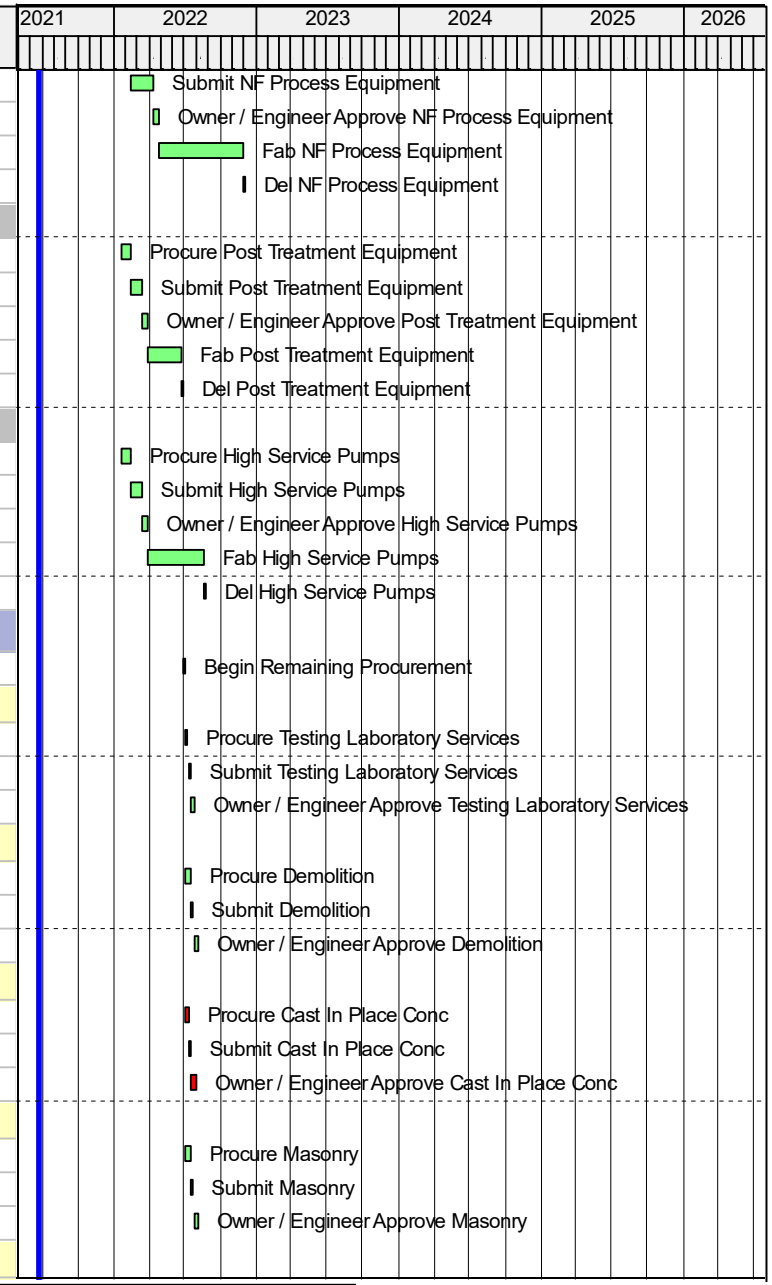
High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
A31400	Submit NF Process Equipment	40	16-Feb-22	12-Apr-22
A31410	Owner / Engineer Approve NF Process Equipment	10	13-Apr-22	26-Apr-22
A31490	Fab NF Process Equipment	150	27-Apr-22	28-Nov-22
A31500	Del NF Process Equipment	5	29-Nov-22	05-Dec-22
Post Treatment Equipment		115	19-Jan-22	29-Jun-22
A31420	Procure Post Treatment Equipment	20	19-Jan-22	15-Feb-22
A31430	Submit Post Treatment Equipment	20	16-Feb-22	15-Mar-22
A31440	Owner / Engineer Approve Post Treatment Equipment	10	16-Mar-22	29-Mar-22
A31510	Fab Post Treatment Equipment	60	30-Mar-22	22-Jun-22
A31520	Del Post Treatment Equipment	5	23-Jun-22	29-Jun-22
High Service Pumps		155	19-Jan-22	25-Aug-22
A31530	Procure High Service Pumps	20	19-Jan-22	15-Feb-22
A31540	Submit High Service Pumps	20	16-Feb-22	15-Mar-22
A31550	Owner / Engineer Approve High Service Pumps	10	16-Mar-22	29-Mar-22
A31560	Fab High Service Pumps	100	30-Mar-22	18-Aug-22
A31570	Del High Service Pumps	5	19-Aug-22	25-Aug-22
Procurement		119	27-Jun-22	14-Dec-22
PM1010	Begin Remaining Procurement	5	27-Jun-22	01-Jul-22
014529 - Testing Laboratory Services		20	04-Jul-22	29-Jul-22
014529P	Procure Testing Laboratory Services	5	04-Jul-22	08-Jul-22
014529S	Submit Testing Laboratory Services	5	11-Jul-22	15-Jul-22
014529A	Owner / Engineer Approve Testing Laboratory Services	10	18-Jul-22	29-Jul-22
024100 - Demolition		25	04-Jul-22	05-Aug-22
024100P	Procure Demolition	10	04-Jul-22	15-Jul-22
024100S	Submit Demolition	5	18-Jul-22	22-Jul-22
024100A	Owner / Engineer Approve Demolition	10	25-Jul-22	05-Aug-22
033000 - Cast In Place Concrete		20	05-Jul-22	01-Aug-22
330000P	Procure Cast In Place Conc	5	05-Jul-22	11-Jul-22
330000S	Submit Cast In Place Conc	5	12-Jul-22	18-Jul-22
330000A	Owner / Engineer Approve Cast In Place Conc	10	19-Jul-22	01-Aug-22
040000 - Masonry		25	04-Jul-22	05-Aug-22
040000P	Procure Masonry	10	04-Jul-22	15-Jul-22
040000S	Submit Masonry	5	18-Jul-22	22-Jul-22
040000A	Owner / Engineer Approve Masonry	10	25-Jul-22	05-Aug-22
055000 - Metal Fabrications		70	04-Jul-22	07-Oct-22



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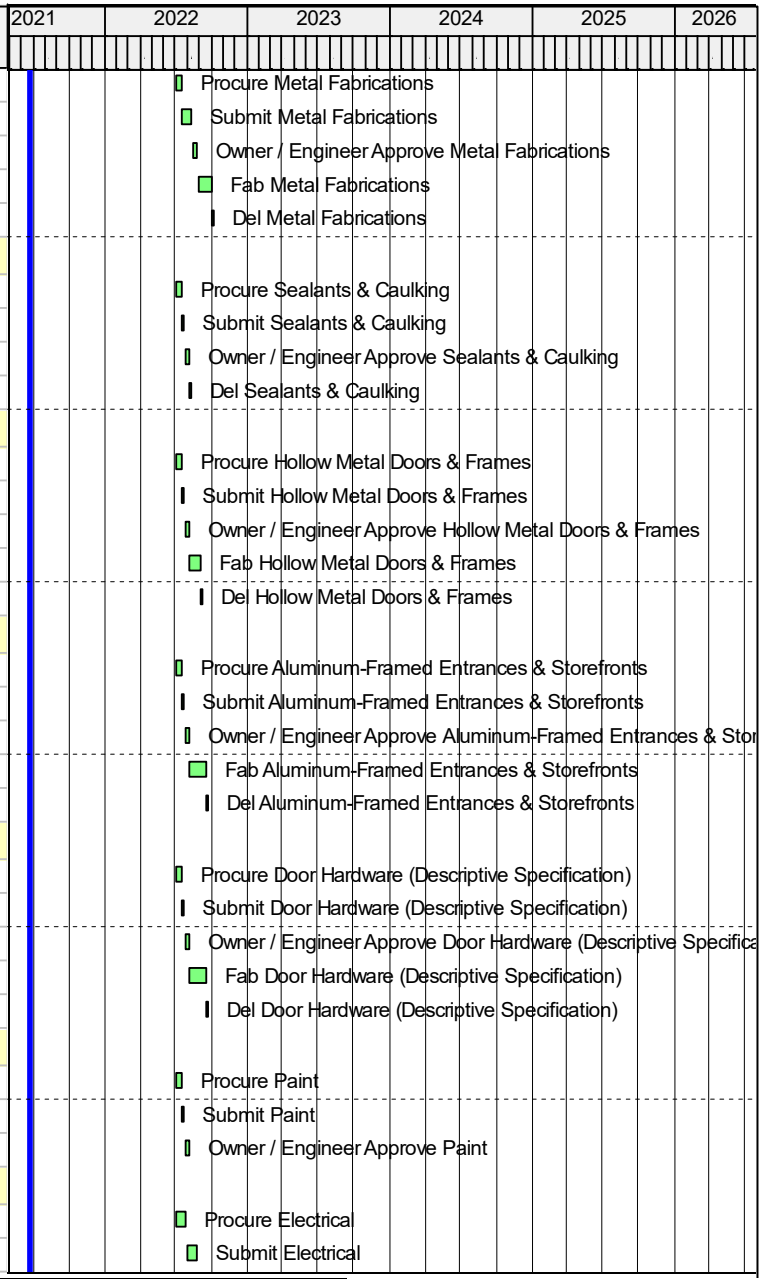
High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
055000P	Procure Metal Fabrications	10	04-Jul-22	15-Jul-22
055000S	Submit Metal Fabrications	20	18-Jul-22	12-Aug-22
055000A	Owner / Engineer Approve Metal Fabrications	10	15-Aug-22	26-Aug-22
055000F	Fab Metal Fabrications	25	29-Aug-22	30-Sep-22
055000D	Del Metal Fabrications	5	03-Oct-22	07-Oct-22
079200 - Sealants And Caulking		30	04-Jul-22	12-Aug-22
079200P	Procure Sealants & Caulking	10	04-Jul-22	15-Jul-22
079200S	Submit Sealants & Caulking	5	18-Jul-22	22-Jul-22
079200A	Owner / Engineer Approve Sealants & Caulking	10	25-Jul-22	05-Aug-22
079200D	Del Sealants & Caulking	5	08-Aug-22	12-Aug-22
081113 - Hollow Metal Doors And Frames		50	04-Jul-22	09-Sep-22
081113P	Procure Hollow Metal Doors & Frames	10	04-Jul-22	15-Jul-22
081113S	Submit Hollow Metal Doors & Frames	5	18-Jul-22	22-Jul-22
081113A	Owner / Engineer Approve Hollow Metal Doors & Frames	10	25-Jul-22	05-Aug-22
081113F	Fab Hollow Metal Doors & Frames	20	08-Aug-22	02-Sep-22
081113D	Del Hollow Metal Doors & Frames	5	05-Sep-22	09-Sep-22
084113 - Aluminum-Framed Entrances And Storefronts		60	04-Jul-22	23-Sep-22
084113P	Procure Aluminum-Framed Entrances & Storefronts	10	04-Jul-22	15-Jul-22
084113S	Submit Aluminum-Framed Entrances & Storefronts	5	18-Jul-22	22-Jul-22
084113A	Owner / Engineer Approve Aluminum-Framed Entrances & Storefronts	10	25-Jul-22	05-Aug-22
084113F	Fab Aluminum-Framed Entrances & Storefronts	30	08-Aug-22	16-Sep-22
084113D	Del Aluminum-Framed Entrances & Storefronts	5	19-Sep-22	23-Sep-22
087111 - Door Hardware (Descriptive Specification)		60	04-Jul-22	23-Sep-22
087111P	Procure Door Hardware (Descriptive Specification)	10	04-Jul-22	15-Jul-22
087111S	Submit Door Hardware (Descriptive Specification)	5	18-Jul-22	22-Jul-22
087111A	Owner / Engineer Approve Door Hardware (Descriptive Specification)	10	25-Jul-22	05-Aug-22
087111F	Fab Door Hardware (Descriptive Specification)	30	08-Aug-22	16-Sep-22
087111D	Del Door Hardware (Descriptive Specification)	5	19-Sep-22	23-Sep-22
099015 - Paint		25	04-Jul-22	05-Aug-22
099015P	Procure Paint	10	04-Jul-22	15-Jul-22
099015S	Submit Paint	5	18-Jul-22	22-Jul-22
099015A	Owner / Engineer Approve Paint	10	25-Jul-22	05-Aug-22
400506 - Electrical		115	04-Jul-22	09-Dec-22
400506P	Procure Electrical	20	04-Jul-22	29-Jul-22
400506S	Submit Electrical	20	01-Aug-22	26-Aug-22



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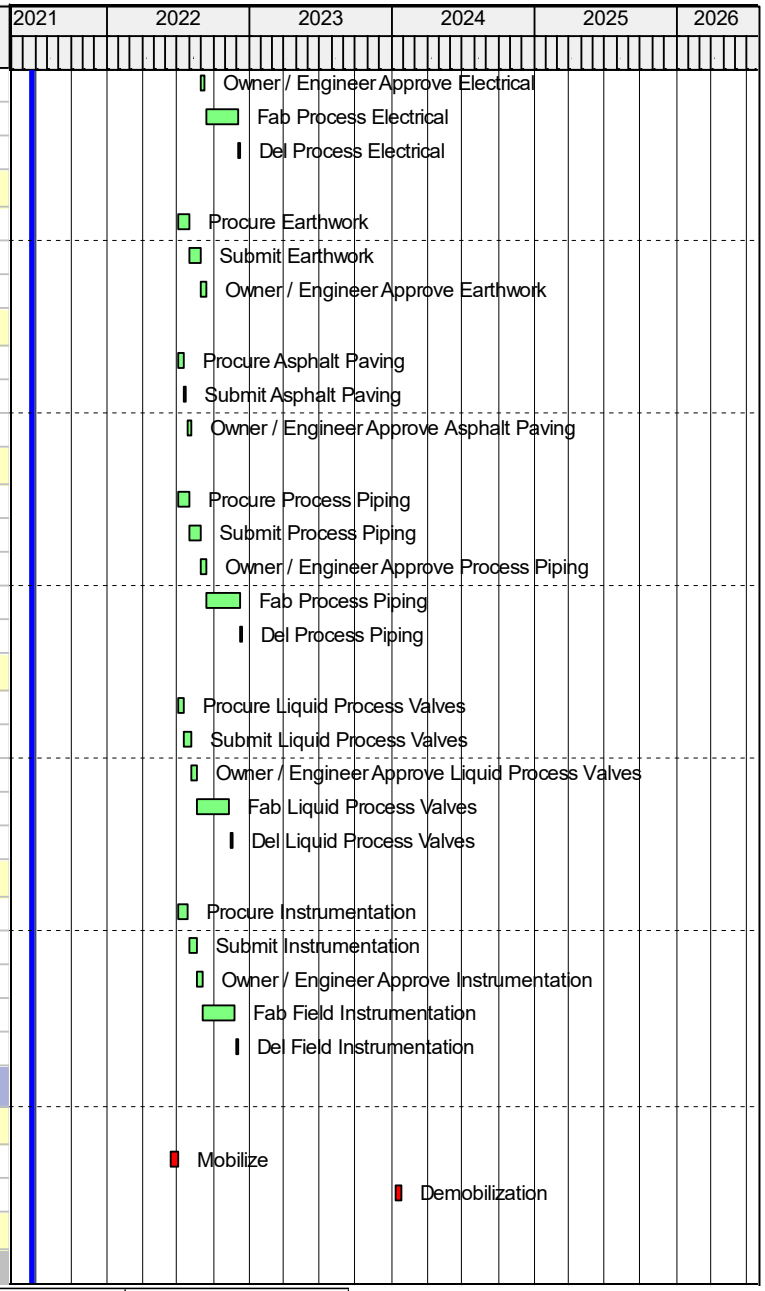
High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
400506A	Owner / Engineer Approve Electrical	10	29-Aug-22	09-Sep-22
400506F	Fab Process Electrical	60	12-Sep-22	02-Dec-22
400506D	Del Process Electrical	5	05-Dec-22	09-Dec-22
312000 - Earthwork		50	05-Jul-22	13-Sep-22
312000P	Procure Earthwork	20	05-Jul-22	01-Aug-22
312000S	Submit Earthwork	20	02-Aug-22	29-Aug-22
312000A	Owner / Engineer Approve Earthwork	10	30-Aug-22	13-Sep-22
321216 - Asphalt Paving		25	04-Jul-22	05-Aug-22
321216P	Procure Asphalt Paving	10	04-Jul-22	15-Jul-22
321216S	Submit Asphalt Paving	5	18-Jul-22	22-Jul-22
321216A	Owner / Engineer Approve Asphalt Paving	10	25-Jul-22	05-Aug-22
402000 - Process Piping		115	05-Jul-22	14-Dec-22
402000P	Procure Process Piping	20	05-Jul-22	01-Aug-22
402000S	Submit Process Piping	20	02-Aug-22	29-Aug-22
402000A	Owner / Engineer Approve Process Piping	10	30-Aug-22	13-Sep-22
402000F	Fab Process Piping	60	14-Sep-22	07-Dec-22
402000D	Del Process Piping	5	08-Dec-22	14-Dec-22
402700 - Liquid Process Valves		100	04-Jul-22	18-Nov-22
402700P	Procure Liquid Process Valves	10	04-Jul-22	15-Jul-22
402700S	Submit Liquid Process Valves	15	18-Jul-22	05-Aug-22
402700A	Owner / Engineer Approve Liquid Process Valves	10	08-Aug-22	19-Aug-22
402700F	Fab Liquid Process Valves	60	22-Aug-22	11-Nov-22
402700D	Del Liquid Process Valves	5	14-Nov-22	18-Nov-22
405000 - Instrumentation		110	04-Jul-22	02-Dec-22
405000P	Procure Instrumentation	20	04-Jul-22	29-Jul-22
405000S	Submit Instrumentation	15	01-Aug-22	19-Aug-22
405000A	Owner / Engineer Approve Instrumentation	10	22-Aug-22	02-Sep-22
405000F	Fab Field Instrumentation	60	05-Sep-22	25-Nov-22
405000D	Del Field Instrumentation	5	28-Nov-22	02-Dec-22
Construction		473	23-Mar-22	24-Jan-24
Project General		412	13-Jun-22	24-Jan-24
PG1010	Mobilize	15	13-Jun-22	01-Jul-22
PG9999	Demobilization	10	11-Jan-24	24-Jan-24
Construction		463	23-Mar-22	10-Jan-24
Avenue L		378	10-Jun-22	30-Nov-23



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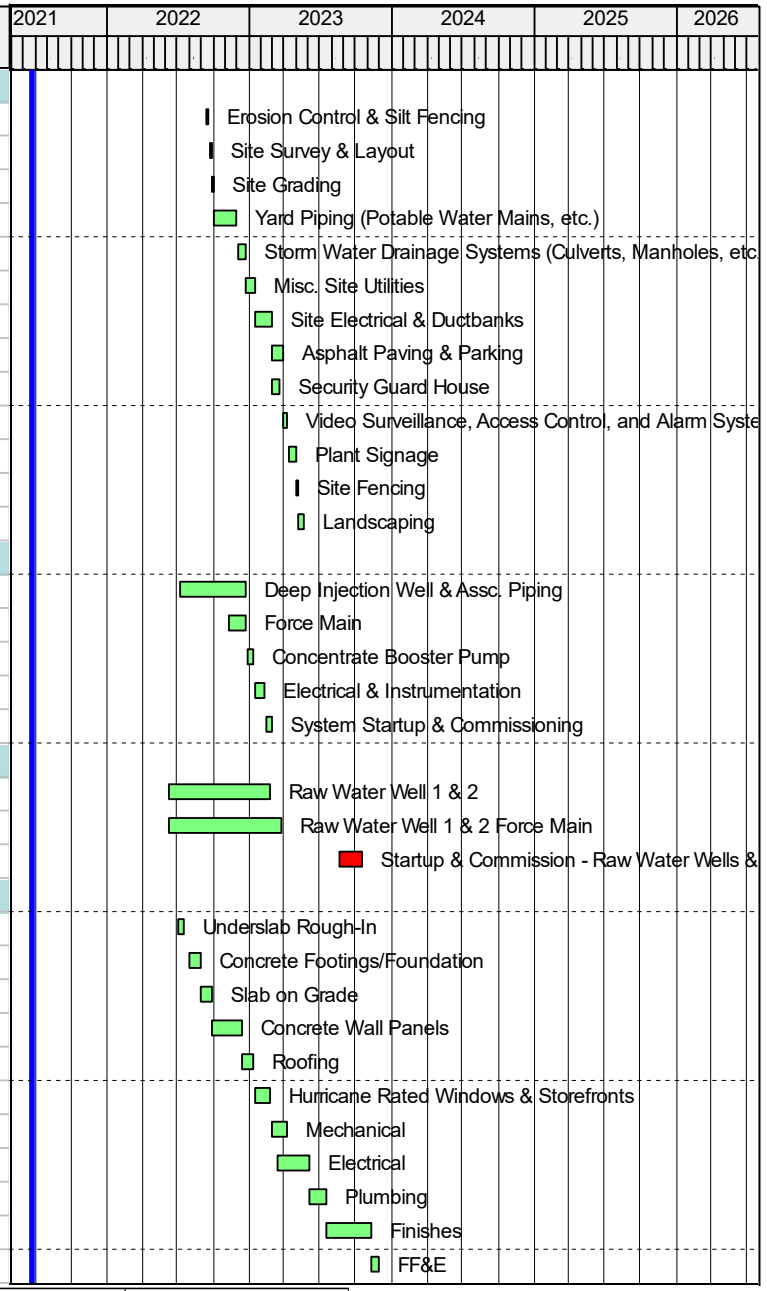
High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
	Sitework / Site Improvements	176	14-Sep-22	23-May-23
SW1010	Erosion Control & Silt Fencing	5	14-Sep-22	20-Sep-22
SW1020	Site Survey & Layout	5	21-Sep-22	27-Sep-22
SW1030	Site Grading	5	28-Sep-22	04-Oct-22
SW1040	Yard Piping (Potable Water Mains, etc.)	40	05-Oct-22	30-Nov-22
SW1050	Storm Water Drainage Systems (Culverts, Manholes, etc.)	15	02-Dec-22	22-Dec-22
SW1060	Misc. Site Utilities	15	23-Dec-22	16-Jan-23
SW1070	Site Electrical & Ductbanks	30	17-Jan-23	27-Feb-23
SW1090	Asphalt Paving & Parking	20	28-Feb-23	27-Mar-23
SW1080	Security Guard House	15	28-Feb-23	20-Mar-23
SW1100	Video Surveillance, Access Control, and Alarm Systems (Around Site & Select Bld	10	28-Mar-23	10-Apr-23
SW1110	Plant Signage	15	11-Apr-23	01-May-23
SW1120	Site Fencing	5	02-May-23	08-May-23
SW1130	Landscaping	10	09-May-23	23-May-23
	Deep Injection Well / Concentrate Boost PS	166	07-Jul-22	01-Mar-23
SP2010	Deep Injection Well & Assc. Piping	120	07-Jul-22	23-Dec-22
SP2020	Force Main	30	11-Nov-22	23-Dec-22
SP2030	Concentrate Booster Pump	10	30-Dec-22	13-Jan-23
SP2040	Electrical & Instrumentation	20	16-Jan-23	10-Feb-23
SP2050	System Startup & Commissioning	10	16-Feb-23	01-Mar-23
	Raw Water Wells	344	10-Jun-22	16-Oct-23
GC1010	Raw Water Well 1 & 2	180	10-Jun-22	23-Feb-23
GC1020	Raw Water Well 1 & 2 Force Main	200	10-Jun-22	23-Mar-23
GC1030	Startup & Commission - Raw Water Wells & Force Main	40	21-Aug-23	16-Oct-23
	Utlility & Public Works Admin Bldg.	360	05-Jul-22	30-Nov-23
UP1010	Underslab Rough-In	10	05-Jul-22	18-Jul-22
UP1020	Concrete Footings/Foundation	20	02-Aug-22	29-Aug-22
UP1030	Slab on Grade	20	30-Aug-22	27-Sep-22
UP1040	Concrete Wall Panels	55	28-Sep-22	14-Dec-22
UP1050	Roofing	20	15-Dec-22	13-Jan-23
UP1060	Hurricane Rated Windows & Storefronts	30	16-Jan-23	24-Feb-23
UP1070	Mechanical	30	27-Feb-23	07-Apr-23
UP1080	Electrical	60	13-Mar-23	05-Jun-23
UP1090	Plumbing	30	06-Jun-23	18-Jul-23
UP1100	Finishes	80	19-Jul-23	08-Nov-23
UP1110	FF&E	15	09-Nov-23	30-Nov-23



Start Date : 22-Jun-21
Finish Date :24-Jan-24
Data Date : 22-Jun-21
Print Date : 16-Jul-21 - 16:23

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Milestone

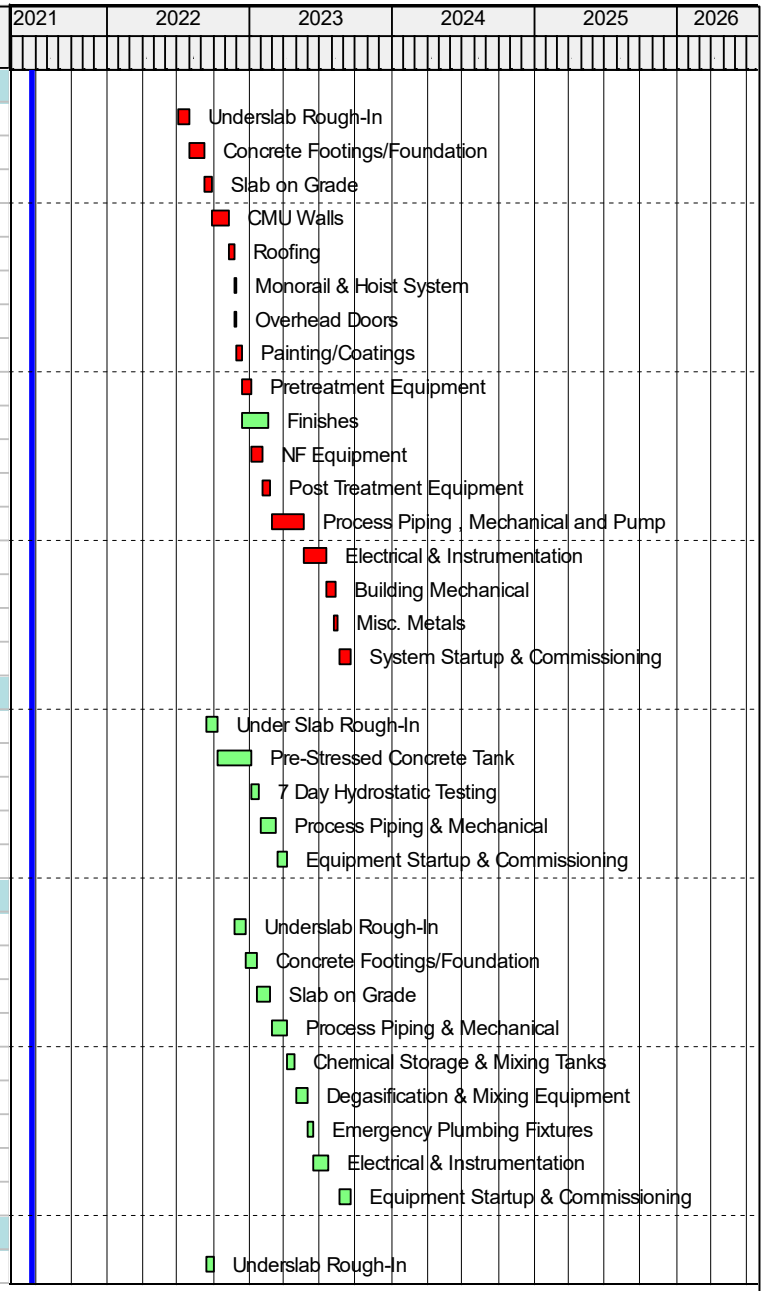
Riviera Beach Blue Heron WTP
Project Schedule

HASKELL CDM Smith JOINT VENTURE

HASKELL CDM Smith

High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
Nano Filtration Process Bldg		308	05-Jul-22	18-Sep-23
NF1010	Underslab Rough-In	20	05-Jul-22	01-Aug-22
NF1020	Concrete Footings/Foundation	25	02-Aug-22	06-Sep-22
NF1030	Slab on Grade	15	07-Sep-22	27-Sep-22
NF1040	CMU Walls	30	28-Sep-22	08-Nov-22
NF1050	Roofing	10	09-Nov-22	22-Nov-22
NF1060	Monorail & Hoist System	5	23-Nov-22	30-Nov-22
NF1070	Overhead Doors	5	23-Nov-22	30-Nov-22
NF1080	Painting/Coatings	10	01-Dec-22	14-Dec-22
NF1100	Pretreatment Equipment	15	15-Dec-22	06-Jan-23
NF1090	Finishes	45	15-Dec-22	17-Feb-23
NF1110	NF Equipment	20	09-Jan-23	03-Feb-23
NF1120	Post Treatment Equipment	15	06-Feb-23	24-Feb-23
NF1130	Process Piping , Mechanical and Pump	60	27-Feb-23	19-May-23
NF1140	Electrical & Instrumentation	40	23-May-23	18-Jul-23
NF1150	Building Mechanical	15	20-Jul-23	09-Aug-23
NF1160	Misc. Metals	10	07-Aug-23	18-Aug-23
NF1170	System Startup & Commissioning	20	21-Aug-23	18-Sep-23
Ground Storage Tank		143	14-Sep-22	07-Apr-23
GS1010	Under Slab Rough-In	20	14-Sep-22	11-Oct-22
GS1030	Pre-Stressed Concrete Tank	60	12-Oct-22	06-Jan-23
GS1040	7 Day Hydrostatic Testing	21	07-Jan-23	27-Jan-23
GS1050	Process Piping & Mechanical	30	30-Jan-23	10-Mar-23
GS1060	Equipment Startup & Commissioning	20	13-Mar-23	07-Apr-23
De-Gasification and Mixing		208	23-Nov-22	18-Sep-23
DG1010	Underslab Rough-In	20	23-Nov-22	21-Dec-22
DG1020	Concrete Footings/Foundation	20	22-Dec-22	20-Jan-23
DG1030	Slab on Grade	25	23-Jan-23	24-Feb-23
DG1040	Process Piping & Mechanical	30	27-Feb-23	07-Apr-23
DG1050	Chemical Storage & Mixing Tanks	15	10-Apr-23	28-Apr-23
DG1060	Degasification & Mixing Equipment	20	01-May-23	29-May-23
DG1070	Emergency Plumbing Fixtures	10	30-May-23	12-Jun-23
DG1080	Electrical & Instrumentation	30	13-Jun-23	25-Jul-23
DG1090	Equipment Startup & Commissioning	20	21-Aug-23	18-Sep-23
High Service Pump Station		150	14-Sep-22	14-Apr-23
HP1010	Underslab Rough-In	15	14-Sep-22	04-Oct-22



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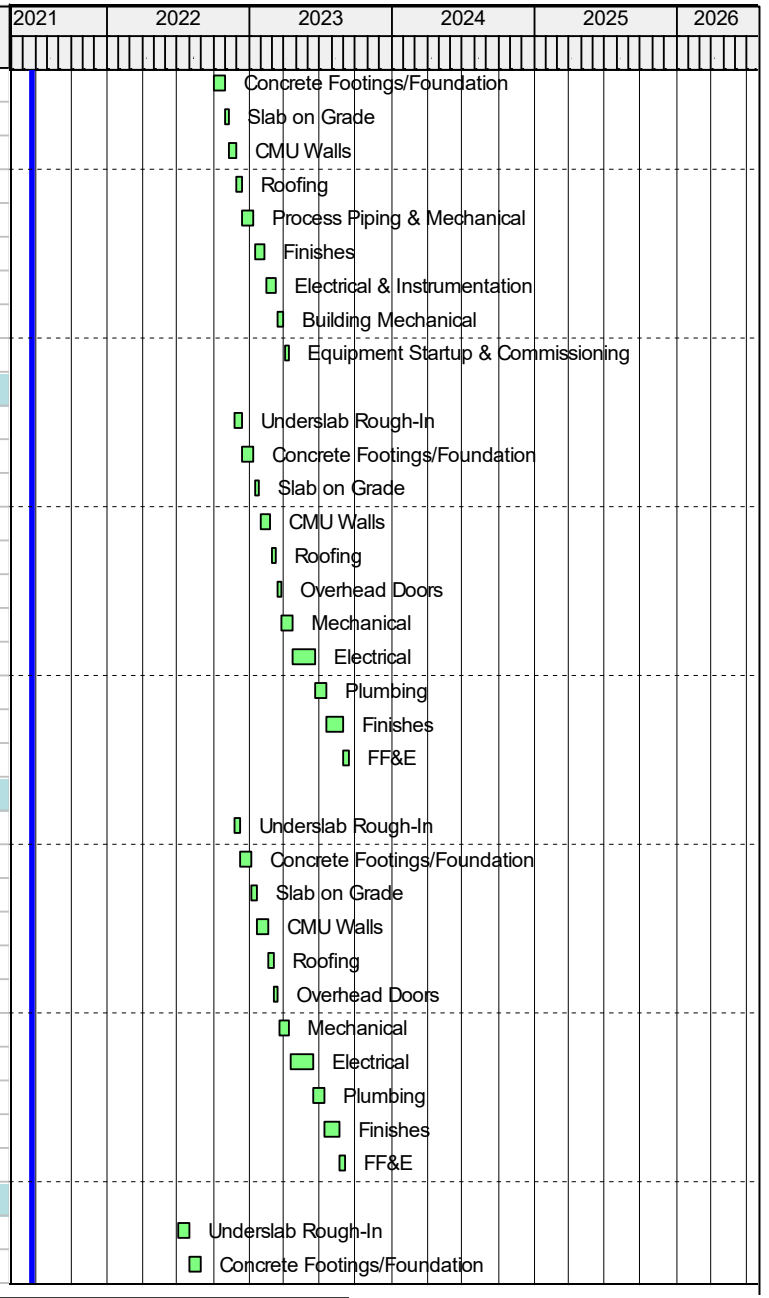
Riviera Beach Blue Heron WTP
Project Schedule

HASKELL CDM Smith JOINT VENTURE

High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
HP1020	Concrete Footings/Foundation	20	05-Oct-22	01-Nov-22
HP1030	Slab on Grade	5	02-Nov-22	08-Nov-22
HP1040	CMU Walls	15	09-Nov-22	30-Nov-22
HP1050	Roofing	10	01-Dec-22	14-Dec-22
HP1060	Process Piping & Mechanical	20	15-Dec-22	13-Jan-23
HP1070	Finishes	20	16-Jan-23	10-Feb-23
HP1080	Electrical & Instrumentation	20	13-Feb-23	10-Mar-23
HP1090	Building Mechanical	15	13-Mar-23	31-Mar-23
HP1100	Equipment Startup & Commissioning	10	03-Apr-23	14-Apr-23
Utility Maintenance Bldg		205	23-Nov-22	13-Sep-23
UM1010	Underslab Rough-In	15	23-Nov-22	14-Dec-22
UM1020	Concrete Footings/Foundation	20	15-Dec-22	13-Jan-23
UM1030	Slab on Grade	10	16-Jan-23	27-Jan-23
UM1040	CMU Walls	20	30-Jan-23	24-Feb-23
UM1050	Roofing	10	27-Feb-23	10-Mar-23
UM1060	Overhead Doors	10	13-Mar-23	24-Mar-23
UM1070	Mechanical	20	27-Mar-23	21-Apr-23
UM1080	Electrical	40	24-Apr-23	19-Jun-23
UM1090	Plumbing	20	20-Jun-23	18-Jul-23
UM1100	Finishes	30	19-Jul-23	29-Aug-23
UM1110	FF&E	10	30-Aug-23	13-Sep-23
Public Works / Fleet Service Bldg		200	23-Nov-22	06-Sep-23
FS1010	Underslab Rough-In	10	23-Nov-22	07-Dec-22
FS1020	Concrete Footings/Foundation	20	08-Dec-22	06-Jan-23
FS1030	Slab on Grade	10	09-Jan-23	20-Jan-23
FS1040	CMU Walls	20	23-Jan-23	17-Feb-23
FS1050	Roofing	10	20-Feb-23	03-Mar-23
FS1060	Overhead Doors	10	06-Mar-23	17-Mar-23
FS1070	Mechanical	20	20-Mar-23	14-Apr-23
FS1080	Electrical	40	17-Apr-23	12-Jun-23
FS1090	Plumbing	20	13-Jun-23	11-Jul-23
FS1100	Finishes	30	12-Jul-23	22-Aug-23
FS1110	FF&E	10	23-Aug-23	06-Sep-23
Plant Water Quality Laboratory		212	05-Jul-22	02-May-23
PL1010	Underslab Rough-In	20	05-Jul-22	01-Aug-22
PL1020	Concrete Footings/Foundation	20	02-Aug-22	29-Aug-22



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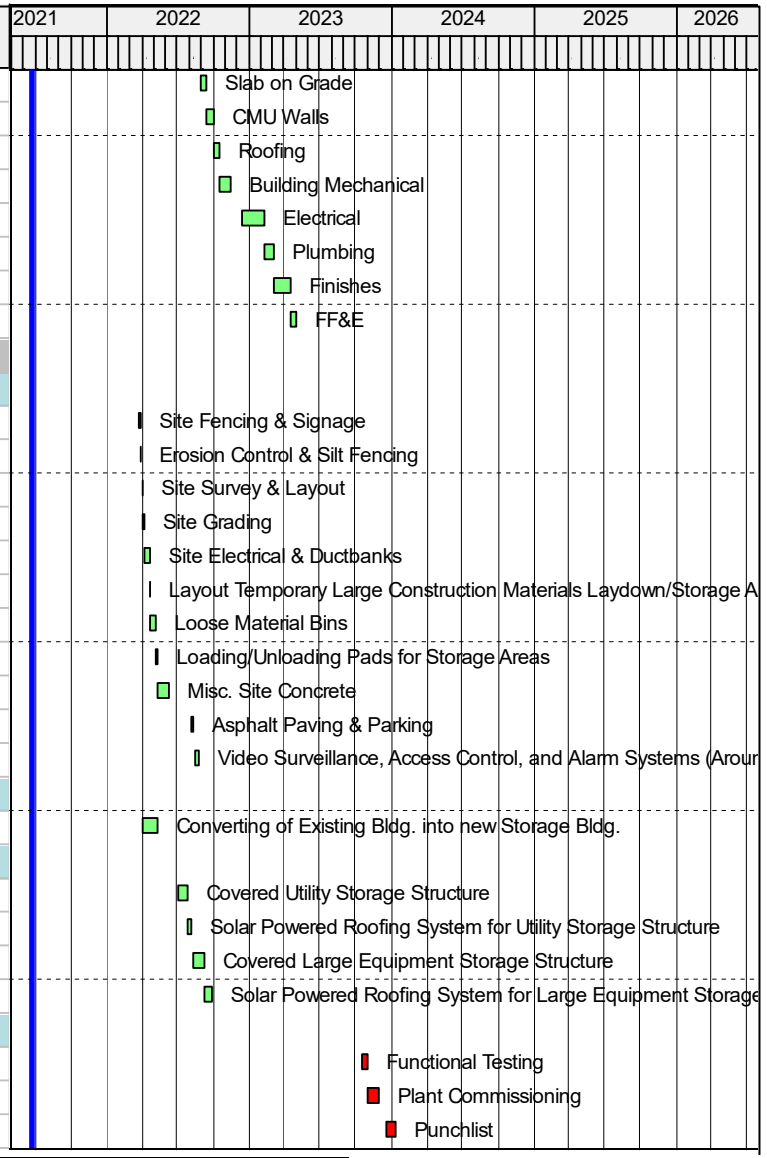
Riviera Beach Blue Heron WTP
Project Schedule

HASKELL CDM Smith JOINT VENTURE

HASKELL CDM Smith

High Level Draft Project Timeline (cont.)

Activity ID	Activity Name	Orig Dur	Start	Finish
PL1030	Slab on Grade	10	30-Aug-22	13-Sep-22
PL1040	CMU Walls	15	14-Sep-22	04-Oct-22
PL1050	Roofing	10	05-Oct-22	18-Oct-22
PL1060	Building Mechanical	20	19-Oct-22	15-Nov-22
PL1070	Electrical	40	12-Dec-22	07-Feb-23
PL1080	Plumbing	20	08-Feb-23	07-Mar-23
PL1090	Finishes	30	08-Mar-23	18-Apr-23
PL1100	FF&E	10	19-Apr-23	02-May-23
Avenue U		459	23-Mar-22	10-Jan-24
Site Work / Site Improvements		111	23-Mar-22	26-Aug-22
SW1210	Site Fencing & Signage	5	23-Mar-22	29-Mar-22
SW1220	Erosion Control & Silt Fencing	2	30-Mar-22	31-Mar-22
SW1230	Site Survey & Layout	1	01-Apr-22	01-Apr-22
SW1240	Site Grading	5	01-Apr-22	07-Apr-22
SW1250	Site Electrical & Ductbanks	10	07-Apr-22	20-Apr-22
SW1260	Layout Temporary Large Construction Materials Laydown/Storage Area	1	21-Apr-22	21-Apr-22
SW1270	Loose Material Bins	10	22-Apr-22	05-May-22
SW1280	Loading/Unloading Pads for Storage Areas	2	06-May-22	09-May-22
SW1290	Misc. Site Concrete	20	10-May-22	07-Jun-22
SW1300	Asphalt Paving & Parking	5	08-Aug-22	12-Aug-22
SW1310	Video Surveillance, Access Control, and Alarm Systems (Around Site & Select Bld	10	15-Aug-22	26-Aug-22
Existing Storage Bldg.		30	01-Apr-22	12-May-22
ES1010	Converting of Existing Bldg. into new Storage Bldg.	30	01-Apr-22	12-May-22
Covered Equipment Storage		60	05-Jul-22	27-Sep-22
CE1010	Covered Utility Storage Structure	15	05-Jul-22	25-Jul-22
CE1020	Solar Powered Roofing System for Utility Storage Structure	10	26-Jul-22	08-Aug-22
CE1030	Covered Large Equipment Storage Structure	20	09-Aug-22	06-Sep-22
CE1040	Solar Powered Roofing System for Large Equipment Storage Structure	15	07-Sep-22	27-Sep-22
Start-Up & Closeout		59	17-Oct-23	10-Jan-24
SU1010	Functional Testing	10	17-Oct-23	30-Oct-23
SU1020	Plant Commissioning	20	31-Oct-23	28-Nov-23
SU1030	Punchlist	15	19-Dec-23	10-Jan-24



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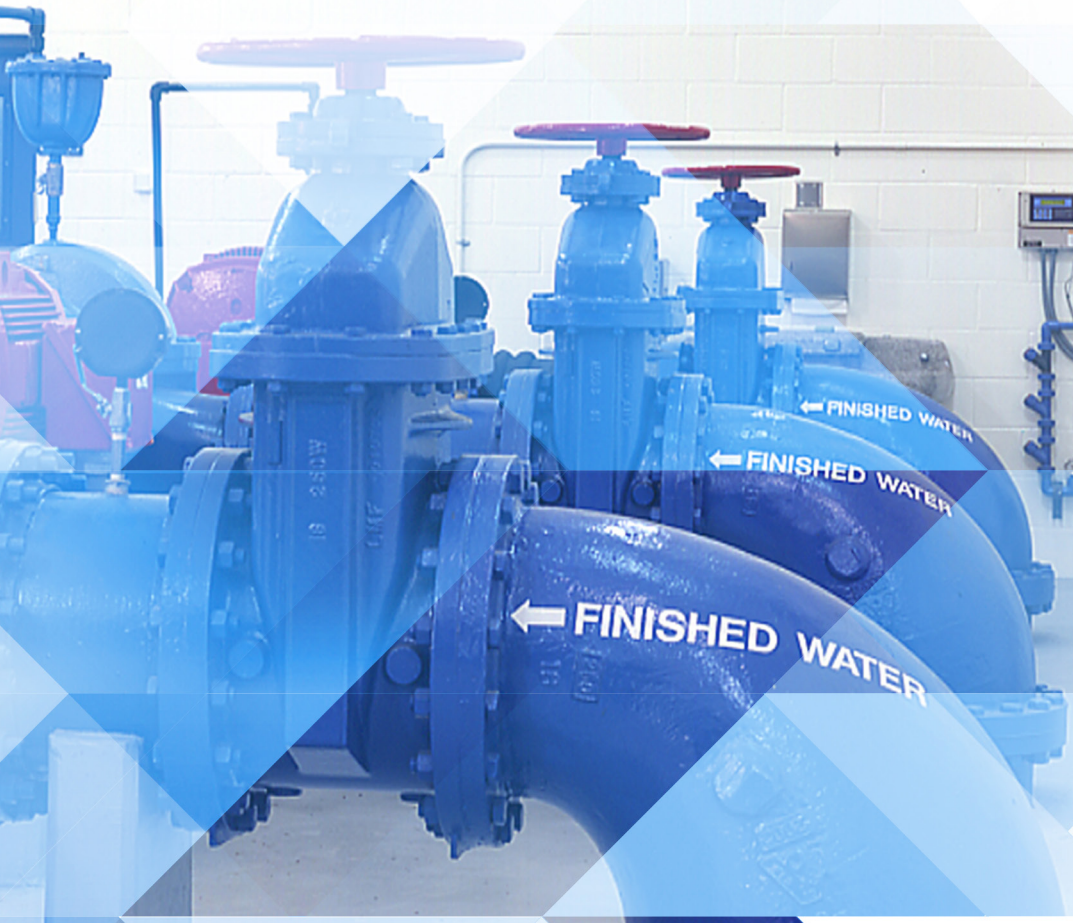
HASKELL CDM Smith

HASKELL JOINT VENTURE CDM Smith



CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 7 | Local Vendor Preference

7. Local Vendor Preference

Local Vendor Presence

Under the City's Procurement Code, the City has a preference for local businesses. A local business, for the purposes of the application of the local vendor preference, means a bidder which has a permanent, physical place of business within the corporate city limits, and a valid business tax receipt and certificate of occupancy applicable to the required goods, services, or construction items being procured.

Keeping Project Investment Dollars Local

Our Team has always taken great efforts to support local businesses in the communities where we work. We are keenly aware of the District's local vendor preference and we have already begun efforts to identify local firms and vendors to support the execution of this contract. The Haskell-CDM Smith Team will honor a commitment to include local vendors and subcontractors in all phases of its procurement process.

We understand that the District requires a 25% participation goal for local businesses as subcontractors and a 15% participation goal for local vendor preference. **The Haskell-CDM Smith Team is committed to meet or exceed both of these goals over the course of the entire project (both phase I design and phase II construction).**

The forms that are attached at the end of this tab comprise our initial invitations to local and SBE subcontractors for phase 1 services.

As the scope of supply and the corresponding price for the project is developed during phase I and culminates in a Guaranteed Maximum Price (GMP) at the 60% design phase, we will identify the remaining small business enterprise and local vendor participants to meet or exceed the stated goals above.

To achieve our commitment to meet or exceed the City of Riviera Beach's 25% participation goal for local businesses as subcontractors and a 15% participation goal for local vendor preference, our approach includes:

- Maximizing project awareness and interest through local outreach efforts and advertising throughout the Riviera Beach subcontracting community.
- Engaging local vendors using online and social media campaigns, collaborate with local third-party organizations that support the Riviera Beach contracting community.
- Schedule project information meetings and invite local vendors, contractors and suppliers to discuss the project, available opportunities, schedule, construction package information, bidding schedule and requirements.
- Establish a comprehensive source list of local vendors, contractors and suppliers to solicit for goods and services.
- Build relationships with local vendors, contractors, and local staffing agencies.

Strengthening the Local Community

We proudly help strengthen local subcontracting communities through our mentor, protégé and apprenticeship programs. Local investment in paid on the job training has a lasting impact with these small businesses and increases the number of skilled construction workers in the community. Our apprenticeship program provides the opportunity to work "hands on" beside the best skilled professions in the industry. Our Team supports local communities and their local businesses through actions that make a difference during and after project completion.

SBE Training Session at Haskell's Offices

Teri Williams, the Team's Business Diversity Manager, Leading SMB Education Events

Additional Community Outreach

Some of the local Rivera Beach businesses our Team has identified that can potentially contribute to this project:

- Abel Sheet Metal Works
- Advanced Concrete Systems
- All Star Equipment
- Allied Building Products
- Altec Banks Cleaning
- Baron International LLC dba Baron Sign Manufacturing
- Builders First Source, Inc.
- Catoe & Son Plumbing, Inc.
- Certified Slings
- Cheney Brothers
- CLA Construction
- Diversified LLC
- Farmer & Irwin
- Ferguson
- Florida Bolt & Nut
- Florida Silica Sand
- Gator Grading Excavating
- GCME
- Glasgow
- GT Supplies
- Herc Rentals
- Hinterland
- K&M Electric Supply
- Knight Fire and Security
- MCM Portable Storage
- Melrose Turf
- Meyers Turf
- Motts Commercial Cleaning Co.
- Overhead Door Co.
- Palm Beach Hose & Fittings
- Pipeline Utilities Inc.
- PSI Technologies
- R&R Door
- Reddy Ice
- Restoration Lawn
- Sherwin Williams
- Shoreline Underground
- Statewide Construction
- Still Water Industries, Inc.
- Thyssen-Krupp Elevator
- Top Notch Concrete
- Triton Electric
- Triton Electric Co.
- US Construction Supply
- West Gate Sheet Metal, Inc.
- West Palm Machine & Welding

HASKELL CDM Smith
JOINT VENTURE

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 8 | SBE/M/WBE Forms

8. SBE/M/WBE Forms

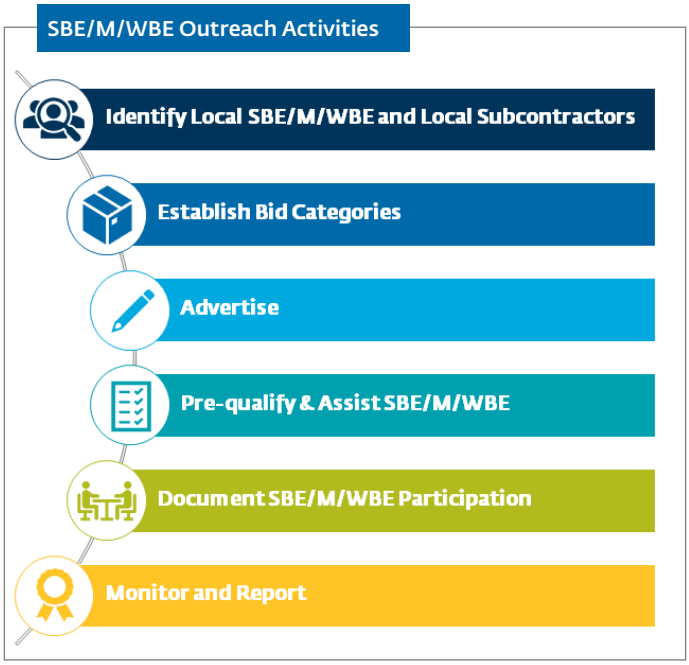
Enlisting Small, Women, Local, and Minority Owned Enterprises

Describe how your team members enlists small, women, local, and minority owned business enterprises and involve them in your project.

The Haskell-CDM Smith Team understands the invaluable contribution small, women, local and minority owned business enterprises (SBE/M/WBE) contribute to projects and the local community. Our successful continuance depends upon perpetual dedication to diversity and a responsibility to provide equitable opportunities for SSBE/M/WBE concerns. We continually seek diverse suppliers and subcontractors to provide value-added services in support of our client's objectives. This in turn ensures our Team supports and cultivating relationships in the Riviera Beach community.

We place emphasis on local economic stimulation for every project awarded in a balanced bid development strategy that supports the scheduled milestones. Our Team is focused on meeting or exceeding your goals for both local vendors and subcontractors that include small, women, local and minority enterprises located in Riviera Beach city limits.

To enlist SBE/M/WBE firms for this project, our supplier diversity team, lead by Teri Williams, will advertise for project awareness and engagement.



Once we identify interested local subcontractors and suppliers we host project informational forums to further engage and involve SBE/M/WBEs.

- We will provide opportunities for SBE/M/WBE concerns to be identified through the process of reviewing and carefully analyzing the value of potential subcontracting scopes and our knowledge of qualified SBE/M/WBE businesses in the Riviera Beach area.
- Our project team will work to establish bid categories of the size and scope applicable to interested and qualified SBE/M/WBE businesses.
- We will solicit and collaborate with local SBE/M/WBE businesses identified through Riviera Beach supplier diversity and Palm Beach County official websites.
- Teri and her team will perform local outreach to firms. Introduce firms to our team, discuss capabilities, identify potential areas of opportunity, and facilitate the exchange of ideas for forming bid packages.
- Once we identify interested local subcontractors and suppliers, we will host project informational forums to further engage and involve SBE/M/WBEs.

After selection, and during both Phase I and Phase II of the project, we will maintain statistics on the utilization of SBE/M/WBE and provide monthly subcontractor/supplier utilization report to the District.

As detailed in Tab 7, once selected, our team will support mentoring the SBE/M/WBE firms to build capacity in underutilized service areas. Mentor-Protégé Programs are developed based on the needs of the selected SBE/M/WBE firm.

We provide training in:

- Project management
- Managing field operations
- Technical Support
- Business Development
- Fiscal Responsibility

Our team understands the importance of SBE/M/WBE participation and keeping revenue local. The focus on local SBE/M/WBE and community stimulation is an imperative factor for all project awards and is an integral part of the way we conduct business.

Past Efforts

Our Team has extensive experience, a strong track record and a proud history of SBE/M/WBE achievement. Our success for the projects in the table below were the result of aggressive MBE, WBE and SBE outreach.

SBE/M/WBE | Past achievements

	SBE	MBE	WBE
Boynton Beach Downtown Development	37.8%	6.1%	10.5%
Venice WTP	44.4%	-	-
Lower Poplar and Rocky Creek WRF Upgrades	26.6%	-	-
Southwest Water Reclamation Facility Upgrades	27.7%	7.1%	8.4%

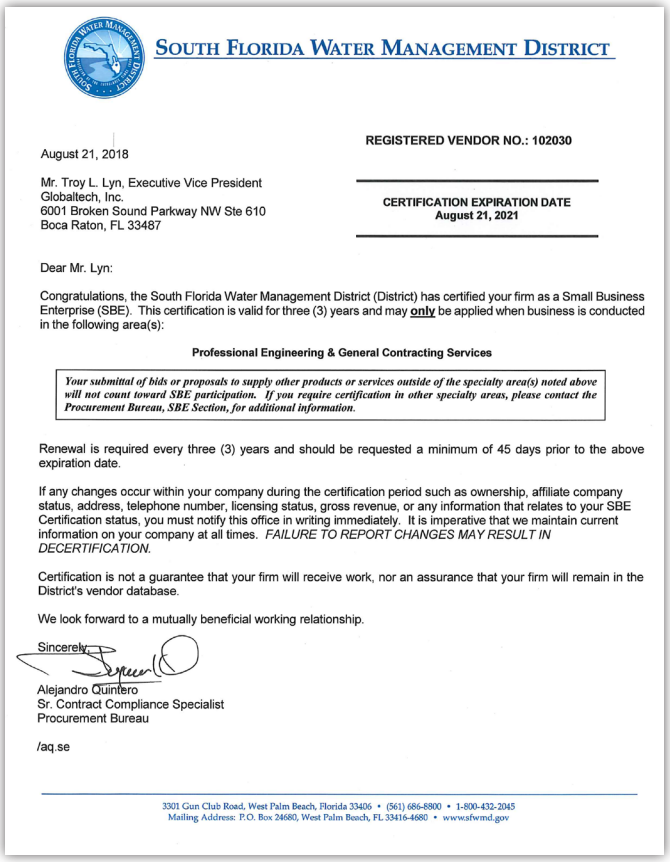
Schedule 1-4 Forms

For each of the listed firms in the table below, we have included the appropriate Schedule 1-4 forms at the end of this tab.

Haskell-CDM Smith Team Roles

Globaltech	Plant Operations Continuity and Transition
Radise	Geotechnical Engineering
Acuity Design Group (ADG)	Community Outreach
Brown Electrical Solutions	Electrical Construction
HBC Engineering	Civil/Site Engineering Design
Cooper Construction Management	Maintenance/ Accessory Building(s) General Contractor

Globaltech



SOUTH FLORIDA WATER MANAGEMENT DISTRICT

August 21, 2018

REGISTERED VENDOR NO.: 102030

Mr. Troy L. Lyn, Executive Vice President
Globaltech, Inc.
6001 Broken Sound Parkway NW Ste 610
Boca Raton, FL 33487

CERTIFICATION EXPIRATION DATE
August 21, 2021

Dear Mr. Lyn:

Congratulations, the South Florida Water Management District (District) has certified your firm as a Small Business Enterprise (SBE). This certification is valid for three (3) years and may **only** be applied when business is conducted in the following area(s):

Professional Engineering & General Contracting Services

Your submittal of bids or proposals to supply other products or services outside of the specialty area(s) noted above will not count toward SBE participation. If you require certification in other specialty areas, please contact the Procurement Bureau, SBE Section, for additional information.

Renewal is required every three (3) years and should be requested a minimum of 45 days prior to the above expiration date.

If any changes occur within your company during the certification period such as ownership, affiliate company status, address, telephone number, licensing status, gross revenue, or any information that relates to your SBE Certification status, you must notify this office in writing immediately. It is imperative that we maintain current information on your company at all times. *FAILURE TO REPORT CHANGES MAY RESULT IN DECERTIFICATION.*

Certification is not a guarantee that your firm will receive work, nor an assurance that your firm will remain in the District's vendor database.

We look forward to a mutually beneficial working relationship.

Sincerely,

Alejandro Quintero
Sr. Contract Compliance Specialist
Procurement Bureau

/aq.se

3301 Gun Club Road, West Palm Beach, Florida 33406 • (561) 686-8800 • 1-800-432-2045
Mailing Address: P.O. Box 24680, West Palm Beach, FL 33416-4680 • www.sfwmd.gov

SBE/M/WBE Letters and Certifications

Below and on the following pages, we have also submitted the SBE/M/WBE Letters and Certifications for the above firms.

Radise

State of Florida

Woman & Minority Business Certification

RADISE International, L.C.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:

07/11/2019 to 07/11/2021

Jonathan R. Satter, Secretary
Florida Department of Management Services

Department of MANAGEMENT SERVICES
Office of Supplier Diversity

Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd

Acuity Design Group (ADG)

State of Florida

Woman & Minority Business Certification

Acuity Design Group

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:

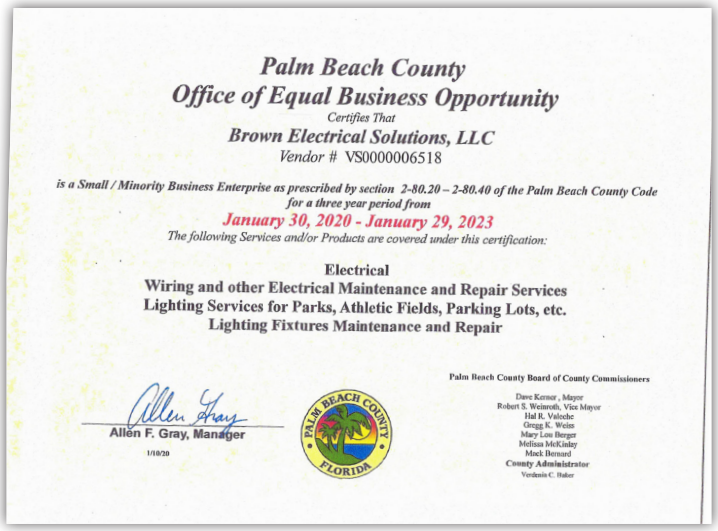
01/21/2020 to 01/21/2022

Jonathan R. Satter, Secretary
Florida Department of Management Services

Department of MANAGEMENT SERVICES
Office of Supplier Diversity

Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
www.dms.myflorida.com/osd

Brown Electrical Solutions



Palm Beach County
Office of Equal Business Opportunity
Certifies That
Brown Electrical Solutions, LLC
Vendor # VS0000006518

is a Small / Minority Business Enterprise as prescribed by section 2-80.20 – 2-80.40 of the Palm Beach County Code for a three year period from

January 30, 2020 - January 29, 2023

The following Services and/or Products are covered under this certification:

Electrical
Wiring and other Electrical Maintenance and Repair Services
Lighting Services for Parks, Athletic Fields, Parking Lots, etc.
Lighting Fixtures Maintenance and Repair

Allen F. Gray, Manager
1/10/20

Palm Beach County Board of County Commissioners
Dave Kerner, Mayor
Robert S. Weinroth, Vice Mayor
Hal R. Valeche
Gregg K. Weiss
Mary Lou Berger
Melissa McKinlay
Mack Bernard
County Administrator
Verdenia C. Baker

HBC Engineering

State of Florida

Minority Business Certification

HBC ENGINEERING COMPANY

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
01/19/2021 to 01/19/2023

Jonathan R. Satter, Secretary
Florida Department of Management Services

Department of MANAGEMENT SERVICES
Office of Supplier Diversity

Office of Supplier Diversity
4050 Esplanade Way, Suite 380
Tallahassee, FL 32399
850-487-0915
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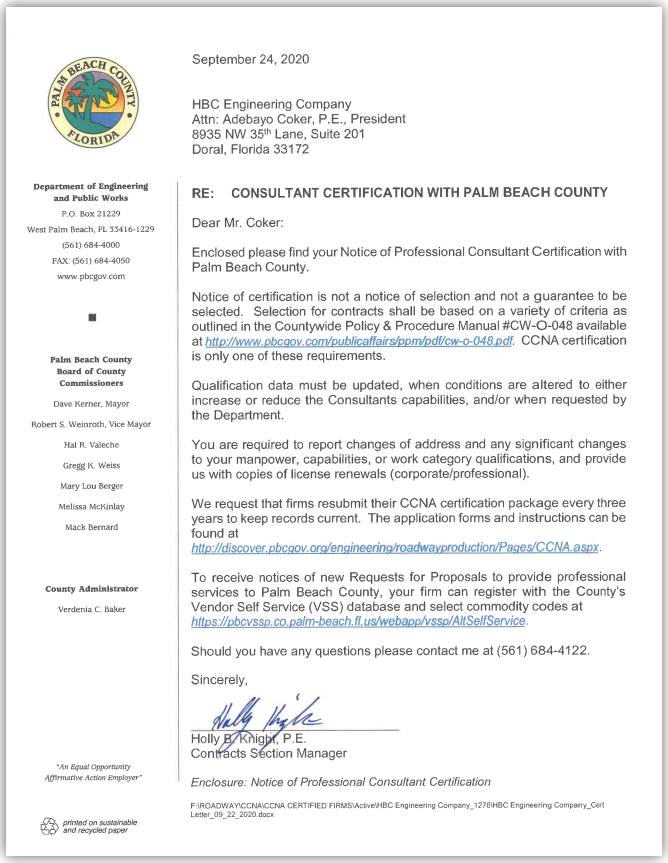
HBC Engineering



PALM BEACH COUNTY FLORIDA

September 24, 2020

HBC Engineering Company
Attn: Adebayo Coker, P.E., President
8935 NW 35th Lane, Suite 201
Doral, Florida 33172

Department of Engineering and Public Works
P.O. Box 21229
West Palm Beach, FL 33416-1229
(561) 684-4000
FAX: (561) 684-4050
www.pbcgov.com

Palm Beach County Board of County Commissioners
Dave Kerner, Mayor
Robert S. Weinroth, Vice Mayor
Hal R. Valeche
Gregg K. Weiss
Mary Lou Berger
Melissa McKinlay
Mack Bernard

County Administrator
Verdenia C. Baker

"An Equal Opportunity Affirmative Action Employer"

printed on sustainable and recycled paper

RE: CONSULTANT CERTIFICATION WITH PALM BEACH COUNTY

Dear Mr. Coker:

Enclosed please find your Notice of Professional Consultant Certification with Palm Beach County.

Notice of certification is not a notice of selection and not a guarantee to be selected. Selection for contracts shall be based on a variety of criteria as outlined in the Countywide Policy & Procedure Manual #CW-O-048 available at http://www.pbcgov.com/publicaffairs/ppm/pdf/cw-o-048.pdf. CCNA certification is only one of these requirements.

Qualification data must be updated, when conditions are altered to either increase or reduce the Consultants capabilities, and/or when requested by the Department.

You are required to report changes of address and any significant changes to your manpower, capabilities, or work category qualifications, and provide us with copies of license renewals (corporate/professional).

We request that firms resubmit their CCNA certification package every three years to keep records current. The application forms and instructions can be found at http://discover.pbcgov.org/engineering/roadwayproduction/Pages/CCNA.aspx.

To receive notices of new Requests for Proposals to provide professional services to Palm Beach County, your firm can register with the County's Vendor Self Service (VSS) database and select commodity codes at https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService.

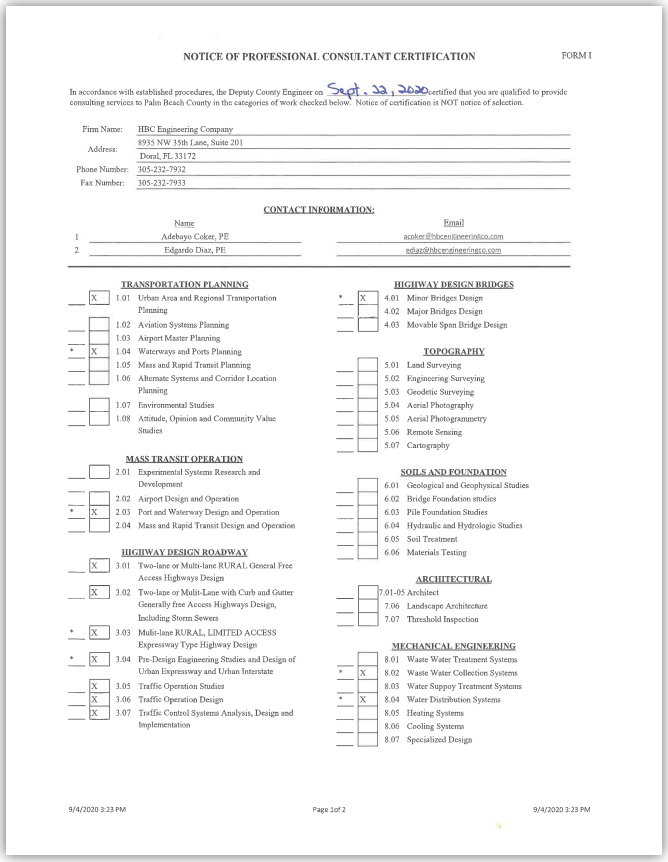
Should you have any questions please contact me at (561) 684-4122.

Sincerely,

Holly B. Knight, P.E.
Contracts Section Manager

Enclosure: Notice of Professional Consultant Certification

F:\ROADWAY\CCNA\CCNA CERTIFIED FIRMS\Active\HBC Engineering Company_1276\HBC Engineering Company_Cert Letter_09_22_2020.docx



NOTICE OF PROFESSIONAL CONSULTANT CERTIFICATION — FORM I

In accordance with established procedures, the Deputy County Engineer on Sept. 22, 2020 certified that you are qualified to provide consulting services to Palm Beach County in the categories of work checked below. Notice of certification is NOT notice of selection.

Firm Name: HBC Engineering Company
Address: 8935 NW 35th Lane, Suite 201, Doral, FL 33172
Phone Number: 305-232-7932
Fax Number: 305-232-7933

CONTACT INFORMATION:

	Name	Email
1	Adebayo Coker, PE	acoker@hbcengineeringco.com
2	Edgardo Diaz, PE	ediaz@hbcengineeringco.com

TRANSPORTATION PLANNING
- X 1.01 Urban Area and Regional Transportation Planning
- 1.02 Aviation Systems Planning
- 1.03 Airport Master Planning
- * X 1.04 Waterways and Ports Planning
- 1.05 Mass and Rapid Transit Planning
- 1.06 Alternate Systems and Corridor Location Planning
- 1.07 Environmental Studies
- 1.08 Attitude, Opinion and Community Value Studies

MASS TRANSIT OPERATION
- 2.01 Experimental Systems Research and Development
- 2.02 Airport Design and Operation
- * X 2.03 Port and Waterway Design and Operation
- 2.04 Mass and Rapid Transit Design and Operation

HIGHWAY DESIGN ROADWAY
- X 3.01 Two-lane or Multi-lane RURAL General Free Access Highways Design
- X 3.02 Two-lane or Multi-Lane with Curb and Gutter Generally free Access Highways Design, Including Storm Sewers
- * X 3.03 Multi-lane RURAL, LIMITED ACCESS Expressway Type Highway Design
- * X 3.04 Pre-Design Engineering Studies and Design of Urban Expressway and Urban Interstate
- X 3.05 Traffic Operation Studies
- X 3.06 Traffic Operation Design
- X 3.07 Traffic Control Systems Analysis, Design and Implementation

HIGHWAY DESIGN BRIDGES
- * X 4.01 Minor Bridges Design
- 4.02 Major Bridges Design
- 4.03 Movable Span Bridge Design

TOPOGRAPHY
- 5.01 Land Surveying
- 5.02 Engineering Surveying
- 5.03 Geodetic Surveying
- 5.04 Aerial Photography
- 5.05 Aerial Photogrammetry
- 5.06 Remote Sensing
- 5.07 Cartography

SOILS AND FOUNDATION
- 6.01 Geological and Geophysical Studies
- 6.02 Bridge Foundation studies
- 6.03 Pile Foundation Studies
- 6.04 Hydraulic and Hydrologic Studies
- 6.05 Soil Treatment
- 6.06 Materials Testing

ARCHITECTURAL
- 7.01-05 Architect
- 7.06 Landscape Architecture
- 7.07 Threshold Inspection

MECHANICAL ENGINEERING
- 8.01 Waste Water Treatment Systems
- * X 8.02 Waste Water Collection Systems
- 8.03 Water Suppoy Treatment Systems
- * X 8.04 Water Distribution Systems
- 8.05 Heating Systems
- 8.06 Cooling Systems
- 8.07 Specialized Design

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HBC Engineering

NOTICE OF PROFESSIONAL CONSULTANT CERTIFICATION — FORM I

Firm Name: HBC Engineering Company

ELECTRICAL ENGINEERING

		9.01 Institutional Facilities
		9.02 Recreational Facilities
		9.03 Industrial Facilities
		9.04 Residential Facilities
	X	9.05 Highway Lighting

STRUCTURAL ENGINEERING

*	X	10.01 Institutional
		10.02 Recreational
		10.03 Industrial
		10.04 Residential

OCEANOGRAPHY

		11.01 Offshore Sand Studies
		11.02 Beach Restoration
		11.03 Underwater Investigation

ENVIRONMENTAL ENGINEERING

		12.01 Air Quality Investigation and Air Pollution Control
		12.02 Environmental Audit/Site Investigation
		12.03 Soil and Gorundwater Contamination Assessment and Remediation System Design
		12.04 Solid/Hazardous Waste Management
		12.05 Industrial Waste Management
		12.06 Water Resource Evaluation and Development
		12.07 Water and Wastewater Treatment Process Design

OTHER CCNA SERVICES

		13.01
		13.02

** *These categories are only to be for services that fall under the FL CCNA Statute*

Notes:
1 *Check boxes of the categories in which certification is requested.*
2 *If category is new for the firm, add a single asterisk on the line to the left of the checkbox.*
3 *If firm had a certification in a category but wishes to delete that certification, add a double asterisk on the line to the left of the checkbox.*

PALM BEACH COUNTY	CONSULTANT
By: Tanya N. McConnell	By:
Tanya N. McConnell, P.E.	
Deputy County Engineer	
Date: 9/22/2020	Date: 9/4/2020
	Print Name: Adebayo Coker, PE
	Title: President

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Cooper Construction Management

Palm Beach County
Office of Equal Business Opporunity

Certifies That

Cooper Construction Management & Consulting, Inc.

Vendor # **VC0000134125**

is a Small/Minority Business Enterprise (S/MBE) as prescribed by section 2-80.21 - 2.80.30 of the Palm Beach County Code for a three year period from

August 28, 2020 to August 27, 2023

The following services and/or products are covered under this certification:

Administration of Contracts: Summary of Work, Quality Control; Construction Consulting; Construction Management Services; Outreach Services; Painting Services

Allen Gray, Manager
08/28/2020

PALM BEACH COUNTY FLORIDA

Palm Beach County Board of County Commissioners
Dave Kerner, Mayor
Robert S. Weinroth, Vice Mayor
Gregg K. Weiss
Mary Lou Berger
Melissa McKinlay
Mack Bernard
County Administrator
Verdenia C. Baker

SCHEDULE 1

PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS

BID/RFP TITLE: Design Build Finance of Utility Special District Water Treatment Facilities **BID NUMBER:** RFQ:1039-21-3

NAME OF PRIME PROPOSER: Haskell-CDM Smith JV **BID OPENING DATE:** 7/20/2021

CONTACT PERSON: Peter M. Kinsley, DBIA **TELEPHONE NO.** 904-791-4500 **DEPARTMENT:** Infrastructure & Transportation

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CONTRACT AMOUNT – SBE

NAME, ADDRESS & TELEPHONE NUMBER OF SBE CONTRACTOR	**TYPE & DESCRIPTION OF WORK TO BE PERFORMED**	**CERTIFICATION PALM BEACH COUNTY (PBC)**
1. HBC Engineering Company 8935 NW 35TH Ln Suite 201 Doral, FL 33172 305-232-7932	Civil/Site Engineering Design	**PBC** ____ **STATE** X **OTHER** ____
2. Brown Electrical Solutions 1401 W 13th St Suite 104 Riviera Beach Fl. 33404 561-557-2011	Electrical Construction	**PBC** X **STATE** X **OTHER** ____
3. Acuity Design Group 3109 Spring Glen Rd #302 Jacksonville, FL 32207 904-619-8605	Community Outreach	**PBC** ____ **STATE** X **OTHER** ____
4. Cooper Construction Management & Consulting, INC 354 Hiatt Dr Suite 140, Palm Beach Gardens, FL 33418	Maintenance/Accessory Building(s)	**PBC** X **STATE** X **OTHER** ____
5. Radise International 4152 W Blue Heron Blvd Suite 1114 Riveria Beach, FL 33404	Geotechnical Enineering	**PBC** X **STATE** X **OTHER** ____

TO BE COMPLETED BY PRIME PROPOSER:

BID/RFP PRICE: $_____ **TOTAL % PARTICIPATION:** See below

The Haskell-CDM Smith Team is committed to meet or exceed the 25% participation goal for local businesses over the course of the entire project (both phase I design and phase II construction).

SCHEDULE 3

PARTICIPATION FOR LOCAL BUSINESSES AS SUB-CONTRACTOR AT LEAST 25% BID

TITLE: Design Build Finance of Utility Special District Water Treatment Facilities **BID NUMBER:** RFQ:1039-21-3

NAME OF PRIME PROPOSER: Haskell-CDM Smith JV **BID OPENING DATE:** 7/20/2021

CONTACT PERSON: Peter M. Kinsley, DBIA **TELEPHONE NO.** 904-791-4500 **DEPARTMENT:** Infrastructure & Transportation

CONTRACT AMOUNT – LOCAL BUSINESSES

NAME, ADDRESS & TELEPHONE NUMBER OF LOCAL CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	% TO BE PERFORMED BY LOCAL BUSINESS	ESTIMATED DOLLAR VALUE
1. Radise International 4152 W Blue Heron Blvd Suite 1114 Riviera Beach, FL 33404 561-841-0103	Geotechnical Engineering	% 100	$
2. Brown Electrical Solutions 1421 W 13th St Suite 104 Riviera Beach, FL 33404 561-557-2011	Electrical Construction	% 25	$
3.		%	$
4.		%	$
5.		%	$

TO BE COMPLETED BY PRIME PROPOSER:

BID PRICE: $_____ **TOTAL % PARTICIPATION:** 100% + 25%

SCHEDULE 4

BID NUMBER: RFQ # 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS

TO: _____HASKELL_____ (NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____a individual __X___a corporation _____a partnership _____a joint venture

_X_ The undersigned is a qualified Local Business.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Geotechnical

_____

_____

_____

as the following price: $_____N/A_____.
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

_____% of the dollar value of the subcontract will be sublet and/or awarded to local contractors and/or local suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

RADISE International, LC
(NAME OF LOCAL CONTRACTOR)

DATE: _7/15/2021_____ BY: _____
(SIGNATURE OF LOCAL CONTRACTOR)

SCHEDULE 2

BID NUMBER: RFQ 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Haskell

(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** ___✓___**a corporation** _____**a partnership** _____**a joint venture**

_____The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

as the following price: $ TBD .
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

TBD % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Acuity Design Group
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 07-12-2021 BY: Acuity Design Group

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: RFQ 1039-21-3-0-2021/AP **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Haskell-CDM Smith, A Joint Venture

(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X **a corporation** _____**a partnership** _____**a joint venture**

X The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Civil / Site

as the following price: $_____ .
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

_____% of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Adebayo Coker, P.E. President @ HBC Engineering Co.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 07/13/2021 BY: _____

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: RFQ #1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Haskell-CDM Smith, A Joint Venture

(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Plant Operations, Continuity, Transition

as the following price: $ 2%
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
TBD		

_____% of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Globaltech, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 07/14/21 BY: _____
Bernard P. Gandy, PE, President & CEO
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 2

BID NUMBER: RFQ:1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Haskell-CDM Smith JV

(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X_____**a corporation** _____**a partnership** _____**a joint venture**

x The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
Assist with the electrical scope of work with the design team. Self perform the electrical scope of work.

as the following price: $_TBD
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Electrical scope	TBD	TBD

TBD % of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

_Brown Electrical Solutions
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 7/13/2021 *BY*: ***Vincent Brown***

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 4

BID NUMBER: RFQ:1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS

TO: Haskell-CDM Smith JV
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** X_____**a corporation** _____**a partnership** _____**a joint venture**

x The undersigned is a qualified Local Business.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Assist with the electrical scope of work with the design team. Self perform the electrical scope of work.

as the following price: $ TBD .
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date
Electrical Scope	TBD	TBD

TBD % of the dollar value of the subcontract will be sublet and/or awarded to local contractors and/or local suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Brown Electrical Solutions
(NAME OF LOCAL CONTRACTOR)

DATE: 7/13/2020

BY: *Vincent Brown*
(SIGNATURE OF LOCAL CONTRACTOR)

SCHEDULE 2

BID NUMBER: No. 1039-21-3 **LIAISON:** _____

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Haskell-CDM Smith, a Joint Venture

(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

_____**a individual** __x__**a corporation** _____**a partnership** _____**a joint venture**

__x__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
PreConstruction Phase and Construction Phase Construction Management Services

as the following price: $ 2%
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**
Construction Management Services	TBD	TBD

_____% of the dollar value of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Cooper Construction Management & Consulting, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 13, 2021 BY: _____
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

HASKELL
JOINT VENTURE
CDM Smith

CITY OF RIVIERA BEACH
PALM BEACH COUNTY, FL.

Tab 9 | Completed Standard Forms

9. Completed Standard Forms

The Team has submitted the required forms listed below as part of our company's proposal. They can be found on the following pages.

- Proposer's Certification
- Addendum Page
- Drug Free Workplace
- Public Entity Crimes Statement

Additional Forms

We have also submitted the forms below, which are not required or the proposal, but must be submitted prior to Comprehensive Development Agreement documents are signed.

- Insurance Certificate
- Bond Letter

PROPOSER'S CERTIFICATION

I have carefully examined the solicitation, Instructions, General and/or Special Conditions, Specifications, Terms and any other documents accompanying or made a part of this solicitation.

I hereby propose to furnish the goods or services specified herein and if applicable at the prices or rates quoted in my response. I agree that my proposal response will remain firm for a period of up to ninety (90) days in order to allow the City adequate time to evaluate the responses. Furthermore, I agree to abide by all conditions of the solicitation.

I certify that all information contained in this response is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the vendor / contractor as its act and deed and that the vendor / contractor is ready, willing and able to perform if awarded the bid.

I further certify that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any person, firm or corporation submitting a response for the same product or service; no officer, employee or agent of the CITY OF RIVIERA BEACH or of any other bidder interested in said bid; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

The Haskell Company
NAME OF BUSINESS

Peter.Kinsley@haskell.com
E-MAIL ADDRESS

BY: _____
SIGNATURE OF AUTHORIZED OFFICER

Peter M. Kinsley, Group President
PRINTED NAME AND TITLE

111 Riverside Avenue
MAILING ADDRESS

Jacksonville, FL 32202
CITY, STATE, ZIP CODE

904.357.4868
TELEPHONE NUMBER

904.475.7642
FAX NUMBER

Sworn to and subscribed before me this 19 day of July, 2021

_____
SIGNATURE OF NOTARY

MY COMMISSION EXPIRES: 9/13/22

LESLIE F HUNT
Notary Public - State of Florida
Commission # GG 258558
My Comm. Expires Sep 13, 2022
Bonded through National Notary Assn

PERSONALLY KNOWN ✓ OR PRODUCED _____

IDENTIFICATION _____

TYPE: _____

STANDARD FORMS

ATTACHMENT A

In addition to the proposal, the forms listed below are to be completed and submitted with your proposal.

1) Proposer's Certification
2) Addendum Page
3) Drug Free Workplace
4) Public Entity Crimes Statement
5) Schedule 1 – Participation for Small Business Enterprises
6) Schedule 2 – Letter of Intent to Perform as a Small Business Sub- Contractors
7) Schedule 3- Local Business Participation
8) Schedule 4- Letter of Intent to Perform as a Local Business

NOTE: Please ensure that all these documents are completed and submitted with your response in accordance. Failure to do so may result in your bid not being considered for award.

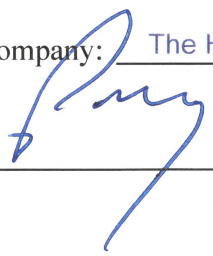
SIGNATURE of AUTHORIZED REPRESENTATIVE

This signature page must be completed and included with the submittal.

By signing below, the undersigned acknowledges they are an expressly authorized agent of the Company/firm listed below.

Date: July 19, 2021

Full Legal Name of Company: The Haskell Company

Signature: 

Printed Name: Peter M. Kinsley

Title: Group President, Infrastructure & Transportation

DRUG FREE WORKPLACE

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contender to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

THIS CERTIFICATION is submitted by Peter M. Kinsley the (INDIVIDUAL'S NAME)

Group President of The Haskell Company
(TITLE/POSITION WITH COMPANY/VENDOR) (NAME OF COMPANY/VENDOR)

who does hereby certify that said Company/Vendor has implemented a drug free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

SIGNATURE

July 19, 2021 DATE

CITY OF RIVIERA BEACH
NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, Florida Statutes (1995), you are hereby notified that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases or real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 [F.S.] for CATEGORY TWO [$35,000.00] for a period of 36 months from the date of being placed on the convicted vendor list.

Acknowledged by: Peter M. Kinsley

Firm Name: The Haskell Company

Signature:

Name & Title (Print or Type): Peter M. Kinsley, Group President

"The Best Waterfront City in Which to Live, Work and Play."

CITY OF RIVIERA BEACH
ADDENDUM NO. 1

TO: ALL PROPOSERS

FROM: CITY OF RIVIERA BEACH PROCUREMENT DEPARMENT

SUBJECT: ADDENDUM NO. ONE (1) TO RFQ 1039-21-3 DESIGN-BUILD-FINANCE OF UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

DATE: JULY 9, 2021

CC: GENERAL PUBLIC

A. **NOTICE: The purpose of this Addendum is to address Requests for Information (RFIs) and provide a written response. All other terms and conditions of the solicitation remain unchanged.**

QUESTIONS AND ANSWERS:

1. Requests that the respondent provide a sample risk assessment matrix for a project of similar size and scope. In order to show the complete sample risk matrix, Respondent requests that this sample risk matrix be excluded from total page count.

   Answer: *The RFQ shall be amended as follows:*

   TAB 6: PROJECT INNOVATION, DEVELOPMENT, AND MANAGEMENT PLAN (Limited to 20 pages)

2. Indicates respondent shall provide tabs separating each section of the submittal. Please confirm that tabs do not count towards total page count.

   Answer: *The tabs do not count toward the total page count.*

3. Respondent requests that copies of all responses are made available for public inspection no earlier than thirty (30) days after the date of Award announcement

Answer: *The RFQ responses shall be made available as required by the Florida Sunshine Law statutes and the timeframes therein listed.*

4. A Link or directions on how to attend the virtual pre-proposal conference

   Answer*: The link was provided prior to the pre-proposal conference.*

5. A copy of the contract or contracts the city will be using for this project

   Answer: *The District will recommend that the Water Design Build Council Progressive Design-Build contract or the Design-Build Institute of America Contract 530 and 535 be used for this project. These sample contracts can be found on the respective online sites for the organizations. The District reserves the right to offer different sample contract forms if it is in the best interest of the District and acceptable to the successful proposer.*

6. RFP Page 23 of 40 appears to have skipped Tab 7 and instead labels the Local Vendor Preference as Tab 8. The Evaluation Criteria on page 26 of 40 labels Local Vendor Preference as Tab 7. Please confirm that the Local Vendor Preference should be included in Tab 7 and that subsequently the SBE/M/WBE Forms (Schedules 1-4) should be included in Tab 8 and the Completed Standard Forms should be included in Tab 10 Confirm there are a total of 9 Tabs vs 10 as labeled.

   Answer*: Yes, this was a scrivener's error and local preference may be included under Tab 7, and SBE/M/WBE Forms under Tab 8 and completed Standard Forms under Tab 9 for a total of 9 Tabs.*

7. Page 24 of 40 states that the Schedule 1-4 forms should be included in both the SBE/M/WBE Forms Tab as well as the Completed Standard Forms Tab. Please advise in which Tab Schedules 1-4 should be inserted.

   Answer: *See response to question 6.*

8. Please clarify item 14 on pages 17 and 18 of 40 which requires that Proposers and representatives must disclose their identity and provide a signed receipt for the proposal. Please provide a form for disclosure and receipt.

   Answer: *The Form attached under Page 33 is the signature form.*

9. With respect to the Submission Instructions and Requirements on page 17 of 40, the RFP moves from paragraph 1 immediately to article 1.2 - please confirm that there is no article 1.1 for this section.

   Answer: *There is no Article 1.1.*

10. Please clarify the preferred contractual mechanism for Phase 1, i.e. an Interim Agreement and provide a draft of such agreement. Please confirm whether the District or the City would be the counterparty during Phase 1.

Answer: *If the District accepts the financing option provided by the successful proposer, the District will be party to the Phase I contract utilizing one of the sample contracts listed above. The contract must be assignable to a financing organization if that option is selected by the City prior to Phase II of the project.*

11. Please clarify the preferred contractual mechanism for Phase 2, i.e. a Comprehensive Agreement and provide a draft of such agreement. Please confirm if the District would be the counterparty during Phase 2.

    Answer: *As stated above, the District will propose utilizing one of the standard contracts listed in this addendum and if the financing option by the successful proposer is selected, the contract will be assignable to the financial partner if it is required for the financing package. The District would then not be a party to the Phase II agreement although any Phase II agreement would require the District to approve all plans, specifications, permits, shop drawings, pay requests and any other portion of the project that will require approval for construction. The Districts approval would occur prior to the approval by the financing partner under strict guidance in the contract.*

12. Please provide the District and City's anticipated dates for shortlisting, oral presentations, determination of final ranking(s) and execution of agreement for Phase 1 Services.

    Answer: *The Districts goal is to move the selection of the project partner to final approval as quick as possible. As stated in the RFQ, it is the Districts desire to start preliminary construction on the site in November of 2021.*

13. Question 3 in Tab 5 states: "Provide information on options within a lease-lease back agreement or a private capital agreement for a tiered payment system to allow gradual rate increases and leveraging current debt payments." To help us provide an appropriate response, please clarify the verbiage "leveraging current debt payments" - in other words, please clarify with which debt payments you are referring.

    Answer: *The District has two senior lien debts outstanding, the Water and Sewer Revenue Refunding Bond, Series 2014 (the "Series 2014 Bonds") and the Water and Sewer Revenue Bonds, Series 2016 (the "Series 2016 Bonds"). As of October 1, 2019, the Series 2014 Bonds have $18,745,000 in principal outstanding and the Series 2016 have $30,445,000 Outstanding. Based on the existing debts, the annual debt service payment requirements for are approximately $4,450,000 annually through 2036. Rate increases will be required to fund private debt either through a lease-lease back agreement or private equity capital agreement. As stated in the RFQ, the District is seeking a financial option that allows these rate increases to be gradual over the lease or payment period and leverage available funds from the current debt payments when they mature.*

14. In the Introductory paragraph of "Tab 4: Development Team Experience" (pg. 20), the City requests "A minimum of four (4) but no more than ten (10) projects total, and no more than one project per page." Item 2 in Tab 4 , on that same page, requests "a list of design-build projects delivered for governmental clients…" This list needs to include information for sub-items "a" through "i".

Is the design-build list requested in Item 2 related to the first requirement ("A minimum of four (4) but no more than ten (10) projects total, and no more than one project per page.") or is this a separate list? If the Design-Build Project List is a separate list, what items does the City wish to see in the 1-page project descriptions?

Answer: *The proposers should provide the District a complete list of related projects with a summary of the information requested in sub-items "a through i" in a table for the District to review relevant experience. There is no limit on the projects provided in the list. From this list, the proposers should select at least four but no more than ten projects to provide additional information concerning the selected projects expanding on the sub-items "a through i" utilizing one page per project.*

15. On page 20, Tab 4: "Development Team Experience" Item 2h requests to "Provide a list with descriptions of pending projects and the projected completion dates." This list is a sub-item of the Design-Build Project List; however, it appears that it could be meant to be a separate list. If so, should we include it below the Design-Build Project List? Also, what type of pending projects does the City wish to see here?

    Answer: *The RFQ shall be amended to remove the last sentence of Item 2h "Provide a list with descriptions of pending projects and the projected completion dates". This information is not required as part of this item. Completion dates shall be provided as stated as part of item 2i.*

16. On page 26, the City has noted that the Local Vendor Preference is located on Tab 7. However in the previous section on page 23 there is no Tab 7. Please verify that the correct reference would be Tab 8.

    Answer: *See response in question number 6.*

17. On page 26, the City has noted that the local Vendor preference is as below, please verify that our interpretation listed below is correct:

    <u>As provided in the RFQ</u>

Local Vendor Preference (Tab 7)	
Meet or Exceed 15%	15 Points
15% Participation	10 Points
> 15% Participation	05 Points

    <u>Suggested language</u>

Local Vendor Preference (Tab 8)	
> 15%	15 Points
15% Participation	10 Points
< 15% Participation	05 Points

    Answer: *The language stands for lines one and two as cited. Line number 3 for less than 15 percent participation is modified to read < 15% participation.*

18. On page 23, the City has indicated in Tab 8, their preference for local business utilization. In the paragraph it refers to "bidder". Please verify that a "bidder" may be a proposer for the RFQ OR may be a "bidder" of services or products to the proposer. Please verify that 100% of the local "bidder" will count towards the stated % goal we state in our proposal.

    Answer: *The term bidder can mean both the proposer for the RFP or may be a bidder for to the proposers.*

19. On page 31, the City has indicated in the section titled "Local Vendor Preference" again references "bidder". Please verify that a "bidder" may be a proposer for the RFQ OR may be a "bidder" of services or products to the proposer. Please verify that 100% of the local provider will count towards the stated % goal we state in our proposal.

    Answer: *See the response to question number 18.*

20. On page 31, the City has indicated in the section titled "Local Vendor Preference" that one of the partners in a joint venture/partnership must meet the criteria as set forth in this section for a local business. Our understanding is that partner must be a viable partner in the joint venture and would therefore be required to have a controlling interest to qualify. As an example, a partner in a two party joint venture could not have a 5% stake in the Joint Venture and the team would receive 100% Local Participation credit unless the partner had a minimum of 51% in the JV.

    Answer: *If the business is a joint venture/partnership, it is sufficient for qualification as a local business if at least one party of the joint venture/partnership meets the test set forth in this section. The bidder shall have the burden of demonstrating that it meets this definition. Permanent physical location must be established for a minimum of twelve (12) months prior to the published date of this solicitation.*

21. On page 17, Item 14 indicates that all copies of the Proposer's submittal shall be on single-sided 8½ x 11 plain white paper. Would it be acceptable to use an 11 x 17-size sheet for the org chart(s) and one for the schedule? If so, would it count as 1 or 2 pages?

    Answer: *The District prefers all submittal information use 8.5x11 paper because it allow the .pdf file to be easily reviewed digitally. The District has considered the size of potential schedules and organization charts and Item 14 of the RFQ will be amended as follows: "The requested draft project schedule and requested organization charts shall be provided on 8.5x11 sheets but the continuation of a schedule or organizational chart on additional pages will not count toward the required page totals".*

22. On page 20, "Tab 4: Development Team Experience", Item 2.f is missing from the list. Is this item actually missing or was just the number skipped?

    Answer: *The number was skipped.*

23. On page 33, Attachment A, lists "Addendum Page" as one of the items to be submitted with the proposal; however, an Addendum Page was not included in the RFQ. Is this because no addendum has been issued yet?

    Answer: *This addendum includes a signature page and shall be submitted with the proposal as a required form acknowledging receipt of the addendum.*

24. Please confirm whether wet signatures for the Prime Firm only need to be provided in the Original submittal, and not for "Schedule 2 – Small Business Enterprise" and "Schedule 4 – Local Business" with sub-contractors' signatures.

    Answer: *Yes. A wet signature from the Prime Firm is required in the original submittal.*

25. Also, Schedule 3 is titled "Participation for Local Businesses as Sub-Contractors at Least 25%." I believe "at Least 25%" needs to be removed. Can you please confirm?

    Answer: *No, this is valid.*

26. On page 31 "Local Vendor Preference," the City states that if at least one partner of a joint venture/partnership meets the criteria for a local business, then the entire joint venture team is considered local. How does this designation impact the scoring and rankings, is it solely for the 15 points for Local Vendor preference?"

    Answer: *It is solely for the 15 points for local preference.*

Addendum No. 1 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20 , 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement
1481 West 15th Street
Riviera Beach, FL 33404
purchasing@rivierabeach.org

The Haskell Company
NAME OF COMPANY

PROPOSER'S SIGNATURE

DATE: July 19, 2021

Peter M. Kinsley
PROPOSER'S PRINTED NAME

"The Best Waterfront City in Which to Live, Work and Play."

CITY OF RIVIERA BEACH
ADDENDUM NO. 2

TO: ALL PROPOSERS

FROM: CITY OF RIVIERA BEACH PROCUREMENT DEPARMENT

SUBJECT: ADDENDUM NO. TWO (2) TO RFQ 1039-21-3 DESIGN-BUILD-FINANCE OF UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

DATE: JULY 14, 2021

CC: GENERAL PUBLIC

A. **NOTICE: The purpose of this Addendum is to address Requests for Information (RFIs) and provide a written response. All other terms and conditions of the solicitation remain unchanged.**

QUESTIONS AND ANSWERS:

1. Please confirm it is acceptable to include a full example of a prior risk register as an exhibit outside of the 20 pages in Tab 6. Could you please confirm this is the intent of your answer?

   Answer: The request in the solicitation was for a sample risk assessment and not a full sample risk register, this may be excluded from the page count of 20, and cannot exceed 3 pages.

2. Answer #1 references amendments to Tab 6. Please clarify the amendments to the Tab beyond the title and total page count

   Answer: See the response in question 1 above, which added the limitation of a 3 page limit to the sample risk assessment.

3. Question: 1. Requests that the respondent provide a sample risk assessment matrix for a project of similar size and scope. In order to show the complete sample risk matrix, Respondent requests that this sample risk matrix be excluded from total page count. Nothing was amended and the original RFQ requirement remains. Please verify that the

intended answer should be: The sample risk matrix will be excluded from the total page count

Answer: See answer to question #1.

Addendum No. 2 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20 , 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement
1481 West 15th Street
Riviera Beach, FL 33404
purchasing@rivierabeach.org

The Haskell Company
NAME OF COMPANY

PROPOSER'S SIGNATURE

DATE: July 19, 2021

Peter M. Kinsley
PROPOSER'S PRINTED NAME

USI Insurance Services, Inc.
1 Concourse Parkway, NE
Suite 700
Atlanta, GA 30328

July 6, 2021

Office of the City Clerk City of Riviera Beach
Riviera Beach Utility Special District & City of Riviera Beach
600 West Blue Heron Boulevard
Riviera Beach, Florida 33404

Re: The Haskell Company
RFQ 1039-21-3 Design-Build-Finance of City of Riviera Beach Utility Special District Water Treatment Facilities

To Whom It May Concern:

The Haskell Company is a highly regarded and valued client of Travelers Casualty and Surety Company of America and Liberty Mutual Insurance Company. We hold its management in the highest regard. The Haskell Company has performed a wide variety of projects including design build, construction management at risk, federal work, school projects, medical facilities, water/wastewater along with various other commercial and government work. We have had the privilege of providing surety credit for The Haskell Company and would consider single jobs of $200 million and an aggregate program of $1.2 billion.

For qualification purposes, we are favorably considering providing the performance and payment bonds for the captioned project.

We confirm that Travelers Casualty and Surety Company of America and Liberty Mutual Insurance Company carry A. M. Best Ratings of A++ XV and A XV respectively. In addition, the sureties are properly licensed to conduct business in all states and are listed with the United States Department of Treasury's Listing of approved sureties.

Travelers Casualty and Surety Company of America and Liberty Mutual Insurance Company reserve the right to underwrite each surety obligation individually at the time bid or final bonds are required. We also expect that the execution of any final bonds would be subject to a review of the final contract terms, conditions and financing by our client and their sureties. We assume no liability to third parties or to you if for any reason we do not execute said bonds.

The terms of this letter are valid for a period of one year. Should the need arise for this period to be extended; it must be done so by the surety in the form of written notification.

If you should need further assurances on our fine client, please contact our office.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA
LIBERTY MUTUAL INSURANCE COMPANY

Annette Wisong
Attorney-In-Fact

TRAVELERS

Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Annette Wisong** of **ATLANTA** **Georgia** , their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **3rd** day of **February, 2017.**

State of Connecticut

City of Hartford ss.

By: _____
Robert L. Raney, Senior Vice President

On this the **3rd** day of **February, 2017**, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June, 2021**

Marie C. Tetreault
Marie C. Tetreault, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 6 day of July , 2021 .

Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which the power is attached.

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.

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

Certificate No: **8202336-969078**

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation 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, Cheryl Lynn Boozer; Sarah Hancock; Tina H. Kennedy; Kathryn Kleinschmidt; Kate Longaker; Steven L. Swords; Joseph R. Williams; Annette Wisong

all of the city of Atlanta state of GA 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 11th day of October, 2019.

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

By: _____
David M. Carey, Assistant Secretary

State of PENNSYLVANIA
County of MONTGOMERY ss

On this 11th day of October, 2019 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty 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 King of Prussia, Pennsylvania, on the day and year first above written.

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Teresa Pastella, Notary Public
Upper Merion Twp., Montgomery County
My Commission Expires March 28, 2021
Member, Pennsylvania Association of Notaries

By: _____
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 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, Renee C. Llewellyn, the undersigned, Assistant Secretary, 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 6 day of July, 2021.

By: _____
Renee C. Llewellyn, 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.

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

6/1/2022

DATE (MM/DD/YYYY)
6/29/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:
	INSURER(S) AFFORDING COVERAGE — NAIC #
	INSURER A : American Contractors Ins Co Risk Retention Group — 12300
INSURED 1397248 THE HASKELL COMPANY 111 RIVERSIDE AVENUE JACKSONVILLE FL 32202	INSURER B : INSURER C : ACIG Insurance Company — 19984 INSURER D : INSURER E : INSURER F :

COVERAGES * **CERTIFICATE NUMBER:** 17674475 **REVISION NUMBER:** XXXXXXX

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY	N	N	GL21A00017	6/1/2021	6/1/2022	EACH OCCURRENCE	$ 10,000,000
A	CLAIMS-MADE [X] OCCUR			GL21B00017	6/1/2021	6/1/2022	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
A	X * SEE BELOW FOR STOP GAP			GL21C00017	6/1/2021	6/1/2022	MED EXP (Any one person)	$ 5,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	$ 10,000,000
	POLICY [X] PRO-JECT [ ] LOC						GENERAL AGGREGATE	$ 10,000,000
	OTHER:						PRODUCTS - COMP/OP AGG	$ 10,000,000
								$
A	AUTOMOBILE LIABILITY	N	N	AL21000024	6/1/2021	6/1/2022	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
	X ANY AUTO						BODILY INJURY (Per person)	$ XXXXXXX
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$ XXXXXXX
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$ XXXXXXX
								$ XXXXXXX
	UMBRELLA LIAB [ ] OCCUR			NOT APPLICABLE			EACH OCCURRENCE	$ XXXXXXX
	EXCESS LIAB [ ] CLAIMS-MADE						AGGREGATE	$ XXXXXXX
	DED [ ] RETENTION $							$ XXXXXXX
C C C C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [N] If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	N	WCA000010121 WCA000006021 WCA000000921 WCA000020221	6/1/2021 6/1/2021 6/1/2021 6/1/2021	6/1/2022 6/1/2022 6/1/2022 6/1/2022	X PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
[THE GENERAL LIABILITY POLICY INCLUDES STOP GAP EL $1,000,000/$1,000,000/$1,000,000 FOR ND, OH, WA, WY] THE CERTIFICATE HOLDER IS INCLUDED AS AN ADDITIONAL INSURED IF REQUIRED BY SIGNED, WRITTEN CONTRACT.

CERTIFICATE HOLDER

17674475
City of Riviera Beach
Office of the City Clerk
600 West Blue Heron Boulevard
Riviera Beach FL 33404

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Joseph M Agnello

HASKELL
JOINT VENTURE
CDM Smith

HASKELL CDM Smith
JOINT VENTURE