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

Table of Contents

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.

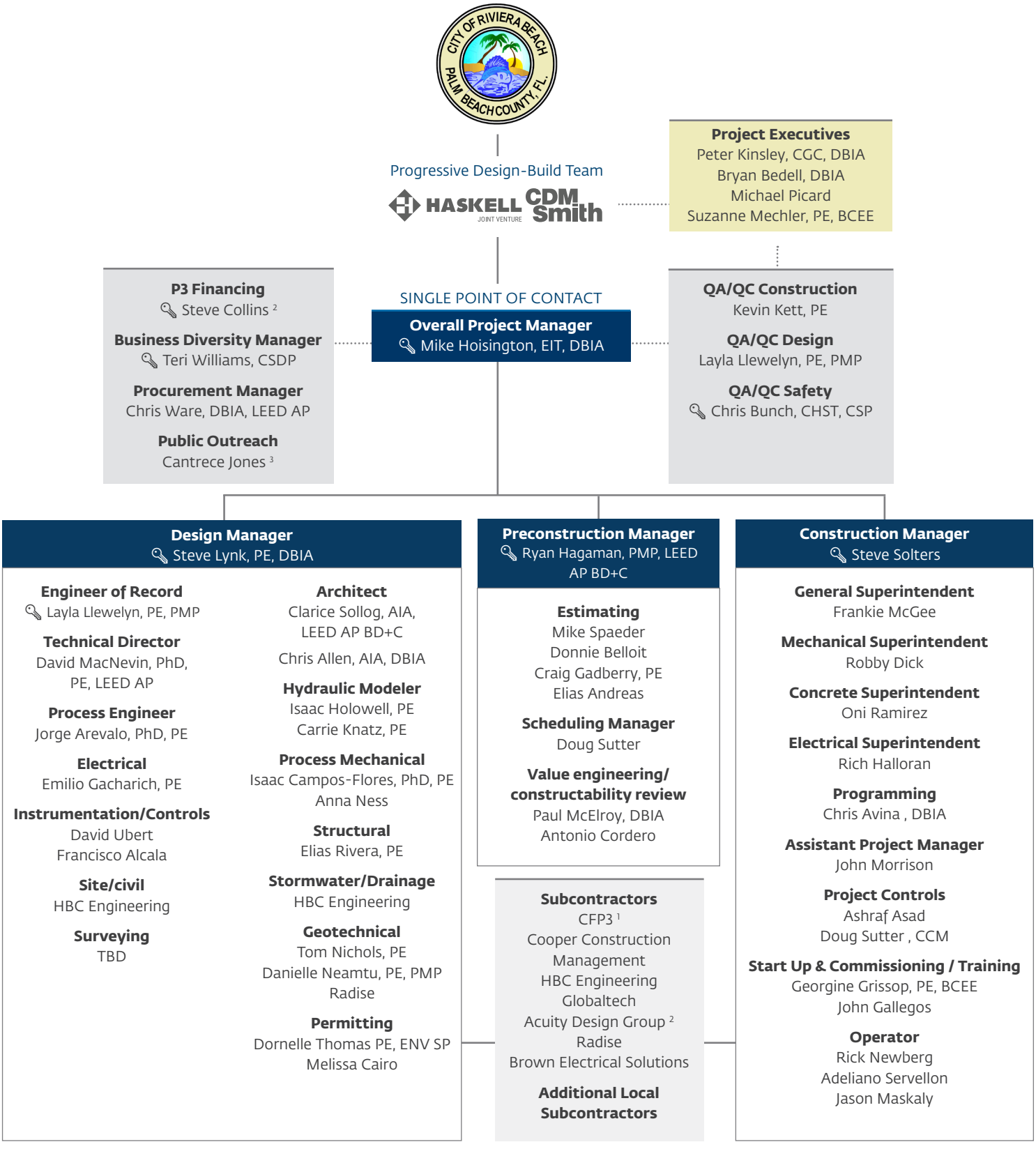
Michael Hoisington, DBIA
Overall Project Manager
Michael.Hoisington@haskell.com
(904) 357-4232

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**

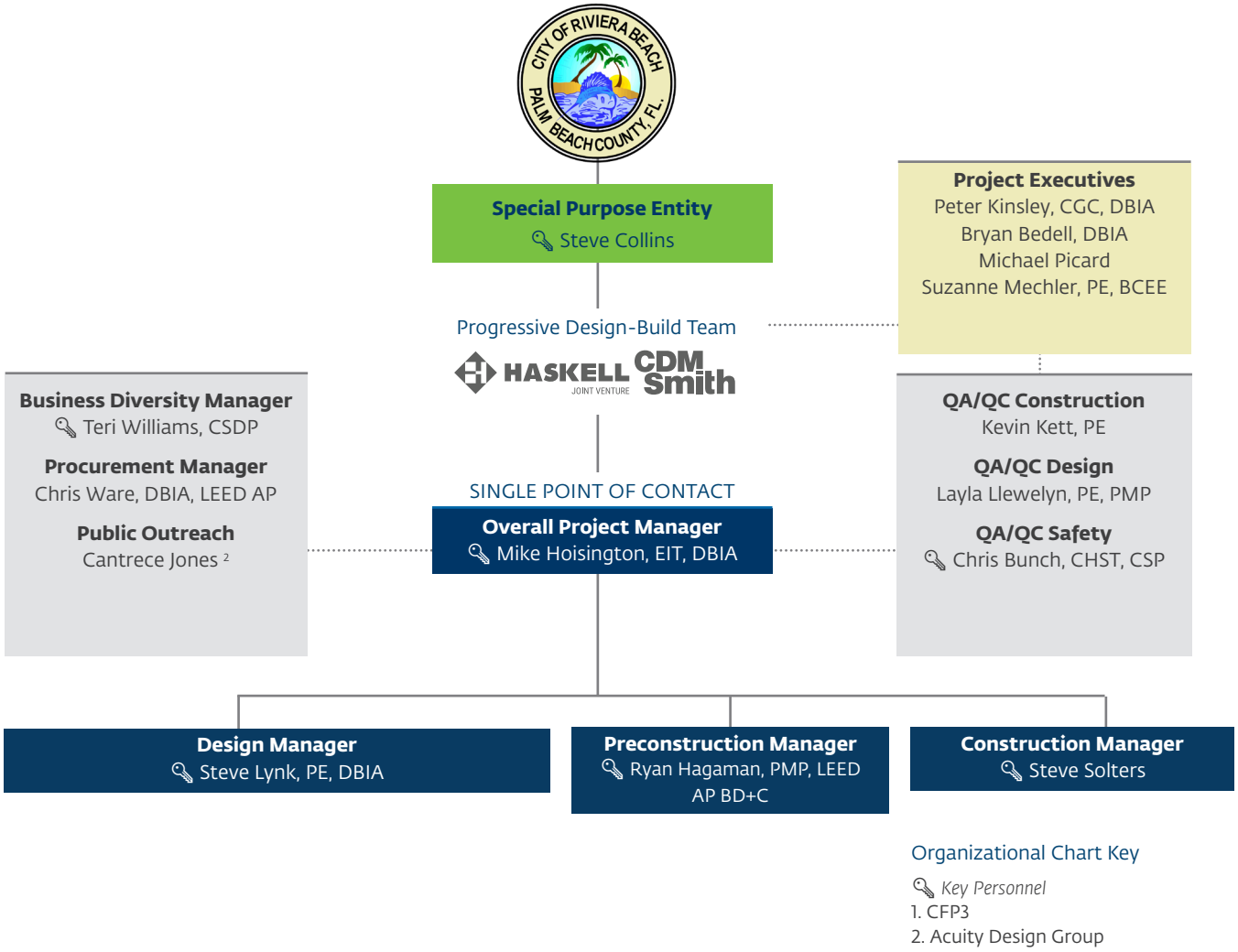


Organizational Chart Key

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

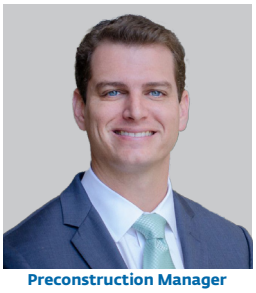
Haskell-CDM Smith JV | Management Team

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

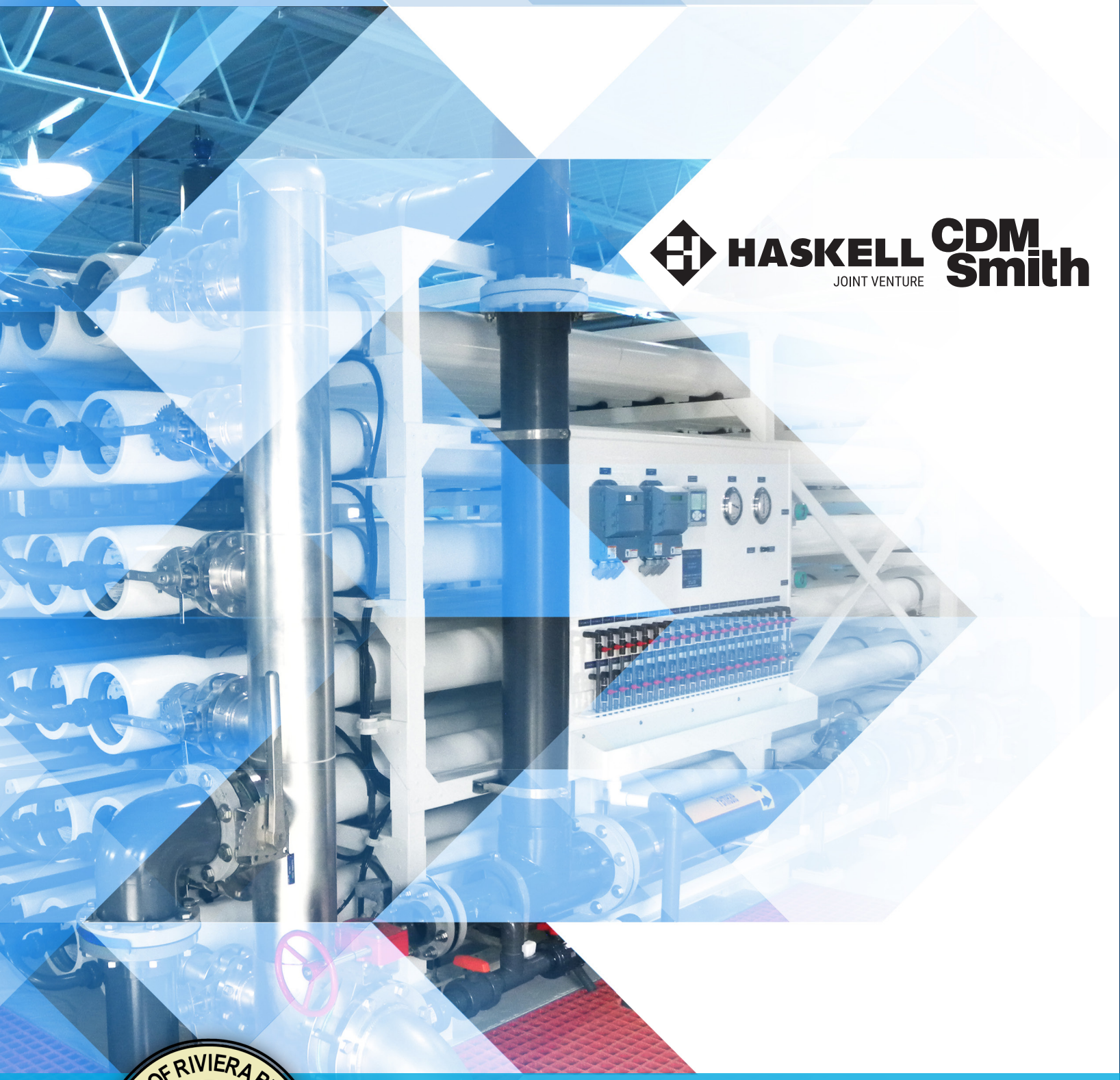
Lower Poplar and Rocky Creek WRF Upgrades, Macon, GA. Progressive design-build, $40.8 million. Haskell was selected for the upgrades to the water reclamation facility, including an influent channel screen replacement, new grit removal system, solids dewatering equipment replacement and building renovation, 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
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Fort Irwin, CA 92310
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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
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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

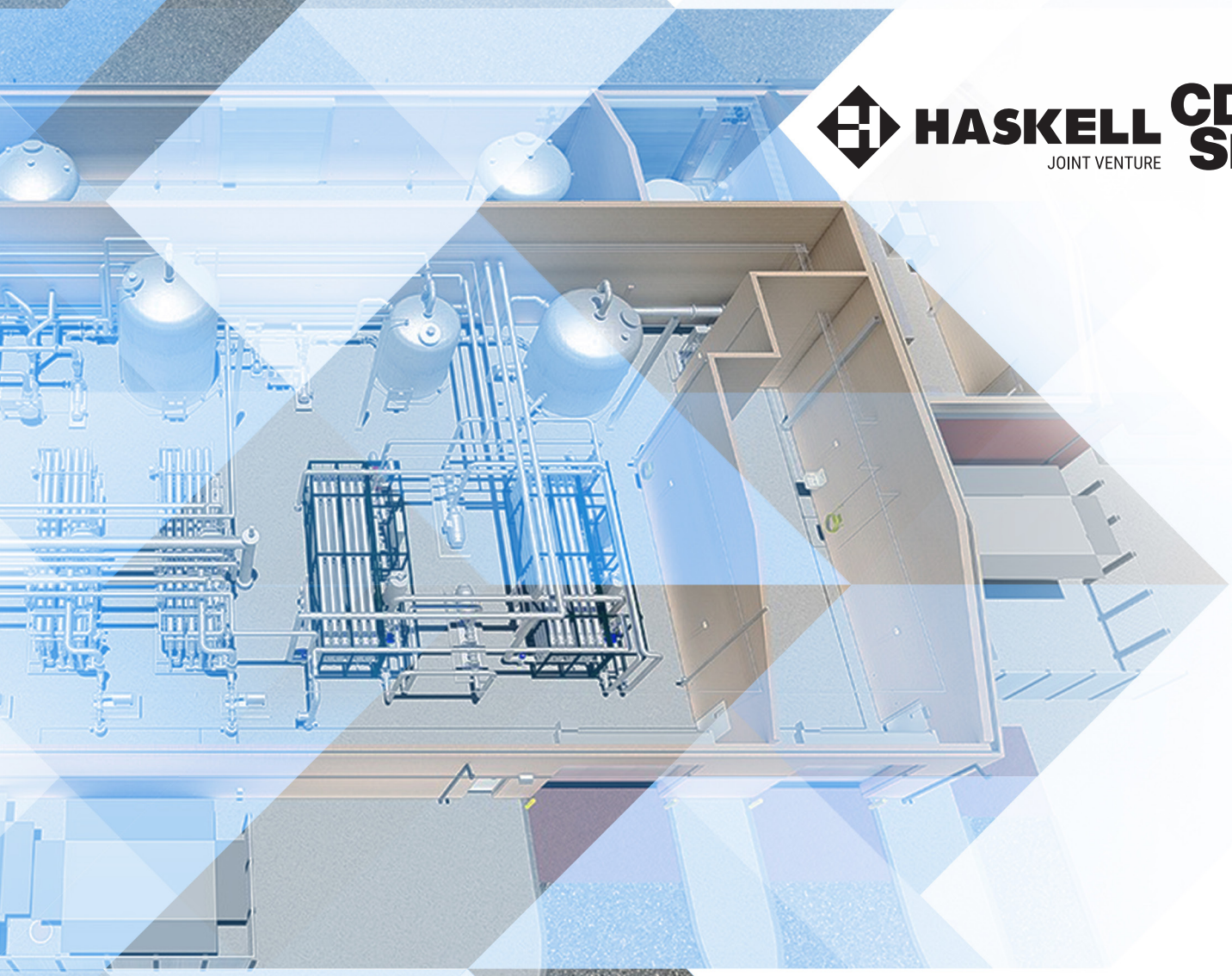
Project Timeline:

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.