



SUPPORTING YOUR VISION TO REIMAGINE  
RIVIERA BEACH WITH CLEAN, RELIABLE WATER

DESIGN-BUILD-FINANCE  
CITY OF RIVIERA BEACH  
**UTILITY SPECIAL  
DISTRICT WATER  
TREATMENT FACILITIES**

SOLICITATION NO.1039-21-3 // **JULY 2021**



TAB 1

# COVER LETTER

// The DB approach with Carollo Engineers teamed with PCL Construction ensured the success of the project.”

- Dale Tooker,  
Clifton Water District, CO



CONSTRUCTION

▶ TOGETHER WE BUILD SUCCESS

July 20, 2021

Office of the City Clerk  
City of Riviera Beach  
600 West Blue Heron Boulevard  
Riviera Beach, FL 33404

Subject: Utility Special District Water Treatment Facilities - RFQ #1039-21-3

Dear Selection Committee Members:

**Reimagine Riviera Beach** is more than just a capital improvement program—it is the roadmap for how the City of Riviera Beach (City) can improve the quality of life and experience for all citizens, visitors, and stakeholders within this community. Clean, reliable water is a basic necessity, and successful delivery of the water treatment facilities project is critical to the City’s future and the economic growth of the community.

The PCL-Carollo Team recognizes how important this project is to the City. That is why we have assembled a team of technical experts who specialize in design and construction of water treatment and municipal facilities, partnered with local professional consultants and builders based right here in this community. This team has one goal: successful delivery of this water treatment facilities project for the City of Riviera Beach. We also understand how success of this project will be measured by the citizens of the City:

- **Clean, Reliable Water that is color-free and always safe to drink.** We evaluated your water treatment plant in 2019 and we have seen first-hand the deteriorated condition of those facilities and the challenges the operators are faced with every day. We stand ready to bring immediate, **low-cost treatment modifications to your existing treatment plant in the first 45 days while initiating design** for construction of the new treatment plant to meet your 2023 completion date.
- **A Community Asset that enhances the economy of this City.** We are committed to keeping Riviera Beach money in Riviera Beach! We will partner with Riviera Beach companies for professional and construction services, committing OVER 16% of the work under this contract to local vendors. Our proven workforce development program will build jobs by providing opportunities to small and disadvantaged businesses and residents through mentoring and trade apprenticeship programs.
- **Date-Certain Delivery of the new plant fully operational by December 2023.** Our project approach includes application of innovative water treatment solutions and construction methods that will accelerate construction. We will focus on fast programming of your new





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facilities while immediately remedying your color and hardness issues. We will get an early start on construction and pre-purchase long lead items, avoiding schedule and cost impacts.

- **A Financially Sound Solution that the City can afford.** Our team includes Provident, a P3 financing partner who has funded over \$5B in municipal projects, many of which are similar to yours. Their non-profit ownership model can lower the cost of borrowing, minimize rate increases for customers, and free up borrowing capacity for other critical projects needed in the City.

The PCL-Carollo Team consists of **PCL Construction, Inc.**, your design-builder and constructor, and **Carollo Engineers, Inc.** who will be the lead designer. We combine PCL’s reputation as one of the top contractors in the water industry with Carollo’s reputation for bringing innovative, cost-saving solutions to the water industry. We share a culture focused on client service, striving for technical excellence, and a spirit of collaboration.

We have partnered with several locally-based companies, many of which are small and disadvantaged businesses and have helped the City deliver projects for years. Some of these companies include **Chen Moore & Associates, Song + Associates, Kimley-Horn, SA Nelson & Associates, Stephenson Construction,** and **All Site Construction,** and all are perfectly suited to complement our team to ensure your project goals.

We are pleased to offer this team to deliver a world-class water treatment facility that will reliably and cost effectively meet your needs for years to come. We will maximize the benefits of your progressive design-build approach and collaboratively work in partnership with you to quickly select the best solutions.

We look forward to being a part of this partnership: our dedicated, local, and expert team has a fast-track approach for you, and we are fully committed to helping you realize your vision.

Yours truly,

Mauricio Ramos, DBIA  
Design-Build Manager

**PCL CONSTRUCTION, INC.**

### PCL + Carollo by the Numbers

<b>25</b> Year History	<b>68</b> Projects Together	<b>\$2B</b> Completed Projects
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#### Value to RBUD

A proven team with a track record of successful project delivery minimizes project risk for the City.

Understanding of the latest local costs for accurate cost estimating—your dollars go into capital versus budgeting for uncertainties.

Partnering with local experienced subcontractors, giving you quality and expediting your schedule.

- 1a. PCL’s Legal Structure: *Corporation*
- 1b. Florida Certifications:  
*Provided on the following pages.*
- 1.c Persons employed or associated with Proposer who would be obligated to disqualify themselves from any transaction related to this project: *N/A*
2. Authorized Principals:  
**Mauricio Ramos** – *Firm Representative*  
1805 Ponce de Leon Blvd, Suite 201,  
Coral Gables, FL 33134  
P: 813-425-1441 | Mramos@pcl.com  
**Liz Fujikawa** – *Decision Making*  
2056 Vista Parkway, Suite 400  
West Palm Beach, FL 33411  
P: 561-868-6400 | Efujikawa@carollo.com
3. Proposer’s Representative: **Mauricio Ramos**  
(See contact information above)

# *State of Florida*

## *Department of State*

I certify from the records of this office that PCL CONSTRUCTION, INC. is a Colorado corporation authorized to transact business in the State of Florida, qualified on September 30, 2009.

The document number of this corporation is F09000003914.

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 14, 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 Nineteenth day of July, 2021*



*Ronald R. DeBevoise*  
*Secretary of State*

Tracking Number: 9859480119CU

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

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

# *State of Florida*

## *Department of State*

I certify from the records of this office that CAROLLO ENGINEERS, INC. is a Delaware corporation authorized to transact business in the State of Florida, qualified on May 25, 2000.

The document number of this corporation is F00000003055.

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 March 10, 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 Tenth day of March, 2021*



*Ronald R. DeBevoise*  
**Secretary of State**

Tracking Number: 5769404016CU

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

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

TAB 2

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“Carollo has consistently demonstrated to us that they perform their services to the highest standard, give consideration to our needs and preferences, and bring exceptional talent to the projects they undertake.”

- **Maurice Tobon,**  
**Palm Beach County Water Utilities Department, FL**

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TAB 3

# ORGANIZATION AND TEAM INFORMATION

“The City of Largo has been extremely satisfied with PCL’s performance on the project. Their team has demonstrated a high level of skill, knowledge, and professionalism.”

- **Chuck Mura,**  
**City of Largo, FL**

### 3 // ORGANIZATION AND TEAM INFORMATION

# Our Team is Mobilized and Ready to Go!



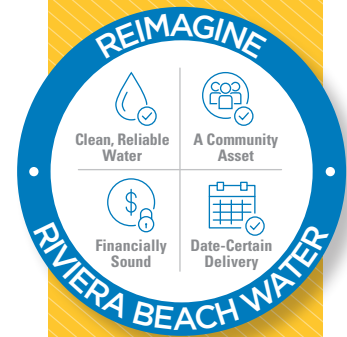
*Projects like the Riviera Beach Water Treatment Plant are unique, our entire team is excited about the possibility to work on your project! We have assembled a team of specialists based on a simple but powerful principle—put the most qualified people in roles that best serve your project. Additionally, you will benefit from our local team—we are mobilized and ready. We just delivered two local progressive design-build (PDB) projects and have the continuity of seven years of working together!*

## The Right Team

The PCL-Carollo team has come together to deliver the City of Riviera Beach's unique PDB contract with an option for finance. Finding a team with these unique skills developed through experience, can be a challenge. **Our team is unique—we bring recent and local PDB delivery experience** spanning the past seven years. PCL is a Top 10 North American contractor, bringing the self-performance capability your project needs for date-certain delivery combined with cost effective delivery in today's difficult market. Our team has all the **qualified team members to successfully deliver your project and meet your goals**. In addition, we have already started incorporating Riviera Beach companies into our team to **ensure Riviera Beach dollars go to as many qualified local trades and companies as possible**.

## More Than Water—We Bring a Commercial Development Group and Finance Specialists

Our team's experience in successfully delivering water treatment plants and modifications in South Florida is well known in the local industry. But that's not all we bring—your scope includes public works and other support facilities, our team includes PCL's Commercial Development group who has delivered high profile projects throughout Florida including their recent contract with South Florida



**We are firmly committed to support your vision to Reimagine Riviera Beach, by providing a safe/reliable water supply, community wealth building, a financially sound project, and date certain delivery.**



## IT'S ALL ABOUT the People!

**Our team brings local and global perspectives to your project. With our real world experience, our team will deliver state-of-the-art facilities that will serve you for many years to come!**

**We also pledge to keep Riviera Beach dollars in Riviera Beach, supporting local businesses and pulling manpower from your community.**

Water Management District’s new administration building being delivered under PDB. Finally, we also bring PCL’s experienced P3 group supplemented by **Provident who has funded over \$5B in 501c(3) public projects, including over \$200M in Florida**. Our seasoned finance and grant veterans will guide the City through the process to bring financing to the contract should the City choose.

### Leaving a Legacy and Keeping Riviera Beach Dollars in Riviera Beach

We know the City wants to ensure that this project is a catalyst for the future success of its community. That is why we have teamed up with SA Nelson & Associates **to develop a full training and community outreach program** to ensure the City, its businesses, and residents maximize the benefits from the project.

On the following pages we will provide an overview of our proposed team we have assembled. We are made up of locally based staff who will be dedicated to you and the success of your project. **We are excited about the opportunity to partner with you to successfully make your vision a reality!**


### Contacts for your Project


**Mauricio Ramos**, Design-Build Manager, will serve as your main point of contact. Design Lead, **Liz Fujikawa** will serve as your additional contact.




**Mauricio Ramos**  
Design-Build Manager

Main Contact - Authorized to Sign on Behalf of the Company

 1805 Ponce De Leon Blvd, Suite 201, Coral Gables, FL 33134


 C: 813-425-1441


 E-mail: Mramos@pcl.com




**Liz Fujikawa**  
Design Manager

Additional Contact - Decision Making

 2056 Vista Parkway, Suite 400 West Palm Beach, FL 33411

 C: 847-530-0973

 E-mail: Efujikawa@carollo.com

# 3.1 Organizational Chart Phase I



Our organization structure has **simple lines of communication**; the **bench strength** needed to meet your date-certain delivery; and leadership by local experts to successfully meet your vision. And ideally, we are already integrated—**PCL and Carollo** have been delivering **local PDB projects for the past 7 years.**

<b>DESIGN-BUILD MANAGER</b>											
<b>PROJECT PRINCIPAL</b> Mike McKinney PCL			🔑 <b>Mauricio Ramos, DBIA*</b> PCL						<b>FINANCE TEAM</b>		
<b>WORKFORCE DEVELOPMENT AND COMMUNITY OUTREACH</b> 🔑 Sophia Nelson SA ● Sharon Merchant MS ●			<b>DESIGN</b>			<b>CONSTRUCTION</b>			🔑 <b>Project Executive</b> Chris Hicks PR <b>Project Principal</b> Steve Hicks PR <b>Water Inf./DB Advisor</b> Wes Self PR <b>Bond Underwriter</b> Mark Weinberg CGM <b>Grant Funding</b> Seema Chavan, PE* CE <b>Legal Representation</b> Louie Quinn FH		
<b>DESIGN LEAD MANAGER</b> 🔑 Liz Fujikawa, PE, BCEE, LEED AP CE			<b>ASSISTANT DESIGN-BUILD MANAGER</b> Jim Holtje, PE* PCL								
<b>WATER DELIVERY DESIGN</b>			<b>BUILDING DESIGN</b>			<b>PRE-CONSTRUCTION</b>			<b>CONSTRUCTION AND START-UP</b>		
🔑 Bob Cushing, PhD, PE, BCEE CE			🔑 Jill Lanigan SO			🔑 Andy Fransoz, DBIA, ENV, SP PCL			🔑 Todd Palmatier PCL		
<b>Water Treatment Process</b> Tyler Smith, PE CE <b>Water Supply Wells</b> Jim Andersen, PG JLA <b>Pipeline</b> Scott Richards, PE CE Dan Davile, PE CMA <b>Pump Station/Storage Tanks</b> Scott Richards, PE CE <b>Hydraulic Modeling</b> Angelica Gregory, PhD, PE CE <b>Permitting/Regulatory Lead</b> Laura Baumberger, PE CE <b>SCADA/I&amp;C</b> Norm Anderson, PE CE <b>Chemical Systems</b> Len Rago, PE* CE	<b>Architect</b> Perry Douglass, RA SO <b>Space Planning</b> Jill Lanigan SO <b>Site Planning</b> Mark Rickards, AICP KH <b>Personnel Facilities</b> Youn Lee, LEED AP SO <b>Industrial Facilities</b> Perry Douglass, RA SO <b>Interior Design</b> Peta-Gaye Walker SO	<b>Lead Estimator</b> Gerardo Torres PCL <b>Estimator</b> Dominique Pinchinat PCL <b>VE/Constructability</b> Leonard Carlton PCL <b>Lead Scheduler</b> Janet Bradford, PSP PCL <b>Bid Package Coordination</b> Matt Tracy PCL	<b>Project Manager</b> April Heers, LEED AP DB PCL <b>Superintendent</b> Hector Rivera PCL <b>Project Superintendent</b> Bob Major PCL <b>Safety Manager</b> Eric Winders, CSP PCL <b>Project Control Manager</b> Andrew Hogan, PEng, ENV SP PCL <b>Scheduler</b> Janet Bradford, PSP PCL <b>Programming/SCADA</b> Jean Mead RE Dave Abel RE <b>Start-up &amp; Commissioning</b> Brian Graham, PE CE <b>Operator Training</b> Tyler Smith, PE CE								
<b>DISCIPLINE SUPPORT</b>			<b>DISCIPLINE SUPPORT</b>			<b>SUPPORT SERVICES</b>					
<b>Site/Operational Security</b> Gregory Parana CE <b>Structural</b> Joel Smason, PE CE <b>Electrical</b> Mark Pellish, PE CE <b>HVAC</b> Chad Green, PE CE	<b>Building/Facility Security</b> Perry Douglass, RA SO <b>Structural</b> Andrew Morgan, PE AMS ● <b>Electrical</b> Everett Fennell, PE ECF ● <b>HVAC</b> Jimmie Perryman, PE ECF ●	<b>Site/Civil/Stormwater</b> Suzanne Dombrowski, PE, ENV SP CMA <b>Storm Hardening/Resiliency</b> Chris Niforatos KH <b>Traffic Design</b> Jill Capelli KH <b>Geotechnical</b> Andrew Nixon, PE RA	<b>Surveying</b> Engenuity Group EG <b>Materials Testing</b> Andrew Nixon, PE RA <b>Streetscape and Roadway Design</b> Marwan Muffleh KH <b>Maintenance of Traffic</b> Tara Swann, PE KH <b>Threshold Inspections</b> Joseph Belardo CE								

**ELECTRICAL SUBCONSULTANTS**

PCL PCL Construction, Inc.	CMA Chen Moore Associates	RA Radise International, LC	● RE Revere Control Systems, Inc.
CE Carollo Engineers, Inc.	KHA Kimley-Horn	CG Citigroup Global Markets, Inc	● AL All-Site Construction, Inc.
PR Provident Resources Group	SO Song + Associates, Inc.	● FH Fishman Haygood, LLP	● SC D. Stephenson Construction
SA SA Nelson & Associates	● EG Engenuity Group, Inc.	● AMS Andrew Morgan Services	● LO Loveland Electric II, LLC
MS The Merchant Strategy	● JLA JLA Geosciences, Inc.	● ECF ECF Consultants	● MW Mr Wireman

**LEGEND**

- 🔑 Key Staff
- SBE/MBE/WBE Firms
- \* Licensed in a state other than FL

# 3.1 Organizational Chart Phase II



Our **Phase 2** organization maintains the same benefits as Phase 1, with the addition of **Riviera Beach Water Reimagined, LLC**, who will serve as the Special Purpose Entity should the City choose to proceed with the finance option.

**RIVIERA BEACH WATER REIMAGINED, LLC (OPTIONAL)**

<b>Project Executive</b>	Chris Hicks	PR	<b>Bond Underwriter</b>	Mark Weinberg	CGM
<b>Project Principal</b>	Steve Hicks	PR	<b>Grant Funding</b>	Seema Chavan, PE*	CE
<b>Water Inf./DB Advisor</b>	Wes Self	PR	<b>Legal Representation</b>	Louie Quinn	FH

## DESIGN-BUILD MANAGER

**Mauricio Ramos, DBIA\*** PCL

**PROJECT PRINCIPAL**

Mike McKinney, VP\* PCL

### DESIGN

### CONSTRUCTION

**WORKFORCE DEVELOPMENT AND COMMUNITY OUTREACH**

Sophia Nelson SA ●  
Sharon Merchant MS ●

**DESIGN LEAD MANAGER**

Liz Fujikawa, PE, BCEE, LEED AP CE

**ASSISTANT DESIGN-BUILD MANAGER**

Jim Holtje, PE\* PCL

### WATER DELIVERY DESIGN

### BUILDING DESIGN

### PRE-CONSTRUCTION

### CONSTRUCTION AND START-UP

**Bob Cushing, PhD, PE, BCEE** CE

<b>Water Treatment Process</b>	Tyler Smith, PE	CE
<b>Water Supply Wells</b>	Jim Andersen, PG	JLA
<b>Pipeline</b>	Scott Richards, PE	CE
	Dan Davile, PE	CMA
<b>Pump Station/Storage Tanks</b>	Scott Richards, PE	CE
<b>Hydraulic Modeling</b>	Angelica Gregory, PhD, PE	CE
<b>Permitting/Regulatory Lead</b>	Laura Baumberger, PE	CE
<b>SCADA/I&amp;C</b>	Norm Anderson, PE	CE
<b>Chemical Systems</b>	Len Rago, PE*	CE

**Jill Lanigan** SO

<b>Architect</b>	Perry Douglass, RA	SO
<b>Space Planning</b>	Jill Lanigan	SO
<b>Site Planning</b>	Mark Rickards, AICP	KH
<b>Personnel Facilities</b>	Youn Lee, LEED AP	SO
<b>Industrial Facilities</b>	Perry Douglass, RA	SO
<b>Interior Design</b>	Peta-Gaye Walker	SO

**Andy Fransoz, DBIA, ENV, SP** PCL

<b>Lead Estimator</b>	Gerardo Torres	PCL
<b>Estimator</b>	Dominique Pinchinat	PCL
<b>VE/Constructability</b>	Leonard Carlton	PCL
<b>Lead Scheduler</b>	Janet Bradford, PSP	PCL
<b>Bid Package Coordination</b>	Matt Tracy	PCL

**Todd Palmatier** PCL

<b>Project Manager</b>	April Heers, LEED AP DB	PCL
<b>Superintendent</b>	Hector Rivera	PCL
<b>Project Superintendent</b>	Bob Major	PCL
<b>Safety Manager</b>	Eric Winders, CSP	PCL
<b>Project Control Manager</b>	Andrew Hogan, PEng, ENV SP	PCL
<b>Scheduler</b>	Janet Bradford, PSP	PCL
<b>Programming/SCADA</b>	Jean Mead	RE
	Dave Abel	RE
<b>Start-up &amp; Commissioning</b>	Brian Graham, PE	CE
<b>Operator Training</b>	Tyler Smith, PE	CE

**DISCIPLINE SUPPORT**

<b>Site/Operational Security</b>	Gregory Parana	CE
<b>Structural</b>	Joel Smason, PE	CE
<b>Electrical</b>	Mark Pellish, PE	CE
<b>HVAC</b>	Chad Green, PE	CE

**DISCIPLINE SUPPORT**

<b>Building/Facility Security</b>	Perry Douglass, RA	SO
<b>Structural</b>	Andrew Morgan, PE	AMS
<b>Electrical</b>	Everett Fennell, PE	ECF
<b>HVAC</b>	Jimmie Perryman, PE	ECF

**SUPPORT SERVICES**

<b>Site/Civil/Stormwater</b>	Suzanne Dombrowski, PE, ENV SP	CMA
<b>Storm Hardening/Resiliency</b>	Chris Niforatos	KH
<b>Traffic Design</b>	Jill Capelli	KH
<b>Geotechnical</b>	Andrew Nixon, PE	RA

<b>Surveying</b>	Engenuity Group	EG
<b>Materials Testing</b>	Andrew Nixon, PE	RA
<b>Streetscape and Roadway Design</b>	Marwan Mufleh	KH
<b>Maintenance of Traffic</b>	Tara Swann, PE	KH
<b>Threshold Inspections</b>	Joseph Belardo	CE

**PARTICIPATING FIRMS**

PCL	PCL Construction, Inc.	CMA	Chen Moore Associates	RA	Radise International, LC	●	RE	Revere Control Systems, Inc.
CE	Carollo Engineers, Inc.	KHA	Kimley-Horn	CG	Citigroup Global Markets, Inc	●	AL	All-Site Construction, Inc.
PR	Provident Resources Group	SO	Song + Associates, Inc.	●	FH	●	SC	D. Stephenson Construction
SA	SA Nelson & Associates	EG	Engenuity Group, Inc.	●	AMS	●	LO	Loveland Electric II, LLC
MS	The Merchant Strategy	●	JLA	JLA Geosciences, Inc.	●	●	MW	Mr Wireman
		●		●	ECF	●		ECF Consultants

**LEGEND**

- Key Staff
- SBE/MBE/WBE/Local Firm
- \* Licensed in a state other than FL

# 3.2 Management Structure/Roles

Firms that will Provide Design, Construction, and Start-up Services

Our team, led by PCL (Construction) and Carollo (Design Engineer of Record) will be supported by a **wealth of experience**. These firms and their project roles, are identified below.



CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## 3.3 Management Structure/ Team Member Roles




**The members of our local Florida team are veterans of collaborative design-build with the collective delivery in excess of \$2B in constructed costs in Florida.**

### Management Structure—Simple is Best

*Our team's management structure is purposely simple. Experience tells us that a clear reporting structure results in everyone knowing their roles and responsibilities. That's essential, we won't have "dropped balls," we will all work towards common goals and importantly, meet your date-certain delivery. Reporting to you will be our Design-Build Manager, who will be in charge of leading the team. Reporting to the Design-Build Manager, will be our Design and Construction Managers who will work in close partnership throughout the project to integrate the design with construction. Also reporting to the Design-Build Manager is our Workforce Development and Community Outreach team. Reporting to the Design and Construction Managers, will be key leaders in the areas of: water delivery design, facilities design, preconstruction and construction and start-up. Each will lead defined subteams of specialists who will deliver their respective project components. Our bench strength will be important due to all the parallel work that will be performed during this fast-track project.*

### Meet our Key Team Members

With 18 years in delivering water projects, including successfully leading multiple design-build contracts with Carollo, **Mauricio Ramos, Design-Build Manager**, will lead the overall team from pre-construction through commissioning. His overall duties will be to establish clear lines of communication with RBUD, providing you with a **single point of contact** for the project. He will in turn also manage the overall project delivery working directly with Elizabeth Fujikawa and Jim Holtje to provide a senior level of oversight. Through his vigilance, he will ensure that coordination occurs throughout the project delivery and that the design team and the pre-construction/construction team

are coordinated with RBUD in alignment with the project goals. **Mauricio is known for his communication skills, ability to understand his clients and in turn, translate and successfully lead his project teams.**

**Elizabeth Fujikawa, Design Manager**, and a Palm Beach County resident, brings 34 years of experience, specializing in the design of WTPs and related infrastructure throughout the US. She will provide overall leadership and coordination of our design teams. She will coordinate directly with PCL staff to align the design efforts with construction. Additionally, she will maintain the overall project design development within budget, and schedule constraints. She will remain engaged

throughout construction to provide the construction team with any additional design related actions, such as responses to RFIs and the project commissioning. ***Liz excels in the design of large projects delivered in a fast-track approach.***

Reporting directly to Mauricio Ramos, **Jim Holtje, Assistant Design-Build Manager**, will bring his experience in managing some of PCL's more complex projects. Jim will continue his record of always providing date-certain deliveries by coordinating the construction staff actions with Elizabeth Fujikawa. ***Jim is well known as being a true leader who understands the design-build process and the construction of large projects delivered in a fast-track approach.***

Reporting to Jim directly will be **Andy Franosz, Pre-construction Lead**, one of PCL's most senior staff members, with a long history in Florida successfully delivering water resource projects under CMAR and design-build delivery methods. Andy will be responsible for balancing technical drivers with cost, schedule, and risk parameters to get a solid solution that meets the project budget. ***Ask Andy's clients and they will tell you about his ability to bring ingenuity and creativity to develop cost and time saving solutions.***

After Establishing a Guaranteed Maximum Price (GMP), **Todd Palmatier, Construction and Start-up Lead**, will propel the project off the page and into reality, as he is charged with the **overall project construction and commissioning**. Todd will be responsible for the execution, maintaining safety, quality, and schedule to deliver the project. Todd will also be responsible to work with SA Nelson & Associates in the development and execution of the project trade training program to maximize its success. He will also provide Merchant Strategy with information they require to keep the City and public informed. ***As a Palm Beach County resident, Todd is a local community member and has a personal interest in the success of the project.***

**Sophia Nelson, Workforce Development and Community Outreach Specialist**, has been charged with overseeing the project trade training program, as well as our industry outreach program. She will aid the team in developing a trade training program that leaves the Riviera Beach community with community members with real skills, enabling them to have a career in construction long after project completion. She will also assist the team in conducting project fairs where local vendors and contractors can come to hear more about the project and to have equal access to the opportunities the project provides. ***Sophia has personally been involved in a similar role delivering multiple projects in Riviera Beach.***





**Sharon Merchant, *Workforce Development and Community Outreach Specialist***, and her team will lead the overall project public involvement process to keep the community informed and up to date on the project. Sharon will report directly to Jim Holtje throughout the project. ***Sharon will work closely with Sophia Nelson to keep the community aware of opportunities as well as lead the effort for other public involvement activities.***

**Chris Hicks, *Finance Project Executive***, will serve as the lead representative for Provident, our team's financing partner, should the City elect to move forward with the finance option. Provident will serve as the borrower for the project financing through the tax-exempt bond market. Chris will be responsible for working directly with the City to establish a contract and to arrange the financing. Chris will also be charged with their novel concept of **Fast-Track Pay**, a program that leverages a privately financed approach to deliver payments to qualifying companies faster than normal municipalities can typically pay. Supporting Chris will be **Wes Self**, who will help in the management of the day-to-day contract. ***Chris spearheads Provident's public-private partnership financings, and will ensure successful execution and ongoing commitment for the life of the engagement.***

**Jill Lanigan's, *Project Architect***, diverse experience includes all phases of project development from conceptual site design through construction. Her approach to programming and planning has been developed by her experience in architectural design, knowledge of building codes and construction methods and commitment to sustainability and resilience of our public infrastructure. ***Jill, a native of South Florida has a strong commitment to the local community and currently serves on the Board of Directors of the Chamber of Commerce of the Palm Beaches.***

**Bob Cushing, *Water Delivery Design Lead***, is an internationally-recognized expert in water quality and treatment with 32 years of experience coupling fundamental concepts with sound engineering practices to deliver creative, innovative, and enduring solutions to challenges faced by water utilities. For the last 20 years, he has focused on water treatment plant design in South Florida's unique conditions with plants ranging in size from 0.75 to 225 mgd and eight projects delivered as design-build. ***Bob will bring his experience and passion for water treatment design to provide innovative concepts for treatment options.***

## 3.4 Key Team Members

A QA session with your project manager is included below. Customized resumes for our key team members are provided starting on the following pages.



Our Design-Build  
Manager's Perspective

### Mauricio Ramos



#### What do you see as the major **KEYS TO SUCCESS** for this project?

I see three major keys to success. 1) A local design and construction team that already knows how to work together delivering facilities using the PDB delivery method; 2) An efficient and experienced design team that can expedite the design schedule to do their part in date-certain delivery; and 3) A team that has the in-house self-performance capabilities of building the work and does not heavily rely on other subcontractors for resources. Our self-performance capability supplemented by the local, available workforce will provide date-certain delivery, particularly in busy market times, like now, when it is difficult to find available subcontractors.

#### What makes you **THE RIGHT CHOICE** to lead this project?

I share the client vision and will ensure it aligns with the design and construction approach. My hands on approach with leading the design and construction team will keep them on track to finish on time. My water infrastructure experience and design-build experience in South Florida helps me to understand what it takes to successfully deliver a project here.

#### What is the **MOST IMPORTANT OUTCOME** of this project?

Delivering an effective operating facility that delivers reliable water to the community for the long run.

#### Is **PDB** the right approach for this project?

Yes, you enable our design and construction teams to collaborate and deliver the facility in the most expeditious schedule with the flexibility to take advantage of what PDB contracting has to offer—early procurement of long lead items, building “smartly” with early starts, and the close coordination and partnership with the City.

#### What are your ideas to meet the **EXPEDITED SCHEDULE**?

Create individual design packages to permit smaller scopes and break ground as soon as possible. Pre-select and design around specific technology to expedite design schedule and early procurement of long lead items. Balance in-house self perform crews with subcontractor crews to build different structures concurrently. Bring a dedicated start-up team to focus on commissioning while other construction continues on.



 A Minute with your Design Manager  
**Liz Fujikawa**

**What do you see as this project’s PRIMARY CHALLENGE and how will you resolve it?**

I see it as meeting date-certain delivery. In kicking off a project, I like to hear the scope that’s “written between the lines.” Those unwritten goals and wishes can greatly impact delivery if they go unsaid, and instead, are revealed one by one throughout the project. If we communicate upfront with the City’s team, the work can proceed without the “do loop” process that causes delays.

**What is DRIVING YOUR ENTHUSIASM about this project?**

I’ve had the privilege of working with some of the most talented teammates in the industry with Carollo and PCL. We just finished two local PDB projects, and are really excited to continue working together. Also, it’s a rare opportunity to work in an open space and it yields the opportunity to really construct efficiently and quickly.

**How would you MEASURE SUCCESS for this project?**

The ultimate measure will be our end product, the completed WTP and associated facilities. We must deliver on time, meet the financial plan, and importantly, produce reliable and safe water—satisfying the operations staff is huge. To walk through our finished WTP projects and get positive feedback on operations and maintenance, and meeting water quality requirements 24/7 is the ultimate goal.



 A Minute with your Construction Manager  
**Todd Palmatier**

**What do you see as this project’s PRIMARY CHALLENGE and how will you resolve it?**

For me, it’s all about quality, schedule, and cost. Making sure that the work gets done well and that details don’t get overlooked. We have a really good idea about what local subcontractors can perform to our expectations. And as for costs, the market is continually changing, so our bids from our recent Boynton and Delray PDB projects will be invaluable.

**What are the project’s OPPORTUNITIES?**

Building work from the ground up in a green field is a huge opportunity. Not having to coordinate in an active plant to resolve conflicts from unknown conditions on a day-to-day basis will certainly help us with the schedule. PCL is one of the largest US contractors, we have access to work crews for self-performance and volume based pricing, that will benefit schedule and costs.

**What experience makes you a GOOD FIT for this project?**

That started when I was very young, my father was a contractor. From there, I knew I wanted to focus on construction. I’ve spent most of my career in South Florida, working on some of the largest water resource projects in the industry for South Florida Water Management District and Miami-Dade County. I’m also very “hands on,” not just a construction manager. I enjoy helping out our crews to get the work done.



**What do you see as the major KEYS TO SUCCESS for this project?**

Certainty of execution is essential to the success of this project. Provident brings over 20 years of financial markets access, closing on over \$5B in financings to make essential projects. Our financing structure benefits from a robust municipal market where current demand far outweighs supply, making RBUD’s essential service project a perfect fit for investors looking for opportunities. Key RBUD benefits include lowering the cost of borrowing, minimizing rate increases for customers and, through our non-profit ownership model, freeing up capacity for RBUD to fund other projects while this critical infrastructure project moves forward.

**What makes your FINANCIAL STRUCTURE unique?**

The non-profit financing platform combines the low-cost financing costs available to the public sector with the efficiencies and risk transfer associated with a traditional P3 structure, ensuring the successful completion of this important project while minimizing the impact on rates. Furthermore, by locking in the cost of borrowing up front, it avoids future unforeseen rate hikes. One of Provident’s differentiators is our dedication of our full-time staff of 25+ professionals who will become an extension of RBUD’s team for the life of our engagement, taking the pressure off RBUD’s human resources.

**What do you see as the major KEYS TO SUCCESS for the Community Outreach effort?**

Major keys to success are communicating a clear, transparent, and consistent message to the stakeholders, community, and leadership about the benefits to them. Providing the stakeholders, community, and leadership with confidence in the design team’s expertise builds trust, and proactively addresses any concerns honestly.

**What makes you THE RIGHT CHOICE to lead this project?**

We know and understand the community’s concerns, likes, and dislikes. We know their values. Additionally, we know who and when to engage the key stakeholders and who will be a champion.

**What is the MOST IMPORTANT OUTCOME of this project?**

A project delivered on time and within budget. One that the community embraces, and in which the community can own, and find a benefit.

**What are your ideas to meet the EXPEDITED SCHEDULE?**

Understanding the overall goals, developing a resource plan, and participating at each level to monitor progress, while building the agility required to anticipate resource changes early and communicating the plan adjustments.

# Mauricio Ramos,

DBIA

**DESIGN-BUILD  
MANAGER**



**VALUE TO RBUD:**

## Civil Infrastructure Construction

Specialist in Florida Water Treatment Plant Construction, Managing Teams to Maximize Benefit of PDB Delivery

Mauricio has 18 years of experience constructing and managing water and wastewater infrastructure projects through traditional design-bid-build and alternative delivery methods. He is an experienced project manager and excels in communication, providing both his clients and teams with strong leadership skills.

### Relevant Experience

#### Miami-Dade Central District WWTP Oxygen Production Facility - DB

// Miami, Florida

**Role: Project Principal | Project Total: \$57.9M | Completion: 2/2022**

PCL is constructing a new building to house two 90-ton-per-day, vacuum pressure swing adsorption oxygen production units; associated electrical, instrumentation and controls; as well as site and civil work. Construction also includes process mechanical, architectural, structural, plumbing, HVAC, and fire protection.

**Reference: Daniel Edwards |** Consent Decree Senior Program Manager | 786.552.8354 | [daniel.edwards@miamidadegov](mailto:daniel.edwards@miamidadegov)

#### Miami-Dade Central WWTP Effluent Pump Station - PDB // Miami, Florida

**Role: Project Principal | Project Total: \$10.4M | Completion: 10/2017**

This project consisted of electrical improvements to eight of the existing pumps within the effluent pump station. Due to the plant's close proximity to the ocean, the new electrical building is supported by auger cast piles to comply with Miami-Dade County's sea level rise and storm surge design criteria. As a result of these improvements, the plant is more energy efficient, and power consumption is reduced.

**Reference: Robert Romero |** Construction Manager | 305.704.6473 | [robert.romero2@miamidadegov](mailto:robert.romero2@miamidadegov)

#### South Central Regional WWTP Blower and Efficiency Upgrades // Delray Beach, Florida

**Role: Project Principal | Project Total: \$14.3M | Completion: 6/2021**

This is a PDB project to increase the plant's treatment capacity from 24 mgd to 36 mgd. Work includes replacing blowers and aeration systems, raising influent boxes and increasing overall aeration capacity, and performing restoration and maintenance to the aging plant.

**Reference: Colin Groff, PE |** Former Assistant City Manager, City of Boynton Beach | 904.759.8930 | [cdgroff@bellsouth.net](mailto:cdgroff@bellsouth.net)

### Experience By the Numbers



**FIRM**

PCL Construction, Inc.

**YEARS OF EXPERIENCE**

18 years

**EXPERTISE**

Alternative delivery expert that focuses on the customer and providing excellent services during design and construction.

**REGISTRATION/LICENSES**

Designated Design-Build Professional

Construction Management Program, Arizona State University

**EDUCATIONAL BACKGROUND**

BS Civil Engineering

MBA



**I'm excited about sharing your vision and ensuring it aligns with the design and construction approach. Your project is an unusual opportunity to build facilities from the ground up, with the challenge of date-certain delivery."**

**Liz**  
**Fujikawa,**  
 PE, BCEE, LEED AP

**DESIGN  
 MANAGER**



**VALUE TO RBUD:  
 WTP and Infrastructure  
 Design Expert**

Liz is a Carollo Vice President with 30 plus years of experience, which includes design of two new greenfield WTPs. She brings **10 years of working with South Florida utilities** to solve their drinking water issues. Recently, she served as the design manager on two PDB projects with PCL, for Boynton Beach and the South Central Regional Wastewater Plant (Boynton and Delray Beach).

**Relevant Experience**

**Aeration System Improvements and Capacity Increase - PDB // South Central Regional WWTP, Florida**  
**Role: Design Project Manager | Project Total: \$14.3M | Completion: 6/2021**

Served as the design manager for the integrated design-build delivery of capacity and aeration system improvements. Developed and implemented multi-million dollar cost saving ideas, such as an increase of sidewater depth for capacity and oxygen transfer efficiency. Also managed the implementation of a new bulk sodium hypochlorite system storage and feed system as well as a study of effluent disposal alternatives.

**Reference: Colin Groff, PE |** Former Assistant City Manager, City of Boynton Beach | 904.759.8930 | cdgroff@bellsouth.net

**Ion Exchange (MIEX) System - PDB**

*// City of Boynton Beach, Florida*

**Role: Design Project Manager | Project Total: \$10.4M | Completion: 10/2017**

Served as design manager for the PDB delivery of a new 16.0-mgd Ion Exchange system at the East WTP. Work included modifications at the West WTP for transmission of western wellfield water.

**Reference: Joe Paterniti |** Utilities Director | 561.742.6423 | paternitj@bbfl.com

**Design and Construction Management of Water Storage Tanks, Pump Stations, and Chemical Systems - DBB // Broward County, Florida**

**Role: Project Manager | Project Total: \$27.3M | Completion: 10/2021**

Managed the assessment, design, and construction management of three new prestressed concrete storage tanks, two new high service pump stations, and three new sodium hypochlorite and ammonia feed systems. Project also included stormwater mitigation, standby power, and permits by SFWMD.

**Reference: Steve Doyle, PE, BCEE |** Construction Project Management Supervisor | 954.831.0962 | sdoyle@broward.org

**Experience By the Numbers**

<p><b>\$340M</b>                  Construction costs managed as project manager</p>	<p><b>31</b>                  South Florida projects successfully managed</p>	<p><b>≥75%</b>                  Availability</p>
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**FIRM**

Carollo

**YEARS OF EXPERIENCE**

34 years

**EXPERTISE**

Design, project management

**REGISTRATION/LICENSES**

Professional Engineer: IL, WI, DE, FL #72860

LEED Accredited Professional Board Certified Environmental Engineer

**EDUCATIONAL BACKGROUND**

MS Environmental Engineering

BS Chemistry

“There are projects unique in nature, where you combine the opportunity to design and construct a new WTP, present the most innovative and cutting-edge technology, and provide a robust and reliable water source for a community - this is that rare type of project. I look forward to being part of it!”

# Christopher Hicks

**FINANCE PROJECT EXECUTIVE**



**VALUE TO RBUD:**  
**Over \$25B in P3 Financing**

Chris spearheads Provident’s public-private partnership financings, working with project partners to ensure successful execution and ongoing commitment for the life of the engagement. His role includes transaction origination, analysis and execution, and fostering relationships with state and local governments. Additional expertise provided from 18 years as a public finance investment banker at Citigroup (Citi).

## Relevant Experience

### Lynn University Student Housing Project // Palm Beach County, Florida

**Role: Project Lead for Owner | Project Total: \$40.5M | Completion: 9/2023**

Worked with the team at Lynn University and Citi, as underwriter, to craft a financing structure that provided a world-class student housing facility to Lynn’s students while limiting the balance sheet, credit, and financial burden to the University. When complete, the project will provide 342 beds of new, state-of-the-art housing, with priority given to upperclassmen and graduate students.

**Reference: Madison Slate | Director of Special Projects | 561.237.7088 | mslate@lynn.edu**

### Palm Beach Atlantic University Student Housing Project

// Palm Beach County, Florida

**Role: Project Lead for Owner | Project Total: \$40.8M | Completion: 9/2020**

Worked with the team at PBAU and Bank of America, as underwriter, to craft a financing structure that provided a much-needed, brand new student housing facility to PBAU students while limiting the balance sheet, credit, and financial burden to the University. The project provides 510 beds of new, state-of-the-art housing for PBAU students, largely replacing several outdated facilities on the campus.

**Reference: John Kautz | Senior Vice President for Finance & Administration/CFO | 561.803.2084 | john\_kautz@pba.edu**

### Georgia Proton Treatment Center – Emory Health // Atlanta, Georgia

**Role: Banker Representative | Project Total: \$219.4M | Completion: 12/2018**

Banking representative at Citi during prior 18-year investment banking career in public finance, specializing in P3 and infrastructure transactions. In 2016, Provident acquired GPTC and moved forward to finance the acquisition and completion of the Center. Provident engaged Citi to lead the financing effort with Mr. Hicks in an integral role. Mr. Hicks continues as part of the GPTC team, working with investors and rating agencies, while also serving on the Board of the Center.

**Reference: Debra Lockwood | President & CFO | 225.603.2577 | debra.lockwood@emoryhealthcare.org**

## Experience By the Numbers



### FIRM

Provident Resources Group

### YEARS OF EXPERIENCE

21 years

### EXPERTISE

Non-profit finance

### EDUCATIONAL BACKGROUND

BA Economics and Political Science

“This project presents an opportunity to marry the tools provided by Provident’s unique non-profit financing platform with the experience I gained through 18 years in public finance at the leading underwriting firm in the municipal sector, all while making the City’s new WTP a reality – what an amazing project!”

**Sophia Nelson,**  
BS, MS, ABD

**OUTREACH/  
WORKFORCE**



**VALUE TO RBUD:**  
**Deeply Experienced in Local Workforce Development**

*Sophia is a longtime community strategist and accomplished public relations professional. She brings more than 30 years of experience in public involvement, public relations, business development strategies, and workforce development. Sophia specializes in developing and implementing strategic marketing plans, building community alliances, and public involvement.*

**Relevant Experience**

**Riviera Beach Housing Authority // Riviera Beach, Florida**  
**Role: Community Outreach/Labor Force | Project Total: \$39M | Completion: 11/2021**

Managed the local preference and hiring initiative and coordinated community outreach events for force job fairs and prime/subcontractor outreach meetings.

**Reference: John Hurt | Executive Director | 561.845.7451 | jhurt@rivierabeachha.com**

**Boynton Beach Town Square // Boynton Beach, Florida**

**Role: Public Involvement Lead | Project Total: \$55M | Completion: 11/2022**

For this unique public-private-partnership, Sophia is team lead on both public involvement activities and the Boynton Beach Building Wealth program, designed to encourage local hiring. The entire downtown area is being recreated.

**Reference: David Scott | Economic and Community Development Director | 561.742.6023 | ScottD@bbfl.us**

**Palm Beach Convention Center Hotel // West Palm Beach, Florida**

**Role: Community Outreach/Labor Force | Project Total: \$75M | Completion: 1/2016**

Managed the local preference and hiring initiative and coordinated community outreach events including labor force job fairs, prime/subcontractor outreach meetings, and prime/subcontractor website creation for hiring and tracking.

**Reference: Brian Lacusky | Vice President/ Project Executive | 305.559.4900 | blacusky@coastalconstruction.com**

**Marriott Vacation Club // Riviera Beach, Florida**

**Role: Community Outreach/Labor Force | Project Total: \$20M | Completion: 02/2009**

Managed the local preference and hiring initiative and coordinated community outreach events, media placement, promotions, and public relations activities.

**Reference: Bruce Lewis | President | 561.833.8080 | blewislb@bellsouth.net**

**Experience By the Numbers**



**FIRM**  
SA Nelson & Associates

**YEARS OF EXPERIENCE**  
30 years

**EXPERTISE**  
Statewide relationships with elected officials, community and civic organizations, and focused on innovation, creativity, and complete customer satisfaction.

**CERTIFICATIONS**  
MBE, SBE, WBE, CBE, and DBE

**EDUCATIONAL BACKGROUND**  
PhD Candidate (ABD)  
MS Criminology Theory  
BS Pre-Law/Sociology

“Specializing in, and deeply experienced in governmental and community engagement, I understand how to work with companies that work with government entities, their needs in relation to their constituencies, and the requirements of stewardship, transparency, and accountability.”

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES



# Todd Palmatier

**CONSTRUCTION  
MANAGER**



**VALUE TO RBUD:**  
**Specialist in South FL WTP  
Construction**

Todd has **22 years of experience** managing and directing the construction of complex water and wastewater treatment facilities throughout Florida. He utilizes strong leadership, coordination, client relations, and supervisory skills to successfully complete his projects.

## Relevant Experience

### **Magnetic Ion Exchange Resin Plant and East WTP Improvements - PDB** // Boynton Beach, Florida

**Role: Project Manager | Project Total: \$10.4M | Completion: 10/2017**

PCL partnered with Carollo and CDM on this 16 mgd MIEX treatment plant to pre-treat water from multiple wellfields prior to the lime softening process. The pre-treatment system reduces dissolved organic carbon, disinfection by-product material and color, and potentially reduces other treatment chemicals that are applied downstream of the MIEX process.

**Reference: Colin Groff, PE** | Former Assistant City Manager, City of Boynton Beach | 904.759.8930 | cdgroff@bellsouth.net

### **Miami-Dade Central District WWTP Oxygen Production Facility - DB** // Miami, Florida

**Role: Project Manager | Project Total: \$57.9M | Completion: 2/2022**

PCL is constructing a new building to house two 90-ton-per-day, vacuum pressure swing adsorption oxygen production units; associated electrical, instrumentation and controls; as well as site and civil work. Construction also includes process mechanical, architectural, structural, plumbing, HVAC, and fire protection.

**Reference: Daniel Edwards** | Consent Decree Senior Program Manager | 786.552.8354 | daniel.edwards@miamidade.gov

### **Miami-Dade Central WWTP Effluent Pump Station - DDB** // Miami, Florida

**Role: Construction Manager | Project Total: \$10.4M | Completion: 10/2017**

This project consists of electrical improvements to eight of the existing pumps within the effluent pump station. Due to the plant's close proximity to the ocean, the new electrical building will be supported by auger cast piles to comply with Miami-Dade County's sea level rise and storm surge design criteria. As a result of these improvements, the plant will be more energy efficient, resulting in reduced power consumption.

**Reference: Robert Romero** | Construction Manager | 305.704.6473 | robert.romero2@miamidade.gov

## Experience By the Numbers



#### **FIRM**

PCL Construction, Inc.

#### **YEARS OF EXPERIENCE**

22 years

#### **EXPERTISE**

Complex water and wastewater facility construction

#### **EDUCATIONAL BACKGROUND**

BS Civil Engineering Technology

Associate of Applied Sciences

“Since 2000, I have been living in South Florida and working on water and wastewater treatment projects here, from wetland treatment technology in the Everglades Agricultural Area, to ion exchange WTPs. I am passionate about serving the community through the construction of a high-quality water treatment facility.”

**Bob**  
Cushing,  
PhD, PE, BCEE



**VALUE TO RBUD:**

**Expert in FL Water Treatment Process Selection and Implementation**

**WATER DELIVERY DESIGN**

Bob is an internationally recognized expert in water quality and treatment with 32 years of experience coupling fundamental concepts with sound engineering practices to deliver creative, innovative, and enduring solutions to challenges faced by water utilities. For the last 20 years, he has focused on water treatment plant design in South Florida with plants ranging in size from 0.75 to 225 mgd and eight projects delivered as design-build.

**Relevant Experience**

**Northeast Regional Water Treatment Plant - CMAR // Collier County, Florida**  
**Role: Project Manager | Project Total: \$70M | Completion: 5/2011**

Managed the design of a new greenfield 10 mgd brackish RO treatment plant (expandable to 40 mgd). Key features of the RO design include a state-of-the-art hybrid membrane and ion exchange system to treat South Florida groundwater.

**Reference: Paul Mattausch |** Division Director, Northeast Utilities | 239.253.0947 | paul.mattausch@colliercountyfl.gov

**Rehabilitation and Expansion of the North Lee County RO WTP - PDB // Lee County, Florida**

**Role: Project Director/Technical Lead | Project Total: \$30M | Completion: 10/2012**

Oversaw the PDB delivery of this 11.6-mgd water treatment plant using innovative membrane technology to treat South Florida groundwater. Use of an innovative turbine assisted booster pump provides industry-leading electrical efficiency. This project was awarded the DBIA Florida and National Project-of-the Year Awards and a Letter of Commendation from Florida Governor for advancements in P3.

**Reference: Henry Barroso |** Utilities Operations Manager | 239.567.2182 | hbarroso@leegov.com

**Babcock Ranch Community RO Water Treatment Plant - PDB**

**// MSKPTown and County Utility, LLC, Fort Myers, Florida**

**Role: Project Director/Manager | Project Total: \$12.8M | Completion: 12/2016**

Managed the fast-track design-build delivery of co-located WTP and WRF. Innovative features for this South Florida ground water plant included modular RO and ion exchange treatment systems that achieved flexible expanded production goals.

**Reference: David Mercer |** Project Manager | 239.272.1817 | dmercer@kitsonpartners.com

**Experience By the Numbers**



**FIRM**

Carollo Engineers

**YEARS OF EXPERIENCE**

32 years

**EXPERTISE**

Design, advanced water treatment

**REGISTRATION/LICENSES**

Professional Engineer:  
FL #57828

**EDUCATIONAL BACKGROUND**

PhD Civil Engineering

MS Civil Engineering

BS Petroleum Engineering



**This project perfectly aligns with my passion and experience for water treatment design. The schedule challenges, opportunities to innovate, and design-build delivery allow me to fully leverage my skills. I am excited to immerse myself in the project and work collaboratively to successfully meet the needs of Riviera Beach."**

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**Jill**  
**Lanigan,**  
 AIA  
**ARCHITECT**



**VALUE TO RBUD:**  
**Recent Experience with**  
**Riviera Beach Marina Village**

*Jill's diverse experience includes all phases of project development from conceptual site design through construction. More than 30 years of experience in the South Florida area, her approach to programming and planning is informed by her experience in architectural design, knowledge of building codes and construction methods, and commitment to sustainability and resilience of our public infrastructure.*

**Relevant Experience**

**Riviera Beach Marina Village // Riviera Beach, Florida**

**Role: Architect | Project Total: \$38M | Completion: 05/2016**

S+A development of a master plan, design and construction of the public elements of the redevelopment including the event center, amphitheater and stage pavilion, waterfront promenade, parking and infrastructure for the CRA District.

**Reference: Scott Evans | Director of Planning and Development | 561.844.3408 | sevans@rbcr.com**

**West Palm Beach UV System Treatment Plant // West Palm Beach, Florida**

**Role: Architect | Project Total: \$24M | Completion: 12/2018**

S+A has served the City's water utility needs at the plant for many years including a new generator building, administrative office space, and historic preservation including public outreach. The recently completed UV system plant and facility provides significant improvement to water quality.

**Reference: Heath Wintz | Project Manager | 561.686.7707 | heath.wintz@stantec.com**

**SWA Waste-to-Energy Plant and Visitors Center // Palm Beach County Solid Waste Authority, West Palm Beach, Florida**

**Role: Architect | Project Total: \$667M | Completion: 07/2015**

The LEED Platinum center includes a sky bridge connecting tour groups from the educational center to the main process building to witness the internal waste-to-energy process. S+A provided architectural design and public engagement for all aspects of the facility.

**Reference: Ramana Kari | Chief Engineer | 561.640.4000 x4610 | rkari@swa.org**

**Experience By the Numbers**



**FIRM**

Song + Associates

**YEARS OF EXPERIENCE**

31 years

**EXPERTISE**

Architectural design

**EDUCATIONAL BACKGROUND**

BA Architecture, Minor in Public Speaking

**“I look forward to working with the City on this inspiring project and I will be dedicated to finding opportunities within the challenges of this unique project for improved design and cost efficiency to benefit RBUD and their customers.”**

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**Andrew  
Franosz,**  
DBIA, ENV SP

**PRE-CONSTRUCTION  
MANAGER**



**VALUE TO RBUD:  
WTP Construction, Cost Modeling,  
and Schedule Expediting**

Andrew has 27 years of experience in water construction, serving in a variety of roles on treatment facility projects in Florida, such as project manager, pre-construction manager, superintendent, lead estimator, and project engineer. He has led more than 35 construction projects, including 10 recent alternative delivery projects.

**Relevant Experience**

**Magnetic Ion Exchange Resin Plant and East WTP Improvements - PDB**  
// Boynton Beach, Florida

**Role: Pre-construction Manager | Project Total: \$10.4M | Completion: 10/2017**

PCL partnered with Carollo and CDM on this 16 mgd MIEX treatment plant to pre-treat water from multiple wellfields prior to the lime softening process. The pre-treatment system reduces dissolved organic carbon, disinfection by-product material and color, and potentially reduces other treatment chemicals that are applied downstream of the MIEX process.

**Reference: Colin Groff, PE** | Former Assistant City Manager, City of Boynton Beach | 904.759.8930 | [cdgroff@bellsouth.net](mailto:cdgroff@bellsouth.net)

**W.E. Dunn WRF Facility Filtration and Disinfection Improvements - DB**  
// Palm Harbor, Florida

**Role: Design-Build Manager | Project Total: \$10.6M | Completion: 8/2021**

This project for Pinellas County consists of new AquaDiamond cloth media traveling bridge filters, a new sodium hypochlorite disinfection facility, a new secondary fine screening facility, and decommissioning of the existing chlorine gas disinfection facility.

**Reference: Tom Menke** | Engineering Section Manager | 727.282.6240 | [tmenke@co.pinellas.fl.us](mailto:tmenke@co.pinellas.fl.us)

**Miami-Dade Central District WWTP Oxygen Production Facility - DB**  
// Miami, Florida

**Role: Project Manager | Project Total: \$57.9M | Completion: 2/2022**

PCL is constructing a new building to house two 90-ton-per-day, vacuum pressure swing adsorption oxygen production units; associated electrical, instrumentation and controls; as well as site and civil work. Construction also includes process mechanical, architectural, structural, plumbing, HVAC, and fire protection.

**Reference: Daniel Edwards** | Consent Decree Senior Program Manager | 786.552.8354 | [daniel.edwards@miamidade.gov](mailto:daniel.edwards@miamidade.gov)

**Experience By the Numbers**



**FIRM**

PCL Construction, Inc.

**YEARS OF EXPERIENCE**

27 years

**EXPERTISE**

Value engineering and constructability review

**REGISTRATION/LICENSES**

Designated Design-Build Professional

Envision Sustainability Professional (ENV SP)

FL Certified Mechanical Contractor

FL Pollutant Storage System Contractor

FL Underground & Excavation Contractor

**EDUCATIONAL BACKGROUND**

BS Business Administration

**“** As the pre-construction manager, I look forward to managing and delivering a successful pre-construction phase for the City of Riviera Beach. I’m eager to begin working with you, our design team, and our subcontractors on this exciting project.”

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## 3.5 Third-Party Specialty Subconsultants

PCL and Carollo have already started building our team of professionals that will deliver your plant. However, we look forward to working with the community in the coming months to finalize the project design and construction team with Riviera Beach companies. Please see Tab 4, for a detailed description of our subconsultants proposed for this project as well as their related experience.

**WE COMMIT OUR  
KEY PERSONNEL  
FOR THE DURATION  
OF THIS PROJECT,  
UNLESS OTHERWISE  
APPROVED BY RBUD.**

### Our Team's Key Features and Benefits to You

1. We are already mobilized and have established working relationships through seven years of delivering PDB projects in South Florida.
2. We are proven experts, specialists in our fields, and excited about bringing our innovative ideas to your project.
3. Our management structure is simple with clearly defined roles and responsibilities.

#### What does that mean to RBUD?

**Date-certain delivery, using best in class ideas, resulting in a legacy project that produces safe, reliable water supply for the City, its residents, and businesses for years to come.**

TAB 4

# DEVELOPMENT TEAM EXPERIENCE

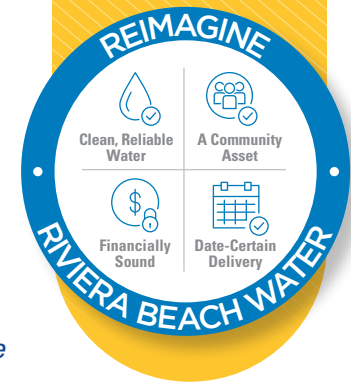
// You [PCL and Carollo] had every basin online on time. That says a lot about meeting those critical deadlines.”

- **Doug Levine,**  
**South Central Regional Wastewater  
Disposal Board, FL**



4 // DEVELOPMENT TEAM EXPERIENCE

# We Bring Our “A” Team: Engineering and Construction Talent



*The PCL-Carollo team combines two national powerhouses in the water industry—a collaboration that perfectly matches your needs. Our collective team’s cost savings solutions combined with excellence in delivery will make RBUD’s vision possible. We have a proven commitment to bring RBUD a reliable and operable new water treatment plant and associated facilities that meets your financial and date-certain delivery needs. RBUD can be assured that they will be working with an “A” team that has the depth and breadth of experience necessary to ensure this project will be a complete success.*

## WHY CHOOSE Our Team



**Clean, Reliable Water** that is color-free and always safe to drink.

- » Best-in-class engineering and construction in the water industry for more than 100 years
- » A locally based team of experts who solve water quality needs for local utilities
- » Combined more than 10,000 design and construction professionals that can meet any demanding schedule



**A Community Asset** that enhances the economy of this City.

- » Commitment to assign more than 16% of the work to local Riviera Beach residents and businesses
- » A proven workforce development program that will establish more than jobs – it will grow businesses and establish careers
- » Planned outreach through an Education Center during construction and a focused public relations program



**Date-Certain Delivery** of the new plant fully operational by December 2023.

- » Top 10 North American contractor who has been working in south Florida since 1987, completing all on time
- » A proven and mobilized team, delivering large PDB projects together for local utilities
- » A team with resources and an approach to deliver FAST-TRACK projects
- » A planned fast start, to mobilize and begin construction in November of 2021



**A Financially Sound Solution** that the City can afford.

- » PCL is one of North America’s leaders in P3 with over 25 years of experience delivering \$15B in P3 contracts, 75 in total
- » Bringing alternative P3 financing partner who has funded over \$5B in municipal projects
- » FAST-TRACK PAY, providing small businesses faster payments and avoiding cash shortfalls

# Overview of Team Leaders: PCL (Construction) and Carollo (Lead Designer)

As your design-builder, PCL will work in partnership with Carollo Engineers to provide RBUD with a team that brings unparalleled experience. Together, we offer 650+ years of combined experience designing and constructing water infrastructure. The PCL team is assembled around specialists assigned to critical project tasks to examine challenges from various perspectives, with each member bringing their particular skills and expertise. Additional team members who play an integral role in the project are also identified on the following pages.

## PCL Construction

### DESIGN-BUILDER/SINGLE POINT-OF-CONTACT

With our 35 years of history in Florida, PCL has a proven track record of delivering our projects within the vision of our clients. PCL will continue its history of employing local companies and labor to build your vision.

<b>\$13B</b> DB DELIVERED	<b>SOUTH FLORIDA</b> BUILDER
<b>\$700M</b> EQUIPMENT RESOURCES	<b>4,100</b> EMPLOYEES

### Principal Place of Business

#### Tampa Office

1 N. Dale Mabry Highway, Suite 300  
Tampa, FL 33609

### Company History

The PCL family of companies has been in business for 115 years and is ranked by Engineering News-Record as the **9th**

**largest general contractor** in North America. With 31 operating locations, over 4,100 full-time professional staff, 5,200 tradespeople, and a single project bonding capacity of \$1 billion, PCL has the strength and resources to construct this project on time and on budget. As your partner, PCL has the complete resources and proven experience to deliver this **FAST-TRACK** contract.



### Legal Structure

PCL Construction, Inc. is a member of the PCL Family of Companies and is an employee-owned firm incorporated in Denver, Colorado in 2005 and a wholly-owned subsidiary of PCL Infrastructure Management, Inc., which in turn is a wholly-owned subsidiary of PCL Construction Enterprises, Inc.

## Carollo Engineers

### LEAD DESIGNER

Carollo is respected throughout the industry for bringing proven and innovative solutions that save costs, provide reliability and ease of operations—that gives you a cost effective, safe, reliable water supply and related facilities.

<b>550+</b> PROFESSIONAL ENGINEERS	<b>25K</b> WATER PROJECTS COMPLETED
<b>1,200</b> EMPLOYEES	<b>\$5B</b> DB DELIVERED

### Principal Place of Business

#### Palm Beach County Office

2056 Vista Parkway, Suite 400  
West Palm Beach, FL 33411

### Company History

For 88 years, water treatment facility design has been an integral part of Carollo's experience. Nationwide, Carollo

completed more than 25,000 projects for public sector clients. Many of these projects were award winning, comprehensive projects for agencies facing a variety of complex issues. Carollo has established seven offices in Florida since 2001, including its West Palm Beach Office. Carollo has since completed more than 1,500 projects in Florida, **stemming from two key factors: Superior client service and our industry recognized innovative solutions.**



### Legal Structure

Carollo was established in Phoenix, Arizona, in 1933. The firm underwent several legal conversions until it was finally incorporated in Delaware under the name of Carollo Engineers, Inc. on May 13, 2010.



## Our Finance Partner

### Provident

FINANCE

*Non-profit firm; will bring economical finance solutions to help local businesses.*



**PREVIOUS WORK WITH P3**

#### Company History

Provident is a national nonprofit organization committed to making a positive impact in communities and endeavors to assist state and local governments in lessening the burdens of providing essential services for their residents. If the finance option is chosen, Provident will be your direct contracting partner providing your financing and the FAST-TRACK Payment service to the project. Provident will be your partner to help Riviera grow.

#### Relevant Experience

- Lynn University** | Student Housing Project // \$160,000 // Fall 2023 (UC)
- Palm Beach Atlantic University** | Student Housing Project // \$160,000 // Fall 2020
- Atlanta Development Authority** | Georgia Proton Treatment Center // \$750,000 // Fall 2018

#### Principal Place of Business

5565 Bankers Ave  
Baton Rouge, LA 70808

#### Legal Structure

Nonprofit 501(c)(3),  
Established in 2000

## Third-Party Specialty Consultants

### Radise International

GEOTECHNICAL *Previous Work with Carollo in South Florida, analyzing geotechnical alternatives.*



**PREVIOUS WORK WITH RBUD**

**S/M/WBE**

#### Company History

RADISE is a premier geotechnical and materials engineering and testing firm in Riviera Beach, servicing public and private clients, and specializing in geotechnical engineering, construction materials testing, and inspection services.

#### Relevant Experience

- City of Riviera Beach CRA** | Marina District South // \$45,000 // 2016
- City of Miami** | Miami Forever Bond-Drainage Improvements // \$45,000 // 2020
- City of West Palm Beach** | Tamarind Avenue Streetscapes and Utility Improvements // \$20,000 // 2016

#### Principal Place of Business

4152 W Blue Heron Blvd.  
Suite 1114  
Riviera Beach, FL 33404

#### Legal Structure

Florida Limited Liability Company, Established in 1997

### All-Site Construction

CONSTRUCTION *Local firm; will help our team through their knowledge of the region and local businesses along with access to local labor.*



**S/M/WBE**

#### Company History

All-Site Construction is a certified general contracting firm that was established in 2001. They specialize in commercial, education, retail, governmental, industrial, utility, renovation and new construction.

#### Relevant Experience

- City of Riviera Beach CRA** | Marina District South // \$28M // 2016
- City of Riviera Beach** | Cunningham Park // \$2.2M // 2018
- Port of Palm Beach** | Maritime Office Design-Build // \$400K // 2018

#### Principal Place of Business

141 Riviera Drive  
Riviera Beach, FL 33404

#### Legal Structure

Florida Limited Liability Company, Established in 2001

# SA Nelson & Associates

**WORKFORCE DEVELOPMENT/  
COMMUNITY OUTREACH**

*Will lead our effort to ensure that Riviera dollars stay in Riviera Beach.*



## Company History

Since 2016, a full-service marketing agency specializing in public relations/involvement, marketing and government relations. Led by Sophia Nelson, PHD, SA Nelson is an experienced group who have a proven history in enabling local communities to access public and private opportunities. Her commitment is to ensure the building of wealth in the community.

## Relevant Experience

**Riviera Beach Housing Authority** | Community Outreach and Labor Force Training // \$39M // 2021

**City of Boynton Beach** | Town Square Redevelopment (P3) // \$55M // 2022

**Palm Beach Convention Center Hotel** | Community Outreach and Labor Force Training // \$75M // 2016

## Principal Place of Business

**U.S. Headquarters**  
5883 Caribbean Blvd.  
West Palm Beach, FL 33407

## Legal Structure

Florida Limited Liability Company, Nonprofit, Established in 2016

# The Merchant Strategy

**WORKFORCE DEVELOPMENT/  
COMMUNITY OUTREACH**

*Dedicated to keeping area residents well informed for almost two decades.*



## Company History

The Merchant Strategy provides public involvement, government/community relations, and crisis management to municipal clients, primarily in South Florida. Located in Palm Beach County, Sharon Merchant is connected with her communities giving her an understanding of their expectations.

## Relevant Experience

**Riviera Beach CRA** | Marketing/Public Relations/Involvement // \$125,000 // 2020

**City of Boynton Beach** | Town Square Redevelopment (P3) // \$33,263 // 2017

**City of Boynton Beach** | Ion Exchange Resin Plant and East Water Treatment Plant Improvements // \$36,000 // 2016

## Principal Place of Business

1804 N Dixie Hwy, Ste B  
West Palm Beach FL 33407

## Legal Structure

Florida Nonprofit Corporation, Established in 2007

# Song+Associates

**ARCHITECT/LANDSCAPING**

*Has led high profile projects, like Riviera Beach Marina and Public Works Facility projects.*



## Company History

Song + Associates, Inc. is an award-winning architectural, planning and interior design firm with extensive experience and nationally-recognized expertise in completed projects featuring resilient and sustainable design.

## Relevant Experience

**City of Riviera Beach** | Public Works Facility Design // On Hold // 2017

**City of Riviera Beach CRA** | Marina District South // \$28M // 2016

**Town of Jupiter** | Water Utilities Administration, Nanofiltration Plant, and Warehouse // \$39M // 2011

**City of West Palm Beach** | UV System Treatment Plant // \$24M // 2018

## Principal Place of Business

1545 Centrepark Dr. North  
West Palm Beach, FL 33401

## Legal Structure

Florida Corporation, Established in 1988

# Chen Moore Associates

PIPELINE/SITE/CIVIL

*Have been working together for the past 10 years; current Riviera Beach general services consultant.*



<b>PREVIOUS WORK WITH RBUD</b>	<b>PREVIOUS WORK WITH CAROLLO</b>
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## › Company History

Chen Moore and Associates (CMA) specializes in civil engineering, water resources, water and sewer, landscape architecture, transportation, planning and irrigation, environmental and construction engineering services.

## › Relevant Experience

- RBUD** | Palm Beach Shores Water Main Improvements // \$154,390 // 2018
- RBUD** | US1 Utility Relocation // \$218,354 // 2015
- RBUD** | WTP Performance Review and Evaluation // \$181,909 // 2018

## › Principal Place of Business

500 Australian Ave South,  
Suite 850  
West Palm Beach, FL 33401

## › Legal Structure

Florida Corporation,  
Established in 1986

# Kimley-Horn

CIVIL/TRAFFIC/  
RESILIENCY

*Valued by PCL for their outstanding engineering/planning services; established relationship from a number of Florida PDB projects.*



<b>PREVIOUS WORK WITH CAROLLO</b>
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## › Company History

Kimley-Horn is a multidisciplinary consulting firm offering a broad range of planning, engineering, structural, and environmental services to utility and municipal clients since its inception.

## › Relevant Experience

- Village of Wellington** | WTP Development and Rehabilitation // \$267,572 // 2021
- City of Stuart** | Water Treatment Plant Emerging Contaminants (PFAS) Treatment and Implementation // \$159,500 // 2019
- Town of Jupiter** | Jupiter 15.0-mgd Nanofiltration WTP // \$4.4M // 2013
- City of Riviera Beach** | Forensics Engineering Assignment // \$3,990 // 2021
- City of Riviera Beach** | Misc. Planning and Traffic Assignments // 2011

## › Principal Place of Business

1920 Wekiva Way, Ste 200  
West Palm Beach, FL 33411

## › Legal Structure

North Carolina Corporation,  
employee-owned,  
Established in 1967

# JLA Geosciences

WATER SUPPLY WELLS

*Current consultant for Riviera Beach, analyzing the capacity and locations for the water supply wells for the new WTP.*



<b>PREVIOUS WORK WITH RBUD</b>	<b>PREVIOUS WORK WITH CAROLLO</b>	<b>S/M/WBE</b>
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## › Company History

JLA Geosciences was established in 2003 to provide clear solutions for its clients based on an in-depth knowledge of hydrogeology, groundwater, well systems, regulations and issues that affect water supply development.

## › Relevant Experience

- RBUD** | Wellfield Testing // \$27,300 // Ongoing
- RBUD** | Water Use Permitting // \$57,530 // Ongoing
- Town of Jupiter** | Wellfield Rehabilitation // \$48,148 // Ongoing

## › Principal Place of Business

1907 Commerce Lane,  
Ste 104  
Jupiter, FL 33458

## › Legal Structure

Florida Corporation,  
Established in 2003

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## Revere Controls

**PROGRAMMING/  
SCADA**

*As a leader in technology, they will ensure that Riviera Beach is the envy of the industry when it comes to having a system that delivers.*



**PREVIOUS WORK  
WITH CAROLLO**

**Company History**

Revere Control Systems provides control system engineering for an incredible range of applications. From specialized services for clients in a variety of municipal and industrial applications to control systems for original equipment manufacturers (OEM), they excel in full-service systems integration.

**Relevant Experience**

**City of West Palm Beach** | WTF Automation System // \$494,308 // 2019

**City of Boca Raton** | Glades Road WTP Residuals System & Ancillary Improvements // \$276,063 // 2019

**City of West Palm Beach** | WTP SCADA Services // \$108,352 // 2018

**Principal Place of Business**

3810 Drane Field Road  
Suite 7  
Lakeland, FL 33811

**Legal Structure:**

Alabama Corporation,  
Established in 1980

## Engenuity Group

**SURVEYING**

*Has provided surveying services for both PCL and Carollo throughout South Florida.*



**PREVIOUS WORK  
WITH RBUD**

**PREVIOUS WORK  
WITH PCL AND CAROLLO**

**S/M/  
WBE**

**Company History**

Engenuity Group is an award winning civil engineering, surveying, and GIS mapping consulting firm with four decades of experience providing superior service and technically advanced deliverables, with a history of working with RBUD.

**Relevant Experience**

**RBUD** | Topographic and Boundary Survey of WTP Site // \$21,370 // 2014

**RBUD** | Topographic and Boundary Survey of Lift Station 47 // \$4,750 // 2018

**RBUD** | Topographic and Boundary Survey of Lift Station 19 // \$3,100 // 2018

**Principal Place of Business**

1280 North Congress Ave.  
Suite 101  
West Palm Beach, FL 33409

**Legal Structure:**

Florida Corporation,  
Established in 1978

## D. Stephenson Construction

**CONSTRUCTION**

*A Palm Beach contractor that has been expanding the communities vision for over 39 years.*



**S/M/  
WBE**

**Company History**

D. Stephenson Construction provides construction management, general contracting, and design-build services to various clients throughout Palm Beach, Broward, and Miami-Dade counties delivering complex projects. With proven Riviera Beach experience D. Stephenson Construction provides our team with insight into your expectations and the community's.

**Relevant Experience**

**Riviera Beach CRA** | Marina District Redevelopment // \$26M // 2015

**City of Dania Beach** | Nanofiltration WTP // \$825,000 // 2011

**Urban League of Broward County** | Community & Empowerment Center // \$5M // 2012

**Principal Place of Business**

401 W. Atlantic Ave., Ste. 9  
Delray Beach, FL 33444

**Legal Structure:**

Florida Corporation,  
Established in 1992

## 4.1 Our Experience with DB Projects & P3s

### HOW DOES OUR Financing Experience Benefit the City?

Our team's experience in executing DB projects using P3 private funding offers strategic insights.

- **DELIVER THE PROJECT** providing a low cost financial solution, that allows the City to construct this facility off the books, enabling the City to progress with other critical projects.
- **THROUGH OUR EXPERIENCE**, PCL brings you one of the strongest financial partners with an abundance of successful proof of delivering P3 projects in North America.
- **THE PROOF IS IN OUR PARTNERSHIP** with Citigroup, one of the world's leading underwriters in the industry for municipal bonds, we bring you the lowest finance costs.

### PCL's P3 Experience

*The PCL Family of Companies has brought private financing of over \$15B to our public clients on 75 projects, which has helped them deliver bridges, healthcare, courthouses, parking structure, schools, and even national security infrastructure since 1999. We are also a leader in delivering design-build and CMAR projects in North America.*

As an early adopter in the State of Florida, PCL worked on some of FDOT's first design-build contracts in 2000, delivering their Hollywood Airport Interchange. Since then PCL has gone on to be one of the states leaders delivering water treatment plants and wastewater treatment plants using construction management-at-risk (CMAR), traditional design-build and PDBs. We have embraced the process and have some of the most experienced and trained staff in this collaborative process.

As was the case in design-build, **PCL was also a pioneer in North America delivering some of the first P3's**, becoming by volume one of the largest North American P3 companies. Our projects have ranged from as small as \$4M up to \$1.7B. In the United States, we are currently constructing the new LAX Rental Car Facility, a \$1.1B parking structure to be completed by 2023. In Florida, **PCL brought financing to our \$426M I-4 Connector project**, which was a traditional bid build contract

with contractor financing, to enable the Florida Department of Transportation to deliver this much needed infrastructure project years ahead of schedule over traditional means of funding.

Through our P3 Facilities team, PCL maintains a staff of financial and engineering professionals experienced in P3 delivery to provide our clients with a smooth process to deliver their projects. PCL has one of the strongest financial balance sheets in the construction industry, which is leveraged to get the lowest finance costs. For further details of our design experience, please see our relevant project experience provided further in this section.

### Provident's P3 Experience

*PCL has partnered with Provident Resources Group to potentially provide financing for this contract. Provident has delivered more than \$5B in 501(c)3 financing to enable public entities to deliver their projects ahead of schedule and make their projects become a reality. In Florida alone, Provident has arranged for over \$215M in financing, including two projects here in Palm Beach County totaling over \$81.2M.*

Provident's name in the market and proven market access is further strengthened by their banking partners. Provident has further



partnered with Citigroup Global Markets (Citi) to serve as underwriter and placement agent for the project's financing. Citigroup has been the #1 ranked underwriter of water and sewer utility bonds nationally over the past ten years, having managed \$36B of bonds, roughly \$2B more than their nearest competitor.

In Florida, Citi is a leader in providing financial solutions for municipal water districts, agencies, and utilities clients. Since 2011, **Citi has ranked as the #1 Florida utility underwriter, senior managing 30 Florida utility financings totaling \$2.4 billion in par, representing a market share of over 16%.**

Citi's experience includes financing the construction of entire new systems, rehabilitating or developing existing systems, restructuring system debt and refunding debt for economic savings.

Citi's regional approach to municipal investment banking has proven very effective in their ability to meet the challenges and needs of municipal clients. Since opening their first Florida Public Finance office in 1984, **Citi has consistently ranked as one of the State's leading underwriters for public municipal public bond offerings.** Citi's Florida sales and trading desk has an average weekly trading volume of \$100 million and supports Citi's Florida clients, providing unparalleled access to local investors and will be essential to obtaining the lowest possible interest rates when entering the market.

### Carollo's DB Experience

Carollo has been providing collaborative delivery services to our clients for over 15 years. As our many of our clients have been increasingly using design-build, Carollo has gained expertise serving as the lead for delivering these types of projects, particularly in Florida.

Since 2014, we have completed numerous design-build water/wastewater projects for a combined construction value of more than \$1.1 billion. In Florida, we have recently completed two PDB projects for the City's neighbors in Palm Beach County: delivery of an **Ion Exchange system for the City of Boynton Beach and increased capacity via an aeration system replacement for the cities of Boynton and Delray Beach's South Central Regional Wastewater Treatment Plant.** Both of these projects were successfully completed with **PCL Construction.**

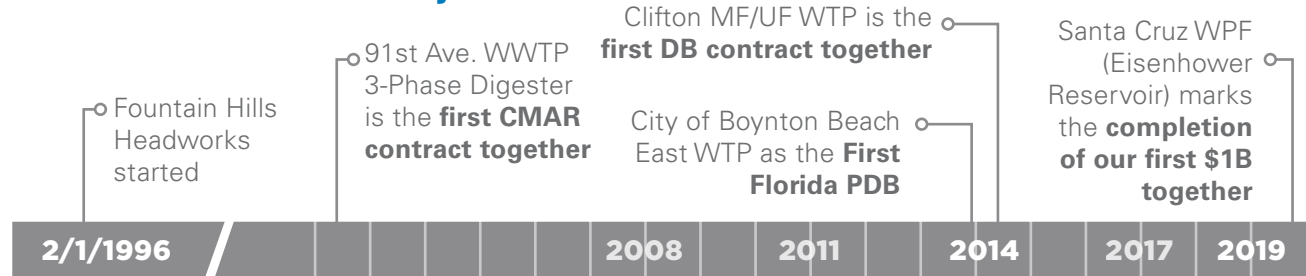
Our performance as a design-builder has been recognized through multiple project awards granted by the Design-Build Institute of America, and the American Council of Engineering Companies.

## 4.2 List of DB Projects

PCL and Carollo have a long history of delivering projects. To date, we have successfully completed over \$1.5B in alternative delivery, the majority of which are PDB projects. Our history includes two recent PDB projects for the Cities of Boynton and Delray Beach, with a third project just starting, as Boynton Beach has chosen the team to deliver a master lift station project.



### Water-Wastewater Projects



## CELEBRATING 25 YEARS OF WORKING TOGETHER

<p>We have completed</p> <p>&gt; <b>\$1.3B</b></p> <p>together as of Santa Cruz WPF</p>	<p>Largest contract together is</p> <p>&gt; <b>\$198M</b></p>	<p>We have completed</p> <p>&gt; <b>\$384M</b></p> <p>in alternative delivery together</p>
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### Our Experience by the Numbers

**68**  
Projects **Carollo and PCL** have delivered together.

**23**  
**Awards** received by **Carollo and PCL** for design and construction.

**1**  
Based on ENR data, Carollo is **the largest US** Engineering firm **focused exclusively on W/ WW.**

**5,300**  
PCL and Carollo **total staff** available.

**\$700M+**  
**In equipment available** to meet any project demand.

**#15**  
Based on ENR data, PCL is the 9th largest **US** General Contractor.

## 4.3 Failure to Complete DB Projects

Please note that PCL Construction, Inc. neither has been terminated due to failure to perform nor has it failed to complete work it has been contracted to perform.

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

# The PCL DB Team Relevant Experience

a.b. Client/Contact/  
Project Name/Location

c. Facility Size/  
Type

d. Est. Lifespan

e. Developer  
Identification

g. Completion  
Schedule

h. Project  
Financing

i. Budget

## Alternative Delivery – PDB, Prog Design-Build Finance (PDF), Const Manager at Risk (CMAR)

<b>Ion Exchange and East WTP Improvements (PDB) – City of Boynton Beach, FL</b>	24 MGD / WTP	50 yrs	PCL/CE**	5/17	PF	\$8.8M
<b>North Lee County WTP (PDB) – Lee County, FL</b>	15 MGD / WTP	50 yrs	CE	9/11	PF	\$17M
<b>Tesla WTP (PDB) – San Francisco Municipal Transportation Agency, CA</b>	315 MGD / WTP	50 yrs	PCL	10/12	PF	\$113M
<b>South Central Regional WWTP Aeration (PDB) – SCRWTDB, FL</b>	36 MGD	50 yrs	PCL/CE	1/21	PF	\$12.6M
Central District WWTP Oxygen Prod. (PDB) – Miami-Dade County, FL	143 / WWTP	50 yrs	PCL	2/22	PF	\$58M
Longmont WWTP Ammonia & Biosolids (PDB) – City of Longmont, CO	NA / WWTP	50 yrs	PCL/CE	1/17	PF	\$39M
<b>Clifton Microfiltration \ Ultrafiltration WTP (PDB) – Clifton Water District, CO</b>	12 MGD / WWTP	50 yrs	PCL/CE	1/15	PF	\$13M
Handcox WTP (CMAR) – City of Austin, TX	50 MGD / WTP	50 yrs	CE	1/15	PF	\$421M
<b>SWA Waste-to-Energy Plant and Visitor's Center</b>	1M tons Solid Waste	50 yrs	SO	6/15	PF	\$670M
GT Lohmeyer Oxygen Replacement (CMAR) – City of Fort Lauderdale, FL	50 MGD / WWTP	50 yrs	PCL	3/23	PF	\$17M
Lift Station 317 Upgrade (PDB) – City of Boynton Beach, FL	3.5 MGD / WW	50 yrs	PCL/CE	6/23	PF	\$2M
Reclaim System Improvements (PDB) – City of Boynton Beach, FL	15 MGD / Pipes, PS	50 yrs	CE	6/26	PF	\$10M
SFWM D Okeechobee Field Station (PDB) – SFWM D, Okeechobee, FL	90K sqft / Admin Bldg	50 yrs	PCL	4/22	PF	\$33M

## P3s

<b>I-4 Connector/Selmon Crosstown (P3) – Florida Department of Transportation, ST</b>	Interchange / roadway	50 yrs	PCL	10/14	DBBF	\$468M
University Housing (P3) – Palm Beach Atlantic University, FL	Housing / 163,000 ft <sup>2</sup>	60 yrs	P	9/20	PDBF	\$41M
Emory Proton Treatment Center (PDBF OM) – Emory Healthcare Inc.	Medical / 107,500 ft <sup>2</sup>	50 yrs	P	10/18	PDBF	\$225M
Student Housing (P3) – Lynn University, FL	Housing / 112,000 sqft	60 yrs	P	9/22	PDBF	\$41M
Winnipeg BRT (Civil Piping and Pump Stations) – City of Winnipeg, ON, Canada	4.72 mi / Bus Rapid Transitway - PS	75 yrs	PCL	8/21	DBFM	\$287M
LAX ConRAC – City of Los Angeles, CA	6.6M ft <sup>2</sup> / Rent-a- Car Facility	28 yrs	PCL	3/23	DBFOM	\$2B
Energy Services Acquisition Project – Public Works and Government Services – Canada	280,000 ft <sup>2</sup> Energy Mods.	30 yrs	PCL	10/ 25	DBFOM	\$2.5B
Stoney Compressed Natural Gas Bus Storage and Transit Facility – City of Calgary, Alberta, Canada	476,000 ft <sup>2</sup> / Public Energy Modernization	50 yrs	PCL	1/19	DBFM	\$375M
Southwest Rapid Transitway & Pembina Highway Underpass – City of Winnipeg, Canada	7.6KM / Bus Rapid Transitway	75 yrs	PCL	10/19	DBFM	\$600M
Corner Brook Acute Care Hospital Project – Western Reg. Health Authority, Canada	600,000 ft <sup>2</sup> Hospital	50 yrs	PCL	10/23	DBFM	\$1.4B
Billy Bishop Airport Pedestrian Tunnel - Arup Canada, Inc., Toronto, Ontario, Canada	Tunnel / 790 Ft	50 yrs	PCL	11/15	DBFM	\$100M
Hurontario LRT - Operational Maintenance & Storage Facility (OMSF) - Mobilinx Hurontario, Brampton, Ontario, Canada	Maintenance Facility/115,450 sqft	50 yrs	PCL	4/22	DBFM	\$102M

## Traditional Design Bid-Build / Other

<b>Lake Manatee WTP Filter Upgrade – Manatee County, FL</b>	84 MGD / WTP	50 yrs	PCL/CE	2/22	PF	\$52M
<b>Riverside Regional WWTP Phase 1 Expansion – City of Riverside, CA</b>	26 MGD / WWTP	50 yrs	PCL/CE	9/17	PF	\$222M
Blacks Ford Water Reclamation Facility Ph 4 – JEA, FL	6 MGD / WRF	50 yrs	PCL	9/19	PF	\$56M
San Juan Chama WTP – San Bernalillo County Water Utility Authority, NM	92 MGD / WRF	\$212M	PCL	11/9	PF	\$212M
Jordan Basin WRF – South Valley Sewer District, UT	15 MGD / WRF	\$121M	PCL	1/13	PF	\$121M

\* Due to constraints contact information provided upon request. | Detailed project summaries follow for projects in bold.

\*\* PCL: PCL Construction (Prime) / CE: Carollo Engineers (Design) / P: Provident (Financing) / SO: Song + Associates (Architect)

All monetary values are in country currency values.





**PROGRESSIVE DESIGN-BUILD**  
**Color Removal Treatment for the**  
**Boynton Beach East WTP**

*City of Boynton Beach, FL*

**Project Description**

The City of Boynton Beach selected the PCL/Carollo Design-Build team for their Ion Exchange Improvements as part of their East WTP Improvements project. The City's East WTP uses the highly colored, local surficial aquifer as a raw water source for its lime softening WTP. To remove color, the magnetic ion exchange (MIEX) process was implemented, applying an innovative use of bypass flows to increase the WTP plant rating by an additional 20 percent without the cost of additional softening basins.

Under a PDB delivery, the project team designed and constructed a 16-mgd MIEX treatment process. To expedite delivery, the team procured permits as the work progressed; prepurchased major equipment; and used pre-engineered systems. The project was successfully designed, built by the PCL/Carollo Design-Build team.

**2a. Client name, Contact Information**

**City of Boynton Beach**  
**Joe Paterniti, Utilities Director**  
 100 E. Boynton Beach Blvd,  
 Boynton Beach, FL 33435  
 P: 561.742.6423  
 E: paternitij@bbfl.us

**2b. Project Location**

**Color Removal Treatment for the East WTP Improvements**  
 124 E. Woolbright Road  
 Boynton Beach FL 33435

**2c. Type of Facility, Size, and Intended Use**

Water Treatment Plant | 16 mgd |  
 Color removal for drinking water

**2d. Useful Lifespan of Facility**

50 Years

**2e. Key Firms / Key Personnel**

**Liz Fujikawa** Design Manager & Project Manager [ Carollo ]  
**Leonard Rago** Chemical Engineer [ Carollo ]  
**Joel Smason** Structural Engineer [ Carollo ]  
**Chad Green** HVAC [ Carollo ]  
**Todd Palmatier** Construction Manager (PCL)  
**Mauricio Ramos** Design-Build Manager (PCL)

**2g. Development/ Construction Timeline**

**Proposer Selection:** 04/2015  
**Study:** 04/15 to 05/15  
**Design:** 05/15 to 11/2015  
**Construction:** 07/2014 to 05/2017  
**Current Project Phase Status:** In use

**2i. Project Budget and Schedule**

**Project Budget:** \$18M  
**Change Orders:** N/A  
**Final Cost:** \$11M

Actual Completion Date: 05/2017  
 Scheduled Completion Date: 05/2017  
*Working closely with the City during the pre-construction phase, the team agreed to co-locate the Ion Exchange Facility at the East Plant. Utilizing the new design, the PCL-Carollo team was able to significantly reduce the final cost by approx. \$7M without a commensurate reduction in quality and/or operational efficiency.*

**2h. Approach to Finance Project**

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.



DBIA 2019 National Award Merit



Ground breaking ceremony with City staff

➤ The Boynton Beach IX Resin Plant and the East WTP Upgrades Project Received the **DBIA'S 2019 NATIONAL AWARD MERIT | WATER/WASTEWATER**



▶ PROGRESSIVE DESIGN-BUILD

# Aeration & Capacity Improvements at the South Central Regional WWTP

2

City of Delray Beach, FL

## Project Description

The South Central Regional Wastewater Treatment and Disposal Board (SCRWWTDB) selected the PCL/Carollo Design-Build team to rehabilitate their aging aeration system and inexpensively increase treatment capacity, with low energy use equipment that would generate operational cost savings to fund future improvements.

The team used innovative approaches to find and make use of hidden capacity, discovered by simply raising the sidewater depth in the aeration basin and created by addition of a low cost selector zone to improve settling and reduce overload of the tertiary filters. Major project challenges that were overcome included maintaining plant capacity and production during construction and eliminating impacts on the neighborhood.

### 2a. Client name, Contact Information

**City of Boynton Beach**  
**Colin Groff, Former Assistant City Manager Public Services**  
 100 E Ocean Ave  
 Boynton Beach, FL 33435  
 P: 904.759.8930  
 E: cdgroff@bellsouth.net

### 2b. Project Location

**Aeration & Capacity Improvements at the South Central Regional WWTP**  
 1801 N. Congress Avenue  
 Delray Beach, FL 33445

### 2c. Type of Facility, Size, and Intended Use

Water Treatment Plant | 30 mgd | Wastewater treatment

### 2d. Useful Lifespan of Facility

50 Years

### 2e. Key Firms / Key Personnel

**Todd Palmatier** Project Manager [ Carollo ]  
**Andrew Hogan** Construction Manager [ PCL ]  
**Liz Fujikawa** Design Manager [ Carollo ]  
**Norman Anderson** SCADA [ Carollo ]  
**Joel Smason** Structural Engineer [ Carollo ]  
**Chad Green** HVAC [ Carollo ]

### 2g. Development/ Construction Timeline

**Proposer Selection:** 04/2015  
**Study:** 12/2016 to 10/2017  
**Design:** 04/2018 to 02/2019  
**Construction:** 02/2018 to 06/2021  
**Current Project Phase/Status:** Complete

### 2i. Project Budget and Schedule

**Project Budget:** \$14.6M  
**Change Orders:** -\$2.0M  
**Final Cost:** \$12.6M  
 Actual Completion Date: 06/2021  
 (Difference due to owner-added scope)  
 Scheduled Completion Date: 01/2021

## 2h. Approach to Finance Project

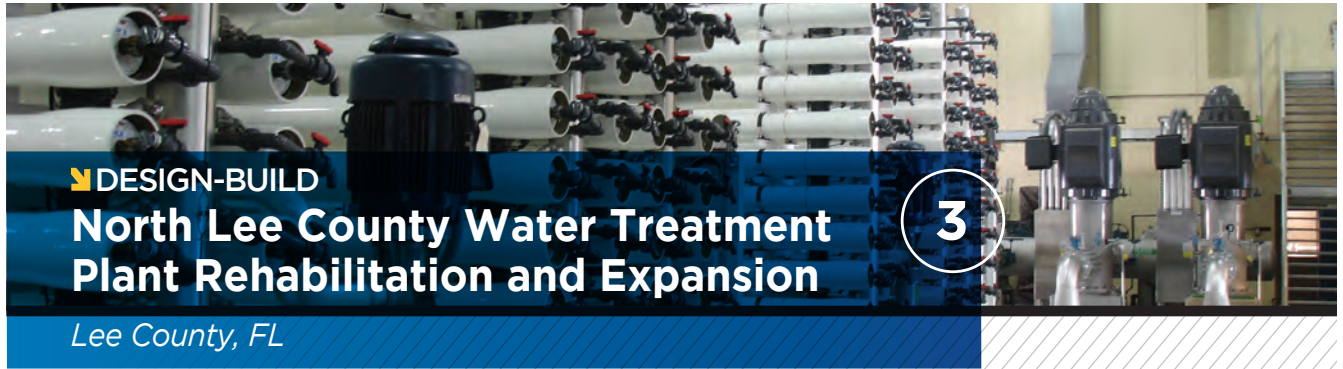
**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.



The PCL/Carollo Design-Build team delivered innovative, cost-saving solutions to the City of Delray Beach.

▶ Hidden capacity was discovered by raising the side water depth in the aeration basin, realizing a **9% OXYGEN TRANSFER GAIN FOR SUBSTANTIAL ENERGY SAVINGS.**



### Project Description

The North Lee County RO WTP (NLC WTP) was constructed in response to the need for additional capacity in the Lee County Utilities' (LCU) northern service area. LCU quickly began facing unsurmountable challenges stemming from increasing TDS values that far surpassed projections, resulting in the inability to meet nameplate capacity. LCU turned to Carollo to provide design and construction phase services for the design-build delivery of major renovations to and expansion of this facility to 10-mgd.

Carollo conducted an RO pilot study and based on the results, designed new RO feed pumps, increasing the pump sizes from 75 to 250 HP and redesigned the existing and new RO trains to reduce feed pressure. An innovative turbine assisted motorized interstage booster pump was included in both the new and rehabilitated RO train designs to recover wasted energy from the concentrate stream. Reliability concerns were addressed by improving the control and chemical feed systems, eliminating sulfuric acid and providing enhanced sulfide removal by adding carbonic acid to the degasifier feed water.

#### 2a. Client name, Contact Information

**Lee County Utilities**  
**Hank Barraso, Utilities Operations Manager**  
 7401 College Parkway  
 Fort Myers, FL 33907  
 P: 239.567.2182  
 E: Fbarraso@leegov.com

#### 2b. Project Location

**North Lee County Water Treatment Plant Rehabilitation/ Expansion**  
 18250 Durrance Road  
 North Fort Myers, FL 33917

#### 2c. Type of Facility, Size, and Intended Use

Water Treatment Plant | 10 mgd | Reduce TDS values and increase capacity

#### 2d. Useful Lifespan of Facility

50 Years

#### 2e. Key Firms/ Key Personnel

**Bob Cushing** Water Delivery Design [ Carollo ]

#### 2g. Development/ Construction Timeline

**Proposer Selection:** 09/2009  
**Study:** 01/2010 to 03/2010  
**Design:** 03/2010 to 10/2010  
**Construction:** 10/2010 to 08/2011  
**Current Project Phase Status:** Completed

#### 2i. Project Budget and Schedule

**Project Budget:** \$18.5M  
**Change Orders:** -\$1.5M  
**Final Cost:** \$17M  
 Actual Completion Date: 08/2011  
 Scheduled Completion Date: 03/2011

#### 2h. Approach to Finance Project

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.

As a testament to Carollo's performance on this award winning project, Lee County hired Carollo once again in 2020 to expand the plant from 10 to 15 mgd.



► The North Lee County WTP Rehabilitation and Expansion was the recipient of **FLORIDA SECTION DBIA'S 2012 AWARD FOR WATER/WASTEWATER PROJECTS**



## Project Description

The Clifton Water District’s Charles A Strain conventional water treatment plant utilized shallow media filters to treat clarified Colorado River water. The media filters were in need of an upgrade to meet Colorado state standards and to improve feed water quality to the District’s reverse osmosis-based softening system. The District selected to retrofit their 1980s plant with ultrafiltration membranes to achieve these water quality goals.

This project consisted of a \$15 million renovation of the WTP to provide 12 mgd of increased capacity. This GMP-based PDB project by Carollo/PCL utilized 3D design and collaboration with the District to maximize the benefits of the PDB process. In a single 9-month low demand season, the team decommissioned the existing media filters and installed the membrane system in time to meet the District’s summer demands. Work included procurement of an open platform membrane system design, preliminary design, final design, and construction phase-services.

### 2a. Client name, Contact Information

**City of Clifton**  
**Dale Tooker, Manager**  
 510 34 Road  
 Clifton, CO 81520  
 P: 970.434.7328  
 E: dtooker@cliftondistrict.org

### 2b. Project Location

**Charles A. Strain Water Treatment Plant Rehabilitation**  
 510 34 Road  
 Clifton, CO 81520

### 2c. Type of Facility, Size, and Intended Use

Water Treatment Plant | 12 mgd | Water treatment plant

### 2d. Useful Lifespan of Facility

50 Years

### 2e. Key Firms / Key Personnel

**Chad Green** Mechanical [Carollo ]

### 2g. Development/ Construction Timeline

**Proposer Selection:** 11/2013  
**Study:** 12/2013 to 01/2014  
**Design:** 01/2014 to 07/2014  
**Construction:** 08/2014 to 05/2015  
**Current Project Phase/Status:** Completed

### 2i. Project Budget and Schedule

**Project Budget:** \$15M  
**Change Orders:** -\$2M  
**Final Cost:** \$13.1M  
 Actual Completion Date: 05/2015  
 Scheduled Completion Date: 09/2015

## 2h. Approach to Finance Project

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.

*“The Carollo Engineers-led DB process and team was pivotal to the success of the project. The DB approach with Carollo Engineers teamed with PCL Construction ensured the success of the project. Our project came in 10% (\$1,600,000) under our original estimates, took 14 months from 40% design to completion and as a result of utilizing an open platform concept for membrane procurement, membrane unit prices were 28% below industry averages.”*

~Dale Tooker, Manager, Clifton Water District



➤ The Clifton Water District Micro/UF Water Treatment Plant was the recipient of the **ENR | REGIONAL BEST PROJECTS | 2016 AWARD OF MERIT: WATER/ ENVIRONMENT**



DESIGN-BID-BUILD

# Lake Manatee Water Treatment Plant Filter Upgrade

5

Manatee County, FL

## Project Description

The 54-mgd membrane filtration retrofit of media filters at Lake Manatee WTP represents Florida’s largest planned low-pressure membrane facility and the largest planned ultrafiltration retrofit in the United States. The project involves retrofitting membranes in the existing filter building and constructing new chemical building and neutralization facilities.

The membrane pumping design included a partial siphon operation that minimizes energy use. The design approach carefully considered constructability and specified requirements to seamlessly phase in new facilities to minimize impact to the existing plant’s ability to produce water. Carollo is also providing construction management services for this project.

### 2a. Client name, Contact Information

**Manatee County**  
**Mark Simpson, Deputy Director Utilities**  
 4410 66th Street West  
 Bradenton, FL 34210  
 P: 941.708.7450, Ext. 5258  
 E: mark.simpson@mymanatee.org

### 2b. Project Location

**Lake Manatee Water Treatment Plant Filter Upgrade**  
 17915 Water Line Service Road  
 Bradenton, FL 34212

### 2c. Type of Facility, Size, and Intended Use

Water Treatment Plant | 54 mgd | Water treatment plant

### 2d. Useful Lifespan of Facility

50 Years

### 2e. Key Firms / Key Personnel

**Robert Cushing** Project Director [ Carollo ]  
**Chad Green** Mechanical [Carollo ]  
**Len Rago** Chemical Systems [Carollo ]  
**Joel Smason** Structural [Carollo ]

### 2g. Development/ Construction Timeline

**Proposer Selection:** 02/2012  
**Study:** 03/2012 to 03/2013  
**Design:** 05/2014 to 10/2018  
**Construction:** 07/2019 to 03/2022  
**Current Project Phase/Status:** Construction Phase

### 2i. Project Budget and Schedule

**Project Budget:** \$50M  
**Change Orders:** \$1,123,755  
**Final Cost:** On budget  
 Actual Completion Date: On schedule  
 Scheduled Completion Date: 03/2022

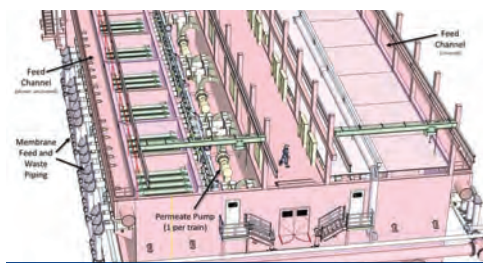
### 2h. Approach to Finance Project

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.



New chemical building with ancillary systems



UF membrane retrofit in the existing filter building

➤ Carollo provided procurement and design for the LMWTP UF retrofit, which represents **FLORIDA'S LARGEST PLANNED LOW-PRESSURE (UF/MF) MEMBRANE FACILITY**



DESIGN-BID-BUILD

# Riverside Regional Water Quality Control Plant Phase 1 Expansion

6

Riverside, CA

## Project Description

The Riverside Water Quality Control Plant (RWQCP) was expanded and retrofitted to produce high-quality effluent water and increase the plant's efficiency. Prior to this project, the RWQCP consisted of two separate treatment plants and one common tertiary filtration plant. PCL converted the traditional wastewater treatment facility to a 26-mgd membrane bioreactor facility, which included retrofitting an existing activated train. Construction included a new storm water equalization basin, new clarifiers, and conversion of 12 secondary clarifiers to a submerged ultrafiltration MBR basin. Construction of the solids handling facility included upgrades to two existing digesters, two new 2-MG digesters, new gas flares, TWAS disintegration facility, FOG receiving and processing station, digester control building, and digester gas storage. The solids handling facility included installation and start-up of one 9,000 SCFM, 500-HP blowers and fine bubble aeration diffusers. The MBR facility included installation of six additional 300-HP high speed turbo blowers. A total of eight pumps ranging from 5-75 HP were installed. The biogas produced by the digesters provides some of the power needed to run the facility. PCL also retrofitted the existing administration building and added approximately 2,000 square feet of space.

### 2a. Client name, Contact Information

**City of Riverside**  
**Kevin Goodwin, Construction Manager**  
 3900 Main Street, 6th Floor  
 Riverside, CA 92522  
 P: 951.452.7538  
 E: KGoodwin@riversideca.gov

### 2b. Project Location

5940 Acorn Street  
 Riverside, California 92504

### 2c. Type of Facility, Size, and Intended Use

Water Quality Control Plant | 26 mgd

### 2d. Useful Lifespan of Facility

50 Years

### 2e. Key Firms / Key Personnel

PCL-Carollo Team

### 2g. Development/ Construction Timeline

**Proposer Selection:** 07/2012  
**Study:** N/A  
**Design:** N/A  
**Construction:** 09/2012 to 09/2017  
**Current Project Phase/Status:** Complete

### 2i. Project Budget and Schedule

**Project Budget:** \$198.5M  
**Change Orders:** \$23.2M  
**Final Cost:** \$221.7M  
**Actual Completion Date:** 09/2017  
**Scheduled Completion Date:** 09/2017

## 2h. Approach to Finance Project

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.



New Primary and Secondary Clarifiers



Primary Clarifiers during cover installation

THE PLANT IS THE THIRD LARGEST MBR RECLAMATION FACILITY IN THE AMERICAS AND THE 13TH LARGEST WORLDWIDE. IT IS ALSO THE 5TH LARGEST ACTIVE SUEZ/GE INSTALLATION WORLDWIDE.

CITY OF RIVERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES



### Project Description

At 315 mgd, the Tesla facility is one of the largest UV disinfection drinking water plants in North America. The campus-style facility combines a UV water treatment facility, 3,200 feet of 48- to 144-inch buried steel pipe, chemical storage building, operations building, chemical injection facilities, large valve vault, tanks, and other support structures. The project included isolation valves and piping to divert SJPL flow to the new treatment facility; large-diameter piping and valves located within the treatment facilities; a single discharge pipeline to tie back into the existing SJPL; a disinfection building housing 12 UV reactors, cleaning equipment, and ancillary equipment; and an office, laboratory, control facilities, emergency engine generators, site security-related improvements, and access road improvements.

#### 2a. Client name, Contact Information

**San Francisco Municipal Transportation Agency**  
**Bijan Ahmadzadeh, Division Deputy for Construction (formerly with San Francisco Public Utilities Agency)**  
 1 South Van Ness, 3rd Floor  
 San Francisco, CA 94103  
 P: 415.271.0951  
 E: bijan.ahmadzadeh@sfmta.com

#### 2b. Project Location

9000 West Vernalis Rd  
 Tracy, CA 95377

#### 2c. Type of Facility, Size, and Intended Use

UV Water Treatment Facility | 315 mgd |  
 Water Treatment Facility

#### 2d. Useful Lifespan of Facility

50 Years

#### 2e. Key Firms / Key Personnel

PCL and SFPUC

#### 2g. Development/ Construction Timeline

**Proposer Selection:** 04/2015  
**Study:** N/A  
**Design:** 09/2008 to 01/2010  
**Construction:** 03/2009 to 10/2012  
**Current Project Phase/Status:**  
 Complete

#### 2i. Project Budget and Schedule

**Project Budget:** \$81.4M  
**Change Orders:** \$6.2M  
**Final Cost:** \$87.6M  
 Actual Completion Date: 10/2012  
 Scheduled Completion Date: 10/2012

### 2h. Approach to Finance Project

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

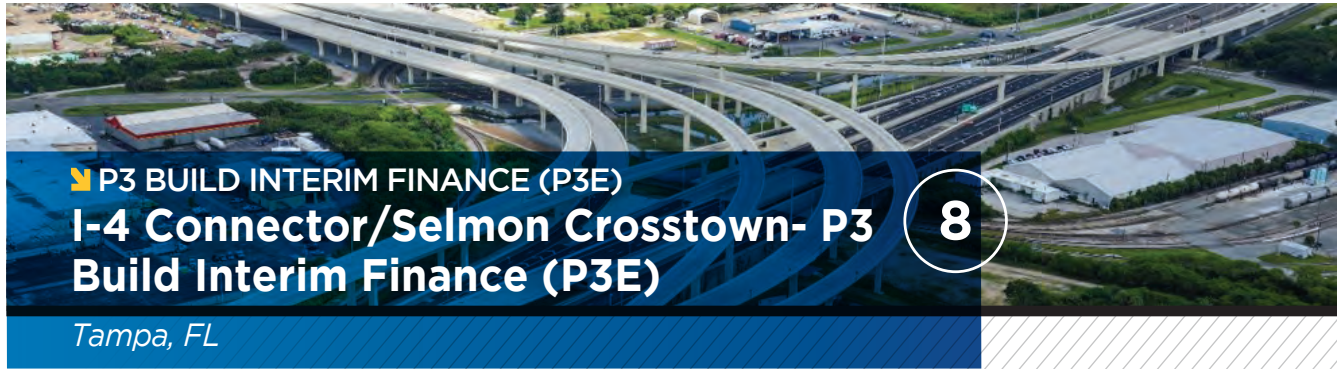
This was a publicly funded project, no financing was required by our team.



Our advanced CFD modeling predicted performance prior to prototype validation.

▶ **THIS PROJECT WAS AWARDED THE ENGINEERING EXCELLENCE HONOR AWARD IN 2014.**





▶ P3 BUILD INTERIM FINANCE (P3E)

# I-4 Connector/Selmon Crosstown- P3 Build Interim Finance (P3E)

8

Tampa, FL

## Project Description

The I-4/Lee Roy Selmon Expressway Interchange is a limited-access interchange and it serves as a toll road connecting I-4 and Lee Roy Selmon Expressway for traffic routing to the Port of Tampa. It is an elevated connection that extends from I-4 to the Lee Roy Selmon Expressway another PCL constructed project. In total, there were 23 bridges constructed of precast segmental, steel and AASHTO girders. Also on the project is an open road toll gantry that allows tolls to be collected electronically at highway speeds. The facility is an elevated roadway that includes a series of separate ramps / flyovers. There are twelve segmental and eleven concrete girder bridges. PCL self-performed the structural concrete including precasting and erecting the segmental structures. The project included a first of its kind with FDOT, with PCL bringing over \$150M in private financing to accelerate the project timeline.

### 2a. Client name, Contact Information

Florida Department of Transportation, District 7 (FDOT)  
**Conrad Campbell, District Construction Engineer** 16411 11201 N. McKinley Drive  
 Tampa, FL 33612  
 P: 813.975.6294  
 E: conrad.campbell@dot.state.fl.us

### 2b. Project Location

Tampa, Florida

### 2c. Type of Facility, Size, and Intended Use

Complex Segmental Bridge Interchange

### 2d. Useful Lifespan of Facility

50 years

### 2e. Key Firms / Key Personnel

**Jim Holtje** Lead Estimator

### 2g. Development/ Construction Timeline

**Proposer Selection:** 08/2009

**Study:** N/A

**Design:** By others

**Construction:** 03/2010 to 09/2013

**Current Project Phase/Status:** Completed

### 2i. Project Budget and Schedule

**Project Budget:** \$389,463,750

**Change Orders:** \$37,186,904

**Final Cost:** \$426,650,654

Actual Completion Date: 09/2013

Scheduled Completion Date: 09/2013

## 2h. Approach to Finance Project

**Finance Source:** Equity, and DOT availability payments | **Transaction Structure:** Build, finance | **Debt and Equity:** \$180m credit facility supported by 4 financial institutions.



South Interchange of I-4 Connector Facility

▶ THIS PROJECT WAS ONE OF THE FIRST P3 PROJECTS DELIVERED BY FDOT.







DESIGN-BUILD  
**SWA Waste-to-Energy Plant and Visitor's Center**

West Palm Beach, FL

**Project Description**

The Solid Waste Authority (SWA) of Palm Beach County expanded its award-winning solid waste management system at the Palm Beach County Renewable Energy Park, adding a new waste-to-energy (WTE) facility—the first of its kind to be built in the United States in more than 15 years and the most advanced and cleanest waste-to-energy power plant in North America. The plant processes one million tons of municipal solid waste per year and generates enough electricity to power 56,000 homes and businesses. The plant's reduced emissions will be the lowest of any solid waste renewable energy facility in the United States.

Song + Associates was selected to provide the architectural aesthetic design of the entire plant and to design the Waste-to-Energy Education and Visitor Center. Interactive exhibits educate children and adults about the impacts of our solid waste and importance of recycling. A skybridge connects the Visitor's Center to the plant providing safe public viewing. The Center is certified LEED Platinum; the highest certification a structure can receive. The SWA's Renewable Energy Facility 2 is a \$672,000,000, state-of-the-art waste-to-energy facility. The project was completed through a design-build process followed by an operations and maintenance contract with the same development team.

**2a. Client name, Contact Information**

**Solid Waste Authority**  
**Ramana Kari, Chief Engineer**  
 7501 N. Jog Road  
 West Palm Beach, FL 33412  
 P: (561) 640-4000 ext: 4610  
 E: rkari@swa.org

**2b. Project Location**

West Palm Beach, FL

**2c. Type of Facility, Size, and Intended Use**

Waste-to-Energy Power Generation plant processes 1,000,000 tons of solid waste per year generating 95 mw of electricity.

**2d. Useful Lifespan of Facility**

Through 2045 and beyond.

**2e. Key Firms / Key Personnel**

Song + Associates, Inc. | Architect for Plant Exterior and Visitor Center  
**Youn Lee** Senior Designer

**2g. Development/ Construction Timeline**

**Project Award:** 04/2011  
**Construction Start:** 11/2012  
**Plant Operations Began:** 07/2015

**2i. Project Budget and Schedule**

**Project Budget:** \$670M  
**Change Orders:** -\$150K  
**Final Cost:** \$670M  
 Actual Completion Date: 06/2015  
 Scheduled Completion Date: 07/2015

**2h. Approach to Finance Project**

**Finance Source:** N/A | **Transaction Structure:** N/A | **Debt and Equity:** N/A

This was a publicly funded project, no financing was required by our team.



**THIS PROJECT ACHIEVED LEED PLATINUM CERTIFICATION FOR ITS VISITOR EDUCATION CENTER.**



CITY OF RIVERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

TAB 5

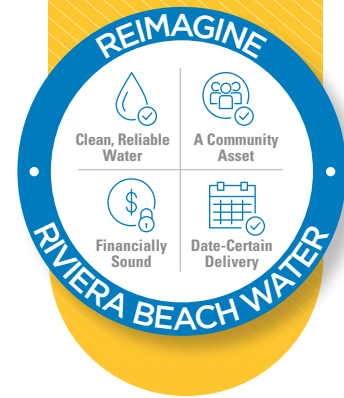
# FINANCIAL CAPACITY, VIABILITY, AND PLAN

// Provident's partnership with Howard University spans nearly a decade. Among the most impressive attributes of their leadership style and team approach is the focus on infusing our unique mission and culture in all of our joint initiatives."

- **Anthony Freeman,**  
**Howard University, DC**

5 // FINANCIAL CAPACITY, VIABILITY, AND PLAN

# We Can Help You Finance Your Project!



## 5.1 Typical Financing Model

### Public Projects with Private Finance Funding Sources

To provide the necessary financing for the project, PCL has partnered with Provident Resources Group Inc. (Provident), a national 501(c)(3) non-profit, to serve as the lead financing partner for the project. Through its charitable mission of lessening the burdens of government, **Provident provides access to cost-effective, long-term tax-exempt financing to make essential projects like the District's a reality.** Provident is arguably the largest and most well-known non-profit in this space, bringing 22 years of proven market access in Florida and around the country to the District's exciting new project. Provident has accessed roughly \$5 billion in funding for its clients, partnering with the market's preeminent investment banking partners to enhance certainty of execution. For RBUD's financing, the PCL design-build team has brought in Citigroup Global Markets (Citi) to ensure access to the broadest subset of institutional investors possible and therefore the lowest cost of funds, minimizing ongoing expense to RBUD and its customers.

### Our Model for Successful Financing

Provident's non-profit model utilizes a combination of long-term tax-exempt and in certain cases, a limited amount of taxable financing to fund up to 100% of the costs of its projects and provide for certain reserves required by the municipal market. This financing structure includes the creation of a Special Purpose Entity (SPE) by Provident and dedicated solely to each project. The Provident SPEs are deemed disregarded entities for federal tax purposes and therefore qualify as non-profit, exempt organizations under Section 501(c)(3) of the Code with the ability and authority to develop each project.

Through a ground lease with Provident's public partner(s), each SPE serves as the Owner and Borrower for the financing to facilitate the development of the project. It borrows the necessary funds in tax-exempt (with potential for a limited amount of taxable) revenue bonds, usually payable over 25 to 35 years, in one or more series, through a conduit bond issuing authority. For the RBUD's project, Provident anticipates forming **"Riviera Beach Water Reimagined, LLC"** to serve as Owner/Borrower, providing access to this cost-effective financing structure and mitigating key risks to the City and the District.

### Fundamental Economic Benefits of Provident's Financing and Ownership Structure

- Access to TAX-EXEMPT FINANCING, providing a low cost of capital versus available alternatives.
- Provides the local community access to our FAST-TRACK PAY approach putting cash in the pockets of qualifying firms FASTER.
- Thanks to Provident's non-profit status, PROFIT MOTIVATION IS REMOVED FROM THE EQUATION, minimizing financing costs and, therefore, permitting the maximum amount of capital to minimize the cost to the District.
- Subject to local law, securing or retaining property tax exemption on improvements.
- Riviera Beach takes ownership of asset upon full debt repayment.
- Financing structure that MINIMIZES BALANCE SHEET AND CREDIT RATING IMPACTS on the City and the District, freeing up financial resources for other essential City services and improvements.

# 5.2a Our Plan for Financing the Project

## Our Approach to Financing Your Project and the Financial Benefits this Plan Provides

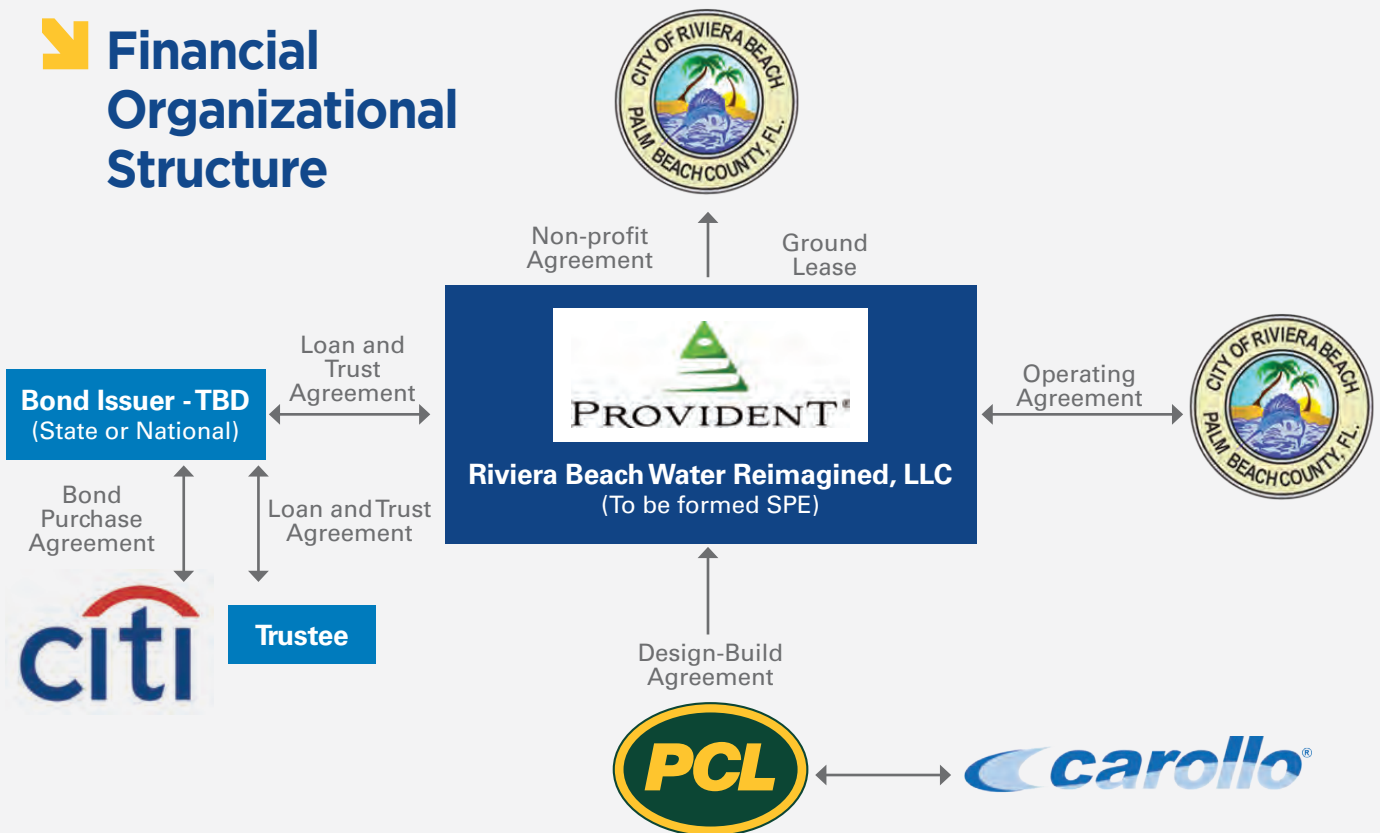
Under the non-profit 501(c)(3) financial structure option, Provident, working in partnership with Citi as our underwriter, would issue tax-exempt debt for financing the project through a Florida conduit issuer. Through its non-profit status, **Provident would also be eligible to directly receive State Revolving Funds (SRF) funding** as well as grants to reduce the cost of the system for the user. Under this scenario, Provident would be the contracting entity responsible entity for the project.

Phase 2 design-build contracts (assignable from Phase 1 between RBUD and PCL) would be made between Provident and PCL, while executing an operating agreement directly with the District. **This operating agreement would allow the District to maintain operational control of the assets financed**, remaining the trusted service provider to its customers and allowing the new WTP to fit seamlessly into its portfolio of services made available to residents of Riviera Beach.

Rates and charges, as well as assessments would flow through the RBUD directly to the Provident 501(c)(3). **At the end of the contract period, the assets could be turned over to the RBUD and/or the management contract could be extended.**

*“As one of Florida’s most financially strong contractors, PCL provides the City a partner that has the full capacity to deliver your vision. As your partner, PCL can offer interim financing to the City to assist with Phase I costs as well as any bridging funds required until Provident has funding in place. This can free up Riviera Beach dollars to spend on other critical projects without delaying the water treatment plant. Financing is contingent on acceptable securities and mutually agreeable terms and conditions.”*

## Financial Organizational Structure



CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## Riviera Beach Water Reimagined, LLC

While every project is different, the overall structure is, at its core, quite similar. To effectuate the financing, an SPE, **Riviera Beach Water Reimagined, LLC (RBWR)**, will be created for the sole purpose of serving as the Owner and Borrower for the project. This SPE serves as the single contractual counterpart to the City of Riviera Beach, most commonly through a ground lease.

RBWR then enters into a variety of contracts or agreements with third parties to design and build the facilities financed. These agreements, in particular the operating agreement, must be structured to fit several requirements of the IRS, which will be covered in further detail shortly.

At the same time, RBWR will engage a conduit issuer for the bonds to be sold, and a market-accepted underwriter or placement agent to sell these bonds either through a public sale to the municipal market or a private negotiation with select **Qualified Institutional Buyers (QIBs)**. For purposes of this undertaking, as noted above, our team has partnered with Citi, one of the municipal market's most prominent participants in Florida and around the country, to bring this financing to market, provide certainty of execution, and efficient distribution of our bonds.

Institutional investors make tax-exempt investments to fund the entire capital required for construction of the assets. The bonds are long-term fixed rate obligations, maturing over a 30-year period, **providing budgetary certainty for the life of the financing**. Additionally, these fixed rate obligations are issued prior to construction, avoiding future interest rate and market access risks associated with a short-term bridge or construction loan. **Expenses incurred by RBUD prior to bond issue, such as work in Phase 1 of the agreement, can also be reimbursed from proceeds of the debt offering.**

Repayment of the bonds is supported, in most cases, solely by revenues of the project. **In the case of water assets, the debt will be repaid by a direct pledge of rates and charges from end users.** The tax-exempt nature of the financing and the 501(c)(3) non-profit ownership structure maintain affordability for these end users through the elimination of profit motivation for the private sector, as would be inherent in a private equity financing option.

As we noted, RBWR is created to serve as Owner and Borrower under the 501(c)(3) financing structure. RBWR is created as a Limited Liability Company, the sole member of which is Provident Resources Group. This SPE is the responsibility of a **Board of Managers or Directors** with overall responsibility for business decisions. The Board is appointed by the SPE's sole 501(c)(3) member and usually includes five members, the majority of which are representatives of the SPE's sole member. RBUD, can have up to 20% Board representation to maintain the off-balance sheet accounting treatment.

To maintain public partner and practitioner participation in the operations of the project, a **Project Operating Committee (POC)** is also created, which allows more flexibility in representation. The POC is responsible for developing annual operating and capital budgets and setting rates and charges to meet bond covenants. This POC then makes recommendations on these items to the Board of Managers or Directors.

It should also be noted that **once the non-profit SPE is established, it can qualify for local and state grant and loan programs, which could be used for expansion, system upgrades, etc. Additionally, in many instances, the SPE can also benefit from property tax exemption on the project improvements.**

Any third parties responsible for operating and managing the assets financed for the benefit of the public partner must be compensated under the terms of a **Qualified Management Agreement (QMA)**, as outlined by the IRS in Rev. Proc. 2017-13. For this project, RBUD will operate the facility under an operating agreement with the SPE that meets the standards of a QMA, which should be extremely straightforward given the non-profit nature of the District. In short, 2017-13 states that managers of these assets may not be compensated based on the net profits of the project, nor may their compensation bear the burden of any net losses from operation of the project.

## Progressive Public Private Partnership Process

The project will be implemented using a “progressive” development approach. Based on our understanding, RBUD has approximately \$7M of funding available for the initial work to be completed in the Phase 1 Agreement. PCL would contract directly with RBUD for Phase 1 services which will include preliminary design, cost models, risk assessment, GMP development, etc. However, the agreement would be “assignable” to Provident Resources Group in order for the SPE to be the contracting entity with PCL for Phase 2 services, once the GMP is established and the bond financing is initiated.

PCL and RBUD will then negotiate a Phase 2 Agreement for the specific scope of work identified and agreed upon in Phase 1. Once the Phase 2 Agreement is assigned to Provident and executed, the Provident finance team will procure the appropriately sized tax-exempt bond issue for the project. Once funding is in place, the team can proceed to Phase 2 Services.

### Plan for Financing

#### Financing Task Sequence

To maximize the financial benefit of the 501(c)(3) offering and maintain the project schedule, our team plans to initiate the following required steps beginning at the time of the Phase 1 Interim Agreement starts.

#### Step 1 – RBUD Resolution

RBUD as the “public partner” through its governing body, would be asked to adopt a resolution acknowledging certain findings. The IRS guidelines for 501(c)(3) finance, like any IRS undertaking, are based on facts and circumstances. In our case, the RBUD must make clear that the project being financed is one that the City and/or the District could legally develop, own and operate on its own. RBUD must further acknowledge that they do not want to undertake the project on their own at this time and therefore have asked a non-profit partner to do so for the public benefit under its non-profit mission.

#### Step 2 – Development and Finance Agreement

RBUD would be asked to negotiate and enter into a Development and Cooperation Agreement, which would serve to engage RBWR, through Provident as its sole member, to assist in lessening its governmental burden and/or achieving its economic development goals. This agreement would also outline the procedures for the disposition of the assets for the benefit of the City upon repayment of the bonds.

#### Step 3 – TEFRA Hearing

The public partner would hold a TEFRA (Tax Equity and Fiscal Responsibility Act of 1982) Hearing, which is a hearing mandated by the IRS to provide a reasonable opportunity for interested individuals

to express their views, either orally or in writing, on the issuance of bonds and the nature of the improvements and projects for which the bond funds will be allocated. This is standard practice in the municipal market.

#### Step 4 – Prepare Offering Documents

Upon completion of the first three steps and with the completion of the GMP negotiations, Provident, in partnership with Citi and counsel, will undertake preparation of the bond and offering documents, which outline essential information necessary for investors to make informed decisions related to the financing and to document the various contractual agreements between all parties.

#### Step 5 – Underwriter Review

The underwriter(s) will review the project offering documents, consider the risk, financial benefit and other considerations and provide guidance for finishing the Offering Documents for market advertisement.

#### Step 6 – Underwriting and Financial Close

Once the GMP is negotiated between PCL, RBUD and Provident, bonds will be sold to investors in the municipal market, providing up-front capital for the full value of the project. Financial close will follow the sale, approximately two weeks later.

## Financial Benefits to RBUD

We have already covered many of the reasons this financing alternative is used by public partners. The benefits are significant. The structure can provide for the delivery of essential capital projects without many of the risks associated with a traditional on-balance-sheet approach. The structure can provide for the monetization of existing assets, providing much needed capital for other budgetary needs. Public partners can potentially reduce outstanding debt obligations and free up more “dry powder” for other obligations.

### Primary Benefits to RBUD

- Bonds issued are solely the responsibility of the SPE to be formed by Provident and therefore have little impact on the City or the District’s balance sheet or credit.
- Provident could be entitled to SRF financing and federal/state grants directly for the project helping to reduce your overall capital costs.
- Allows the introduction of a FAST-TRACK PAY approach to help ensure the financial stability of qualifying project businesses.
- Provides for a more stable and consistent management team for oversight of utilities allowing you to have control of your asset.
- Provides rates and charges that are lower compared to other structural options since there is no ongoing profit motivation.
- Structure would not require significant staff or expenses. Provident provides the staff support in consideration for the ongoing asset management fee it receives.
- Transfers financial risks associated with self-supporting or revenue generating assets.
- Risk of project cost overruns beyond the GMP are born by our team.

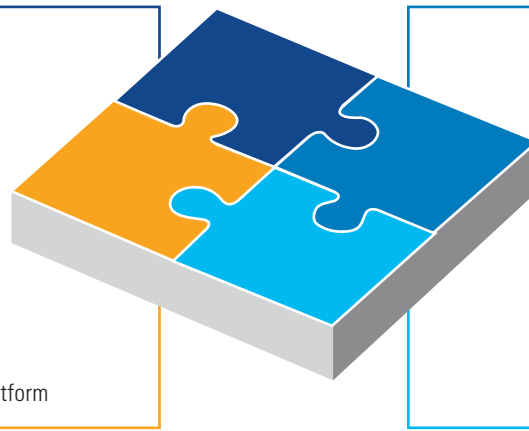
### 501 (c)(3) Finance: Why?

#### Project Delivery

- Meet Essential Capital Needs
- State-of-the-Art Facilities
- Ownership at Debt Repayment
- Accepted Procurement Methods

#### Long-Term Committed Partner

- Efficient Financing Execution
- Asset/Debt Management
- Competitive Fixed Cost of Debt
- Future Expansion or Upgrade Platform



#### Cost-Effective Finance

- Access Tax-exempt Market
- Non-Recourse Debt
- Potential Revenue Share
- Favorable Balance Sheet Treatment

#### Risk Transfer

- Minimize Credit Impact to RBUD
- No Direct Obligation to Repay
- Shift Design, Build and Operations to Third Parties

## 5.2b Brief Description of History and Credentials in Providing this Method of Financing

PCL has partnered with Provident, a widely known and highly regarded non-profit partner with 22 years of experience across the country, including Florida, to provide for this financing platform.

Provident was founded in 1999 and is a nationally certified, non-profit and 501(c)(3), with its corporate office in Baton Rouge. Provident’s core mission is supporting communities across the United

States through the development of state-of-the-art facilities and providing outstanding services that serve Provident’s five key mission areas, one of which is lessening the burdens of state and local governments. Provident’s non-profit status allows it immediate access to the municipal bond market for both tax-exempt and taxable debt.



**Provident has accessed approximately \$5 billion in capital funding for its various missions in 21 states and the District of Columbia, including several projects in Palm Beach County, and maintains over \$3 billion in current assets under management.**

Provident’s pursues opportunities to lessen the burdens of government, making possible the development, financing, construction, management, and operation of public facilities, government buildings, and various systems of public infrastructure essential to delivering government services and supporting economic activity.

**Experienced and Reputable In-House Management**

Provident’s day-to-day activities are directed by a talented management team with over 100 years of combined experience in various project financings and developments. The senior management team is supported by a corporate staff of more than 25 professional and administrative personnel, which include attorneys, financial professionals, CPAs, accountants, IT, and human resources specialists all seasoned in the areas of project financings and developments for public institutions and non-profit organizations.

These resources enable Provident to perform “in-house” all the tasks a responsible and prudent owner would perform in connection with the development and operation of an asset instead of outsourcing many critical functions to unknown third-party service providers.

**Ongoing Provident Services**

Provident takes its role as Owner/Borrower very seriously and is committed to the long-term success of the project. In the spirit of ongoing commitment, Provident maintains an active role throughout the life of its engagement. Following is a summary of the services, duties and responsibilities Provident will provide during both the development and the operating phases of the project:

**Asset Development**

1. Preparation and submittal of project financing application to the qualified conduit bond issuer selected by the project team.
2. Establish organizational and operational structure and prepare related documents for project borrower.

3. Participation in negotiation and preparation of financing and development documents.
4. Assist with information distributed to rating agencies (if applicable) and potential bond investors during the pricing, including participation in investor outreach.
5. Contract with project developer under terms of a project development agreement or the design-builder under a turnkey design-build construction contract.
6. Oversee activities of the developer, design-builder and third-party consultants.
7. Review and approval of all construction draw requests and submission of same to bond trustee for payment in accordance with the project financing documents.
8. Monitor compliance with all financing and development documents.
9. Maintain appropriate books and records relating to project development.



**Asset Management**

1. Monitor compliance with tax and financial covenants.
2. Ensure appropriate financing and operational books and records are maintained.
3. Provide POC support and actively participating in the regular meetings of the POC.
4. Contract with the District for day-to-day on-site operations and ensuring compliance with IRS Rev. Proc. 2017-13 related to Qualified Management Agreements.
5. Review and approval of third-party contracts, as necessary and evaluate performance of independent consultants, if any.
6. Ongoing communication with rating agencies (if applicable) and investors regarding project performance and market conditions.
7. Review and oversight of the preparation of the annual budgets and operating plans.



8. Monitor compliance with annual budgets and operating plans.
9. Review monthly operational reports and evaluation of compliance with all applicable documents relating to the project financing.
10. Engage independent auditor to prepare the annual financial audit of the Provident SPE.
11. Oversee activities of insurance consultant to maintain required coverage(s).
12. Arrange for the calculation and payment of arbitrage rebate payments required to the federal government in connection with the project financing.
13. Disseminate all necessary continuing disclosure and annual certifications required in connection with the project financing.
14. Satisfy all federal tax reporting requirements (Forms 990 and 1099).
15. Review and comment on leases with any retail tenants, if applicable.

## 5.2c Sources of the Proposer’s Capital

Under our proposed financing structure, the capital required to complete the RBUD’s project will be sourced through the tax-exempt, and to a lesser extent taxable, municipal capital markets. **The municipal market is robust, with interest rates hovering near historically low levels.** Our plan of finance contemplates accessing this market through Citi arguably the leading banking partner in the municipal industry, with a long history in the water infrastructure, private-public-partnership (P3) and Florida markets.



- **Citi is a Leader in Financing P3s.** Citi is a leading financier of US P3s and has experience with most major P3s, as well as serving as buy-side and sell-side representative for water sector P3s. Citi has experience with most landmark P3s, including serving as lead lender for the first US managed lanes (SR 91), bookrunner for the first P3 brownfield acquisition (Chicago Skyway), bookrunner for the largest PABs for a P3 (LaGuardia Airport). **With over 90 transactions, Citi has more US P3 financing experience than any other firm.**
- **Commitment to Florida Municipal Finance.** Since opening Citi’s first Florida public finance office in 1984, Citi has consistently ranked as one of the State’s leading underwriters for public municipal public bond offerings. Since 2000, Citi has ranked as the #1 Florida negotiated underwriter, senior managing a total of 622 transactions, resulting in \$52.4 billion, and representing a market share of 18.4%.
- **#1 National Underwriter of Water and Sewer Utility Bonds.** Citi has been the #1 ranked underwriter of water and sewer utility bonds over the past ten years having senior managed over \$35.9 billion of par, \$2.0 billion more than their nearest competitor. **Citi’s Water Infrastructure Finance Group has ranked as the #1 underwriter of negotiated water and sewer bonds since 2011.**
- **#1 Florida Underwriter of Water and Sewer Utility Bonds.** Citi is a leader in providing financial solutions for municipal water districts, agencies, and utilities clients within Florida. Since 2011, Citi has ranked as the #1 Florida utility underwriter, **senior managing 30 Florida utility financings totaling \$2.4 billion in par,** representing a market share of 16.1%.

## 5.2d Information on Non-Profit Entity/Experience Developing and Utilizing SPE’s for Public Funding

By partnering with Provident Resources Group, the PCL design-build team brings the most experienced, non-profit partner in the market. We would refer you to the overview of Provident in **Tab 5; Section 2; Sub-section b** for further information on Provident’s history and qualifications, however we also offer examples of Provident’s experience on the following pages for your reference.

## Provident Example Projects

The examples below and on the following pages, are projects in which Provident financed with a 501(c)(3) financing structure. In each case, through partnership with our public or non-profit partners, we worked to satisfy one of our IRS recognized missions to meet essential community needs. We acknowledge that these example projects do not include traditional public infrastructure such as water treatment assets, as to date the 501(c)(3) structure has not been widely utilized for those purposes. However, we believe use of this proven method by RBUD will create further opportunities for communities to employ this method.



**LYNN UNIVERSITY**

Lynn University –  
**Student Housing Project**  
 Boca Raton, Florida  
**\$40.5 Million**

University Affiliated  
**Student Housing**  
**342 Beds | Financed May 2021**



### Overview

A new 112,370 square foot student housing facility and related common space, located on the campus of Lynn University (Lynn). The project is located on Lynn property and exists exclusively for the benefit of Lynn and its students.

Lynn University is an independent college based in Boca Raton, Florida, founded in 1962. The University educates approximately 3,000 students from nearly 100 countries. The project is located on the University’s core campus, adjacent to the University’s newest residence hall, Perper Residence Hall. Lynn’s main campus consists of 115 tropical acres in Boca Raton, including a variety of on-campus amenities for its growing student body.

Provident Group – LU Properties LLC (Provident SPE), a newly formed special purpose entity created for the sole purpose of developing, constructing, owning, and operating the project, served as Borrower for the financing under a long-term ground lease with Lynn University.

The project provides 342 beds of new, state-of-the-art housing for Lynn students, with priority given to upperclassmen and graduate students, though sophomores, freshmen, faculty, and staff may utilize the facility if necessary.

### Financing

The project was financed through the issuance of approximately **\$40.5 million in tax-exempt and taxable revenue bonds by Palm Beach County**. The bonds are secured by a Leasehold Mortgage and assignment of rents and leases, as well as a fully funded Debt Service Reserve Fund. The bonds are unrated and were sold to investors through a limited offering by Citi.

### Development and Management

Capstone Development Partners, LLC served as developer of the project, with construction completed by Gerrits Construction, Inc. Capstone Management Partners, LLC will provide management for the property.



**Palm Beach Atlantic**  
UNIVERSITY

**Palm Beach Atlantic University –  
Student Housing Project  
West Palm Beach, Florida  
\$41 Million**

**510 Beds of University Affiliated  
Student Housing**



## Overview

A new 163,000 square foot student housing facility and related common space, located on the campus of Palm Beach Atlantic University (PBAU). The project is located on PBAU property and exists exclusively for the benefit of PBAU and its students.

Founded in 1968, PBAU is a comprehensive, interdenominational Christian university with a total headcount enrollment of roughly 3,700 students. The project is located on the University’s core campus, which consists of waterfront property in the city of West Palm Beach, Florida. PBAU’s main campus is comprised of a 22.7-acre downtown campus and a 77.6-acre athletics campus.

Provident Group – PBAU Properties LLC (Provident SPE), a newly formed special purpose entity created for the sole purpose of developing, constructing, owning, and operating the project, served as Borrower for the financing under a long-term ground lease with PBAU.

The project provides 510 beds of new, state-of-the-art housing for PBAU students, largely replacing several outdated facilities on the campus. Following the financing, approximately 400 beds of existing housing were to be eliminated in deference to the new facility.

## Financing

The project was financed through the issuance of approximately **\$41 million in tax-exempt and taxable revenue bonds by Palm Beach County**. The bonds are secured by a Leasehold Mortgage and assignment of rents and leases, as well as a fully funded Debt Service Reserve Fund. The bonds are rated “Ba1” by Moody’s. BofA Merrill Lynch served as underwriter for the bonds.

## Development and Management

Pembroke Student Housing, LLC served as developer of the project, with construction completed by Hedrick Brothers Construction. Management is provided by PBAU.



IRVING CONVENTION CENTER  
AT LAS COLINAS

Irving Convention Center Hotel  
Irving, Texas  
\$124 Million

350 Rooms | 295,000 Square Feet



Overview

In 2016 Provident was selected by the City to finance the development, construction, and operation of the City’s new convention center hotel, a 350-key Westin adjacent to the Irving Convention Center in Los Colinas. The City had been attempting to develop the project for over a decade. After selecting Provident to utilize its 501(c)(3) non-profit structure, the City was able to succeed in providing a high-quality hotel for the benefit of visitors to the Convention Center and the surrounding area.

Provident, through its IRS-recognized mission of lessening the burdens of government, worked with the City; Garfield, its developer; Citi, its placement agent; and essential legal counsel, **to place \$124 million of tax-exempt and taxable bonds in the hands of a single investor.** Preston Hollow Capital, based in Dallas, served as the sole purchaser of the bonds, ensuring a long-term partner was incentivized and invested in the project’s success.

The hotel held its ribbon cutting ceremony in April 2019. This outstanding project serves to benefit the City of Irving and its residents, and to attract trade shows, conventions, public cultural and entertainment events, create new jobs, attract new business and help provide better quality housing for the City residents. The Hotel is anticipated to increase revenues to the City from the ownership and operation of the Convention Center; **reduce or eliminate deficit spending provided by the City to subsidize the operation of the Convention Center;** provide additional jobs to City residents; promote further economic development for the City and its residents; provide additional tax revenue to the City; and increase the well-being of the residents living in and the businesses operating in the City.



CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH  
UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES



**Harlingen Convention Center Hotel**  
 – Hilton Garden Inn  
 Harlingen, Texas  
 \$28.9 Million

**149 Rooms | 97,600 Square Feet**

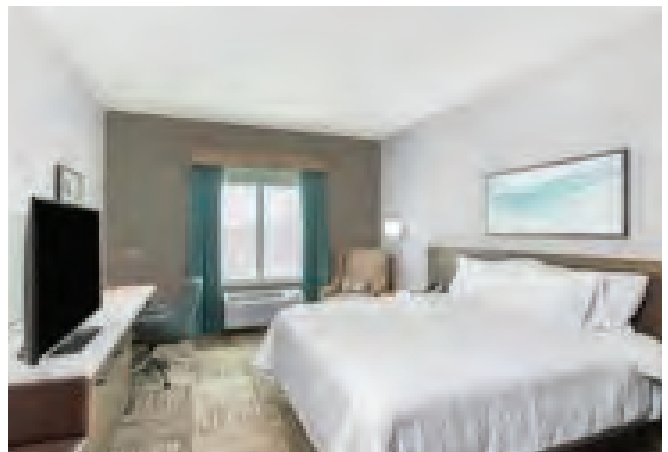


**Overview**

In March 2019, Provident closed on a \$28.93 million tax-exempt and taxable revenue bond issue to finance the development, design, construction, and operation of a new convention center hotel for the benefit of the City of Harlingen, Texas. The project was initiated in 2015 when the City solicited competitive sealed proposals for the construction, development, and operation of a convention center hotel and a public convention center for the purpose of economic development and other public benefits.

Furthermore, during that procurement, the City recognized the Hotel and Convention Center as a legitimate governmental purpose and burden. In furtherance of the RFP, the City requested that Provident assist the City in fostering economic development by developing, owning, financing, and operating the Hotel for the benefit of the City.

Provident, through its IRS-recognized mission of lessening the burdens of government, worked with the City; BC Lynd, its developer; Piper Jaffray & Co., its placement agent; and essential legal counsel, to place \$29 million of tax-exempt and taxable bonds in the hands of a single investor. Preston Hollow Capital, based in Dallas, served as the sole purchaser of the bonds, ensuring a long-term partner was incentivized and invested in the project’s success.



CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH  
 UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

# EMORY HEALTHCARE

Georgia Proton Treatment Center –  
Emory Health  
Atlanta, Georgia  
\$219.4 Million

107,500 Square Feet | 5 Treatment Rooms



## Overview

In August 2016, Provident began negotiations to acquire the assets of Georgia Proton Treatment Center LLC (GPTC) in Atlanta, GA from a private investor group that had initiated the development, design, and construction of the Center in 2010. The essential assets included a partially completed proton treatment center consisting of the site in midtown Atlanta at 615 Peachtree Street, Atlanta, GA and approximately 107,500 square feet of purpose-built space for five proton treatment rooms, as well as diagnostic, treatment, planning and imaging equipment, a structured parking deck containing approximately 162 parking spaces, certain equipment contracts, and the Certificate of Need from the state of Georgia for the Center.

Between 2010 and 2014 partial funding was raised to acquire the site in midtown Atlanta, commence construction of the Center, and execute a purchase contract for the acquisition of the proton equipment. In 2015 the construction of the Center was suspended due to a lack of funding and by October 2015 the construction contractor terminated its agreement with GPTC for non-payment.

By September 2016, Provident had reached an agreement to acquire GPTC, moved forward to finance the acquisition, and completed payment for the proton equipment for the Center. Provident engaged Citi to lead the financing effort with Piedmont Securities LLC as Provident's structuring agent.

The transaction and the financing closed in July 2017 with the issuance of \$219,365,000 in tax-exempt Senior Health Care Facilities Current Interest Revenue Bonds (Georgia Proton Treatment Center Project) through the Atlanta Development Authority. Installation of the major proton treatment equipment and the completion of the construction of the Center commenced in July 2017.

GPTC's clinical partners, Emory Healthcare Inc. and The Emory Clinic Inc. treated the Center's first patient in December 2018. The Center is located on a 2.39-acre parcel in Atlanta, GA, and is strategically located within a city block of Emory University Hospital's Midtown Atlanta campus.

## 5.2e Required Information if Proposing Private Capital as an Option

The PCL design-build team believes our 501(c)(3) approach is the most cost-effective and efficient method for funding the project. Therefore, we have not offered a private equity financing option as these will likely raise the cost of capital by approximately 5%-8%. Investor appetite for our tax-exempt bond financing option is currently high which will benefit RBUD. Should RBUD wish to pursue this approach, PCL has access to Private Capital as an option. As noted previously, PCL has completed over 75 transactions in North America to provide our government partners financing options.

In addition, we are willing to provide bridge financing for early work packages that are required to provide maximum value for RBUD. For instance, these funds can be used for the temporary treatment systems to improve water quality at the existing treatment facility, as well as site work, perimeter fencing, and landscaping at the new water treatment facility site. These expenses could be reimbursed at closing from the proceeds of the larger project bond funding.

## 5.2f Proposed Term of the Financing and Financing Requirements

Our proposed financing does contemplate entering into a lease with the RBUD. Based on the guidelines outlined by the RBUD, the term of the financing would not extend past the term of the ground lease, or 30 years. While a shorter financing term is always an option, that would likely increase annual lease payments to the RBUD, therefore, in the interest of affordability, we would assume a 30-year term.

Under this structure, once the bonds are fully repaid, the assets financed become the property of the RBUD or other designated tax-exempt entity, free of debt and with a lien-free title. Should the District prefer not to take ownership of the asset, there are other options available to meet its objectives.

## 5.3 Lease-Lease Back Agreement or a Private Capital Agreement for Gradual Rate Increases

- **Non-profit Financing Structure Provides Rate Flexibility.** It is our understanding that the RBUD would like to limit the impact of rate increases on its customers as it looks to provide funding for the new WTP. Among the many benefits to our proposed financing method is the ability to structure the financing whereby rate increases can be implemented gradually over time, especially during the construction period, to make the cost of the project more palatable for the end user.
- **Capitalized Interest.** By funding what is referred to as a Capitalized Interest Account at financial close, our financing provides a dedicated escrow account to pay interest on the bonds until the project is operational. With the anticipated construction period, this would hopefully provide enough time for a manageable rate regime to be implemented and accepted by the community.
- **Deferred Principal.** In addition to minimizing the near-term debt service impact to the District through capitalized interest, our financing structure further permits a tailored approach to principal repayment to account for the existing Water & Sewer Revenue Bonds still outstanding on the District's balance sheet and credit. To minimize the impact of this additional borrowing on ratepayers, we would further propose either a full or partial deferral of principal through the final maturity of the existing bonds in Fiscal Year 2037. While doing so would slightly increase the total interest cost of the financing, **this approach could lower aggregate debt service payments by almost \$2 million annually through 2037** and thereby limit the impact on the District's customers.

- **Restructuring – A Costly Measure.** The two approaches above should assist the District in its objectives to minimize the rate impact associated with the new water treatment plant. While some may suggest it makes further sense to refinance the existing bonds and wrap them into the overall financing, we would not recommend this approach. Following tax reform measures in 2017, certain restrictions were placed on municipal market participants as it relates to refunding prior obligations in advance of their call dates. The fact that the Series 2014 Bonds were themselves a refunding, and the fact that the call date on the Series 2016 Bonds is not reached until October 1, 2026, both series would have to be refinanced using more expensive taxable debt. Furthermore, if we were to extend the final maturity of those bonds to “smooth” out the annual debt service on the combined assets, the overall interest cost to the District would be material and could jeopardize the District’s existing credit ratings in the process.

At the end of the day, our approach to financing the District’s WTP provides a variety of benefits, not the least of which is locking in today’s historically low interest rates and minimizing the near-term impact on ratepayers through a tailored approach to structuring the financing.

## 5.4 Funding Sources or Financial Institutions that have Taken Adverse Action Against the Proposer

No adverse actions have been taken against Provident at any time in its 21-year history. Provident is proud of the relationships it maintains with its financial partners, including Citi, as well as the investors that support Provident’s projects around the country.

No adverse actions have been taken against PCL. As one of the Nation’s most financially solvent construction companies, PCL is proud of its reputation in delivering projects successfully to our clients.



TAB 6

# PROJECT INNOVATION, DEVELOPMENT, AND MANAGEMENT PLAN

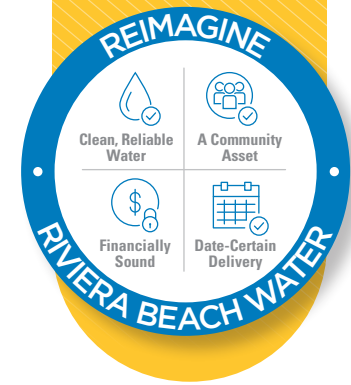
// PCL self-performed 74% of the work on this project, including all heavy civil construction. The project was completed on time and PCL was cooperative and facilitated changes to the project when required.”

- **Diana Smilova,**  
**City of St. Petersburg, FL**

6 // PROJECT INNOVATION, DEVELOPMENT, AND MANAGEMENT PLAN

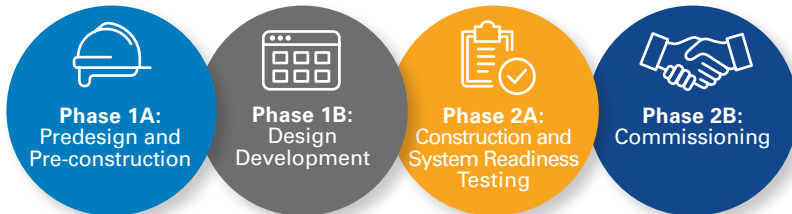
# Developing and Delivering Your Vision

The PDB process is an interactive method of delivery requiring RBUD, Carollo, PCL, specialized vendors/subcontractors, regulatory agencies, AHJ's and other entities to engage with one another to develop a water treatment and delivery solution consistent with the City's project vision.



## 6.1 Development Concept, Operational and Management Plan

The following sections to provide an overview of our project approach and key success factors in developing your project. Our project approach will follow these primary phases:



Our Team's **INTERACTION with RBUD**

### IT IS ESSENTIAL THE CITY STAFF

convey their critical success factors and needs during Phase 1 to support the development of solutions that meet your budgetary, operational, resilience, and sustainability objectives

## Approach to Work - Phase 1

### Pre-design, Pre-construction and Design Development

The ultimate Phase 1 goal is to develop the project to a level of design sufficient to generate a Guaranteed Maximum Price (GMP) that meets the City's budgetary and financial needs and minimizes unnecessary contingencies.

The level of detail generated as part of this phase must be sufficient to gain the concurrence of key stakeholders on critical design concepts that could drive cost (i.e. processes, general layouts, redundancy requirements, etc.), as well as support development of construction planning and scheduling. This will allow the team to generate a detailed plan for execution of Phase 1B that will **minimize project risks and maximize potential opportunities** to optimize budgets and schedules through pre-procurement, phasing, etc.

From there, our team will continue to work with your staff to develop detailed design documents that meet RBUD's standards and support efficient and timely permitting. Our design and construction teams will complete detailed pull planning, clash detection, FMEA, and quality management to support a seamless transition through Phase 2.

### Phase 1: Activities

- Process and design criteria with input from the City and Owner's Advisor (as applicable).
- Staff input on process operations and equipment.
- Confirmation of key schedule milestones.
- Identification of project risks and mitigation strategies.
- Design progression, development of a cost model, and value engineering. Determination of early construction items and funding.
- Initial development of construction scheduling and a sequencing plan.
- Initial development of testing and commissioning plans.
- Construction package development and solicitation of pricing.
- Final equipment selection for key components.
- Permitting process initiation.
- Confirmation of the guaranteed price.

## Five Pillars for SUCCESSFUL DELIVERY

Our experience tells us that these key components are critical to success during Phase 1:

➤ **An Emphasis on Collaboration and Consensus Building Decision Making.** You selected the PDB project delivery model for best-value and quality delivery. To achieve these goals, the team must commit to a collaborative partnership among all involved partners. Our primary charge is to work with RBUD to help you make informed, smart, and defensible decisions throughout the project.

Providing numerous touchpoints through continuous communication is essential. Achieving consensus through facilitated and documented decision making is equally important. This part of the process is all about clear communication of expectations and needs. **We will enter the conversations with active listening, and then identify alternatives for discussion and decision making.**

➤ **An Inclusive Cross Sectional Workgroup Approach to facilitate Buy In.** Crafting a shared vision requires a common understanding of the desired outcome. Each major project element is backed by a cross-sectional work group to discuss the issues and provide direction. **Work groups are our way to make sure every voice is heard, and the decisions reflect a consensus on a direction to advance the project,** with each group cross-checking the other. For example, there will be many decisions that impact the operability, maintainability, and constructability of this project. Focus is often dedicated to treatment process selection, but it is equally as critical to focus on items that will challenge your operations and maintenance (O&M) team. We know that **facilities designed with O&M in mind excel forever.** We encourage not just management level input, but operator and maintenance

input to obtain many perspectives and yield a functional and cost-effective facility. The PCL Design-Build Team will continue to expand our relationship with RBUD and explore unique solutions to produce a facility that matches your vision.

➤ **A Continual Focus on Cost and Schedule.** Through a vigilant approach to quality, a commitment to collaboration, and a clear focus on maintaining cost and schedule as key goals, we will deliver price and schedule certainty. We understand “the how and the why” is as important as “the what” — the solutions that will define your new water treatment plant.

➤ **Total Lifetime Solutions.** Evaluation of alternatives must include not only capital, but overall life-cycle costs. As an example, membrane treatment may be enticing for its small footprint and modular construction, but it presents an energy intensive process versus a fixed bed ion exchange process. **The price of energy (electricity and gas) can escalate differently than all other goods, run sensitivity analyses to compare alternatives under different energy escalation assumptions.** This also applies to your other operating costs such as required materials and labor.

➤ **Managing Public Expectations.** Most importantly, we will work with RBUD using the skills of The Merchant Strategy who will lead our outreach effort to conduct workshops with the public, our ultimate customer, to ensure they are heard, and their concerns are incorporated into our plans. Through these early workshops, **the inclusion of the community into the process will keep the project in line with their vision – their future.**

## Tasks for Success

Our approach to work includes the following tasks:

**1 Kickoff Meeting:** A facilitated kickoff meeting of all stakeholders (City staff/project team).

➤ **DESIRED OUTCOME:** A mutual understanding of the City’s goals (cost, schedule, financing, level of service).

**2 Programming/Facility Definition:** After the kickoff meeting, we will execute the following tasks in parallel to support date-certain project delivery.

- a. Programming of the Utility and Public Works Administration Building; Utility Maintenance Building; and Public Works and Fleet Services Shop.
- b. Determination of Raw Water Supply Infrastructure (Existing Well Rehabilitation, New Wells, Raw Water Mains).
- c. Determination of Water Treatment Facility and Supporting Needs.
- d. Determination of Distribution System Infrastructure: High Service Pump Stations, Storage Tanks, Water Mains.
- e. Determination of Avenue U Redevelopment.
- f. Determination of Avenue L Development.

➤ **DESIRED OUTCOME:** Development of a programming final design document that incorporates input from all team members and represents a solution that meets the financial and operational goals of RBUD.

**3 GMP/Schedule/Financial Strategy:** These parallel tasks will include the following overarching tasks, due to their importance, we have dedicated sections for each one, included as follows:

- a. Formulation of Guaranteed Maximum Price.
- b. Schedule analysis for Date-Certain Delivery.
- c. Financial and Grant Assistance Strategy.

➤ **DESIRED OUTCOME:** Establishment of schedule and cost certainty.

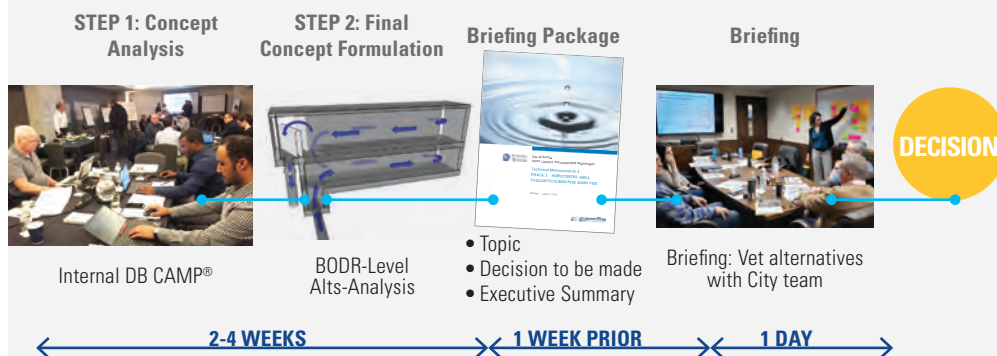
**4 Development of a Design Criteria Package (DCP).** Next, the project DCP is developed to document specific objectives as well as design and operational output requirements for this project. These DCP requirements establish the baseline parameters and form the basis for the subsequent detailed design. A consensus on these parameters and the approach used to achieve them is crucial at the initiation of the design—to keep the project on track and minimize budget and schedule challenges later in the project. The requirements need to be monitored throughout the project.

➤ **DESIRED OUTCOME:** Establish the design parameters and limits for final design.

Each of these tasks will use multiple workshops to achieve consensus decisions and to promote integration of ideas and collaborative thinking. The process to confidently make sound, timely decisions is manageable, provided you get the right information to the right people at the right time. We use a proven two-step process to complete our initial work and alternatives analysis (including pros/cons contrast, costs, operational considerations, etc.) resulting in a fully developed briefing package.

We deliver each package in advance of the actual briefing—including a capture of the decision(s) the team needs to make and an executive summary to capture the initial recommendations

We use a two-step process to vet and develop concept alternatives and essential details before we compile the information in a comprehensive briefing package with the requisite information for decisions.



## ➤ APPLYING LESSON LEARNED

Our briefing packages are designed to be informative and concise, and to promote critical thinking **AHEAD** of the team workshops. Team members arrive at workshops ready and able to participate, resulting in more engagement, a more efficient decision process, and a better end product for the City.

and basis for it—so you can be better prepared for a thorough discussion. Project briefings provide an interactive forum to compare and contrast alternatives with you and vet essential details necessary for decisions.

**5 Conceptual Design.** After collecting and defining the project parameters, the team will build the conceptual design, creating the pathway to develop the final design. During this process our team will continue to involve RBUD as a part of the design team. However, their input will shift into further levels of detail.

➤ **DESIRED OUTCOME:** Establish the bone structure of our Final Design that complies with the design criteria. Critical decisions regarding process will be finalized here.

**6 Develop a Permitting Strategy.** Our team will provide early engagement with authorities having jurisdiction that could affect design and construction details—date-certain delivery cannot be sidetracked by conflicts with expectations and requirements. Our recent project experience will guide us in successfully navigating the permitting processes with regulatory agencies, such as:

- City of Riviera Beach
- Florida Department of Transportation
- South Florida Water Management District
- Palm Beach County
- Florida Department of Environmental Protection

The permitting plan clearly identifies permits needed, timelines, and the corresponding submittal and approval process. We will meet periodically with the necessary regulatory agencies to understand the project, its key objectives, and corresponding critical timelines. This will continue through the design process, to avoid surprises.

➤ **DESIRED OUTCOME:** Establish an understanding of permit requirements and approval process timeline.

**7 Develop a Construction Plan.** In parallel with the design, our Team will conduct independent sessions to begin construction planning. Their focus will be to incorporate the proposed design details to develop a solid plan of execution in conjunction with the design

development. From phasing of the construction, to our interaction with regulatory agencies and impacts on the community, our team will begin building the execution plan for success. Where design details create issues with construction, they can be proactively resolved on paper. It is this interaction that is a key in delivering RBUD’s Fast Track project. A planning is done our teams will be involved in the following activities.

➤ **DESIRED OUTCOME:** A construction plan that is in harmony with the design to provide for the smooth project execution in the field.

**8 Assess Risk.** Risks will be identified throughout Phase 1, **discussed with whichever parties can BEST address the concern** and mitigation plans drawn up where the risk cannot be engineered out. A solid risk analysis at the beginning of any PDB project saves both time and money at the end. Due to their potential impact on the project, we discuss specific risks later in this section that have already been identified.

➤ **DESIRED OUTCOME:** Establish a baseline risk and mitigation analysis to avoid cost and schedule issues during construction.

**9 Analyze the Schedule.** Design decisions can impact the project schedule. Whether it is a construction sequence dictated by the equipment decisions or the ability to get equipment in time, understanding the impacts of our decisions can keep the project on track. Building on our current schedule we will begin to evolve our schedule with details, known milestones, equipment and processes, etc., to have the most accurate schedule.

➤ **DESIRED OUTCOME:** Establish a realistic schedule that has buy in from all parties involved.

**10 Finalization of GMP.** Our team of experienced estimators will work from the conceptual phase through the establishment of the 60% drawings creating a cost model that helps guide the teams to a solution that is within your budget. The process will be inclusive of historical and actual costs for the work to keep our budget within your goals.

➤ **DESIRED OUTCOME:** Establish a budget with calculated contingencies and allowances reflecting the most realistic cost for your project prior to committing to our team for Phase 2 services.

# 6.1a Recommended Early Construction Components

Equally important to getting the operation’s staff participation is to take advantage of an inherent feature of the PDB process—allowing the RBUD to strategically use their contractual flexibility to assist with date-certain delivery. This could result in early equipment orders or moving forward with crucial in-field activities that can help to expedite the schedule giving you schedule certainty. In addition, major subcontractors can be brought into the project early on to avoid delays.

Details on our recommendations for this approach are discussed below, in conjunction with our preliminary project timeline.

## What’s our management plan? It’s all about successful delivery

With the end in mind, our approach to work has the following highlights and areas of focus:

**SELF-PERFORMANCE.** PCL is fully capable of performing most of the critical scope items and as such can better manage all activities on the contract. This controls cost, schedule and associated risks under a single point of responsibility, bringing:

- Your date-certain delivery.
- Direct control of costs.
- Maintenance of schedule. Our staff sees issues and controls schedule slippage.
- Control of risks by inhouse risk mitigation strategies to avoid the risks all together.

### Phase 2: Activities

- Construction of facilities.
- Ongoing coordination and implementation of construction scheduling and sequencing plan.
- Detailed development of start-up and commissioning plans.
- Final system testing and commissioning and performance testing.
- Final permit review and approval coordination.

## ➤ DATE-CERTAIN DELIVERY THROUGH AN ESTABLISHED TEAM

Our Team has worked together for the past seven years. Those internal relationships allow us to rapidly resolve issues on the fly. As an example, for the South Central Regional WWTP project, PCL’s construction staff worked hand-in-hand with Carollo’s structural engineer to quickly create a solution to repair deteriorated concrete and avoid schedule delays.

### CASE STUDY: Managing Risk in Real-Time – Concrete Repair for the South Central Regional WWTP

As part of the South Central Regional WWTP Blower Upgrade project, the consistency in PCL-Carollo Team successfully addressed the unknown condition of the concrete that had most likely deteriorated due to exposure to hydrogen sulfide gas. At the time, the GMP was developed, the basins could not be drained to identify or quantify the conditions. As a result, the end goal was to create a process to clean the concrete, conduct a structural assessment, achieve consensus on repair approach and cost with the SCR staff, and repair the concrete as quickly as possible to avoid delays.

In anticipation of the repair work, the structural engineer identified three classes of repairs: Type I, Type II and Type III (Type III requiring the more in-depth repair). Each of these classes had a pre-negotiated agreed upon unit price. The basins were drained, pressure washed, and the conditions documented by mapping to allow a quick consultation with the structural engineer and ultimately the SCR staff.

**The assessment and repair work in each basin was successfully completed in approximately 26 working days well ahead of schedule.**



**SAFETY IS OUR CULTURE.** Safety is a priority and focus for PCL. We have a dedicated Health Safety and Environment (HSE) Manager who oversees our HSE professionals. We will monitor the project's adherence to our strict safety policies and practices that are outlined in our corporate and site specific safety programs. We believe everyone is always accountable for his or her own actions and for doing the right thing. Our teams are guided by the following principles:

- Be accountable.
- Intervene whenever needed.
- Identify and mitigate hazards.
- Verify all employees and subcontractors understand and comply with HSE requirements.

We develop lifesaving absolutes that are identified through trends in recordable incidents and are considered nonnegotiable guidelines for safety. Our reputation for safe sites helps to attract top talent to our project teams, keeping our best asset – our people – safe and secure in their work. The PCL safety program reflects our commitment to provide a safe and healthy work environment. While our safety record is consistently better than industry standards, we constantly strive for our goal of **Zero Incidents on 100% of our projects.**

**USING TECHNOLOGY TO WORK IN REAL TIME.** Our date-certain delivery approach will require on the fly management. When unplanned field conditions arise, our construction manager will quickly assemble the right staff for fast assessment and resolution. We also apply technology to facilitate our analysis in real time:

- **APPLYING BIM MODELING.** BIM modeling brings real time solutions. We go beyond just constructability and clash detection by using both 3D and 4D modeling to plan, coordinate the schedule, and achieve better results. We take tablet accessed current construction documents into the field for material tracking, field reporting, commissioning, and trade coordination. This level of communication and information integration reduces RFIs, eliminates unexpected change orders, and ensures design integrity and the highest level of quality control.
- **4D SCHEDULING** combines the 3D model with the schedule so the project team can visualize the project in a way a regular schedule can never provide. It allows for better planning and communication of those plans to the project team and subcontractors.

- **VIRTUAL REALITY (VR) REVIEWS** allow the client, plant staff, and project team to virtually walk through the project and get a true sense of its scale, size, and feel. Your operations staff can easily point out any potential operational difficulties due to space constraints and positioning. When discovered virtually, the resulting fix is both simple, and time and resource efficient.
- **DRONES, LASER SCANNING, QR CODES, ROBOTIC TOTAL STATIONS** are just some of the other systems we routinely deploy. These systems help the team cut costs and reduce efforts to a fraction of what was previously required. For you this means reduced costs, schedule certainty and sustainable solutions that deliver results.

**MANAGING EXPECTATIONS...A FOCUSED PUBLIC INVOLVEMENT PROCESS.** As is the case for our team success, successfully engaging your residents through meaningful two-way communication is critical to building trust, understanding, and consensus between the impacted stakeholders and the project team. **Many of our team are proud community members of Riviera Beach and Palm Beach County.**

We will analyze existing policies, practices, and platforms, both internal and external, and then develop a strategic, accountable communications strategy that ensures open communication and dialogue with Riviera Beach citizens and businesses. Our actions include:

- Create an easy-to-understand public involvement plan (PIP) outlining background, purpose/need, timelines, impacted parties, City officials and project staff, number and types of meetings, ADA and Title VI (nondiscrimination) required language, and compliance with the Plain Language Initiative.
- Construct a stakeholder database of impacted City residents and business owners, City departments, utilities, media, emergency response providers, and others, utilizing the Palm Beach Property Appraiser's website and Google Earth.
- Use platforms authorized to reach the public and stakeholders, which may include a project webpage that can be hyperlinked to the City website to provide stakeholders with in depth information, commonly asked questions, project pictures, upcoming meeting details, a hotline number and email address for more information.
- Communicate with stakeholders via direct mail, social media, a hotline, and public meetings.

Newsletters, press releases, and other printed collateral materials to maximize outreach that can be produced in English, Spanish, and Haitian-Creole languages.

- A monthly status report of all outreach efforts can be provided for the Commission and CRA, and posted on the website to keep the public updated.

**BUILDING OUR NEIGHBOR'S TRUST.** Minimizing impacts during construction to community members is our commitment to you. The scope and duration of the work will translate to potential neighborhood concerns (i.e., large-scale site civil work with significant soil import/off-haul traffic, large-scale concrete work with significant concrete truck traffic, work activity with noise impacts, and dust. We will apply best practices to manage any inconveniences and be very responsive to concerns. Our hotline will be answered and questions responded to all day, Monday through Friday.

**We will keep our adjacent neighbors informed throughout the project as to the nature and scope of construction activities, i.e. what to expect, when and for how long.** There will be neighborhood outreach meetings, regular website posts to the project website, and signage.

## Approach to Work - Phase 2

### Continued Construction and Commissioning

Phase 2 is all about getting the project built and commissioned, all with an eye on the date-certain delivery endpoint while maintaining the project costs.

A critical component in meeting our date-certain delivery is to continue the effective collaboration with all project stakeholders through Phase 2, particularly with your operations staff.

#### **PROACTIVE TESTING, COMMISSIONING**

**AND TRAINING:** Unlike most teams that wait until near the completion of construction, we will conduct regular start-up and commissioning meetings during the design process to ensure the components required to support efficient and cost-effective start-up (i.e., valves, blind flanges, pump arounds) are integrated into the design from the start.

As the design is completed and the construction progresses, we begin to conduct the meetings with greater detail and frequency. We intend to conduct monthly meetings, including the design-build start-up team, Project Management team, and City staff from the initiation of the design until six months prior to the proposed start-up date. From that point, meetings will be conducted weekly and include additional relevant stakeholders that may impact start-up (i.e., the operations and maintenance staff and regulatory agencies).

We develop a plan for each activity that identifies the systems, touchpoints, related/support systems, duration, and timing of all testing and start-up activities. We combine several related systems into one testing or start-up event when that proves most beneficial. While some processes can be accommodated with simple temporary bypass loops, piping, pumping, or designs, others require an engineered solution such as permanent bypass loops, extra valves, or flow junction structures. These solutions are identified during the design phase to minimize potential cost and schedule impacts. **All activities are conducted in close cooperation with the operations staff.**

#### **Example General Sequence for a Startup**

**STEP 1 // ELECTRICAL TESTING:** Gear, wire, and loop checks.

**STEP 2 // VENDOR TESTING:** Performance testing, loop checks (vendor package systems with PLC), and coordinate data tables with plant SCADA/PLC Programmer.

**STEP 3 // FUNCTIONAL TESTING OF SYSTEMS:** Combined controls/process equipment testing.

**STEP 4 // INTEGRATED SYSTEMS TEST (IST):** Combined water test of all systems for seven days, testing intent: hydraulics and auto operation, test all systems in automatic operation, maintain pump arounds for required systems, and create pumped return water line from finished water storage tank back to the head end of the plant.

**STEP 5 // PROCESS START-UP:** Commissioning systems, and process and systems support.

The operations staff will be involved in warranty and process guarantee development and participate in overall start-up planning. This will aid in training and documentation that will be vital to the full-time operation of the facility by the operations staff at project completion. **By involving your staff throughout the project**, and integrating your staff with our team, we ensure all warranties, guarantees, documentation, acceptance testing, start-up, and operability items are properly addressed and considered for the long-term dependability of the facility.



## 6.1b What Do Your First Four Weeks Look Like With Us?

To support date-certain delivery, we will work with you to accomplish the following in the first four weeks:

1. **Resolve your existing water quality issues.**
2. **Establish steering committees:** These committee members will work in parallel for the programming of the project components.
3. **Program the work:** Needs assessments and programming workshops.
4. **Schedule the work:** Draw from the programming to continue modifying our draft schedule.
5. **Assess costs for the work:** Work with the steering committees to assess impacts of alternatives on the GMP.
6. **Begin formulating the financing strategy:** Start accessing the Bond Market to build a finance plan to accompany our GMP.
7. **Price and Contract:** Where required we will get pricing and establish contracts on early works packages.
8. **Operations Agreement:** We will start developing the operations agreement with your team.

### Immediate Resolution of your Existing Water Quality Issues

Within the first 45 days we will work to resolve your color and solids carryover issues by applying our extensive local knowledge of your Biscayne water source. These are the exact issues other South Florida utilities have faced, and we can quickly and cost effectively implement improvements to your lime softening-based treatment process with chemistry changes.

Recently, Delray Beach and Boynton Beach were both faced with balancing color removal and a lime softening process in need of optimization. Delray Beach was also dealing with a loss in public trust, so the solution was needed quickly. Based on our previous experience, we will approach the work using a quick process: first, we will conduct inexpensive bench-scale tests to evaluate chemical types and dosages. We then apply the results at full scale, modifying the chemistry as well as adding our expertise with mixing energy and solids blowdown, to achieve immediate changes in the treated water quality.



### CASE STUDY: A Proven Fast Track Delivery Process to a Safe, Affordable Water

Our team brings a fast-track delivery approach that was developed specifically to meet the mission critical needs of the semiconductor industry, where **a single day of early production can result in millions in profit.**

We recently completed design-build delivery of a \$79 million treatment plant with similar scope elements to yours in only 14 months. We expedited design, permitting, procurement, and construction using focused pre-procurement of long lead and commodity items; innovative planning tools to eliminate gaps in the design and construction schedule; a partnered approach to stakeholder coordination that resulted in expedited review and approvals; and an integrated approach to design that capitalized on the strengths of all team members to minimize the iterative process.

**The team executed the complete design and permitting in only four months and completed the project ahead of schedule and under budget.**

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## How Will We Quickly Develop Treatment Options?

**Utilize Historical Knowledge of Your Existing Treatment Process.** There is no better way to figure out where to go than by knowing where you've been. In 2019, we were tasked with analyzing your existing treatment process and making recommendations. Although not implemented at the time by RBUD, we are confident we have the right solutions for you to resolve your current issues.

**Use our Extensive South Florida Experience.** Our team brings many years of treating both your current Biscayne (fresh) and future Floridan (brackish) aquifer supplies. We will use local knowledge gained from challenges posed by these water supplies as part of successful projects for Palm Beach County Water Utilities Department, West Palm Beach, Boynton Beach and Delray Beach, and numerous other South Florida projects, to develop your treatment options. **In fact, we just finished a similar analysis of water treatment alternatives for the City of Fort Lauderdale's Fiveash WTP.**

### CASE STUDY:

#### Alternative Analysis for the City of Fort Lauderdale Fiveash WTP

This project included performing a small scale preliminary study to determine the feasibility of implementing a granular activated carbon (GAC) system to address the potable water color issue, and an evaluation to identify options for long-term water treatment at the Fiveash WTP.

The scope of work included the following technical tasks: existing facility status confirming condition assessment; WTP performance goals determination; water treatment process evaluation; alternate facility location study; C-51 reservoir water supply versus Florida Aquifer Water Supply comparison; and conceptual capital, operations and maintenance (O&M) costs, and net present worth determinations.

We will review each of the proposed treatment alternatives with you in a workshop setting, considering key decision factors like flexibility to meet future regulations, ease of expansion, operability, maintenance, capital and operating costs. **Our innovative solutions on previous similar projects have saved our clients millions in capital and operating costs.** The proof – just ask our other clients in South Florida who are currently operating our \$600M of recent facility improvements.

**Your treatment options won't be based on guesswork. We've got recent and proven experience to back up each and every recommendation.**



#### North Lee County Reverse Osmosis WTP

In the new Water Use Permit, SFWMD will require Riviera Beach to pump and treat brackish water from the Upper Floridan Aquifer. After a preliminary evaluation, the team selected Reverse Osmosis (RO) for this application. The North Lee County RO WTP treats Upper Florida Aquifer water, and we delivered the project using PDB and industry leading design-build practices and engineering that led to Florida and National DBIA Project-of-the-Year Awards for North Lee County.



## Site Planning...What's Our Approach?

Successful site planning for this project must balance a myriad of needs: Site ingress/egress; employee and visitor parking; water treatment facilities—near term and potentially, long term expansion and regulatory compliance needs; public works facilities; and stormwater retention for near and long term. All complicated by construction staging for a fast-tracked completion.

### Early and Frequent Coordination with City Departments

With the timeframe expected, it will be vital to coordinate early and often with City Departments and staff to address requirements for the associated site plan and development order for the project. Note that the existing condition includes a split future land use category and zoning designation, with the portion of the project fronting Blue Heron having a commercial designation and the balance of the site having a Community Facilities designation.



### Land Use Map Amendment and Rezoning

An early determination as to whether this project should include a land use map amendment and rezoning will be key, one option being that these occur as a city initiated amendment leading up to the project kickoff and team selection. The site plan and layout will be prepared pursuant to Chapter 31 of the Riviera Beach Code of Ordinances, relative to property development regulations governing landscape buffers, parking, building areas, setbacks, and other relevant portions of the code, to allow for an expeditious review process.

The inclusion of a certified planner and competent land planning personnel assisting in this effort will be a key early coordination item for the project design and construction timeline. Regarding

process, a formal pre-application meeting will be scheduled to include the application form and preliminary site plan, with comments incorporated into a formal submittal to include the submittal items listed in Form #16, Development Services Department (Required Documents and Plans Site Plan Application).

## Facilities — Planning Your Spaces

Programming workable facilities that meet your particular needs and vision requires one thing, a clear understanding of what functions the spaces serve and your specific intentions for how they will be used. The primary way to get that information is through a series of charrettes, where your stakeholders and our designers work through each facility. We anticipate that this can be done during the first 30 days of the project.

Our team has formalized a methodology that is highly successful in developing projects that meet or exceed stated goals, mission and vision. In order to fully involve the appropriate members of the client team our process may include the following interactive sessions:

- **Interviews:** One-on-one or small group interviews with key personnel of the various department and functional groups. These interviews are carried out in a structured format for consistency and time efficiency.
- **Questionnaires:** Help to gain an understanding and document the particular issues affecting the departments or functions. These are provided in advance of the interview so that participants can be fully prepared.
- **Workshops:** Through a highly-interactive outreach and workshop process, all stakeholders including residents and community groups, will feel pride in the final product.
- **Site Visits:** Tours of other similar facilities allow review of actual spaces and promote consensus regarding program, budget, and square footage. These are optional but often a good tool to discuss specific spaces and share lessons-learned.

The final program document provides a clear and concise statement of the project objectives, opportunities and constraints and serves as the foundation for an effective design.

## 6.1c Engaging Major Subcontractors Early in the Process

PDB allows a process that combines the team and early participation by key subcontractors/vendors. **We involve our key players early on during the schedule development** to make sure it is founded on the thoughts of these industry and regional experts. They know their business better than anyone: what are long lead items, what can speed up deliveries and also, what are market sensitive items. **Using early subcontractor involvement allows us to strategically approach the work, apply a smarter decision process, and avoid risk.**

We will be conducting an outreach campaign with local contractors and vendors early in the process to create better awareness of the opportunities at the site. This is further detailed in TAB 7. All subcontractors/vendors will take part in PCL's SDI program, a risk mitigation strategy to avoid contract failures. **Through this risk management approach, we can be better prepared by allowing mitigation planning to occur and to ensure that the schedule is maintained.**

### Recommended Items for Early Procurement Consideration

Based on our understanding of current equipment/material lead times and quality considerations, we have identified several items that warrant early procurement/pre-selection. By procuring the following items early, we can effectively mitigate schedule-related risks and potential supply chain disruptions, as well as enable early design around these components:

- Nanofiltration and RO Membrane Equipment
- Generator and major electrical equipment
- Site aggregate
- Large diameter pipe
- Large pumps
- Process pumps
- Valves
- Flow meters & instrumentation Equipment

## 6.2 Project Timeline

### When will we start and what are our early action items?

#### Plan the Work and Work the Plan

We believe in creating an environment in which all parties “plan the work and work the plan”. A well-developed and maintained project schedule, when used in conjunction with an accurate budget and effective cost control procedures, is a critical project management tool.

Provided on page 6-13 is a high-level draft project timeline for your review. This needs to be correlated with where the timeline gets placed. The timeline has been developed by our design, construction, and finance team to incorporate all the major potential activities and historically driven durations. The missing element is YOU and we are excited about the idea to incorporate you into the process. In the timeline we addressed the critical known milestones and assessed the best we could on various review cycles to develop the document. We have also analyzed the current industry durations for typical critical equipment based on what we are seeing in the market now. Over the coming months we will be developing our critical component list. This will include items such as electrical and process equipment that may require early Phase 1 commitments of capital for the schedule. Further, we have looked at the expediting of early packages such as early grading, piping, foundations, erosion control, fencing and other project elements that can begin early to ensure their completion do not affect the overall project duration once we hit Phase 2. We will work with your team regarding where early actions by our team will save the project time.

#### Date-Certain Delivery: Strategic Use of the Inherent Flexibility of PDB

##### EARLY SOLUTIONS AND EARLY PACKAGES.

Our preliminary assessment shows some early construction components that will help enable the Team’s delivery of high quality potable water on or before December 1, 2023:

- **Bid Packaging and Administration.** One of the most overlooked and often discounted aspects of the PDB delivery system is the bid packaging and administration process. Successfully navigating this phase of the project requires meticulous planning early in the design phase, and attention to detail within bid packaging to mitigate scope of work gaps and overlap.

- To execute bid packaging and administration effectively and successfully, we develop a detailed bid package early in the design phase. Our emphasis in the plan is to leverage specialty subcontractors and equipment vendors by aligning the packages with design and construction sequencing and scheduling requirements.
- **Other Packages.** Our team is already identifying key equipment and early work packages that will yield schedule and pricing benefits. With the current market conditions and the RBUD’s need to deliver this project quickly, these critical project elements should be procured as soon as possible. We will work with RBUD to understand which elements are more critical and identify the late date for ordering, along with cost analysis. Together as your partner, we will order these items immediately to ensure their delivery.

#### LONG LEAD EQUIPMENT PROCUREMENT

As noted in 6.1a Early Equipment Procurement will be essential for us to hit this Fast-Track schedule. We will work closely with the equipment manufacturers to verify lead times and generate a package (including technical specifications and associated drawings) of any equipment with a lead time over 20 weeks, or any items which could benefit from early procurement (i.e., commodity items that could be impacted by pricing changes like steel, FRP, etc.).

While this process appears straight forward, being able to generate equipment specs early in the design, identifying what information needs to be included, and understanding how to manage the associated risks can be challenging. If not done properly, it can lead to equipment restocking fees, delays in schedule, and increased project costs. As an example, our team produced preprocurement packages for over \$150M in equipment in the first eight weeks of a recent fast-track project, without a single required restock.

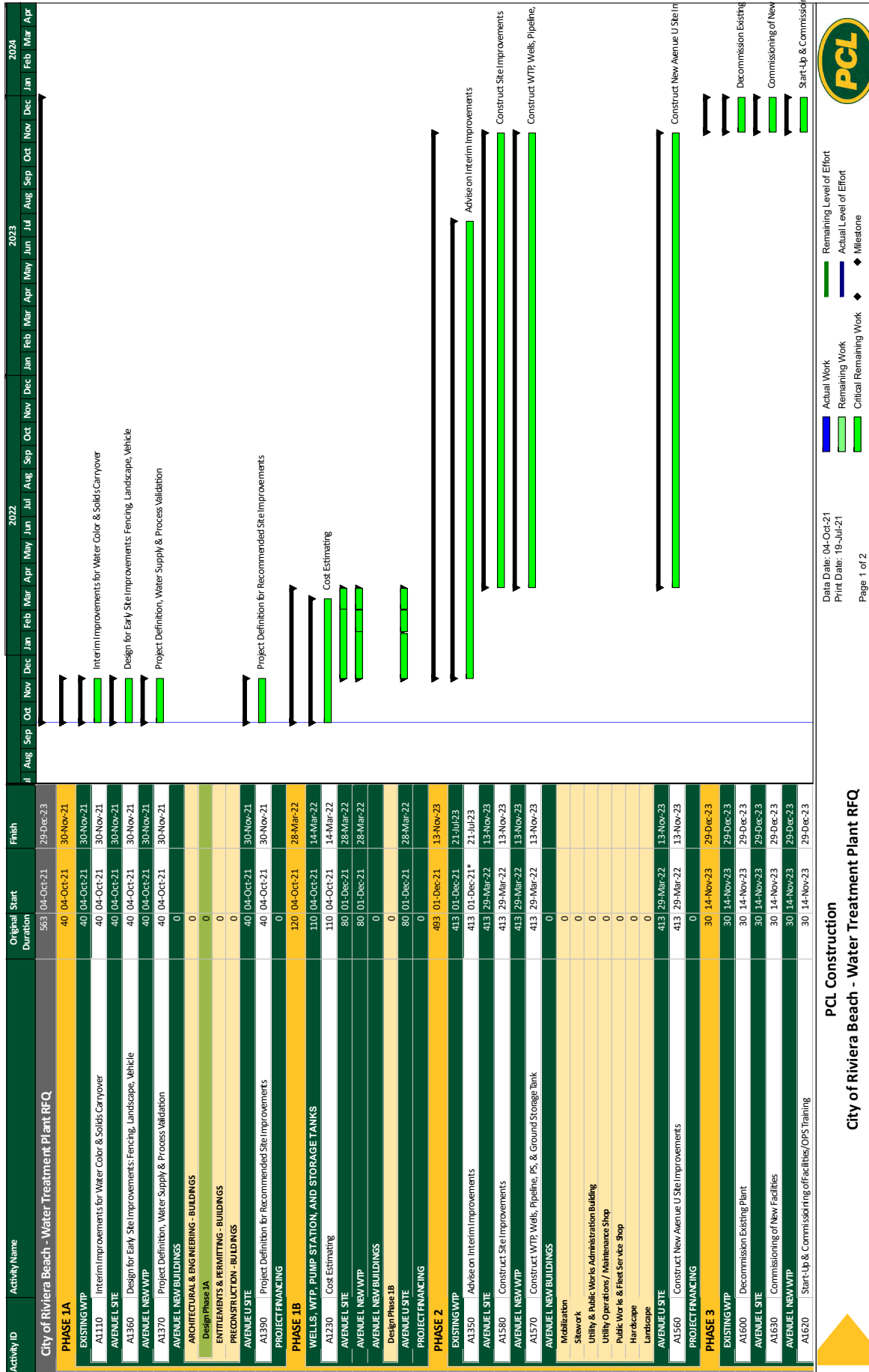
#### A POTENTIAL EARLY START ITEM: SITE CIVIL, YARD PIPE, AND EARTHWORK

To allow an early construction start in the fall of 2021, our team will work diligently to define the required work associated with the underground utilities and rough site grading. While much of this work will ultimately be “below the surface”, its completion is critical to the subsequent construction activities. The team will work closely with the permitting agencies to determine any local code requirements or typical details which must be incorporated in the design.

# MAPPING THE Design-Build Our Draft High Level Timeline

MONTH 1	Regulatory Engagement Project Definition Early Start Work	Programming Services	<ul style="list-style-type: none"> <li>• SFWMD CUP Permit Approval</li> <li>• Wells, WTP, Facility Planning and Programming Workshops</li> <li>• Preliminary Regulatory Workshops</li> <li>• Early Start Activities and Design</li> <li>• Cost Estimating</li> <li>• Existing WTP Color and Solids Carryover Control</li> </ul>
MONTH 2-4	60% Design (Wells, Pipelines, Pump Stations, Storage Tanks, and Buildings)	Detailed Design and Permitting	<ul style="list-style-type: none"> <li>• Construction Permitting</li> <li>• GMP Development</li> <li>• Detailed Design Charettes</li> <li>• Cost Estimating</li> <li>• Early Construction Activities</li> </ul>
MONTH 5	Financial and Contractual Milestone	Close on Financing	<ul style="list-style-type: none"> <li>• GMP Agreed Upon</li> <li>• Financial Close Achieved</li> <li>• Phase 2 Services Contract Executed</li> <li>• Construction Permit Approval</li> </ul>
MONTH 6	Construction Services	Facility Construction Start	<ul style="list-style-type: none"> <li>• WTP</li> <li>• Wells</li> <li>• Pipeline</li> <li>• Pump Stations</li> <li>• Ground Storage Tanks</li> </ul>
MONTH 19	On-Site Engineer	Commercial Buildings Completion	<ul style="list-style-type: none"> <li>• Administration Building</li> <li>• Utility Operations Building</li> <li>• Public Works and Fleet Service Shop</li> </ul>
MONTH 26	Process Engineer	Wells, Pump Stations, Water Treatment Complete	<ul style="list-style-type: none"> <li>• Water Supply System Online</li> </ul>
MONTH 27		Final Completion	

# Conceptual Schedule



Date Date: 04-Oct-21  
 Print Date: 19-Jul-21  
 Page 1 of 2

**PCL Construction**  
 City of Riviera Beach - Water Treatment Plant RFQ

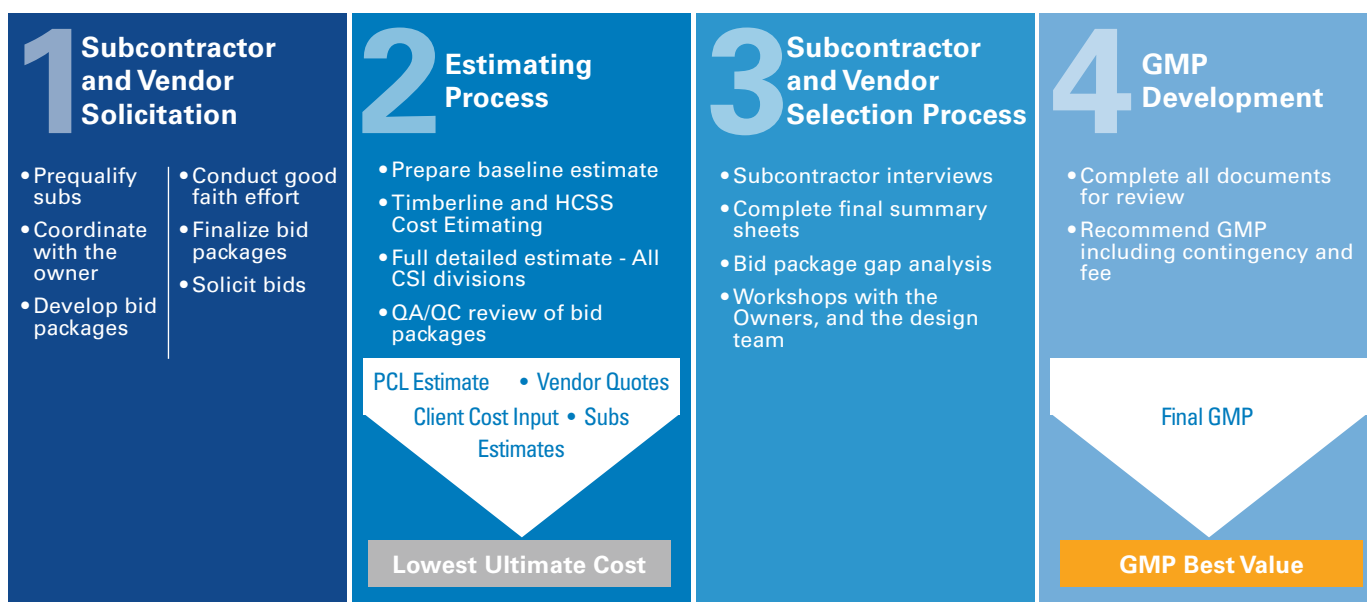
## 6.3 Cost Control

### Meeting your budget

The PDB model provides the owner the ability to develop the direction of their projects while also giving them direct control of the final product. An experienced PDB team understands this process, and the alliance of Client-Designer-Vendor-Contractor yields the most cost-effective solutions, since all options can be weighed and evaluated with a high level of certainty.

We will work with the City to provide multiple solutions that can be evaluated and weighed against potential to allow informed and smart decision making. In essence, throughout our process the City can make the right choices that guide the project team to the best solutions with all factors identified, contemplated, and integrated into the process.

### GMP DEVELOPMENT PROCESS



#### COST ESTIMATING FOR “COST CERTAINTY”

Our local cost estimators use a database of local costs for equipment, labor, and materials tied to our ability to forecast construction requirements at milestone stages of the design. Our just-completed PDB project for Delray Beach and other ongoing regional contracts provide the most current, reliable data. **The result? You can confidently rely on our cost estimates.**

**Transparency is a critical ingredient to developing trust. We utilize an open-book approach to cost estimates – giving you a window into the project cost.** We clearly identify and describe individual elements and assumptions. We will complete an initial baseline estimate of construction cost performed within the first 30 days after the contract execution. Because of our Team’s extensive experience working together across similar projects, we can efficiently develop

baseline cost and schedule estimates using our preliminary plant design and cost database. Initial GMP estimates will include quantity takeoffs of materials and equipment as they appear on the drawings. Material quantities and unit measures are entered into the estimate and converted to a bill of materials. Cost estimates are created progressively, and our GMP development strategy incorporates prequalified subcontractors and vendors to ensure comprehensive, reliable, and accurate bidding.

**As the design progresses and our process equipment, structures, and layout are refined, the cost model continues to be updated, and a new projected GMP is issued—in a fast-track project such as this, that could be as often as weekly.**

This process will continue as we progress through to completion of Phase 1, when we will have achieved the final GMP. As the estimates progress,



we hold GMP analysis sessions to review scope, price, risks, contingency, and allowance recommendations. Based on our experience on previous similar projects, we have found that the **60% Design is typically the optimal time** for GMP finalization.

When differences in the cost estimates arise, we start by comparing work breakdown structures and categories (to ensure alignment), production rates, and unit costs. Often these differences are due to simple misalignment with the estimate structures. By conducting a side-by-side comparison, we can identify any gaps to resolve any differences. The team will eliminate misalignment issues early in pre-construction by developing matching budget models and work breakdown structure for use in all estimates. When appropriate, we will conduct reconciliation meetings and provide the complete cost estimate book with quotations for reviews with the team.

**Achieving Cost Control Through Teamwork.**

Another facet of cost control is through the seamless working relationship between PCL and Carollo. Recently, for the South Central Regional project, the team collaborated in negotiations on a \$1M contract for the aeration equipment. We worked together combining equipment specifications with managing the supplier’s scope and price breakdowns. Once the estimators received the pricing from the manufacturers, the design team reviewed it to ensure everything that was required in the specification was covered. This required multiple meetings, phone calls, and follow-up emails, but in the end the price we included in our Max GMP, was within budget. By making sure the specifications and the supplier scopes are clear and well defined, cost control is much easier to manage.

**VALUE ENGINEERING. Value engineering (VE) is not merely a cost reduction strategy, it’s about identifying the best value.** This is an important clarification, as it often involves value constructability considerations, life-cycle cost analysis, future expansion considerations, operability, operations flexibility, and performance and reliability. Unfortunately, in many instances, VE often is used as a reason to slash scope and dramatically alter design intent under the banner of value engineering.

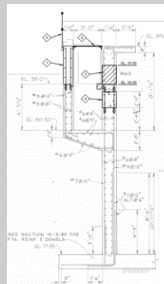
Defining value is key to successful VE. Value equals functionality divided by cost. This definition makes it clear that the value of a material, system, or building can be increased by increasing the function, decreasing the cost, or both. Simply making the structure smaller or removing scope does not increase value, since these changes reduce function. Without this understanding, ideas can lead to decisions such as deletion of a standby pump, removing spare parts, or reducing the footprint of the building—all of which decrease functionality and/or reduce resiliency. **Value analysis allows the team to explore all options within a framework and taps the creativity and experience of the team to consider constructability ideas, life-cycle costs, and operational preferences.** This maximizes the design-build approach and produces true value. The assessment of materials and equipment are performed throughout design and pre-construction and any impacts tracked.

Our team will make sure we consider all alternatives, both those that reduce costs and those that may increase the initial capital cost, but result in better performance or reliability, or decreased life-cycle costs. All alternatives are logged and can easily be reviewed and discussed with the team. We will identify the impacts to the budget and schedule to aid in the decision to adopt, reject, or refine the alternative. The proposed changes remain on our list until a decision has been made to ensure ideas are never lost.

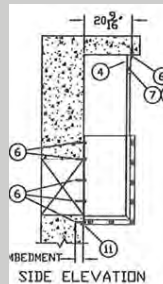
**VALUE ENGINEERING**

**WHERE WE’VE DONE IT  
SCR WWTP PROJECT**

Recently, on the SCR WWTP project, the VE process was used to add flow control and to increase sidewater depth using effluent weirs in the aeration basins. The sidewater depth increase provided **six percent more oxygen transfer efficiency**, resulting in energy savings. PCL was tasked to add the weir at no additional cost as the original approach was deemed too expensive. The team used an innovative inboard FRP weir that provided the same functional result.



Original concept



New proposed design



Inboard weirs provide flow splitting and increased the sidewater depth to reduce energy costs

## Quality Control During Design

Our Quality Management Program (QMP) is based on achieving or exceeding compliance to standards by monitoring and improving quality so problems do not reoccur.

- **QA/QC Management Meeting.** This meeting will be held immediately after project kickoff to establish peer review assignments, and to establish the guidance for SCR input and the basis for preliminary and final design criteria.
- **Technical Review Committee.** Our TRC will provide independent and experienced engineers' checking and providing guidance at 30 and 60 percent design completion.
- **Monthly Review Meetings.** Throughout the project, key team members will conduct frequent coordination meetings to achieve consensus and understanding of the overall design intent, and constructability and operability issues.
- **Peer Review/Check.** Independent internal peer discipline reviewers will check all drawings and calculations.

## TRIED, TESTED, AND TRUE: CONSTRUCTION QUALITY MANAGEMENT PROGRAM.

PCL's Quality Management Program (QMP) was born out of our desire for continuous improvement. Our QMP is based on the U.S. Army Corps of Engineer's three-phase inspection process. PCL manages its quality performance throughout construction by conducting management quality audits, reviews, and quality meetings with subcontractors and suppliers.

## OUR QMP = ZERO DEFICIENCIES DESIGN-BUILD

Our QMP is overseen by a Quality Management Committee of highly experienced senior engineering and construction professionals, and is continually evolving to improve training, increase efficiency, maximize client satisfaction, and minimize variation with emphasis placed on producing the project you desire. The objective of our QMP is to provide a product that meets or exceeds the requirements of the contract and the client. This objective is achieved by knowing our job and by doing it right the first time. Our team will develop a **project-specific QMP** outlining our quality related processes and procedures for this project. All parties will be involved in reviewing submittals, participating in the quality control process and daily inspections of construction.

# 6.4 Developing and Maintaining the Project Schedule

## Providing Date-Certain Delivery

### Time is of the Essence

We know that time is of the essence for the delivery of your project, that’s why we have already started developing a conceptual schedule to better understand critical milestones to meet your deadlines. This involved not just our construction team but also our designers, vendors, subcontractors, and our financial team members, as they can all drive the schedule.

### How Do We Create and Maintain Your Schedule? A Three Step Process:

**Step 1: A Pull Planning Session.** The next step of the schedule evolution will be made using a **comprehensive pull-planning session**, a proven schedule technique deployed on schedule critical contracts to build in a **lean approach that reduces the overall schedule**.

In the process, the complete team inclusive of designers, vendors, subcontractors, regulatory agencies and your key team members are pulled together to jointly build the schedule—thus building consensus and ownership of schedule commitments by all involved. This approach is used in many of our industrial and larger commercial contracts where time is literally money.

**Step 2: Create a Project Baseline Schedule.** The details from the pull-planning session are then transferred to P6 develop the schedule baseline. As the project design evolves, vendors selections are made, permits are applied, and subcontractors are finalized the schedule will be further developed so that as the GMP is finalized so is our baseline schedule.

**Step 3: Create a Resource Analysis.** A resource analysis will accompany the schedule, as a by-product of the schedule and to mitigate risks associated with labor, equipment/material, and contractor availability. Peak craft hours will be understood, and critical values will be evaluated. Where we have concerns for peak labor curves that are not reasonable, we can look at resource balancing to reduce the total number of craft required. Equipment and material supplies will also be evaluated to ensure our project is based around the capacity of the industry to supply critical project elements on time.

Through our team schedule meetings, we can routinely meet and discuss schedule progress and identify any areas of concern. Where required the pull-planning team can be re-assembled to understand areas for improvement and set the wheels in motion for recovery. Team members are again held accountable during this meeting to take the necessary actions to ensure the City’s project schedule goals are maintained.

We have found 4D schedules are effective in educating site staff, client key personnel and the public in how the project will progress. As a graphical representation of the contract, it gives you one more tool to measure the success of the project team and to set expectations with key team members.



**Managing Permitting – A Staged Approval Process.** Thinking ahead keeps the project on schedule. As an example, permit procurement can be challenging in the PDB process. Reviewers are used to “100 percent complete” documents. For the Boynton Beach PDB project, the building department had never worked with a PDB contract and was used to 100 percent submittals. We overcame this issue through multiple meetings to gain buy in on a phased review process, ultimately allowing construction to proceed in concert with our design.

## Mitigating Major Events... These Events are Inevitable, but Mitigation Planning Can Reduce the Severity

Risk management processes start at the beginning of the project. The team identifies known risks and brainstorms to find potential risks. Once these risks are identified, we rank the severity of each risk. Those that are “showstoppers” or major events that would cause a complete project stoppage or potentially impact existing operations, are ranked the most critical and given the most attention during the planning stages.

As an example, for the South Central Regional WWTP PDB project, we developed an emergency plan to outline how the construction phases are hardened against a severe weather event. We follow prescribed steps to monitor potential weather events as well as take steps to tie down and cover up work. Our personnel are removed from the project site to safe zones in advance of severe weather events. As always, key personnel are on-call in case our attention is needed due to severe weather impacts. Severe weather impacts are incorporated in the schedules and we are prepared to re-forecast schedule and move into weekends and/or holiday work (with additional crews), should an unavoidable delay to construction occur.

### Mitigating Delays for the Boynton Beach Ion Exchange Project

The best example can be found right here in Palm Beach County at our Boynton Ion Exchange project. With any contract, third party issues can be one of the hardest issues to solve – typically our approach is to use early packages on similar scopes but this cannot always be accomplished. Challenges encountered at the Ion Exchange project were due to delays caused by -third-party suppliers – late delivery of the main transformers, installation delay of the load control system by Florida Power and Light, and another caused by a pipeline subcontractor.

Through vigilance our team identified these issues early enough, and were able to take action. Once identified, we worked with the various parties such as FPL and the project contractors to identify alternatives. Alternative solutions included, additional site forces, re-organization fo the project critical path, additional site hours and re-phasing of the start-up. Our team worked with the City to make adjustments that compressed components of the schedule to reduce the impacts of delays and still deliver the project below the initial budget. By working with the City, the team was able to bring components online in phases to manage the impact of those delays. This PDB project allowed issues to be worked out with weekly coordination and modification of schedule items without change orders or changes to the overall schedule.

## 6.5 Key Risk Factors/ Risk Assessment Matrix

Typically, disputes on construction projects arise when unanticipated events or other factors are encountered by the team with no method for quick mitigation. **On PDB projects, we use a formal risk register to identify and mitigate project risks.** The risk register is dynamic and is intended for continuous input by the project team. It is the tool that helps the team establish allowances and contingencies. It is also the yardstick by which the team is measured for their ability to control factors that could be detrimental to the City’s goals.

Starting with the initial risk management meeting early in preconstruction, the team is diligent about identifying potential project risks, assigning them to the party best suited to manage the risk, and working collaboratively on mitigation plans to prevent the risks from impacting the project. **It is important that the team remain diligent about this process and that the risk register remain a living document that the team continues to manage through the construction phase of the project.** With the PCL Carollo team you are onboarding one of the areas strongest teams who can accurately identify and manage these risks, allowing you to sleep well.

A key component of the **risk matrix** is that it is does not sit in a drawer somewhere but rather **exists as a tool the team continuously reviews** from design through commissioning to control project cost and schedule surprises.

The key categories that we have seen as risks at this stage and their mitigation strategies to control the risk are as follows:

Risk	Explanation
<b>Limited Industry Resources</b>	The industry is currently going through a resource strain due to a heated market. Although this could change prior to execution it will need to be addressed as it could lead to labor and equipment shortages, delayed deliveries subcontractor failures, etc.
<b>Unforeseen Conditions</b>	Typically these can be relegated to the usual suspects, geotechnical, hazardous materials, buried utilities, all of which can be
<b>Financial Impacts</b>	Current trends indicate a heated economy may create significant rate increases in the bond markets. Escalation of materials have created significant increases in the cost of materials and labor.
<b>Scope Growth</b>	All analysis performed today is based on conceptual design analysis. As the design is developed there is a potential for scope growth due to the design evolution.
<b>Third Party Impacts</b>	As the project design develops and third parties are injected into the process, requirements by these parties for reviews or changes in the design to meet their requirements can significantly impact the project.

One of the key benefits that the City and the public get from the PDB process is risk control and the team’s ability to control these risks to avoid surprises is one of the leading qualifications a team must have. The team bring the skills in assessing the risks, assigning measures to mitigate the risk and the ability to overcome any deleterious effects. **Choosing the right team upfront means controlling the success of the project and proactively avoiding risk impacts.** Please see the sample risk assessment matrix on the following three pages.

## City of St. Petersburg NWWRF Improvements Project

Probability of Occurrence		Very High	High	Medium	Low	Very Low	MATRIX KEY										
		95%	75%	50%	25%	5%											
Severity of Impact		Not Able to Meet Project Objective	Project Objective at Risk	Project Objective Slightly Impacted	Added Resources / Meets Project Objective	Minimal Impact/ Project Objective Not Impacted	Risk Rating										
		100	50	20	5	1											
Risk Rating		Extremely High	High	Moderate	Low	Very Low	RISK MANAGEMENT/ Post Risk Analysis										
		Red	Orange	Yellow	Green	Green											
Identify the Risk		Assign the Risk				Classify the Risk				Quantify				Risk Response			
Risk ID	Description of Risk	Who / What does the risk affect? Operations; Maintenance; Construction; Other				Probability of Impact %	Severity of Impact (numeric)	Risk Rating	Impact	Impact	Schedule Impact	Avoid? Mitigate? Accept? Transfer?	Potential Mitigation Measures	Risk Owner	Status	Management Strategy	
<b>Identify the Risk</b>																	
1	Raw sewage spillage during construction	Operations; Public; Construction	75%	100	500.0	100	Mitigate	1	months	Detailed pre planning of MOPOs and through review at multiple design phases.	Shared	On-Going	Include MOPO requirements in Design.				
2	Delays in getting approvals for change orders	Construction	50%	5	5.0	5	Mitigate			Thorough team alignment and review of PCL, Hazen, & Wade Trim support the City on	City	On-Going	Include Owner Allowance & Contingency. Team commitment to City needs.				
3	Delays in getting GMP (s) approval	Construction	50%	5	5.0	5	Mitigate			Advanced equipment selection workshops to assist with team alignment on City goals.	Shared	On-Going	Included in Design				
4	Equipment not meeting performance requirements	Operations, Construction, Design	5%	50	25.0	50	Avoid			Early alignment of team to operational needs and goals.	ODP equipment is owned by the City	On-Going					
5	Not meeting permit conditions	Operations; Contractor	25%	100	100.0	100	Mitigate			During preconstruction utilize as built data and site investigations to locate utilities that may be impacted by construction activity.	Shared (CMAR, Contractor)	On-Going	Combination - Design to include MOPO requirements and, with input from City and CMAR, incorporate critical utility compliance mitigation. Allowances included for unforeseens and to allow flexibility to adjust construction for plant.				
6	New tanks settling during construction	Construction	5%	20	10.0	20	Mitigate	2	months	Thorough geotechnical investigation.	Designer	On-Going	Included in Design				
7	ENVISION Score does not meet Gold upon design completion (Pathway A); City decides we can't meet and/or ISI doesn't provide the credits expected	City	50%	20	20.0	20	Mitigate	~0.5% of project budget		Pathway A is at the end of design; allows the team to understand at completion of design, so it possible to make an adjustment during construction to meet the overall goal.	Shared (City, Designer)	On-Going	Combination - Design to include Envision requirements. Owner Allowance should be considered for flexibility to incorporate additional items if Gold is in jeopardy.				
8	Owner Directed Purchase (ODP) Process;	Construction; City	5%	50	25.0	50	Mitigate			CMAR to manage the process for equipment price modeling and review process;	Shared Opportunity CMAR	On-Going	Bid Solicitation Criteria				
9	Not able to negotiate Final GMP	Construction; City	5%	100	50.0	100	Avoid			contingency discussions early on to contingency discussions; early on to contingency meetings; tracking logs;	CMAR	On-Going	Included in Design - Align scope to City's needs during Design				
10	Design changes that are not vetted appropriately	Operations, Construction, Design	5%	20	10.0	20	Avoid			Monthly meetings; everyone must participate; coordination; review discussions; decision log to track phase to solicit input and engagement.	City, Designer	On-Going	included in Design - Design progression log up-to-date & agreed upon by all stakeholders.				
11	Stakeholders and public against the project	Construction	50%	50	50.0	50	Mitigate			Team to engage the public during the design phase to solicit input and engagement.	Shared	On-Going	Next meeting planned at 90% design completion.				
12	The rezoning and replatting is not approved from the Development Review Committee or	Construction	25%	20	20.0	20	Mitigate			CMAR and Wade Trim to support City with application process. Team to prepare DRC	City	On-Going	Meet with DRC for approval prior to reject Storage 90% design completion.				

**- CONFIDENTIAL INFORMATION -**

City of St. Petersburg NWWRF Improvements Project

Probability of Occurrence		Very High 95%	High 75%	Medium 50%	Low 25%	Very Low 5%						
Severity of Impact		Not Able to Meet Project Objective 100	Project Objective at Risk 50	Project Objective Slightly Impacted 20	Added Resources / Meets Project Objective 5	Minimal Impact/ Project Objective Not Impacted 1						
Risk Rating		Extremely High Red	High Orange	Moderate Yellow	Low Green							
Identify the Risk		Classify the Risk					Risk Response			Risk Owner	Status	Management Strategy
Risk ID	Description of Risk	Who / What does the risk affect? Operations; Maintenance; Construction; Other	Probability of Impact %	Severity of Impact (numeric)	Risk Rating	Quantify \$	Quantify Impact	Avoid? Mitigate? Accept? Transfer?	Potential Mitigation Measures			
13	Contaminated soils on the site	Construction	5%	5	2.5			Mitigate	Early testing and contamination investigation	City	On-Going	Included as an Allowance; Included in Design; Other
14	Elevation of the reject storage tank; soil will	Construction	95%	5	25.0	#####		Mitigate	Import fill included to account for soil loss	City	Retired	
15	Unidentified wetlands are discovered	Construction	5%	20	10.0			Mitigate	Wetland study to be completed by Wade Trim.	City	On-Going	Included in Design.
16	Staff turnover from all team members	Construction, Design	5%	5	2.5			Accept	Requested back-up PMs for design and	Shared	On-Going	
17	Disruption of work due to the media; political impacts	Construction	10%	5	2.5				All stakeholders, including the public, to be engaged during design phase for input and also to educate public on need for the project.	Shared	On-Going	Combination - educate public and include public input on design. Continue addressing specific needs during construction.
18	Increased impacts to the public/impacts to the	Construction	95%	5	25.0	#####		Mitigate	Public outreach and stakeholder input.	Shared	On-Going	Combination - educate public and include public input on design. Continue addressing specific needs during construction.
19	Adverse weather	Construction	95%	50	250.0	#####		Accept	Schedule planning to mitigate; hurricane preparedness plan; add additional schedule	Shared	Retired	
20	Too much work and a reduction in contractors	Construction	50%	20	20.0			Mitigate	Robust and focused engagement of subcontractors	CMAR	On-Going	Included as an Allowance (Concatenated Site Investigation & Potholing)
21	Existing infrastructure slated for reuse needs to be replaced or rehabilitated	Construction	75%	5	25.0	#####		Accept	Early assessment of as-built data to assist design teams with potential tie-in points.	Shared	On-Going	
22	Lack of subcontractor performance	Construction	5%	5	2.5			Mitigate	City to be engaged in the subcontractor	CMAR	On-Going	
23	Materials price volatility (potential shipping costs) and impacts from COVID	Construction	50%	5	5.0	#####	1 month	Accept	Early procurement packages to be considered to help mitigate schedule risks and market	Shared	On-Going	Early procurement - GMP to be based on bid solicitations.
24	On-site accident occurs	Construction;	50%	5	5.0			Mitigate	Align entire team to goal of zero incidents.	CMAR	On-Going	
25	Availability of skilled labor	Construction	50%	5	5.0			Mitigate	Source labor locally and nationwide as	CMAR	On-Going	
26	Damage to existing infrastructure during construction; below and above ground	Construction	75%	5	25.0		2 months	Mitigate	Detailed pre planning of MOPOs and through review at multiple design phases.	CMAR	On-Going	Preconstruction identifications, relocations, and incorporation into design. Allowance for construction phase to address
27	Dewatering more than expected	Construction	95%	5	25.0	#####		Mitigate	Borings; known history	Shared	On-Going	Utilize independent industry experts during preconstruction phase to access dewatering design
28	Additional shoring requirements due to groundwater and soil conditions	Construction	95%	5	25.0	#####		Mitigate	Borings; known history	Shared	On-Going	Utilize independent industry experts during preconstruction phase to access sheeting design

- CONFIDENTIAL INFORMATION -

City of St. Petersburg NWWRF Improvements Project

Probability of Occurrence		Very High 95%	High 75%	Medium 50%	Low 25%	Very Low 5%							
Severity of Impact	Not Able to Meet Project Objective	100	Project Objective at Risk	Project Objective Slightly Impacted	Project Objective Meets	Minimal Impact/ Project Objective Not Impacted							
	Risk Rating	Extremely High Red	High Orange	Moderate Yellow	Low Green								
MATRIX KEY													
RISK MANAGEMENT/ Post Risk Analysis													
Identify the Risk		Assign the Risk			Classify the Risk		Quantify		Risk Response		Risk Owner	Status	Management Strategy
Risk ID	Description of Risk	Who / What does the risk affect?	Probability of Impact %	Severity of Impact (numeric)	Risk Rating	Quantify	Quantify	Quantify	Avoid? Mitigate? Accept? Transfer?	Potential Mitigation Measures			
29	Continuously changing MOPOs; delays	Operations; Construction	50%	5	5.0				Mitigate	Early alignment of all stakeholders by continuous and updated MOPO planning at the 30%, 60%, and 90% design phases. Secondary entrance that can be gated in the	City Shared	On-Going	Included as an Allowance; Included in Design; Other
30	Unable to access the site efficiently and	Construction	25%	5	5.0	#####			Mitigate	Utilize PCL's Quality Management Program for	Shared	Retired	Alignment of all stakeholders thru continuous MOPO planning during preconstruction and construction phases. Included in design/GMP
31	Quality issues	Construction	25%	5	5.0				Mitigate	Utilize PCL's Quality Management Program for	Shared	On-Going	PCL's Quality Management Program

- CONFIDENTIAL INFORMATION -



TAB 7

# LOCAL VENDOR PREFERENCE

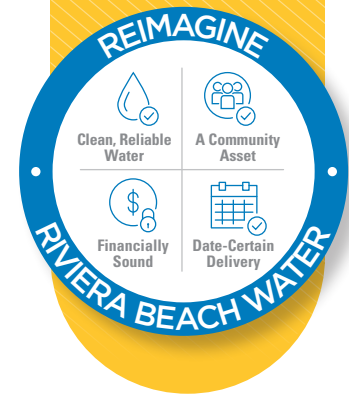
// The S.A. Nelson team went above and beyond to engage the vendors, community contractors, and the residents about the Authority's project."

- **Delvin Thomas,**  
**Riviera Beach Housing Authority, FL**



7 // LOCAL VENDOR PREFERENCE

# We are Uniquely Positioned to Implement Consensus-Driven Outreach



**We will ensure Riviera Beach Dollars stay in Riviera Beach.** Community organization and engagement will be crucial for your project. Building a sustainable economic development strategy requires empowered residents that become active participants in the ongoing economic development of their communities; creating a legacy of sustainable wealth that benefits the entire community.

“As residents, we share a stake in the success of community engagement processes, and we are excited about the prospect of playing a key role working on this legacy project. We are dedicated to establishing a diverse business ecosystem in Riviera Beach.”  
**- Sophia Nelson, S.A. Nelson & Associates**

Through a robust labor/vendor engagement program, led by Sophia Nelson and her team, we will ensure Riviera Beach residents benefit from any development or redevelopment initiative, and that public projects effectively address community needs by creating job and job training opportunities, workforce development, and fair access and support for local small and minority-owned businesses to pursue contracts. This in turn will enable residents to become stronger stakeholders in the community.

With the use of in-house predictive dialer, automated calling, and SMS technology; graphic design and data programming; and event coordination, management, and promotions, we are able to execute efficiently.

## Community Engagement Program

Through strategic partnerships, we will manage multiple teams, partners, and programs to organize an ecosystem of economic development that connects residents, businesses, job seekers, vendors, and subcontractors **through effective demand-driven workforce development and local business engagement.**

We will seek to link the community with resources that will assist in galvanizing the combined efforts of residents, through Neighborhood Economic Development strategies that engage community organizations, businesses, and faith-based, financial, and educational institutions; focused on providing technical assistance and financial support for community revitalization, and incubator assistance for small business development and entrepreneurs.

To deliver on this commitment, we will develop and implement a program of **local hiring, workforce training** through partnerships with local job training and educational institutions, and local vendor/contractor engagement.

### Our experience demonstrates our strengths in the following areas:

- Managing multi-year planning efforts
- Responsiveness to the project work plan and organizational groundwork
- Innovative and equitable public participation programs
- Local presence and work experience in various communities
- Scenario modeling based on strong implementation strategies
- Professionals able to 'benchmark' projects against the most current and best practices

# ≥16%

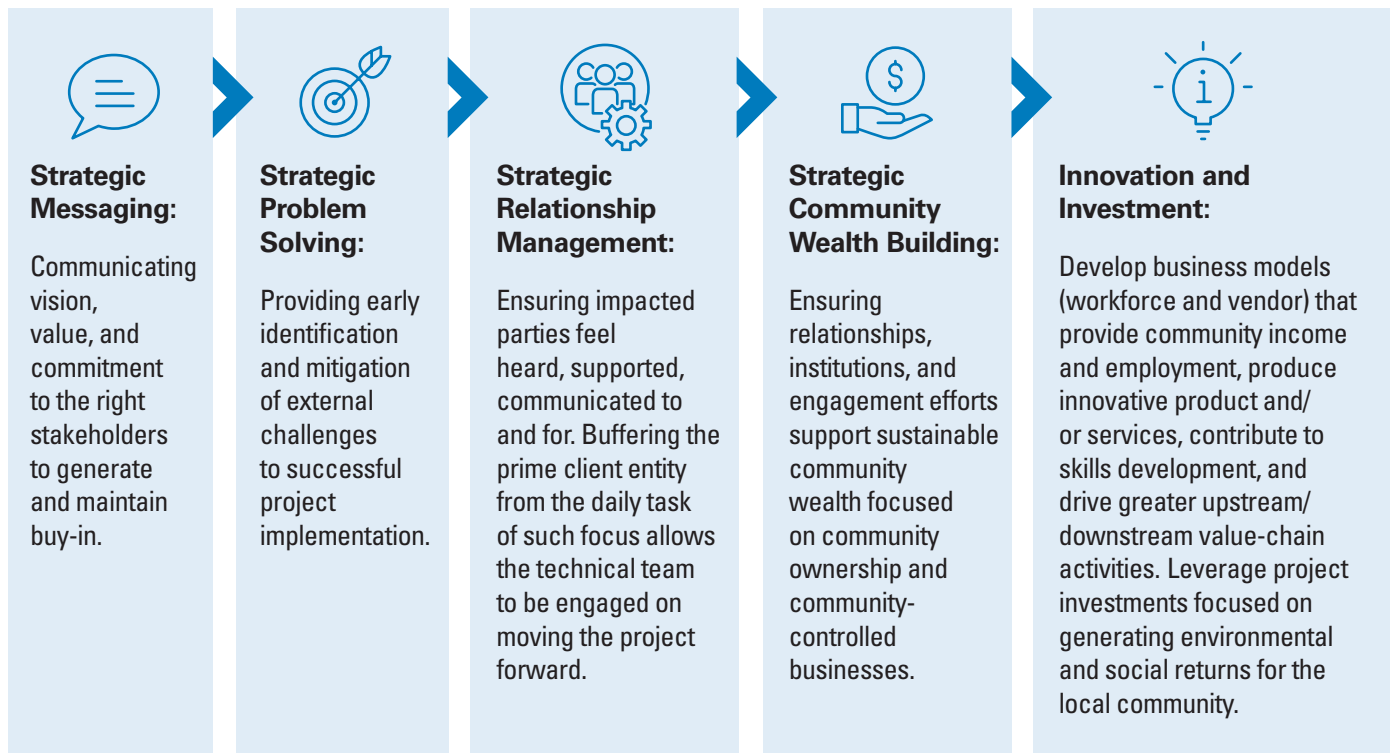
## AS COMMITTED LOCAL EMPLOYERS,

we understand the importance of our local small and disadvantaged businesses. **We are firmly committed to 16% or more in contracting opportunities with local preference qualifying companies.** Jim Holtje, Asst. Design-Build Manager, will lead all S/M/WBE coordination to facilitate maximum participation.

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

## Approach

We understand Riviera Beach is unique and requires an engagement approach that specifically addresses your needs and expectations. We do not wait for the development project to begin before we act.



Working with the development team, we will engage at every stage, from concept to activation, and through operation to identify the hiring and procurement needs and processes. With this need in mind, a plan will be developed to source and **create a pool of labor, subcontractors, and vendors** based on defined requirements and schedules focused on the target community.

The program sourcing can prioritize and prepare the community’s unemployed and underemployed for jobs through training, education, and job placement. We will develop partnerships with community support providers, such as childcare and transportation, adult or vocational education, employer focused specialized training, insurance and bonding for ex-offenders, licensing and certifications, or other partners that ultimately lead to employment.



**We form strategic partnerships** to work with clients who have major community-based projects that require multi-focused coordination efforts to stay on task and produce successful outcomes.



**We seek projects that are true wealth-building** potential projects for not only the project team, but for the communities that are within the project boundaries. We also work with project teams where the historic value of the people within the community is valued as much as the real estate.



**We effectively help our clients better manage the ever-evolving expectations** of those in the community political and contractor worlds, by relying on our strategic communications, problem solving, consensus building, and knowledge of both the public and private sectors.

### Pre-construction and Construction Phase

- Identify current local, SBE/M/WBE contractor pool, assess capacity, build participation targets, and create strategy for capacity building during pre-construction.
- Implement a construction labor/workforce development program that links contractors, local workforce, and workforce training programs to **create not just jobs BUT careers for your citizens.**
- Implement a construction local vendor, supplier, and subcontractor outreach program that links contractors, local vendors/suppliers/subcontractors, and business development support programs to **create economic opportunities for the community.**

### Post-Construction Phase

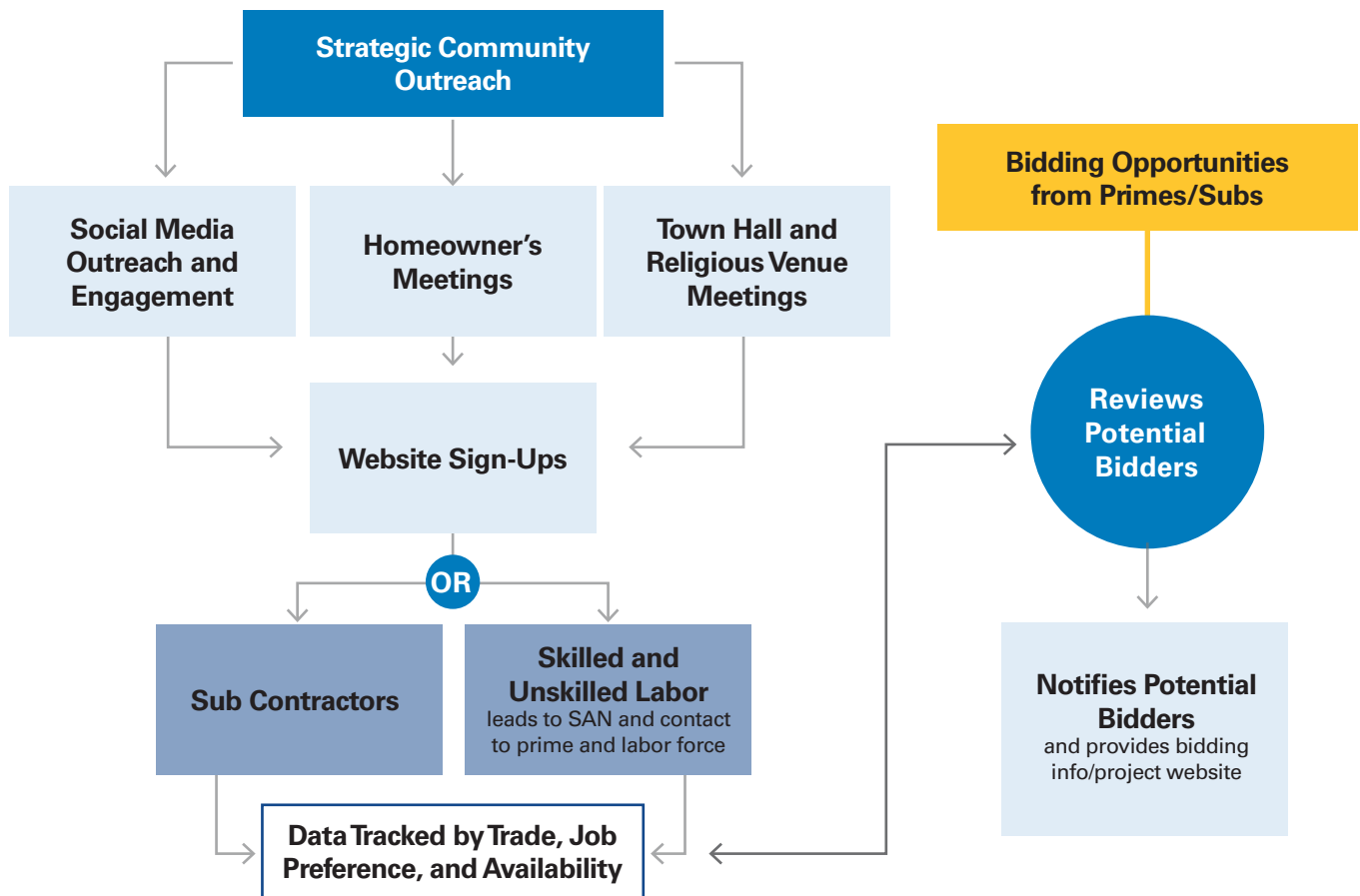
- Implement an operation related (long-term) local post-construction labor/workforce development program that links contractors, local workforce, and workforce training programs to **keep the momentum going.**

- Implement an operation related (long-term) post-construction local supplier and service vendor outreach program that links local vendors to project opportunities with the goal of **leaving a legacy started with your project.**

### FAST-TRACK PAY

One of the biggest advantages of bringing private money to the table, is flexibility. This enables our team to provide cash faster to qualifying businesses. **We understand small businesses need a solid cash flow program that puts real dollars in their hands as soon as possible.** Cash flow is the fuel that ensures these business can pay their employees and vendors on time... WE GET IT! Through our financier, Provident, PCL will utilize a FAST-TRACK PAY program to provide **payment on 15 day cycles** to qualifying businesses to ensure these small businesses are paid sooner than later.

## Outreach Map



CITY OF RIVERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

# Local Participation

FIRM	CITY EXPERIENCE	S/M/WBE	ROLE	% OF PARTICIPATION
Radise International	✓	M/WBE	Geotechnical	TBD
All Site Construction	✓	SBE	Construction	TBD

\* Current values cannot be established as the total scope of services have not been established nor a GMP. These will be finalized at the end of Phase 1.

Note: Vendor proof of residence is included at the end of this section.

## Wealth Building

The City of Riviera Beach requires an economic development strategy for this project that empowers the businesses and residents of Riviera Beach to be active participants in the development of their new water plant. This project will benefit the community by creating job and job training opportunities, workforce development, fair access, and support for local small and minority-owned businesses to pursue contracts.

This strengthens resident’s purchasing power and thus become stronger stakeholders in the community. Community organization and engagement is crucial. **We will provide vigorous community outreach through the City and CRA websites, radio PSAs, community organizations, businesses, and faith-based and educational institutions.** Our project team will be focused on finding local small and minority businesses and available local workforce. We look forward to serving as mentors, helping to develop a strong local workforce presence.



An Initial needs assessment should be conducted by each hiring entity (Design, Construction, Consultants, Suppliers). This will determine the amount and methods of public involvement The Merchant Strategy (TMS) needs to provide for the project. Identifying and using the right combination of internal and external resources will enable the team to achieve the Wealth Building goals.

## Approach

We will engage workforce subcontractors and the labor force of this project by following a standard construction format **with integrated outreach and public engagement.** Engaging the community for local contractors and the local labor pool will enhance the entire process without creating unnecessary disruptions. To achieve a seamless process involves overlaying the public involvement planning and integrating the engagement activity with the construction activity.

To ensure the success of the **“Building Wealth”** program, it is vital to meet with the rest of the project team before or at least in the early stages of construction to understand the timing, detail, and sequence of activities. This is the first step in evaluating the potential construction impacts on the community. **We will look for local Businesses, Labor, Materials, Supplies, and Direct Employees.**

## Careers

Based on our knowledge of Palm Beach County, Riviera Beach, and the municipalities, there is a need for job/skill training prior to job fairs or other methods to bring local citizens into the project. Our team will mentor new hires and facilitate an apprenticeship program that can be established with Career Source, Palm Beach State College, Associated Builders and Contractors (ABC), Associated General Contractors (AGC) and others to provide critical training on the basic skills requirements for entry into the trade and industry labor market.

S.A. Nelson & Associates will work with PCL and major subcontractors to set up technical knowledge based job skills programs for construction. When the project is completed, trained employees will have relevant technical knowledge and abilities for attainment of industry certifications and jobs as skilled labor at higher wages.

## Job Fair/Meet the Prime Event

PCL will sponsor a Job Fair/Meet the Prime event at the Marina or a similar venue. We will actively seek out qualified local small and minority business firms in a number of proactive manners to ensure they have the maximum practicable opportunity to participate:

- Ask the City and CRA and the Palm Beach County Office of Equal Business Opportunity (OEBO) and the Palm Beach North Chamber to post notices on their websites and social media platforms.
- Post the notice on the project website and on all authorized social media platforms.
- Ask the CRA Ambassadors to hand out notices.
- Post notices at places of worship.
- Create radio PSAs announcing the event and encouraging participation.
- Access the Palm Beach and West Palm Beach OEBO Vendor Directories for SBE and MBE businesses. We will invite their staff to attend.
- Email all ACDBE and DBE businesses using The Florida Unified Certification Program Disadvantaged Business Enterprise (UCP DBE) searchable listing of all certified firms eligible to perform work under the Federal DBE Programs.
- Email groups such as Associated Builders and Contractors, Associated General Contractors, CEI/FDOT DBE Supportive Services, the Airport Minority Advisory Council Bid Board, Black Chamber of Commerce, the Hispanic Chamber of Commerce.
- Firms that are professionally credentialed but without strong project experience can be mentored by the PCL (the construction firm), Carollo Engineers, and all subcontractors.



REGISTER ONLINE  
**CHOSENJOB.COM**

### Effectiveness of our Events and Training Statistics

#### Riviera Beach Housing Authority

**Meet-the-Primes Event:** 58 Attendees; 14 local subcontractors hired, and 23% local vendor spending.

#### Riviera Beach Marriott Beach Club:

Subcontractor Outreach Fair - 168 Attendees 37% local participation subcontracting, 41% local skilled labor participation, and 52% local unskilled labor participation.

**Training Program:** The Riviera Beach Housing Authority Heron Estates project had six unskilled labor force participants to complete training programs through the project. The training program was a mix of apprenticeship programs which were supplied by the subcontractors and the prime contractor.

## Our Approach to the Job Fair/ Meet-the-Prime Event


We will work with the team construction manager, to create a plan for selecting which portions of the work would be performed by small local firms to ensure participation in all available subcontracting categories. Each firm expressing interest via email or meeting attendance will receive a follow up email and/or phone call. **Any firm requiring help with bonding, insurance, or other assistance services to be provided will be referred to the Palm Beach County OEBO for assistance.** We will follow up to ensure each candidate is given full consideration. Records will be kept of all outreach efforts.

We will create name badges, sign-in sheets, signage, and all required collateral. We will staff the meetings, take meeting notes, setup and take down the room, and we will follow up on all outstanding items. **All efforts will be documented.** At the conclusion of the project, we will provide a report detailing how many Riviera Beach businesses and residents were apprenticed, mentored, or hired, and the cumulative value of these efforts.

When complete, **our program will ensure the citizens of Riviera Beach** come out of this project with **careers that will help to perpetuate wealth throughout the community** and build on the City's Vision.

# Local Vendors - Proof of Residence

## Radise International, LC



CITY OF RIVIERA BEACH  
600 W BLUE HERON BLVD  
RIVIERA BEACH FL 33404  
BUSINESS TAX RECEIPT


Permit Year October 01, 2020 to September 30, 2021

4152 Blue Heron Blvd W Ste 1114  
RADISE INTERNATIONAL LC

Issued:  
Vendor: 03348.1  
9412-NUMBER OF VEHICLES  
ENGINEERING CONSULT/CONST MGMT

RADISE INTERNATIONAL LC  
4152 W BLUE HERON BLVD 1114  
RIVIERA BEACH FL 33404

MUST BE POSTED CONSPICUOUSLY  
AT YOUR PLACE OF BUSINESS



**ANNE M. GANNON**  
CONSTITUTIONAL TAX COLLECTOR  
Serving Palm Beach County  
Serving you.

P.O. Box 3353, West Palm Beach, FL 33402-3353  
www.pbctax.com Tel: (561) 355-2264

**\*\*LOCATED AT\*\***  
4152 West BLUE HERON BLVD #  
1114  
RIVIERA BEACH, FL 33404

TYPE OF BUSINESS	OWNER	CERTIFICATION #	RECEIPT #/DATE PAID	AMT PAID	BILL #
54-0064 ENGINEER	ALLADY KUMAR A	52845	B19.600442 - 09/16/19	\$33.00	B4011582B

This document is valid only when receipted by the Tax Collector's Office.

B3 - 180

**STATE OF FLORIDA  
PALM BEACH COUNTY  
2019/2020 LOCAL BUSINESS TAX RECEIPT**

**LBTR Number: 200512968  
EXPIRES: SEPTEMBER 30, 2020**

RADISE INTERNATIONAL LC  
RADISE INTERNATIONAL LC  
4152 W BLUE HERON STE 1114  
RIVIERA BEACH, FL 33404

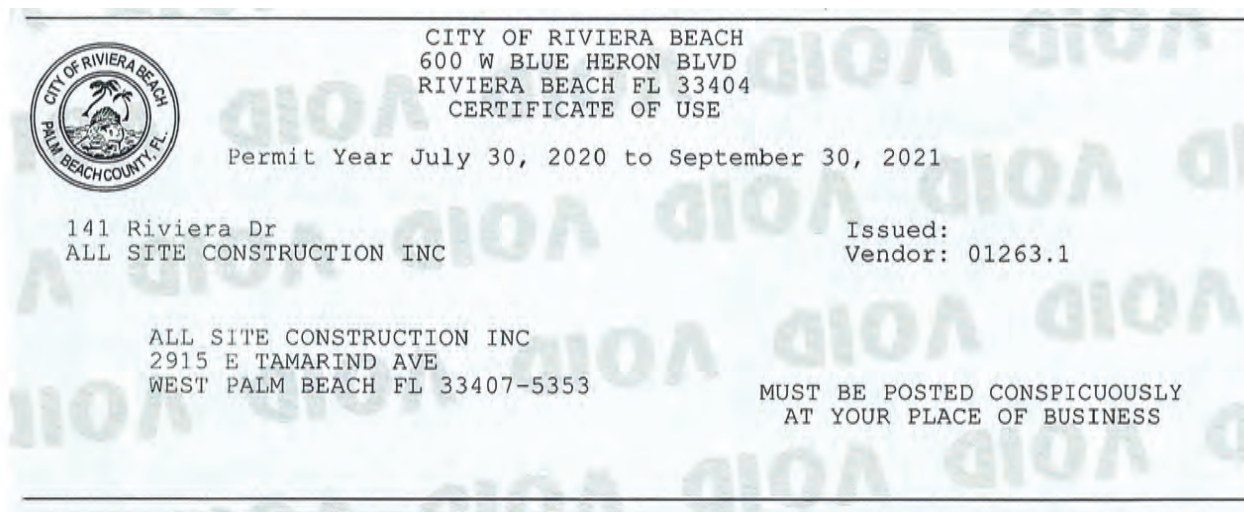
This receipt grants the privilege of engaging in or managing any business profession or occupation within its jurisdiction and MUST be conspicuously displayed at the place of business and in such a manner as to be open to the view of the public.

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES



## Local Vendors - Proof of Residence (Cont'd)

### All Site Construction, Inc.



TAB 8

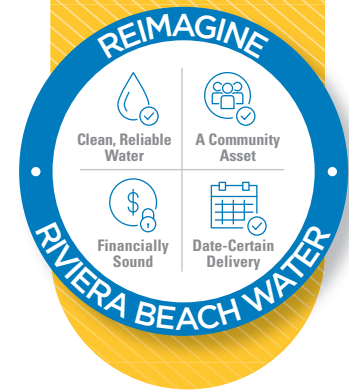
# SBE/M/WBE FORMS

// I am confident our favorable experience with Carollo is reflective of the level of service and satisfaction that others can expect.”

- **Gregory Rouse, PE,**  
**Sarasota County, FL**

8 // S/M/WBE FORMS

# The PCL/Carollo Team is Committed to Empowering Certified S/M/WBE Firms



*PCL welcomes the opportunity to team with specialized firms that qualify as Small Business Enterprises, Minority Business Enterprises, and or Women-Owned Business Enterprises. We have consistently partnered and collaborated with them since the 1987. We pursue meaningful participation by these firms, and actively work with them. Each association is carefully planned to provide opportunities for mentoring, technical training, and professional development, while maintaining the necessary expertise required by the project.*

## Our Team's Commitment

We are committed to enhancing the participating of our S/M/WBE partners while maintaining continuity of services to our client. This provides expanded roles for our partners, reduces any learning curve, and makes for a more efficient use of talent. To this effect, we are tasking our subcontractors to provide services during the design and construction phases.

## S/M/WBE Participation Plan

Our team's participation plan is based on a proactive and continuous approach. We will seek out partnerships with small, diverse suppliers, subcontractors, and consultants to provide value-added services in support of RBUD's overall objectives. We started these efforts with commitments to the design firms and have already connected with construction firms, as noted in the table below.

FIRM	S/M/WBE	RIVIERA BEACH EXPERIENCE	ROLE	% OF PARTICIPATION
S.A. Nelson & Assoc.	S/M/WBE	✓	Outreach/Workforce Dev.	TBD*
The Merchant Strategy	S/WBE	✓	Outreach/Workforce Dev.	TBD*
Song+Associates	M/WBE	✓	Architect/Landscaping	TBD*
JLA Geosciences	SBE	✓	Water Supply Wells	TBD*
Radise International	M/WBE/Local	✓	Geotechnical	TBD*
Engenuity Group	SBE	✓	Surveying	TBD*
D. Stephenson Construct.	MBE	✓	Construction	TBD*
All Site Construction	SBE/Local	✓	Construction	TBD*
Andrew Morgan Services	MBE		Structural	TBD*
Mr. Wireman	S/WBE		Electrical	TBD*

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.

### Design Phase Services

Our team will partner with design subconsultants that are most experienced at successfully working with our team on similar projects. **Our S/M/WBE plan includes the 10 firms listed in the table on the previous page.**

### Construction Phase Services

PCL has a well-defined process for subcontractor and supplier selection that has been proven on previous projects. Our program will focus on improving supplier relationships with local, small, and minority businesses, all of which are valued partners and essential to meeting our commitment to the local community.

To ensure quality and adequacy of resources, PCL will pre-qualify subcontractors to ensure they are qualified to complete their contracted scope of work. We will ensure our major subcontractors adhere to EEO standards in their hiring practices. We will demonstrate compliance by documenting S/M/WBE participation in open book form; and carefully monitor and document all solicitations, contract awards, second-tier-contracting efforts for EEO compliance and payments.

## Historical S/M/WBE Participation

The PCL/Carollo team’s long-term commitment to S/M/WBE participation has resulted in billions of dollars contracted to S/M/WBE firms across the country. More specifically to south Florida, our team’s recent history shows that we consistently exceed the required goals, a pattern we will continue with the City of Riviera Beach on the Water Treatment Facilities Design-Build-Finance project.

PROJECT NAME AND VALUE (\$)	REQUIRED PARTICIPATION	ACTUAL PARTICIPATION
PBCWUD WTP No. 2 Treatment and Disposal Improvement (\$15M)	49%	52%
PBCWUD WTP No. 2 MIEX Treatment Upgrades and Alternatives Study (\$98K)	30%	80%
Miami-Dade CDWWTP Oxygen Production Facility Design-Build (\$58M)	17% Design 7.4% Const.	20% Design 12% Const.
Miami-Dade CDWWTP Effluent Pump Station Design-Build (\$22M)	13%	16%
South Central Regional WWTP Design-Build (\$13M)	None	14%

**\$10M+**

*Contracted to SBEs in South Florida in the last two years*

*Note: This table represents a selection of projects in South Florida and is not an exhaustive list of our team’s history of S/M/WBE participation on projects.*



**SCHEDULE 1**

**PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS**

**BID/RFP TITLE:** DBF Water Treatment Facilities **BID NUMBER:** RFQ No. 1039-21-3  
**NAME OF PRIME PROPOSER:** PCL Construction, Inc. **BID OPENING DATE:** July 20, 2021  
**CONTACT PERSON:** Mauricio Ramos **TELEPHONE NO.:** 480-797-9238 **DEPARTMENT:** \_\_\_\_\_

**CONTRACT AMOUNT – SBE**

<b><u>NAME, ADDRESS &amp; TELEPHONE NUMBER OF SBE CONTRACTOR</u></b>	<b><u>TYPE &amp; DESCRIPTION OF WORK TO BE PERFORMED</u></b>	<b><u>CERTIFICATION PALM BEACH COUNTY (PBC)</u></b>
1. SA Nelson & Associates 5883 Caribbean Blvd. West Palm Beach, FL 33407 561-531-1876	Public outreach and Workforce Development	PBC <input checked="" type="checkbox"/> STATE <input checked="" type="checkbox"/> OTHER _____
2. The Merchant Strategy, Inc. 1804 N. Dixie Hwy. West Palm Beach, FL 33407 561-301-8930	Public Outreach and Workforce Development	PBC <input checked="" type="checkbox"/> STATE <input checked="" type="checkbox"/> OTHER _____
3. Engenuity Group, Inc. 1280 North Congress Ave. #101 West Palm Beach, FL 33409 561-655-1151	Surveying	PBC <input checked="" type="checkbox"/> STATE <input checked="" type="checkbox"/> OTHER _____
4. Allsite Construction, Inc. 141 Riviera Dr. Riviera Beach, FL 33404 561-718-9542	Construction Management	PBC <input checked="" type="checkbox"/> STATE <input checked="" type="checkbox"/> OTHER _____
5. JLA Geosciences, Inc. 1907 Commerlane, #104 Jupiter, FL 33458 561-848-616-6840	Geotechnical	PBC <input checked="" type="checkbox"/> STATE <input checked="" type="checkbox"/> OTHER _____

**TO BE COMPLETED BY PRIME PROPOSER:**

**BID/RFP PRICE:** \$ TBD\* **TOTAL % PARTICIPATION:** TBD\*

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.



(Cont'd)

**SCHEDULE 1**

**PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS**

**BID/RFP TITLE:** DBF Water Treatment Facilities **BID NUMBER:** RFQ No. 1039-21-3  
**NAME OF PRIME PROPOSER:** PCL Construction, Inc. **BID OPENING DATE:** July 20, 2021  
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**CONTRACT AMOUNT – SBE**

<b><u>NAME, ADDRESS &amp; TELEPHONE NUMBER OF SBE CONTRACTOR</u></b>	<b><u>TYPE &amp; DESCRIPTION OF WORK TO BE PERFORMED</u></b>	<b><u>CERTIFICATION PALM BEACH COUNTY (PBC)</u></b>
<b>7.</b> <u>Andrew Morgan Services</u> <u>513 US Hwy 1, #109</u> <u>North Palm Beach, FL 33408</u>  <u>561-881-8999</u>	<u>Structural</u>	<b>PBC</b> <u>X</u> <b>STATE</b> <u>X</u> <b>OTHER</b> _____
<b>8.</b> <u>Mr. Wireman Electric</u> <u>3784 NW 16th Street</u> <u>North Palm Beach, FL 33408</u> <u>Lauderhill, FL 33311</u> <u>954-792-4990</u>	<u>Electrical</u>	<b>PBC</b> <u>X</u> <b>STATE</b> <u>X</u> <b>OTHER</b> _____
<b>9.</b> _____ _____ _____	_____	<b>PBC</b> _____ <b>STATE</b> _____ <b>OTHER</b> _____
<b>10.</b> _____ _____ _____	_____	<b>PBC</b> _____ <b>STATE</b> _____ <b>OTHER</b> _____
<b>11.</b> _____ _____ _____	_____	<b>PBC</b> _____ <b>STATE</b> _____ <b>OTHER</b> _____

**TO BE COMPLETED BY PRIME PROPOSER:**

**BID/RFP PRICE:** \$ TBD\* **TOTAL % PARTICIPATION:** TBD\*

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.

SCHEDULE 2

BID NUMBER: RFQ No. 1039-21-3

LIAISON: PCL Construction, Inc.

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: PCL Construction, Inc.

(NAME OF PRIME PROPOSER)

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

a individual X a corporation a partnership a joint venture

X The undersigned is certified as a SBE.

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

Public outreach and workforce development

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

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

Table with 3 columns: Items, Projected Commencement Date, Projected Completion Date. Rows include Public Outreach and Workforce Development.

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

SA Nelson & Associates (NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: [Signature] (SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services. \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

       a individual     a corporation           a partnership           a joint venture

The undersigned is certified as a SBE.

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

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
Public Outreach	September 1, 2021**	December 1, 2023
Workforce Development	September 1, 2021**	December 1, 2023

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

The Merchant Strategy, Inc.  
 (NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: *Sharon J. Merchant*  
 (SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
 \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.



**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

       a individual     a corporation           a partnership           a joint venture

The undersigned is certified as a SBE.

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

Geoscience

---



---

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
<u>Water Supply Wells</u>	<u>September 1, 2021**</u>	<u>December 1, 2023</u>

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

JLA, Geosciences, Inc.  
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY:   
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
\*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

     a individual     a corporation         a partnership         a joint venture

The undersigned is certified as a SBE.

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

Surveying

---



---

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
<u>Surveying</u>	<u>September 1, 2021**</u>	<u>December 1, 2023</u>

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

Engenuity Group, Inc.  
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: 

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
\*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

     a individual     a corporation         a partnership         a joint venture

The undersigned is certified as a SBE.

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

Construction Management  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
<u>Construction Management</u>	<u>September 1, 2021**</u>	<u>December 1, 2023</u>

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

AllSite Construction, Inc.  
 (NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: [Signature]  
 (SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
 \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

     a individual     a corporation         a partnership         a joint venture

The undersigned is certified as a SBE.

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

Structural

---



---

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
<u>Structural</u>	<u>September 1, 2021**</u>	<u>December 1, 2023</u>

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

Andrew Morgan Services  
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: Andrew Morgan

(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
\*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

**SCHEDULE 2**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE**

**TO:** PCL Construction, Inc.

**(NAME OF PRIME PROPOSER)**

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

     a individual     a corporation         a partnership         a joint venture

The undersigned is certified as a SBE.

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

Electrical  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
Electrical	September 1, 2021**	December 1, 2023

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

Arbor Electrical Services, Inc. (dba MrWireman)  
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: July 20, 2021

BY: *Margaret Angel*  
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

- \* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.
- \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

**SCHEDULE 3**

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

**BID TITLE:** DBF Water Treatment Facilities **BID NUMBER:** RFQ No. 1039-21-3

**NAME OF PRIME PROPOSER:** PCL Construction, Inc. **BID OPENING DATE:** July 20, 2021

**CONTACT PERSON:** Mauricio Ramos **TELEPHONE NO.** 480-797-9238 **DEPARTMENT:** \_\_\_\_\_

**CONTRACT AMOUNT – LOCAL BUSINESSES**

NAME, ADDRESS & TELEPHONE	TYPE & DESCRIPTION OF	% TO BE PERFORMED	ESTIMATED
<u>NUMBER OF LOCAL CONTRACTOR</u>	<u>WORK TO BE PERFORMED</u>	<u>BY LOCAL BUSINESS</u>	<u>DOLLAR VALUE</u>
1. <u>Radise International, LC</u> <u>4152 W Blue Heron Blvd.</u> <u>Ste. 1114</u> <u>Riviera Beach, FL 33404</u> <u>561-841-0103</u>	<u>Geotechnical</u>	<u>% TBD</u>	<u>\$ TBD</u>
2. <u>All Site Construction, Inc.</u> <u>141 Riviera Dr.,</u> <u>Riviera Beach, FL 33404</u> <u>561-848-1110</u>	<u>Construction</u>	<u>% TBD</u>	<u>\$ TBD</u>
3. _____ _____ _____	_____ _____ _____	<u>% _____</u>	<u>\$ _____</u>

**TO BE COMPLETED BY PRIME PROPOSER:**

**BID PRICE:** \$ TBD\* **TOTAL % PARTICIPATION:** TBD\*

**\* Note:**

**At this time we have committed to 16% or greater participation by Local Businesses as a part of this contract. We have already begun partnering with local businesses; however, at this time we cannot set the % of work nor \$ value of contract as the contract scope and price have not been set. As is normal with any progressive design-build contract, final values will be established when the GMP is established and the City of Riviera Beach has determined whether the financial option will be chosen.**

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH  
UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**SCHEDULE 4**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS**

**TO:** PCL Construction, Inc.  
**(NAME OF PRIME PROPOSER)**

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

       a individual     a corporation           a partnership           a joint venture

The undersigned is a qualified Local Business.

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

Geotechnical  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

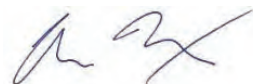
as the following price:                    \$ TBD\*  
 (Amount must match subcontractor's quote)

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
<u>Geotechnical</u>	<u>September 1, 2021**</u>	<u>December 1, 2023</u>

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

Radise International, LC  
 (NAME OF LOCAL CONTRACTOR)



BY: \_\_\_\_\_  
 (SIGNATURE OF LOCAL CONTRACTOR)

DATE: July 20, 2021

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
 \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**SCHEDULE 4**

**BID NUMBER:** RFQ No. 1039-21-3

**LIAISON:** PCL Construction, Inc.

**LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS**

**TO:** PCL Construction, Inc.  
**(NAME OF PRIME PROPOSER)**

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

     a individual     a corporation         a partnership         a joint venture

The undersigned is a qualified Local Business.

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

Construction Management  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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

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

<u>Items</u>	<u>Projected Commencement Date</u>	<u>Projected Completion Date</u>
Construction Management	September 1, 2021**	December 1, 2023

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

AllSite Construction, Inc.  
 (NAME OF LOCAL CONTRACTOR)

**DATE:** July 20, 2021

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

\* All values and subcontractor quotes to be determined based on final GMP and Phase I Services.  
 \*\* Date is conceptual as this project is Progressive Design Build. Actual dates pending Phase 1 Scope of services contract execution and upon agreement with th City of Riviera Beach.



TAB 9

# COMPLETED STANDARD FORMS

// Carollo offered a truly refreshing degree of innovation and client responsiveness. I am confident that if you choose Carollo for your project you will be extremely pleased with that decision.”

- **Paul Mattausch, PE,**  
**Collier County, FL**

**STANDARD FORMS  
ATTACHMENT A**

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

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

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

**SIGNATURE of AUTHORIZED REPRESENTATIVE**

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

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

Date: July 20, 2021

Full Legal Name of Company: PCL Construction, Inc.

Signature: 

Printed Name: Mauricio Ramos

Title: Design-Build Manager

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

**Proposer's Certification**



**PROPOSER'S CERTIFICATION**

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

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

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

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

PCL Construction, Inc.  
NAME OF BUSINESS

MRamos@pcl.com  
E-MAILADDRESS

BY: [Signature]

SIGNATURE OF AUTHORIZED OFFICER

Sworn to and subscribed before me this 20 day of July 20, 21

Mauricio Ramos, Design-Build Manager  
PRINTED NAME AND TITLE

[Signature]  
SIGNATURE OF NOTARY

1 North Dale Mabry Highway, Suite 300  
MAILING ADDRESS

Kristal Cohen  
NOTARY PUBLIC: 4/30/2022  
STATE OF FLORIDA  
Comm# GG212749  
Expires 4/30/2022  
PERSONALLY KNOWN

Tampa, Florida, 33609  
CITY, STATE, ZIP CODE

813-425-1440  
TELEPHONE NUMBER

OR PRODUCED

813-961-1575  
FAX NUMBER

IDENTIFICATION \_\_\_\_\_

TYPE: \_\_\_\_\_

CITY OF RIVIERA BEACH // DESIGN-BUILD-FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

### Addendum Acknowledgment

Addendum No. 1 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20, 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement  
1481 West 15<sup>th</sup> Street  
Riviera Beach, FL 33404  
[purchasing@rivierabeach.org](mailto:purchasing@rivierabeach.org)

PCL Construction, Inc.  
NAME OF COMPANY

  
PROPOSER'S SIGNATURE


DATE: July 20, 2021

Mauricio Ramos  
PROPOSER'S PRINTED NAME

Addendum No. 2 must be signed as acknowledgment of receipt, and attached to the proposal when submitted at **3:00 p.m., Tuesday, July 20, 2021** at the Office of the City Clerk, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida, 33404. For information on this solicitation, please contact:

Althea Pemsel, Director of Procurement  
1481 West 15<sup>th</sup> Street  
Riviera Beach, FL 33404  
[purchasing@rivierabeach.org](mailto:purchasing@rivierabeach.org)

PCL Construction, Inc.  
NAME OF COMPANY

  
PROPOSER'S SIGNATURE

DATE: July 20, 2021

Mauricio Ramos  
PROPOSER'S PRINTED NAME

**Drug Free Workplace**



**DRUG FREE WORKPLACE**

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

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

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

THIS CERTIFICATION is submitted by Mauricio Ramos the (INDIVIDUAL'S NAME)

Design-Build Manager of PCL Construction, Inc.  
 (TITLE/POSITION WITH COMPANY/VENDOR) (NAME OF COMPANY/VENDOR)

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

  
 SIGNATURE

July 20, 2021 DATE

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES

Public Entity Crimes Statement



## CITY OF RIVIERA BEACH NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

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

Acknowledged by: Mauricio Ramos

Firm Name: PCL Construction, Inc.

Signature: 

Name & Title (Print or Type): Mauricio Ramos, Design-Build Manager

CITY OF RIVIERA BEACH // DESIGN-BUILD - FINANCE OF CITY OF RIVIERA BEACH UTILITY SPECIAL DISTRICT WATER TREATMENT FACILITIES



**1805 Ponce de Leon  
Blvd., Suite 201  
Coral Gables, FL 33134**

