Design and Build Proposal for a

Joint Public Safety Training Academy

The Chicago Infrastructure Trust in coordination with the City of Chicago and 2FM

August 15, 2018
SECTION 1

General Information
Proposal Cover Letter (Form 2)
August 15, 2018

Chicago Infrastructure Trust
35 East Wacker Drive, Suite 1450
Chicago, Illinois 60601

Re: Joint Public Safety Training Academy RFP Response

Dear Ms. Darling:

On behalf of AECOM Constructors Chicago, referred to as "AECOM", I am pleased to submit our response to the Chicago Infrastructure Trust's ("CIT") Request for Proposals ("RFP") for the Joint Public Training Academy Project. I state the following:

1. I have full authority to bind AECOM with respect to this RFP response and any oral or written presentations and representations regarding this RFP response made to the CIT or the City of Chicago ("City").

2. AECOM has read and understands the RFP and is fully willing, capable and qualified to provide the design and construction services needed to deliver the comprehensive JPSTA project, as described within the RFP.

3. I have read and understand the RFP, including Addenda Number 1 and Request for Clarification Response Numbers 1, 2 and 3. If none were issued, indicate "NONE."

4. AECOM understands that the CIT and the City will rely on accuracy of this RFP response and that AECOM agrees to be bound by its representations and statements made herein and in any oral or written RFP presentation(s) made during the evaluation and selection process.

5. If requested by the CIT or City, AECOM agrees to furnish additional information or documentation and/or to participate in oral presentations/interviews to assist the CIT and the City's Proposal evaluations.

6. AECOM acknowledges that the GMP Schematic Design Phase is part of the selection process for award of a design-build agreement, and if AECOM is chosen as the Selected Respondent it commits to completing the GMP Schematic Design Phase services, as outlined in, and pursuant to, RFP Sections 3 & 4 and acknowledges and agrees that it will be compensated for its GMP Schematic Design Phase services, if at all, only in accordance with the conditions stated within the RFP in general and as specifically defined in RFP Section 4.2.2.

7. Neither I nor AECOM has any beneficial interest in or relationship with any other party working or performing services for, or otherwise affiliated with, the CIT or the City; and has no conflict of interest which could interfere with the provision of services to the City.

8. AECOM understands that the CIT and the City will rely upon the material representations set forth in the Proposal and that AECOM has a continuing obligation to update and inform the CIT and City in writing of any material changes or errors to their RFP Response. If the CIT and the City determine that any information provided in the RFP response is false, incomplete or inaccurate, or if any provision of the requirements of the RFP is violated, any subsequent Project agreement may be void or voidable, and the CIT and the City may pursue any remedies under the Contract, at law, or in equity, including terminating the AECOM participation in the project or transaction and/or declining to allow the AECOM to participate in future CIT and/or City transactions.

9. It is understood that an original and multiple copies of the RFP Response have been submitted for consideration. AECOM warrants that all copies are identical to the original in all respects.
10. I declare that all required forms provided in this RFP Response have been examined by me and to the best of my knowledge and belief are true, correct, and complete.

11. AECOM understands and acknowledges that the certifications, disclosures, and acknowledgments contained within this RFP Response may become a part of any subsequent Project contract awarded to the Respondent by the City.

12. AECOM has designated the following individual as their Respondent Representative, per RFP Section 8.2:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denise M. Casalino, PE</td>
<td>Managing Director</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>312.373.6563</td>
<td><a href="mailto:denise.casalino@aecom.com">denise.casalino@aecom.com</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>AECOM Constructors Chicago</td>
<td>303 E. Wacker Drive, Suite 1400, Chicago, IL 60601</td>
</tr>
</tbody>
</table>

Signed: [Signature]

Denise M. Casalino, PE
(Typed/lettered name of signatory)

As: Managing Director
(relationship to respondent/title/etc.)
PART B

Executive Summary

Public Safety Answering Center
Bronx, New York
Executive Summary

“New technology is important but no technology, no camera or algorithm, is stronger than trust between officers and residents... Community policing is a cornerstone of the Chicago Police Department. It is built on the foundation of trust. Chicago will stand firm in defense of our belief in community policing... We will never waiver. That is also why we are going to create a modern Public Safety Training Academy in the West Garfield Park neighborhood.”

“The new Academy will be a place where every first responder in Chicago receives the best training throughout their careers, not just up to graduation day. It will be a place to strengthen collaboration between Police, Fire and OEMC in emergency response. So the lessons of Paris, Las Vegas, and Barcelona can be practiced and perfected. And it will support needed economic and community development on the West Side.”

Mayor Rahm Emanuel

Statement of Interest:
We Want to Transform Chicago Neighborhoods with You

Mayor Emanuel has proposed a bold plan to invest in public safety. That plan will transform the way that Chicago’s first responders are trained and prepared to serve the community at the same time that it transforms a long vacant and abandoned parcel into a critical community asset. That community will improve public safety, create jobs and spur development on the West Side, as well as strengthen the bond of trust between neighborhood residents and the first responders who serve and protect them.

The Joint Public Safety Training Academy (JPSTA) will be delivered on an accelerated schedule by the Chicago Infrastructure Trust (CIT) and the Department of Fleet and Facilities Management (2FM) through an innovative design-build delivery approach.

AECOM is excited to submit our proposal to develop the JPSTA. The project is fully aligned with our capabilities and business priorities and we are organized to deliver a transformative and successful project that improves people’s lives. We are uniquely qualified for this assignment. Here in Chicago, across the county and across the globe, our clients depend on our ability to design, build, finance and operate their most critical projects. Our technical knowledge, local connections and broad market experience allow us to deliver specialized services across the entire project life cycle.
State-of-the-Art Facility, Woven into the Community

**AECOM’s approach is designed to meet the City’s JPSTA project goals and objectives, now and into the future.**

AECOM will deliver a centralized campus of new facilities suited for providing state-of-the-art training for both the next generation of public safety personnel and the ongoing training and education of current personnel. The facility will integrate the latest training technology, provide for flexible work spaces and offices, and allow for increased and improved indoor and outdoor scenario-based training. The JPSTA should serve as a national model for exemplary safety personnel training.

AECOM’s design development phase boasts many qualities, some of which are outlined below, and includes the added benefit of our finance partner and Advisory Panel. Each comes with risks, which we identified and will address immediately upon notice to proceed (NTP). A more detailed listing of potential risks and how AECOM will address them can be found in Part D, Management Structure.

<table>
<thead>
<tr>
<th>Benefits to Our Design Development Phase Approach</th>
<th>Potential Risks</th>
</tr>
</thead>
</table>
| Due diligence, programming and site development approach completed before proceeding with design. | - Structural soil impacts  
- Environment soil impacts  
- Utility infrastructure costs  
- On-site stormwater management |
| Workforce development begins at start of SD GMP Phase. | - Not meeting communities hiring goals |
| Early engagement with regulatory agencies to inform design. PD approval completed prior to introduction of D-B agreement to City Council. | - Permitting delays  
- City Council approval |
| Permitting proceeds seamlessly after GMP Final Design to maintain construction schedule independent of City Council approval. | - Permitting delays  
- Schedule impacts due to procurement process |
| Experienced public safety and training facility team to guide project scope decisions. | - Inability to optimize program requirements with budget constraints |
| Financing Options | - Funding challenges |
| Advisory Panel | - Agreement of diverse stakeholders with varying needs and goals |

**To Meet Your Project Goals, AECOM Offers:**

- A phased approach to site development that accelerates delivery of a state-of-the-art facility, meeting the needs of first responders on day one while also adapting to the City’s budget realities.
- An integrated design process that is flexible and promotes collaboration across departments and with the community, connecting the training facility site to the larger neighborhood in which it is located.
- A commitment to invest in Chicago by meeting or exceeding the City’s goals for MBE/WBE and workforce participation.
- A complete solution that guarantees price, includes flexible options for project financing and creates potential for new revenue streams to support long term operations.
We Work Together, For You

**AECOM will build on key lessons learned to maximize the benefits of your design-build approach. We are committed to the City’s success.**

CIT’s design-build approach provides multiple benefits, an accelerated schedule being one of them. However, the unique differences in this approach from the City’s standard procurement methods requires an experienced team to ensure that those benefits are realized and all of the City’s project goals are met. AECOM is that team. Through our work implementing projects under CIT’s accelerated design-build delivery method, we bring key lessons learned to our JPSTA project approach. Benefits by choosing AECOM include:

- We fully understand the CIT’s contractual structure and obligations, which will **minimize contract negotiation time**.
- MBE/WBE requirements will be met and exceeded for this project and compliance plans will be approved before a NTP is issued. To comply with and achieve the highest level of participation at the same time that the schedule is expedited and subcontractor selection and contract buy out occurs, **AECOM’s approach contemplates multiple NTPs to implement the project, and an approved compliance plan will be in place before any NTP is issued**.
- As noted in our schedule, we are accelerating site and permitting due diligence activities and have expanded our team’s already deep local knowledge to **reduce schedule risk and minimize unknowns in the development of the Guaranteed Maximum Price (GMP)**.
- The process for developing the GMP will be enhanced to make it more transparent and predictable. The steps and schedule for the GMP are defined as the roles and responsibilities of AECOM and the City. **The GMP will be based on clearly documented assumptions and interim deliverables and check-ins with the City will be specified**.
- Building on our accelerated due diligence, we have added resources to utility and agency coordination that will continue through permitting and construction, **establishing regular interaction with key regulatory agencies and minimizing the time required by 2FM staff to participate in direct permitting or utility activity**.

**A Single Point of Accountability and One Team backed by the Full Resources of AECOM Focused on JPSTA Success**

**AECOM’s experienced team and streamlined structure are built for collaboration and innovation.**

We have assembled a highly qualified team from across our company with deep experience in public safety training facilities, design-build delivery and urban planning and redevelopment. We have partnered with proven firms including Tactical Design North and our partners, Berglund Construction Group, GMA Construction Group, BOWA Construction and Riteway-Huggins Construction. Our finance partners, Plenary and AECOM Capital, can offer flexible options for project financing. Our design, construction and engagement subcontractors have unmatched experience in Chicago and include 2iM, Architrave, DB Sterlin, RM Chin and Associates, Ernest R. Sawyer Enterprises, Brown Farmer Media Group, Urban Prescriptives, Austin Peoples Action Center (APAC) and Quantum Crossings. We will meet and exceed the City’s MBE/WBE and local hiring goals.
Given the unique nature and importance of this assignment, AECOM will augment our team with the experience and insights of an expert Advisory Panel. This approach is designed to provide the highest level of service to the City. The panel will help the project team anticipate, define and respond to the training and programming requirements of the Police and Fire Departments and the recruits that will be trained in the facility. Our advisors include former Police Superintendent Terry Hillard and former CFD Chief of the Training Division Peter Van Dorpe, Deborah Farmer of Brown Farmer Media Group who helped the City develop and implement the highly successful campaign to recruit candidates for the Police Academy that reflect the diversity of Chicago, Matt Crowl a former Assistant US Attorney and Deputy Chief of Staff for Public Safety and AECOM’s Richard Johanning, formerly of the Department of Defense and AECOM’s leading expert in emerging and cyber risk.

Our team will work together from day one to design and build a state-of-the-art-facility that is woven into the fabric of the community.

Our organizational structure directly addresses lessons learned from our current work with CIT and 2FM and is specifically designed to seamlessly integrate team resources, foster collaboration and simplify interaction with the City. We are committed to ensuring a single point of accountability to execute this project, and more importantly, we are committed to providing a single point of accountability with full authority to commit and deliver the resources needed to succeed.

AECOM is comprised of several operating groups including design (AECOM Technical Services, Inc.) and construction (Hunt Construction Group, Inc.). To perform more effectively and deliver the project optimally, we are moving the functions of design and construction into a single entity joint venture (JV). Denise Casalino, AECOM Senior Vice President and Metro Chicago Executive, will serve as Managing Director for the JPSTA JV, and all project functions will be under her direction. For this assignment, she will report directly to Fred Werner, who is AECOM’s Global President of Major Pursuits. Mr. Werner reports directly to AECOM’s CEO Mike Burke and is responsible for leveraging the full breadth of AECOM’s design, build, finance and operate capabilities on large, complex projects.

The JV is made up of our design and construction groups, as well as Berglund Construction and our MBE partners GMA Construction Group, BOWA Construction and Riteway-Huggins Construction. The addition of Berglund Construction and our MBE partners provides strong, additional City of Chicago building experience and highlights our commitment to the growth of the minority business community in Chicago. Given the breadth of our combined experience, all construction personnel selected for this team are proven Chicago builders.

Under the JV, the Managing Director has full authority to act on behalf of both the design and the construction teams. In addition to the normal course of design and construction meetings, the JV Managing Director will communicate with the 2FM contact regularly and there will be monthly meetings with the JV Board and the City’s designees.
Seamlessly Moving the JPSTA Project from Design to Construction

Through our work with the City, CIT and 2FM, we know that to move a project from design to construction, it is imperative to develop an appropriate design development phase schedule. The following shows key steps during the design development stage through construction.
Respondent Team Information (Form 3)
Respondent Information

The following pages contain Form 3 for:

- RFP Respondent: AECOM Constructors Chicago
- Lead Design/Engineering Firm(s): AECOM Services of Illinois, Inc.
- Lead Contractor: Hunt Construction Group, Inc.
- Public Safety Specialist Design, Engineer and/or Construction Firms or Consultants: Tactical Design North, Inc.
This page is intentionally left blank.
FORM 3: RFP RESPONDENT TEAM INFORMATION

Submit one copy of Form 3 for each of the following:

- **RFP Respondent** - Complete Parts A through G
- **Lead Design/Engineering Firm(s)** – Complete Parts A, B, C and E
- **Lead Contractor** – Complete Parts A, B, C and D
- **Public Safety Specialist Design, Engineer and/or Construction Firms or Consultants**
  (identified in Part G) – Complete Part B only

A. Name of Respondent:  _AECOM Constructors Chicago_

Name of Firm:  _AECOM Constructors Chicago_

Year Established:  2018  Individual Contact:  _Denise M. Casalino, PE_

Federal Tax ID No.:  N/A  Telephone No.:  312.373.6563

Fax No.:  312.373.6800

Name of Local Contact:  _Denise M. Casalino, PE_

Name of Respondent:  _AECOM Constructors Chicago_

Business Organization

- [ ] Corporation
- [ ] Partnership
- [X] Joint
- [X] Venture/Consortium
- [ ] Limited Liability Company
- [ ] Other (describe)

B. Business or Consultant Name:  _AECOM Constructors Chicago_

Business Address:  _303 E. Wacker Drive, Suite 1400, Chicago, IL 60601_

Headquarters:  _303 E. Wacker Drive, Suite 1400, Chicago, IL 60601_

Office Performing Work:  _303 E. Wacker Drive, Suite 1400, Chicago, IL 60601_

Contact Telephone Number:  312.373.6563

Contact Email Address:  _denise.casalino@aecom.com_

Years of Operation:  _74 (Lead Member of CJV)_
C. Lead Contractor, Lead Engineering Firm Information and Specialist Design, Engineer and Construction Firms. If the Lead Contractor or Lead Engineering Firm is a joint venture, consortium, partnership or limited liability company, indicate the name and role of each joint venturer, consortium member, partner or limited liability company member (as applicable) in the spaces below.

<table>
<thead>
<tr>
<th>NAME AND ADDRESS</th>
<th>PROPOSED ROLE WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP</th>
<th>CURRENT OR EXPECTED PERCENTAGE OF INTEREST WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP AND TYPE OF INTEREST (IF APPLICABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AECOM Services of Illinois, Inc.</td>
<td>Lead Engineering Firm</td>
<td></td>
</tr>
<tr>
<td>Hunt Construction Group, Inc.</td>
<td>Lead JV Member</td>
<td></td>
</tr>
<tr>
<td>Berglund Construction Company</td>
<td>JV Member</td>
<td></td>
</tr>
<tr>
<td>The Bow Group, Inc.</td>
<td>Bowa Construction Division</td>
<td>JV Member</td>
</tr>
<tr>
<td>GMA Construction Group</td>
<td>JV Member</td>
<td></td>
</tr>
</tbody>
</table>

D. Respondent Team Information- Lead Contractor. In the chart below, list the members of the Lead Contractor and the percentage interest of each member. If a member is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the entity.

<table>
<thead>
<tr>
<th>LEAD CONTRACTOR MEMBER NAME (COMPOSITION OF LEAD CONTRACTOR)</th>
<th>PERCENTAGE INTEREST IN RESPONDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Contractor JV</td>
<td>50%</td>
</tr>
<tr>
<td>(Joint Venturer #1 - 75%)</td>
<td></td>
</tr>
<tr>
<td>(Joint Venturer #2 - 25%)</td>
<td></td>
</tr>
<tr>
<td>Member 1: Hunt Construction Group, Inc.</td>
<td>46%</td>
</tr>
<tr>
<td>Member 2: Berglund Construction Company</td>
<td>44%</td>
</tr>
<tr>
<td>Member 3: The Bow Group, Inc.</td>
<td>Bowa Construction Division</td>
</tr>
<tr>
<td>Member 4: GMA Construction Group</td>
<td>5%</td>
</tr>
</tbody>
</table>
E. Respondent Team Information - Lead Engineering Firm. In the chart below, list the Lead Engineering Firm of the Respondent team in the appropriate box. If the Lead Engineering Firm is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the Lead Engineering Firm entity.

<table>
<thead>
<tr>
<th>LEAD ENGINEERING FIRM NAME (COMPOSITION OF THE LEAD ENGINEERING FIRM)</th>
<th>PERCENTAGE INTEREST IN LEAD ENGINEERING FIRM</th>
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<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Lead Engineer- Engineer JV</td>
<td></td>
</tr>
<tr>
<td>(Designers Inc- 60%)</td>
<td></td>
</tr>
<tr>
<td>(Engineer Co.- 40%)</td>
<td></td>
</tr>
<tr>
<td>Member 1: AECOM Services of Illinois, Inc.</td>
<td>100%</td>
</tr>
<tr>
<td>Member 2:</td>
<td></td>
</tr>
<tr>
<td>Member 3:</td>
<td></td>
</tr>
</tbody>
</table>

F. Respondent Team Information - Other. In the chart below, list any other members of the Respondent team not identified above in the appropriate box. If the other member is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the entity.

<table>
<thead>
<tr>
<th>FIRM NAME (COMPOSITION OF FIRM)</th>
<th>PERCENTAGE INTEREST IN FIRM</th>
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<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Firm: Other JV</td>
<td></td>
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<tr>
<td>(Firm A- 60%)</td>
<td></td>
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<tr>
<td>(Firm B - 40%)</td>
<td></td>
</tr>
<tr>
<td>Member 1:</td>
<td></td>
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<tr>
<td>Member 2:</td>
<td></td>
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<tr>
<td>Member 3:</td>
<td></td>
</tr>
</tbody>
</table>
G. Respondent Team Information – Public Safety Specialist Design, Engineer and Construction Firms. In the chart below, list any other members of the Respondent team that will be responsible for the design and/or construction of specialized components of the Joint Public Safety Academy for example: Burn tower, shooting range, driving pad, mock village.

<table>
<thead>
<tr>
<th>FIRM NAME</th>
<th>PROPOSED ROLE WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP</th>
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<tbody>
<tr>
<td>Tactical Design North, Inc.</td>
<td>Tactical Design</td>
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<tr>
<td></td>
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**AUTHORIZED REPRESENTATIVE:**
Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the Official Representative of the entity to which this form relates:

By: [Signature]                      Print Name: Denise M. Casalino, PE
Title: Managing Director            Date: 8/14/2018

[Please make additional copies of this form as needed]
FORM 3: RFP RESPONDENT TEAM INFORMATION

Submit one copy of Form 3 for each of the following:
- **RFP Respondent** - Complete Parts A through G
- **Lead Design/Engineering Firm(s)** – Complete Parts A, B, C and E
- **Lead Contractor** – Complete Parts A, B, C and D
- **Public Safety Specialist Design, Engineer and/or Construction Firms or Consultants**
  (identified in Part G) – Complete Part B only

A. Name of Respondent: AECOM Constructors Chicago

   Name of Firm: AECOM Services of Illinois, Inc.

   Year Established: 1994
   Individual Contact: Bane Gaiser

   Federal Tax ID No.: 36-3972592
   Telephone No.: 312.373.6644

   Fax No.: 312.373.6800

   Name of Local Contact: Denise Casalino, PE
   Name of Respondent: AECOM Services of Illinois, Inc.

   Business Organization
   □ Corporation
   □ Partnership
   □ Joint
   □ Venture/Consortium
   □ Limited Liability Company
   □ Other (describe)

B. Business or Consultant Name: AECOM Services of Illinois, Inc.

   Business Address: 303 E. Wacker Drive, Suite 1400, Chicago, IL 60601

   Headquarters: 300 S Grand Avenue, 9th Floor, Los Angeles, CA 90071

   Office Performing Work: 303 E. Wacker Drive, Suite 1400, Chicago, IL 60601

   Contact Telephone Number: 312.373.6644

   Contact Email Address: bane.gaiser@aecom.com

   Years of Operation: 24
C. Lead Contractor, Lead Engineering Firm Information and Specialist Design, Engineer and Construction Firms. If the Lead Contractor or Lead Engineering Firm is a joint venture, consortium, partnership or limited liability company, indicate the name and role of each joint venturer, consortium member, partner or limited liability company member (as applicable) in the spaces below.

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D. Respondent Team Information- Lead Contractor. In the chart below, list the members of the Lead Contractor and the percentage interest of each member. If a member is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the entity.

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<tr>
<td>(Designers Inc- 60%)</td>
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</tr>
<tr>
<td>(Engineer Co - 40%)</td>
<td></td>
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<td>Member 1: <em>AECOM Services of Illinois, Inc.</em></td>
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</tr>
<tr>
<td>Member 2:</td>
<td></td>
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<td>Member 3:</td>
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<th>PROPOSED ROLE WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP</th>
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</tbody>
</table>

AUTHORIZED REPRESENTATIVE:
Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the Official Representative of the entity to which this form relates:

By: [Signature]  
Print Name: Danny B. Manojlovi, PE  
Title: Vice President  
Date: 8/14/2018

[Please make additional copies of this form as needed]
FORM 3: RFP RESPONDENT TEAM INFORMATION

Submit one copy of Form 3 for each of the following:

- **RFP Respondent** - Complete Parts A through G
- **Lead Design/Engineering Firm(s)** – Complete Parts A, B, C and E
- **Lead Contractor** – Complete Parts A, B, C and D
- **Public Safety Specialist Design, Engineer and/or Construction Firms or Consultants** (identified in Part G) – Complete Part B only

A. Name of Respondent: AECOM Constructors Chicago

Name of Firm: Hunt Construction Group, Inc.

Year Established: 1944

Individual Contact: Jim Banovitz

Federal Tax ID No.: 35-0785336

Telephone No.: 312.861.4019

Fax No.: 312.373.6800

Name of Local Contact: Jim Banovitz

Name of Respondent: Hunt Construction Group, Inc.

Business Organization

- [ ] Corporation
- [ ] Partnership
- [ ] Joint
- [ ] Venture/Consortium
- [ ] Limited Liability Company
- [ ] Other (describe)

B. Business or Consultant Name: Hunt Construction Group, Inc.

Business Address: 303 E. Wacker Drive, Suite 1400, Chicago, IL 60601

Headquarters: 450 South Tibbs Avenue, Indianapolis, IN 46241

Office Performing Work: 303 E. Wacker Drive, Suite 1400, Chicago, IL 60601

Contact Telephone Number: 312.861.4019

Contact Email Address: jim.banovitz@aecom.com

Years of Operation: 74
C. Lead Contractor, Lead Engineering Firm Information and Specialist Design, Engineer and Construction Firms. If the Lead Contractor or Lead Engineering Firm is a joint venture, consortium, partnership or limited liability company, indicate the name and role of each joint venturer, consortium member, partner or limited liability company member (as applicable) in the spaces below.

<table>
<thead>
<tr>
<th>NAME AND ADDRESS</th>
<th>PROPOSED ROLE WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP</th>
<th>CURRENT OR EXPECTED PERCENTAGE OF INTEREST WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP AND TYPE OF INTEREST (IF APPLICABLE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>AECOM Services of Illinois, Inc.</td>
<td>Lead Engineering Firm</td>
<td></td>
</tr>
<tr>
<td>Hunt Construction Group, Inc.</td>
<td>Lead JV Member</td>
<td></td>
</tr>
<tr>
<td>Berglund Construction Company</td>
<td>JV Member</td>
<td></td>
</tr>
<tr>
<td>The Bow Group, Inc.</td>
<td>Bowa Construction Division</td>
<td>JV Member</td>
</tr>
<tr>
<td>GMA Construction Group</td>
<td>JV Member</td>
<td></td>
</tr>
</tbody>
</table>

D. Respondent Team Information- Lead Contractor. In the chart below, list the members of the Lead Contractor and the percentage interest of each member. If a member is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the entity.

<table>
<thead>
<tr>
<th>LEAD CONTRACTOR MEMBER NAME (COMPOSITION OF LEAD CONTRACTOR)</th>
<th>PERCENTAGE INTEREST IN RESPONDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Contractor JV</td>
<td>50%</td>
</tr>
<tr>
<td>(Joint Venturer #1 - 75%)</td>
<td></td>
</tr>
<tr>
<td>(Joint Venturer #2 - 25%)</td>
<td></td>
</tr>
<tr>
<td>Member 1: Hunt Construction Group, Inc.</td>
<td>46%</td>
</tr>
<tr>
<td>Member 2: Berglund Construction Company</td>
<td>44%</td>
</tr>
<tr>
<td>Member 3: The Bow Group, Inc.</td>
<td>Bowa Construction Division</td>
</tr>
<tr>
<td>Member 4: GMA Construction Group</td>
<td>5%</td>
</tr>
</tbody>
</table>
E. Respondent Team Information - Lead Engineering Firm. In the chart below, list the Lead Engineering Firm of the Respondent team in the appropriate box. If the Lead Engineering Firm is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the Lead Engineering Firm entity.

<table>
<thead>
<tr>
<th>LEAD ENGINEERING FIRM NAME (COMPOSITION OF THE LEAD ENGINEERING FIRM)</th>
<th>PERCENTAGE INTEREST IN LEAD ENGINEERING FIRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Lead Engineer- Engineer JV</td>
<td></td>
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<tr>
<td>(Designers Inc- 60%)</td>
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<tr>
<td>(Engineer Co.- 40%)</td>
<td></td>
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<tr>
<td>Member 1:</td>
<td></td>
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<tr>
<td>Member 2:</td>
<td></td>
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<tr>
<td>Member 3:</td>
<td></td>
</tr>
</tbody>
</table>

F. Respondent Team Information - Other. In the chart below, list any other members of the Respondent team not identified above in the appropriate box. If the other member is a joint venture, consortium, partnership or limited liability company, indicate the entities making up the joint venture, consortium, partnership or limited liability company and their percentage interest in the entity.

<table>
<thead>
<tr>
<th>FIRM NAME (COMPOSITION OF FIRM)</th>
<th>PERCENTAGE INTEREST IN FIRM</th>
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<tbody>
<tr>
<td>Example:</td>
<td></td>
</tr>
<tr>
<td>Firm: Other JV</td>
<td></td>
</tr>
<tr>
<td>(Firm A- 60%)</td>
<td></td>
</tr>
<tr>
<td>(Firm B – 40%)</td>
<td></td>
</tr>
<tr>
<td>Member 1:</td>
<td></td>
</tr>
<tr>
<td>Member 2:</td>
<td></td>
</tr>
<tr>
<td>Member 3:</td>
<td></td>
</tr>
</tbody>
</table>
G. Respondent Team Information – Public Safety Specialist Design, Engineer and Construction Firms. In the chart below, list any other members of the Respondent team that will be responsible for the design and/or construction of specialized components of the Joint Public Safety Academy for example: Burn tower, shooting range, driving pad, mock village.

<table>
<thead>
<tr>
<th>FIRM NAME</th>
<th>PROPOSED ROLE WITHIN THE CONSORTIUM, JOINT VENTURE, LIMITED LIABILITY COMPANY OR PARTNERSHIP</th>
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</table>

**AUTHORIZED REPRESENTATIVE:**
Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the Official Representative of the entity to which this form relates:

By:  
Print Name: Jim Banovitz

Title: Senior Vice President  
Date: 8/14/2018

*Please make additional copies of this form as needed*
FORM 3: RFP RESPONDENT TEAM INFORMATION

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A. Name of Respondent: AECOM Constructors Chicago

Name of Firm: ____________________________________________________________

Year Established: ______________________ Individual Contact: ____________________

Federal Tax ID No.: _____________________ Telephone No.: _______________________

Fax No.: ____________________________

Name of Local Contact: _______________________________________________________

Name of Respondent: _________________________________________________________

Business Organization

☐ Corporation
☐ Partnership
☐ Joint
☐ Venture/Consortium
☐ Limited Liability Company
☐ Other (describe)

B. Business or Consultant Name: Tactical Design North Inc

Business Address: 231 E Buffalo St Ste 502, Milwaukee, WI 53202

Headquarters: 231 E Buffalo St Ste 502, Milwaukee, WI 53202

Office Performing Work: 231 E Buffalo St Ste 502, Milwaukee, WI 53202

Contact Telephone Number: 414-909-8586

Contact Email Address: menz@tacticaldesign.com

Years of Operation: 5 years
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Management Structure

Los Angeles Police Department, New Headquarters Facility
Los Angeles, California
Critical to the ultimate success of the JPSTA project is a team that can effectively work together during the development phase. This is important for a myriad of reasons, most notably, to design and build a state-of-the-art facility that is woven into the fabric of the community.

One Team Focused on JPSTA Success

AECOM is comprised of several operating groups including design (AECOM Technical Services, Inc.) and construction (Hunt Construction Group, Inc.). To perform more effectively, we are moving the functions of design and construction into a single design-build joint venture (JV) entity. Denise Casalino, AECOM Senior Vice President and Metro Chicago Executive, will serve as Managing Director for the JV, and all project functions will be under her direction. For this assignment, she will report directly to Fred Werner, who is AECOM’s Global President of Major Pursuits. Mr. Werner reports directly to AECOM’s CEO Mike Burke who is responsible for leveraging the full breadth of AECOM’s design, build, finance and operate capabilities on large, complex projects.

The JV is made up of our design and construction groups, as well as Berglund Construction and our MBE partners GMA Construction Group, BOWA Construction and Riteway-Huggins Construction. The addition of Berglund Construction and our MBE partners provides strong, additional City of Chicago building experience and highlights our commitment to the growth of the minority business community in Chicago.

Under the JV, the Managing Director has full authority to act on behalf of both the design and the construction teams. In addition to the normal course of design and construction meetings, the JV Managing Director will communicate with the 2FM contact regularly and there will be monthly meetings with the JV Board and the City’s designees.

Further, there are a number of tasks to be performed concurrently starting on day one—from the schematic design phase and design development, permitting and bidding through construction—to successfully build the JPSTA. Therefore, AECOM set up an organizational structure led by our Overall Project Manager, Andrew Hellermann, who will report to the JV, that encompass the major scope items for the JPSTA project. This nimble structure, shown at right, allows us to quickly respond to the City’s needs.

AECOM is committed to ensuring a single point of accountability to execute this project, and more importantly, we are committed to providing a single point of accountability with full authority to commit and deliver the resources needed to succeed.
A Team Built to Seamlessly Deliver Integrated Solutions

We have assembled a highly qualified team from across our company with deep experience in public safety training facilities, design-build delivery and urban planning and redevelopment. We have partnered with proven firms including Tactical Design North and our partners, Berglund Construction Group, GMA Construction Group, BOWA Construction and Riteway-Huggins Construction. Our finance partners, Plenary and AECOM Capital, can offer flexible options for project financing. Our design, construction and engagement subcontractors have unmatched experience in Chicago and include 2iM, Architrave, DB Sterlin, RM Chin and Associates, Ernest R. Sawyer Enterprises, Brown Farmer Media Group, Urban Prescriptives, Austin Peoples Action Center (APAC) and Quantum Crossings. We will meet and exceed the City’s MBE/WBE and local hiring goals.

Given the unique nature and importance of this assignment, AECOM will augment our team with the experience and insights of an expert Advisory Panel. This approach is designed to provide the highest level of service to the City. The panel will help the project team anticipate, define and respond to the training and programming requirements of the Police and Fire Departments and the recruits that will be trained in the facility. Our advisors include former Police Superintendent Terry Hillard and former CFD Chief of the Training Division Peter Van Dorpe, Deborah Farmer of Brown Farmer Media Group who helped the City develop and implement the highly successful campaign to recruit candidates for the Police Academy that reflect the diversity of Chicago, Matt Crowl a former Assistant US Attorney and Deputy Chief of Staff for Public Safety and AECOM’s Richard Johanning, formerly of the Department of Defense and AECOM’s leading expert in emerging and cyber risk.

Experience Working Together on Past Projects

At AECOM, we lead the market in bringing together in-house financial capabilities, design, construction and operations within a single collaborative platform. Our designers work to deliver projects directly with AECOM’s construction, finance and management resources, as well as working with external partners. We are able to draw on AECOM’s full design, build, finance, operate and maintain spectrum to field teams of architects, engineers and related design specialists attuned to the special processes and design opportunities of an integrated delivery approach. This improves quality and efficiency while reducing risk, interface time and unnecessary resource duplication.

The following highlighted several projects in which our team members have worked together.

AECOM Design and Construction Groups with Ernest R. Sawyer Enterprises, Riteway-Huggins Construction and DB Sterlin
AECOM is successfully employing its integrated delivery model right here in Chicago on the Relocation of 1685 N. Throop project.

AECOM and Tactical Design North
Safety, Security and Disaster Management City in Abu Dhabi, UAE

AECOM and 2iM
CDOT, Burley Avenue Phase I Feasibility Study
IDOT, IL Route 47 Phase I Study and Environmental Assessment

AECOM and DB Sterlin
CPD, Lakefront Trail Separation
CDOT, City-wide Bridge Repair Program

AECOM and RM Chin
CDOT and CPD, Fullerton Theater on the Lake Flood Control Project
Our Project Management Team is Suited to Manage and Mitigate Project Risks

Every design-build project has its risks and challenges. AECOM’s Project Manager Andrew Hellermann and Design Manager Frank Louis will identify and tackle or mitigate risk early in the design development process by using lessons learned while working with the City, as evidenced on the table below.

AECOM’s on-board contractors are well-versed in risk management mitigation, such as alternate construction means/methods and materials, re-phasing and schedule controls and the establishment of a risk contingency fund set aside at the beginning of a project. It is imperative that design and build are working together from the onset of the project.

<table>
<thead>
<tr>
<th>Potential JPSTA Project Risks</th>
<th>AECOM’s Approach to Mitigate Risks Early, Learned From Experience working with the City on D-B Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Uninformed design decisions</td>
<td>Design and construction manager dedicated from start to finish.</td>
</tr>
<tr>
<td>- Incomplete subcontract scope</td>
<td></td>
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<tr>
<td>- Loss of institutional knowledge</td>
<td></td>
</tr>
<tr>
<td>- Delayed bids, permits and final delivery</td>
<td></td>
</tr>
<tr>
<td>- Community resistance to project</td>
<td>Early and consistent community engagement.</td>
</tr>
<tr>
<td>- Structural soil impacts</td>
<td>Due diligence, programming and site development approach completed before proceeding with design.</td>
</tr>
<tr>
<td>- Environment soil impacts</td>
<td></td>
</tr>
<tr>
<td>- Utility infrastructure costs</td>
<td></td>
</tr>
<tr>
<td>- On-site stormwater management</td>
<td></td>
</tr>
<tr>
<td>- Low participation of M/WBE contractors</td>
<td>Constructibility and estimating expertise integrated with design, including robust and meaningful contractor outreach.</td>
</tr>
<tr>
<td>- Budget overruns</td>
<td>Regular updates to the cost estimate and program in each review meeting.</td>
</tr>
<tr>
<td>- Lack of scope, budget and schedule transparency</td>
<td></td>
</tr>
<tr>
<td>- Fluctuating market conditions for labor and materials</td>
<td>Key committed subcontractor costs to back up GMP prior to introduction of D-B agreement to City Council.</td>
</tr>
<tr>
<td>- City Council approval</td>
<td></td>
</tr>
<tr>
<td>- Not meeting communities hiring goals</td>
<td>Workforce development begins at start of SD GMP Phase.</td>
</tr>
<tr>
<td>- Permitting delays</td>
<td>Early engagement with regulatory agencies to inform design. PD approval completed prior to introduction of D-B agreement to City Council.</td>
</tr>
<tr>
<td>- City Council approval</td>
<td></td>
</tr>
<tr>
<td>- Permitting delays</td>
<td>Permitting proceeds seamlessly after GMP Final Design to maintain construction schedule independent of City Council approval.</td>
</tr>
<tr>
<td>- Schedule impacts due to procurement process</td>
<td></td>
</tr>
<tr>
<td>- Inability to optimize program requirements with budget constraints</td>
<td>Experienced public safety and training facility team to guide project scope decisions.</td>
</tr>
</tbody>
</table>
Team Management Structure

**ADVISORY PANEL**

- Bill Abolt, Lead
- Deborah Farmer, Community
- Richard Johanning, Cyber Security
- Terry Hillard, Police Training
- Peter Van Dorpe, Fire Training
- Matt Crowl, Public Safety Coordinator

**FINANCE ADVISORY**

- Mike Schutt
- Karl Reichelt

**OVERALL PROJECT MANAGER**

- Andrew Hellermann

**DESIGN AND PRE-CONSTRUCTION**

- **Project Design Principal**
  - Stephen Knowles

- **Design Manager**
  - Frank Louis

- **Public Safety Program**
  - Steve Loomis

- **Lead Cost Estimator**
  - Terry Hellirsch

- **Scheduling**
  - Brad Dycus

- **Technology**
  - Nick Hugley

- **Risk**
  - Bob Rocco

- **Site Due Diligence**
  - Matt Hildreth

- **Utility Coordinator**
  - Maria Peralta

- **Permit Expeditor**
  - John Lyle & Associates

- **Regulatory Approvals**
  - George Geldis

**CONSTRUCTION**

- **Construction Project Manager**
  - Scott Giba

- **Deputy Construction Manager**
  - Mejai Dyson

- **Construction Site Superintendent**
  - Tom Koob

- **Senior Superintendent**
  - Sylvester Blue

- **Quality Manager**
  - Jim Morrison

- **Safety**
  - Mark Gott

**DESIGN AND BUILD PROPOSAL**

Joint Public Safety Training Academy

**INVOLVED THROUGHOUT DESIGN AND CONSTRUCTION**

- **COMMUNITY OUTREACH**
  - Deborah Farmer

- **WORKFORCE DEVELOPMENT**
  - Carol Adams

- **DIVERSITY AND COMPLIANCE**
  - Mishaune Sawyer

**SUBCONSULTANTS**

- 2IM: 2IM Group, MBE
- AR: Archbrave, MBE
- BF: Brown Farmer Media Group, WBE
- BG: The Bowa Group, MBE
- DB: DB Sterlin, MBE
- ERS: Ernest R. Sawyer Enterprises, MBE
- GMA: GMA Construction Group, MBE
- RH: Riteway-Huggins Construction, MBE
- RMC: RM Chin & Associates, M/HBE
- QC: Quantum Crossings, MBE
- UP: Urban Prescriptives, WBE
- BC: Berglund Construction
- PG: Plenary Group
- TD: Tactical Design North

** würd** indicates required personnel from RFP

**SME** indicates police and fire subject matter experts
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Ability to Meet MBE/WBE Participation Plans
M/WBE Participation

AECOM is committed to exceeding the City’s 28% MBE and 8% WBE goals, both on our design-build team and for the duration of the project, including construction of the new JPSTA.

M/WBE Participation During Construction

AECOM fully celebrates diversity and inclusion. On day one, we will implement a comprehensive Minority and Women Business Enterprise (M/WBE) Construction Diversity Plan, incorporating all aspects of community outreach, capacity building, compliance monitoring and workforce hiring initiatives for this project.

Promoting Transparency with the Local Communities and Stakeholders

During the early phases of the project, we will host and participate in several targeted outreach events, such as networking meetings or business opportunity/skills development workshops. This “boots-on-the-ground” approach has proven to be the best way to promote participation with the development team, connect M/WBE firms to large business subcontractors, assist emerging firms to prepare for the bid process and reach out to the community about the project.

Networking Meetings. Networking meetings (or “meet-and-greets”) encourage interaction and furthers exposure among primary contractors, local agencies and M/WBEs. Our meet-and-greets are open to all tradespersons and the community at large and are designed to generate broad awareness about the project and M/WBE participation goals. Meet-and-greets also help open channels of communication between the community, our project team and key staff members.

Business Opportunity/Skills Development Workshops. By hosting business opportunity conferences early in the pre-construction phases, we will assist representatives of local M/WBE firms in meeting with representatives of the development team and other non-minority subcontractors interested in the project.

During these events, we will offer seminars in areas such as:

- The use of software systems like BIM and E-Builder
- Bid preparation and focused technical help by appointment

Outreach Event Goals, Making a Difference on Chicago’s West Side

- Generate awareness about the project and the M/WBE subcontracting participation goals.
- Create dialogue and teaming opportunities between large prime subcontractors and DBE subcontractors and suppliers.
- Introduce our team.
- Present information concerning our team and the project and how to do business with our team.
- Provide an overview of project scope, schedule and bid package opportunities.
- Establish communications between the local community and provide contact information for key project team members.
- Review site logistics, staging, project rules and restrictions and other conditions unique to the project.
- Discuss bonding requirements and insurance requirements for the project and assistance available to subcontractors.
The goal of these events is to provide an opportunity not just for networking, but to convey important information to M/WBE and local businesses about subcontracting opportunities. Additionally, we hope to provide skills training to City certified firms, enabling them to submit more competitive bids and prepare for any future project bidding processes. We will also invite large subcontractors to join our development team estimators and pre-construction specialists so they can meet with the M/WBE firms and exchange information.

A Well Thought Out M/WBE Subcontractor Utilization Plan

As part of our Construction Diversity Plan, we will finalize a comprehensive M/WBE Subcontractor Utilization Plan, which details a roadmap to exceeding the 28% MBE and 8% WBE goals. Many of these opportunities will be dedicated to small businesses and emerging firms through unbundled bid packages and subcontracts valued at less than $200,000. In order to maximize our M/WBE subcontractor participation at the first-tier level, we propose to set aside the construction of the park space and the Explorer Building solely for M/WBE firms, creating bid packages and scopes of work that are of a manageable size for M/WBE and small businesses. Additionally, this effort will involve the unbundling of typically larger-sized bid packages to include multiple opportunities for subcontractors of similar trades. For example, a large drywall/rough carpentry bid package can be unbundled to result in separate bid packages for drywall, acoustical ceilings and panels, installation of doors/frames/hardware and rough carpentry. We will assign these unbundled bid packages to specific areas of the project where possible to afford multiple opportunities for potential bidders.

In our effort to ensure that our team not only meets but exceeds the hiring goals, we will request specific workforce commitments from each bidder during the bid phase and responses will be taken into consideration during the selection process to encourage maximum participation. After receiving bids but before awarding the subcontract, we will meet with each subcontractor proposed for award. At this meeting, we will review their M/WBE participation plan, including all lower-tier subcontracting opportunities. M/WBE participation and workforce commitments will play a key role in determining our subcontractor award decisions.

M/WBE Participation on Our Team

A drive for inclusion and diversity is part of our corporate culture. It strengthens our approach, it enhances our resources and it makes perfect business sense. We share the City’s goal to develop programs that have far-reaching impacts, resulting in more opportunities and increased capabilities and capacities for these firms, along with an expanded pool of available skilled people within the Chicago workforce. Our commitment to meeting these challenges is demonstrated through the diversity reflected in our teaming partners and staffing, many of which hold lead roles for this project.

Architrave (MBE), award-winning Chicago firm offering sustainable building design services for institutional and educational facilities.

Brown Farmer Media Group (WBE), a leader in community outreach with experience spearheading minority outreach and recruitment for the Chicago Police Department.

DB Sterlin Consultants (MBE), frequent collaborator with AECOM on Chicago projects for survey.

Ernest R. Sawyer Enterprises (MBE), instrumental with M/WBE contracting on the Relocation of 1685 N. Throop and will bring these skills to lead diversity and compliance.

2iM (MBE), frequent collaborator with AECOM on Chicago projects for civil and stormwater work.

AECOM’s M/WBE Partners

The Bowa Group (MBE), general contracting, construction management and design-build experience focused on building a diverse future one building at a time.

GMA Construction (MBE), general contractor, construction manager and cost engineer that takes a proactive, hands on approach to design-build.

Riteway-Huggins Construction Services (MBE), enjoys strong ties to the community and a successful working relationship with AECOM, including the Relocation of 1685 N. Throop.

Quantum Crossings (MBE), highly qualified technology and telecommunications company that helped the Chicago Police Department implement its successful ShotSpotter program.
Part F

Workforce
Development Plan

New Headquarters for the Royal Canadian Mounted Police, Division E
British Columbia, Canada
We are dedicated to creating a holistic, transformational and sustainable workforce development plan for the Chicagoland community.

AECOM wants to be the leader in helping the City develop new and improved programs that have far-reaching and longer-lasting impacts on Chicago’s workforce and business communities. To be successful, these programs must result in increased capabilities and capacities for local businesses, along with an expanded pool of available skilled people within the Chicago workforce. This project provides an opportunity to continue investment in Chicago’s West Side by developing and implementing a plan—immediately upon notice to proceed—that fosters inclusion, and through which local businesses and workers can earn and learn.

A testimony of AECOM’s commitment to reflect and benefit the community is diverse stakeholder engagement from project inception. Toward that end, the following team was assembled, Ernest R. Sawyer Enterprises, Brown Farmer Media Group, Urban Prescriptives, The Bowa Group, GMA Construction and Riteway-Huggins Construction Services. An effective workforce development program requires the following:

- Community asset identification
- Engagement of local partners
- Identification of, and consultation with, key influencers
- Eliciting authentic community input

Strategic Partner Development to Leave Long Lasting Impacts

We have identified and enlisted community-based partners who bring expertise, experience and knowledge of the terrain and overall added value to the JPSTA project.

- **Workforce Development**
  - Austin Peoples Action Center
  - North Lawndale Employment Center

- **Support Services**
  - Habilitative Systems, Inc.
  - Westside Justice Center

- **Education**
  - Orr Academy
  - Chicago City Colleges

- **Arts and Culture**
  - Westside Art
  - Sankofa Cultural Arts

- **Local Government**
  - Elected Officials from Impacted Community Areas
  - Chicago Department of Family Support Services
  - Illinois Department of Employment Services
Integrate Workforce Development Initiatives on Day One

Core principles that AECOM adheres to when addressing workforce development include diversity, community driven, resident-centric, asset-based, best practices, transparency and capacity building.

Of paramount importance is the ability to sustain a workforce that reflects the impacted neighborhoods to the maximum extent possible. AECOM envisions a hands-on approach from start to finish that will cultivate and implement the following elements specific to the JPSTA project:

- Develop and maintain relationships that cross institutions
- Inform workforce program design and promote local job placement
- Tailor comprehensive and ongoing support to the unique needs of participants to help them succeed
- Cultivate relationships to inform training design and strengthen job placement
- Identify “good fit” job opportunities for participants
- Influence employer thinking and practice through sustained engagement
- Develop support service strategies that are participant-centered
- Engage in ongoing monitoring and evaluation to assure compliance and make course corrections, as needed
- Innovate and build capacity
- Establish a Ready to Work (RTW) mini-grant fund to assist residents with work-related expenses
- Chart the path for stakeholder collaboration
- Focus equally on job placement and job retention
- Help participants build the skills they need to handle new, potentially stressful, work and life situations

We will establish processes and procedures to identify and maintain hiring opportunities throughout the life of the project, with special emphasis on hiring within the Austin, West Garfield Park, East Garfield Park, Belmont/Cragin, Lawndale, North Lawndale and Humboldt Park neighborhoods. One such process is our Worker Identification Methodology, shown below. This comprehensive process is specifically catered to identify and reach qualified workers in the targeted neighborhoods.

**Worker Identification Methodology**

- Use existing community partners, such as APAC, to establish a Pipeline to Employment
- Engage credible messengers
- Connect residents with training opportunities
- Conduct a local talent search via social media, community newspapers, like Austin Weekly, and referrals
- Negotiate requirements with all contractors and subs
- Hold job fairs, outreach to unions and local churches and identify candidates through Women in Trades and Illinois Dept. of Employment Security
- Create supportive services
Recruitment Strategies to Build a More Robust Workforce

Based on our past experiences and success in our work on other large projects in the Chicagoland area, AECOM is confident that we will not only achieve but exceed the workforce goals and initiatives for the project. We believe that a partnership must exist between businesses, community leaders and key government policy makers to collectively establish the vision and goals for Chicago’s workforce investment programs and services. We will collaborate with local assist agencies like the Chicago Urban League, Black Contractors United and the Hispanic American Construction Industry Association (HACIA), as well as work to provide opportunities for ex-offenders through our work with the Safer Foundation.

We also know that it is important to work with organizations that see the JPSTA as a benefit to the West Side and to be vocal in their advocacy. These relationships must be cultivated early to maximize their utility and influence. For example, working exclusively with AECOM on this project is Austin People’s Action Center (APAC). Since 1980, APAC has been dedicated to human capital development on the West Side of Chicago. In addition to a comprehensive array of social services, they have a distinguished track record in employment training and placement.

APAC: A West Side Organization to Help Recruit and Train

APAC has collaborated on public and private sector projects as well as trade unions and apprenticeship programs. Successful initiatives include:

- **ComEd CONSTRUCT program**, which trains and places workers in energy-related jobs.
- **State of Illinois: Illinois Department of Transportation and the Illinois Tollway**, trained and/or placed over 300 participants in a program in collaboration with the Electrical and Laborers unions.
- **Exelon**, trained 75 students for solar jobs through the Future Energy Jobs Act program.
- **T-CART: Transportation Construction Apprenticeship Program**, these activities would be done on a quarterly basis and become creative opportunities for engagement with different themes or focus areas to keep the events fresh. This format could also be used to facilitate collaboration between M/WBE firms seeking stand-alone opportunities, outside of the traditional prime and subcontractor arrangements between majority and minority firms.

JPSTA in the Community—Looking Toward the Future

AECOM not only wants to make an impact through an implementable workforce development program and thoughtful community hiring initiative, we want to make an impact in the community now and for future generations. The following recommendations are focused on design enhancements that could be incorporated into the project that provide ongoing benefits to community residents and foster positive relationship between the community and departments vital to their well-being and security. Potential enhancements include:

- **Walking Track/Par Course**: This feature could be further enhanced by naming certain stops on the course after West Side sports legend.
- **Skate Park**: With permission from famed West Side rapper, Lupe Fiasco, the park could be named “PUSH, KICK.”
- **Arts and Culture**: The building could include public art in both the interior and exterior with an emphasis on local artists, past and present. It could be curated in association with the Arts partners and individual artists such as Leah Gipson and Theatre Gates. Murals, sculptures, other visual arts and installations could comprise both permanent and revolving exhibitions.
- **Landscape/Memorial Gardens**: The landscaping could involve local participation and honor local community heroes.
- **Multi-Purpose Explorer Space**: Which could be used as a gymnasium, meeting and activity space, with partitions that facilitate multi-use and spectator space to amplify community participation.

AECOM’s design will also consider on-going community benefits once the academy is built, such as aesthetic; recreational; community venue; organizational capacity building; integration into the cultural fabric of the community; human capital development by decreasing the unemployment rate and preparing residents for subsequent jobs in Chicago’s booming construction industry; and creation of innovative “best practices” in workforce development. The Chicago Police and Fire Departments could use the community spaces to provide practical training for its trainees as part of their initiative to develop more effective training.
Design and Construction Qualifications
Project Experience
# Project Experience

**Form 4A: Design Project Experience**

List a minimum of two projects that demonstrate the Project Team’s engineering/design experience in delivering projects of similar scope and complexity to the JPSTA Project. List at least one example of a project whose experience is directly applicable to a Police Training facility and at least one example of project whose experience is directly applicable to a Fire Training facility.

<table>
<thead>
<tr>
<th>Engineer / Design Company</th>
<th>Project Name and Location</th>
<th>Project Cost</th>
<th>Start/End Dates</th>
<th>% Work Completed</th>
<th>Level of Company’s Participation</th>
<th>Role of Company for the Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>AECOM (Prime)</td>
<td>York Regional Police Training Center, Ontario, Canada</td>
<td>$29M</td>
<td>09/2013 to 01/2016</td>
<td>100%</td>
<td>75%</td>
<td>Architecture, Building Engineering, Civil, Acoustics, Landscaping, Range Consulting</td>
</tr>
</tbody>
</table>

**Notes:**

1. In the case of an experience provided by a company or individual other than the Lead Engineering/Design Firm specify the role that the company or individual will play on the Project Team.
2. Only list projects on which the Project Team has worked within the past ten (10) years.
3. Only list projects where proposed Project Team Members played a meaningful role in the project and who are anticipated to perform equivalent design and engineering work for the JPSTA Project.
4. In thousands of United States Dollars. For foreign projects please identify foreign currency exchange rates used in Dollar conversion.
5. Project Cost means the total budgeted construction cost for projects still under construction and total final construction cost for completed projects.
6. Company’s participation in terms of money and percentage of the design and engineering work for the listed project.
Form 4B: Construction Project Experience

List a minimum of two projects that demonstrate the Project Team’s construction experience in delivering projects of similar scope and complexity to the JPSTA Project. List at least one example of a project whose experience is directly applicable to a Police Training facility and at least one example of a project whose experience is directly applicable to a Fire Training facility.

<table>
<thead>
<tr>
<th>Engineer / Design Company 1</th>
<th>Project Name and Location 2, 3</th>
<th>Project Cost 4, 5</th>
<th>Start/End Dates</th>
<th>% Work Completed</th>
<th>Level of Company’s Participation 6</th>
<th>Role of Company for the Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>AECOM Hunt (Prime)</td>
<td>Public Safety Answering Center II, Bronx, NY</td>
<td>$1B</td>
<td>05/2009-01/2016</td>
<td>100%</td>
<td>100%</td>
<td>Construction Manager</td>
</tr>
<tr>
<td>AECOM Hunt (Prime)</td>
<td>Tawazun Safety, Security and Disaster Management City, Abu Dhabi, UAE $226M (USD)</td>
<td>05/2015 - Present</td>
<td>100% Precon. / Construction Pending</td>
<td>100% Construction and Program Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Berglund Construction (JV Partner)</td>
<td>Police Headquarters North Aurora, IL</td>
<td>$25M</td>
<td>05/2010 to 08/2011</td>
<td>100%</td>
<td>100%</td>
<td>Construction Manager</td>
</tr>
<tr>
<td>The Bowa Group (JV Partner)</td>
<td>O’Hare International Airport, Building 521 for Airport Police, Chicago, IL</td>
<td>$4.1M</td>
<td>07/2018 to 12/2018</td>
<td>100%</td>
<td>100%</td>
<td>Construction Manager</td>
</tr>
</tbody>
</table>

Notes:
1. In the case of experience provided by a company or individual other than the Lead Contractor specify the role the company or individual will play on the Project Team.
2. Only list projects on which the Project Team has worked within the past ten (10) years.
3. Only list projects where proposed Project Team Members played a meaningful role in the project and who are anticipated to perform equivalent construction management work for the JPSTA Project.
4. In thousands of United States Dollars. For foreign projects please identify foreign currency exchange rates used in Dollar conversion.
5. Project Cost means the total construction cost budgeted or, if the project is complete, the total construction cost of the completed project.
6. Show company’s participation in terms of money and percentage of the construction work for the listed project.
## Form 5: References Contact Information

Provide reference check contact information for people capable of verifying project experience listed on Forms 4A and 4B within the Table below. References who are unable to be contacted may be disregarded by CIT at its own discretion.

**Note:** Respondents may include additional relevant project references on Form 5 for entities identified in the Proposal for which project experience has not been provided.

<table>
<thead>
<tr>
<th>Responding Team Member</th>
<th>Project Name</th>
<th>Contact Name</th>
<th>Company/ Agency</th>
<th>Current Address</th>
<th>Phone Number</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering/Design</strong></td>
<td>York Regional Police Training Center</td>
<td>Bernadette Searle</td>
<td>York Regional Police</td>
<td>17250 Yonge St. Newmarket, Ontario Canada L3Y 4W5</td>
<td>950.830.0303</td>
<td><a href="mailto:5579@YRP.CA">5579@YRP.CA</a></td>
</tr>
<tr>
<td></td>
<td>Miami-Dade Fire Rescue Training Facility</td>
<td>Mr. Angel Lamela</td>
<td>Miami-Dade County</td>
<td>MDFR 9300 NW 41st St. Miami, FL 33178</td>
<td>786.331.4502</td>
<td><a href="mailto:alamela@miamidade.gov">alamela@miamidade.gov</a></td>
</tr>
<tr>
<td></td>
<td>City of Miami College of Policing / Miami-Dade School of Law Studies, Homeland Security and Forensic Sciences</td>
<td>Frank Fernandez</td>
<td>City of Coral Gables</td>
<td>2801 Salzedo St. Coral Gables, FL 33134</td>
<td>305.569.1835</td>
<td><a href="mailto:ffernandez@coralgables.com">ffernandez@coralgables.com</a></td>
</tr>
<tr>
<td></td>
<td>New York City Police Academy</td>
<td>Philip J. Heller</td>
<td>New York City Police Department</td>
<td>1 Police Plaza, Room 308 New York, NY 10038</td>
<td>347.386.2699</td>
<td><a href="mailto:philip.heller@nypd.org">philip.heller@nypd.org</a></td>
</tr>
<tr>
<td><strong>Contractor Firm</strong></td>
<td>Public Safety Answering Center II</td>
<td>Terry Woods</td>
<td>FDNY</td>
<td>Fort Totten 314 Sargent Beers Ave., Building 314-B Bayside, NY 11359</td>
<td>718.281.7958</td>
<td><a href="mailto:woodst@fdny.nyc.gov">woodst@fdny.nyc.gov</a></td>
</tr>
<tr>
<td></td>
<td>Tawazun Safety, Security and Disaster Management City</td>
<td>Faiz Saleh Al Nahddy</td>
<td>Tawazun - Jaheziya</td>
<td>Tawazun Industrial Park - Ajban, Abu Dhabi, United Arab Emirates</td>
<td>Tel: +971 2 506 9999 Dir: +971 2 6160302</td>
<td><a href="mailto:fnahddy@tip.ae">fnahddy@tip.ae</a></td>
</tr>
<tr>
<td></td>
<td>Police Headquarters North Aurora, IL</td>
<td>Wes Kornowske, Past Village Administrator</td>
<td>Village of North Aurora</td>
<td>N/A</td>
<td>920.366.3174</td>
<td><a href="mailto:wkornowske@papertransport.com">wkornowske@papertransport.com</a></td>
</tr>
<tr>
<td></td>
<td>O’Hare International Airport, Building 521 for Airport Police</td>
<td>Demetrius E. Carney</td>
<td>The Carney Airport Consulting Group, LLC</td>
<td>230 S. Clark Street, #213 Chicago, IL 60604</td>
<td>312.404.3372</td>
<td><a href="mailto:dcarnety@thecarneyconsultinggroup.com">dcarnety@thecarneyconsultinggroup.com</a></td>
</tr>
</tbody>
</table>
York Regional Police Training Center
Ontario, Canada

The York Region of Ontario has grown at an unprecedented rate and today, its communities are served by more than 1,364 full-time police professionals and approximately 496 support staff. This is expected to grow to nearly 2,000 law enforcement professionals within 30 years.

Faced with inadequate training facilities for their expanding police service and to meet the requirement for twenty-first century law enforcement standards, the Municipal Region commissioned AECOM to program and design a new 75,000 square foot state-of-the-art training facility.

Located in the Town of East Gwillimbury, this facility will serve both new recruits and in service training for its members and include specialized training venues such as:

- An 18 position dynamic training firing range
- Police vehicle operations (PVO) simulators
- Use of force simulations room, repelling tower
- Defensive tactics room

Complementing those areas are a variety of classrooms, meeting rooms and multi-purpose training rooms along with fitness and locker rooms. All the administrative personnel and spaces are consolidated to this new facility to effectively deliver superior training.

The 6-acre site also includes 300 parking spaces for staff and limited public parking. A drivers skid pad and street scape for outdoor scenario training to create exterior training venues will be constructed in the future. In addition, the site is planned for a running track that circumnavigates the facility and includes space for future expansion of the firing range.

AECOM provided police programming and planning services to develop the detailed program and is providing the schematic design and full building engineering services.

### Project Relevance

- Programming, planning and schematic design
- Full engineering design
- Classrooms and fitness rooms
- Administrative spaces
- Dynamic firing range
- Simulation rooms
- Defensive tactics
Miami-Dade Fire Rescue Training Facility
Doral, Florida

AECOM was hired by Miami-Dade County to provide design services for the Fire Rescue Training Complex located in the Doral area of Miami-Dade County. The new complex is located on a 6-acre site adjacent to the existing headquarters.

The state-of-the-art facilities provide effective and realistic simulation tools, equipment, systems and scenarios to support the critical training requirements of the fire fighters.

The complex includes a two-story, 54,555 square foot classroom and administration building, and a completely functional fire station with a three bay apparatus room. The building also includes six classrooms, a gym/exercise room and extensive locker facilities for men and women. The second floor houses a large meeting room, library, video conference room, a 75-foot-long, 12-foot-deep training pool and an administrative space.

The training area includes a five-story tower attached to an 11,363 square foot, three-story residential/office burn building. The tower has working elevators, dummy elevators, internal and external stairs, simulated electrical panel fire and multiple balconies. The burn building has smoke available on command, a bedroom fire and hallway flashover scenarios.

A 6,350 square foot commercial burn building with a common attic was designed with a mansard roof for checking fire. The building allows the fire department to develop a collapsed structure with 20 foot ceilings and provides a kitchen fire, grease flare-up fire and hood fire prop. A 3,569 square foot, two-story residential burn building simulates a garage fire that can spread to the kitchen and a bedroom fire.

A 4,503 square foot maritime trainer includes ship stairs and doors, an engine room with escape tunnel, crew quarters, a significant maze and an elevated platform to initiate top down fire training.

The training field has environmentally safe live fire training that includes a moveable automobile fire, flammable liquid fire prop, horizontal propane tank fire and a flammable fuel tanker fire. The training field also has a confined space trainer, a trench rescue prop, a HAZ-MAT training area, and a 2,500 square foot covered area for the car extrication prop.

### Project Relevance

- Programming and planning
- Construction documents
- Classrooms and exercise room
- Administrative spaces
- Burn building
- Swimming pool
The College of Policing is a unique partnership between the City of Miami Police Department and the Miami-Dade County School Board. The complex houses state-of-the-art training facilities for the police department and a 450 student magnet high school focused on law studies and forensic science. Located on a 1.60 acre downtown Miami site adjacent to the existing police headquarters, the new 112,968 square foot facility will have its own entrance while being connected to the existing headquarters.

Co-location of the facilities and policing school creates a collaborative atmosphere for students interested in future careers in law enforcement.

The police training facility is designed to be used by local, regional and international law enforcement personnel. The new building lobby will share the raised entry plaza of the existing headquarters and provide secured access to a 200 seat, multi-purpose auditorium with simultaneous translation capabilities. We designed this auditorium to be available to the local community for after hours use.

The ground floor of the building includes a gymnasium, locker rooms, defensive tactics classrooms, standard classrooms and space for the SWAT team. The ground floor also includes a 14 position indoor firing range designed for static and dynamic training and angled shooting between the 2nd and 10th lanes. The range will use an inclined wet system bullet trap and is intended to accommodate pistol, rifle and shotgun rounds. Eleven multi-purpose classrooms are provided for police recruit and in-service training. The facility also includes an emergency operations center to support fire and other city department as well as an adjacent dormitory area with 16 person capacity.

The magnet high school has its own separate entrance, cafeteria, media center, locker rooms, administrative area and moot courtroom. The school also includes 14 standard classrooms, two science labs and a practical lab for law studies.

### Project Relevance

- Programming and planning
- Schematic design through construction documents
- Large auditorium and classrooms
- Administrative spaces
- Dynamic indoor firing range
- Simulation rooms and defensive tactics
- Cafeteria and gymnasium
New York City Police Academy
New York, New York

As the Training Architect for this project, Tactical Design collaborated with an architecture firm on the New York City Police Academy. Tactical Design collaborated in the design of all areas of the facility, but concentrated on need assessments, programming, master planning and design services for the indoor training village, urban search and rescue components, EVOC course, COBRA training areas and firearms ranges for the facility.

The New York City Police Academy is the largest municipal training project in the world and largest project in New York City’s history.

This state-of-the-art facility encompasses 30 acres, and is a 738,000 square foot facility with four future designed phases that include another 500,000 square feet of program. The first phase of this project includes all necessary functions to support New York Police Department’s recruit training and Patrol Day Sequence Program. Future phases include a five-story stacked firearms range complex designed to qualify all 40,000 sworn officers twice a year, a 140,000 square foot Indoor Training Village representing several NYC neighbourhoods, a multi-level ballistic shoot house, drivers training areas, a drivers training course on the top of the building, and Urban Search and Rescue training props for the NYPD’s ESU teams.

The program included academic areas, technical rescue props, collapse structures, heavy and light rubble piles, firearms range complex (7 Levels), indoor tactical village (10 Levels), ballistic shoot house, ammunition and explosive storage, drivers training areas and patrol day sequence training area.

- Need assessments
- Programming and planning
- Design: schematic through construction documents
- Construction administration
- Large indoor training venues
- Simulation training areas
- Ranges
- USAR and technical rescue props
- Cafeteria and gymnasium
Public Safety Answering Center II
Bronx, New York

AECOM served as Construction Manager/Constructor for a new call center that consolidates all emergency communications systems for the City of New York into a single location. Continuously operating and highly secure, the building enhances the city’s ability to maintain communication in the event of a natural disaster or large-scale emergency, as the building is able to operate autonomously for 72 hours. It is blast and ballistic resistant, along with having the ability to withstand a Category 4 hurricane and a major seismic event.

The 10-story building has an additional two sub-level cellars and contains six floors of redundant critical infrastructure to support operations. The project’s completion is a milestone in New York City’s overhaul of its 911 system, a long-term initiative begun by former Mayor Michael R. Bloomberg.

The project achieved a LEED Gold rating in April 2016.

In addition, the building’s main gathering space features an innovative plant wall—the most adventurous green feature of the building—developed by SOM in conjunction with Rensselaer Polytechnic Institute’s Center for Architecture, Science and Ecology. This plant wall not only introduces nature into the building, but also filters the air and reduces overall energy use. Tied into the facility’s mechanical systems, these phytoremediation walls clean air by drawing it through the plants’ roots and recirculating it into the training rooms.

Our project team succeeded in completing this complex project through effective collaboration between diverse individuals and teams. This process allowed us to complete the project 10 days ahead of schedule.

Project Relevance
- Police and fire project
- LEED pursuit
- Similar size
- Administrative spaces
Tawazun Safety, Security and Disaster Mgt. City
Abu Dhabi, UAE

Tawazun has awarded AECOM a contract for the provision of project management and construction supervision services on a new Safety, Security and Disaster Management City in Abu Dhabi, UAE. The project will cover an area of approximately 84 acres and will be designed and built as a multi-agency Integrated Disaster Management City with multiple training zones and support facilities.

The Tawazun Safety, Security and Disaster Management City (TSSDMC) is a strategic program to build, sustain and enhance the UAE’s capacity and capability to protect its communities, assets and vital infrastructure.

The facilities will enable the recreation of past incidents and perceived threats through scenario-based training in various training zones in the fields of onshore and offshore rescue and fire-fighting, safety and emergency response.

The facility aims to evolve into the most sought after training facility both in the region and internationally for multi-agency, intra-agency and disaster management training in the fields of safety, security, emergency preparedness and crisis and disaster management. TSSDMC allows for training at every operational level, from basic skills to re-enacting or re-creating large scale disasters in a multitude of environments. It is a training platform that is able to adapt to current and future disaster and crisis scenarios. It replicates realistic environments in order to suspend disbelief that what is occurring is not just a training scenario but a real life event happening at that moment.

This enhanced user experience allows professionals in the fields of safety, security, emergencies management, crisis and disaster management from various agencies to cooperate, communicate, interact and learn with their counterparts while performing the operations in realistic settings.

The range of training and courses will be in the fields of onshore and offshore rescue and fire fighting, safety and emergency response, to national and international standards such as NFPA, IMO, OPITO, First Aid International, NTA and the UAE Civil Defence. The facilities include over 20 props, simulators, warehouses, sheds, maintenance and support buildings including administrative buildings, classrooms, mosque, staff housing, and simulated emergency operations center.

■ Project Relevance

- Programming and planning
- Design management
- Procurement and tendering services
- Construction documents
- Training facility
- Classrooms
- Burn building
Police Headquarters
North Aurora, Illinois

The North Aurora Police Department provides policing services to over 16,000 residents. Their mission is to provide the citizens of North Aurora a safe environment and enhance the quality of life consistent with the values of the community.

It was becoming more difficult for the police force to do its job with the current state of the police station. The Village of North Aurora Board approved the contract with World Architects and Engineers for the design and Berglund Construction for the construction of the new 29,000 square foot police headquarters.

The new building incorporates the traditional law enforcement elements, but also includes a community and training room that provides floor space for tactical training exercise. It includes a drive-through to accommodate ambulance and additional public safety vehicles.

The new Village of North Aurora Police Headquarters is a state-of-the-art facility that will endure the strenuous 24/7 schedule of the police force. The new facility boasts a technological advanced evidence examination room, a handicapped-accessible detention cell, a separate 4,248 square foot firing range and spacious locker rooms with enough lockers to accommodate North Aurora’s male officers and female officers. Design features of the lockers include a solid rubber muzzle guard built into the wall so that officers can load their weapons without having to worry about an accidental discharge injuring a comrade.

Berglund Construction completed the project in 12 months, which was on time and on budget. Berglund’s project team worked through unforeseen scenarios and navigated effectively and efficiently to meet the needs and expectations of the Village of North Aurora.

The project team was challenged to coordinate a comprehensive Communications Plan with faculty and staff and to develop creative and functional logistics plans, detailed schedules and floor relocation plans to execute the dramatic requirements of the renovation. The success of this plan was proven in no incidents or accidents during the entire construction and renovation process.

### Project Relevance

- Training facility
- Classrooms
- Public space
- Police space
Bowa Construction is providing general contracting services for O'Hare International Airport’s new Building 521 for Airport Police located near Terminal 5 between Service and Old Cargo Road.

The new facility will boast offices, detainee rooms, a processing area, restrooms, designated locker room areas and the addition of ballistic grade material for public safety.

Additional scope of work will consist of exterior removal and restoration of the existing warehouse including replacement of new lighting and security equipment, as well as new exterior windows and design fabricated panels. In addition to aesthetic upgrades, abatement and removal of existing asbestos paneling which are currently located on the exterior portion of the building will be replaced with fiber cement paneling. Furthermore, a new ramp on the east side of the building will be constructed, as well as two new stair cases on the west side and renovation of an existing entryway on the south side.

### Project Relevance

- Police space
- Administrative spaces
- Construction documents
- Construction administration
Key D/B Personnel

Public Safety Answering Center
Bronx, New York
Key D/B Personnel

Technical Key Personnel Qualifications

The successes of our projects are the direct result of assembling a team of qualified individuals, knowledgeable in the specific areas of expertise that meet our client’s project expectations and goals. Resumes for each team member can be found on the following pages.

AECOM’s Commitment to the City

AECOM has assembled a team that is committed to help the City build its new Joint Public Safety Training Academy. As AECOM’s Managing Director, Denise Casalino will assure the availability of staff and technical resources, both among our proposed team members and any additional resources that may be needed during project performance.

We agree to commit the individuals named for this project for its duration. AECOM recognizes that on occasion there may be a need to realign the staff to meet the needs of the project; however, we will only assign or realign a staff member when agreed upon and in the best interest of the City.
Denise has 25 years of engineering and management experience. Her portfolio is comprised of various types of transportation projects including highway and bridge work for the Illinois State Toll Highway Authority, Chicago Department of Transportation, and the Illinois Department of Transportation; aviation projects at both O’Hare and Midway International Airports, and transit work for the Chicago Transit Authority and Metra. As a former commissioner of the city of Chicago Department of Planning and Development, her high-profile duties included negotiating the redevelopment of Block 37, construction of Trump Tower, and guiding projects through the Landmarks Commission.

Project experience

**Chicago Department of Transportation, 41st Street Pedestrian Bridge, Chicago, Illinois.**
Project principal for Phase I and Phase II final design engineering services for new pedestrian bridges crossing Lake Shore Drive and the Metra electric tracks at 41st Street. *(2007 - 2017, Tanera Adams, Project Manager, 312.742.2590)*

**Chicago Department of Transportation, 43rd Street Pedestrian Bridge, Chicago, Illinois.**
Project principal for Phase I and Phase II final design engineering services for two new pedestrian bridges crossing Lake Shore Drive and the Metra electric tracks at 43rd Street. *(2007 - 2017, Tanera Adams, Project Manager, 312.742.2590)*
Bill Abolt focuses on sustainability and smart resilient urban infrastructure in the largest metropolitan economies in North America. He leads projects covering a broad range of smart infrastructure solutions from microgrids and smart city applications to integrated green infrastructure and innovative financing. He has extensive experience with alignment of grants, incentives and other third party resources with project and enterprise-wide budgeting, planning and sustainability goals.

Project experience

**Chicago 100 Resilient Cities Support, Chicago, Illinois.** AECOM serves as the strategy partner to the City of Chicago for the Rockefeller Foundation’s 100 Resilient Cities Program (100RC). Project Director for Chicago assignment. 100 RC help cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century. (2016 - Present, Aaron Koch, 312.744.7607, aaron.koch@cityofchicago.org)

**Natural Resources Defense Council (NRDC), Resilient Green Infrastructure Financing Analysis, Chicago, Illinois.** Project Director for assessment of national best practices in public financing strategies to support urban green infrastructure and resilience investments. Analysis focuses on expanded use and leveraging of Clean Water Act State Revolving Loan Funds (SRF) and private investment to support local government capital improvement programs. Project will provide specific recommendations for potential inclusion in Chicago’s HUD Phase II Disaster Resilience application. (2015 -2016, Karen Hobbs, 312.663.9900, khobbs@nrdc.org)

ComEd, Bronzeville Microgrid and Community of the Future, Chicago, Illinois. AECOM is supporting ComEd, an Exelon utility, with its Bronzeville Microgrid and Community of the Future smart city initiative. Serve as AECOM project director for the assignment. The historic Bronzeville neighborhood, located on Chicago’s Southside is proposed as the location of ComEd’s first microgrid. Additionally, the Bronzeville neighborhood has been targeted for a broader Community of the Future initiative that builds on the utility’s investments in grid modernization to pilot and deploy a range of smart city technologies. AECOM is helping ComEd develop integrated resilience performance metrics for the Bronzeville microgrid and related grid modernization and smart city improvements. (2015 - Present, Joe Svachula, 630.576.6108, joseph.svachula@comed.com)

Sustainable Chicago 2015 Plan and One Year Update, Chicago, Illinois. Project Director supporting the City of Chicago with the development of its sustainability plan and the first year progress report and update under that plan. Sustainable Chicago 2015 is a comprehensive, multi-year strategy to track and increase performance in seven critical areas of sustainability from energy efficiency and renewables to economic development and climate change. The plan sets specific performance goals in each of the critical areas and identifies the key actions that the City will take to help reach those goals by 2015. The one year update meets the City’s commitment for public reporting and transparency on progress and was prepared in accordance with Global Reporting Initiative (GRI) guidelines.

Additional projects

- City of Chicago, West Side Resilience Strategy, Chicago, Illinois, Project Director
Andrew Hellermann, LEED AP
Overall Project Manager *(Required by the RFP)*

Andrew is a project manager with a vast range of project experience, including retail, education, transportation, senior living, hospitality and corporate. He is a skilled professional with expertise in project management, estimating, scheduling and more. Andrew has an extensive knowledge of the construction industry in the Chicago area and is a valued member of our team.

### Project experience

**Aloft Hotel, Chicago, Illinois.** Project Manager. New construction of a 190,000 square foot, 18-story hotel, including 336 guest rooms, indoor swimming pool, fitness center, meeting room space, full basement and a porte cochere for vehicular drop-off of hotel guests. $60 million. *(1/2017 - 9/2018, Lauren Banks, Senior Vice President, Tishman Hotel & Realty, 212.708.6782, lbanks@tishman.com)*

**The Hensley, Chicago, Illinois.** Project Manager. New construction of an 11-story, 46-unit, post-tensioned concrete residential apartment building with three floors of parking and eight floors of residential units. $15.4 million. *(6/2014 - 12/2015, David Earnhart, Vice President Design & Construction, Akara Partners, 312.445.9094, dearnhart@akarapartners.com)*

**Arlington Downs, Arlington Park, Illinois.** Project Manager. Redevelopment of an existing 25-acre, 13-story, cast-in-place concrete hotel structure into a luxury apartment building. $36.3 million. *(6/2013 - 10/2014, Josh Wohlreich, Vice President of Development, Stoneleigh Companies, 312.339.6612, jwohlreich@stoneleighcos.com)*

**100 South State Street, Chicago, Illinois.** Project Manager. Extensive renovations to a five-story building and the replacement of an adjacent building; combining the two buildings into premier office space in the State Street Corridor. $11 million. *(1/2016 - 9/2016)*

**Three Crowns Park, Evanston, Illinois.** Project Manager. New construction of 91 apartments, a 17-unit Skilled Nursing Unit, and a 20-unit Memory Impaired Unit, along with the rehabilitation to existing apartments, assisted living and nursing units totaling 145,000 square feet. $45 million. [Prior to AECOM]

**Northern Suburban School District, Highland Park, Illinois.** Project Manager. New construction of a 54,000 square foot, two-story, special education school. $17.5 million. [Prior to AECOM]

**Kendall College 3rd Floor Kitchen, Chicago, Illinois.** Project Manager. Renovation of 7,000 square feet of existing banquet and storage space into new kitchen and banquet facilities. $3.4 million. [Prior to AECOM]

**Woodlands Academy of the Sacred Heart, Lake Forest, Illinois.** Project Manager. New construction of a 7,200 square foot science wing for the state-of-the-art Biology and Chemistry classrooms with Design/Building MEP systems. $3.3 million. [Prior to AECOM]

**Advocate Christ Medical Center, Oak Lawn, Illinois.** Project Manager. Expansion of the hospital’s existing cooling system with new below grade mechanical room and cooling tower. The work was adjacent to several critical occupied areas, including the Brain and Spine rehabilitation, Doctor’s entrance and Doctor’s parking lot. $2.8 million. [Prior to AECOM]
Stephen Knowles, AIA, NCARB
Project Design Principal *(Required by the RFP)*

Stephen brings a design focus inspired by innovations in building craft and architecture’s role as a backdrop for contemporary culture. He brings over 28 years of experience in architecture and design that seeks fresh solutions informed by the site, surrounding resources, and local culture. Stephen is a practice leader in the Minneapolis studio and brings design leadership to large-scale mixed-use projects.

**Project experience**

**Lisbon City Hall, Police and Fire Departments, Lisbon, Iowa.** Principal and architect for a 12,000 square foot expansion of city hall as well as the police and fire departments. *(2012, Mrs. Chris Yancey, Former City Administrator for City of Lisbon, 319.213.584)* [Prior to AECOM]

**Stock & Barrel Gun Club, Chanhassen, Minnesota.** Principal and architect for a Design-Build team. The project included a renovation of a 15,647 square foot warehouse into a 14 lane gun range for a VIP Gun Club and training center. *(2016, Mr. Chris Schutrop, Owner/CEO, 612.839.1835, chris.schutrop@gmail.com)* [Prior to AECOM]

**Des Moines Art Center & Greenwood Park, Des Moines, Iowa.** Principal and architect for the renovations of the historic structure for classrooms, children’s gallery, accessibility + 25 Acres Des Moines Art Center sculpture installation for Double Site. *(1994 - 2011, Jessica Rowe, Former Assistant Director, Greater Des Moines Public Art Foundation, 515.556.7787, m.jessicarowe@gmail.com)* [Prior to AECOM]

**University of Northern Iowa, Library Addition, Cedar Falls, Iowa.** 61,000 square feet university library addition and interior remodel. [Prior to AECOM]

**University of Iowa, Iowa Advanced Research Center, Iowa City, Iowa.** 136,000 square feet of interiors and furniture for a Gehry design building. [Prior to AECOM]

**MTS, Eden Prairie Minnesota.** Workplace strategy to support alternative work styles for 426,000 square foot corporate campus facility. [Prior to AECOM]

**Time Warner Cable, Minnetonka, Minnesota.** 100,000 square foot corporate office building renovation. [Prior to AECOM]

**IVY Hotel + Residence, Minneapolis, Minnesota.** 249,000 square foot design development for a mixed-use residence and hotel. [Prior to AECOM]

**Four Seasons, Papagayo Peninsula, Costa Rica.** Schematic design for a 170 key resort complex. [Prior to AECOM]

**Toro Headquarters, Bloomington, Minnesota.** 40,000 square foot masterplan and research facility expansions. [Prior to AECOM]
Frank integrates his understanding of building design and construction methods with project objectives to develop strategic delivery plans. He has managed a diverse portfolio of projects for public entities around the globe with values in excess of $2.2B. He’s adept at organizing multi-disciplinary teams and identifying synergies between organization culminating in creative design solutions and efficient delivery.

Project experience

City Infrastructure Trust and 2FM, Relocation of 1685 North Throop, Chicago, Illinois. AECOM has partnered with 2FM in a fast track and collaborative design/build process for the delivery of three new facilities for 2FM; mainly the delivery of a new primary heavy duty vehicle maintenance garage, a satellite garage, and a fueling station for the fleet vehicles. The project will provide over 200,000 square feet of fleet maintenance and support facilities in a period of less than 14 months. As Senior Project Manager he was responsible for such items as coordination with the Client, performance of the design team, review and analysis of the estimated budget, and liaising with the City of Chicago regulatory bodies in the securing of permitting documentation. (2017 to present, 2FM – represented by Ayse Kalaycioglu, Deputy Commissioner, 312.414.9281, ayse.kalaycioglu@cityofchicago.org)

Qatar Emiri Naval Forces Base. The Government of Qatar engaged AECOM to assist in the delivery of a new naval port for their Naval Forces; the base was developed on a 4.5km² reclaimed landmass. AECOM oversaw the production of the design of over 200 buildings which included two fire stations, a fire fighting training tower, two military police buildings, special forces training facilities consisting of both an intrusion training building and obstacle course, as well as a military college. As Senior Project Manager, he was responsible for all buildings related matters such as, confirmation of Stakeholder requirements, procurement of the building design consultant, delivery of the building design packages, construction delivery strategies, and procurement of the buildings contractors. (2011 - 2017, Brigadier Abdul Aziz Al-Meer, Project Engineer, +974 5550 6056, aalmeer@npp.com.qa)

Flashpoint Academy, Tribeca Flashpoint Academy, Chicago, Illinois. Fast track design and construction of a 50,000 square foot higher education facility focused on computer technology, gaming, and recording arts. The project renovated multiple floors within the Burnham building program elements included classrooms, computer labs, recording studios, and office space. The project was designed and constructed within 8 months, including permitting, and received LEED certification. As Project Manager, he assisted in the selection of the office space, established the program requirements, coordinated and lead design efforts, was responsible for permitting, and actively engaged the contractor during the construction process. (2007, Howard Tullman, Chairman, 773.437.2100, howard.tullman@gmail.com)

Salam Industries, The Gate Mall, Doha, State of Qatar. AECOM was trusted by Salam Industries with the oversight of their mixed-use development project wherein AECOM was both the project management and construction supervision. The project consisted of three mid-rise office towers, a high-end three story retail and food and beverage podium, as well we three stores of below grade parking structure comprising approximately 1.63M square feet. Frank undertook the role of project manager directly responsible for all structural, architectural, and interior design related matters while also providing general oversite and management of the mechanical, electrical, and plumbing disciplines. Frank prioritized aspects of the project delivery schedule with Client goals and objects successfully achieving the Client’s soft opening date.
Steve Loomis, FAIA, LEED AP, NCARB
Public Safety Program/SME

Steve is the national practice leader for public safety facilities with 75+ law enforcement, training, and mission-critical facilities to his credit. He’ll bring leading best practices to your project.

Recognized nationally for his expertise in public safety facilities, Steve has elevated the function of public safety facilities through sympathetic and innovative practices. He is a proven leader in the site evaluation, planning, programming, and design for critical public safety facilities, including law enforcement, 9-1-1, and emergency operations centers. He is committed to quality control—completing projects on time and within budget—with roles varying from programming and space planning to design and project management, for which he has overseen all project phases. Steve focuses on collaboration for clients and colleagues in order to provide holistic designs, analyses, and recommendations.

Project experience
York Region Police Training Center, East Gwillimbury, Ontario, Canada. Programming and planner for this 75,000 square foot state-of-the-art regional training facility. This state of the art facility will serve both new recruits and in-service training for its members and include specialized training venues such as an 18-position 50 meter full dynamic training firing range, police vehicle operations (PVO) simulators, use of force simulations room, repelling tower and a defensive tactics room. (2013 -2017, Bernadette Searle, York Regional Police, Manager, Capital Projects and Facilities Management, 905.830.0303 ext. 7637, 5579@YRP.CA)

Barrie- Simcoe Emergency Services Campus, Barrie, Ontario, Canada. Public Safety Principal in association with partner firm for programming planning and design for this new public safety complex delivered using an innovative Integrated Project Delivery Process (IPD). The building will house the Barrie Police Service Headquarters, Simcoe County Paramedic Services and Barrie Fire and Emergency Service dispatch communications in one location. Originally programmed into the project and designed to a schematic level was the police and fire training component including a 50 meter range and simulation rooms, will be deferred to a later date. Reference available upon request.

City of Winnipeg, Public Safety Building, Winnipeg, Manitoba, Canada. Principal and public safety design director for programming and planning and design for the conversion of a former postal processing facility into a 650,000 square foot public safety building. This new Police Headquarters accommodates all aspects required for central police functions including Executive and Administrative offices, Investigations and Patrol along with a regional 9-1-1 Dispatch Center, central processing facilities an evidence warehouse and laboratories. Finally the project includes the police academy and training functions for the police service, including mock up simulation rooms, defensive tactics, and scenario rooms. (2009-2013 Abdul Aziz, Winnipeg Police Project Manager, 204.986.6213, AAziz@winnipeg.ca)

Additional projects
- City of Winnipeg, Wyper Road Firearms Training Facility, Winnipeg, Manitoba, Canada, Principal Programmer/Planner/Designer
Deborah Farmer
Community Outreach

Deborah is highly skilled in the fields of News & Community Affairs, having served in varied capacities. She is results driven and provides targeted, differentiated, solutions that drive value through operational efficiencies. She drives change with proven ability to define and operationalize compelling vision through road-maps and mobilization of diverse stakeholders. Deborah is also skilled in building high-performing teams from the ground up. She’s a skilled hands-on coach.

Deborah currently sits on the board of directors for Goodcity Chicago, which serves to identify high potential community-based entrepreneurs whose goals are to create and enhance neighborhood and faith-based programs that promote self-sufficiency, hope and a sense of purpose in the lives of individuals in under-resourced communities. She and her husband, Adam, and their two sons are members of Living Word Christian Center in Forest Park, IL.

Project experience

City of Chicago, Chicago Police Department, Chicago, Illinois. Scope included build on the gains achieved in the previous application cycle by utilizing marketing and messaging that will increase the number of applicants for the CPD amongst the city’s minority population. Strategy included comprehensive recruiting and outreach, social media, traditional media, media buys and efficient and effective project management. (2016 - 2017, Michael Milstein & Michelle Levar, 312.744.7898, Michael.Milstein@cityofchicago.org)

Hyatt Hotels, Chicago, Illinois. Created and executed an aggressive strategic awareness campaign which helped highlight all the positive activities Hyatt has undertaken for a department of 400 employees. The image elevation work also helped position Hyatt Hotels for larger tent-pole events and exposure. Strategy included overall strategic planning, media relations, press material development and relationship building. (2015 - 2016, Tyronne Stoudemire, Vice President of Global Diversity & Inclusion, 312.780.5226, tyronne.stoudemire@hyatt.com)

NextLevel Health, Chicago, Illinois. Created and executed an aggressive strategic awareness campaign which helped integrate NextLevel Health in the marketplace, as the first choice health insurance plan. The image elevation work also helped the consumer connect with NextLevel Health by providing a higher standard -- better quality, superior performance, the very best. In a competitive market, it is important that consumers feel they are getting their money’s worth and more. The key factors in consumer choice are price, quality, convenience, reputation, and customer service. Strategy included comprehensive Outreach, social media, traditional media, media buys, efficient and effective project management, branding, relationship building, public agency and community outreach. (2014 - 2015 renewed 2015 - 2016, Jessica Pickens, 217.553.2070, jpickens@nlhpartners.com)
Dr. Carol L. Adams specializes in program and organizational development for educational, social, cultural and philanthropic institutions. This venture merges the diverse experiences that comprise her remarkable career as an applied sociologist, social activist, and change agent. Carol has astutely moved from theory to action in a number of key positions, implementing evidence-based practice and informing practice-based evidence in every one.

Known for her development acumen, Carol has raised over $400 million for a variety of agencies and institutions, both public and private. She is a thought leader frequently asked to serve as an advisor on public policy and civic engagement by legislators, corporate leaders, and governmental entities throughout the world. Closer to home, Carol is the founder of the South Shore Works, a movement dedicated to transformational community economic development in her beloved South Shore neighborhood.

### Project experience

**CeaseFire.** Developed initial strategic plan for the organization. Developed branding and marketing campaign -- "Don't Shoot, I Wanna Grow Up!" Organized collaborative of 40 organizations to implement citywide anti-violence campaign. (2010, Gary Slutkin, MD, Founder and CEO, 312.996.5524, gslutkin@uic.edu)

**City of Chicago, Chicago Police Department, Chicago, Illinois.** Designed and implemented minority recruitment campaign "Be the Change." (2016 - 2017)

**University of Chicago, Chicago, Illinois.** Developed branding campaign and spearheaded community engagement strategy for University of Chicago's successful bid for the Obama Presidential Library Center. (2015 - 2016, Derek Douglas, Vice President for Civic Engagement and External Affairs, 773.702.3627, drbdouglas@uchicago.edu)

**University of Chicago Medical Center, Chicago, Illinois.** Designed and implemented community engagement campaign for the Medial Center’s “Get Care” initiative which includes a trauma center and expanded emergency department and won unprecedented unanimous support from the State. (2016 - 2018, Brenda Battle)

**Next Level Health.** Developed and implemented their branding campaign -- "I've Got Next!" (2015 - 2016, Jessica Pickens)

**State of Illinois.** Co-chaired the Governor’s Commission on Re-entry which resulted in a comprehensive plan for prisoners return to their home communities. (2013, Louanner Peters)
Mishaune Sawyer has extensive experience as a trial lawyer and urban planner, and she has provided project direction for a former U.S. senator. She has invaluable experience in coordinating numerous government agencies, community groups and the public at large to work through competing interests. She has successfully spearheaded efforts to cultivate effective working relationships with various public and private individuals and community organizations required to transform urban communities.

Project experience

**Ray & Joan Kroc Center, Chicago, Illinois.**
Mishaune worked to increase community and M/WBE involvement in the project. Coordination and communication with Assist Agencies, Aldermanic Offices, and other government entities and community groups and organizations; She assisted subcontractors with guidance towards achieving project MWBE and EEO requirements and assistance with resolving potential issues throughout the project. (2011-2013, Major David Harvey, 773.995.3242, David_Harvey@usc.salvationarmy.org)

**University Technology Park at IIT, Chicago, Illinois.**
Mishaune worked with the developer with regard to community outreach for the Project as well as compliance with the City’s M/WBE, City Residency and Prevailing Wage requirements. She spearheaded Coordination and communication with Assist Agencies, community stakeholders, Aldermanic Offices, and other government entities; Receipt and compilation of information from subcontractors, individuals and other solicitations interested in project participation, bidding and employment opportunities. (2004-2006, David Baker, 312.567.3561, bakerd@iit.edu)

**City Colleges of Chicago, Chicago, Illinois.**
Mishaune worked with the Owners’ Team to select, design and implement a reporting system to effectively gather and document pertinent workforce and supplier diversity data throughout the duration of the development of the New Malcolm X. College and School of Health Sciences. She directed the team’s efforts in interfacing with the owner and the General Contractor to ensure that subcontractors were in compliance and properly documenting their activity on the project. Additionally, Mishaune analyzed the data collected, monitored the systems to ensure that all parties worked cohesively to achieve the goals set for the project.
As a principal of Architrave, Ltd., Ruben Gil is responsible for the business activity of the firm. Further, he personally directs the performance of client services from the design of a project through its construction. Ruben has over thirty years of experience in architectural practice, with a focus on commercial and institutional project types. Ruben holds a Bachelor of Architecture degree from the University of Illinois at Chicago, is registered with the National Council of Architectural Registration Boards, and is a licensed architect in the State of Illinois. He been responsible for direction of a wide range of projects.
Scott Tao
Design

Scott is a Senior Associate at AECOM with over 22 years experience working in the architectural industry. He began his career interning as a junior designer at a small architectural firm in NYC. From the start, he worked as Designer on multiple projects around the U.S. and abroad. Throughout these years, Scott has acquired experience designing facilities in various sectors including government, education, private/corporate, residential, master planning and interiors. In the past 15 years, he has been involved almost entirely in justice-related projects such as courthouses, corrections and public safety buildings. Scott’s design approach to justice-related facilities is based on the client’s vision and project goals, while drawing on his industry knowledge.

Project experience

City of Miami Police College / Miami-Dade School of Law Studies, Homeland Security, and Forensic Sciences, Miami, Florida. Lead Designer. The College of Policing is a unique partnership between the City of Miami Police Department and the Miami-Dade County School Board. The 112,968 square foot facility houses state-of-the-art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components included a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. (2/2006 - 12/2009, Frank Fernandez, City of Coral Gables, 305.569.1835, ffernandez@coralgables.com)

Miami-Dade Fire Rescue Training Facility, Doral, Florida. Lead Designer. The proposed complex is on a 6-acre site adjacent to the existing headquarters of the Fire Rescue Department and is intended to provide the Fire Rescue Department with state-of-the-art facilities that will provide effective and realistic simulation tools, equipment, systems, and scenarios to support the critical training requirements of the firefighters. (12/2008 - 8/2010, Mr. Angel Lamela, 786.331.4502, alamela@miamidade.gov)

New Coral Gables Public Safety Building, Coral Gables Florida. AECOM is providing programming, site analysis and design services for the City of Coral Gables for a new 110,000 square foot public safety building that would house the police department administration, a Fire department administration, Human Resources, IT, Fire Station, EOC, 911 and training center. (2017 - present)

Coral Gables Fire Station 2, Addition and Renovation, Coral Gables Florida. AECOM provided design services for a new 5 Apparatus Bay and a second floor 4,000 square foot area that houses training classrooms, gym and administrative offices. A total renovation of the existing building was provided that included all support spaces for a fire station including new dorms, locker rooms, kitchen, etc.

Leon County / City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida. Lead Designer. Design services Leon County and the City of Tallahassee’s new Consolidated Public Safety Complex which will be in operation 24/7. The new 70,000 square foot complex will include an Emergency Operations Center, 9-1-1 Center, Traffic Management Center, Emergency Medical Services and related support space. The complex will have a hardened exterior and will incorporate redundant building systems, inclusive of emergency generators and uninterrupted power supply systems to allow it to operate during any type of emergency or disaster such as a hurricane.
George Geldis, RA
Project Architect/Regulatory Approvals (Required by the RFP)

Firm
AECOM

Education
BS, Architecture, University of Illinois - Chicago, 1993

Registration/Certifications
Registered Architect, Illinois
NCARB Certificate

George is a project architect and project manager with experience in architectural design and planning, as well as design-build construction management. George oversees quality control reviews for projects prepared by the architectural department. His experience includes code review services for the city of Chicago and has been involved in bringing multiple existing facilities and structures in compliance with accessibility requirements. He introduces sustainable design into every project, with a number of his projects receiving LEED Gold and Silver certification.

Project experience

Lake County Courthouse Expansion, Waukegan, Illinois. Project architect for the architectural and engineering design services for the expansion of the existing county courthouse facility with a $100 million construction budget. Expansion includes the construction of a new 9 story high rise courthouse tower, with a new underground tunnel connection to the existing facility, a reconstruction of the existing bridge connection and renovation of various existing spaces. Perform construction observation services including weekly reports to the county. Under construction. (2014 - 2017, Kurt Schultz, 847.377.2461, KSchultz@lakecountyil.gov)

Chicago Department of Fleet & Facilities Management, Chicago Police Forensic Laboratory, Chicago, Illinois. Project manager and architect for the architectural and engineering design services for the exterior enclosure rehabilitation of the Area 2 police and Cook County Circuit Court facility, circa 1960s. Replaced and reclad the existing failing metal façade with an energy efficient wall system. Energy saving solutions incorporated includes high value insulated metal panels, insulated Kalwall glazing and integrated building sunshades. Alternating colors and panel materials were introduced to break down the scale of the large facility and provide a new modern façade design. (2007 - 2010, Art Andros, Project Manager, 2FM Fleet and Facilities Management, 312.742.3858, arthur.andros@ex.cityofchicago.org)

Schaumburg Public Works and Fire Station #5, Schaumburg, Illinois. Project architect for $15 million expansion of existing public works facility and construction of new fire station for suburban facility. Prepared architectural construction documents and coordinated engineering drawings. The new facility included new offices, workshops, locker rooms, exercise room, two bay fire station, fire station hose tower, vehicle storage area. Site improvement included a new salt dome, retention pond, material storage bins, precast concrete screen fencing, and extensive landscaping improvements.
Brian Super, AIA
Public Safety Architect/Interiors/SME

Brian leads a team of architects and support staff that specialize in the design of law enforcement facilities, emergency communication and operations centers, court houses, and correctional facilities. His experiences has included interior and exterior renovation, space planning and master planning studies, additions, construction administration, and new facility design. Brian’s primary focus has been to understand and meet the special needs of public safety clients so that they can perform their duties with efficiency while protecting the public. To this end, he uses his skills in programming, planning, design development, coordinating architectural documents, code research, cost estimating, specification writing, and construction administration to carry out his projects.

Project experience

Police Services Headquarters, Winnipeg, Manitoba. Lead Architect responsible for the planning and functional development of a 600,000 sq. ft. facility to house most of their police functions including the police academy and training activities. Training spaces included classrooms, space of situational simulations, PROPAT course, medical assessments, workout and physical training areas, defensive tactics, boxing ring and an outdoor firing range as and associated project. (2009 - 2013 Abdul Aziz, Winnipeg Police Project Manager, 204.986.6213, AAziz@winnipeg.ca.)

Public Safety Building, Coral Gables, Florida. Lead Architect responsible for the planning and functional development of a 104,000 sq. ft. facility to house fire admiration, a fire station, and their police functions including the police academy and training activities. Training spaces included classrooms, space of situational simulations, driving simulations, firing simulations, defensive tactics, workout and physical training areas. (2016 - present, Ernesto R. Pino, Assistant Public Works Director, (305) 460-5004, epino@coralgables.com)

Police Headquarters, Saint Petersburg, Florida. Lead Architect responsible for the planning and functional development and construction documents of a 179,400 sq. ft. facility. The St. Petersburg Police Department has more than 900 employees and volunteers providing a full array of police services to the citizens and visitors to the City. By consolidating a few parcels, the City was able to provide a new block-wide campus for the new facilities. Classrooms, fitness, and defensive tactics training spaces supplement other training facilities located off campus. (2011 - present, Michael L. McDonald Assistant Director - Administrative Services Bureau St. Petersburg Police Department, 727.893.4090, michael.mcdonald@stpete.org)

Additional projects

- York Regional Police Training Facility Planning and Design Services, York, Ontario, Architectural Studio Manager
- Indianapolis Consolidated Justice Facility, Indianapolis, Indiana, Lead Architect
- Consolidated Public Safety Complex, Leon County, Tennessee, Design
Paul Sefcovic, PE
Civil (Required by the RFP)

Firm
RM Chin & Associates

Years of Experience
5

Education
ME, Construction Engineering and Management, University of Michigan, Ann Arbor
BSE, Civil/Environmental Engineering, University of Michigan, Ann Arbor

Registration/Certifications
Professional Engineer, Illinois
Illinois Department of Transportation Documentation of Contract Quantities
OSHA 30-Hour Construction Certification
Chicago Transit Authority Rail Safety Training

Paul has five years of experience providing project/program management and construction management services on buildings/facilities, rail, roadway, and highway related projects. He is skilled in providing construction supervision and inspection, quality management, document control, permitting, scheduling, estimating, change orders, and project closeout for clients in the public sector. His expertise includes civil and construction engineering, landscaping, restoration, utilities and electrical upgrades, procurement, and business development support. Paul's projects include large manufacturing facilities, multi-family housing developments, and public forest preserve maintenance and new construction.

Project experience

CRRC Sifang Chicago Facility, Chicago, Illinois. Paul serves as Assistant Project Manager for the CRRC Sifang Chicago Facility project. The new $100 million, 380,000 square foot facility will be used for manufacturing and testing new rail cars for the Chicago Transit Authority (CTA). Paul is responsible for supporting daily coordination, document tracking, and field progress reporting.

Cook County Department of Planning and Development, Home Development Program, Chicago, Illinois. As Assistant Project Manager for the Cook County Department of Planning and Development’s Freedom’s Path Hines II, Paul is responsible for reviewing pay estimates, preparing field progress reports, and providing document support for the construction of a four-story, 52-unit apartment building. This project is part of the HOME Development Program, an affordable housing program in suburban and unincorporated Cook County.

Forest Preserve of Cook County, Cook County, Illinois. Paul serves as Deputy Program Manager where he provided day-to-day planning, tracking, coordination, and oversight of nearly 50 projects over 68,000 acres of public forest lands. The scope of work involved new construction, renovation and maintenance, trail, and landscape/recreation improvements. His responsibilities include the following:

- Turnkey management of more than 35 projects from design, estimating, bid award, construction, and close-out
- Budget coordination and regular reporting to Forest Preserve management
- Ensuring the program is consistent with plans and reflects frequent changes in scope related to budget/cost considerations

United Neighborhood Organization, Owner’s Representative, Chicago, Illinois. Paul served as Office Engineer in support of the Owner’s Representative services contract for UNO’s new school construction and renovation of existing facilities. Services included support to all procurement, design, construction, change management, and closeout activities. Paul regularly updated project logs, manuals, and estimates to ensure compliance with project goals.

Illinois Height Modernization Program, Illinois State Geologic Survey, Lisle, Illinois. Paul served as Jr. Staff Engineer where he worked with the project management team to identify and evaluate new business opportunities. He prepared proposals including conceptual estimates, schedules, and drawings for potential rail and electrical clients. He also assisted the company’s safety officer in drafting safety standards and procedures. Paul spent two weeks with a survey crew updating existing monument elevations in Central Illinois.
Jorge Rueda, PE, CFM
Civil Engineer

Firm
2iM

Education
BS, Civil Engineering, Illinois Institute of Technology, 2011

Registration/Certifications
Professional Engineer, Illinois, Florida
Certified Floodplain Manager (CFM), Illinois

Jorge is an engineer at 2iM Group responsible for Phase I reports and Phase II plans, specifications, quantities, utility coordination, drainage design and modeling.

Project experience

Northeast Cargo Facility at O’Hare International Airport, Chicago, Illinois. Developed XPSWMM hydrologic and hydraulic report for the Northeast Cargo Landside Development. Also developed plans for the airside drainage and landside drainage including stormwater quality through pervious concrete and aggregate and created XPSWMM design model. Also responsible for utility coordination and Erosion and Sediment Control/Landscape. (2013 - 2016, Brian Quinlan, Project Manager, Burns & McDonnell, Inc., 630.724.3215, bquinlan@burnsmcd.com)


American Airlines Chicago O’Hare International Airport (ORD) L Stinger Concourse, Chicago, Illinois. Project Engineer. Prepared XP-SWMM model and designed the airside storm sewer system.

Rent-A-Car (RAC) Parking Facility, O’Hare RAC, LLC, Chicago, Illinois. Project Engineer. Developed Master Plan document for RAC Owners development requirements, including minimum rate control and volume control requirements per Chicago Department of Water Management, Stormwater Ordinance.

Illinois Department of Transportation, Pump Station No. 4 Reconstruction. Revised Phase I report, prepared XP-SWMM model for existing and proposed Pump Station No. 4. Also prepared Phase II civil/site plans and specifications.

Illinois Department of Transportation, US 6 at Parker Road. Developed proposed cross sections, Earthwork, Maintenance of Traffic.

BNSF, EOLA Yard. Developed existing hydrology, cross sections, earthwork, calculation of compensatory storage for a channel relocation in Aurora.

MWRDGC Study, Palos Heights, Illinois. Currently conducting the XPSWMM hydrologic and hydraulic modeling to reduce flood damages along Navajo Creek near 131st Street and Cyprus Lane.

Illinois State Toll and Highway Authority, Elmhurst Road interchange over I-90. Responsible for cross sections, geometry aspects of the design, coordinating relocation of utilities in a highly congested utility corridor and distributing notices of interference, and reviewing and approving relocation plans and work orders per Illinois Tollway procedures. Completed utility relocation processes via eBuilder.

Illinois State Toll and Highway Authority, Reagan (I-88) Tollway Roadway Resurfacing from Midway Road to IL Route 251. Analyzed existing ditches using Hydraulic Toolbox, Field Investigation.

Illinois Department of Transportation, Various-Various Drainage Investigations for Region 1/District 1. Assisted in the development of hydrologic and hydraulic reports and drainage studies for various projects with District 1 Bureau of Programming, Hydraulics Section.
Tim has over 22 years experience serving as mechanical engineer responsible for the concept, design and specifications of heating, ventilating and air conditioning (HVAC) systems for institutional, commercial, laboratory, office and retail facilities.

Project experience

City Infrastructure Trust and 2FM, Relocation of 1685 North Throop, Chicago, Illinois. Lead Mechanical Engineer on design team for HVAC. AECOM has partnered with 2FM in a fast track and collaborative design/build process for the delivery of three new facilities for 2FM; mainly the delivery of a new primary heavy duty vehicle maintenance garage, a satellite garage, and a fueling station for the fleet vehicles. The project will provide over 200,000 square feet of fleet maintenance and support facilities in a period of less than 14 months. (2017 to present, 2FM – represented by Ayse Kalaycioglu, Deputy Commissioner, 312.414.9281, ayse.kalaycioglu@cityofchicago.org)

University of Michigan Transportation Facility, Ann Arbor, Michigan. Lead Mechanical Engineer for a new Transportation Facility for the University of Michigan. The facility will improve the operational efficiencies among several departments that include Parking and Transportation Services, Plant Buildings and Grounds Services. The facility will accommodate the following functions that include Transportation Administration, Transportation Operations (Driver’s Support Areas), Bus and Vehicle Maintenance Areas including support areas and Fueling and Wash Bay Equipment for buses and fleet vehicles. (2015 - 2016, Mark Klein, 734.763.0244, kleinma@umich.edu)

Jenison Public Schools, Performing Arts Center, Jenison, Michigan. Lead Mechanical Engineer for this new 1,200-seat, stand-alone performing arts center. The $16 million project is a community focal point and serves the Jenison school system that has a nationally recognized music performance and music education program. Areas include back-of-house scene shop, costume shop, dressing areas, multi-purpose spaces, and a lobby accommodating a display of visual arts. (2011 - 2012, William Culhane, 616.667.3242, bculhane@ipsonline.org)

Spectrum Health, Clinical Lab Consolidation, Grand Rapids, Michigan. Lead Mechanical Engineer for the 50,000 sq ft consolidation of Spectrum Health’s clinical labs. The new lab optimizes clinical capacity and improves lab operations for the Blodgett and Butterworth campuses. The new lab is located in the MSD Tower 35, which is linked to the Butterworth campus via pedestrian bridges and pneumatic tubes, and other Spectrum facilities via a courier delivery system. (2010 - 2011, Robert Robinson, 616.391.8639, robert.robinson@spectrumhealth.org)

Michigan Street Development, The Christman Company, Grand Rapids, Michigan. Lead Mechanical Engineer on design team for HVAC for the Michigan Street Development (MSD) three-tower Medical Office Building complex each over 116’ high. These LEED® designed facilities house both medical office and laboratory space to support the Spectrum Health Medical Complex and the Van Andel Research Institute. The complex includes two LEED Silver certified medical office towers comprising 360,000 sq ft, as well as 2,450 parking spaces for both on-site operations and adjacent institutions. The project also includes the 284,000 sq ft Spectrum Health, Lemmen-Holton Cancer Pavilion, and the 184,000 sq ft Michigan State University College of Human Medicine, Secchia Center, for a total of 828,000 sq ft of office / laboratory / healthcare / university space. (2006 - 2011, Robert Robinson, 616.391.8639, robert.robinson@spectrumhealth.org)
Robert has over 31 years of experience working on many different building types including institutional and correctional, in the design and management of engineered systems. His responsibilities include management, quality assurance, and quality control for the electrical engineering designs. Robert’s technical, electrical engineering design experience includes power distribution, lighting and controls, grounding and lightning protection, and low-voltage systems; integration of specialty electrical systems such as security, fire/life safety and building automation systems and sustainable technology incorporating site renewable energy.

**Project experience**

**Beachwood Fire Station No. 2, Beachwood, Ohio.** Quality Control Engineer for a 27,188 square foot, new fire station for the city of Beachwood. Scope included power distribution, lighting design, and controls. Interior and exterior lighting was all LED, complying with ASHRAE 90.1 and using an average lighting power density of 0.5 Watts per SF. Design included N+4 back-up emergency power system for 911 Dispatch Center that was integrally designed within footprint of new fire station. The emergency power system included a generator sized to power the entire facility upon loss of utility power, hook-up connections for a portable generator, and a UPS and back-up UPS system that was capable of handling twice the load capability of the 911 dispatch center. (2015 - 2018, Philip Corpora, Captain, 216.595.3707, Philip.Corpora@beachwoodohio.com)

**Federal Law Enforcement Training Center (FLETC), Replacement of HVAC Building 65, Glynco, Georgia.** Lead Electrical Engineer for the $1 million project including electrical design of the replacement of the existing HVAC system in 3-story, 20,000 square foot classroom and training facility. The preliminary phase included a study of three (3) different HVAC options, with potential replacement costs and energy utilization. Based upon the preliminary phase, an air-cooled variable refrigerant flow (VRF) fancoil system with a dedicated outside air unit (DOAS) was selected due to initial cost, available space to install the new system, energy efficiency and acoustics. The project will resolve many complaints surrounding old 4-pipe, fancoil system such as uneven air distribution, controllability and noise. The DOAS is refrigerant based with condenser coil used as a reheat coil for extra energy efficiency and sized to handle latent load of outside air in a coastal environment along with latent load from people and infiltration. The outside air will be delivered directly to the spaces. The VRF fan coils will handle space heating and cooling requirements. All equipment controls will be integrated into existing building automation system (BAS) via BACnet interface panels. (2017 - 2018, David Ford, FLETC General Engineer, 912.267.2960)

**Federal Law Enforcement Training Center (FLETC), Building 7 Renovation, Charleston, South Carolina.** Lead Electrical Engineer for the $2.1 million project. Due to the Dive building being abandoned for several years, project included major demolition, down to the concrete structural frame and concrete roof deck. A new gable roof with pre-engineered steel trusses was added to provide an overhang to cover area between the building and dock edge for dive gear storage. Concrete ramps and handrails were added at the required accessible building exits. Design included all new electric service, power distribution equipment, branch circuit conduits, telecom equipment and raceways, interior and exterior lighting and controls. (2017 - 2018, Donald Sumner, Contracting Officer, FLETC, 843.566.8564)
Andy Knapke, PE, SE
Structural (Required by the RFP)

**Firm**
AECOM

**Years of Experience**
20

**Education**
- MS, Structural Engineering, Purdue University, 1998
- BS, Civil Engineering, University of Notre Dame, 1997

**Registration/Certifications**
- Professional Structural Engineer, Illinois
- Professional Engineer, 14 other states

Andy has more than 20 years project experience which has included the analysis and design of post-tensioned concrete parking structures, healthcare facilities, aircraft hangars, airport terminals, commercial distribution centers, office buildings, correctional facilities, and water and wastewater treatment plants. Nearly all of these projects were designed by Andy using state of the art 3-dimensional, computerized structural modeling.

**Project experience**

City Infrastructure Trust and 2FM, Relocation of 1685 North Throop, Chicago, Illinois. Structural Engineer. Responsible for conceptual design and planning, consulted on key aspects throughout the design, and performed a detailed quality check of the final construction documents. AECOM has partnered with 2FM in a fast track and collaborative design/build process for the delivery of three new facilities for 2FM; mainly the delivery of a new primary heavy duty vehicle maintenance garage, a satellite garage, and a fueling station for the fleet vehicles. The project will provide over 200,000 square feet of fleet maintenance and support facilities in a period of less than 14 months. *(2017 to present, 2FM – represented by Ayse Kalaycioglu, Deputy Commissioner, 312.414.9281, ayse.kalaycioglu@cityofchicago.org)*

City of Columbus, Columbus Police Heliport Facility, Columbus, Ohio. Structural Engineer. Responsible for the structural system selection and preliminary structural layout. He also provided design oversight throughout the entirety of the project and was responsible for the final checking and design reviews of the construction documents. The goal of this project was to design a new facility to meet the long-term Police Department helicopter command, operations, hangar and maintenance requirements. The heliport is located on a 12.6-acre site. Notable site features designed by AECOM include an approach roadway, parking for 30 vehicles, a new Jet A fuel farm, a 6,300 square yard aircraft parking apron with three fueling pads, and a Final Approach and Take-Off area for helicopter arrival and departure. The architecture of the heliport incorporates Green Design principles, and encompasses three connected buildings, including a 9,000 sq ft office / flight operations center and a 6,500 sq ft and 15,000 sq ft aircraft storage hangars for seven (7) police helicopters and transient (e.g., Blackhawk) rotorcraft. *(2007 - 2009, Steve Lewie, City Project Manager, 614.645.3787, bslewie@columbus.gov)*

Franklin County Hall of Justice Renovations, Franklin County Ohio, Columbus, Ohio. Structural Engineer. Responsible for the structural system selection and preliminary structural layout. He also provided design oversight throughout the entirety of the project and was responsible for the final checking and design reviews of the construction documents. The project is part of a comprehensive renovation to the Hall of Justice (HOJ) Building, which is part of the Franklin County Government Center Campus. The renovated building uses the recently installed distributed chilled water loop and new chillers installed in the HOJ, and interconnects with the other buildings in the FCGC for purposes of communications, security, etc. Certain "mission critical" IT and communications pathways run through the HOJ, and were maintained and protected throughout the building renovation. *(2012 - 2014, Richard Myers, Engineer, 614.462.5344, remyers@franklincounty.gov)*

**Additional projects**
- City of Columbus, Design of New Chief James G. Jackson Columbus Police Academy, Columbus, Ohio, Structural Engineer
Mike has designed and been involved with some of the largest and most innovative projects Tactical Design North has created. In 10 years of designing, he has created several individual projects at sizes and complexities that most Architects do combined in a lifetime of work. His architectural design experience is unmatched.

Mike has been instrumental in the programming, planning, design and project coordination of Training Facilities at Tactical Design North. His experience uniquely qualifies him for the specialized design requirements of specialized and joint public safety training facilities.

His architectural background in training centers and operational background in training and conducting operations with native armies, border police and gorilla forces in the U.S. Army Special Forces makes him uniquely qualified and imminently different than most other architectural designers. With a background in both design and operations he understands the complexities of real world operations and how to train individuals to be prepared.

He has built his experience on understanding and successfully executing the conception, production, coordination and management of projects on all levels from the very beginning to the final completion of projects in order to deliver a successful project. Mike believes that architecture is a medium that can move people to do great things and change how organizations function. Architecture can communicate caring, democracy and influence political outcomes. His innovation is born out of team collaboration with the burning need to satisfy client needs both functionally and aesthetically. His real gift is the ability to go past where most architects stop and push past client limits, help them understand their potential, and get them beyond just what they know.

Project experience
- City of New York Police Academy, New York
- NYPD Rodmans Neck Firearms Training Facility, New York
- Combined Fire, Police, & Prison College, Ireland
- ISF Aramoun Practical Training Facility, Lebanon
- MWAA Dulles Firing Range, Washington DC
- City of Philadelphia Bomb, SWAT, and K-9 Facility, PA
- Nassau County Police Academy, New York
- Tawazun Safety, Security, Disaster Management City, & Fire Fighting Training Facility, UAE
- Municipality of Anchorage Joint Public Safety Training Academy, Alaska
- Florida State College-Jacksonville Fire Training Center, Florida
- FSCJ Maritime & ARFF Fire Training Props, FL
- College of DuPage Homeland Security Education Center, IL
- Triangle J Joint Regional Training Facility, NC
- North Carolina Department of Public Safety Firearms Training Facility, NC
- ECC Joint Public Safety Training Facility, IL
- St. Paul Police Academy, MN
- Maumee Police Department Firearms Complex, OH
- Santa Fe State College EMS Practical Training Facility, FL
- FBI Regional Firearms Training Facility, TX
- PA State Police Academy, PA
- CT State Police Firearms Training Facility, CT
- ISF Police Station Interior Redesign, Lebanon
- AGA/IMD Cadaver Processing & Adv. Medical Training Facility, IL
Ryan Bouma, RLA, LEED AP
Urban Planning/Landscape

Firm
AECOM

Years of Experience
18

Education
Harvard University Graduate School of Design, 2015
BS, Landscape architecture, West Virginia University, 1999
Certificate in Crime Prevention Through Environmental Design (CPTED), National Crime Prevention Institute, 2005

Registration/Certifications
Registered Landscape Architect, North Carolina
LEED Accredited Professional

collaborated to develop plan content, produced renderings and written text. (9/2005-5/2009)
Reference available upon request.

DC and National Park Service, Poplar Point Master planning, Washington, DC. Project manager / urban designer responsible for impacts for 6-million square feet of development and a 70 acre waterfront park on the Anacostia River. Alternatives addressed land use intensity, community amenities, transit oriented urban design, as well as ecological restoration. Lead the design of each alternative, participated in community outreach and supervised graphic production. (2/2009-Present) Reference available upon request.

Capitol Riverfront Business Improvement District, Capitol Riverfront Urban Design Framework plan, Washington DC. Project Manager/Urban Designer leading a 500 acre urban design effort addressing public realm and open space amenities, local circulation enhancements, interim uses, regional transit connections, civic destinations and design guidelines. Coordinated the project team and deliverables, led community engagement. (8/2012-2/2013)

DC Office of Planning, Maryland Avenue Southwest Plan, Washington, DC. Project Manager / Urban Designer leading a team of economic analysts, structural engineers, transit planners and designers to plan for a new Maryland Avenue SW. The study includes evaluating engineering feasibility of building a new Avenue over the railroad, studying the development potential of adjacent parcels, developing public realm design recommendations, visioning enhanced connections to an intermodal transit station and outlining a tool kit of funding mechanisms for this transformative project. (2010-2011)

Ryan is a landscape architect and urban designer working to advance urban resilience and productive redevelopment. He leads regenerative planning and public realm design efforts around the globe, emphasizing the social, environmental and economic resonance of landscape infrastructures. Ryan's multi-scalar, multi-disciplinary and multi-functional approach has led to award-winning projects in both the public and private sectors. He places a strong emphasis on artful solutions and enjoys taking projects from concept to construction.

Project experience

EPA Technical Assistance for Sustainable Communities Building Blocks, Various Locations. Senior urban designer for the delivering Technical Assistance services for sustainable design and development. Developed technical assistance materials and delivered multi-day workshops to educate stakeholders, elected officials and the public about sustainable development techniques from the scale of the region to the building. (2012) Reference available upon request.

National Capital Planning Commission, Monumental Core Framework Plan, Washington, DC. Project manager and lead urban designer responsible for creating a award winning plan that reestablishes vistas of national importance, creates important new places for cultural and commemorative attractions, and improves access and connections to popular places around the National Mall. Coordinated with multiple Government and District agencies,
Michelle Inouye, PLA, LEED AP, BD+C
Urban Planning/Landscape

With over 20 years of significant public and private experience, Michelle collaborates on long-range planning studies for major public initiatives and leads multi-disciplinary teams to solve and articulate complex design problems.

Project experience

Chicago Department of Planning and Development, Resilient Corridors Project, Chicago, Illinois. Currently serves as project manager for planning, design, construction documents development and permitting of stormwater landscapes on City-owned vacant parcels. Community stewards along three City corridors are engaged in discussion to determine passive and active spaces which will capture and store stormwater to mitigate flooding and enhance social liveability. Green infrastructure strategies will be monitored for effectiveness and other co-benefits may also be tracked using smart technologies. Project construction will include workforce development opportunities and community members will provide long-term maintenance. (2017-present, Michael Berkshire, Sustainable Development Division, 312.744.0363, Michael.Berkshire@cityofchicago.org)

Lake County Courthouse Expansion, Waukegan, Illinois. Project landscape architect for the landscape architectural and site design services for the expansion of the existing county courthouse facility with a $100 million overall construction budget. Expansion includes the construction of a new 9 story high rise courthouse tower, with a new underground tunnel connection to the existing facility, a reconstruction of the existing bridge connection and renovation of various existing spaces. Developed concept design and construction documents for streetscape improvements including landscape, planters, perimeter security and entry site features. Under construction. (2014-2017, Kurt Schultz, 847-377-2461, KSchultz@lakecountyil.gov)

City of Chicago, West Side Resilience, Chicago, Illinois. Served as project manager on a multi-disciplinary team assisting the City of Chicago with utilizing targeted data, community outreach, policy, programs, and public infrastructure to deliver resilience projects and related programming on the City’s West Side. AECOM worked with the City and its partners to model stormwater performance of green infrastructure projects, generate the benefit cost analysis, identify leveraged resources and graphically represent an investment program.

Chicago Park District, Humboldt Park Swimming Beach, Chicago, Illinois. Coordinated landscape development for a naturalized swimming area within a surrounding lagoon system. The existing pond water had been artificially sourced from municipal drinking water. AECOM studied site features, geology and disturbed aspects of the pond to understand water retention and loss, and water quality degradation aspects of the existing pond base. Working with engineers and ecologists, the pond redesign creates a sustainable swimming beach that enhances both active and passive park uses.
Mike has over eleven years of experience in mechanical engineering. Since joining AECOM, he has been involved with design of laboratory, higher education, government, commercial, and healthcare projects, as well as providing energy modeling and LEED consulting for higher education, healthcare, airport, laboratory, and manufacturing facilities. In addition Mike has experience in construction administration, commissioning, energy conservation and BIM design using Revit.

**Project experience**

**Care Alliance Health Center, Cleveland, Ohio.** Mechanical Engineer for new Care Alliance Health Center in Cleveland, Ohio. The facility is a 30,000 square feet, two story, building to provide medical and dental services to the residents of the surrounding area. Professional services included the building HVAC and plumbing design, construction administration, as well as documentation and energy modeling for LEED. The project achieved LEED Gold (v3.0) certification. (2013 - 2015, Francis Afram-Gyening, President & CEO, 216.781.6228, FAframgyening@carealliance.org)

**Lakeland Community College, Health Technologies Building LEED v2009, Kirtland, Ohio.** Lakeland Community College – Health Technologies Building LEED v2009. (2016 - present, Michael E. Mayher, Senior Vice President, 440.525.7255, mmayher@lakelandcc.edu)

**Procter & Gamble – Box Elder Baby Care LEED v4, Salt Lake City, Utah.** LEED Oversight and management, energy modeling, commissioning. (2016 - present, Tyler Anderson, Global Facilities Delivery, 513.608.7638, Anderson.ct@pg.com)

**Colgate Project Sun LEED Peer Review.** Provided consultation for the LEED NC v2009 Certification of a new personal care manufacturing plant in an existing 510,000 square foot building in Hodges, South Carolina. Assisted the design team with meeting the mechanical and plumbing requirements of LEED as well as providing guidance for creating an energy model per ASHRAE and LEED guidelines. The goal for the project is to obtain LEED Silver Certification.

**Colgate Project Leo LEED Peer Review.** Provided consultation for the LEED NC v2009 Certification of a new 80,000 square foot personal care manufacturing plant in Morristown, Tennessee. Assisted the design team with meeting the mechanical and plumbing requirements of LEED as well as providing guidance for creating an energy model per ASHRAE and LEED guidelines. The project obtained LEED Silver Certification.

**Procter & Gamble Manufacturing Plants.** Performed LEED NC v2009 energy modeling and LEED documentation services for numerous new manufacturing plants both in the United States and Internationally. The goal for these projects is to obtain LEED Silver Certification.

**Purdue University Lab Annex Energy Study.** Provided energy study for proposed remodeled science laboratory building. Potential energy conservation measures were identified and then an energy model was created to identify energy savings and returns on investment. Project completed 2014.
Daniel has over 12 years of experience providing fire protection engineering support in all aspects of fire protection design and by preparing engineering and construction estimates, developing fire protection scope of work, and overseeing fire protection contractors’ work. Acts as Fire Protection Subject Matter Expert, performs code compliance, fire suppression design development of P&IDs through detail design for underground fire water distribution systems and above ground fire suppression systems (sprinkler, standpipe, water spray fixed, clean agent, foam, and dry and wet chemical systems), fire detection and alarm design, developing design criteria and generating layout drawings, riser diagrams, and input/output matrixes. Daniel also performs Fire Risk Assessments and participates in HAZOP and PHA.

**Project experience**

**Suncor Energy, Infrastructure Early Works Project, Fort Hills, Alberta.** Fire Protection Lead. Led efforts to define fire protection scope of work, generate engineering estimates, technical deviation notices and change orders, updating progress reports, and managing fire protection budget and schedule. His responsibilities included:

- Wrote multiple fire protection reports including "Infrastructure fire protection philosophy", “Existing Firewater Main Ring Re-use Study”, and "Deep Underground Firewater Piping Design Criteria"
- Performed various code reviews
- Designed and Generated Fire Protection P&IDs for underground piping, created tag list for PIV and Hydrants, and assisted with line lists
- Lead effort to procure firewater piping, hydrants, valves and accessories by writing MRQs, TBEs, MMRs, and TDNs
- Created Specialty Piping Item Data Sheet for the site’s new Fire Hydrant Model
- Generated hydraulic calculations for multiple areas utilizing hardy-cross method for underground fire water distribution system
- Lead effort to design fire detection and alarms in multiple buildings
- Assisted with fire protection construction estimate by creating drawings, sketches, and preliminary designs of underground piping and fire detection and alarm systems to facilitate their work


**Magna International Inc, Metal Forming Expansion, Bowling Green, Kentucky.** Fire Protection Engineer. Lead Design of automatic wet pipe sprinkler systems for new Metal Forming Expansion Project. Automatic wet pipe systems consisted of four (4) ordinary hazard sprinkler zones. He modified existing underground fire water distribution system to accommodate new system risers. Analyzed existing fire water source and determined it was a sufficient for new sprinkler system demand. Created an engineered alternative and variance to exceed the maximum exit travel distance. Water curtains were designed as an alternative to fire wall and were approved by the Authority Having Jurisdiction. (1/2015 - 2/2015) Reference available upon request.

**Anheuser-Busch, Inc., Warehouse Addition, St. Louis, Missouri.** Fire Protection Engineer. Designed automatic wet pipe sprinkler systems for warehouse addition to accommodate high piled palletized storage of encapsulated Class III Commodity. (2/2015 - 3/2015) Reference available upon request.
Victor Cardona, PE
Survey

Victor has 30 years of professional experience in Civil Engineering and Land Surveying. He has worked on various feasibility studies and designs for highway and utility engineering projects. He also has experience in Subsurface Utility Engineering and Utility coordination. As a Senior Civil Engineer, he is responsible for preparing cost estimates, detailed designs, plans and specifications. He also provides office support to the survey team and construction management field operations, and assists in project monitoring and contract negotiation activities.

Project experience

CDWM Sewer Replacement Program, Chicago, Illinois. Project Manager responsible for the coordination and QA/QC of the topographic survey and base drawing mapping for the design of sewer mains. He has completed many of these projects within the last 5 years. Specific tasks included survey crew management, data verification for accuracy and completeness, CADD standard implementation and adherence, QA/QC of drawings prepared, and schedule and budget monitoring. The City of Chicago is in the process of replacing aged and undersized sewers as well as adding new ones where flooding has become or will become an issue.

Nicor Gas, River Road Subsurface Utility Engineering (SUE), Chicago, Illinois. Project Manager responsible for the coordination and QA/QC of the topographic survey and Level B SUE study. Specific tasks included survey crew management, processing of all field data, verification of field data for accuracy and completeness, implementation of all project CAD standards, QA/QC of drawings that were prepared, and monitoring of project budget and schedule. The project included a Level B SUE study for underground utilities and topographic survey for above ground utilities. In addition to a topographical map, a complete underground utility map was prepared. The utility map was based on available utility atlases, the surface utility survey and the markings of underground utilities gathered from sonar equipment.

CDWM Water Main Replacement Program, Chicago, Illinois. Project Manager responsible for the coordination and QA/QC of the topographic survey and base drawing mapping for the design of water mains. Mr. Cardona has successfully completed more than 20 miles of work for this project. Specific tasks included survey crew management, data verification for accuracy and completeness, CAD standard implementation and adherence, QA/QC of drawings prepared, and schedule and budget monitoring. The City of Chicago intends to replace the aging water main system which, in some cases, is close to 100 years old. The program expects to replace hundreds of miles of piping within the next five years.

Elgin O’Hare Extension / West Bypass. Project Manager responsible for the team coordination, scheduling, budget, progress monitoring and decision making related to staffing and other resources. The project consisted of survey for a total of 55 miles of roadway, including highways, cross streets and surrounding areas proposed to connect the current west end of the Elgin-O’Hare Expressway at Lake Street in Hanover Park to the proposed new western entrance to O’Hare International Airport. The field survey work included aerial mapping support services, photogrammetric surveying, design surveying, the merging of data collected into base mapping, and mapping the storm sewer to SUE level B based on the data collected and record drawings.
As Chief Estimator, Terry oversees the Preconstruction and Estimating Departments. Terry has overall responsibility for the creation of budgets and estimates and oversight of the estimating and preconstruction processes. Terry has been working in the industry for 25 years and has held director of estimating, chief estimator, senior project manager positions. Terry comes from a background heavily focused in commercial, industrial, retail, medical, office, educational, hospitality, entertainment, military, public and state markets.

**Project experience**

**Carle Foundation Hospital, Carle at the Fields, Champaign, Illinois.** $65 million. New 281,000 square foot office tower and associated 100-acre site development. Project includes a 3 story building with full basement, onsite civil improvements, offsite civil improvements and associated infrastructure improvements. The project is located at the I-57 and Curtis Road interchange in Champaign, IL. The new facility will consolidate in one location with various Carle and Health Alliance administrative and support functions. The new 281,000 square foot office – based facility will allow for improved efficiencies of operations, productivity of employees and better use of scarce healthcare dollars, while enhancing Carle’s ability to expand healthcare access and services at existing clinical locations. The new facility will consolidate 10 locations and 1,400 employees. (2016 - 2017, Nick Crompton, Director of Facility Planning and Construction, 217.714.9140, Nicholas.crompton@carle.com)

**University of Illinois, College of Engineering (CoE) Building 629, Chicago, Illinois.** $35 million. The UIC College of Engineering (CoE) Building 629 project consists of a new stand-alone building on the UIC East Campus. The site is at the southeast corner of Taylor Street and Morgan Street on the north side of Parking Lot. The base building design is approximately 50,500 square feet with two add-alternate additions which would bring the total area of the building to approximately 57,500 square feet. The building includes spaces for students, researchers, and faculty: a high-bay structural testing lab for the Civil and Materials Engineering (CME) Department, research laboratories and offices for the Chemical Engineering (CE) Department, research laboratories and offices for the Mechanical and Industrial Engineering (MIE) Department, research laboratories/computational labs and offices assigned to the Dean of the College as flexible space, and general building functional spaces. The project has a USGBC LEED (version 2009) goal of Gold level certification. (2017 - 2018, Eric Luchetta-Stendel, Assistant Director, 312.355.5429, ericl@uic.edu)

**Carle Foundation Hospital, Carle at the Fields, Project Y, Champaign, Illinois.** $70 million. Three new medical buildings located in Champaign, IL consisting of a 45,000 square foot Ambulatory Surgery Center, 80,000 square foot Specialties Medical Office Building and 70,000 square foot Medical Clinic. Projects consist of new exam and procedure spaces associated with various medical departments. (2017 - 2018, Nick Crompton, Director of Facility Planning and Construction, 217.714.9140, Nicholas.crompton@carle.com)
Brad has over 17 years of experience as a Construction Scheduler. He oversees the development of project schedules, monitors job progress through use of Primavera and prepares final job cost summary.

Project experience

Aloft Hotel, Chicago, Illinois. Scheduling. The demolition of an existing vacant three-story building located at 237 E. Ontario Street and the construction of a new 191,000 square foot, 19-floor hotel with 336 guest rooms, 5,800 square feet of meeting and pre-function space and a basement. Reference available upon request.

Purdue University, Football Performance Complex West Lafayette, Indiana. Scheduling. A 114,000 square foot, three-story, football training complex with new locker room, weight training, hydrotherapy, offices, storage, recruiting and practice field workout facilities for the football program. The work includes earth retention, excavation, utilities, deep foundations, structural steel, concrete, roofing, curtainwall, metal panels, interior finishes, mechanical, plumbing, fire suppression, electrical, audio/video, landscaping/irrigation, hardscape and other related scopes of work. Reference available upon request.

Evansville DoubleTree Hotel, Evansville, Indiana. Scheduling. A 167,000 square foot, five-level, 241-room, full-service hotel. Construction includes a 564-car precast parking garage and a connector to the Old National Events Plaza and Ford Center. Reference available upon request.

Phillips Arena Renovation (Atlanta Hawks Arena), Atlanta, Georgia. Scheduling. A 400,000 square foot renovation for the Phillips Arena, home to Atlanta’s NBA team, the Hawks. Reference available upon request.

Mount Carmel Health System, Mount Carmel Hospital Phase II, Grove City, Ohio. Scheduling. A 504,241 square foot, 186-bed, seven-story hospital and an ancillary addition that expands the existing Phase I medical office building and walk-in emergency room into a fully functioning community medical center. It includes a wide range of services such as surgery, interventional cardiology, ICU, lab, pharmacy, obstetrics, NICU, short stay / observation and radiology services. The five-story, 125,498 square foot Phase II medical office building and connector are also part of this project. The Phase II MOB includes a comprehensive cancer center, women’s imaging services, physician’s lease space, and graduate medical education clinics and offices. The project also consists of a visitor parking structure. Reference available upon request.
Nick Hugley
Technology

Firm
AECOM

Years of Experience
26

Education
AS, Architectural Engineering, ITT Technical Institute

Registration/Certifications
MCSE – Microsoft Certified Systems Engineer
Revit Architecture 2014 Certified

Nick has a total of 26 years’ experience working in the industry. As Technology Manager, he analyzes design for assigned architectural, structural and MEP conversions to arrive at workable models and ensure constructability. Nick checks for quality and accuracy of models, extracts quantities, clash detection and resolution, analyzes scheduling and cost, resolves workforce conflicts and creates documentation and representations while supporting project teams with the use of 3D generated site logistics and site phasing.

Project experience

Indianapolis Fire Station #5, Indianapolis, Indiana. Included the new build of an 18,000 square foot 7 bay fire station. The two-story steel and masonry framed building included living stations and training rooms for the station. Mr. Hugley served as BIM Manager/Modeler on the project (2010 - 2011, Tom Miltner, PE, 317.580.0402, tmiltner@mccomaseng.com)

Kokomo Fire Station #4, Kokomo, Indiana. Included the new build of a 10,000 square foot 4 bay fire station. The two-story steel and masonry framed building included living stations and training rooms for the station. Mr. Hugley served as BIM Manager/Modeler on the project. (2012 - 2013, Michael Grubb, AIA LEED AP BD + C, 317.844.6777, mgrubb@cripe.biz)

Indianapolis Fire Station #7, Indianapolis, Indiana. Included the new build of a 22,000 square foot 8 bay fire station. The two-story steel and masonry framed building included living stations and training rooms for the station. Mr. Hugley served as BIM Manager/Modeler on the project. (2014 -2015, Craig Riley, PE, 317.580.0402, criley@mccomaseng.com)

San Antonio Military Medical Center, San Antonio, Texas. A 358,000 square foot renovation to the existing Brooke Army Medical Center and a 783,000 square foot, seven story bed tower addition with a helipad, four-story ancillary care center and three-story clinic. Project also includes a 1,700,000 square foot, 5,000-car parking garage and a 33,000 square foot central plant.

Good Samaritan Hospital, The BEACON Project, Vincennes, Indiana. Hospital addition including a new cardiac center, energy plant and support services buildings totaling 201,700 square feet and 118,862 square feet of phased renovation of key healthcare service areas.

Mount Carmel Hospital, Grove City, Ohio. A 504,241 square foot, 186-bed, seven-story hospital and an ancillary addition that expands the existing Phase I medical office building and walk-in emergency room into a fully functioning community medical center. It includes a wide range of services such as surgery, interventional cardiology, ICU, lab, pharmacy, obstetrics, NICU, short stay / observation and radiology services. The five-story, 125,498 square foot Phase II medical office building and connector are also part of this project. The Phase II MOB includes a comprehensive cancer center, women's imaging services, physician's lease space, and graduate medical education clinics and offices. The project also consists of a visitor parking structure.
Bob has extensive experience in risk management, project management, engineering supervision, engineering and design. Assignments have included major rail transit and rail freight development projects; fusion test reactors design and installation; facility decontamination and decommissioning; and the civil features of fossil, nuclear and hydroelectric generating stations. He was the supervising engineer responsible for numerous civil designs for fossil, hydroelectric, and nuclear power plants, including roads, railroads, drainage facilities, erosion control systems, circulating water systems, structures, and hydroelectric dam design and stabilization.

Project experience

Metropolitan Council, Central Corridor Light Rail Transit, Minneapolis and St. Paul, Minnesota. Lead facilitator for a series of workshops for quantitative risk analysis, including risk-identifying meetings, risk register development, a workshop to range risk items, and authored the quantitative risk analysis report. The project will link downtown St. Paul and Minneapolis via a new 9.8-mile and 15-station light rail transit line, and includes an additional 1.2 miles/five stations of shared guideway with the existing Hiawatha LRT line. The project will connect downtown Minneapolis (including direct connection to the Hiawatha LRT and Northstar Commuter Rail Lines), the University of Minnesota, the Midway District, the State Capitol Complex, downtown St. Paul, and the historic St. Paul Union Depot to the vital Central Corridor.

Port Authority of New York and New Jersey, PATH Permanent World Trade Center Terminal, New York, New York. Risk manager responsible for implementing a risk management program for AECOM’s scope of work. Performed conceptual and preliminary engineering services, including integrating the terminal work with the numerous stakeholders interfacing with the project. This terminal replaced the terminal damaged during the 9/11 attack. Responsibilities entailed developing a risk plan tailored to the unique requirements of the project and conducting workshop sessions with project personnel to introduce the program concepts, and to identify project risks and respective mitigation plans. The project risks were reflected by the relatively large number of upper level opportunities defined for the project. A cost/schedule risk analysis process was developed that met FTA PMO requirements. Estimated cost is $2.2 billion in the year of expenditure.

Lincoln Center Development Project, Inc., Lincoln Center Development, New York, New York. AECOM is providing construction management services the $500 million redevelopment of the Lincoln Center Performing Arts. Responsible for establishing the risk management program, conducting risk workshops and risk analysis of cost estimates and schedules. Provided LCDP with interpretation of risk analysis results and scenario for the most cost effective mitigation of major risks. Commenced and supported risk mitigation work.
Matt Hildreth, PG
Site Due Dilligence

Firm
AECOM

Years of Experience
14

Education
MS, Quaternary Geology, University of Wisconsin, 2001
BS, Geology, St. Norbert College, 1998

Registration/Certifications
Professional Geologist, Illinois

Matt’s experience includes project management, field data acquisition, technical writing, and reporting to clients and state and local agencies on a variety of environmental projects. He has served as project manager for Phase I and Phase II environmental assessment, brownfield remediation, grant administration and stormwater pollution prevention projects. He also has experience performing and analyzing slug tests to measure groundwater hydraulic conductivity; selecting and implementing both soil and groundwater sampling programs using a variety of pumps, soil coring, drilling rigs, and other sampling devices; and evaluating site stratigraphy in the field, selecting sample and boring locations based on those interpretations.

Project experience

City of Chicago, Department of Fleet and Facility Management (2FM) Bureau of Environmental, Health, and Safety Management (EHSM), Environmental Consulting Support for Real Estate Transactions, Chicago, Illinois. Project manager and technical contributor providing environmental consulting assistance to 2FM EHSM staff as needed on a variety of tasks to support potential real estate transactions. Reviewed environmental reports prepared by other consultants, prepared high-level summaries of existing environmental information, prepared detailed cost estimates, assisted with the preparation of Task Order Request scopes, prepared a Remedial Action Plan, and served as an advisor to 2FM staff on matters related to the Illinois Site Remediation Program, impacted soil management related to redevelopment activities, and provided staff to assist with construction management on the City’s behalf. (2014 – present, Abby Mazza, PE, Environmental Engineer III, 312.744.316)

Public Building Commission of Chicago, Minnie Mars Jamieson Elementary School Annex Addition, Environmental Consulting, Chicago, Illinois. Project Manager for exterior environmental consulting for construction project at Chicago Public School property. Participated in writing and review of bid specifications that dealt with soil excavation, management, and backfilling, presented summary of exterior environmental conditions to potential bidders, and managed the oversight and documentation of materials excavated from and brought onto the site during construction phase. (2014 - present, Andy Horn, Project Manager, 312.898.3063)

Class 1 Railroad Company, IEPA Site Remediation Program and Spill Response Program Sites, Homewood and Chicago, Illinois. Project manager for remedial action at three railroad diesel spill sites in the Chicago area. Evaluated existing investigation results and site histories and proposed next steps toward incident/site closure. Performed additional delineation and free product removal at one site, including subcontractor coordination, placement of soil borings, and installation of five monitoring wells at site. Planned and oversaw remedial excavation along railroad right of way to remove residual-impacted soil at another site. Proposed and executed plan to install, operate, and maintain solar-powered, single-well free product recovery system at third site. Conducted quantitative LNAPL mobility assessment at one site, including the successful proposal of Tier 3 Remediation Objectives for LNAPL recovery based thereon. In each case, worked with railroad client and IEPA to determine course of action that best fit client goals for the site while fulfilling IEPA requirements. Obtained no further action determinations for all three sites. (2007 - present) Reference available upon request.
Maria is a civil and environmental engineer at AECOM in Chicago. She is currently working on the Red & Purple Line Modernization Program for the Chicago Transit Authority.

**Project experience**

**Chicago Transit Authority, Rail Program Management - Red & Purple Line Modernization, Chicago, Illinois.** AECOM is providing services, in a joint venture, in support of the Red and Purple modernization program, the largest capital improvement program in CTA’s history. The program, which addresses a corridor that was built in 1924, involves complete reconstruction of the northern portion of the Red Line from Belmont to Howard Station. The Purple Line reconstruction extends to the Linden station in Willmette. The Red Line is Chicago’s busiest ‘L’ line, with rush hour ridership increasing 40 percent over the past five years. Maria’s responsibilities include:

- Run utility meetings with utility agencies and the client
- Update utility relocations to client executives
- Oversight management of utility relocation design
- Utility liaison with utility agencies and client
- Assist Construction Manger during construction utility work
- Worked on work orders including funding allocations

(2014 - present, Erin Fiorini, General Manager, Infrastructure Capital Finance, 312.681.4844, efiorini@transitchicago.com)

**Land Transport Authority, Singapore, South East Asia.** New Thomson Line - Mass Rapid Transit (Singapore)-five stations with nearly 6 km of route alignment work. The metro line runs through the central urban area, including the landmark Orchard Road shopping district, and high-rise residential areas. Responsibilities included temporary traffic management and utility diversion. (8/2011 - 6/2013)

**Milwaukee Metropolitan Sewer District, Wisconsin.** Canal Street Wet Weather Relief Sewer (2.6 miles): Conducted study and analysis of tunnel alignment alternatives, designed of overhead and underground utilities, helped with the acquisitions of temporary and permanent easements, produced detailed design in CAD and assisted with contractors bidding. [Prior to AECOM]

**City of Steubenville, Ohio.** Permars Run Relief Sewer (0.7 miles): Conducted study of tunnel alignment, prepared preliminary and final drawings in CAD, obtained temporary and permanent easements, reviewed submittals during construction and collaborated in detailed design. [Prior to AECOM]

**Systems Conveyance and Operations Program (SCOP), Las Vegas, Nevada.** Las Vegas Reach 3 Tunnel (1.0 mile): Prepared preliminary and final drawings in CAD, collaborated in detailed design. [Prior to AECOM]

**Northeast Ohio Regional Sewer District, Tunnel Dewatering Pump Station, Ohio.** Conducted study and analysis of tunnel alignment alternatives, interpreted building code, collaborated in risk management and carbon footprint. [Prior to AECOM]
Kelsie Stopak
Communications Specialist

Firm
AECOM

Years of Experience
3

Education
BS, Architecture, Iowa State University of Science and Technology
BS, Environmental Studies, Iowa State University of Science and Technology

Additional Information
Chicago Women in Architecture
American Institute of Architects
U.S Green Building Council

Kelsie is an architectural designer in the Chicago office. She has experience working on projects on a variety of scales from conceptual design to construction documentation. Kelsie can provide assistance on a multitude of tasks including communications, programming analysis, schematic design, design document development, and renderings.

Project experience

City Infrastructure Trust and 2FM, Relocation of 1685 North Throop, Chicago, Illinois. Director of Communications and member of the project team assisting in project management, client communication, and construction administration. AECOM has partnered with 2FM in a fast track and collaborative design/build process for the delivery of three new facilities for 2FM; mainly the delivery of a new primary heavy duty vehicle maintenance garage, a satellite garage, and a fueling station for the fleet vehicles. The project will provide over 200,000 square feet of fleet maintenance and support facilities in a period of less than 14 months. These facilities include workshops, administration space, and community space. (2017 to present, 2FM – represented by Ayse Kalaycioglu, Deputy Commissioner, 312.414.9281, ayse.kalaycioglu@cityofchicago.org)

Chicago Park District, North Avenue Beach Planning Study and Revenue Analysis, Chicago, Illinois. Member of the design team for a schematic masterplan of North Avenue Beach boardwalk, plaza, and parking lot expansion. The plan targets existing conflict zone that surround the area as well as potential revenue generating activities. The proposed masterplan aims to relieve circulation conflicts and provide an enriched beach going experience. (2017) Reference available upon request.

Chicago Park District Lakefront Trail Separation-Ardmore to 71st, Chicago, Illinois. Member of the presentation and design team, with involvement in research, analysis, documentation and graphics production for client meetings and public use. The Chicago Park District (CPD) is improving eighteen miles of lakefront trail to alleviate congestion, improve safety, and enhance user experience. The design consists of separating the current path into two trails for bike commuters and pedestrians. (2016 - present) Reference available upon request.

St. Louis Economic Development Partnership, Advanced Manufacturing Innovation Center, Planning Study, St. Louis, Missouri. Member of the architectural design, research, and presentation team investigating the potential socio-economic impacts of an Advanced Manufacturing Innovation Center on the St. Louis Manufacturing market. The design includes a 45,000 square foot Innovation Center which in composed of high bay workspace, specialty labs, digital labs, office space, and collaboration space. (2017 - 2018) Reference available upon request.
Scott Giba
Construction Project Manager (Required by the RFP)

Firm
Berglund Construction

Years of Experience
26

Education
BS, Construction Management, Indiana State University

Registration/Certifications
Completed OSHA 10 & 30 Hour
CPR First Aid Certified
Bloodborne Pathogen Training
Engineers (ASHE) - Healthcare Construction Certificate

As a senior project manager, Scott has worked on some of Berglund’s most challenging and successful projects. Scott is responsible for the administration and successful execution of his building construction projects. He is responsible for all budgets, estimating support, value engineering, trade contractor analysis and constructability recommendations. Scott works closely with owners and architects from the beginning of the design phase through project completion in order to achieve effective budget control and schedule completion.

Project experience

University of Illinois at Chicago, College of Engineering Modular Design Building, Chicago, Illinois. Project Manager. Berglund is constructing a new standalone College of Engineering building on the The University of Illinois at Chicago (UIC) east campus. The site is at the southwest corner of Taylor Street and Morgan Street. The building design is approximately 40,000 square feet. The building includes spaces for students and faculty: a high bay structural testing lab with an exterior water testing flume for the Civil and Materials Engineering (CME) Department, research laboratories and offices for the Chemical Engineering (Che) Department, research laboratories and offices for the Mechanical and Industrial Engineering (MIE) Department. The minimum goal is to achieve LEED Silver certification, and an aspirational goal is to achieve LEED Gold certification. (11/2017 - present, Eric Luchetta-Stendel, Senior Assistant Director for Project Management, 312.355.5429, ericl@uic.edu)

University of Chicago, Physics Research Center, Chicago, Illinois. Project Manager. The project was a gut renovation and vertical expansion of an existing Laboratory of Astrophysics and Space Research (LASR) building (SOM, 1964) to build the University’s new home for theoretical and experimental physics. Surrounded by much larger biomedical and engineering buildings, the LASR Renovation and Expansion seeks to add a mature and sensitive building to the University’s North Science Quad. The Project was seeking LEED Silver Certification but obtained LEED Gold. (10/2015 - 8/2017, Dan De Young, Project Manager, Capital Project Delivery, 773.834.2821 ddeyoung@uchicago.edu)

Cadence-Delnor Hospital, Inpatient Tower Expansion and Radiology Renovation, Geneva, Illinois. Project Manager. Berglund Construction provided preconstruction and construction management services for the New West Addition and ER / Radiology Expansion Project. This new three-story addition increased the hospital’s bed capacity from 128 to 159 and enabled Cadence-Delnor Community Hospital to convert the few remaining semi-private rooms to private patient rooms. The addition included larger, private patient rooms, a soothing decor and an interior water feature. The project featured a new 13,000-sqft radiology clinic, renovation of the existing emergency department and a new 100,000-sqft inpatient addition with 31 rooms. (11/2005 – 12/2008, David Kelps, Engineer, 630.208.4271, david.kelps@delnor.com)
Mejai Dyson
Deputy Construction Manager

Firm
GMA Construction Group

Years of Experience
25

Education
BS, Construction Management,
North Carolina A&T State
University

Registration/Certifications
Timberline Construction
Estimating
View Point Project Management
Prolog Project Management

Mejai is a project manager/executive of 25 years with a broad range of heavy construction experience in government and private-sectors. He is a reliable and enthusiastic project leader with a collaborative approach to problem solving backed by strong credentials and a passion for delivering high-quality details. Mejai takes pride in being an excellent communicator that others enjoy working with.

Project experience

American Postal Workers Union, Chicago, Illinois.
$4.5 million, GMA completely overhauled the 10,000 square feet of ballroom, meeting, full-service kitchen and common area space. GMA also renovated the exterior by modifying the bitumen roof and restoring the masonry on the west and south building elevations. Reference available upon request.

Access Health Des Plaines Valley Health Clinic.
$200,000, The renovation of the Access Health Des Plaines Valley Clinic includes the conversion of existing space into a full service biomedical laboratory. The work included demolition, mechanical, electrical, plumbing and carpentry operations. The work was completed while the facility remained an active area for staff and patients. Reference available upon request.

Harriet Tubman Transition Housing for Women.
$1 million The Harriet Tubman Transitional Housing for Women project renovated 15 single room occupancy units (SRO) as well as the common areas, five staff offices, a commercial kitchen and four public restrooms. Reference available upon request.

East Park Apartment Complex, Chicago, Illinois.
$7 million. This 153-unit apartment complex will be completely renovated with new finishes in all residential units and common areas, new mechanical systems and elevators as well as exterior renovations to include new roofing, masonry renovations and landscaping modernizations.

Metra, 14th Yard storage sheds, Chicago, Illinois.
$150,000. The Metra 14th Yard Improvements Project entails the construction of new Metra Storage Shed Building located at 423 W. 14th St. Chicago, IL. The project duration is 365 days.

$1.3 million. GMA provided design-build renovation services to the classrooms, administrative office space, lobby and reception area, as well as the faculty’s conference room and breakroom. GMA worked closely with the Manning Elementary representatives and parent community.
Tom Koob  
Construction Site Superintendent *(Required by the RFP)*

**Firm**  
Burglund Construction

**Years of Experience**  
28

**Registration/Certifications**  
- OSHA 30-Hour Certification  
- Supervisor Training and Accident Reduction Techniques Certification  
- CPR and Bloodborne Pathogen Certification  
- Union Carpenter

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Tom will oversee our field operation with a focus on client needs, site logistics, constructibility, quality and scheduling. As superintendent, he will ensure the construction is as least disruptive as possible to your daily operations. Tom’s expertise in value engineering projects by finding cost efficient ways of installing improvements has brought many projects under budget. He will work with Berglund’s Safety Director to ensure that the highest standards are met on all project job sites.

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**Project experience**

**North Aurora Police Headquarters.**  
New 30,000 sq. ft. Police Headquarters to accommodate expansion of Police Services. The design incorporated traditional law enforcement elements, but also includes a Community/Training Room that provides EOC capabilities for the Village, a flexible-position firing range that will provide floor space for tactical training exercises, and a drive-through Sally Port sized to accommodate ambulance and additional public safety vehicles. Public Parking lot spaced for 115 vehicles. *(2010 - 2011, Wes Kornowske, Past Village Administrator, 920.366.3174, wkornowske@papertransport.com)*

**Village of Schaumburg Police Facility, Schaumburg, Illinois.** Police Facility, complete gut and mechanical refurbishment of the Jail Cell Detention Block and associated office support rooms. *(2006 - 2006)*

**American Board of Psychiatry & Neurology (ABPN), Deerfield, Illinois.**  
This is a brand new construction office building in which the facility’s sole use is for ABPN and their committee volunteers. In this building, they will write certification exams, train their volunteers on how to write certification exams, and host policy and board meetings in their building. The two-story building will be clad with brick and aluminum composite panels along with large expanses of glass to bring light in and allow views out of the building. The building will have 44 private offices, 2 conference rooms, 1 employee break room and support spaces.

**Leslie Shankman School Corporation, Chicago, Illinois.**  
Berglund is the construction manager for the new 75,000 square foot school. Several features such as live in dorm rooms, apartments, and tamper proof construction, make the Orthogenic School as special as the youth that will be using the facility. The school includes music and art instruction, academic classrooms, conference meeting space, a multi-use room and a rooftop garden.

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AECOM
Sylvester brings more than 30 years of construction supervision to the Chicago Infrastructure Trust. As superintendent, Sylvester will assist with all field operations, site safety, productivity, scheduling, QIC and trade contractor and supplier coordination. With his extensive knowledge and experience in the areas of work procurement, safety, day-to-day trade contractor coordination and QIC, Sylvester will ensure the Joint Public Safety Training Academy project meets all budget, schedule and quality standards the Chicago Infrastructure Trust can expect and deserve.

Project experience

The University of Chicago Medicine The Center for Advanced Care, Orland Park, Illinois. Bowa Construction provided general contracting services in joint venture with Leopardo Construction for The University of Chicago Medicine’s (UCM) newest ambulatory facility, The Center for Advanced Care at Orland Park. This 109,000-square-foot, four-story outpatient medical facility is UCM’s largest off-site location and consists of 80 exam rooms supporting primary care, medical oncology, radiation oncology, orthopedics, gastroenterology, cardiology, women’s health and comprehensive diabetes. Additional scope includes retail space and a 530-space above ground parking structure. (2015 - 2016, Joan Archie, Executive Director of Construction and Compliance, Joan.Archie@uchospitals.edu)

Sinai Health Systems Gad’s Hill Daycare, Chicago, Illinois. Bowa Construction was selected to provide general contracting services for Sinai Health System’s Gad’s Hill Daycare Center. Scope of work includes both renovation and a new, 15,000-square-foot addition to the existing Center, which is situated on a 1.3-acre parcel of land. (2016 - 2017, Jesse A. Green, System Director, Government and External Affairs, Campus and Community Development, 773-257-6508, jesse.green@sinai.org)
Jim focuses on the overall quality of the project, ensuring that all work done is in strict compliance with AECOM’s and our clients’ strict requirements for quality. As QA/QC Manager, he is responsible for coordinating and communicating with all stakeholders and maintaining working relationships at all levels throughout the project; monitoring and controlling all contractual commitments to ensure that all work is being performed in accordance with the specifications, drawings, and terms of the contract.

Selected Relevant Experience (With a Previous Company)

The Legacy at Millennium Park, Chicago, Illinois. A 78-story luxury condominium located just off of Michigan Avenue and across the street from Grant Park, which is home to the Bean and Jay Pritzker Pavilion making it one of the most iconic parks in Chicago. Mr. Morrison acted as Assistant Project Manager. (Gary Thalheimer, Executive Vice President, Walsh Construction - currently with Gilbane Construction, 312.317.1430)

New American Embassy, Oslo, Norway. Build for the new American Embassy overseas in Norway. Mr. Morrison served as the QA/QC Manager on the project (2011 to 2015, Tor Unneland, Director/CEO, Varden Entreprenor, +47.951.20.161, TU@varden-entrepreneur.no and Matthew Barnett Beck, Senior Project Manager, Walsh Construction, 312.835.1671, msbeck@walshgroup.com)

Project experience

Oak Park Station, Oak Park, Illinois. New construction of two residential buildings which include a 20-story post-tensioned concrete apartment building and a five-story wood-framed building. The two buildings will provide a total of 270 units, including a new parking garage, retail spaces in each of the buildings and a bridge to connect the two structures. Mr. Morrison served as the QA/QC Manager on the project. (2015 to present, Jonathan Kubow, Development Manager, Lennar Multifamily Communities, 312.593.3895, Jonathan.Kubow@livelmc.com)
Mark Gott is a bilingual (English and Spanish) safety professional with over 18 years of service in the Chicago area. He has an excellent reputation for ensuring safe working environments and is dedicated to recognizing, preventing and mitigating safety procedures. He also has extensive knowledge of OSHA regulations and requirements. Mark has served as the safety manager for all type of projects in the Chicago area and has a great working rapport with safety inspectors as well as the subcontracting community.

Project experience

**Oak Park Station, Oak Park, Illinois.** Safety Manager. New construction of two residential buildings which include a 20-story post-tensioned concrete apartment building and a five-story wood-framed building. The two buildings will provide a total of 270 units, including a new parking garage, retail spaces in each of the buildings and a bridge to connect the two structures. (2016-present, Jonathan Kubow, Lennar Multifamily Communities, 847.592.3367, jonathan.kubow@lennar.com)

**Kenect Chicago, Chicago, Illinois.** Safety Manager. New construction of two buildings, including a four-story, mixed-use building with 50-residential units and retail; and a 14-story tower with 177 residential units, enclosed parking, and retail. (2014-2016, David Earnhart, Akara Partners, 312.445.9094, dearnhart@akarapartners.com)


**Lake + Forest Apartments, Oak Park, Illinois.** Safety Manager. New construction of a 510,000 square foot, 21-story apartment building with 269 apartment units, a partial basement with four levels of enclosed above-grade parking, and 25,000 square feet of retail/restaurant space. (2015-2017)

**100 South State Street, Chicago, Illinois.** Safety Manager. Extensive renovations to a five-story building and the replacement of an adjacent building; combining the two buildings into premier office space in the State Street Corridor. (2015-2016)

**70 E Walton Corporate Housing Repairs, Chicago, Illinois.** Safety Manager. Extensive renovations to the luxury residential units located on floors four through twelve of a historic building in the heart of the Gold Coast. Renovations included new high-end kitchens and bathrooms and the correction of previous code violations. (2014-2015)


Construction PM Qualifications
Budget/Cost Controls and Document Controls

Construction management software such as CMiC has proved invaluable to control the budget, manage paperwork and share information across teams and firms. If selected, we will use the CMiC software to make the construction of the JPSTA a success for all parties involved.

CMiC is a powerful web-based software that integrates Project Management and Accounting systems into a seamless process. Through its collaborative functionality, the system allows the project team to access the project and process project management items such as Requests for Information, submittals and document control items from any computer with web access. CMiC allows the creation of customized workflows, which saves time spent performing mundane tasks so the management team can focus on field work. To properly secure information, an extensive role-based security system is used that allows users to only view information to which they have been authorized, acting as a single source repository for project documentation.

The on-site construction management team will receive, log, track and send submittals through CMiC to the design team. The design team is notified via e-mail that there is a new submittal in the system ready for review and is able to download, review and re-upload that submittal. The system keeps and updates a submittal schedule that reflects the actual construction schedule and is available for all authorized users to review and track. By utilizing this functionality, we are able to hold subcontractors accountable and keep the owner and design team informed, which allows them to plan ahead and balance their staff for upcoming workloads.

We will log and track RFIs in CMiC to ensure timely review and response by the design team and/or CM team and the answers will be distributed back to the contractors and CM team. Andrew Hellermannour Project Manager will document progress, quantities and quality in daily reports in the CMiC program. He will track invoices, including waivers of liens, compliance with prevailing wages and utilization of minority and women businesses, for all contracts through CMiC. He will also review and check monthly invoices against the work documented. Andrew Hellermann, our Construction Project Manager, will chair weekly contractor progress meetings with respective agendas and meeting minutes being prepared in CMiC. CMiC is an effective collaboration tool that entire preconstruction and construction team can access anytime, anywhere. Not only that, the owner and the project team can review progress instantaneously.

CMiC Leads to Project Success

In our work on the PSAC II project, construction management software allowed us to quickly share documents and information with our client and necessary subcontractors. By using it, we easily ensured prevailing wages compliance, a crucial aspect for our work with the city government. PSAC II opened up ahead of schedule and under budget.
Ability to Meet Schedules on Past Projects

AECOM’s scheduling specialists are actively involved in a project from the schematic design phase through project close-out – seeing to it that the team is well equipped to meet the project’s goals and deadlines.

Schematic Design Phase: Right from the start, our team develops a preliminary trade-by-trade milestone schedule to determine a project’s overall parameters. Throughout the value engineering process, we explore various options, such as analyzing how the use of different materials, i.e., concrete versus steel that may impact the schedule. We will also examine which construction approach to use for JPSTA – fast-tracked or conventional construction management, to meet your project goals.

Our scheduling team will develop site logistic and phasing plans to determine the safest, most effective and least disruptive way to undertake this project. For example, our team would define the route to move a crane through a construction site. Further, our site logistics studies will address issues such as materials and equipment storage, pedestrian safety and truck access to and within the site. Finally, our scheduling specialists develop preliminary cash flow projections on a trade-by-trade basis. Together with our estimating specialists, we determine how the schedule will affect the overall project budget. We establish a baseline cash flow that is later incorporated into our project management system.

Preconstruction Phase: Once preconstruction is underway, our scheduling team reviews the plans and specifications and will consult with CIT, the City, 2FM, our project architect and our field staff to develop an initial schedule. This schedule takes the form of either a bar chart or milestone schedule and is segmented according to the major trades. We will refine it as schematic documents become available. For the JPSTA project, we will develop a CPM schedule based on size and complexity. Once the project progresses to the estimating/bidding phase, our scheduling specialists consult with the various contractors to obtain specific project information in order to further refine the schedule. We conduct a complete trade-by-trade breakdown and include submissions, procurements and approvals. Design activities, entitlement process, permitting, budgeting and owner activities are also incorporated into the schedule. We will incorporate into the bid documents as well. This allows the subcontractors to have a clear understanding of what is expected of them regarding schedule.

Construction Phase: By the time final contract documents are complete, AECOM has developed a final baseline schedule. Our team updates the project schedule throughout the construction process, evaluating any changes, such as design modifications and contractor delays, to determine their effect on the schedule. For JPSTA, will provide schedule reviews at the weekly team meetings, keeping you abreast of changes.

At PSAC II, AECOM proposed and implemented a design for temporary steel to hold the structure together and allow the steel to proceed ahead of concrete. After the concrete structure was competed, the temporary steel was removed. This steel-first implementation allowed the schedule to be accelerated and the project to be completed ahead of schedule.
JPSTA Project Approach
Overall Project Delivery Approach
Overall Project Delivery Approach

Project Understanding

The City of Chicago seeks a state-of-the-art Joint Public Safety Training Academy (JPSTA) that benefits the community through infrastructure investment and maximizes the effectiveness of public funds. The City also seeks to gain efficiencies of cost and schedule through joint use of facilities and the design-build process.

AECOM and our partners provide solutions for each of the City’s goals.

<table>
<thead>
<tr>
<th>City Goal</th>
<th>AECOM Team Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design and build a state-of-the-art joint training academy</td>
<td>Experts in all aspects of public safety training including tactical design and former police and fire professionals</td>
</tr>
<tr>
<td>Work collaboratively with the City</td>
<td>Integrated design-build team, led by a team experienced working with CIT and 2FM on design-build projects</td>
</tr>
<tr>
<td>Actively engage with project stakeholders</td>
<td>Advisory Panel of former police and fire commissioners, security experts and stakeholder liaisons</td>
</tr>
<tr>
<td>Work proactively with the community and maximize local hiring</td>
<td>Proven community liaisons and workforce development leads</td>
</tr>
<tr>
<td>Reduce risk and provide cost, scope and schedule certainty</td>
<td>Integrated design, build and estimating team that has experience working with the City of Chicago and CIT in this process</td>
</tr>
<tr>
<td>Experience in design-build</td>
<td>Top ranked design-build firm</td>
</tr>
</tbody>
</table>

The AECOM team offers additional advantages, including:

**Advisory Panel**

The design and construction team will gain insight from the Advisory Panel to:

- Better anticipate stakeholder needs, desires and concerns
- Facilitate the overall design development process
- Bring best practices and lessons learned from other programs throughout the country

This will lead to a more efficient and satisfying process for all stakeholders, as well as a design solution that will be a model for the nation.

**Financing Options**

As a world leader in P3 programs, AECOM together with The Plenary Group, can advise the City on financing and delivery options. This provides the City with the flexibility to adjust the delivery approach to address scope, budget and schedule needs.
AECOM’s Design-Build Approach Benefits the City

A key part of the City’s approach to the JPSTA project is the GMP Schematic Design Phase. This phase allows the City to work collaboratively with the selected team to define the project within the budget parameters and establish a firm, committed agreement and GMP so that the City can reduce risk and provide clarity before approval by the City Council. The GMP will be developed by an integrated design and construction team. This team will carry through completion of design, final buy-out, construction and handover of the JPSTA. This integrated, start to finish approach allows early workforce engagement, continuous budget and schedule tracking and efficient design development to achieve a value approach to quality and cost.

Further, the following project risks are mitigated through AECOM’s design-build approach:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Method</th>
</tr>
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<tbody>
<tr>
<td>Structural soil impacts</td>
<td>Permitting delays</td>
</tr>
<tr>
<td>Environment soil impacts</td>
<td>City Council approval</td>
</tr>
<tr>
<td>Utility infrastructure costs</td>
<td>Budget overruns</td>
</tr>
<tr>
<td>On-site stormwater management</td>
<td>Funding challenges</td>
</tr>
<tr>
<td>Fluctuating market conditions for labor and materials</td>
<td>Agreement of diverse stakeholders with diverse needs and goals</td>
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<td>Low participation of MBE/WBE contractors</td>
<td>Schedule impacts due to procurement process</td>
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<tr>
<td>Community resistance to project</td>
<td>Local qualified workforce</td>
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Key Benefits to Our Approach, from the GMP Schematic Design Phase through Construction

1. Early and consistent community engagement
2. Due diligence, programming and site development approach completed before proceeding with detailed design
3. Constructability and estimating expertise integrated with design, including robust, meaningful contractor outreach
4. Regular updates of estimate and program presented and reviewed at each design review meeting
5. Key committed subcontractor costs to back up GMP prior to introduction of design-build agreement to City Council
6. Workforce development begins at start of GMP Schematic Design Phase
7. Early engagement with regulatory agencies to inform design; PD approval completed prior to introduction of design-build agreement to City Council
8. Permitting proceeds seamlessly after GMP Final Design to maintain construction schedule
9. Enhanced utility coordination drives a fast start getting out of the ground
10. Management of site logistics
11. Final inspection, training, commissioning and certificate of occupancy
12. Stringent safety guidelines to continually exceed industry ratings
AECOM’s schedule, shown below, is set up to illustrate how our design-build approach delivers key benefits to the City. They are further defined on the following pages.

1 Early and Consistent Community Engagement
We will work with CIT and 2FM through the Aldermen’s offices to hold regular community engagement meetings upon conclusion of the due diligence phase. The timing of this first engagement is based on a desire to engage the community early in the process, but with enough time so that there is a clear and coordinated message. Tools such as dedicated websites, social media, direct mailer and virtual reality and partnerships with community groups have been successful in past community engagement exercises. We will work with the City to determine which tools are appropriate and effective for this project. Deborah Farmer, who is experienced in working with this community, will lead this engagement.

2 Due Diligence, Programming and Site Development Approach Completed Before Proceeding with Schematic Design

Site Due Diligence
A good amount of information has been provided in the RFQ/RFP process to inform site layout, foundation options and the need for additional site investigations. Based on our analysis of this information, we do not believe that the soil conditions are suitable for footing foundations due to excavation depths, even with a basement. Drilled shafts and geopiers can be considered. If the buildings were located to the south side of the site, dynamic compaction may be an appropriate method of improving the soils and could lead to a more cost effective foundation alternative.
Upon selection, we will proceed with additional deeper borings, compressibility testing on the organic clay layer and test pits to characterize the fill material in relation to Dynamic Compaction and potential excavation complications. Similarly, additional borings should be performed to define the limits of the clay fill zones. We will consider corrosion testing as well.

We have scoped and priced the additional site investigations that we believe are required so that these can proceed immediately upon selection.

Upon initiation of the GMP Schematic Design Phase following City approval, we will initiate all site investigations immediately to identify the most efficient site development and structural foundation approach. Additionally, we plan to advance the stormwater design in consultation with the City Stormwater Department immediately to determine an efficient approach to site drainage.

The goal of early site approach planning is to gain certainty around inherited site costs and to inform an efficient design solution that meets the project objectives, thus minimizing risk and maximizing project budget that is available for functional programming.

Program Due Diligence

During the RFP stage, our expert team, consisting of public safety planning and programming experts, tactical design experts and former police, fire and security subject matter experts, will inform a state-of-the-art facility design predicated on a technology based training approach that will allow Chicago to be a national model for public safety training. Additionally, we will suggest areas where the City could consider combined programming to achieve efficiency where possible.

Upon initiation of the GMP Schematic Design Phase, this Advisory Panel will work collaboratively with the City and stakeholders, at the City’s discretion, to determine the options that best suit the City’s needs. Additionally, we will work with the City to prioritize program elements to inform budget reconciliation discussions throughout the project development process. We propose that this programming should take place concurrent with the site approach planning to best inform detailed design.

Through facilitated planning, the City benefits from expert knowledge of the industry, experience across the country and an active partner in applying that expertise to project needs.

3 Constructability and Estimating Expertise Integrated With Design, Including Robust, Meaningful Contractor Outreach

A complex project such as this requires a wide breadth of expertise. The City will benefit from the combined strength of the individual knowledge and talents of our team members. From the first day to the last, you will see design and construction members at the table, working together to find the right solution. We have a strong history of working together and have used this to develop integrated tools, such as integrated BIM protocols, that allow for the efficient flow of data between the design model and the cost estimating model.

4 Regular Updates of Estimate and Program Presented and Reviewed at Each Design Review Meeting

We will develop a Risk Register during the RFP phase based on our understanding of the project, the site and overall process as well as our experience working in the City of Chicago and with public infrastructure DBF projects. The goal of this register is to provide a roadmap to mitigate the project risks that are known or could arise. During the design and construction process, the Risk Register will be incorporated into the regular design and construction reviews.

The Risk Register will allow the City to maximize its investment in the project, clearly report to stakeholders and provides transparency into the process.
Key Committed Subcontractor Costs to Back Up GMP Prior to Introduction of Design-Build Agreement to City Council

During GMP Schematic Design, we will receive committed costs for key project packages such as sitework, foundations, structure and major MEP equipment from the subcontracting community ahead of the GMP. This allows the City to reduce market risk and have confidence in the recommendations that it is making to the City Council. Additionally, it will give certainty around which contractors have been engaged and which will receive work, a key consideration for the community and the Aldermen.

Workforce Development Program Begins with GMP Schematic Design Phase

Working with APAC, a proved workforce development agency in the Garfield Park and Austin area, we will begin to localize workforce development as the GMP Schematic Design Phase commences. The workforce development plan will be integrated with the design and construction approach to ensure that the workforce is tailored to the appropriate trades for this project.

Early Engagement with Regulatory Agencies to Inform Design; PD Approval Completed Prior to Introduction of Design-Build Agreement to City Council

At project commencement, we will propose a specific code and planning approach based on our experience with these building types and with the City of Chicago. Our goal is to achieve compliance with minimal cost. As demonstrated in the schedule we plan to engage with key Regulatory Agencies, such as Stormwater, Chicago Department of Transportation, Sustainability Office, etc., in the first week of the Design Development Phase to confirm these assumptions.

We will meet with Planning to develop a roadmap for PD approval. The goal of the proposed schedule is to complete the PD process a month ahead of introduction of the design-build agreement to City Council.

Permitting Proceeds Seamlessly After GMP Final Design to Maintain Construction Schedule Independent of City Council Approval

In order to maintain an uninterrupted workflow from GMP Schematic Design Phase into construction, permitting will begin immediately following acceptance of the ‘Final Design’ (GMP) documents – maintaining the schedule independent of the timeline for City Council approval.

Enhanced Utility Coordination Drives a Fast Start Getting Out of the Ground

The first major risk to be mitigated on a construction project is the excavation and site work to build foundations. One of the most common is unidentified utilities. We bring Maria Peralta, who has provided utility coordination on one of the City’s largest infrastructure projects, the Red/Purple line Modernization. She’ll be dedicated full time to drive a successful execution of site utilities.

Management of Site Logistics

After foundations are installed, the erection of the buildings begins. We will hold site logistic plans and coordination meetings with the City, the Community and stakeholders at each stage of construction.

Final Inspection, Training, Commissioning and Certificate of Occupancy

Well ahead of construction completion, we will work with the City to set a schedule for final hand over of the academy. Inspections will include all building departments required commissioning of equipment. End users, police and fire department will sign off.

Stringent Safety Guidelines to Continually Exceed Industry Ratings

Our safety professionals repeatedly emphasize to field personnel that “safety is no accident” and that constant vigilance is required in order to maintain an accident-free jobsite. This approach emphasizes that a commitment to safety must be unwavering and uncompromising. Safety goes the whole way.
Collaborative Design Approach
Collaborative Design Approach

The JPSTA project requires a team that is built for an iterative, collaborate process with a diverse set of stakeholders. The design-build team must have:

1. Strong design-build leadership that is maintained from project start to finish
2. Global knowledge and expertise in police and fire training facilities
3. Design excellence leadership
4. Technical and construction team that knows Chicago
5. Strong experience in gaining stakeholder consensus
6. Integrated estimating, scheduling and scope managers with facility type and Chicago experience
7. Clear communication strategy and plan led by communications specialist
8. Strong experience in navigating regulatory approvals (planning and building)

We assembled our design-build team to match those needs, as shown below.
The following pages details AECOM's design-build approach, beginning with the GMP Schematic Design Phase through Post GMP Design and finally, construction.

### Schematic Design GMP Stages

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<td>Community &amp; Environment Planning &amp; Zoning Coordination</td>
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<td>Workforce Development</td>
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#### GOAL SETTING / VALIDATION

- **Executive Committee.** We recommend a steering committee be established. The committee will consist of leaders from key stakeholder groups that will oversee the program. This group will approve major project decisions and will help resolve any issues that the working teams are having difficulty resolving.

- **Teaming Session.** We will facilitate a teaming session to mutually understand stakeholders' goals so that a foundation can be laid for consensus building and collaboration.

- **Goal Setting.** Prior to program validation or design, we will hold a goal setting session that will include, at the City's discretion, public safety agencies, City stakeholders, community stakeholders and other relevant groups. Goals will be clearly defined and used as a guide until project completion.

- **Program Validation.** Following goal setting, we will conduct a workshop to validate and prioritize the program. Our public safety expert team will bring forward a detailed critique of the RFP program, benchmarking against peer facilities to kick off and inform the dialogue. At the end of the session, our team will assemble and distribute a revised program with a four tier priority ranking from critical to desired.

- **Benchmarking Tour.** Our recommendation is that key stakeholders take part in a benchmarking tour led by our public safety SME's to gain first hand perspective on the context of current training facilities nationwide. If an actual tour is not possible, we can facilitate a virtual tour as an alternative. In either case, the tours and findings will be assembled by the project team for reference in the project record.

#### CONCEPT DESIGN

- **Iterative Design.** This iterative conceptual design phase will quickly assess program and design options. Each option and iteration will be supported by comparative budgets to facilitate informed decision making. We will use **parametric modeling in this phase to facilitate rapid iteration of design options.**

- **Goal Validation.** We will hold a facilitated goal check-in session, informed by program validation, the benchmarking tour and concept design, to confirm and fine tune the overall project goals. If necessary, goals will be revised at this stage. Goal validation captures the benefits of the learning curve that the stakeholders have gone through in the intervening steps.

#### SCHEMATIC DESIGN

- **Iterative Design.** The design team will work with the City to define building layout and configuration. The public safety SME's, designers and construction/pre-construction team will work collaboratively to develop a design that provides a world-class public safety training academy—meeting the City's design excellence expectations and remaining within the project budget. We will use BIM to facilitate coordination of the design with the project estimate. We will use **parametric modeling in this phase to optimize design elements such as the facade.**
## SCHEMATIC DESIGN CONTINUED

- **Workforce Coordination.** Early in schematic design, our design team will work with our workforce development partner, APAC, to identify the target trades for our community workforce development plan. Decisions will be made based on skills that can be developed in the intervening time to sub-contract awards and construction materials and methods that align with the project budget. Our design team will then work within the palette of materials and construction techniques that maximize the ability for success in meeting workforce goals during construction.

- **Value Engineering Review.** This will begin with a value engineering (VE) brainstorming session and conclude with a menu of VE suggestions. The menu will indicate pros and cons, costs and interdependencies between VE items. At the conclusion of this review, we will lead stakeholders through a prioritization exercise identifying items that will be incorporated immediately and items that will be developed parallel with the schematic design for possible inclusion later.

- **Sustainability / Building Performance Workshop.** The purpose of this session is to look beyond meeting mandated sustainability goals such as LEED to provide a truly innovative, campus approach to sustainability and building performance. This approach will focus on user comfort, resource use, productivity and community benefit. The output from this session will define a clear approach to meet mandated sustainability guidelines while also identifying innovation initiatives.

- **Integrated Specialty Design.** The design team will work with specialty product and system providers to incorporate elements such as the burn tower, firing range and tactical props. Through our team’s vast experience with these special design considerations, we can guide the City through the options and alternatives available. It should be noted that our design partner, Tactical Design North, has designed and constructed custom tactical elements such as burn towers and tactical props. This direct experience will benefit the City by closely integrating tactical props into the building design, which will drive to lower cost of tactical props through intelligent design and shared training areas.

- **Stakeholder Walk-through.** We will conduct a walk-through of the design with key stakeholders to facilitate buy-in and ownership of the design decisions made by the City project leaders in the Design Development Phase.

- **Develop Early Bid Packages.** The Schematic Design Phase will provide sufficient detail to allow the progression into early bid packages for site/civil, foundations, structural frame and major MEP equipment. Early bid packages will mitigate market risk ahead of City Council approval for significant portions of the project budget without limiting the ability for the City to refine design and program decisions in post-GMP design and project development.

## PLANNING & ZONING APPROVALS

- **PD Process.** Through ongoing and early work with the Planning and Zoning Department we will proceed with the PD process, allowing planning requirements to be carried into the GMP ahead of City Council approval.

## GMP DETERMINATION PHASE

- **GMP Definition.** We will determine GMP scope using historical knowledge of the complexity of public safety training facilities, site investigation work, market feedback through outreach to the subcontracting community and early bid packages. In addition, we will include appropriate contingencies and allowances as mutually agreed to by the City and based on specific budget risks and unknowns.
To benefit the City with a plan for the risk of unforeseen conditions and final buy-out, the GMP will include prioritized VE and add alternate items.

- **GMP Scope Definition Document.** A final SD design package will be provided to clearly identify the building parameters, including program areas, building system definitions, materials, finishes, technology, functional requirements, site layout, security requirements and performance, etc. We will use a combination of drawings, narratives, tables and schedules to convey this scope. This document will be produced and finalized in coordination with the City and approved by the Executive Committee. It will be included with the GMP and attached to the design-build contract.

### Design Development

- **Iterative Design.** The design team will work with the City to reach the final building configuration, building systems definition and development and the look and feel of the interiors. In addition, the design team will coordinate with the City departments such as IT and Security for integration into the final design. The public safety SME’s, designers and construction/pre-construction team will work collaboratively to develop a design that provides a world-class public safety training academy—meeting the City’s design excellence expectations and remaining within the project budget. **We will use BIM to facilitate design coordination with the project estimate. We will use parametric modeling in this phase to optimize design elements such as the facade. We will use engineering add-ins to coordinate with the BIM model to develop a high performance and sustainable building.**

- **Workforce Check-in.** Early in design development, our design team and workforce development partner, APAC, will confirm that the community workforce development plan and design are aligned. In addition, we will share progress with the subcontractor community during the ongoing Contractor Outreach meetings.

- **VE Review.** Now that the level of detail in the design is picking up, a formal VE Review session will be held. Attendees will include discipline design leads, City stakeholders, the construction team and the pre-construction team.

- **Specialty Design Outreach and Feedback.** The City and the design-build team will sit down with design and manufacturers of specialty design items such as tactical props, technology systems and burn tower to closely integrate these elements with the overall design and planned training approach. This provides close integration of these specialty elements with the building systems, reducing redundancies and increasing shared infrastructure.
DESIGN DEVELOPMENT CONTINUED

- **Critical look at Sustainability / Building Performance Approach.** While the sustainability and performance plan set in Schematic Design will be tracked throughout design, we will look critically at the plan value during this session, which will be informed by market tested cost data and the further refinement of the design. If necessary, the plan will be adjusted to achieve the maximum ROI for the City of Chicago.

- **Scope Validation Session.** We will conduct a walk-through and page turn with the project team to validate the design decisions in context with one another and to confirm that the Design Development set is aligned with City expectations. Any necessary revisions will be incorporated into a Design Development approval set.

- **Stakeholder Walk-through.** We will conduct a walk-through of the design with key stakeholders to facilitate buy-in and ownership of the design decisions made by the City project leaders in the Design Development Phase. 

  *We will use the 3D BIM model to facilitate this walk-through.*

- **Early Package Permitting Sets.** We will develop permit sets for site/civil infrastructure and foundations.

- **Finalization of Early Package Bids.** Bids obtained prior to GMP and City Council approval will be reconciled with the final permit sets.

- **Specialty Design Bid Packages.** Performance based bid documents will be developed for the specialty design elements such as tactical props.

- **Design Development Scope Definition Document.** We will provide a final Design Development package to clearly identify the building parameters including validation of program areas, building system design, materials, finishes, technology, functional requirements, final site layout, security requirements and performance. We will use a combination of drawings, narratives, tables and schedules to convey this scope. This document will be produced and finalized in coordination with the City and approved by the Executive Committee. This approval must be maintained before proceeding to the Final Design and Construction Documents Phase.

**DESIGN DEVELOPMENT APPROVAL**
Final Design/Construction Documents will proceed with the approval of the Design Development set.

**EARLY PACKAGE PERMITTING**
Permits will be obtained for Site Civil Infrastructure and Foundations.

**EARLY PACKAGE NTP**
This is the first of the multiple NTP’s to be issued for the bid and permitted work for Site Civil Infrastructure and Foundations. In addition, a NTP will be pursued for long lead equipment and structural elements as required. It is noted that NTP will only be provided after an approved compliance plan is obtained.

**FINAL DESIGN/ CONSTRUCTION DOCUMENTS**
- **Collaborative Design.** The design team will work with the City to finalize facility design. The public safety SME’s, designers and construction/pre-construction team will work collaboratively

**EARLY PACKAGE CONSTRUCTION**
- Construction will proceed on early work such as site/civil infrastructure and foundations.

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**ONGOING COMMUNICATION COORDINATION**
- Estimate Updates
- Schedule Updates
- Scope Updates
- Regulatory Agency Coordination
- Subcontractor/Management Outreach
- Community & Environment
- Planning & Zoning Coordination
- Workforce Development

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to develop a design that provides a world-class public safety training academy—meeting the City’s design excellence expectations and remaining within the project budget. **We will use BIM to facilitate coordination of the design with the project estimate, to coordinate with subcontractors and to develop and test the high-performance building approaches. We will use parametric modeling in this phase to optimize design elements such as the facade.**

- **VE Final Direction.** The design-build team will work with the City to identify specific deduct and add alternates to include in the Construction Documents.

- **Specialty Design.** The selected specialty design contractors will join the design-build team so that their documentation can be developed simultaneously with the Final Design. We will look to find efficiencies in bid scope between the specialty components and the overall facility.

- **Sustainability / Building Performance Confirmation.** The integrated design-build team will review the current design to confirm compliance with the Sustainability / Building Performance plan.

- **Scope Validation Session.** We will conduct a walk-through and page turn with the project team to validate the design decisions in context with one another and to confirm that the Final Design set is aligned with the City’s expectations. Any necessary revisions will be incorporated into the Construction Documents.

- **Stakeholder Walk-through.** We will conduct a walk-through of the design with key stakeholders to facilitate buy-in and ownership of the design decisions made by the City project leaders in the Final Design Phase. **We will use the 3D BIM model to facilitate this walk-through.**

- **Contract Documents.** Final Construction Documents will be produced. Documents will incorporate direction given during the scope validation session and stakeholder walk-through, will be consistent with any agreements made with regulatory agencies during ongoing coordination and will include deduct and add alternates to optimize the use of City funds to achieve maximum value.
BIDDING

- The design-build team will use an open bid approach to provide transparency through the bidding process. We intend to roll subcontracted work into multiple NTP’s so that the work can be awarded as the design-build team confirms that best value has been achieved. As a benefit of the ongoing contractor outreach and targeted workforce development that began in the Schematic Design GMP Phase, the City will exceed participation and hiring goals.

PERMITTING

- The design-build team will work closely with the City to shepherd the project through the permitting process. If beneficial, we will also work with a permit expeditor. Beginning early in the Schematic Design GMP Phase and proceeding through Final Design, we will have worked closely with the regulatory agencies to provide a smooth permit review process.

MULTIPLE NTP’S

- As outlined earlier in the proposal, we propose a multiple NTP approach. This will allow subcontracts to be awarded as scopes of work have been validated and corresponding Schedule of Values and M/WBE Compliance Plans to be completed, maintaining best value to the City and aligning with the City compliance requirements and processes.

CONSTRUCTION

- During the Construction Phase, as the construction manager has been fully engaged since the inception of design, the design manager will remain fully engaged until Project Close-Out to provide consistency and successful execution of the design decisions made and validated by the City. The design-build team will lead weekly OAC meetings where the schedule will be tracked against the critical path, project contingencies and allowances will be managed, coordination with City agencies and stakeholders will be maintained and the M/WBE Compliance plan will be executed. In addition, our community outreach team will work to keep the community engaged in the success of the project.

TRAINING / COMMISSIONING

- During construction, the design-build team will work with the City Project Manager to coordinate necessary training and commissioning with the appropriate City representatives. The design-builder will schedule and lead training so that the handover of the facility runs smoothly upon completion. These activities will be carried into the overall project schedule.
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<th>ONGOING COMMUNICATION COORDINATION</th>
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<tr>
<td>MOVE-IN</td>
<td>The project schedule will include the coordinated activities to allow a smooth and efficient move-in by the City of Chicago, and the Police and Fire Departments.</td>
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Specialized Design Considerations

**Fire Training**

The Chicago fire training area will include administrative offices for training staff and instructors; instructional areas for in-service and recruits including various size classrooms; multipurpose areas; and resource areas. This area is intended to provide the Fire Department with “state-of-the-art” facilities that will provide effective and realistic simulation tools, equipment, systems and scenarios to support the critical training requirements of the firefighters. Some public functions will need to be accommodated such as the citizen’s fire academy in a community room setting.

Fire training will include multiple classrooms of various sizes. These are intended to be hands on training and may be used for briefings, rescue training and other activities such as CPR training/certification. As always, a resource room is included for all the training materials and research required. Offices for instructors are adjacent to the classrooms which can accommodate video conferencing.

Dive Training Pool is provided in the RFP program and will be designed with the training regime in mind. Other facilities that this team has designed include a 75-foot by 12-foot deep training pool.

**Fire Mock Training Village**

The drill hall/scenario building will be used for the mock training village. This area will be designed for specific environments such as apartments, convenience/retail stores, banks, bars, fast food stores, etc. These spaces can be set up in typical block type arrangement so that forced entry and control scenarios can be run as part of the exercise. Briefing areas to set up the scenarios are designated adjacent to these areas. We have developed a conceptual design for the drill hall, included in the design approach.

**8-Story High Rise, Propane Fueled Burn Building**

The training area includes an eight-story training tower and burn building. While not completely programmed yet, this tower and burn building is likely to contain working elevators, dummy elevators, internal and external stairs, simulated electrical panel fire, and multiple balconies. The burn building will have smoke available on command, a bedroom fire and hallway flashover scenarios. Additional scenarios to be utilized in this burn building include a common attic with a mansard roof for checking fire extension. Other props may include a kitchen fire, grease flare up and hood fire. We have developed a conceptual design for this building, included in the design approach.

**Fire Training Field**

The training field will have environmentally safe, live fire training that may include a moveable automobile fire, flammable liquid fire prop, horizontal propane tank fire and a flammable fuel tanker fire. These props represent the most common training activities.

**2-Story Class A Burn Building**

The Class A burn structure will be constructed with a concrete structure and concrete masonry units infill. The buildings floors will include fire brick throughout to prevent spalling of the concrete. Ceilings, overhangs and lintels will be equally protected with refractory tiles. In order to provide the best training scenarios, multiple locations with the structure will be utilized for initial burn areas and interior walls constructed of CMU will be relocated periodically to change up the situation. The burn house may have an exterior stair and an internal stairway. Most likely, the ceiling/roof structure will be sloped to simulate attic and pitched roof scenarios. The building will include moveable doors and window shutters that can be easily replaces. Provisions should be made for closing off the openings to simulate dense smoke conditions. Drains should be located near the prop to collect the runoff from firefighting activities. We have developed a conceptual design for this building, included in the design approach.
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AECOM will help the City create and deliver appropriate facilities for high quality, state-of-art-training of the next generation of public safety personnel and ongoing training of current safety personnel.

Preliminary Programming Critique

Our Public Safety Training Subject Matter Experts have taken a preliminary look at the RFP program to provide a brief overview of how the program might be improved during the upcoming design phases. In reviewing the program we have found areas where:

- Training could be improved by a different configuration
- The program and project budget could benefit from efficiencies without jeopardizing the quality of training
- Program elements may be missing

In all cases, this critique aims to suggest adjustments and refinements that will meet the City of Chicago’s goal—to provide a world-class training facility that will set the standard across the nation.

Design Challenges

A key factor in development of a training academy begins with the segregation of the various functions from public to academic to simulation training to full scale practical training, i.e., clean to dirty, quiet to noisy, etc. This is done to implement the overriding principle of safety and security for all participants. It is not clear in the initial diagrams what the separation of the disparate functions would be, but it appears that high impact training, such as the EVOC course, is located next to the academic building. In addition, the fire training props are located close to the residential neighborhood and between two major academy buildings. This will create a hazard and nuisance when activities are occurring on that pad, leading to possible environmental complaints. In reviewing the prevailing wind patterns, we suggest that the fire props be located to the south on the combined training pad to minimize the neighborhood impact and maintain a safe training environment for the Public Safety agencies.

One of the stated goals is to maximize joint training efficiencies. In the RFP program and layout, the JPSTA Building 2 is located separate from the main academic building and from the practical training areas, including fire props and joint scenario-based training. This arrangement does not allow for collaborative fire and police training within the interior scenario-based training activities. Our proposed approach maximizes the amount of interaction in the practical training areas as well as “casual” common interaction in areas such as the lunch room, cafeteria and lockers, which have been located at the intersection of the academics and the practical areas. To encourage comradery, we have located the staff and trainee entrance at this intersection. We propose an integrated indoor/outdoor training scenario building as a centerpiece of the practical training area. This multi-story facility will promote joint operations in various scenarios that can be carried out in both inside and outside environments.
For safety and security, the original planning document does not clearly delineate the vehicular traffic and parking for public, officer or staff vehicles and training routes. There should be clear public entrance and parking. Similarly, the officer and staff vehicle entrance should be separated and include a gated and secured parking area. Secondary entrances are located remotely to facilitate service and apparatus clearances as well as an alternate access in case the main entrance is blocked.

The RFP plan does not show a clear way for the community to engage with the Academy. It does not appear that there is a physical engagement with the public on critical elements such as the museum, community rooms or even the “Stay Alive” House for the CFD. We propose a community park which is accessible from dedicated public parking and from Chicago Ave. The park would extend from west to east – reaching out to the Orr High School Campus. A secondary, limited use public entrance could be located at intersection of Kostner Avenue to provide access the gymnasium and future diving pool.

**Initial Value Engineering Recommendations**

One of the items not identified in the RFP is the inclusion of provisions for stormwater on the site. We propose to use the basin as a training feature to provide a realistic scenario for vehicle extraction from water hazards. Properly equipped, this feature can effectively take the place of the “dive pool.” Additionally, we propose that the basin be configured to allow for a variety of training environments, such as a canal.

To the maximum extent possible, our approach has been to combine academic elements and the practical training areas. This allows for a more effective training environment and also has the added benefit of creating an efficient building. We have identified shared use within the practical training areas. For instance, single structures like fire “burn” tower incorporates scenario areas for both class “A” and class “B” fires.

In order to maximize the collaboration among the services, we have incorporated the major scenarios onto a consolidated training pad. This will allow separate scenarios to be run by the departments and allow for the appropriate safety clearances to be maintained.

We have centralized the scenario building and drill hall to allow for both inside and outside training elements without the need for stand-alone single use props. This arrangement promotes interactive training and accommodates “dirty” classrooms for briefing space both prior to and after action. We recommend incorporating as many as possible “real life” scenarios into the facility which will be used by both services. In fact, we are showing the elevated “El” scenario be included in the drill hall/scenario building which will allow both the fire service (for elevated rescue scenarios) and police service (for contained take-down scenarios) to utilize the prop. This is located in close proximity to other buildings so that real life urban situations can be simulated.

Our initial review of the project proposed program identified the need to develop the academic program for each service in order to maximize the classroom usage. To that end, we have standardized the size of the classrooms and maximized flexibility to create a more efficient classroom footprint without affecting training quality or capacity. Our experience with the programming and design of other public safety academies throughout the country, the agencies consistently report very limited usage of large scale, tiered auditoriums and most directors indicate that they would have rather utilized that budget for training areas. Therefore, we propose providing several large classrooms which can be configured together to accommodate large group functions and a re-purposing of that budget toward training facilities.

Our analysis of the project budget indicates that we will need to work with the City to identify a program that can be deferred to a future phase. We are suggesting that a full size gym be constructed initially and planned to double the size with a future addition.

Another approach to maximize public funds in the JPSTA is to look for program elements that can attract additional funding streams. We believe that the Stay Alive House is one of those elements. This important City program is ideal for a sponsorship to cover the costs. We have located the Stay Alive House on the site where it not only has easy community access, but also lends itself to an attractive location for a sponsor.

Finally, we propose that the firing ranges (25 yard ranges) be constructed in a separate single-story facility. The structure and enclosure are simplified to accommodate those functions while still achieving ballistic and sound containment for full dynamic training scenarios. We have oriented this range so that the natural sound path will travel away from the neighborhood.
Conceptual Site Plan and Site Design Narrative

Our site approach is based on:

- An organization with safety and efficiency in mind
- Clearly identified public and academy spaces meaning this plan gives back to the community
- Security integrated into the landscape to maximize openness without compromising safety
- A logical use of the site based on the known site soil characteristics and surrounding infrastructure
- Master planned for future expansion
- A campus that promotes state-of-the-art training

The following pages detail AECOM’s conceptual site plan beginning with the JPSTA project site layout.

Building Outlines and Adjacencies

AECOM arranged the JPSTA in a clear diagram leading from the public entrance to the academy on the western portion of the site at Kilbourn Avenue, to the physical training and common spaces which serves as the central trainee and in-service personnel entrance to the practical training areas.

Site Entrance(s), Roads and Driveways

The main site entrance for the public is at the cross street of Kilbourn Avenue and Chicago Avenue. A new connector (Kilbourn Street Extension) is created to connect to Kilbourn on the south side of the site. This connector includes a small public parking area. It is intended that police and fire personnel could enter off Chicago or Kilbourn on the south to access the secure parking area located south of the academy building. The connector would be secured with a gate each night to prevent traffic from short cutting through the site. The staff lot would be secured with a gatehouse and access controlled crash rated gates and reversible lanes to handle the ingress and egress throughout the day. Secondary access and emergency exits are provided to the bus access drive connecting to the intersection of Kostner Avenue at Chicago Avenue. The practical training areas are secured internally from the main staff parking area for safety. Larger apparatus can access the practical training area via the CTA bus access drive. Service areas are also located off of the CTA Bus Drive and will include a truck screening area so that the site can remain secure.

Figure 1: AECOM’s design takes into account both public and secure site access. We also segregated the various academy functions, from public to academic to simulation training to full scale practical training, to implement the overriding principle of safety and security for all participants.
Parking and Walkway Locations
Public parking is provided along the new Kilbourn Connector to provide immediate access to the public areas of the academy such as the public safety museum, community room and lobby. This parking area will also serve the future “Stay Alive” House and potential Public Safety Explorers Pavilion located in the new community “Point” park. Staff parking is located closest to the academic wing where the offices are located on the lower levels. Trainee and in-service personnel parking is located closest to the officer commons or hub. This parking area also allows for members to park close to the practical training areas including the firing range.

Public walkways are provided from the public parking area to the main entrance. New sidewalks are provided along the entrance connector road from Chicago Avenue. One the hallmarks of our concept is the development of the public park in the point which will include a walking path and connection to the adjacent neighborhood across Chicago via a “High Line” like pedestrian bridge at the former railroad abutments. This would connect to a walking path adjacent to the railroad right of way to Augusta Boulevard.

Similarly, we are proposing that a park/green space be developed along Chicago Avenue to connect east toward the Orr Academy High School. This would connect at the sidewalk along the street beginning at Kostner Avenue intersection. Further, the new JPSTA will have a public pedestrian connection for special events near the Kostner intersection.

We are proposing a running track for trainees that follows the secure perimeter fence around the practical training pad area and continues west of the firing range.

Loading Dock(s) and Waste/Recycling Collection Locations
All service functions with loading and dumpsters will be located along the CTA Bus Access Drive with a secure gate and truck screening area. This will interface with the kitchen/cafeteria area in the central hub of the facility. This entrance would also allow with deliveries for equipment and ammunition as well as collection of lead from the range via the training pad. No loading docks are anticipated for this area.

Landscaping Concept
With the development of the “Point” park along with the linear art park along Chicago Avenue, landscaping plays an important part of the concept. Existing trees will be used to the extent possible but will need to be trimmed to follow the basic principles of Crime Prevention Through Environmental Design (CPTED) which requires visibility for natural surveillance of the area. We will use current berms to highlight the landscape concept but also for natural and unobtrusive security protection. Likewise we will be using low walls, planters and bollards as elements to protect the building and occupants.

As the concept for the “Point” park develops, we envisioned community amenities such as a skate park to serve a community need for group activities. We noted that a civic skate group exists already that would be able to take advantage of this community asset.

Finally, and previously mentioned, we would like to explore the idea of planning a bridge across Chicago Avenue to connect the new Public Safety Point Park to the adjacent neighborhoods.

Preliminary Outdoor Lighting Plan
Lighting around the site is designed to complement the campus type atmosphere of the facility. Lighting along the new Kilbourn Connector will be typical for Chicago street lighting with accents for the park area and entrance. The public parking area will be well lit with lower parking lot standards. Similarly, the staff parking area will be well lit with low level light standards to prevent light spill over to adjacent areas. It is envisioned that there will be some light fixtures in the training area to simulate real street scenarios.

Site Utility Concepts – Fire Hydrants etc.
An existing 14-foot, 3-inch by 14-foot, 3-inch concrete sewer runs under the site from north to south, flowing from Kilbourn Avenue north of the site to Kilbourn Avenue south of the site. This sewer has a 20-foot wide permanent easement associated with it within the site, and we have developed the proposed site layout to accommodate this constraint.
The overall concept for site utilities is to bring primary electricity, data, natural gas and water into the site near Kostner Avenue, with redundant service connections provided as necessary. Combined sewer would leave the site near Kostner Avenue. The site sanitary and storm sewers would connect into the existing 30-inch combined sewer along Chicago Avenue.

The training fire water demand is unknown at this point, thus we will explore city supply and on site fire water re-use for training. It may be feasible to utilize a city water connection directly from Chicago Avenue to operate on-site hydrants on an occasional basis; however, if hydrant usage requirements are such that pressures are lowered to unacceptable levels in the vicinity, then it may become necessary to investigate creating an on-site pressurized ring main for training that will utilize the pond as storage.

**Preliminary Assumptions Regarding Site Grading and Soil Retention Removal**

**Grading and Floor Slabs**

The building floor slabs, can be constructed on grade assuming proper ground preparation procedures are utilized. Due to varying elevations across the site, we anticipate mass grading will be required to level the site. The final surface should be stripped of all vegetation, debris, railroad ties, trees, concrete/asphalt slabs and any otherwise unsuitable fill material to the design subgrade elevation. The stripped surface should be first compacted with a heavy vibratory steel drum roller and then proof-rolled using a rubber-tired vehicle weighing at least 25 tons such as a fully-loaded six-wheeler or dump truck. Subgrade areas found unsuitable during the proofroll should be over excavated and replaced with structural backfill.

We anticipate reusing as much stripped material for berms and other land forms around the site. The existing four to six foot berm along the length of Chicago Avenue will be reshaped and extended to fit the new Academy Building profile. This will serve as a visual barrier at the ground level from the street. As the design develops, we may be able to reuse the material for additional berms particularly at the west wall of the firing range facility.

Floor slabs-on-grade should be underlain with a minimum of 12 inches of well compacted granular fill. Floor slabs should be isolated from foundations to permit relative movement without distress. Floor slab reinforcing and joint details should be carefully considered to minimize distress.

**Fire Training Prop Area**

For lightly loaded structures in this area, it may be possible to support footing or mat foundations on the existing fill. The foundations would need to be designed for a low bearing pressure on the order of 1000 psf. Use of this foundation system would also assume that unlike the buildings, these structures are not sensitive to settlement. The base of foundation excavations should be probed to identify any unsuitable soils to be removed and compacted as much as possible to densify the subgrade. For this option, grade slabs or pavement in this area should be prepared similar to floor slabs, as discussed above.

**Reuse of Site Soils**

Mass grading and foundation excavations (footings, drilled shafts, utilities and basements) will yield soil material consisting of the on-site existing fill material. We anticipate that approximately 80 percent of the excavated material will consist of granular type fill material which likely will be able to be reused on-site for general grading and fill. The remaining 20 percent is estimated to be clayey fill soils or soils containing a prohibitive amount of debris and deleterious material. The clay soils will likely be too costly to process and compact. Therefore, the clay fill material will have limited potential for reuse. One exception could be to consider using the clay for a liner in a detention basin.

**Preliminary Assumptions Regarding Stormwater Detention**

The southeast corner of the proposed site will be used for stormwater detention. The soils in this area are typical of the site with the near surface soils consisting of granular urban fill. It appears that the groundwater table is situated at a relatively shallow depth of 3 to 5 feet below grade in this area which may affect design of a detention area. Also, testing indicates that the existing granular fill has a permeability of approximately 10^-3 cm/second. This is indicative of relatively permeable soil which would be anticipated for granular type of material. A detention basin constructed in this type of soil may require a liner to prevent seepage out of the basin.
The stormwater concept is to convey runoff from the site to a large pond located in the southeast corner of the site to meet Chicago Department of Water Manager requirements for stormwater rate control and volume control, assuming that oversized detention is allowable. The pond would have a top area of roughly 2 acres, with 5 feet of depth reserved for stormwater detention, and the bottom 20 feet remaining filled for training uses. If during later design stages this concept is found to be incompatible with planned training uses of the pond, the training and driving pad provides sufficient open area for underground storage chambers to be utilized for stormwater detention. Oil-water separators are included in the concept to account for potential contaminants from training activities entering the runoff. As design proceeds, we will further investigate the potential contaminants and associated treatment requirements.

**Life Safety Egress Plans with Identification of Security and Access Control Points**

Security will be strictly controlled within the staff and training areas of the site. Near the public entrance on the Kilbourn Connector will be the primary vehicle secure access to the staff parking. This will be a card access gate with a guardhouse for screening vehicles as they enter. Gates will be separate for ingress and egress to limit gate travel time and permit quicker access. There will also be a pedestrian secure gate near the main entrance leading to the walkway along the southern face of the academy. There will also be a gate to limit crossing traffic the Kilbourn connector after hours.

We have designed a larger secure entrance off of the CTA Bus Access Road to permit larger vehicles such as fire apparatus and specialty police vehicles to enter the practical training area. This entrance will have crash rated gates to prevent unauthorized access to the training area. Service vehicles and delivery trucks will also use this entrance as this is closer to the loading area and dumpsters/recycling area.

A gate will be used at the entrance to the training area to prevent POV’s from entering the active training pad. Finally, for secondary emergency access and egress there is an additional entrance on the eastern side of the site leading to the CTA Bus Access Road.

It is intended that the entire facility will be fenced and include landscape elements to prevent pedestrian and vehicle incursions onto the site.

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**Figure 2:** Security will be strictly controlled within AECOM’s site layout. There is a clear public entrance and parking. Similarly, the officer and staff vehicle entrance are separated and include a gated and secured parking area. Secondary entrances are located remotely to facilitate service and apparatus clearances as well as an alternate access in case the main entrance is blocked.
Sustainability Features
By the very nature of locating the JPSTA at 4301 Chicago Avenue, which was a former railroad yard up until the 1980's, this site will qualify for the High Priority Site credits under the LEED V4. This provision for remediation of brownfield sites allows for two possible credits on the scorecard. Also the fact the Public transport is immediately available along Chicago Avenue will qualify the site for at least one point for Access to Quality Transit.

We will investigate options for rainwater management. As currently planned the stormwater detention pool can be utilized as a source for water for the training fire hydrant loop. It is understood that the requirement is a LEED Silver facility.

Existing Conditions
Background Information Sources
AECOM has performed this geotechnical review based on review of the following documents:

- “Proposed Site Plan – Joint Public Safety Training Academy (JPSTA)” prepared by 2FM and dated June 29, 2017 which shows the limits and general layout of the proposed project

- “Preliminary Report of Soils Exploration – SWC of Kilbourn Avenue and W. Chicago Avenue” prepared by Testing Service Corporation (TSC) dated April 28, 1998. This report contains the boring logs and laboratory testing results from nineteen (19) soil borings performed in 1998 to depths of approximately 20 to 25 feet below the ground surface. These borings are presented as the “B” series borings on Figure 3.

- “DRAFT – Soil Exploration and Analysis for Preliminary Site Development – Police & Fire Training Campus” prepared by Midland Standard Engineering & Testing, Inc. (MSET) dated August 28, 2017. This report contains the boring logs and laboratory testing results from twenty-four (24) soil borings performed in 2017 to depths of approximately 15 to 40 feet below the ground surface. These borings are presented as the “SB” and “ESB” series borings on Figure 3.

Figure 3: As part of AECOM’s review, we have compiled and show the locations of the various soil borings across the project site.
Subsurface Conditions
AECOM reviewed the soil boring information obtained from the TSC and MSET borings. The generalized subsurface profile is discussed below. It is important to note that this discussion is based on a preliminary review of the soils information and does not provide a comprehensive summary of all conditions encountered.

Fill Soils
Non-engineered fill soils were encountered at the ground surface at all boring locations and typically extended to approximately 10 to 15 feet below the ground surface which corresponds to average elevations of approximately 90 to 95 feet (CCD), although elevations of the bottom of the fill ranged from approximately 87 to 100 feet (CCD). The deepest fill was encountered in Boring B-3 near the northwest corner of the site and extended to a depth of 21 feet below the ground surface (el. 92 feet). The fill soils are erratic in both density and composition. The fill soils were generally medium dense granular soils consisting primarily of sand and gravel with trace amounts of clay and generally included USCS group symbols: SP, SM, SC, and GP. The fill soil was erratic in composition and contained brick, scrap metal, glass, concrete and trace amounts of organic material although no evidence of trash or significant deposits of wood were observed. In addition to the granular soils, some areas of fill contained silty to sandy clay (USCS: CL) soils. Borings with clay fill soils have been delineated on the attached Figure 3.

Organic Soils
Soft and wet organic soils were identified beneath the fill soils in most locations across the project site. These soils were generally organic silts and organic/high moisture content clays (USCS: CL-CH, OL, MH) which are soft and generally have moisture contents ranging from approximately 35 to 55 percent. The most significant deposit of organic soils was located in the northwest corner of the site where the organic soils ranged from 2.5 to 5 feet thick. Elsewhere, an organic soil layer was frequently observed and was found generally be approximately 1 foot thick, although a few isolated locations were identified with organic soil layers between 2 to 3 feet thick as identified on Figure 3. It should be noted that the thin organic layers, which are inferred to be the topsoil from the historic (pre-filling) ground surface, were encountered more frequently in the MSET borings than in the TSC borings. Based on our review of the logs, we anticipate that the old topsoil layer is present across the entire site although it may not have been identified in all of the TSC borings due to the sampling protocol used during the exploration program.

The thicker organic soil layers are not suitable for foundation and support and the low strength and high compressibility present the risk of unacceptable post-construction settlement for foundations placed above these layers. In addition, excavation to remove these soils will be difficult due to the considerable depth at which the layers are located. It is anticipated that areas with thicker organic soil layers, such as at the northwest corner of the site, are not desirable locations for building construction.

Native Clay Soils
Native clay soils consisting of silty clay (USCS: CL) and silt (USCS: CL-ML, ML) soils were encountered beneath the fill and organic soil layers. These soils were generally stiff to hard with calibrated penetrometer values ranging from 1.0 tsf to greater than 13 tsf. These soils were typically very stiff with calibrated penetrometer values averaging between approximately 2 to 3 tsf with stiffness increasing with depth below the ground surface. The depths to these native soils ranged from 5 to 21 feet below the ground surface and were typically encountered between approximately elevations 87 to 92 feet CCD.

Groundwater
Groundwater was encountered in most of the soil borings in the form of open-borehole water level measurements and wet soil samples. The groundwater depth ranged from approximately 3 to 25 feet below the ground surface, but was typically around 10 feet deep which corresponds to elevations 90 to 96 feet CCD. It appears that these groundwater levels represent a perched groundwater table within the upper fill soils.
Figure 4. Aerial View
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Figure 5. View from Chicago Avenue
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Figure 6. View from Point Park
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Figure 7. View of Staff and Service Member Entry
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Figure 8. Site Plan
Figure 9. First Floor
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Figure 10. Second Floor
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Figure 11. Third Floor
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Figure 12. Training Pad
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Figure 13. Drill Hall Interior Elevations

INTERIOR NORTH ELEVATION

INTERIOR SOUTH ELEVATION

INTERIOR WEST ELEVATION

INTERIOR EAST ELEVATION
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Figure 14. Drill Hall Exterior Elevations

EXTERIOR NORTH ELEVATION

EXTERIOR SOUTH ELEVATION

EXTERIOR EAST ELEVATION

EXTERIOR WEST ELEVATION
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Figure 15. Burn Tower Elevations

- SOUTH ELEVATION
- WEST ELEVATION
- NORTH ELEVATION
- EAST ELEVATION
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Figure 16. Burn Building Elevations

SOUTH ELEVATION

EAST ELEVATION

NORTH ELEVATION

WEST ELEVATION
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Construction Implementation Plan
Construction Implementation Plan

Approach to Scheduling and Construction Sequencing

The best approach and the approach that AECOM takes to the project schedule is to be proactive. Proactive in establishing and managing the critical path as well as managing stakeholders expectations. At the onset, our team will develop a schedule that will include the major milestones beginning with the development of the GMP.

Further, proper planning necessitates the collection of all known information, anticipated requirements and specific client objectives, and the active and continual engagement of the owner, engineer, consultants and key subcontractors. This information helps to create an accurate master schedule, listing durations and milestones for all critical activities. This schedule is tracked and updated weekly, and a look-ahead analyses of critical items is performed to monitor team progress and effectively mitigate unanticipated issues.

AECOM uses industry standard Primavera P6 Enterprise scheduling software for developing and maintaining the project schedule. Since each subcontractor is made part of the productivity and unit cost discussion early on, they become part of the solution to optimize the schedule with their respective productivity input during pre-construction. All relevant information from the architect, consultants and owner is incorporated into the schedules to optimize accuracy. We use the Six Week Look Ahead Schedule as a key tool for summarizing, tracking and communicating upcoming schedule milestones. The master schedule is the first pass in a schedule audit process that repeats itself throughout the project duration—diligently searching for days and weeks of saved time, thus resulting in faster completions and cost savings.

Chicago Regulatory and Stakeholder Approvals during the Permit Process

AECOM will administer and coordinate the required City of Chicago permits and authorizations related to the JPSTA project, as we have for many projects completed in Chicago. We help our clients secure all necessary permit and agency signoffs required for construction. Our construction management experience has evolved with the building industry in Chicago and we are acutely aware of the requirements for safety; utility protection and accommodation; street closings; excavation and foundation construction requirements; guidelines for use of equipment, such as hoists and cranes; as well as filing of plans depicting logistics, access points, staffing areas, etc. To expedite the process, we will develop a communication plan in collaboration with the City as part of our on boarding process, led by Project Manager Andrew Hellermann.

*AECOM will work with the City to secure design phase approvals and city planning approvals in a timely fashion consistent with the JPSTA development schedule. Our team will co-locate construction and design personnel to streamline the design-build process and better capture the many benefits of integrated design-build delivery. This results in higher quality design, and allows us to mitigate risks as a team.*
Maintaining Budget and Schedule During Construction

We know that effective preconstruction is the hallmark of budget and schedule control during the construction phase. Our process begins assembling bid packages that include information shown on the plans and coordinated scope so that no work gets lost between trade contractors. Issuing detailed accurate subcontracts means you have targeted the area of risk, allowing the project team to proactively manage the risk. Focusing the team on the “grey” areas is critical so that there is no scope/cost creep.

Schedule management is no different to effective budget management. Determining the critical path activities during preconstruction and including the required durations and manpower commitments in each subcontract is critical to maintaining the schedule. When the critical path is established, it becomes the primary focus of the project team. This allows the team to understand what and how outside influences can impact the critical path. The team will constantly look for opportunities to accelerate critical path activities.

Cost Management

Cost Control

AECOM’s accounting processes will allow the CIT and the City to review all costs and records associated with construction of the JPSTA project at any time, keeping you informed to the current cost status. We typically provide, on a monthly basis, a comprehensive cost status report, presenting for each budget line item the actual costs incurred on the project to date plus forecasted costs compared to budgeted amounts. This report includes the amount of each subcontract award, approved and anticipated change orders and all other anticipated costs for the project. A key element in accurately forecasting costs is to identify pending and proposed changes and to systematically incorporate the anticipated cost of these changes into our accounting system. We are responsible for tracking pending and proposed changes on an ongoing basis. As they are identified, they are incorporated into our cost control system.

Our cost control efforts are managed using AECOM’s project controls system, which uses CMiC construction software. CMiC assists us in documenting and maintaining all of our cost control, engineering and superintending efforts. In providing an integrated project control system, we can maintain control over a tremendous volume of project information that can be stored, managed and retrieved almost instantaneously. This allows project personnel to concentrate on other critical aspects of the construction. Features of our project controls system include subcontract and budget tracking, cost-to-date and cost-to-complete information.

Project Accounting

AECOM uses a comprehensive cost control system to provide accurate and timely information regarding a project’s financial condition. The heart of the system revolves the job cost analysis (JCA). This report provides a monthly review of the financial status of a project. To some degree, we also use this information to benchmark the physical progress of a project as it relates to the cost incurred.

All information listed in a JCA is supported by detailed cost reports, subjective cost forecast worksheets and budget adjustments. In turn, invoice copies and time sheets support all cost reports. All documents that become part of the support for the JCA require management review and approval. This normally takes place at the jobsite and is the responsibility of the project manager and the project accountant. Additionally, contract management must approve all budget entries and subcontractor invoices before final processing by corporate accounting. Corporate accounting must review and approve these same invoices, as well as miscellaneous invoices and time sheets, before any payments can be made.

AECOM uses computer software that allows all field offices immediate access to cost, budget, accounts payable and accounts receivable information for their projects. All information is current at the time of inquiry. This same system also allows us to quickly process payables. Processing time for non-subcontract invoices averages one and one-half days from the time that an invoice is received until it is paid. Subcontractor invoices are paid within the terms of the subcontract agreement.
Change Control

AECOM’s approach to change control is a follow up process from the preconstruction, scope definition and bid packaging procedures. Early scope definition defines the complete and anticipated scope of work. We prepare our bid package to include the scope of work that we predict will be required to complete the entire project. Our vast experience in complex projects combined with our project cost history reports allows us to execute the work as planned.

AECOM works as a team from preconstruction to final delivery. Change control requires anticipation and a good plan to prevent unanticipated changes. Combined with good schedule management and communication, AECOM maintains the project budget by responding quickly to the project challenges. We are successful in change control by early identification, option analysis and timely decisions to control the schedule and maintain the project budget.

Schedule Management

Master Schedule

As the project transitions from preconstruction to construction, the master schedule becomes the tool for managing the balance of the design, bidding and procurement process as well the construction work occurring at the project site. The master schedule at this transition stage would contain an extensive amount of preconstruction items with many of the tasks already completed. These completed tasks could be filtered out of the schedule to better illustrate the balance of the tasks requiring completion. The construction portion of the master schedule should contain full detail for construction of tasks that have been bid and awarded and summary level information for those items remaining to be purchased. As each successive package is awarded, each new contractor will have an opportunity to participate in providing input into scheduling their portion of the work within the time frames established in the master schedule.

Look-Ahead

The master schedule can be organized and filtered in certain ways to create various other useful documents. These include an executive summary schedule:

- Summarizing large groups of similar tasks into individual lines for long-term global planning and analysis
- Rolling two-week “look-ahead” schedules prepared on a weekly basis for short interval planning during the weekly contractor coordination meetings
- Rolling two-month “look-ahead” schedules prepared for use by the owner and architect for intermediate interval planning
- Individual subcontractor schedules containing only the items performed by a specific contractor for a detailed analysis of performance by that contractor
- Schedules showing tasks by the geography of the project as opposed to a sort by the trade performing the work, which can be organized by building, by level in the building, by area or even by individual rooms

AECOM can prepare a detailed work-list, punch-list and turnover schedule, if needed, to compare current progress against target baselines in a graphic and/or tabular format in any of the above-mentioned schedules.

Schedule Comparison

The master schedule is a dynamic tool that will be constantly monitored to reflect the actual progress of the work and revised as necessary to handle the changing conditions inherent in all construction operations. We use Claim Digger, which is part of Primavera P6, to provide an audit trail of all changes that are made from one schedule to the next revision of the schedule. This program identifies all duration changes, logic revisions, resource loading revisions, changes and additions to actual dates and percentages, etc. The schedule comparison report the program generates becomes an attachment to the monthly schedule narrative report. We have an “open-book” philosophy on all our construction management projects and will provide electronic schedule information via diskette or e-mail to the client or his designated representative.
Coordination between the Construction Team, Design Team and Critical Third Parties

We pride ourselves in our ability to be responsible stewards of our clients' budgets. Our experienced design and construction professionals have time and again demonstrated our ability to take the lead in forming cohesive teams with facilities departments and stakeholders to successfully drive a program from conception to final occupancy with professional attention to details, quality and schedule.

AECOM will employ an integrated approach in developing and managing the process from NTP through construction and into operations. Sensitive to area in which the JPSTA will be built, we will focus on design while maximizing local participation across all project disciplines.

As depicted in our organization chart, Andrew Hellermann will be the team's overall manager, interfacing with CIT and the City for the duration of the project through the design and construction phases, and will manage all AECOM personnel, subcontractors and vendors. He will interact closely with the design team to deliver seamless construction and design support services to CIT and the City. Managing Director Denise Casalino will ensure that FM receives the resources required to do the work. AECOM's other project team members will fill the roles shown on the organizational chart.

Kick-Off Meeting

We will facilitate a meeting to be attended by CIT and the City's key representatives, design team's key members and design-assist key team members. The agenda will include introductions; individual roles; goal review / confirmation; budget review; communications procedures; master project schedule, milestone dates, and important constraints; current design status; remaining design schedule; code / permit status; and site conditions, existing conditions and constraints of adjacent activities.

In order to facilitate a streamline and efficient flow of information AECOM will offer to be the single point of contact for exchange of information for CIT and the City. AECOM will be responsible for dispersing correct information to the team in a timely manner.

Design Phase / Preconstruction

During the design phase, AECOM will perform the following:

- Develop phasing and disruption plans for existing site and building
- Refine the project schedule adding additional activities, monitoring progress to ensure dates are met for design milestones
- Provide continuous constructability reviews
- Monitor the design team's progress and address issues requiring resolution
- Monitor a "Hot List" of items requiring timely responses
- Provide input on market conditions and technology
- Obtain subcontractor input to validate internal estimates
- Develop various size contracts to ensure that there is a variety of contract value packages so that there is maximum participation by smaller subcontractors
- Develop site logistics plan indicating access, parking, office location, fencing, etc.
- Provide value engineering ideas and cost impacts for review by team
- Utilize BIM technology to assist in coordination of the design
- Conduct existing conditions investigation and account for any issues through design and pricing
- Provide continuous cost updates to ensure owner's budget is met

Finally, Our team has extensive experience with public safety and training facility design and programming and our builders know how to build in the City and together they understand the key criteria in the construction of JPSTA and the concerns of the stakeholders. They will not have a learning curve to overcome, and we are uniquely qualified to successfully manage construction projects in the urban environment. Administering to the safety concerns of the public, motorists and nearby businesses are paramount considerations in the planning and execution of our work.
Our Approach to Subcontractor and Subconsultant Procurement

As part of our subcontractor bid process, we pre-qualify subcontractors so that any subcontractor bidding the project is able to successfully complete the work. We look for subcontractors who have proven that they have both the financial strength and the manpower, including local and Chicago workforce, to meet the project schedule. We will prepare bid packages and receive and analyze bids, ensuring that the complete scope of work required is included in each bid. This process ensures that the project budget will not be exceeded and that changes orders (or kept to an absolute minimum) will not be needed.

AECOM designers, in preparing bid documents, will show all necessary information to enhance competitive bidding. We solicit bids from multiple firms in each category of work and analyze bids for completeness and reasonability for review by Owner. We identify long-lead items and recommend pre-purchase as needed to maintain schedule and avoid delays. Local hiring requirements will be clearly stated in all subcontractor solicitations. We will provide workforce development support through our team and APAC to connect community residents to jobs and subcontractors to qualified candidates.

AECOM will host job fairs to inform contractors, suppliers, civic organizations and advocacy organizations of contracting and employment opportunities. Workforce development and supplier diversity are key elements of our subcontracting approach, and team members Deborah Farmer, Carol Adams and APAC will work closely with our designers and builders to identify training and outreach opportunities early to prepare candidates for jobs. Mishaune Sawyer and ERS will proactively work with the design builders to help structure bid packages to maximize MBE/WBE opportunities. To this end, AECOM has and will continue to exercise due diligence in the procurement process, in order to ensure the best value subcontractors and subconsultants are utilized and diversity and local hiring goals are exceeded.

Subcontractor and Subconsultant Challenges

We are familiar with the market and have outstanding relations with the vendors and subcontracting community, interacting with them on a daily basis. This lends strength, credibility and reliability to our preconstruction effort. The early budgets that we will deliver will be accurate and form a foundation that will be dependable; allowing the project team to make steadfast fiscal plans for the construction of the JPSTA.

We will participate in and host several targeted outreach events during the early phases of the project. These events are the most effective, interactional way to promote participation with the development team, connect M/WBE firms to large business subcontractors, and reach out to the general public about the project. This promotes transparency with the local communities and stakeholders. AECOM’s goal during our various outreach events is to address pre-award concerns, such as:

- Most Responsive Bidder (i.e., combining price, commitment to MBE/WBE and local hiring preferably exceeding those goals, demonstration of good faith efforts, and other relevant concerns)
- Low Bidders should be able to articulate Best Value Proposition
- Low Bidders should continue to aggressively work towards increasing their diversity spend before, during and after the bid

Early Subcontractor Involvement

AECOM will conduct timely outreach meeting(s) to inform interested prime contractors, subcontractors, suppliers and advocacy organizations of the project, its goals, scope of work, anticipated bid schedule and other information pertinent to the project. Following the outreach meeting, we will organize a team-building session to facilitate networking between primes and subcontractors, and M/WBEs and non-M/WBEs. Prime bidder attendance will be strongly encouraged and may factor in the verification of the bidder’s compliance with the project’s good faith effort program.

We will work with the City to incorporate early subcontractor involvement while maintaining the benefits of competitive pricing. For specialty areas such as burn tower, firing range components we will define performance level bid packages to select these firms during the design process so that their design deliverables can be incorporated into and coordinated with the overall design.
SECTION 4

Pricing Submittals
Pricing Submittal (Form 6)
FORM 6: PROPOSAL PRICING COMMITMENTS

Each Respondent must complete this submittal form in its entirety. Any Proposal that does not include this Form 6, or includes an incomplete Form 6, will be deemed “Non-Responsive”. Maximum Cost Caps, Unit Costs, and Percentage Mark-up Fees, provided here shall not fluctuate or be eligible for revision.

PART A
MAXIMUM DESIGN COST CAP

Instructions:
In the table below each Respondent must provide their bid for the maximum total cost of the complete Project design, expressed as a percentage of the Project’s total GMP. The capped total design cost or “Maximum Design Cost” as it appears in this Part A of Form 6 shall specifically mean the total cost for all Project Design Services and deliverables as defined in the DB Agreement Template provided in RFP Volume II, including all 3rd party reimbursable site investigation costs and all construction administration services provided by design/engineering professionals. Design services compensation will be based on the City approved DB invoices documenting hours worked at previously agreed to hourly rates plus third-party reimbursable costs for site investigations. Total design services compensation, including construction administration, cannot exceed the Maximum Design Cost as calculated by multiplying the GMP by the maximum design cost percentage provided in this Form 6 Part A.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>MAX COST (% of GMP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAXIMUM TOTAL DESIGN COST (as percentage of total Project GMP)</td>
<td></td>
</tr>
</tbody>
</table>

PART B
MAXIMUM GENERAL CONDITIONS + GENERAL REQUIREMENTS COST CAP

Instructions:
In the table below each Respondent must provide their bid for the maximum combined total cost of the Project’s General Conditions and General Requirements, expressed as a percentage of the Project’s total GMP. The capped “Maximum General Conditions and General Requirements Cost” as it appears in this Part B of Form 6 shall specifically mean the maximum combined total cost of all construction project management services and temporary jobsite equipment and services as described in the General Conditions and General Requirements sections of the DB Agreement Template Provided in RFP Exhibit A, Section 4.2

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>MAX COST (% of GMP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAXIMUM TOTAL GENERAL CONDITIONS + GENERAL REQUIREMENTS COST</td>
<td></td>
</tr>
</tbody>
</table>
PART C
DESIGN-BUILDER FEE MULTIPLIER

Instructions:
In the table below each Respondent must provide their bid for the percentage mark-up multiplier that will be applied to eligible Project costs that will determine the Design-Builder fee. The ("Design-Build Multiplier") as it appears in this Part C of Form 6 shall specifically mean the fixed percentage mark-up applied to all eligible and documented Project costs to determine the total compensation for the Design-Builder’s overhead and profit. The Design-Build Multiplier provided in the table below will be a fixed percentage multiplier applied to eligible and documented Project costs as outlined in RFP Exhibit A, Section 4.3.

<table>
<thead>
<tr>
<th>DESCRIPTION</th>
<th>FEE MULTIPLIER</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESIGN-BUILDER FEE MULTIPLIER (percentage multiplier applied to Project costs)</td>
<td></td>
</tr>
</tbody>
</table>

PART D
DESIGN SERVICES HOURLY LABOR RATE SCHEDULE

Instructions:
Each Respondent must provide an hourly labor rate schedule, similar to the format shown below, for design and engineering professionals, as described in Exhibit A, Section 4.4.

<table>
<thead>
<tr>
<th>DESIGN SERVICES POSITION</th>
<th>FULLY LOADED HOURLY RATE ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example (Lead Architect)</td>
<td>$ XX.XX</td>
</tr>
<tr>
<td>Please attached pages.</td>
<td>$ XX.XX</td>
</tr>
</tbody>
</table>

PART E
GENERAL CONDITIONS HOURLY LABOR RATE SCHEDULE

Instructions:
Each Respondent must complete an hourly labor rate schedule, similar to the format shown below, for personnel anticipated to participate in management and coordination of the JPSTA construction phase, as outlined in Exhibit A, Section 4.5.

Note: The schedule does not need to include hourly rates for Third-Party General Requirement costs.

<table>
<thead>
<tr>
<th>GENERAL CONDITIONS POSITION</th>
<th>HOURLY RATE ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example (Construction Project Manager)</td>
<td>$ XX.XX</td>
</tr>
<tr>
<td>Please attached pages.</td>
<td>$ XX.XX</td>
</tr>
</tbody>
</table>
## Design Services Position

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Director</td>
<td></td>
</tr>
<tr>
<td>Principal-in-Charge</td>
<td></td>
</tr>
<tr>
<td>Sr. Project Manager</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
</tr>
<tr>
<td>Project Manager Assistant</td>
<td></td>
</tr>
<tr>
<td>Not Used</td>
<td></td>
</tr>
<tr>
<td>Sr. Architect/Interior Designer</td>
<td></td>
</tr>
<tr>
<td>Architect/Interior Designer</td>
<td></td>
</tr>
<tr>
<td>Associate Architect/Interior Designer</td>
<td></td>
</tr>
<tr>
<td>Jr. Architect/Interior Designer</td>
<td></td>
</tr>
<tr>
<td>Sr. Structural Engineer</td>
<td></td>
</tr>
<tr>
<td>Structural Engineer</td>
<td></td>
</tr>
<tr>
<td>Associate Structural Engineer</td>
<td></td>
</tr>
<tr>
<td>Jr. Structural Engineer (EIT/FE Level)</td>
<td></td>
</tr>
<tr>
<td>Tactical Training Architect</td>
<td></td>
</tr>
<tr>
<td>Sr. MEP Engineer</td>
<td></td>
</tr>
<tr>
<td>Sr. Fire Protection Engineer</td>
<td></td>
</tr>
<tr>
<td>MEP Engineer</td>
<td></td>
</tr>
<tr>
<td>Fire Protection Engineer</td>
<td></td>
</tr>
<tr>
<td>Associate MEP Engineer</td>
<td></td>
</tr>
<tr>
<td>Associate Fire Protection Engineer</td>
<td></td>
</tr>
<tr>
<td>Jr. MEP Engineers (EIT/FE Level)</td>
<td></td>
</tr>
<tr>
<td>Jr. Fire Protection Engineers (EIT/FE Level)</td>
<td></td>
</tr>
<tr>
<td>Sr. Civil Engineer</td>
<td></td>
</tr>
<tr>
<td>Civil Engineer</td>
<td></td>
</tr>
<tr>
<td>Assoc. Civil Engineer</td>
<td></td>
</tr>
<tr>
<td>Jr. Civil Engineer</td>
<td></td>
</tr>
<tr>
<td>Survey</td>
<td></td>
</tr>
<tr>
<td>Intern</td>
<td></td>
</tr>
<tr>
<td>Administrative Support</td>
<td></td>
</tr>
<tr>
<td>Sr. CADD Technician</td>
<td></td>
</tr>
<tr>
<td>CADD Technician</td>
<td></td>
</tr>
<tr>
<td>Community Outreach</td>
<td></td>
</tr>
<tr>
<td>Workforce Development Lead</td>
<td></td>
</tr>
</tbody>
</table>
# General Conditions Position

<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Executive</td>
<td></td>
</tr>
<tr>
<td>Project Director</td>
<td></td>
</tr>
<tr>
<td>Sr. Project Manager</td>
<td></td>
</tr>
<tr>
<td>Project Manager</td>
<td></td>
</tr>
<tr>
<td>Assistant Project Manager</td>
<td></td>
</tr>
<tr>
<td>Project Engineer</td>
<td></td>
</tr>
<tr>
<td>Sr. Superintendent</td>
<td></td>
</tr>
<tr>
<td>Site Superintendent</td>
<td></td>
</tr>
<tr>
<td>Assistant Superintendent</td>
<td></td>
</tr>
<tr>
<td>Safety Director</td>
<td></td>
</tr>
<tr>
<td>Chief Estimator</td>
<td></td>
</tr>
<tr>
<td>Estimator</td>
<td></td>
</tr>
<tr>
<td>Project Accountant</td>
<td></td>
</tr>
<tr>
<td>Certified Payroll Specialist</td>
<td></td>
</tr>
<tr>
<td>Intern</td>
<td></td>
</tr>
<tr>
<td>BIM/VDC Manager</td>
<td></td>
</tr>
<tr>
<td>BIM/VDC Engineer</td>
<td></td>
</tr>
<tr>
<td>Scheduling Manager</td>
<td></td>
</tr>
<tr>
<td>Project Scheduler</td>
<td></td>
</tr>
<tr>
<td>Pre-Construction Manager</td>
<td></td>
</tr>
</tbody>
</table>
Administrative Submittals
Proposal Check List (Form 1)
# Proposal Checklist

**FORM 1: RFP RESPONSE CHECKLIST**

**JOINT PUBLIC SAFETY TRAINING ACADEMY REQUEST FOR PROPOSALS (RFP)**

**PROPOSAL SUBMITTAL ADMINISTRATIVE CHECKLIST**

NOTE: THIS CHECKLIST IS INTENDED TO ASSIST RESPONDENTS BUT MAY NOT BE A COMPLETE LIST OF REQUIRED DOCUMENTATION. RESPONDENT IS SOLELY RESPONSIBLE FOR ENSURING THAT ITS PROPOSAL INCLUDES ALL REQUIRED DOCUMENTS.

### Section 1 – General Information

- X Part A - Proposal Cover Letter (Form 2)
- X Part B - Executive Summary
- X Part C - Respondent Information (Form 3)
- X Part D - Management Structure
- X Part E - MBE/WBE Participation Plan and Commitments Form (Form 7)
- X Part F - Workforce Development Plan

### Section 2 – Design and Construction Qualifications

- X Part A - Project Experience
  - X Design Experience (Form 4-A)
  - X Construction Experience (Form 4-B)
  - X Past Project References Contact Information (Form 5)
  - X Past Project Descriptions
- X Part B - Design/Build Key Personnel
  - X Key Personnel Qualifications and Resumes
  - X Commitment of Design/Build Key Personnel to Project
- X Part C - Construction Project Management Qualifications
  - X Budgets and Cost Controls on Past Projects
  - X Ability to Meet Schedules on Past Projects

### Section 3 – Project Approach

- X Project Delivery Approach
  - X Part A - Overall Project Delivery Approach
Part B - Collaborative Design Approach
Part C - Conceptual Design
Part D - Construction Implementation Plan

Section 4 – Proposal Pricing Commitments

Proposal Pricing Commitments (Form 6)

Section 5 – Administrative Submittals

Part A - RFP Response Check List (Form 1)
Part B - Surety Letter(s)
Part C - Confidential Contents Index
Part D - Legal Stipulations
Part E - Conflicts of Interest
Part F - Insurance
Part G - Exceptions
Part H - Economic Disclosure Statement (EDS) (Form 8)
Surety Letter(s)
Surety Letter(s)

The following pages contain AECOM’s surety letter.
This page is intentionally left blank.
August 3, 2018

The Chicago Infrastructure Trust
35 E. Wacker Drive, Suite 1450
Chicago, Illinois 60601

RE: Hunt Construction Group, Inc.
Joint Public Safety Training Academy
Request for Proposals

To Whom It May Concern:

The undersigned surety companies are pleased to consider contract bonds for the Lead Design-Builder, Hunt Construction Group, Inc. In accordance with Section 5.2 Part B of the RFP, the Lead Design-Builder is capable at the time of the Proposal submission of obtaining a performance and payment bond in an amount of at least $70 Million for the Joint Public Safety Training Academy.

Their single bond limit is in excess of $70 Million with the total aggregate bonding capacity in excess of $5 Billion and such capacity exists for the Lead Design-Builder. The sureties have read this RFP and evaluated the Lead Design-Builder's backlog and work-in-progress in determining its bonding capacity.

We have the utmost confidence in the integrity and ability of the Lead Design-Builder and believe they have the necessary financial and operational capacities to successfully complete the referenced project. We are pleased to convey our highest recommendations.

This letter is not an assumption of liability, nor is it a bid bond or a performance bond. It is issued as a bonding reference requested from us by the Lead Design-Builder.

All sureties below are US Treasury Listed and authorized to do business in the State of Illinois. Federal Insurance Company has a current A.M. Best rating of A++ XV, which they have enjoyed for the past three years. National Union Fire Insurance Company of Pittsburgh, PA has a current A.M. Best rating of A XV. In the past three years their A.M. Best rating has been A XV. Liberty Mutual Insurance Company has a current A.M. Best rating of A XV. In the past three years their A.M. Best rating has been A XV. Zurich American Insurance Company has a current A.M. Best rating of A+ XV. In the past three years their A.M. Best rating has been A+ XV and A XV. Hartford Fire Insurance Company has a current A.M. Best rating of A+ XV. In the past three years their A.M. Best rating has been A+ XV. Berkshire Hathaway Specialty Insurance Company has a current A.M. Best rating of A++ XV, which they have enjoyed for the past three years.

Sincerely,
This page is intentionally left blank.
Federal Insurance Company  
National Union Fire Insurance Company of Pittsburgh, PA  
Liberty Mutual Insurance Company  
Zurich American Insurance Company  
Hartford Fire Insurance Company  
Berkshire Hathaway Specialty Insurance Company

By: Kari Davis, Attorney-in-Fact
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CALIFORNIA ALL-PURPOSE ACKNOWLEDGMENT  CIVIL CODE §1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

County of _____Los Angeles_____

On ______AUG 03 2018____ before me, B. Wong, Notary Public, personally appeared Kari Davis who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

(seal)  
Signature  

B. Wong, Notary Public

[Signature and seal of B. Wong, Notary Public]
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Power of Attorney
Federal Insurance Company | Vigilant Insurance Company | Pacific Indemnity Company

Know All by These Presents, That FEDERAL INSURANCE COMPANY, an Indiana corporation, VIGILANT INSURANCE COMPANY, a New York corporation; and PACIFIC INDEMNITY COMPANY, a Wisconsin corporation, do each hereby constitute and appoint Terence V. Cunningham, Karl Davis, Martha Gonzales, Joaquin Perez and Brenda Wong of Los Angeles, California, their true and lawful attorneys in fact to execute under such designation in their names and to affix their corporate seals to and deliver for and on their behalf as surety thereon or otherwise, bonds and undertakings and other writings obligatory in the nature thereof (other than bail bonds) given or executed in the course of business, and any instruments amending or altering the same, and consents to the modification or alteration of any instrument referred to in said bonds or obligations.

In Witness Whereof, said FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY have each executed and attested these presents and affixed their corporate seals on this 5th day of December, 2017.

Dawn M. Chioros, Assistant Secretary.

[Signature]

Stephen M. Haney, Vice President.

[Signature]

STATE OF NEW JERSEY
County of Hunterdon

On this 5th day of December, 2017 before me, a Notary Public of New Jersey, personally came Dawn M. Chioros, to me known to be Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY, the companies which executed the foregoing Power of Attorney, and the said Dawn M. Chioros, being by me duly sworn, did depose and say that she is Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY and knows the corporate seals thereof, that the seals affixed to the foregoing Power of Attorney are such corporate seals and were thereto affixed by authority of said Companies; and that she signed said Power of Attorney as Assistant Secretary of said Companies by like authority, and that she is acquainted with Stephen M. Haney, and knows him to be Vice President of said Companies; and that the signature of Stephen M. Haney, subscribed to said Power of Attorney is in the genuine handwriting of Stephen M. Haney, and was thereto subscribed by authority of said Companies and in duplicate present.

Notarial Seal

Katherine A. Adaluart
NOTARY PUBLIC OF NEW JERSEY
No 2316992
Commission Expires July 15, 2019

CERTIFICATION

Resolutions adopted by the Boards of Directors of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY on August 30, 2016.

RESOLVED, that the following authorities relate to the execution, for and on behalf of the Company, of bonds, undertakings, recognizances, contracts and other written commitments of the Company entered into in the ordinary course of business (each a "Written Commitment"): (1) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise.

(2) Each duly appointed attorney-in-fact of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, to the extent that such action is authorized by the grant of powers provided for in such person's written appointment as attorney-in-fact.

(3) Each of the President and the Vice Presidents of the Company is hereby authorized to execute any Written Commitment for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company to be specified in such written appointment, which specification may be by general type or class of Written Commitments, or by specification of one or more particular Written Commitments.

(4) Each of the Chairman, the President and the Vice Presidents of the Company is hereby authorized to appoint in writing any person as attorney-in-fact of the Company with full power and authority to execute, for and on behalf of the Company, under the seal of the Company or otherwise, such Written Commitments of the Company as may be specified in such written appointment, which specification may be by general type or class of Written Commitments, or by specification of one or more particular Written Commitments.

(5) The signature of any officer or other person executing any Written Commitment or appointment or delegation pursuant to this Resolution, and the seal of the Company, may be affixed by facsimile on such Written Commitment or written appointment or delegation.

FURTHER RESOLVED, that the foregoing Resolution shall not be deemed to be an exclusive statement of the powers and authority of officers, employees and other persons to act for and on behalf of the Company, and that such Resolution shall not limit or otherwise affect the exercise of any such power or authority otherwise validly granted or vested.

I, Dawn M. Chioros, Assistant Secretary of FEDERAL INSURANCE COMPANY, VIGILANT INSURANCE COMPANY, and PACIFIC INDEMNITY COMPANY (the "Companies") do hereby certify that:

(i) the foregoing Resolutions adopted by the Board of Directors of the Companies are true, correct and in full force and effect.

(ii) the Companies are duly licensed and authorized to transact surety business in all 50 of the United States of America and the District of Columbia and are authorized by the U.S. Treasury Department, further, Federal and Vistage are licensed in the U.S. Virgin Islands, and Federal is licensed in Guam, Puerto Rico, and each of the Provinces of Canada except Prince Edward Island; and

(iii) the foregoing Power of Attorney is true, correct and in full force and effect.

AGU 03 2018

Given under my hand and seals of said Companies at Whitehouse Station, N.J. this ________________

[Signature]

Dawn M. Chioros, Assistant Secretary.
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POWER OF ATTORNEY

American Home Assurance Company
National Union Fire Insurance Company of Pittsburgh, PA.
Principal Bond Office: 175 Water Street, New York, NY 10038

KNOW ALL MEN BY THESE PRESENTS:

That American Home Assurance Company, a New York corporation, and National Union Fire Insurance Company of Pittsburgh, PA., a Pennsylvania corporation, does hereby appoint

[Signature]

its true and lawful Attorneys-in-Fact, with full authority to execute on its behalf bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business, and to bind the respective company thereby.

IN WITNESS WHEREOF, American Home Assurance Company and National Union Fire Insurance Company of Pittsburgh, PA, have each executed these presents

this 9th day of July, 2018

[Signature]

Michael Yong, Vice President

STATE OF NEW YORK

COUNTY OF NEW YORK

On this 9th day of July, 2018, before me came the above named officer of American Home Assurance Company and National Union Fire Insurance Company of Pittsburgh, PA., to me personally known to be the individual and officer described herein, and acknowledged that he executed the foregoing instrument and affixed the seals of said corporations thereto by authority of his office.

[Signature]

JULIANA HALENBECK
Notary Public - State of New York
No. RHN19825071
Commission Expires April 15, 2021

CERTIFICATE

Excerpts of Resolutions adopted by the Boards of Directors of American Home Assurance Company and National Union Fire Insurance Company of Pittsburgh, PA, on May 18, 1976:

"RESOLVED, that the Chairman of the Board, the President, or any Vice President be, and hereby is, authorized to appoint Attorneys-in-Fact to represent and act for and on behalf of the Company to execute bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, and to attach thereto the corporate seal of the Company, in the transaction of its surety business."

"RESOLVED, that the signatures and attestations of such officers and the seal of the Company may be affixed to any such Power of Attorney or to any certificate relating thereto by facsimile, and any such Power of Attorney or certificate bearing such facsimile signatures or facsimile seal shall be valid and binding upon the Company when so affixed with respect to any bond, undertaking, recognizance and other contract of indemnity and writing obligatory in the nature thereof."

"RESOLVED, that any such Attorney-in-Fact delivering a secretarial certification that the foregoing resolutions are in effect may insert in such certification the date thereof, said date to be not later than the date of delivery thereof by such Attorney-in-Fact."

I, Martin Bogue, Assistant Secretary of American Home Assurance Company and of National Union Fire Insurance Company of Pittsburgh, PA, do hereby certify that the foregoing excerpts of Resolutions adopted by the Boards of Directors of these corporations, and the Powers of Attorney issued pursuant thereto, are true and correct, and that both the Resolutions and the Powers of Attorney are in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the facsimile seal of each corporation

this 3rd day of August, 2018.

[Signature]

Martin Bogue, Assistant Secretary
THIS POWER OF ATTORNEY IS NOT VALID UNLESS IT IS PRINTED ON RED BACKGROUND.

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

Certificate No. 7955527

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

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Tanzer V. Cunningham; Karl Davis; Martha Gonzales; Michelle Larkin; Kathy R. Mair; Joaquin Perez; Brenda Wong

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

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this ___ day of December, 2017.

STATE OF PENNSYLVANIA
COUNTY OF MONTGOMERY

On this ___ day of December, 2017, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes contained herein by signing on behalf of the Corporation by himself as a duly authorized officer.

IN WITNESS WHEREOF, I, have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year above written.

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

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

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this ___ day of ___, 20__.

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

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

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 11th day of September, A.D. 2017.

ATTEST:

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

By:__________________________
Dawn E. Brown
Assistant Secretary

By:__________________________
David MCVICKER
Vice President

State of Maryland
County of Baltimore

On this 11th day of September, A.D. 2017, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, DAVID MCVICKER, Vice President, and DAWN E. BROWN, Assistant Secretary, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, deposed and sworn, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

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

Constance A. Dunn, Notary Public
My Commission Expires: July 9, 2019

POA-F 012-2748V
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POWER OF ATTORNEY

KNOW ALL PERSONS BY THESE PRESENTS THAT:

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

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

Tenzer V. Cunningham, Kari Davis, Martha Gonzalez, Joaquin Perez, Brenda Wong of LOS ANGELES, California

Up to the amount of Unlimited:

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

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

John Gray, Assistant Secretary

M. Ross Fisher, Senior Vice President

STATE OF CONNECTICUT

COUNTY OF HARTFORD

On this 11th day of January, 2016, before me personally came M. Ross Fisher, to me known, who being by me duly sworn, did depose and say that he resides in the County of Hartford, State of Connecticut, that he is the Senior Vice President of the Companies, the corporations described in and which executed the above instrument, that he knows the seals of the said corporations; that the seals affixed to the said instrument are such corporate seals; that they were so affixed by authority of the Boards of Directors of said corporations and that he signed his name thereto by like authority.

Sara M. Stanko
Notary Public
My Commission Expires March 31, 2018

CERTIFICATE

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

Signed and sealed at the City of Hartford.

AUG 03 2018

Kevin Heckman, Assistant Vice President
Power Of Attorney

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY
NATIONAL INDEMNITY COMPANY / NATIONAL LIABILITY & FIRE INSURANCE COMPANY

Know all men by these presents, that BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 100 Federal Street, 20th Floor, Boston, Massachusetts 02110, NATIONAL INDEMNITY COMPANY, a corporation existing under and by virtue of the laws of the State of Nebraska and having an office at 3024 Harney Street, Omaha, Nebraska 68131 and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, a corporation existing under and by virtue of the laws of the State of Connecticut and having an office at 100 First Stamford Place, Stamford, Connecticut 06902 (hereinafter collectively the “Companies”), pursuant to and by the authority granted as set forth herein, do hereby name, constitute and appoint: Brenda Wong, Teresa V. Cunningham, Jeannine Perez, Kurt Davis, Martha Gonzalez, 777 South Figueroa Street of the city of Los Angeles State of California, the true and lawful attorney(s)-in-fact to make, execute, seal, acknowledge, and deliver, for and on their behalf as surety and as their act and deed, any and all undertakings, bonds, or other such writings obligatory in the nature thereof, in pursuance of these presents, the execution of which shall be as binding upon the Companies as if it has been duly signed and executed by their regularly elected officers in their own proper persons. This authority for the Attorney-in-Fact shall be limited to the execution of the attached bond(s) or other such writings obligatory in the nature thereof.

In witness whereof, this Power of Attorney has been subscribed by an authorized officer of the Companies, and the corporate seals of the Companies have been affixed hereto this date of April 12, 2018. This Power of Attorney is made and executed pursuant to and by authority of the Bylaws, Resolutions of the Board of Directors, and other Authorizations of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, which are in full force and effect, each reading as appears on the back page of this Power of Attorney, respectively.

BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY,

By: ____________________________
David Fields, Executive Vice President

NATIONAL INDEMNITY COMPANY,
NATIONAL LIABILITY & FIRE INSURANCE COMPANY,

By: ____________________________
David Fields, Vice President

NOTARY
State of Massachusetts, County of Suffolk, ss:

On April 12, 2018 before me appeared David Fields, Executive Vice President of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY and Vice President of NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, who being duly sworn, says that his capacity is as designated above for such Companies; that he knows the corporate seals of the Companies; that the seals affixed to the foregoing instrument are such corporate seals; that they were affixed by order of the board of directors or other governing body of said Companies pursuant to its Bylaws, Resolutions and other Authorizations, and that he signed said instrument in that capacity of said Companies.

[Notary Seal]

GEOFFREY A. DELISIO
Notary Public
Commonwealth of Massachusetts
My Comm. Expires November 29, 2024

I, Ralph Tortorella, the undersigned, Officer of BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY, NATIONAL INDEMNITY COMPANY and NATIONAL LIABILITY & FIRE INSURANCE COMPANY, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies which is in full force and effect and has not been revoked. IN TESTIMONY WHEREOF, see hereunto affixed the seals of said Companies this August 1, 2018.

[Signature]

Officer

BHSIC, NICO & NLF POA (2018)
BERKSHIRE HATHAWAY SPECIALTY INSURANCE COMPANY (BYLAWS)

ARTICLE V.

CORPORATE ACTIONS

EXECUTION OF DOCUMENTS:

Section 5. (b) The President, any Vice President or the Secretary, shall have the power and authority:

(1) To appoint Attorneys-in-fact, and to authorize them to execute on behalf of the Company bonds and other undertakings, and

(2) To remove at any time any such Attorney-in-fact and revoke the authority given him.

NATIONAL INDEMNITY COMPANY (BY-LAWS)

Section 4. Officers, Agents, and Employees:

A. The officers shall be a President, one or more Vice Presidents, a Secretary, one or more Assistant Secretaries, a Treasurer, and one or more Assistant Treasurers none of whom shall be required to be shareholders or Directors and each of whom shall be elected annually by the Board of Directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the Board of Directors, and shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the Board of Directors; and the Board of Directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the corporation.

NATIONAL INDEMNITY COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BY-LAWS)

ARTICLE IV

Officers

Section 1. Officers, Agents and Employees:

A. The officers shall be a president, one or more vice presidents, one or more assistant vice presidents, a secretary, one or more assistant secretaries, a treasurer, and one or more assistant treasurers, none of whom shall be required to be shareholders or directors, and each of whom shall be elected annually by the board of directors at each annual meeting to serve a term of office of one year or until a successor has been elected and qualified, may serve successive terms of office, may be removed from office at any time for or without cause by a vote of a majority of the board of directors. The president and secretary shall be different individuals. Election or appointment of an officer or agent shall not create contract rights. The officers of the Corporation shall have such powers and rights and be charged with such duties and obligations as usually are vested in and pertain to such office or as may be directed from time to time by the board of directors; and the board of directors or the officers may from time to time appoint, discharge, engage, or remove such agents and employees as may be appropriate, convenient, or necessary to the affairs and business of the Corporation.

NATIONAL LIABILITY & FIRE INSURANCE COMPANY (BOARD RESOLUTION ADOPTED AUGUST 6, 2014)

RESOLVED, That the President, any Vice President or the Secretary, shall have the power and authority to (1) appoint Attorneys-in-fact, and to authorize them to execute on behalf of this Company bonds and other undertakings and (2) remove at any time any such Attorney-in-fact and revoke the authority given.
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Confidential Contents Index
Confidential Content Index

RFP Requirement
A page executed by the Respondent that sets forth the specific items in the Proposal (specifying Section, Part and page numbers within the Proposal at which such items are located) that the Respondent deems confidential, trade secret or proprietary information protected by the Illinois Freedom of Information Act (as described in RFP Section 8.23).

Hunt, AECOM and Berglund’s Response
Hunt Construction Group, Inc., AECOM Services of Illinois, Inc. and Berglund Construction Company asks that the Chicago Infrastructure Trust, in coordination with the City of Chicago and the Department of Fleet and Facility Management keep this proposal, in its entirety, confidential until award.
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Legal Stipulations
Legal Stipulations

AECOM Services of Illinois, Inc. Note
AECOM Services of Illinois, Inc. is a wholly owned indirect subsidiary of AECOM, a publicly traded corporation comprised of over 100 operating entities worldwide. There is no central database which tracks the information of all the related entities which may fall under common ownership with it. Therefore, AECOM Services of Illinois, Inc. provides the following responses to the best of its knowledge, information and belief formed after reasonable inquiry on behalf of AECOM Services of Illinois, Inc. only unless expressly stated otherwise. Should you require further information, including any specific questions about specific affiliates of AECOM Services of Illinois, Inc. or any of the information provided below, please contact the Region Counsel, Michael Klerer at Michael.Klerer@aecom.com.

RFP Requirement 5.4.1–Legal Issues

Identify and explain any significant anticipated legal issues which the Respondent must resolve in order to carry out the Project and anticipated obligations under a DB Agreement.

AECOM’s Response
Upon good faith review, formed after reasonable inquiry, AECOM Services of Illinois, Inc. has not identified any legal issues as defined in this question and would not reasonably have a material adverse effect on AECOM Services of Illinois, Inc. or its ability to perform under this or any other contract.

RFP Requirement 5.4.2–Legal Liabilities

Provide a list and a brief description of all instances during the last five years involving projects in which the Respondent (or any other organization that is under common ownership with the Respondent) or any Prime Team Member was (i) determined, pursuant to a final determination in a court of law, arbitration proceedings or other dispute resolution proceeding, to be liable for a material breach of contract or (ii) terminated for cause. For each instance, identify an owner’s representative with a current phone and e-mail address.

AECOM’s Response
Upon good faith review, formed after reasonable inquiry, AECOM Services of Illinois, Inc. has not identified any legal issues as defined in this question and would not reasonably have a material adverse effect on AECOM Services of Illinois, Inc. or its ability to perform under this or any other contract.

RFP Requirement 5.4.2–Legal Proceedings

Provide a list and a brief description (including the resolution) of each arbitration, litigation, dispute review board and other dispute resolution proceeding occurring during the last five years between the public owner and the Respondent (or any other organization that is under common ownership with the Respondent), or any Prime Team Member, involving an amount in excess of $500,000 related to performance in projects with a value in excess of $15 million.

Include a similar list for all projects included in the response to Exhibit A, Section 2.1, regardless of whether the dispute occurred during the past five years or involved the same organization that is on the Respondent’s team. For each instance, identify an owner’s representative with a current phone and e-mail address.

AECOM’s Response
Upon good faith review, formed after reasonable inquiry, AECOM Services of Illinois, Inc. has not identified any legal issues as defined in this question and would not reasonably have a material adverse effect on AECOM Services of Illinois, Inc. or its ability to perform under this or any other contract.
Hunt Construction Group, Inc. Note
Hunt Construction Group, Inc. is a wholly owned, indirect subsidiary of AECOM, a publicly traded corporation comprised of over 100 operating entities worldwide. There is no central database which tracks the information of all the related entities which may fall under common ownership with the Respondent. Therefore, Hunt Construction Group, Inc. provides the following responses to the best of its knowledge, information and belief formed after reasonable inquiry on behalf of Hunt Construction Group, Inc. only unless expressly stated otherwise. Should you require further information, including any specific questions about specific affiliates of Hunt Construction Group, Inc. or any of the information provided below, please contact José Pienknagura, Executive Vice President, Chief Counsel and Risk Manager, at Jose.Pienknagura@aecom.com.

RFP Requirement 5.4.1–Legal Issues
Identify and explain any significant anticipated legal issues which the Respondent must resolve in order to carry out the Project and anticipated obligations under a DB Agreement.

Hunt’s Response
Pursuant to opinion of our legal counsel and CPA firms, there is no pending litigation against Hunt nor any significant anticipated legal issues that would have any impact to net worth or that would impair Hunt’s ability to perform a contract under this Design Build Proposal.

RFP Requirement 5.4.2–Legal Liabilities
Provide a list and a brief description of all instances during the last five years involving projects in which the Respondent (or any other organization that is under common ownership with the Respondent) or any Prime Team Member was (i) determined, pursuant to a final determination in a court of law, arbitration proceedings or other dispute resolution proceeding, to be liable for a material breach of contract or (ii) terminated for cause. For each instance, identify an owner’s representative with a current phone and e-mail address.

Hunt’s Response
None. (Hunt has never been held liable for a material breach of contract and has never been terminated for cause.)

RFP Requirement 5.4.3–Legal Proceedings
Provide a list and a brief description (including the resolution) of each arbitration, litigation, dispute review board and other dispute resolution proceeding occurring during the last five years between the public owner and the Respondent (or any other organization that is under common ownership with the Respondent), or any Prime Team Member, involving an amount in excess of $500,000 related to performance in projects with a value in excess of $15 million.

Include a similar list for all projects included in the response to Exhibit A, Section 2.1, regardless of whether the dispute occurred during the past five years or involved the same organization that is on the Respondent’s team. For each instance, identify an owner’s representative with a current phone and e-mail address.

Hunt’s Response
None. (Hunt has not been involved in litigation with public owners during the last five years.)

Berglund Construction Company

5.4 Exhibit A: Section 5.4: Part D – Legal Stipulation
Berglund has no legal action pending or closed for services related to design, engineering or construction.
Conflicts of Interest
Conflicts of Interest

RFP Requirement
Respondent must provide a statement and information regarding conflicts of interest required pursuant to RFP Section 8.18.

AECOM’s Response
AECOM Services of Illinois, Inc. is not aware of any conflicts of interest regarding Design-Build-Finance services for Joint Public Safety Training Academy project for the Chicago Infrastructure Trust in coordination with the City of Chicago and the Department of Fleet and Facility Management. Should we learn of any such conflicts of interest, we will provide prompt written notice to the Chicago Infrastructure Trust.

Hunt’s Response
Hunt Construction Group, Inc. is not aware of any conflicts of interest regarding Design-Build-Finance services for Joint Public Safety Training Academy project for the Chicago Infrastructure Trust in coordination with the City of Chicago and The Department of Fleet and Facility Management. Should we learn of any such conflicts of interest, we will provide prompt written notice to the Chicago Infrastructure Trust.

Berglund’s Response
Exhibit A: Section 5.5: Part E – Conflict of Interests
Berglund Construction Company has no conflict of interests as required pursuant to RFP Section 8.18.
PART F

Insurance

Reston Police Station and Governmental Center
Reston, Virginia
Insurance

If selected, and prior to contract award, AECOM Constructors Chicago will comply with the City’s insurance requirements.
PART G

Exceptions
Exceptions

Based on our prior history of successfully negotiating design build agreements with the Department of Fleet and Facility Management, AECOM Constructors Chicago is confident that it can again quickly finalize the agreement for the Joint Public Safety Training Academy project. To that end, AECOM Constructors Chicago would suggest final terms that are substantially similar to the current project number 2017-F334 NFC (aka 1685 Throop Relocation). Certain terms important to Hunt include but are not limited to: mutual waiver of consequential damages consistent with industry standard terms; reasonable liquidated damages with an aggregate cap of 50% of Fee paid as the exclusive remedy for delayed substantial completion of project; limitation of design liability; contractor controlled contingency fund; and an adequate insurance program.
Joint Public Safety Training Academy
GMP Design Deliverables

We have developed a high-level description of the documents to establish the GMP. This scope includes early bid packages for site/civil, foundations, superstructure, mechanical major equipment and electrical major equipment. The intent is to solicit bids for these early packages ahead of GMP finalization. This approach mitigates market risk by locking in pricing ahead of the GMP and allows for clear communication of contractor engagement. The following gives a summary of this proposed approach.

**Architecture:** Schematic-level architectural drawings and accompanying narrative for purposes of establishing a GMP scope.

What’s in the set:
- Building Elevations defining basic materials and fenestration.
- Schematic level floor plans with all program areas defined.
- Location of rated walls.
- Site plan showing fencing and landscape as agreed with Planning Dept.
- Narratives for remaining scope with definition of materials, systems and finishes.

What’s not in the set:
- Sections and details.
- Finish, door and window schedules.
- Life safety plans.
- Enlarged plans.

**Site Civil Bid Set (Provided by 2IM):** Drawings, schematic-level specifications and schematic narrative intended to capture major cost items for purposes of consistent, competitive bidding and establishing provisions to price changes that will occur as the design progresses.

What’s in the set:
- General sizing on storm sewer, water distribution and sanitary sewer piping systems.
- Verification of utility availability.
- Existing & Final Rough Topography (Finished floor elevation, drainage concepts).
- Paving sections and layout plan for interior roads, parking lots, running path and training pad.
- Typical details for utilities.
- Schematic level specifications for asphalt pavement, concrete pavement, earthmoving, storm sewer utility, facility water distribution piping and facility sanitary sewer piping.
- Schematic Site Civil Engineering narrative.

What’s not in the set:
- Storm sewer outlet structure from the pond
- Profile sheets for utilities.
- Erosion and sediment control plans and details.
- Site specific details (retaining walls, joint patterns, fencing details, stairs, ramps).
- Detailed elevations at pavement and sidewalks other than what is defined in the rough topography.
- Sealed documents for permitting.
- Documents appropriate for buying materials.
Foundation Bid Set: Drawings and preliminary specifications intended to define type of foundation(s), typical details, and approximate volume of concrete in order to provide enough information for an informed contractor to provide a bid and establish proper allowances to address the remaining costs through allowances and unit cost provisions established between the subcontractor and AECOM-CS.

What’s in the set:
- Layout and size of all major foundation elements including all drilled piers and grade beams for the building(s).
- Typical foundation details.
- Slab on grade thickness and typical details.
- Schematic-level specification for cast-in-place concrete and drilled piers.

What’s not in the set:
- Non-typical details, pits, depressions, planters, docks, ramps, anchor rods.
- Foundations for any structure types excluded from the superstructure packages.
- The set will not include enough information to begin detailing nor to secure a permit.

Superstructure Bid Set: Drawings and preliminary specifications intended to capture the sizes, lengths, piece count and overall tonnage of the major elements of the superstructure as well as to determine construction equipment necessary for erection in order for a fabricator/erector to establish a unit cost bid that allows for appropriate competition and establishes provisions for to address peripheral items that will be added to the documents later in design.

What’s in the set:
- Approximate layout and size of all major steel framing members. This includes beams, girders, columns, and any open web steel joists.
- Concentric braced frames will be shown for pricing purposes but will be subject to relocation once the architectural design is advanced. Intent is to capture tonnage, basic demands, but not document the final design of these elements.
- Typical beam-to-column and beam-to-girder connections as well as typical braced frame connection configuration.
- Roof deck and floor slab-on-deck construction will be defined.
- Schematic-level specifications for structural steel, open web steel joists, floor deck and roof deck.

What’s not in the set:
- The set will include only the most typical sections and details.
- Shafts and openings will not be addressed.
- Column base plates and anchor rods.
- Edge of slab will be undefined.
- Miscellaneous structural steel elements, such as those necessary to support elevator rails, stairs, façade elements. Also girts, bent plates and kickers will not be shown.
- Equipment supports.
- Screen wall framing and details other than narrative definition.
- Canopy framing of any type other than narrative definition.
**Mechanical Engineering Bid Set:** Schematic-level narrative, schematic specification and major equipment list for HVAC, plumbing and fire protection systems intended to facilitate consistent competitive bidding and establishment of provisions to price the project as the design develops.

What’s in the set:
- List of Rooftop Units including outlining total airflow and total cooling to various areas of the building.
- Narrative description of air side distribution system.
- Written description of areas requiring exhaust.
- Description and list of major equipment required for the heating hot water system.
- Description and list of major equipment required for the plumbing system in the various areas of the building.
- List of major equipment required for the building’s fire protection needs.
- List of areas with 24/7 cooling and the stand-alone systems required.
- Schematic level narrative.
- Schematic specifications for HVAC, plumbing and fire protection systems

What’s not in the set:
- Product specifications, product cut sheets or product drawings.

**Electrical Engineering Bid Set:** Schematic-level narrative, schematic specification and major equipment list for power and lighting systems intended to facilitate consistent competitive bidding and establishment of provisions to price the project as the design develops.

What’s in the set:
- Written list of major equipment covering generators, switchboards, transfer switches, transformers, panels and UPSs.
- Narrative description for outlets and power connections, branch circuit wiring, feeders, conduits, etc.
- Written description for grounding and lightning protection, lighting fixtures and lighting control systems.
- One line diagram.
- Schematic level drawings.

What’s not in the set:
- Product specifications, product cut sheets or product drawings.
EDS - Economic Disclosure Form(s)
(Form 8)
Economic Disclosure Statement (EDS)

The following pages contain Economic Disclosure Statement (EDS) Form 8 for:

- Hunt Construction Group, Inc.
- Berglund Construction Company
FORM 8: ECONOMIC DISCLOSURE STATEMENT

Respondents are required to submit filled out EDS forms [Form 8] for every entity that has a controlling interest in the Respondent team. Answers to FAQs and further instructions can be found in Section 2 of this Form 8.

EDS Submission

CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT
AND AFFIDAVIT
SECTION 1 -- GENERAL INFORMATION

A. Legal name of the Disclosing Party submitting this EDS. Include d/b/a/ if applicable:
   AECOM Constructors Chicago

Check ONE of the following three boxes:
Indicate whether the Disclosing Party submitting this EDS is:

1. [X] the Applicant
   OR

2. [ ] a legal entity currently holding, or anticipated to hold within six months after City action on
   the contract, transaction or other undertaking to which this EDS pertains (referred to below as the
   "Matter"), a direct or indirect interest in excess of 7.5% in the Applicant. State the Applicant’s
   legal name:
   
   OR

3. [ ] a legal entity with a direct or indirect right of control of the Applicant (see Section II(B)(1))
   State the legal name of the entity in which the Disclosing Party holds a right of control:

B. Business address of the Disclosing Party: 303 E. Wacker Drive Suite 1400
   Chicago, IL 60601

C. Telephone: 312-373-8563  Fax: 312-373-6800  Email: Denise.Casalino@aecom.com

D. Name of contact person: Denise Casalino

E. Federal Employer Identification No. (if you have one):

F. Brief description of the Matter to which this EDS pertains. (Include project number and
   location of property, if applicable):
   RFP to Design and Build Joint Public Safety Training Academy in Chicago, IL
G. Which City agency or department is requesting this EDS?

City of Chicago

SECTION II – DISCLOSURE OF OWNERSHIP INTERESTS

A. NATURE OF THE DISCLOSING PARTY

1. Indicate the nature of the Disclosing Party:
   [ ] Person
   [ ] Limited liability company
   [ ] Publicly registered business corporation
   [ ] Limited liability partnership
   [ ] Privately held business corporation
   [X] Joint venture
   [ ] Limited partnership
   [ ] Sole proprietorship
   [ ] Not-for-profit corporation
   [ ] General partnership (Is the not-for-profit corporation also a 501(c)(3))? [ ] Yes [ ] No
   [ ] Trust
   [ ] Limited partnership
   [ ] Other (please specify)

2. For legal entities, the state (or foreign country) of incorporation or organization, if applicable:
   Illinois

3. For legal entities not organized in the State of Illinois: Has the organization registered to do business in the State of Illinois as a foreign entity? [ ] Yes [ ] No [X] Organized in Illinois

B. IF THE DISCLOSING PARTY IS A LEGAL ENTITY:

1. List below the full names and titles, if applicable, of: (i) all executive officers and all directors of the entity; (ii) for not-for-profit corporations, all members, if any, which are legal entities (if there are no such members, write "no members which are legal entities"); (iii) for trusts, estates or other similar entities, the trustee, executor, administrator, or similarly situated party; (iv) for general or limited partnerships, limited liability companies, limited liability partnerships or joint ventures, each general partner, managing member, manager or any other person or legal entity that directly or indirectly controls the day-to-day management of the Applicant.

NOTE: Each legal entity listed below must submit an EDS on its own behalf.

Name Title
Denise Casalino, Managing Director
2. Please provide the following information concerning each person or legal entity having a direct or indirect, current or prospective (i.e. within 6 months after City action) beneficial interest (including ownership) in excess of 7.5% of the Applicant. Examples of such an interest include shares in a corporation, partnership interest in a partnership or joint venture, interest of a member or manager in a limited liability company, or interest of a beneficiary of a trust, estate or other similar entity. If none, state “None.”

NOTE: Each legal entity listed below may be required to submit an EDS on its own behalf.

<table>
<thead>
<tr>
<th>Name</th>
<th>Business</th>
<th>Address</th>
<th>Percentage Interest in the Applicant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hunt Construction Group, Inc.</td>
<td>303 E. Wacker Drive, Suite 1400, Chicago, IL 60601</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Berglund Construction Company</td>
<td>8410 S. South Chicago Avenue, Chicago, IL 60617</td>
<td>44%</td>
<td></td>
</tr>
</tbody>
</table>

SECTION III -- INCOME OR COMPENSATION TO, OR OWNERSHIP BY, CITY ELECTED OFFICIALS

Has the Disclosing Party provided any income or compensation to any City elected official during the 12-month period preceding the date of this EDS? [ ] Yes ☐ No

Does the Disclosing Party reasonably expect to provide any income or compensation to any City elected official during the 12-month period following the date of this EDS?

[ ] Yes ☐ No

If “yes” to either of the above, please identify below the name(s) of such City elected official(s) and describe such income or compensation:

________________________________________________________________________

Does any City elected official or, to the best of the Disclosing Party’s knowledge after reasonable inquiry, any City elected official’s spouse or domestic partner, have a financial interest (as defined in Chapter 2-156 of the Municipal Code of Chicago (“MCC”) in the Disclosing Party?

[ ] Yes ☐ No

If "yes," please identify below the name(s) of such City elected official(s) and/or spouse(s)/domestic partner(s) and describe the financial interest(s):

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
SECTION IV -- DISCLOSURE OF SUBCONTRACTORS AND OTHER RETAINED PARTIES

The Disclosing Party must disclose the name and business address of each subcontractor, attorney, lobbyist (as defined in MCC Chapter 2-156), accountant, consultant and any other person or entity whom the Disclosing Party has retained or expects to retain in connection with the Matter, as well as the nature of the relationship, and the total amount of the fees paid or estimated to be paid. The Disclosing Party is not required to disclose employees who are paid solely through the Disclosing Party’s regular payroll. If the Disclosing Party is uncertain whether a disclosure is required under this Section, the Disclosing Party must either ask the City whether disclosure is required or make the disclosure.

<table>
<thead>
<tr>
<th>Name (indicate whether retained or anticipated to be retained)</th>
<th>Business Address</th>
<th>Relationship to Disclosing Party (subcontractor, attorney, lobbyist etc.)</th>
<th>Fees (indicate whether paid or estimated) NOTE: “hourly rate” or “t.b.d.” is not an acceptable answer</th>
</tr>
</thead>
</table>

AECOM Services of Illinois, Inc. 303 E. Wacker Drive, Suite 1400, Chicago, IL 60601  Subcontractor  Estimated 6.5% of GMP

(Add sheets if necessary)

[ ] Check here if the Disclosing Party has not retained, nor expects to retain, any such persons or entities.

SECTION V -- CERTIFICATIONS

A. COURT-ORDERED CHILD SUPPORT COMPLIANCE

Under MCC Section 2-92-415, substantial owners of business entities that contract with the City must remain in compliance with their child support obligations throughout the contract’s term.

Has any person who directly or indirectly owns 10% or more of the Disclosing Party been declared in arrears on any child support obligations by any Illinois court of competent jurisdiction?

[ ] Yes [ ] No  [ ] No person directly or indirectly owns 10% or more of the Disclosing Party.

If “Yes” has the person entered into a court-approved agreement for payment of all support owed and is the person in compliance with that agreement?

[ ] Yes  [ ] No
B. FURTHER CERTIFICATIONS

1. [This paragraph 1 applies only if the Matter is a contract being handled by the City’s Department of Procurement Services.] In the 5-year period preceding the date of this EDS, neither the Disclosing Party nor any Affiliated Entity [see definition in (5) below] has engaged, in connection with the performance of any public contract, the services of an integrity monitor, independent private sector inspector general, or integrity compliance consultant (i.e., an individual or entity with legal, auditing, investigative, or other similar skills, designated by a public agency to help the agency monitor the activity of specified agency vendors as well as help the vendors reform their business practices so they can be considered for agency contracts in the future, or continue with a contract in progress).

2. The Disclosing Party and its Affiliated Entities are not delinquent in the payment of any fine, fee, tax or other source of indebtedness owed to the City of Chicago, including, but not limited to, water and sewer charges, license fees, parking tickets, property taxes and sales taxes, nor is the Disclosing Party delinquent in the payment of any tax administered by the Illinois Department of Revenue.

3. The Disclosing Party and, if the Disclosing Party is a legal entity, all of those persons or entities identified in Section II(B)(1) of this EDS:

   a. are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from any transactions by any federal, state or local unit of government;

   b. have not, during the 5 years before the date of this EDS, been convicted of a criminal offense, adjudged guilty, or had a civil judgment rendered against them in connection with: obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; a violation of federal or state antitrust statutes; fraud; embezzlement; theft; forgery; bribery; falsification or destruction of records; making false statements; or receiving stolen property;

   c. are not presently indicted for, or criminally or civilly charged by, a governmental entity (federal, state or local) with committing any of the offenses set forth in subparagraph (b) above;

   d. have not, during the 5 years before the date of this EDS, had one or more public transactions (federal, state or local) terminated for cause or default; and

   e. have not, during the 5 years before the date of this EDS, been convicted, adjudged guilty, or found liable in a civil proceeding, or in any criminal or civil action, including actions concerning environmental violations, instituted by the City or by the federal government, any state, or any other unit of local government.

4. The Disclosing Party understands and shall comply with the applicable requirements of MCC Chapters 2-56 (Inspector General) and 2-156 (Governmental Ethics).

5. Certifications (5), (6) and (7) concern:
the Disclosing Party;
any "Contractor" (meaning any contractor or subcontractor used by the Disclosing Party in connection with the Matter, including but not limited to all persons or legal entities disclosed under Section IV, "Disclosure of Subcontractors and Other Retained Parties");
any "Affiliated Entity" (meaning a person or entity that, directly or indirectly, controls the Disclosing Party, is controlled by the Disclosing Party, or is, with the Disclosing Party, under common control of another person or entity). Indicia of control include, without limitation: interlocking management or ownership; identity of interests among family members, shared facilities and equipment; common use of employees; or organization of a business entity following the ineligibility of a business entity to do business with federal or state or local government, including the City, using substantially the same management, ownership, or principals as the ineligible entity. With respect to Contractors, the term Affiliated Entity means a person or entity that directly or indirectly controls the Contractor, is controlled by it, or, with the Contractor, is under common control of another person or entity;
any responsible official of the Disclosing Party, any Contractor or any Affiliated Entity or any other official, agent or employee of the Disclosing Party, any Contractor or any Affiliated Entity, acting pursuant to the direction or authorization of a responsible official of the Disclosing Party, any Contractor or any Affiliated Entity (collectively "Agents").

Neither the Disclosing Party, nor any Contractor, nor any Affiliated Entity of either the Disclosing Party or any Contractor, nor any Agents have, during the 5 years before the date of this EDS, or, with respect to a Contractor, an Affiliated Entity, or an Affiliated Entity of a Contractor during the 5 years before the date of such Contractor's or Affiliated Entity's contract or engagement in connection with the Matter:

a. bribed or attempted to bribe, or been convicted or adjudged guilty of bribery or attempting to bribe, a public officer or employee of the City, the State of Illinois, or any agency of the federal government or of any state or local government in the United States of America, in that officer's or employee's official capacity;

b. agreed or colluded with other Respondents or prospective Respondents, or been a party to any such agreement, or been convicted or adjudged guilty of agreement or collusion among Respondents or prospective Respondents, in restraint of freedom of competition by agreement to bid a fixed price or otherwise; or

c. made an admission of such conduct described in subparagraph (a) or (b) above that is a matter of record, but have not been prosecuted for such conduct; or

d. violated the provisions referenced in MCC Subsection 2-92-320(a)(4)(Contracts Requiring a Base Wage); (a)(5)(Debarment Regulations); or (a)(6)(Minimum Wage Ordinance).

6. Neither the Disclosing Party, nor any Affiliated Entity or Contractor, or any of their employees, officials, agents or partners, is barred from contracting with any unit of state or local government as a result of engaging in or being convicted of (1) bid-rigging in violation of 720 ILCS 5/33E-3; (2) bid-rotating in violation of 720 ILCS 5/33E-4; or (3) any similar offense of
any state or of the United States of America that contains the same elements as the offense of bid-rigging or bid-rotating.

7. Neither the Disclosing Party nor any Affiliated Entity is listed on a Sanctions List maintained by the United States Department of Commerce, State, or Treasury, or any successor federal agency.

8. [FOR APPLICANT ONLY] (i) Neither the Applicant nor any "controlling person" [see MCC Chapter 1-23, Article I for applicability and defined terms] of the Applicant is currently indicted or charged with, or has admitted guilt of, or has ever been convicted of, or placed under supervision for, any criminal offense involving actual, attempted, or conspiracy to commit bribery, theft, fraud, forgery, perjury, dishonesty or deceit against an officer or employee of the City or any "sister agency"; and (ii) the Applicant understands and acknowledges that compliance with Article I is a continuing requirement for doing business with the City. NOTE: If MCC Chapter 1-23, Article I applies to the Applicant, that Article's permanent compliance timeframe supersedes 5-year compliance timeframes in this Section V.

9. [FOR APPLICANT ONLY] The Applicant and its Affiliated Entities will not use, nor permit their subcontractors to use, any facility listed as having an active exclusion by the U.S. EPA on the federal System for Award Management ("SAM").

10. [FOR APPLICANT ONLY] The Applicant will obtain from any contractors/subcontractors hired or to be hired in connection with the Matter certifications equal in form and substance to those in Certifications (2) and (9) above and will not, without the prior written consent of the City, use any such contractor/subcontractor that does not provide such certifications or that the Applicant has reason to believe has not provided or cannot provide truthful certifications.

11. If the Disclosing Party is unable to certify to any of the above statements in this Part B (Further Certifications), the Disclosing Party must explain below:

N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be conclusively presumed that the Disclosing Party certified to the above statements.

12. To the best of the Disclosing Party's knowledge after reasonable inquiry, the following is a complete list of all current employees of the Disclosing Party who were, at any time during the 12-month period preceding the date of this EDS, an employee, or elected or appointed official, of the City of Chicago (if none, indicate with "N/A" or "none").

None

13. To the best of the Disclosing Party's knowledge after reasonable inquiry, the following is a complete list of all gifts that the Disclosing Party has given or caused to be given, at any time during the 12-month period preceding the execution date of this EDS, to an employee, or elected or appointed official, of the City of Chicago. For purposes of this statement, a "gift" does not
include: (i) anything made generally available to City employees or to the general public, or (ii) food or drink provided in the course of official City business and having a retail value of less than $25 per recipient, or (iii) a political contribution otherwise duly reported as required by law (if none, indicate with "N/A" or "none"). As to any gift listed below, please also list the name of the City recipient.

None

C. CERTIFICATION OF STATUS AS FINANCIAL INSTITUTION

1. The Disclosing Party certifies that the Disclosing Party (check one)

[ ] is [x] is not

a "financial institution" as defined in MCC Section 2-32-455(b).

2. If the Disclosing Party IS a financial institution, then the Disclosing Party pledges:

"We are not and will not become a predatory lender as defined in MCC Chapter 2-32. We further pledge that none of our affiliates is, and none of them will become, a predatory lender as defined in MCC Chapter 2-32. We understand that becoming a predatory lender or becoming an affiliate of a predatory lender may result in the loss of the privilege of doing business with the City."

If the Disclosing Party is unable to make this pledge because it or any of its affiliates (as defined in MCC Section 2-32-455(b)) is a predatory lender within the meaning of MCC Chapter 2-32, explain here (attach additional pages if necessary):

N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be conclusively presumed that the Disclosing Party certified to the above statements.

D. CERTIFICATION REGARDING FINANCIAL INTEREST IN CITY BUSINESS

Any words or terms defined in MCC Chapter 2-156 have the same meanings if used in this Part D.

1. In accordance with MCC Section 2-156-110: To the best of the Disclosing Party’s knowledge after reasonable inquiry, does any official or employee of the City have a financial interest in his or her own name or in the name of any other person or entity in the Matter?

[ ] Yes [x] No

NOTE: If you checked "Yes" to Item D(1), proceed to Items D(2) and D(3). If you checked "No" to Item D(1), skip Items D(2) and D(3) and proceed to Part E.

2. Unless sold pursuant to a process of competitive bidding, or otherwise permitted, no City elected official or employee shall have a financial interest in his or her own name or in the name
of any other person or entity in the purchase of any property that (i) belongs to the City, or (ii) is sold for taxes or assessments, or (iii) is sold by virtue of legal process at the suit of the City (collectively, "City Property Sale"). Compensation for property taken pursuant to the City's eminent domain power does not constitute a financial interest within the meaning of this Part D.

Does the Matter involve a City Property Sale?
[ ] Yes [ ] No

3. If you checked "Yes" to Item D(1), provide the names and business addresses of the City officials or employees having such financial interest and identify the nature of the financial interest:
Name Business Address Nature of Financial Interest

4. The Disclosing Party further certifies that no prohibited financial interest in the Matter will be acquired by any City official or employee.

E. CERTIFICATION REGARDING SLAVERY ERA BUSINESS
Please check either (1) or (2) below. If the Disclosing Party checks (2), the Disclosing Party must disclose below or in an attachment to this EDS all information required by (2). Failure to comply with these disclosure requirements may make any contract entered into with the City in connection with the Matter voidable by the City.

× 1. The Disclosing Party verifies that the Disclosing Party has searched any and all records of the Disclosing Party and any and all predecessor entities regarding records of investments or profits from slavery or slaveholder insurance policies during the slavery era (including insurance policies issued to slaveholders that provided coverage for damage to or injury or death of their slaves), and the Disclosing Party has found no such records.

2. The Disclosing Party verifies that, as a result of conducting the search in step (1) above, the Disclosing Party has found records of investments or profits from slavery or slaveholder insurance policies. The Disclosing Party verifies that the following constitutes full disclosure of all such records, including the names of any and all slaves or slaveholders described in those records:

__________________________________________________________

SECTION VI -- CERTIFICATIONS FOR FEDERALLY FUNDED MATTERS
NOTE: If the Matter is federally funded, complete this Section VI. If the Matter is not federally funded, proceed to Section VII. For purposes of this Section VI, tax credits allocated by the City and proceeds of debt obligations of the City are not federal funding.
A. CERTIFICATION REGARDING LOBBYING

1. List below the names of all persons or entities registered under the federal Lobbying Disclosure Act of 1995, as amended, who have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter: (Add sheets if necessary):

N/A

(If no explanation appears or begins on the lines above, or if the letters "NA" or if the word "None" appear, it will be conclusively presumed that the Disclosing Party means that NO persons or entities registered under the Lobbying Disclosure Act of 1995, as amended, have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter.)

2. The Disclosing Party has not spent and will not expend any federally appropriated funds to pay any person or entity listed in paragraph A(1) above for his or her lobbying activities or to pay any person or entity to influence or attempt to influence an officer or employee of any agency, as defined by applicable federal law, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress, in connection with the award of any federally funded contract, making any federally funded grant or loan, entering into any cooperative agreement, or to extend, continue, renew, amend, or modify any federally funded contract, grant, loan, or cooperative agreement.

3. The Disclosing Party will submit an updated certification at the end of each calendar quarter in which there occurs any event that materially affects the accuracy of the statements and information set forth in paragraphs A(1) and A(2) above.

4. The Disclosing Party certifies that either: (i) it is not an organization described in section 501(c)(4) of the Internal Revenue Code of 1986; or (ii) it is an organization described in section 501(c)(4) of the Internal Revenue Code of 1986 but has not engaged and will not engage in "Lobbying Activities," as that term is defined in the Lobbying Disclosure Act of 1995, as amended.

5. If the Disclosing Party is the Applicant, the Disclosing Party must obtain certifications equal in form and substance to paragraphs A(1) through A(4) above from all subcontractors before it awards any subcontract and the Disclosing Party must maintain all such subcontractors' certifications for the duration of the Matter and must make such certifications promptly available to the City upon request.

B. CERTIFICATION REGARDING EQUAL EMPLOYMENT OPPORTUNITY

If the Matter is federally funded, federal regulations require the Applicant and all proposed subcontractors to submit the following information with their bids or in writing at the outset of negotiations.

Is the Disclosing Party the Applicant?  
[ ] Yes [ ] No

If "Yes," answer the three questions below:
1. Have you developed and do you have on file affirmative action programs pursuant to applicable federal regulations? (See 41 CFR Part 60-2.)

[ ] Yes [ ] No

2. Have you filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance Programs, or the Equal Employment Opportunity Commission all reports due under the applicable filing requirements?

[ ] Yes [ ] No [ ] Reports not required

3. Have you participated in any previous contracts or subcontracts subject to the equal opportunity clause?

[ ] Yes [ ] No

If you checked "No" to question (1) or (2) above, please provide an explanation:

________________________________________

SECTION VII -- FURTHER ACKNOWLEDGMENTS AND CERTIFICATION
The Disclosing Party understands and agrees that:

A. The certifications, disclosures, and acknowledgments contained in this EDS will become part of any contract or other agreement between the Applicant and the City in connection with the Matter, whether procurement, City assistance, or other City action, and are material inducements to the City's execution of any contract or taking other action with respect to the Matter. The Disclosing Party understands that it must comply with all statutes, ordinances, and regulations on which this EDS is based.

B. The City's Governmental Ethics Ordinance, MCC Chapter 2-156, imposes certain duties and obligations on persons or entities seeking City contracts, work, business, or transactions. The full text of this ordinance and a training program is available on line at www.cityofchicago.org/Ethics, and may also be obtained from the City's Board of Ethics, 740 N. Sedgwick St., Suite 500, Chicago, IL 60610, (312) 744-9660. The Disclosing Party must comply fully with this ordinance.

C. If the City determines that any information provided in this EDS is false, incomplete or inaccurate, any contract or other agreement in connection with which it is submitted may be rescinded or void or voidable, and the City may pursue any remedies under the contract or agreement (if not rescinded or voided), at law, or in equity, including terminating the Disclosing Party's participation in the Matter and/or declining to allow the Disclosing Party to participate in other City transactions. Remedies at law for a false statement of material fact may include incarceration and an award to the City of treble damages.

D. It is the City's policy to make this document available to the public on its Internet site and/or upon request. Some or all of the information provided in, and appended to, this EDS may be
made publicly available on the Internet, in response to a Freedom of Information Act request, or otherwise. By completing and signing this EDS, the Disclosing Party waives and releases any possible rights or claims which it may have against the City in connection with the public release of information contained in this EDS and also authorizes the City to verify the accuracy of any information submitted in this EDS.

E. The information provided in this EDS must be kept current. In the event of changes, the Disclosing Party must supplement this EDS up to the time the City takes action on the Matter. If the Matter is a contract being handled by the City's Department of Procurement Services, the Disclosing Party must update this EDS as the contract requires. NOTE: With respect to Matters subject to MCC Chapter 1-23, Article I (imposing PERMANENT INELIGIBILITY for certain specified offenses), the information provided herein regarding eligibility must be kept current for a longer period, as required by MCC Chapter 1-23 and Section 2-154-020

CERTIFICATION

Under penalty of perjury, the person signing below: (1) warrants that he/she is authorized to execute this EDS, and Appendices A and B (if applicable), on behalf of the Disclosing Party, and (2) warrants that all certifications and statements contained in this EDS, and Appendices A and B (if applicable), are true, accurate and complete as of the date furnished to the City.

AECOM Constructors Chicago
(Print or type exact legal name of Disclosing Party)

By:

(Sign here)
Denise Casalino
(Print or type name of person signing)

Managing Director
(Print or type title of person signing)

Signed and sworn to before me on (date) August 15, 2018

Notary Public
Commission expires: 4-15-19
This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a direct ownership interest in the Applicant exceeding 7.5%. It is not to be completed by any legal entity which has only an indirect ownership interest in the Applicant.

Under MCC Section 2-154-015, the Disclosing Party must disclose whether such Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently has a “familial relationship” with any elected city official or department head. A “familial relationship” exists if, as of the date this EDS is signed, the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof is related to the mayor, any alderman, the city clerk, the city treasurer or any city department head as spouse or domestic partner or as any of the following, whether by blood or adoption: parent, child, brother or sister, aunt or uncle, niece or nephew, grandparent, grandchild, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepfather or stepmother, stepson or stepdaughter, stepbrother or stepsister or half-brother or half-sister.

“Applicable Party” means (1) all executive officers of the Disclosing Party listed in Section II.B.1.a., if the Disclosing Party is a corporation; all partners of the Disclosing Party, if the Disclosing Party is a general partnership; all general partners and limited partners of the Disclosing Party, if the Disclosing Party is a limited partnership; all managers, managing members and members of the Disclosing Party, if the Disclosing Party is a limited liability company; (2) all principal officers of the Disclosing Party; and (3) any person having more than a 7.5% ownership interest in the Disclosing Party. “Principal officers” means the president, chief operating officer, executive director, chief financial officer, treasurer or secretary of a legal entity or any person exercising similar authority.

Does the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently have a “familial relationship” with an elected city official or department head?

[ ] Yes ☒ No

If yes, please identify below (1) the name and title of such person, (2) the name of the legal entity to which such person is connected; (3) the name and title of the elected city official or department head to whom such person has a familial relationship, and (4) the precise nature of such familial relationship.
CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT AND AFFIDAVIT
APPENDIX B

BUILDING CODE SCOFLAW/PROBLEM LANDLORD CERTIFICATION

This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a direct ownership interest in the Applicant exceeding 7.5% (an "Owner"). It is not to be completed by any legal entity which has only an indirect ownership interest in the Applicant.

1. Pursuant to MCC Section 2-154-010, is the Applicant or any Owner identified as a building code scofflaw or problem landlord pursuant to MCC Section 2-92-416?

[ ] Yes [ ] No

2. If the Applicant is a legal entity publicly traded on any exchange, is any officer or director of the Applicant identified as a building code scofflaw or problem landlord pursuant to MCC Section 2-92-416?

[ ] Yes [ ] No [ ] The Applicant is not publicly traded on any exchange.

3. If yes to (1) or (2) above, please identify below the name of each person or legal entity identified as a building code scofflaw or problem landlord and the address of each building or buildings to which the pertinent code violations apply.
EDS Frequently Asked Questions

The City of Chicago (the "City") requires disclosure of the information requested in this Economic Disclosure Statement and Affidavit ("EDS") before any City agency, department or City Council action regarding the matter that is the subject of this EDS. Please fully complete each statement, with all information current as of the date this EDS is signed. If a question is not applicable, answer with "N.A." An incomplete EDS will be returned and any City action will be delayed.

Please print or type all responses clearly and legibly. Add additional pages if needed, being careful to identify the portion of the EDS to which each additional page refers. For purposes of this EDS:

“Applicant” means any entity or person making an application to the City for action requiring City Council or other City agency approval.

“Disclosing Party” means any entity or person submitting an EDS. If the Disclosing Party is participating in a matter in more than one capacity (for example, as underwriter and limited partner in a multi-family housing transaction), please indicate each such capacity in Section I.F. of the EDS.

“Entity” or “Legal Entity” means a legal entity (for example, a corporation, partnership, joint venture, limited liability company or trust).

“Person” means a human being.

WHO MUST SUBMIT AN EDS:
An EDS must be submitted in any of the following three circumstances:
1. Applicants: An Applicant must always file this EDS. If the Applicant is a legal entity, state the full name of that legal entity. If the Applicant is a person acting on his/her own behalf, state his/her name.
2. Entities holding an interest: Whenever a legal entity has a beneficial interest (i.e. direct or indirect ownership) of more than 7.5% in the Applicant, each such legal entity must file an EDS on its own behalf.
3. Controlling entities: Whenever a legal entity directly or indirectly controls the Applicant, each such controlling legal entity must file an EDS on its own behalf.
FORM 8: ECONOMIC DISCLOSURE STATEMENT

Respondents are required to submit filled out EDS forms (Form 8) for every entity that has a controlling interest in the Respondent team. Answers to FAQs and further instructions can be found in Section 2 of this Form 8.

EDS Submission

CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT
AND AFFIDAVIT
SECTION I -- GENERAL INFORMATION

A. Legal name of the Disclosing Party submitting this EDS. Include d/b/a if applicable:
Hunt Construction Group, Inc.

Check ONE of the following three boxes:
Indicate whether the Disclosing Party submitting this EDS is:

1. [ ] the Applicant
OR

2. [ ] a legal entity currently holding, or anticipated to hold within six months after City action on the contract, transaction or other undertaking to which this EDS pertains (referred to below as the "Matter"), a direct or indirect interest in excess of 7.5% in the Applicant. State the Applicant’s legal name:
AECON Constructors Chicago
OR

3. [ ] a legal entity with a direct or indirect right of control of the Applicant (see Section II(B)(1))
State the legal name of the entity in which the Disclosing Party holds a right of control:

B. Business address of the Disclosing Party: 303 E. Wacker Drive Suite 1400
Chicago, IL 60601

C. Telephone: 312-697-7218 Fax: 312-373-6800 Email: Jim.Banovitz@aecom.com

D. Name of contact person: Jim Banovitz

E. Federal Employer Identification No. (if you have one):
#35-0785336

F. Brief description of the Matter to which this EDS pertains. (Include project number and location of property, if applicable):
RFP to Design and Build Joint Public Safety Training Academy in Chicago, IL
SECTION II -- DISCLOSURE OF OWNERSHIP INTERESTS

A. NATURE OF THE DISCLOSING PARTY

1. Indicate the nature of the Disclosing Party:
   [ ] Person
   [ ] Limited liability company
   [ ] Publicly registered business corporation
   [ ] Limited liability partnership
   [ ] Privately held business corporation
   [ ] Joint venture
   [ ] Limited partnership
   [ ] Sole proprietorship
   [ ] Not-for-profit corporation
   [ ] General partnership (Is the not-for-profit corporation also a 501(c)(3))? 
     [ ] Yes [ ] No
   [ ] Trust
   [ ] Limited partnership
   [ ] Other (please specify) 

2. For legal entities, the state (or foreign country) of incorporation or organization, if applicable: 
   Indiana

3. For legal entities not organized in the State of Illinois: Has the organization registered to do 
   business in the State of Illinois as a foreign entity? 
   [ ] Yes [ ] No [ ] Organized in Illinois

B. IF THE DISCLOSING PARTY IS A LEGAL ENTITY:

1. List below the full names and titles, if applicable, of: (i) all executive officers and all directors 
   of the entity; (ii) for not-for-profit corporations, all members, if any, which are legal entities (if 
   there are no such members, write "no members which are legal entities"); (iii) for trusts, estates 
   or other similar entities, the trustee, executor, administrator, or similarly situated party; (iv) for 
   general or limited partnerships, limited liability companies, limited liability partnerships or 
   joint ventures, each general partner, managing member, manager or any other person or legal 
   entity that directly or indirectly controls the day-to-day management of the Applicant.

NOTE: Each legal entity listed below must submit an EDS on its own behalf.

Name Title

Executive Vice President: Stephen M. Alski, Robert D. Ashworth, Jr., Robert P. Hall, Kenneth L. Johnson, Kevin J. Cline, Eric W. Sorbison, William G. Markland, Jose M. Pacheco, Mele J. Throndson, Richard R. Duran


Secretary: Christopher P. MacInnis, Daren B. O'Keefe, Sidney F. Parada, William J. Russ, H. Daniel Dincav, Dan W. Holmberg, Douglas K. Uf, Bonnie Subite, Jeff Fisher, Carol M. Berken, Jim Rammall
2. Please provide the following information concerning each person or legal entity having a direct or indirect, current or prospective (i.e. within 6 months after City action) beneficial interest (including ownership) in excess of 7.5% of the Applicant. Examples of such an interest include shares in a corporation, partnership interest in a partnership or joint venture, interest of a member or manager in a limited liability company, or interest of a beneficiary of a trust, estate or other similar entity. If none, state “None.”

NOTE: Each legal entity listed below may be required to submit an EDS on its own behalf.

<table>
<thead>
<tr>
<th>Name</th>
<th>Business</th>
<th>Address</th>
<th>Percentage Interest in the Applicant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berglund Construction Company; 8410 South Chicago Avenue, Chicago, IL 60617</td>
<td>44%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION III -- INCOME OR COMPENSATION TO, OR OWNERSHIP BY, CITY ELECTED OFFICIALS

Has the Disclosing Party provided any income or compensation to any City elected official during the 12-month period preceding the date of this EDS? [ ] Yes ☐ No

Does the Disclosing Party reasonably expect to provide any income or compensation to any City elected official during the 12-month period following the date of this EDS?

[ ] Yes ☐ No

If "yes" to either of the above, please identify below the name(s) of such City elected official(s) and describe such income or compensation:

Does any City elected official or, to the best of the Disclosing Party’s knowledge after reasonable inquiry, any City elected official’s spouse or domestic partner, have a financial interest (as defined in Chapter 2-156 of the Municipal Code of Chicago (“MCC”) in the Disclosing Party?

[ ] Yes ☐ No

If "yes," please identify below the name(s) of such City elected official(s) and/or spouse(s)/domestic partner(s) and describe the financial interest(s).
SECTION IV -- DISCLOSURE OF SUBCONTRACTORS AND OTHER RETAINED PARTIES
The Disclosing Party must disclose the name and business address of each subcontractor, attorney, lobbyist (as defined in MCC Chapter 2-156), accountant, consultant and any other person or entity whom the Disclosing Party has retained or expects to retain in connection with the Matter, as well as the nature of the relationship, and the total amount of the fees paid or estimated to be paid. The Disclosing Party is not required to disclose employees who are paid solely through the Disclosing Party’s regular payroll. If the Disclosing Party is uncertain whether a disclosure is required under this Section, the Disclosing Party must either ask the City whether disclosure is required or make the disclosure.

| Name (indicate whether retained or anticipated to be retained) | Business Address | Relationship to Disclosing Party (subcontractor, attorney, lobbyist etc.) | Fees (indicate whether paid or estimated) NOTE: “hourly rate” or “t.b.d.” is not an acceptable answer |

(Add sheets if necessary)

☐ Check here if the Disclosing Party has not retained, nor expects to retain, any such persons or entities.

SECTION V -- CERTIFICATIONS
A. COURT-ORDERED CHILD SUPPORT COMPLIANCE

Under MCC Section 2-92-415, substantial owners of business entities that contract with the City must remain in compliance with their child support obligations throughout the contract’s term.

Has any person who directly or indirectly owns 10% or more of the Disclosing Party been declared in arrearage on any child support obligations by any Illinois court of competent jurisdiction?

[ ] Yes ☐ No [ ] No person directly or indirectly owns 10% or more of the Disclosing Party.

If “Yes” has the person entered into a court-approved agreement for payment of all support owed and is the person in compliance with that agreement?

[ ] Yes ☐ No
B. FURTHER CERTIFICATIONS

1. [This paragraph 1 applies only if the Matter is a contract being handled by the City’s Department of Procurement Services.] In the 5-year period preceding the date of this EDS, neither the Disclosing Party nor any Affiliated Entity [see definition in (5) below] has engaged, in connection with the performance of any public contract, the services of an integrity monitor, independent private sector inspector general, or integrity compliance consultant (i.e., an individual or entity with legal, auditing, investigative, or other similar skills, designated by a public agency to help the agency monitor the activity of specified agency vendors as well as help the vendors reform their business practices so they can be considered for agency contracts in the future, or continue with a contract in progress).

2. The Disclosing Party and its Affiliated Entities are not delinquent in the payment of any fine, fee, tax or other source of indebtedness owed to the City of Chicago, including, but not limited to, water and sewer charges, license fees, parking tickets, property taxes and sales taxes, nor is the Disclosing Party delinquent in the payment of any tax administered by the Illinois Department of Revenue.

3. The Disclosing Party and, if the Disclosing Party is a legal entity, all of those persons or entities identified in Section II(B)(1) of this EDS:

   a. are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from any transactions by any federal, state or local unit of government;

   b. have not, during the 5 years before the date of this EDS, been convicted of a criminal offense, adjudged guilty, or had a civil judgment rendered against them in connection with: obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; a violation of federal or state antitrust statutes; fraud; embezzlement; theft; forgery; bribery; falsification or destruction of records; making false statements; or receiving stolen property;

   c. are not presently indicted for, or criminally or civilly charged by, a governmental entity (federal, state or local) with committing any of the offenses set forth in subparagraph (b) above;

   d. have not, during the 5 years before the date of this EDS, had one or more public transactions (federal, state or local) terminated for cause or default; and

   e. have not, during the 5 years before the date of this EDS, been convicted, adjudged guilty, or found liable in a civil proceeding, or in any criminal or civil action, including actions concerning environmental violations, instituted by the City or by the federal government, any state, or any other unit of local government.

4. The Disclosing Party understands and shall comply with the applicable requirements of MCC Chapters 2-56 (Inspector General) and 2-156 (Governmental Ethics).

5. Certifications (5), (6) and (7) concern:
• the Disclosing Party;
• any "Contractor" (meaning any contractor or subcontractor used by the Disclosing Party in connection with the Matter, including but not limited to all persons or legal entities disclosed under Section IV, "Disclosure of Subcontractors and Other Retained Parties");
• any "Affiliated Entity" (meaning a person or entity that, directly or indirectly: controls the Disclosing Party, is controlled by the Disclosing Party, or is, with the Disclosing Party, under common control of another person or entity). Indicia of control include, without limitation: interlocking management or ownership; identity of interests among family members, shared facilities and equipment; common use of employees; or organization of a business entity following the ineligibility of a business entity to do business with federal or state or local government, including the City, using substantially the same management, ownership, or principals as the ineligible entity. With respect to Contractors, the term Affiliated Entity means a person or entity that directly or indirectly controls the Contractor, is controlled by it, or, with the Contractor, is under common control of another person or entity;
• any responsible official of the Disclosing Party, any Contractor or any Affiliated Entity or any other official, agent or employee of the Disclosing Party, any Contractor or any Affiliated Entity, acting pursuant to the direction or authorization of a responsible official of the Disclosing Party, any Contractor or any Affiliated Entity (collectively "Agents").

Neither the Disclosing Party, nor any Contractor, nor any Affiliated Entity of either the Disclosing Party or any Contractor, nor any Agents have, during the 5 years before the date of this EDS, or, with respect to a Contractor, an Affiliated Entity, or an Affiliated Entity of a Contractor during the 5 years before the date of such Contractor’s or Affiliated Entity's contract or engagement in connection with the Matter:

a. bribed or attempted to bribe, or been convicted or adjudged guilty of bribery or attempting to bribe, a public officer or employee of the City, the State of Illinois, or any agency of the federal government or of any state or local government in the United States of America, in that officer's or employee's official capacity;

b. agreed or colluded with other Respondents or prospective Respondents, or been a party to any such agreement, or been convicted or adjudged guilty of agreement or collusion among Respondents or prospective Respondents, in restraint of freedom of competition by agreement to bid a fixed price or otherwise; or

c. made an admission of such conduct described in subparagraph (a) or (b) above that is a matter of record, but have not been prosecuted for such conduct; or

d. violated the provisions referenced in MCC Subsection 2-92-320(a)(4)(Contracts Requiring a Base Wage); (a)(5)(Debarment Regulations); or (a)(6)(Minimum Wage Ordinance).

6. Neither the Disclosing Party, nor any Affiliated Entity or Contractor, or any of their employees, officials, agents or partners, is barred from contracting with any unit of state or local government as a result of engaging in or being convicted of (1) bid-rigging in violation of 720 ILCS 5/33E-3; (2) bid-rotating in violation of 720 ILCS 5/33E-4; or (3) any similar offense of
any state or of the United States of America that contains the same elements as the offense of bid-rigging or bid-rotating.

7. Neither the Disclosing Party nor any Affiliated Entity is listed on a Sanctions List maintained by the United States Department of Commerce, State, or Treasury, or any successor federal agency.

8. [FOR APPLICANT ONLY] (i) Neither the Applicant nor any “controlling person” [see MCC Chapter 1-23, Article I for applicability and defined terms] of the Applicant is currently indicted or charged with, or has admitted guilt of, or has ever been convicted of, or placed under supervision for, any criminal offense involving actual, attempted, or conspiracy to commit bribery, theft, fraud, forgery, perjury, dishonesty or deceit against an officer or employee of the City or any “sister agency”; and (ii) the Applicant understands and acknowledges that compliance with Article I is a continuing requirement for doing business with the City. NOTE: If MCC Chapter 1-23, Article I applies to the Applicant, that Article’s permanent compliance timeframe supersedes 5-year compliance timeframes in this Section V.

9. [FOR APPLICANT ONLY] The Applicant and its Affiliated Entities will not use, nor permit their subcontractors to use, any facility listed as having an active exclusion by the U.S. EPA on the federal System for Award Management (“SAM”).

10. [FOR APPLICANT ONLY] The Applicant will obtain from any contractors/subcontractors hired or to be hired in connection with the Matter certifications equal in form and substance to those in Certifications (2) and (9) above and will not, without the prior written consent of the City, use any such contractor/subcontractor that does not provide such certifications or that the Applicant has reason to believe has not provided or cannot provide truthful certifications.

11. If the Disclosing Party is unable to certify to any of the above statements in this Part B (Further Certifications), the Disclosing Party must explain below:

N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be conclusively presumed that the Disclosing Party certified to the above statements.

12. To the best of the Disclosing Party’s knowledge after reasonable inquiry, the following is a complete list of all current employees of the Disclosing Party who were, at any time during the 12-month period preceding the date of this EDS, an employee, or elected or appointed official, of the City of Chicago (if none, indicate with “N/A” or “none”).

None

13. To the best of the Disclosing Party’s knowledge after reasonable inquiry, the following is a complete list of all gifts that the Disclosing Party has given or caused to be given, at any time during the 12-month period preceding the execution date of this EDS, to an employee, or elected or appointed official, of the City of Chicago. For purposes of this statement, a “gift” does not
include: (i) anything made generally available to City employees or to the general public, or (ii) food or drink provided in the course of official City business and having a retail value of less than $25 per recipient, or (iii) a political contribution otherwise duly reported as required by law (if none, indicate with “N/A” or “none”). As to any gift listed below, please also list the name of the City recipient.

None

C. CERTIFICATION OF STATUS AS FINANCIAL INSTITUTION

1. The Disclosing Party certifies that the Disclosing Party (check one)
   [ ] is ☐ is not

   a "financial institution" as defined in MCC Section 2-32-455(b).

2. If the Disclosing Party is a financial institution, then the Disclosing Party pledges:

   "We are not and will not become a predatory lender as defined in MCC Chapter 2-32. We further
   pledge that none of our affiliates is, and none of them will become, a predatory lender as defined
   in MCC Chapter 2-32. We understand that becoming a predatory lender or becoming an affiliate
   of a predatory lender may result in the loss of the privilege of doing business with the City."

   If the Disclosing Party is unable to make this pledge because it or any of its affiliates (as defined
   in MCC Section 2-32-455(b)) is a predatory lender within the meaning of MCC Chapter 2-32,
   explain here (attach additional pages if necessary):

   N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be
conclusively presumed that the Disclosing Party certified to the above statements.

D. CERTIFICATION REGARDING FINANCIAL INTEREST IN CITY BUSINESS
Any words or terms defined in MCC Chapter 2-156 have the same meanings if used in this Part D.

1. In accordance with MCC Section 2-156-110: To the best of the Disclosing Party’s knowledge
   after reasonable inquiry, does any official or employee of the City have a financial interest in his
   or her own name or in the name of any other person or entity in the Matter?

   [ ] Yes ☐ No

NOTE: If you checked "Yes" to Item D(1), proceed to Items D(2) and D(3). If you checked "No"
   to Item D(1), skip Items D(2) and D(3) and proceed to Part E.

2. Unless sold pursuant to a process of competitive bidding, or otherwise permitted, no City
   elected official or employee shall have a financial interest in his or her own name or in the name
of any other person or entity in the purchase of any property that (i) belongs to the City, or (ii) is sold for taxes or assessments, or (iii) is sold by virtue of legal process at the suit of the City (collectively, "City Property Sale"). Compensation for property taken pursuant to the City's eminent domain power does not constitute a financial interest within the meaning of this Part D.

Does the Matter involve a City Property Sale?
[ ] Yes  [ ] No

3. If you checked "Yes" to Item D(1), provide the names and business addresses of the City officials or employees having such financial interest and identify the nature of the financial interest:

Name  Business Address  Nature of Financial Interest

4. The Disclosing Party further certifies that no prohibited financial interest in the Matter will be acquired by any City official or employee.

E. CERTIFICATION REGARDING SLAVERY ERA BUSINESS
Please check either (1) or (2) below. If the Disclosing Party checks (2), the Disclosing Party must disclose below or in an attachment to this EDS all information required by (2). Failure to comply with these disclosure requirements may make any contract entered into with the City in connection with the Matter voidable by the City.

[ ] 1. The Disclosing Party verifies that the Disclosing Party has searched any and all records of the Disclosing Party and any and all predecessor entities regarding records of investments or profits from slavery or slaveholder insurance policies during the slavery era (including insurance policies issued to slaveholders that provided coverage for damage to or injury or death of their slaves), and the Disclosing Party has found no such records.

[ ] 2. The Disclosing Party verifies that, as a result of conducting the search in step (1) above, the Disclosing Party has found records of investments or profits from slavery or slaveholder insurance policies. The Disclosing Party verifies that the following constitutes full disclosure of all such records, including the names of any and all slaves or slaveholders described in those records:

SECTION VI -- CERTIFICATIONS FOR FEDERALLY FUNDED MATTERS
NOTE: If the Matter is federally funded, complete this Section VI. If the Matter is not federally funded, proceed to Section VII. For purposes of this Section VI, tax credits allocated by the City and proceeds of debt obligations of the City are not federal funding.
A. CERTIFICATION REGARDING LOBBYING

1. List below the names of all persons or entities registered under the federal Lobbying Disclosure Act of 1995, as amended, who have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter: (Add sheets if necessary):

N/A

(If no explanation appears or begins on the lines above, or if the letters "NA" or if the word "None" appear, it will be conclusively presumed that the Disclosing Party means that NO persons or entities registered under the Lobbying Disclosure Act of 1995, as amended, have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter.)

2. The Disclosing Party has not spent and will not expend any federally appropriated funds to pay any person or entity listed in paragraph A(1) above for his or her lobbying activities or to pay any person or entity to influence or attempt to influence an officer or employee of any agency, as defined by applicable federal law, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress, in connection with the award of any federally funded contract, making any federally funded grant or loan, entering into any cooperative agreement, or to extend, continue, renew, amend, or modify any federally funded contract, grant, loan, or cooperative agreement.

3. The Disclosing Party will submit an updated certification at the end of each calendar quarter in which there occurs any event that materially affects the accuracy of the statements and information set forth in paragraphs A(1) and A(2) above.

4. The Disclosing Party certifies that either: (i) it is not an organization described in section 501(c)(4) of the Internal Revenue Code of 1986; or (ii) it is an organization described in section 501(c)(4) of the Internal Revenue Code of 1986 but has not engaged and will not engage in "Lobbying Activities," as that term is defined in the Lobbying Disclosure Act of 1995, as amended.

5. If the Disclosing Party is the Applicant, the Disclosing Party must obtain certifications equal in form and substance to paragraphs A(1) through A(4) above from all subcontractors before it awards any subcontract and the Disclosing Party must maintain all such subcontractors' certifications for the duration of the Matter and must make such certifications promptly available to the City upon request.

B. CERTIFICATION REGARDING EQUAL EMPLOYMENT OPPORTUNITY

If the Matter is federally funded, federal regulations require the Applicant and all proposed subcontractors to submit the following information with their bids or in writing at the outset of negotiations.

Is the Disclosing Party the Applicant?
[ ] Yes [ ] No

If “Yes,” answer the three questions below:
1. Have you developed and do you have on file affirmative action programs pursuant to applicable federal regulations? (See 41 CFR Part 60-2.)

[ ] Yes [ ] No

2. Have you filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance Programs, or the Equal Employment Opportunity Commission all reports due under the applicable filing requirements?

[ ] Yes [ ] No [ ] Reports not required

3. Have you participated in any previous contracts or subcontracts subject to the equal opportunity clause?

[ ] Yes [ ] No

If you checked “No” to question (1) or (2) above, please provide an explanation:

SECTION VII -- FURTHER ACKNOWLEDGMENTS AND CERTIFICATION
The Disclosing Party understands and agrees that:

A. The certifications, disclosures, and acknowledgments contained in this EDS will become part of any contract or other agreement between the Applicant and the City in connection with the Matter, whether procurement, City assistance, or other City action, and are material inducements to the City’s execution of any contract or taking other action with respect to the Matter. The Disclosing Party understands that it must comply with all statutes, ordinances, and regulations on which this EDS is based.

B. The City's Governmental Ethics Ordinance, MCC Chapter 2-156, imposes certain duties and obligations on persons or entities seeking City contracts, work, business, or transactions. The full text of this ordinance and a training program is available on line at www.cityofchicago.org/Ethics, and may also be obtained from the City's Board of Ethics, 740 N. Sedgwick St., Suite 500, Chicago, IL 60610, (312) 744-9660. The Disclosing Party must comply fully with this ordinance.

C. If the City determines that any information provided in this EDS is false, incomplete or inaccurate, any contract or other agreement in connection with which it is submitted may be rescinded or be void or voidable, and the City may pursue any remedies under the contract or agreement (if not rescinded or void), at law, or in equity, including terminating the Disclosing Party's participation in the Matter and/or declining to allow the Disclosing Party to participate in other City transactions. Remedies at law for a false statement of material fact may include incarceration and an award to the City of treble damages.

D. It is the City's policy to make this document available to the public on its Internet site and/or upon request. Some or all of the information provided in, and appended to, this EDS may be
made publicly available on the Internet, in response to a Freedom of Information Act request, or otherwise. By completing and signing this EDS, the Disclosing Party waives and releases any possible rights or claims which it may have against the City in connection with the public release of information contained in this EDS and also authorizes the City to verify the accuracy of any information submitted in this EDS.

E. The information provided in this EDS must be kept current. In the event of changes, the Disclosing Party must supplement this EDS up to the time the City takes action on the Matter. If the Matter is a contract being handled by the City’s Department of Procurement Services, the Disclosing Party must update this EDS as the contract requires. NOTE: With respect to Matters subject to MCC Chapter 1-23, Article I (imposing PERMANENT INELIGIBILITY for certain specified offenses), the information provided herein regarding eligibility must be kept current for a longer period, as required by MCC Chapter 1-23 and Section 2-154-020

CERTIFICATION
Under penalty of perjury, the person signing below: (1) warrants that he/she is authorized to execute this EDS, and Appendices A and B (if applicable), on behalf of the Disclosing Party, and (2) warrants that all certifications and statements contained in this EDS, and Appendices A and B (if applicable), are true, accurate and complete as of the date furnished to the City.

Hunt Construction Group, Inc.
(Print or type exact legal name of Disclosing Party)

By:

(Sign here)
Jim Banovitz
(Print or type name of person signing)

Senior Vice President
(Print or type title of person signing)

Signed and sworn to before me on (date) August 15, 2013, at Cook County, Illinois (state).

Notary Public

Commission expires: 8-7-2018

KIMBERLY KEMPER
OFFICIAL SEAL
Notary Public, State of Illinois
My Commission Expires August 11, 2019
CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT AND AFFIDAVIT
APPENDIX A

FAMILIAL RELATIONSHIPS WITH ELECTED CITY OFFICIALS
AND DEPARTMENT HEADS

This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a direct ownership interest in the Applicant exceeding 7.5%. It is not to be completed by any legal entity which has only an indirect ownership interest in the Applicant.

Under MCC Section 2-154-015, the Disclosing Party must disclose whether such Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently has a “familial relationship” with any elected city official or department head. A “familial relationship” exists if, as of the date this EDS is signed, the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof is related to the mayor, any alderman, the city clerk, the city treasurer or any city department head as spouse or domestic partner or as any of the following, whether by blood or adoption: parent, child, brother or sister, aunt or uncle, niece or nephew, grandparent, grandchild, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepfather or stepmother, stepson or stepdaughter, stepbrother or stepsister or half-brother or half-sister.

“Applicable Party” means (1) all executive officers of the Disclosing Party listed in Section II.B.1.a., if the Disclosing Party is a corporation; all partners of the Disclosing Party, if the Disclosing Party is a general partnership; all general partners and limited partners of the Disclosing Party, if the Disclosing Party is a limited partnership; all managers, managing members and members of the Disclosing Party, if the Disclosing Party is a limited liability company; (2) all principal officers of the Disclosing Party; and (3) any person having more than a 7.5% ownership interest in the Disclosing Party. “Principal officers” means the president, chief operating officer, executive director, chief financial officer, treasurer or secretary of a legal entity or any person exercising similar authority.

Does the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently have a “familial relationship” with an elected city official or department head?

[ ] Yes ☒ No

If yes, please identify below (1) the name and title of such person, (2) the name of the legal entity to which such person is connected; (3) the name and title of the elected city official or department head to whom such person has a familial relationship, and (4) the precise nature of such familial relationship.
CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT AND AFFIDAVIT
APPENDIX B

BUILDING CODE SCOFFLAW/PROBLEM LANDLORD CERTIFICATION

This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a direct ownership interest in the Applicant exceeding 7.5% (an "Owner"). It is not to be completed by any legal entity which has only an indirect ownership interest in the Applicant.

1. Pursuant to MCC Section 2-154-010, is the Applicant or any Owner identified as a building code scofflaw or problem landlord pursuant to MCC Section 2-92-416?

[ ] Yes [x] No

2. If the Applicant is a legal entity publicly traded on any exchange, is any officer or director of the Applicant identified as a building code scofflaw or problem landlord pursuant to MCC Section 2-92-416?

[ ] Yes [x] No [ ] The Applicant is not publicly traded on any exchange.

3. If yes to (1) or (2) above, please identify below the name of each person or legal entity identified as a building code scofflaw or problem landlord and the address of each building or buildings to which the pertinent code violations apply.
EDS Frequently Asked Questions

The City of Chicago (the "City") requires disclosure of the information requested in this Economic Disclosure Statement and Affidavit ("EDS") before any City agency, department or City Council action regarding the matter that is the subject of this EDS. Please fully complete each statement, with all information current as of the date this EDS is signed. If a question is not applicable, answer with "N.A." An incomplete EDS will be returned and any City action will be delayed.

Please print or type all responses clearly and legibly. Add additional pages if needed, being careful to identify the portion of the EDS to which each additional page refers. For purposes of this EDS:

“Applicant” means any entity or person making an application to the City for action requiring City Council or other City agency approval.

“Disclosing Party” means any entity or person submitting an EDS. If the Disclosing Party is participating in a matter in more than one capacity (for example, as underwriter and limited partner in a multi-family housing transaction), please indicate each such capacity in Section I.F. of the EDS.

“Entity” or “Legal Entity” means a legal entity (for example, a corporation, partnership, joint venture, limited liability company or trust).

“Person” means a human being.

WHO MUST SUBMIT AN EDS:
An EDS must be submitted in any of the following three circumstances:
1. Applicants: An Applicant must always file this EDS. If the Applicant is a legal entity, state the full name of that legal entity. If the Applicant is a person acting on his/her own behalf, state his/her name.
2. Entities holding an interest: Whenever a legal entity has a beneficial interest (i.e. direct or indirect ownership) of more than 7.5% in the Applicant, each such legal entity must file an EDS on its own behalf.
3. Controlling entities: Whenever a legal entity directly or indirectly controls the Applicant, each such controlling legal entity must file an EDS on its own behalf.
FORM 8: ECONOMIC DISCLOSURE STATEMENT

Respondents are required to submit filled out EDS forms (Form 8) for every entity that has a controlling interest in the Respondent team. Answers to FAQs and further instructions can be found in Section 2 of this Form 8.

EDS Submission

CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT
AND AFFIDAVIT
SECTION I -- GENERAL INFORMATION

A. Legal name of the Disclosing Party submitting this EDS. Include d/b/a/ if applicable:
   Berglund Construction Company

Check ONE of the following three boxes:
Indicate whether the Disclosing Party submitting this EDS is:

1. [ ] the Applicant
   OR

2. [X] a legal entity currently holding, or anticipated to hold within six months after City action on the contract, transaction or other undertaking to which this EDS pertains (referred to below as the "Matter"), a direct or indirect interest in excess of 7.5% in the Applicant. State the Applicant's legal name:
   Berglund Construction Company
   OR

3. [ ] a legal entity with a direct or indirect right of control of the Applicant (see Section II(B)(1))
   State the legal name of the entity in which the Disclosing Party holds a right of control:

B. Business address of the Disclosing Party: 8410 S South Chicago Avenue, Chicago, IL 60617

C. Telephone: 773.449.2239        Fax: 773.874.0701        Email: fberglund@berglundco.com

D. Name of contact person: Fred Berglund

E. Federal Employer Identification No. (if you have one):
   36-2058080

F. Brief description of the Matter to which this EDS pertains. (Include project number and location of property, if applicable):
   Chicago Infrastructure Trust Joint Public Safety Training Academy Project
   The two primary buildings, along with ancillary unoccupied outdoor training facilities, will be constructed on a 30-acre city owned site located at 4301 W Chicago Ave.
G. Which City agency or department is requesting this EDS?

Chicago Infrastructure Trust

SECTION II -- DISCLOSURE OF OWNERSHIP INTERESTS

A. NATURE OF THE DISCLOSING PARTY

1. Indicate the nature of the Disclosing Party:
   [ ] Person
   [ ] Limited liability company
   [ ] Publicly registered business corporation
   [ ] Limited liability partnership
   [ ] Privately held business corporation
   [ ] Joint venture
   [ ] Limited partnership
   [ ] Sole proprietorship
   [ ] Not-for-profit corporation
   [ ] General partnership (Is the not-for-profit corporation also a 501(c)(3))?
   [ ] Yes [ ] No
   [ ] Trust
   [ ] Limited partnership
   [ ] Other (please specify)

2. For legal entities, the state (or foreign country) of incorporation or organization, if applicable:
   State of Illinois

3. For legal entities not organized in the State of Illinois: Has the organization registered to do business in the State of Illinois as a foreign entity?
   [ ] Yes [ ] No [ ] Organized in Illinois

B. IF THE DISCLOSING PARTY IS A LEGAL ENTITY:

1. List below the full names and titles, if applicable, of: (i) all executive officers and all directors of the entity; (ii) for not-for-profit corporations, all members, if any, which are legal entities (if there are no such members, write "no members which are legal entities"); (iii) for trusts, estates or other similar entities, the trustee, executor, administrator, or similarly situated party; (iv) for general or limited partnerships, limited liability companies, limited liability partnerships or joint ventures, each general partner, managing member, manager or any other person or legal entity that directly or indirectly controls the day-to-day management of the Applicant.

NOTE: Each legal entity listed below must submit an EDS on its own behalf.

Name Title

Fred Berglund, President
Kevin Geshwender, Executive Vice President / CFO
Jack Tribbia, President of Restoration Division
2. Please provide the following information concerning each person or legal entity having a
direct or indirect, current or prospective (i.e., within 6 months after City action) beneficial interest
(including ownership) in excess of 7.5% of the Applicant. Examples of such an interest include
shares in a corporation, partnership interest in a partnership or joint venture, interest of a member
or manager in a limited liability company, or interest of a beneficiary of a trust, estate or other
similar entity. If none, state “None.”

NOTE: Each legal entity listed below may be required to submit an EDS on its own behalf.

<table>
<thead>
<tr>
<th>Name</th>
<th>Business</th>
<th>Address</th>
<th>Percentage Interest in the Applicant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fred Berglund</td>
<td>Berglund Construction</td>
<td>8410 S South Chicago Ave., Chicago, IL 60617</td>
<td>100%</td>
</tr>
</tbody>
</table>

SECTION III -- INCOME OR COMPENSATION TO, OR OWNERSHIP BY, CITY ELECTED OFFICIALS

Has the Disclosing Party provided any income or compensation to any City elected official
during the 12-month period preceding the date of this EDS? [ ] Yes [ ] No

Does the Disclosing Party reasonably expect to provide any income or compensation to any City
elected official during the 12-month period following the date of this EDS?

[ ] Yes [x] No

If “yes” to either of the above, please identify below the name(s) of such City elected official(s)
and describe such income or compensation:

Does any City elected official or, to the best of the Disclosing Party’s knowledge after
reasonable inquiry, any City elected official’s spouse or domestic partner, have a financial
interest (as defined in Chapter 2-156 of the Municipal Code of Chicago (“MCC”) in the
Disclosing Party?

[ ] Yes [x] No

If “yes,” please identify below the name(s) of such City elected official(s) and/or
spouse(s)/domestic partner(s) and describe the financial interest(s).
SECTION IV -- DISCLOSURE OF SUBCONTRACTORS AND OTHER RETAINED PARTIES

The Disclosing Party must disclose the name and business address of each subcontractor, attorney, lobbyist (as defined in MCC Chapter 2-156), accountant, consultant and any other person or entity whom the Disclosing Party has retained or expects to retain in connection with the Matter, as well as the nature of the relationship, and the total amount of the fees paid or estimated to be paid. The Disclosing Party is not required to disclose employees who are paid solely through the Disclosing Party’s regular payroll. If the Disclosing Party is uncertain whether a disclosure is required under this Section, the Disclosing Party must either ask the City whether disclosure is required or make the disclosure.

<table>
<thead>
<tr>
<th>Name (indicate whether retained or anticipated to be retained)</th>
<th>Business Address</th>
<th>Relationship to Disclosing Party (subcontractor, attorney, lobbyist etc.)</th>
<th>Fees (indicate whether paid or estimated) NOTE: “hourly rate” or “t.b.d.” is not an acceptable answer</th>
</tr>
</thead>
</table>

(Add sheets if necessary)

[ ] Check here if the Disclosing Party has not retained, nor expects to retain, any such persons or entities.

SECTION V -- CERTIFICATIONS

A. COURT-ORDERED CHILD SUPPORT COMPLIANCE

Under MCC Section 2-92-415, substantial owners of business entities that contract with the City must remain in compliance with their child support obligations throughout the contract’s term.

Has any person who directly or indirectly owns 10% or more of the Disclosing Party been declared in arrearage on any child support obligations by any Illinois court of competent jurisdiction?

[ ] Yes [x] No [ ] No person directly or indirectly owns 10% or more of the Disclosing Party.

If “Yes” has the person entered into a court-approved agreement for payment of all support owed and is the person in compliance with that agreement?

[ ] Yes [ ] No
B. FURTHER CERTIFICATIONS

1. [This paragraph 1 applies only if the Matter is a contract being handled by the City’s Department of Procurement Services.] In the 5-year period preceding the date of this EDS, neither the Disclosing Party nor any Affiliated Entity [see definition in (5) below] has engaged, in connection with the performance of any public contract, the services of an integrity monitor, independent private sector inspector general, or integrity compliance consultant (i.e., an individual or entity with legal, auditing, investigative, or other similar skills, designated by a public agency to help the agency monitor the activity of specified agency vendors as well as help the vendors reform their business practices so they can be considered for agency contracts in the future, or continue with a contract in progress).

2. The Disclosing Party and its Affiliated Entities are not delinquent in the payment of any fine, fee, tax or other source of indebtedness owed to the City of Chicago, including, but not limited to, water and sewer charges, license fees, parking tickets, property taxes and sales taxes, nor is the Disclosing Party delinquent in the payment of any tax administered by the Illinois Department of Revenue.

3. The Disclosing Party and, if the Disclosing Party is a legal entity, all of those persons or entities identified in Section II(B)(1) of this EDS:

   a. are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from any transactions by any federal, state or local unit of government;

   b. have not, during the 5 years before the date of this EDS, been convicted of a criminal offense, adjudged guilty, or had a civil judgment rendered against them in connection with: obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; a violation of federal or state antitrust statutes; fraud; embezzlement; theft; forgery; bribery; falsification or destruction of records; making false statements; or receiving stolen property;

   c. are not presently indicted for, or criminally or civilly charged by, a governmental entity (federal, state or local) with committing any of the offenses set forth in subparagraph (b) above;

   d. have not, during the 5 years before the date of this EDS, had one or more public transactions (federal, state or local) terminated for cause or default; and

   e. have not, during the 5 years before the date of this EDS, been convicted, adjudged guilty, or found liable in a civil proceeding, or in any criminal or civil action, including actions concerning environmental violations, instituted by the City or by the federal government, any state, or any other unit of local government.

4. The Disclosing Party understands and shall comply with the applicable requirements of MCC Chapters 2-56 (Inspector General) and 2-156 (Governmental Ethics).

5. Certifications (5), (6) and (7) concern:
the Disclosing Party;

— any "Contractor" (meaning any contractor or subcontractor used by the Disclosing Party in connection with the Matter, including but not limited to all persons or legal entities disclosed under Section IV, "Disclosure of Subcontractors and Other Retained Parties");

— any "Affiliated Entity" (meaning a person or entity that, directly or indirectly: controls the Disclosing Party, is controlled by the Disclosing Party, or is, with the Disclosing Party, under common control of another person or entity). Indicia of control include, without limitation: interlocking management or ownership; identity of interests among family members, shared facilities and equipment; common use of employees; or organization of a business entity following the ineligibility of a business entity to do business with federal or state or local government, including the City, using substantially the same management, ownership, or principals as the ineligible entity. With respect to Contractors, the term Affiliated Entity means a person or entity that directly or indirectly controls the Contractor, is controlled by it, or, with the Contractor, is under common control of another person or entity;

— any responsible official of the Disclosing Party, any Contractor or any Affiliated Entity or any other official, agent or employee of the Disclosing Party, any Contractor or any Affiliated Entity, acting pursuant to the direction or authorization of a responsible official of the Disclosing Party, any Contractor or any Affiliated Entity (collectively "Agents").

Neither the Disclosing Party, nor any Contractor, nor any Affiliated Entity of either the Disclosing Party or any Contractor, nor any Agents have, during the 5 years before the date of this EDS, or, with respect to a Contractor, an Affiliated Entity, or an Affiliated Entity of a Contractor during the 5 years before the date of such Contractor's or Affiliated Entity's contract or engagement in connection with the Matter:

a. bribed or attempted to bribe, or been convicted or adjudged guilty of bribery or attempting to bribe, a public officer or employee of the City, the State of Illinois, or any agency of the federal government or of any state or local government in the United States of America, in that officer's or employee's official capacity;

b. agreed or colluded with other Respondents or prospective Respondents, or been a party to any such agreement, or been convicted or adjudged guilty of agreement or collusion among Respondents or prospective Respondents, in restraint of freedom of competition by agreement to bid a fixed price or otherwise; or

c. made an admission of such conduct described in subparagraph (a) or (b) above that is a matter of record, but have not been prosecuted for such conduct; or

d. violated the provisions referenced in MCC Subsection 2-92-320(a)(4)(Contracts Requiring a Base Wage); (a)(5)(Debarment Regulations); or (a)(6)(Minimum Wage Ordinance).

6. Neither the Disclosing Party, nor any Affiliated Entity or Contractor, or any of their employees, officials, agents or partners, is barred from contracting with any unit of state or local government as a result of engaging in or being convicted of (1) bid-rigging in violation of 720 ILCS 5/33E-3; (2) bid-rotating in violation of 720 ILCS 5/33E-4; or (3) any similar offense of
any state or of the United States of America that contains the same elements as the offense of bid-rigging or bid-rotating.

7. Neither the Disclosing Party nor any Affiliated Entity is listed on a Sanctions List maintained by the United States Department of Commerce, State, or Treasury, or any successor federal agency.

8. [FOR APPLICANT ONLY] (i) Neither the Applicant nor any “controlling person” [see MCC Chapter 1-23, Article I for applicability and defined terms] of the Applicant is currently indicted or charged with, or has admitted guilt of, or has ever been convicted of, or placed under supervision for, any criminal offense involving actual, attempted, or conspiracy to commit bribery, theft, fraud, forgery, perjury, dishonesty or deceit against an officer or employee of the City or any “sister agency”; and (ii) the Applicant understands and acknowledges that compliance with Article I is a continuing requirement for doing business with the City. NOTE: If MCC Chapter 1-23, Article I applies to the Applicant, that Article’s permanent compliance timeframe supersedes 5-year compliance timeframes in this Section V.

9. [FOR APPLICANT ONLY] The Applicant and its Affiliated Entities will not use, nor permit their subcontractors to use, any facility listed as having an active exclusion by the U.S. EPA on the federal System for Award Management (“SAM”).

10. [FOR APPLICANT ONLY] The Applicant will obtain from any contractors/subcontractors hired or to be hired in connection with the Matter certifications equal in form and substance to those in Certifications (2) and (9) above and will not, without the prior written consent of the City, use any such contractor/subcontractor that does not provide such certifications or that the Applicant has reason to believe has not provided or cannot provide truthful certifications.

11. If the Disclosing Party is unable to certify to any of the above statements in this Part B (Further Certifications), the Disclosing Party must explain below:

N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be conclusively presumed that the Disclosing Party certified to the above statements.

12. To the best of the Disclosing Party’s knowledge after reasonable inquiry, the following is a complete list of all current employees of the Disclosing Party who were, at any time during the 12-month period preceding the date of this EDS, an employee, or elected or appointed official, of the City of Chicago (if none, indicate with “N/A” or “none”).

N/A

13. To the best of the Disclosing Party’s knowledge after reasonable inquiry, the following is a complete list of all gifts that the Disclosing Party has given or caused to be given, at any time during the 12-month period preceding the execution date of this EDS, to an employee, or elected or appointed official, of the City of Chicago. For purposes of this statement, a “gift” does not
include: (i) anything made generally available to City employees or to the general public, or (ii) food or drink provided in the course of official City business and having a retail value of less than $25 per recipient, or (iii) a political contribution otherwise duly reported as required by law (if none, indicate with "N/A" or "none"). As to any gift listed below, please also list the name of the City recipient.

N/A

C. CERTIFICATION OF STATUS AS FINANCIAL INSTITUTION

1. The Disclosing Party certifies that the Disclosing Party (check one)
   [ ] is [x] is not

   a "financial institution" as defined in MCC Section 2-32-455(b).

2. If the Disclosing Party is a financial institution, then the Disclosing Party pledges:

   "We are not and will not become a predatory lender as defined in MCC Chapter 2-32. We further
   pledge that none of our affiliates is, and none of them will become, a predatory lender as defined
   in MCC Chapter 2-32. We understand that becoming a predatory lender or becoming an affiliate
   of a predatory lender may result in the loss of the privilege of doing business with the City."

   If the Disclosing Party is unable to make this pledge because it or any of its affiliates (as defined
   in MCC Section 2-32-455(b)) is a predatory lender within the meaning of MCC Chapter 2-32,
   explain here (attach additional pages if necessary):

   N/A

If the letters "NA," the word "None," or no response appears on the lines above, it will be
conclusively presumed that the Disclosing Party certified to the above statements.

D. CERTIFICATION REGARDING FINANCIAL INTEREST IN CITY BUSINESS

Any words or terms defined in MCC Chapter 2-156 have the same meanings if used in this Part
D.

1. In accordance with MCC Section 2-156-110: To the best of the Disclosing Party's knowledge
   after reasonable inquiry, does any official or employee of the City have a financial interest in his
   or her own name or in the name of any other person or entity in the Matter?

   [ ] Yes [x] No

   NOTE: If you checked "Yes" to Item D(1), proceed to Items D(2) and D(3). If you checked "No"
   to Item D(1), skip Items D(2) and D(3) and proceed to Part E.

2. Unless sold pursuant to a process of competitive bidding, or otherwise permitted, no City
   elected official or employee shall have a financial interest in his or her own name or in the name
of any other person or entity in the purchase of any property that (i) belongs to the City, or (ii) is sold for taxes or assessments, or (iii) is sold by virtue of legal process at the suit of the City (collectively, "City Property Sale"). Compensation for property taken pursuant to the City's eminent domain power does not constitute a financial interest within the meaning of this Part D.

Does the Matter involve a City Property Sale?
[ ] Yes [X] No

3. If you checked "Yes" to Item D(1), provide the names and business addresses of the City officials or employees having such financial interest and identify the nature of the financial interest:
Name Business Address Nature of Financial Interest

4. The Disclosing Party further certifies that no prohibited financial interest in the Matter will be acquired by any City official or employee.

E. CERTIFICATION REGARDING SLAVERY ERA BUSINESS
Please check either (1) or (2) below. If the Disclosing Party checks (2), the Disclosing Party must disclose below or in an attachment to this EDS all information required by (2). Failure to comply with these disclosure requirements may make any contract entered into with the City in connection with the Matter voidable by the City.

[ ] 1. The Disclosing Party verifies that the Disclosing Party has searched any and all records of the Disclosing Party and any and all predecessor entities regarding records of investments or profits from slavery or slaveholder insurance policies during the slavery era (including insurance policies issued to slaveholders that provided coverage for damage to or injury or death of their slaves), and the Disclosing Party has found no such records.

[X] 2. The Disclosing Party verifies that, as a result of conducting the search in step (1) above, the Disclosing Party has found records of investments or profits from slavery or slaveholder insurance policies. The Disclosing Party verifies that the following constitutes full disclosure of all such records, including the names of any and all slaves or slaveholders described in those records:

SECTION VI -- CERTIFICATIONS FOR FEDERALLY FUNDED MATTERS
NOTE: If the Matter is federally funded, complete this Section VI. If the Matter is not federally funded, proceed to Section VII. For purposes of this Section VI, tax credits allocated by the City and proceeds of debt obligations of the City are not federal funding.
A. CERTIFICATION REGARDING LOBBYING

1. List below the names of all persons or entities registered under the federal Lobbying Disclosure Act of 1995, as amended, who have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter: (Add sheets if necessary):

   None

   (If no explanation appears or begins on the lines above, or if the letters "NA" or if the word "None" appear, it will be conclusively presumed that the Disclosing Party means that NO persons or entities registered under the Lobbying Disclosure Act of 1995, as amended, have made lobbying contacts on behalf of the Disclosing Party with respect to the Matter.)

2. The Disclosing Party has not spent and will not expend any federally appropriated funds to pay any person or entity listed in paragraph A(1) above for his or her lobbying activities or to pay any person or entity to influence or attempt to influence an officer or employee of any agency, as defined by applicable federal law, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress, in connection with the award of any federally funded contract, making any federally funded grant or loan, entering into any cooperative agreement, or to extend, continue, renew, amend, or modify any federally funded contract, grant, loan, or cooperative agreement.

3. The Disclosing Party will submit an updated certification at the end of each calendar quarter in which there occurs any event that materially affects the accuracy of the statements and information set forth in paragraphs A(1) and A(2) above.

4. The Disclosing Party certifies that either: (i) it is not an organization described in section 501(c)(4) of the Internal Revenue Code of 1986; or (ii) it is an organization described in section 501(c)(4) of the Internal Revenue Code of 1986 but has not engaged and will not engage in "Lobbying Activities," as that term is defined in the Lobbying Disclosure Act of 1995, as amended.

5. If the Disclosing Party is the Applicant, the Disclosing Party must obtain certifications equal in form and substance to paragraphs A(1) through A(4) above from all subcontractors before it awards any subcontract and the Disclosing Party must maintain all such subcontractors' certifications for the duration of the Matter and must make such certifications promptly available to the City upon request.

B. CERTIFICATION REGARDING EQUAL EMPLOYMENT OPPORTUNITY

If the Matter is federally funded, federal regulations require the Applicant and all proposed subcontractors to submit the following information with their bids or in writing at the outset of negotiations.

Is the Disclosing Party the Applicant?
[ ] Yes [x] No

If "Yes," answer the three questions below:
1. Have you developed and do you have on file affirmative action programs pursuant to applicable federal regulations? (See 41 CFR Part 60-2.)

[ ] Yes [ ] No

2. Have you filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance Programs, or the Equal Employment Opportunity Commission all reports due under the applicable filing requirements?

[ ] Yes [ ] No [ ] Reports not required

3. Have you participated in any previous contracts or subcontracts subject to the equal opportunity clause?

[ ] Yes [ ] No

If you checked “No” to question (1) or (2) above, please provide an explanation:

SECTION VII -- FURTHER ACKNOWLEDGMENTS AND CERTIFICATION
The Disclosing Party understands and agrees that:

A. The certifications, disclosures, and acknowledgments contained in this EDS will become part of any contract or other agreement between the Applicant and the City in connection with the Matter, whether procurement, City assistance, or other City action, and are material inducements to the City's execution of any contract or taking other action with respect to the Matter. The Disclosing Party understands that it must comply with all statutes, ordinances, and regulations on which this EDS is based.

B. The City's Governmental Ethics Ordinance, MCC Chapter 2-156, imposes certain duties and obligations on persons or entities seeking City contracts, work, business, or transactions. The full text of this ordinance and a training program is available on line at www.cityofchicago.org/Ethics, and may also be obtained from the City's Board of Ethics, 740 N. Sedgwick St., Suite 500, Chicago, IL 60610, (312) 744-9660. The Disclosing Party must comply fully with this ordinance.

C. If the City determines that any information provided in this EDS is false, incomplete or inaccurate, any contract or other agreement in connection with which it is submitted may be rescinded or be void or voidable, and the City may pursue any remedies under the contract or agreement (if not rescinded or void), at law, or in equity, including terminating the Disclosing Party's participation in the Matter and/or declining to allow the Disclosing Party to participate in other City transactions. Remedies at law for a false statement of material fact may include incarceration and an award to the City of treble damages.

D. It is the City's policy to make this document available to the public on its Internet site and/or upon request. Some or all of the information provided in, and appended to, this EDS may be
made publicly available on the Internet, in response to a Freedom of Information Act request, or otherwise. By completing and signing this EDS, the Disclosing Party waives and releases any possible rights or claims which it may have against the City in connection with the public release of information contained in this EDS and also authorizes the City to verify the accuracy of any information submitted in this EDS.

E. The information provided in this EDS must be kept current. In the event of changes, the Disclosing Party must supplement this EDS up to the time the City takes action on the Matter. If the Matter is a contract being handled by the City’s Department of Procurement Services, the Disclosing Party must update this EDS as the contract requires. **NOTE:** With respect to Matters subject to MCC Chapter 1-23, Article I (imposing **PERMANENT INELIGIBILITY** for certain specified offenses), the information provided herein regarding eligibility must be kept current for a longer period, as required by MCC Chapter 1-23 and Section 2-154-020

CERTIFICATION

Under penalty of perjury, the person signing below: (1) warrants that he/she is authorized to execute this EDS, and Appendices A and B (if applicable), on behalf of the Disclosing Party, and (2) warrants that all certifications and statements contained in this EDS, and Appendices A and B (if applicable), are true, accurate and complete as of the date furnished to the City.

Berglund Construction Company
(Print or type exact legal name of Disclosing Party)

By: [Signature]

(Sign here)

Fred Berglund
(Print or type name of person signing)

President
(Print or type title of person signing)

Signed and sworn to before me on (date) **August 14, 2018**
at **Cook County, Illinois** (state).

Commission expires: **6-18-2020**
FAMILIAL RELATIONSHIPS WITH ELECTED CITY OFFICIALS
AND DEPARTMENT HEADS

This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a direct ownership interest in the Applicant exceeding 7.5%. It is not to be completed by any legal entity which has only an indirect ownership interest in the Applicant.

Under MCC Section 2-154-015, the Disclosing Party must disclose whether such Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently has a “familial relationship” with any elected city official or department head. A “familial relationship” exists if, as of the date this EDS is signed, the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof is related to the mayor, any alderman, the city clerk, the city treasurer or any city department head as spouse or domestic partner or as any of the following, whether by blood or adoption: parent, child, brother or sister, aunt or uncle, niece or nephew, grandparent, grandchild, father-in-law, mother-in-law, son-in-law, daughter-in-law, stepfather or stepmother, stepson or stepdaughter, stepbrother or stepsister or half-brother or half-sister.

“Applicable Party” means (1) all executive officers of the Disclosing Party listed in Section II.B.1.a., if the Disclosing Party is a corporation; all partners of the Disclosing Party, if the Disclosing Party is a general partnership; all general partners and limited partners of the Disclosing Party, if the Disclosing Party is a limited partnership; all managers, managing members and members of the Disclosing Party, if the Disclosing Party is a limited liability company; (2) all principal officers of the Disclosing Party; and (3) any person having more than a 7.5% ownership interest in the Disclosing Party. “Principal officers” means the president, chief operating officer, executive director, chief financial officer, treasurer or secretary of a legal entity or any person exercising similar authority.

Does the Disclosing Party or any “Applicable Party” or any Spouse or Domestic Partner thereof currently have a “familial relationship” with an elected city official or department head?

[ ] Yes [x] No

If yes, please identify below (1) the name and title of such person, (2) the name of the legal entity to which such person is connected; (3) the name and title of the elected city official or department head to whom such person has a familial relationship, and (4) the precise nature of such familial relationship.
CITY OF CHICAGO
ECONOMIC DISCLOSURE STATEMENT AND AFFIDAVIT
APPENDIX B

BUILDING CODE SCOFLAW/PROBLEM LANDLORD CERTIFICATION

This Appendix is to be completed only by (a) the Applicant, and (b) any legal entity which has a
direct ownership interest in the Applicant exceeding 7.5% (an "Owner"). It is not to be
completed by any legal entity which has only an indirect ownership interest in the Applicant.

1. Pursuant to MCC Section 2-154-010, is the Applicant or any Owner identified as a building
code scofflaw or problem landlord pursuant to MCC Section 2-92-416?

[ ] Yes [ ] No

2. If the Applicant is a legal entity publicly traded on any exchange, is any officer or director of
the Applicant identified as a building code scofflaw or problem landlord pursuant to MCC
Section 2-92-416?

[ ] Yes [ ] No [X] The Applicant is not publicly traded on any exchange.

3. If yes to (1) or (2) above, please identify below the name of each person or legal entity
identified as a building code scofflaw or problem landlord and the address of each building or
buildings to which the pertinent code violations apply.


About AECOM

AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM had revenue of approximately $17.4 billion during fiscal year 2016. See how we deliver what others can only imagine at aecom.com and @AECOM.

Contact
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Chicago, IL 60601
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T 312 373 6563