



PROPOSAL FOR

Fort Lauderdale City Hall

08. 05. 25

FORT
LAUDERDALE
CIVIC
PARTNERS



DISCLAIMER

This Proposal outlines a collaborative pathway to deliver a state-of-the-art civic facility. This Proposal and any related materials contained herein have been prepared by Meridiam exclusively for the purposes of co-developing the city hall project (the “Project”) with the City of Fort Lauderdale.

This Proposal contains descriptions of the proposed terms, conditions, workplans, key staff, schedules, budgets and other details of the proposed Project. However, this Proposal is subject in all respects to the negotiation, execution, and delivery of definitive legal agreements, and no obligations or liabilities will arise unless and until such definitive agreements are executed and delivered by all applicable parties. This Proposal may contain forward-looking statements, forecasts, and other projections that are based on certain assumptions and expectations which may or may not materialize. Meridiam makes no representation or warranty, express or implied, as to the accuracy, completeness, or reliability of such forward-looking statements, forecasts or other projections contained herein.

This Proposal is exempt from public records disclosure as set forth in Fla. Stat. § 119.071(1)(b).

08.05.25



City of Fort Lauderdale
City Manager's Office
Attn: Mr. Ben Rogers, Assistant City Manager
101 NE 3rd Avenue, Suite 2100
Fort Lauderdale, FL 33301

Dear Mr. Ben Rogers:

Fort Lauderdale Civic Partners (“FLCP”) proposes delivering a new City Hall (“the Project”) through a collaborative development process designed to meet the City of Fort Lauderdale’s goals without the delays and inefficiencies of drawn-out traditional procurements. Our approach begins with a Co-Development Agreement (“CDA”), allowing the City and FLCP to immediately work together to advance design, de-risk the project, and lock in a guaranteed price and schedule for a cost-effective project. This process would then transition into a Public-Private-Partnership (“P3”) agreement, ensuring the facility is delivered on time, maintained to high standards over 30 years, and aligned with Fort Lauderdale’s future needs.

FLCP brings a longstanding commitment to South Florida’s infrastructure. Our track record includes the \$1.1 billion Port of Miami Tunnel, delivered ahead of schedule and \$90 million under budget in 2014, and now serving 16,000 vehicles daily. We are proud to be long-term investors in Florida and are actively exploring opportunities to support regional priorities—including conducting thorough due diligence on future tunnel and mobility needs in Fort Lauderdale—with the same level of rigor and partnership.

Across the U.S., FLCP’s members have delivered some of the nation’s most complex infrastructure. In New York City, Meridiam led the redevelopment of LaGuardia Airport Terminal B, a \$3.9 billion project delivered on time and on budget while maintaining full airport operations and named “2023 World’s Best New Airport Terminal” .

Meridiam also developed the Long Beach Courthouse, the first social infrastructure P3 in the U.S.—a \$495 million project delivered ahead of schedule and under budget in just 29 months, earning 14 international awards. These successes, along with \$90 billion invested in public infrastructure across 130 projects, demonstrate FLCP’s ability to deliver high-profile community assets with the timeliness and fiscal discipline Fort Lauderdale deserves.

What differentiates FLCP from simply a contractor team or other P3 developers is our role as a true long-term infrastructure partner, not just as a builder or an investor alone. We combine fast-tracked delivery with a generation-spanning investment commitment, staying accountable for operations and maintenance for decades. This means Fort Lauderdale gains not only cost and schedule certainty for construction, but a long-term partner that is financially and contractually aligned to deliver a high-quality asset that lasts.

We are offering the City a single point of accountability, eliminating the need for the City to manage multiple consultants, designers, contractors, and maintenance contracts. This ease of project oversight offers considerable value, but when combined with our project delivery approach, we are offering Fort Lauderdale an unprecedented opportunity to bring city services back to one efficient and consolidated location by 2028.

We also hope this collaborative partnership and delivery approach can be replicated with the City to potentially address other critical infrastructure needs that the City of Fort Lauderdale might have in the future (e.g., the New River Rail Tunnel).

(continued)



Meridiam offers Fort Lauderdale the following to ensure a successful project:

- Accelerated delivery resulting in a November 2028 (initial phase) new City Hall delivery
- Credibility and capacity to secure financing
- On-time and on-budget with guaranteed long-term operational certainty through a P3
- Highly collaborative development approach to design a cost-effective project
- A single point of accountability
- A highly experienced team with a deep understanding of Fort Lauderdale

Key differentiators of our proposal include:

- 1. Execution certainty with a proven team**, given Meridiam’s strong record of on-time, on-budget P3 delivery and the experience of delivering more than 130 infrastructure projects globally. Members of the FLCP consortium have delivered \$6.5+ billion in projects together, including LaGuardia Terminal B—completed on time and under budget.
- 2. Expedited delivery** by launching quickly with a partner with deep P3 experience who knows how to hit the ground running. A Co-Development Agreement will accelerate project delivery by 24 months compared to a conventional procurement by allowing the City to immediately collaborate with contractors and designers to de-risk the project scope.
- 3. A long-term partner with aligned interests**, with FLCP staying on as long-term investor and operator—not just through construction or initial years of operations, but through daily operations for 30+ years.
- 4. Greater cost and schedule certainty** because design and contracts are developed in collaboration with the City during co-development. At the same time, Fort Lauderdale keeps the option to pursue other approaches with periodic offramps.
- 5. Whole-of-life cost optimization**, as decisions made during design integrate operational, maintenance, durability, and user experience, while balancing long term lifecycle cost vs. solely upfront costs.

Fort Lauderdale deserves a City Hall that reflects its future. We are proud to offer a transparent and expedited delivery strategy that draws on our history in South Florida, proven development experience, and long-term partnership approach. We believe our proposal offers the best path forward to deliver a City Hall that is iconic and enduring—and we would be excited to support the City in bringing it to life.

Sincerely,

Chris Hodgkins

Chairman, Fort Lauderdale Civic Partners



FLCP Proposed New City Hall Rendering

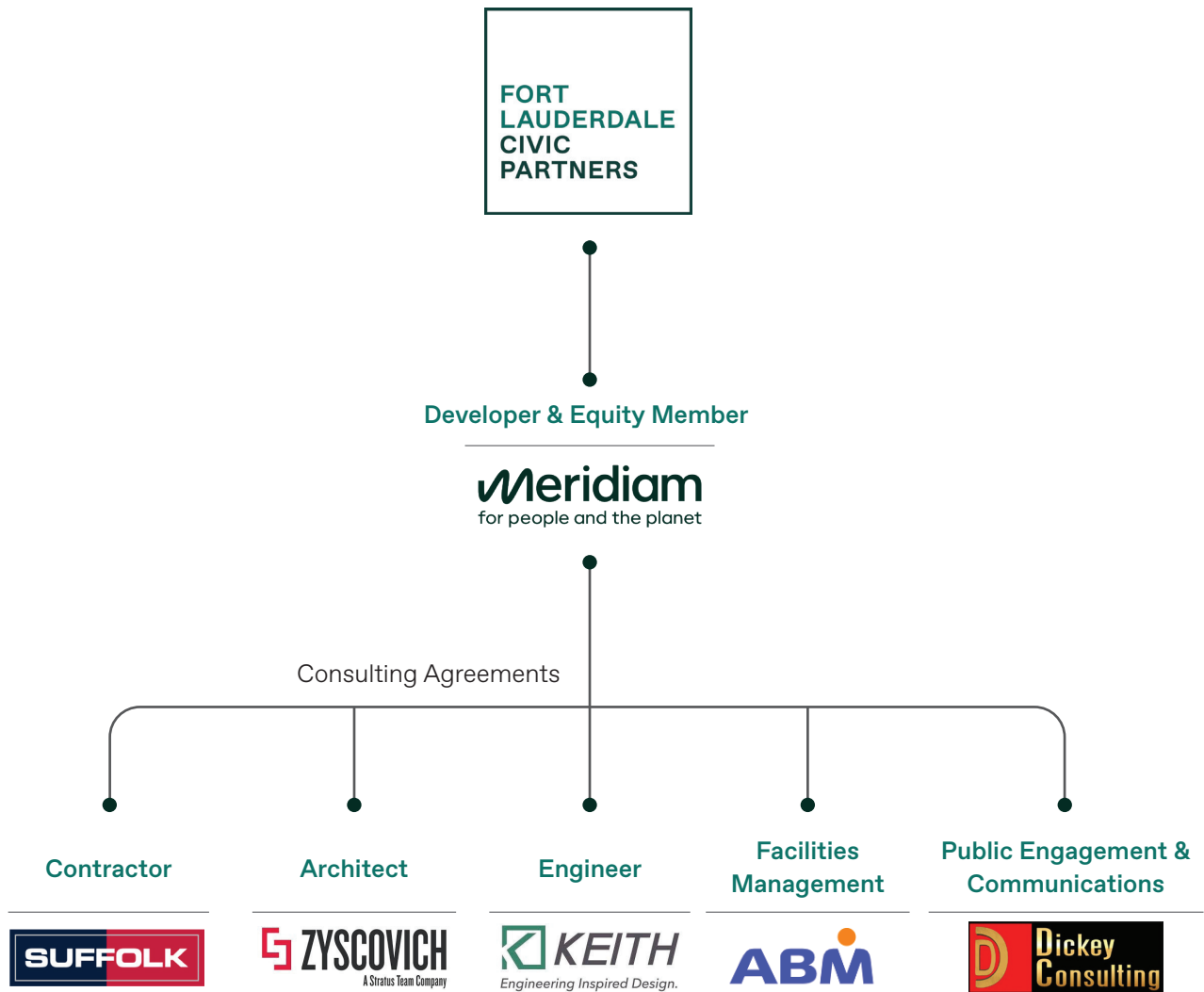
Executive Summary

The City of Fort Lauderdale has an opportunity to restore and reimagine its civic core. The 2023 flood that destroyed the former City Hall underscored the need for a resilient and modern municipal center—one that meets the demands of today while preparing to serve Fort Lauderdale residents for generations to come.

This proposal outlines a practical, fast-tracked path to delivering that future. The new City Hall will bring City leadership and staff back under one roof, improve public access to services, and safeguard operations against flood disruptions. It will reflect Fort Lauderdale’s identity as a vibrant coastal city, while prioritizing function, efficiency, and long-term value.

We recognize the urgency. Our proposed schedule meets that urgency head-on to enable the City to move out of costly leases, regain operational cohesion, and begin construction with confidence. At the same time, our approach allows for thoughtful design development, robust stakeholder input, and careful risk management. This proposal outlines how we plan to move quickly and collaboratively to deliver an iconic City Hall that serves Fort Lauderdale for generations to come.

Team



I Team

Meridiam (Sole Developer and Equity Member)

Meridiam specializes in greenfield infrastructure development, with a particular expertise in managing development and construction risk. With ten offices and 400 employees globally, Meridiam has delivered over \$90 billion in infrastructure investments in 130 projects. From its US headquarters in Washington, Meridiam has developed and manages 26 projects to-date. One of Meridiam's flagship projects is the Port of Miami Tunnel, which was delivered ahead of schedule and \$90 million under budget, and continues to support South Florida's economic vitality. Meridiam will take a hands-on approach to ensure the City Hall is delivered with the same level of success and commitment to the community. Because Meridiam is a long-term investor that does not seek to sell assets to generate investment returns, the City can be sure to have a truly committed partner for decades.

Suffolk (Lead Contractor)

Suffolk is a national construction management firm that has been building high-profile and complex projects in South Florida for over four decades. With \$8 billion in annual revenue, Suffolk is a trusted partner to municipalities throughout Florida with over \$1 billion in projects in Fort Lauderdale. Suffolk's ability to leverage its national purchasing power will allow them to accelerate procurement of long-lead items and reduce costs to deliver an on-time and on-budget City Hall.

Zyscovich (Lead Architect)

An integrated architecture, urban planning, and interior design firm with a long-standing legacy in South Florida, Zyscovich brings 47 years of experience in creating iconic civic and community spaces across South Florida. With strong local ties and extensive experience in P3s, Zyscovich is well-versed in local needs and the P3 process, vital perspectives to deliver designs for a City Hall that represents and serves the people of Fort Lauderdale.

| Team

ABM (Lead Facilities Management)

ABM is one of the world's largest facility management companies with over 115,000 employees and 350 offices globally. In Florida, ABM serves over 333 facilities, including Fort Lauderdale and Miami International Airports. ABM's in-house expertise includes industry-leading maintenance, HVAC, parking, energy management, and landscaping services. With ABM, the City will get a partner that delivers reliability and innovation at every level.

KEITH (Lead Engineer)

With over 60 years of experience in South Florida, KEITH is a full-service, multidisciplinary civil engineering firm with a substantial footprint on the region. Local to Broward County and having collaborated with more than 75 local governments throughout Florida, KEITH is a part of the City's fabric and excellent technical mastery of resilient mobility and civic infrastructure—crucial background to building a home to Fort Lauderdale's City services.

Dickey Consulting (Public Engagement)

Dickey Consulting Services has deep roots in the City of Fort Lauderdale and its community, having played an important role in connecting government, the public, and the private sector and ensuring alignment across all stakeholders of several infrastructure projects. Dickey's leadership as part of the City's "Reimagining City Hall" initiative uniquely positions them to carry the Project from ideation to delivery all while ensuring the New City Hall reflects Fort Lauderdale's vision and values.

Executive Summary (cont.)

FLCP was carefully formed to meet the City’s Project objectives:

City Objective	Description	FLCP’s Solution
On-time and On-Budget Delivery	FLCP understands the importance of delivering critical infrastructure projects on time and on budget.	Meridiam has delivered all of its US projects on time or early. Drawing on this experience with a CDA-to-P3 structure, FLCP can immediately begin advancing to 60% design to shorten the timeline to construction and quickly deliver a New City Hall.
Connecting the City	The City Hall is not just a government building but a gathering space anchored with ‘people to people’ design principles.	<p>During the CDA, FLCP proposes to engage with the City and other stakeholders to consider ways to:</p> <ul style="list-style-type: none"> • Connect the City Hall to the Transit Hub to promote public transit • Explore WELL Certification for employee health; • Engage with the City and community to create people-centered meeting spaces for neighborhood associations and community groups; • Explore strategies to enhance the surrounding neighborhood and promote economic development.
Flexibility	The City needs space to conduct business based on existing needs; as the City grows, the building should factor in expansion needs.	During the CDA, FLCP will work closely with the City to right size for future growth needs. We will explore adding square footage that could be used to consolidate the operations of other city departments or used as short-term leases to private tenants.
Local Participation	The City wants to ensure residents have input into the design and the use of local workforce is maximized in the Project.	<p>FLCP will hold design charrettes to obtain input from Elected Officials, City Hall employees, residents, residents, civil organizations, and businesses in the Project design.</p> <p>Dickey Consulting will lead FLCP workshops with local businesses to maximize awareness of employment opportunities and participation of local firms.</p>
Collaboration	A collaborative partnership is necessary to ensure all Project objective are met.	Meridiam, Suffolk, Zyscovich, KEITH, and ABM have demonstrated experience delivering large infrastructure projects together. All members of our team are committed to deep collaboration with the City.

I Design

The New City Hall will be designed as a people-first space—one that supports civic engagement, transparency, and connection across Fort Lauderdale’s neighborhoods. The proposed design is directly informed by the City’s planning efforts, including the 2021 Joint Government Center Project Criteria Design Package, the Infrastructure Task Force, and the Reimagining City Hall workshops. The design showcased in the proposal is the Comprehensive option, reflecting the City’s stated goals and community input. This design is a flexible starting point that can be scaled based on the City’s needs during the Co-Development Agreement.

Option 1: Comprehensive A full build-out reflecting all priorities identified in City planning efforts	Option 2: Optimized A streamlined version that reduces size while preserving core functions and community meeting space	Option 3: Baseline A scaled down design designed to meet urgent space and operational needs
340,000 SF	275,000 SF	200,000 SF
<ul style="list-style-type: none"> • 12-story office tower with room for growth • 2-3 story podium offering community- facing city services in addition to wellness center, childcare center, public gallery, and mobility services • 40,000 SF of flexible space 	<ul style="list-style-type: none"> • 10-story office tower • 2-3 story podium with decreased common and amenity spaces • Reduced chambers meeting areas • Focused delivery of critical program elements for day-one operations 	<ul style="list-style-type: none"> • 7-story office tower • 2 story podium with decreased common and amenity spaces • Administrative functions housed in a lower tower • Limited shared spaces and public- facing functions, with more affordable surfacing

Cost

During the CDA, FLCP will work with the City to advance the design to meet City’s goals for current and future space needs, affordability, sustainability, and delivery date certainty. The estimated costs to design the New City Hall building during the CDA will be \$10 to \$14 million depending on the City’s requirements. The City would own all design deliverables.

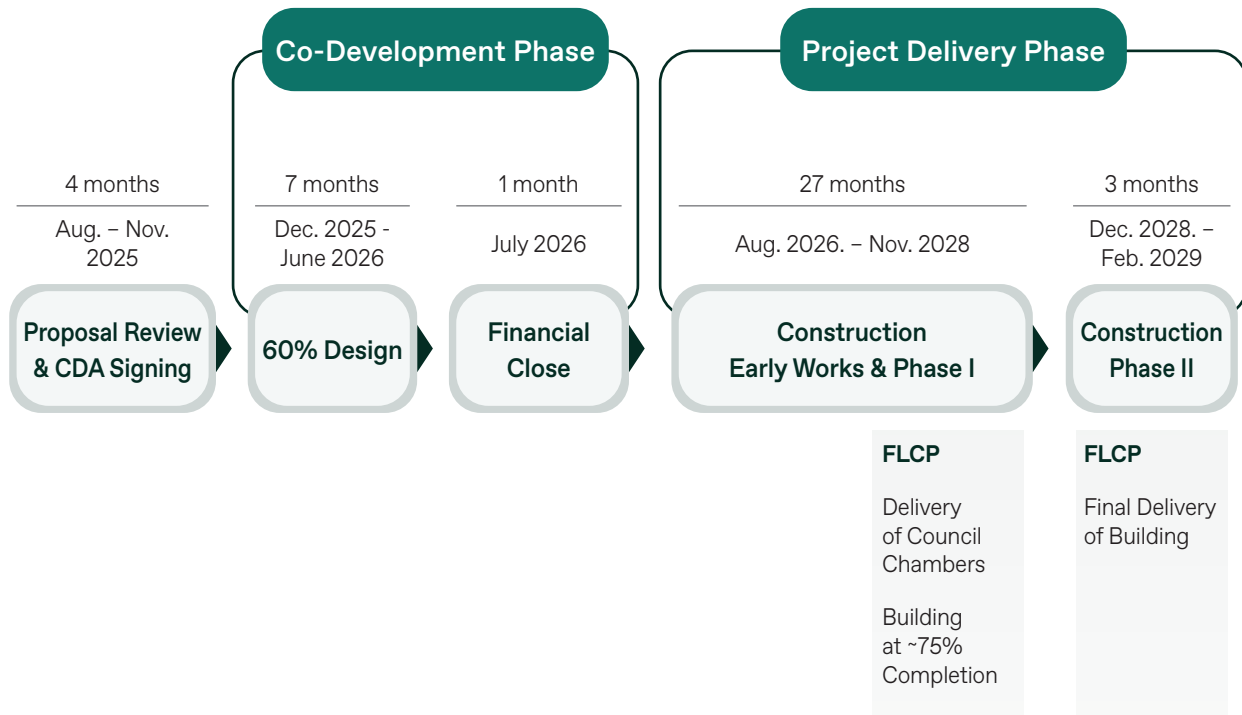
Following the CDA, the City has the option to enter into a Public Private Partnership with FLCP. Under this structure, the City would pay an annual Availability Payment (“AP”) that provides the City with long-term cost certainty and high service standards. Under this model, the City would make predictable payments covering the full cost of building, financing, and maintaining the New City Hall. This structure also ensures proactive lifecycle management and access to economies of scale for preventive maintenance, supplies, and operations—delivering better long-term value than traditional procurement approaches. For the Comprehensive design, the projected AP is \$24.96 million in 2025 dollars. This cost includes full Facility Management services and assumes 2.5% annual inflation.

	Option 1: "Comprehensive"	Option 2: "Optimized"	Option 3: "Essential"
Key Details			
Square Feet	340,000	275,000	200,000
CAPEX	\$292M	\$236M	\$172M
Development Costs	\$42M	\$37M	\$30M
Availability Payment	\$24.96M^a	\$19.60M	\$17.09M

^a Before \$2.3 million potential rental income which would offset the availability payment

Schedule

FLCP has proposed an aggressive, yet achievable, construction schedule made possible by early collaboration under the Co-Development Agreement. FLCP is a fully formed team ready to launch, with extensive expertise in P3 projects, and a deep understanding of Fort Lauderdale. The proposed schedule includes early works before design completion to expedite construction. Phasing construction allows FLCP to deliver the Council Chambers by November 2028, with a final delivery of the tower by February 2029.



Statutory Requirements

Our proposal addresses the main statutory requirements for Florida’s Unsolicited Proposal Policy. We remain at the service of the City of Fort Lauderdale to provide any additional information needed regarding our proposed solution for the New City Hall.

Statutory Requirement	FLCP’s Proposed Solution
Benefits to the public	<ul style="list-style-type: none"> • Prompt delivery of vital civic infrastructure meeting a critical need in supporting the City of Fort Lauderdale’s public services • The CDA and phased construction program minimizes contingency risk and enables early works deployment before 100% design—this accelerates project completion to 27 months
Financial structure of and the economic efficiencies achieved by the proposal	<ul style="list-style-type: none"> • The CDA minimizes project risk and thus increases the cost certainty for the City • Availability of upfront private financing with limited or no payments until operations • Experience in financial close, with Meridiam - FLCP’s sole equity member - having closed on projects totaling over \$90 billion since 2005
Qualification and experience and ability to perform the project	<ul style="list-style-type: none"> • FLCP Team Members are leaders in P3 infrastructure with a proven track record in the timely and on budget delivery of complex projects • Experience in South Florida and beyond, including: <ul style="list-style-type: none"> ◦ The Port of Miami Tunnel, delivered ahead of time and under budget. Team members: Meridiam as lead developer; KEITH ◦ LaGuardia Terminal B, delivered on schedule and on budget. Team members: Meridiam as lead developer; ABM; Suffolk
Project’s compatibility with regional infrastructure plans	<ul style="list-style-type: none"> • A Transit-oriented design that includes ample flexible space, allowing for scalability should the City choose to consolidate or expand its services, and external leasing • A resilient infrastructure that mitigates flood and water intrusion risk, in line with regional efforts to adapt to environmental pressures and natural disasters



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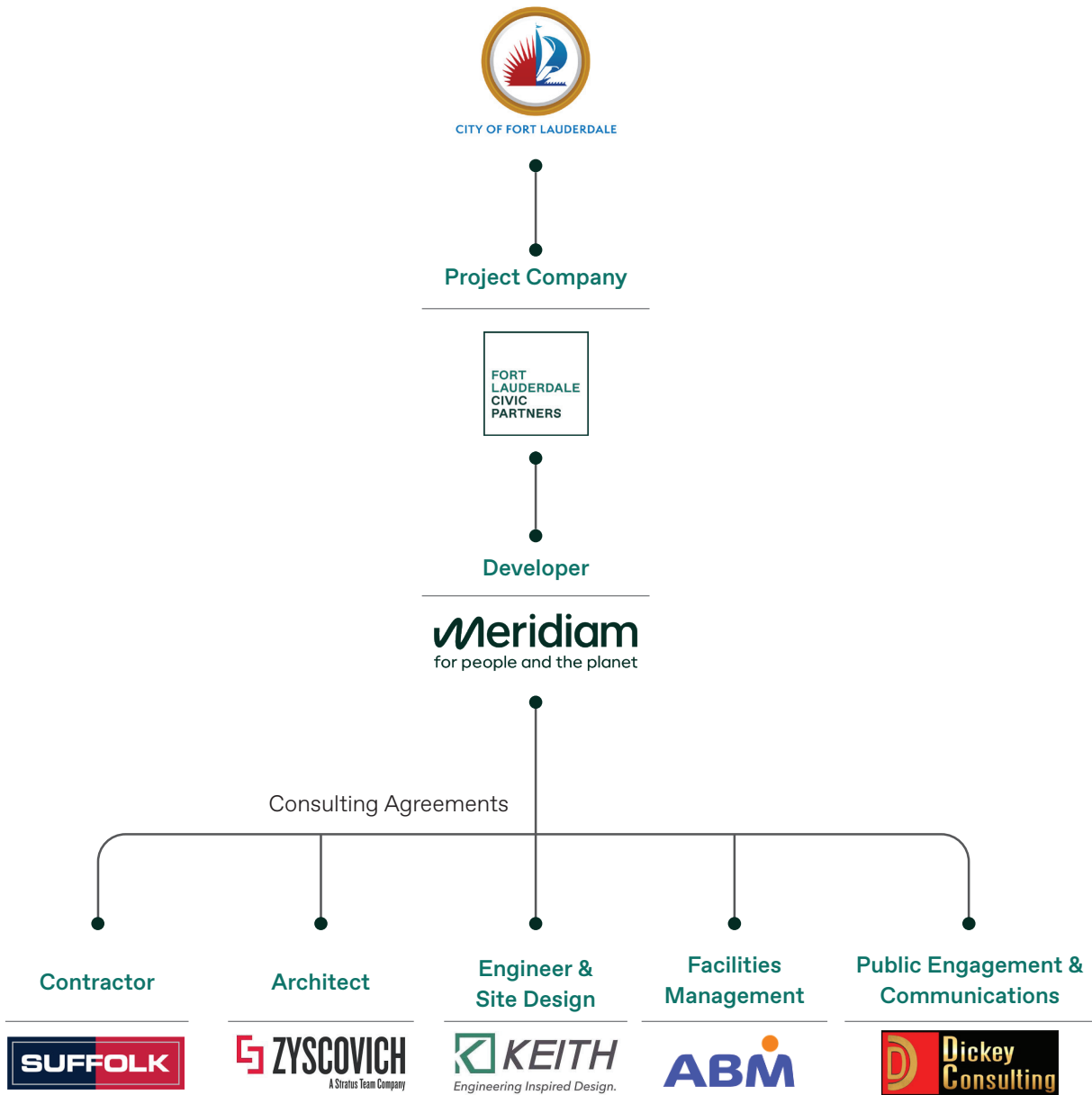


01

Firm
Overview

01 Firm Overview

Fort Lauderdale Civic Partners (“FLCP”) is a consortium comprised of Meridiam Infrastructure North America (“Meridiam”), Suffolk Construction Company, Inc. (“Suffolk”), Zyscovich LLC (“Zyscovich”), ABM Industries Incorporated (“ABM”), Keith and Associates Inc. (“KEITH”), and Dickey Consulting Services Inc. (“Dickey”). **Together with the City of Fort Lauderdale, this consortium looks forward to developing an on-time, on-budget city hall.** On the pages that follow, we have provided overviews of the carefully selected firms who comprise our team.





Meridiam

Track Record in Complex Delivery

Meridiam specializes in greenfield infrastructure development, with a particular expertise in managing development and construction risk. With ten offices and 400 employees globally, Meridiam has delivered over \$90 billion in total infrastructure investments in 130 projects across 58 countries. From its North American headquarters in Washington, DC, Meridiam manages 26 projects across the US, Canada and Chile.



One of Meridiam’s first projects was the highly successful Port of Miami Tunnel, which continues to support South Florida’s economic vitality.

A Long-Term Partner

Meridiam is a global investor, developer, and asset manager of sustainable infrastructure with a 20-year track record of delivering and operating complex capital projects. Meridiam’s founding principle is that infrastructure investment should be long-term, fiscally responsible, and sustainable. Meridiam accomplishes this by fostering long-term partnerships with public authorities to jointly design and deliver transformational infrastructure projects with a whole-of-life approach. Meridiam believes it is unique in the infrastructure investment industry in that we deploy 25-year funds and as such, do not seek to sell assets to generate investment returns, ensuring we are a true long-term owner/operator, aligned with the long-term public interest.

Social Infrastructure Focus

In the social infrastructure sector, Meridiam’s projects include major civic buildings that have become pillars of local governance, dozens of new educational campuses, and 57 healthcare facilities totaling more than 10,800 hospital beds.

We specialize in partnering with public authorities to deliver resilient assets that are designed for long-term service, operational excellence, and public trust.

While our broader platform also includes transportation, municipal utilities, and energy infrastructure - such as serving over 232 million rail and bus passengers each year, and connecting more than 1.4 million homes and businesses to fiber networks - the foundation of our success lies in our ability to deliver projects that meet vital social needs.

DELIVERY EXCELLENCE

- **130 assets** in development, construction, or operation in **58 countries**
- **\$25 billion** in assets under management
- **\$90 billion** invested since inception in 2005
- **400 employees**, including a deep bench of engineering talent
- **\$25 billion** invested in North America across **9 states and 3 provinces**
- Meridiam assets have created over **264,000 direct and indirect jobs**

Extensive Co-Development Experience

Meridiam has overseen many large scale CDA projects with public institutions, including several ongoing co-developments with municipal agencies in public transit, airport facilities, water treatment, among others, across the country. This diverse experience enables Meridiam to draw from best practices and take a proactive approach in anticipating Project needs thereby helping to deliver the best solution for Fort Lauderdale.

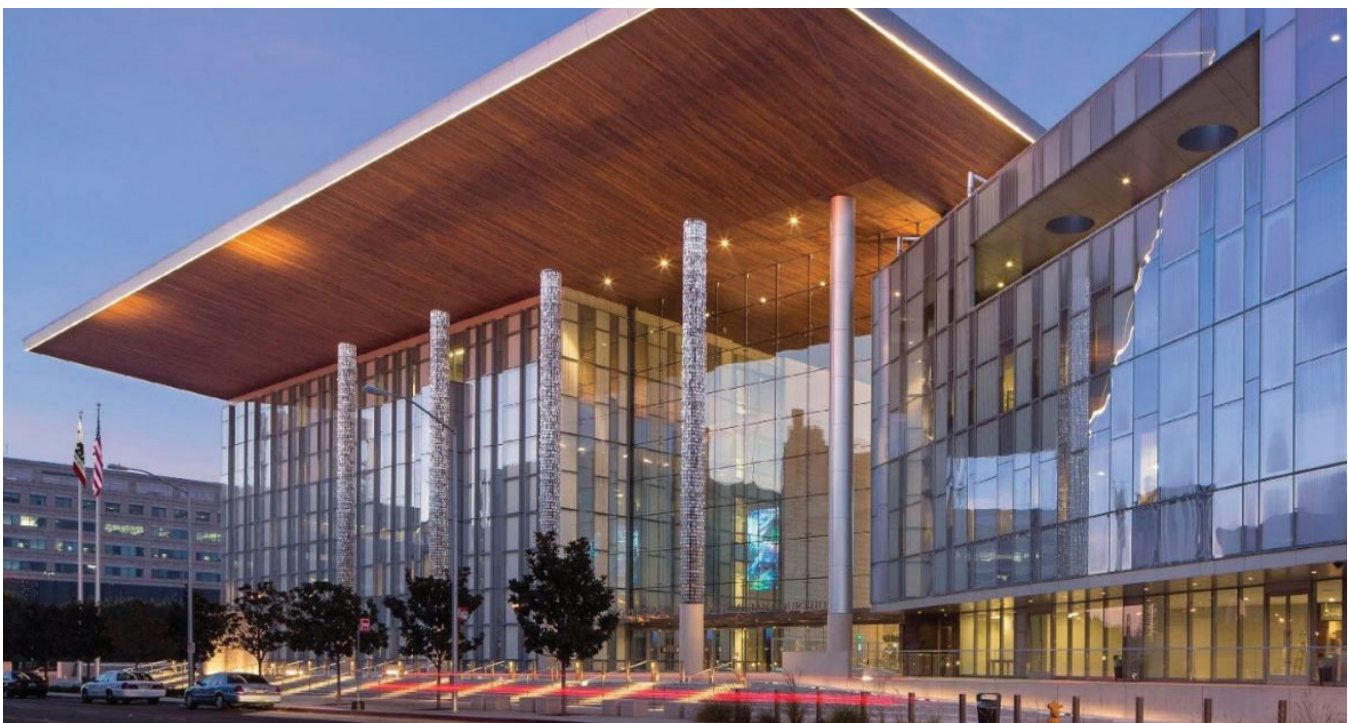
One Point of Responsibility

Meridiam’s role as the sole Equity Member simplifies negotiations, offering a single, clear point of contact and ultimate accountability for the City of Fort Lauderdale. Instead of the City having to manage and coordinate multiple development consultants, Meridiam will lead the co-development work with close collaboration with the City.

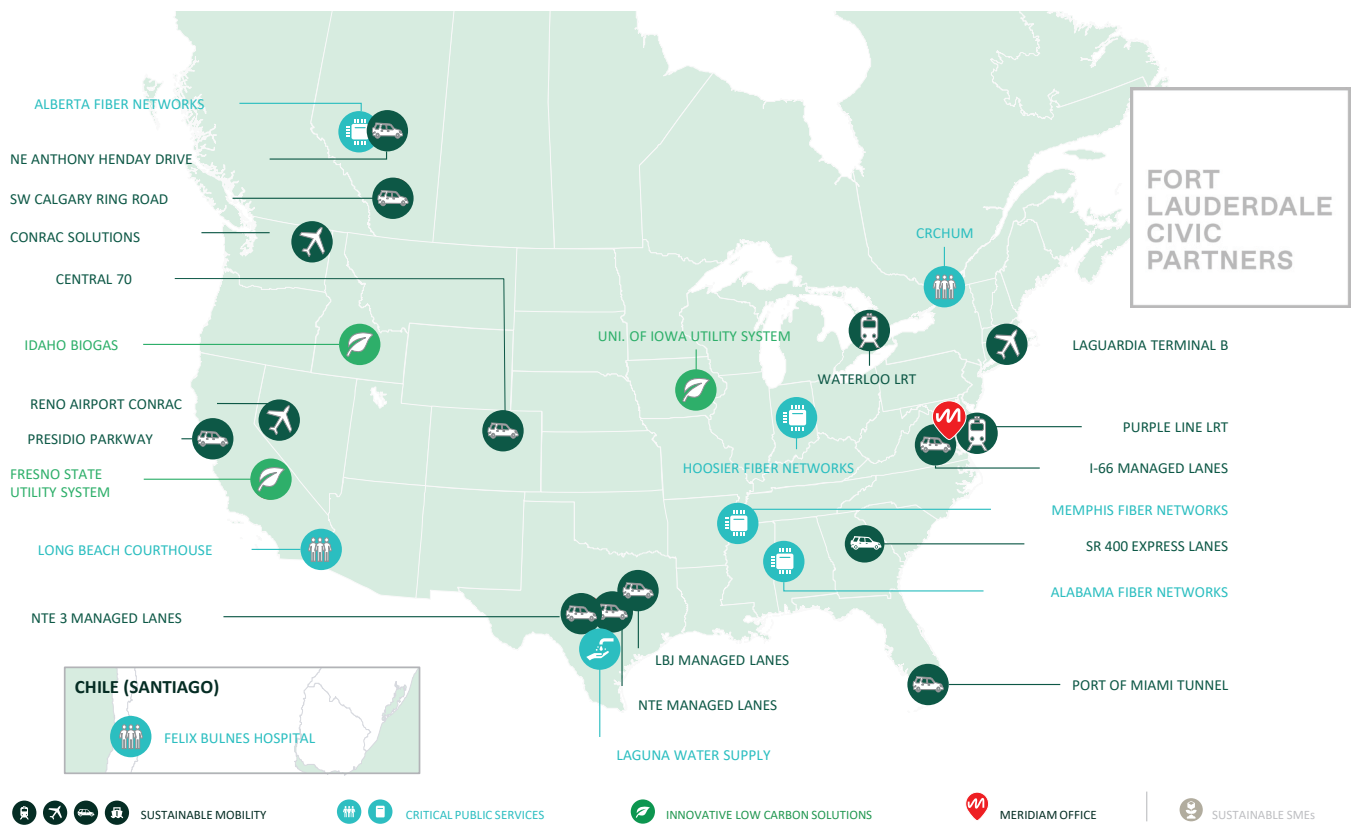
Meridiam’s commitment to long-term partnerships is integral to its business model, which focuses on building, developing, and operating assets for their useful lives. Taken together, this simplified equity structure and long-term approach will maximize FLCP’s alignment with the City and help to maintain a unified focus on the Project’s success, eliminating competing interests that could arise.

A Leader in Sustainable Infrastructure

The development of a New City Hall for the City of Fort Lauderdale fits squarely within Meridiam’s core capabilities. We understand the responsibility that comes with building spaces that serve citizens every day and are proud to highlight a few examples of social infrastructure projects that demonstrate our experience and commitment to delivering essential public assets.



Long Beach Courthouse



Our portfolio includes:

Long Beach Courthouse: Meridiam delivered and still manages the first social infrastructure P3 in the U.S. with the Long Beach Courthouse in California. The \$495 million project was delivered in 2013 on a fast-track schedule that allowed completion in just 29 months - ahead of schedule and under budget - and has won 14 international awards.

Port of Miami Tunnel: Meridiam is responsible for the DBFOM contract of the \$1.1 billion Port of Miami Tunnel in Florida—one of the first transportation P3s in the state. Completed ahead of schedule and \$90 million under budget, the tunnel has operated with outstanding safety and availability performance since opening in 2014.

Fresno State University Central Utility Plant: Meridiam led the design, build, finance and now maintains Fresno State’s utility system for a 33-year term. The \$157 million P3 guarantees 33% savings in energy purchases.

Central 70 Project: Meridiam served as the co-developer and equity investor for the \$1.2 billion P3 project, which reconstructed a 10-mile stretch of I-70 in Denver. Completed in 2022, it improves mobility and safety while serving as a national model for community-centered infrastructure.

LaGuardia Airport Terminal B: Meridiam was the lead developer and remains the majority equity investor in the LaGuardia Airport Terminal B project, responsible for the DBFOM agreement of a new 35-gate, 1.3 million square foot terminal. The project has earned numerous awards, including Skytrax’s “World’s Best New Terminal” two years running.

Centre de Recherche du Centre Hospitalier de l’Université de Montréal (CRCHUM): Meridiam oversaw the \$564 million and 33-year term P3 project for the CRCHUM research center. The facility provides a high-quality training environment for the next generation of research leaders.





Suffolk

Redefining What's Possible

Suffolk is a privately-held construction management firm with a vision to redefine what's possible in the built environment. With an \$8 billion annual revenue and more than 2,400 professionals across the country, Suffolk brings the power of experience, innovation, and deep resources to deliver complex projects with precision and impact.

Deep Roots in South Florida

Suffolk has been building in South Florida since 1994 with four full-service offices in Miami, West Palm Beach, Tampa, and Estero. Our portfolio spans civic buildings, mixed-use developments, and transportation oriented projects. Our local teams bring unmatched knowledge of regional permitting, trade partners, and community expectations—earning Suffolk a reputation as the go-to builder for public and institutional projects across the region.

Civic Building Expertise

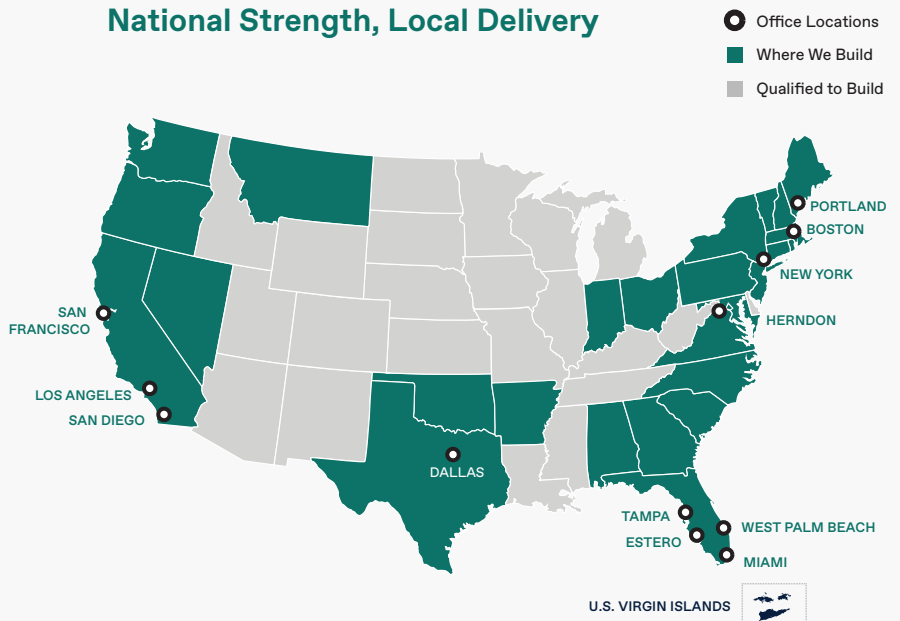
Suffolk is a trusted partner to cities, counties, and agencies nationwide, with deep experience delivering public facilities through P3s. We understand the complexity of working in live environments, engaging communities, and achieving schedule and budget goals with a high degree of public attention.

Why Suffolk

Suffolk uniquely blends national strength with local commitment and expertise. We bring the technology, process, people, and partnerships necessary to deliver civic infrastructure that reflects the identity and ambitions of each community. From early design support to ribbon cutting and beyond, Suffolk delivers with integrity, collaboration, innovation, and excellence.

- **Supply Chain Resilience:** Proactive procurement strategies and national and regional vendor relationships ensure cost certainty and material availability, even in volatile markets.
- **Shared Resources:** Access to national estimating, scheduling, VDC, and risk management teams allows us to scale support based on project needs without compromising speed or quality.
- **Innovation Ecosystem:** Suffolk's dedicated in-house data team and operations technology platform bring advanced tools to drive efficiency and reduce risk at every stage of a project.

National Strength, Local Delivery



01 Firm Overview (cont.)



Brightline MiamiCentral Station



Miami Dade Children's Courthouse



Seminole Hard Rock Hollywood

Signature Projects include:

Brightline MiamiCentral Station: Suffolk implemented lean principles on the MiamiCentral project, including a full integration of Target Value Design. As part of this process, the team collectively set a target cost, which was then validated through collaboration with key trade partners. Throughout the process, commitments were established from all project participants through the use of value stream mapping, the last planner system, and other tools common to a lean environment.

Miami Dade County Children's Courthouse: Suffolk led the construction for this 14-story, 371,500 square-foot government building, which pairs open and airy public spaces on the lower levels with the secure areas necessary for such a government building, including detention centers and courtrooms. Suffolk coordinated extensively with end users to understand and integrate the needs of various stakeholder groups.

Seminole Hard Rock Hollywood: Constructed in phases to minimize disruption to ongoing operations and guest experience, this iconic 36-story, guitar-shaped high-rise hotel is a multifunctional destination. It features a wide range of infrastructure, including parking garages, resort-style pools, and private cabanas. The project showcases Suffolk's capability to execute diverse project types while maintaining a distinctive, customer-focused design.



Zyscovich

Purpose-Driven Design for Vibrant Communities

Zyscovich LLC, a Stratus Company, is a 156-person integrated architecture, urban planning, and interior design firm with a deep legacy in South Florida and a national presence. With offices across Florida and major U.S. cities, Zyscovich brings 47 years of experience delivering civic and community spaces that reinforce identity, connectivity, and long-term value.

Local Yet Global

Zyscovich understands the unique needs, culture, and aspirations of Fort Lauderdale. With an extensive experience across South Florida, our team leverages both local relationships and global design insight to deliver resilient, functional, and community-centered civic infrastructure. Our projects consistently engage local voices and local values—while applying best practices from around the world.

Collaborative by Nature

Zyscovich’s approach is grounded in Real Urbanism, a planning and design philosophy that engages stakeholders, respects context, and emphasizes local connection. We have a proven history of collaboration with municipal partners, development teams, and communities to create spaces that serve residents, neighborhoods, and local governments alike.

Our long-standing partnerships with members of the FLCP team are built on mutual trust and successful delivery.

On-Time and On-Budget Delivery

We bring extensive experience in Public-Private Partnerships (P3s) and alternative delivery models that prioritize cost control, efficient approvals, and smart phasing. Zyscovich is well-versed in navigating regulatory bodies, designing civic building specifications, and coordinating complex stakeholder groups.

Connecting the City

Our designs are rooted in a strong sense of place, integrating mobility, nature, and identity into urban patterns. From mixed-use city halls to intermodal hubs, Zyscovich creates projects that become focal points—revitalizing districts, promoting transit use, and serving as civic anchors for community and economic development. Fort Lauderdale’s City Hall will be no exception: an iconic, welcoming, and connected civic hub.



FDOT Turnpike Services Plaza, FL

01 Firm Overview (cont.)

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An Experienced Team

Zyscovich has designed dozens of government, education, and mixed-use projects across Florida. Signature projects include:

Broward County / Fort Lauderdale Joint Government Center Campus: Zyscovich developed the Design Criteria Package for the new Joint Government Center Campus in Fort Lauderdale, giving our team direct insight into facility requirements, design standards, and operational priorities for the new City Hall.

City of Oakland Park City Hall and Mixed-Use Development Project: Zyscovich partnered with the City of Oakland Park on their new City Hall, providing community outreach, conceptual design, project budgetary cost estimates, and preparation of design criteria packages.

Miami-Dade College Medical Office Building: Zyscovich designed the new Miami-Dade College Medical Office Building, accommodating MDC students and medical personnel in a functional, modern facility.

El Dorado International Airport, Bogotá, Colombia: Zyscovich developed the design and construction documents for the El Dorado International Airport in Bogota, Colombia on an independent contract with the airport operator. The airport is situated on a 30-acre site, accommodating up to 27 million passengers per year and providing service to North, South, and Central America as well as Europe.



Miami-Dade College Medical Office Building



Joint Government Center Campus,
Broward County, FL



KEITH

Engineering Florida’s Future for 60 Years

KEITH is a full-service, multidisciplinary civil engineering firm with deep roots in South Florida and more than 60 years of experience transforming the region’s infrastructure, communities, and public spaces. Headquartered in Fort Lauderdale, KEITH combines local knowledge with technical excellence to deliver impactful, efficient, and resilient solutions across the public and private sectors. With a team of over 200 professionals, KEITH is guided by a mission to create, expand upon, preserve, and enhance our communities.

Local Engineering Provider

KEITH is proudly headquartered in Broward County and has been embedded in the community since its founding, having collaborated with more than 75 local governments throughout Florida. With projects spanning city streets to regional transit systems,



KEITH understands the fabric of South Florida—its people, politics, permitting, and potential. While our culture is regional, our standards are world-class, shaped by six decades of delivery across Florida’s most dynamic and fast-growing cities.

A “One-Team” Mindset

At KEITH, collaboration is foundational. We work hand-in-hand with architects, contractors, developers, and municipalities such that projects are not only technically sound but also community-centered. Our interdisciplinary team of engineers, planners, surveyors, and landscape architects is known for its responsiveness, and flexibility, bringing clarity and coordination to every phase of delivery.

On-Time and On-Budget Delivery

KEITH’s integrated services streamline project delivery and reduce risk. From entitlements and permitting to final inspections, our team is laser-focused on setting projects up to succeed for on-time delivery, both on site preparation, utility identification, and preparation. Our long-standing municipal partnerships and in-house expertise allow us to navigate regulatory requirements swiftly and efficiently, helping our clients avoid costly delays.

Specialized in Connectivity

KEITH specializes in mobility and civic infrastructure—designing and engineering the systems that connect people to place. We bring experience in multimodal planning, transit-oriented development, and placemaking strategies that support vibrant, walkable communities. KEITH’s work ensures that public investments like a new City Hall not only serve their civic function but also catalyze economic growth, promote connectivity, and enhance the urban experience. KEITH, constantly building upon our history, stands today as a trans-disciplinary powerhouse shaping communities across Florida and beyond with state-of-the-art and sustainable solutions to address all the needs of our client.

An Experienced Team

KEITH brings a proven record of delivery on complex civic and transportation projects across Florida. With 60 years of experience, a Fort Lauderdale address, and a team committed to excellence, we are ready to help shape the next chapter of the City's civic core.

Our portfolio includes:

Port of Miami Tunnel: Through our geospatial and civil engineering services, KEITH performed various surveys, including detailed topographic ones, and precise locations for underground utilities. The project was completed in collaboration with Meridiam, the Tunnel's lead developer and equity member.

Boca Raton Tri-Rail Station: As part of our land surveying for the Boca Raton Tri-Rail Station on Yamato Road, KEITH conducted ALTA/NSPS, topography, and boundary surveys to show surface improvements.

Broward County Courthouse: KEITH delivered direct administrative support to Broward County Project Manager and Owner's Representative services for the design and construction of Broward County's courthouse. Our work included phasing, cost estimation, constructability review, value engineering, program management, and schedule monitoring for the project.

International Swimming Hall of Fame: KEITH provided surveying, subsurface utility engineering, planning, landscape architecture, and civil engineering. Planning efforts included site history analysis, regulatory coordination, and infrastructure design tailored to meet stringent aquatic competition standards. KEITH's involvement in all phases ensured seamless integration of technical requirements with aesthetic and functional goals, helping the client realize a world-class venue that honors Fort Lauderdale's rich aquatic legacy.





ABM

Operational Excellence for Public Infrastructure

A leader in facility services, operations, and maintenance, ABM’s mission is to make a difference, every person, every day, through safety, integrity and sustainability values. With over 6 billion square feet served daily, ABM supports a wide range of clients and has experience in smart, sustainable solutions that span across civic, commercial, and institutional buildings.

ABM brings a deep understanding of how buildings work, not just on day one, but every day after. This makes us an ideal partner to manage long-term public infrastructure with cost certainty, resilience, and operational excellence.

With an office in Fort Lauderdale and 333 clients across the State of Florida, ABM has deep local expertise and a proven track record of improving the building occupants’ experience through cost savings, operational transparency, process standardization, and streamlined facility management system.



- ABM has serviced multiple clients in South Florida including the Broward Center for Performing Arts.

An Ideal Long-Term Partner

Working shoulder-to-shoulder with partners and public owners, ABM brings clarity to the long-term performance of complex facilities, allowing our clients to spend more time focusing on our core business as ABM takes care of the facilities. ABM integrates early with design and construction teams to guarantee operational needs are embedded from the outset. Our collaborative approach and exceptional integrated facility solutions reduce lifecycle costs, improve system performance, and ensure seamless turnover to operations.

Cost Control

As a long-term operator, ABM is laser-focused on cost efficiency and savings, achieved through self-performed preventative maintenance, vendor, and supply chain management as well as workforce optimization. ABM’s scale and level of integration grant our clients access to a broader suite of services including preventive maintenance, and a unified data platform for real-time reporting and insights. We can help cities like Fort Lauderdale achieve budget predictability without compromising service quality.

Resiliency

From hurricanes to heatwaves, ABM is experienced in maintaining operational continuity across mission-critical infrastructure. Our team develops and implements resiliency strategies tailored to local risks and climate realities—ensuring facilities remain functional, safe, and efficient in any conditions.

An Experienced Team

ABM stands apart with expansive reach and decades of experience operating civic assets across the county, including city halls and airports. We currently operate Terminal B at LaGuardia Airport under a long-term P3 and bring proven systems, personnel, and a track record of excellence to public sector partnerships.

Our in-house capabilities span industry-leading janitorial, HVAC, parking, engineering, landscaping services—all combined under one contract with a single point of contact. ABM is equipped to proactively manage critical challenges promptly and professionally, leveraging advanced technology and robust resources for challenges such as peak-time surges and operational disruptions. With ABM, you get a partner that delivers efficiency, reliability, and innovation at every level.

Signature projects include:

Fort Lauderdale & Miami-Dade International Airport & LaGuardia Terminal B: ABM provides maintenance services for these multi-million square foot airport facilities, including custom facility programs that provide best-in-class traveler experiences and continuously improve the buildings' performance.

9/11 Memorial and Museum: ABM is the sole provider of janitorial, HVAC, and water system maintenance for the 110,000 sq ft 9/11 Memorial and Museum exhibits in New York City. ABM's services ensure an excellent experience for all visitors of this iconic site: over 80% of visitors "strongly agree" that the facilities were clean and well-kept in a survey conducted at the site.

Utica University: ABM provides a full suite of campus services for Utica University, including janitorial, maintenance management and repair, landscaping, snow removal, and more. ABM is the university's sole point of contact for facility maintenance.



LaGuardia Airport Terminal B



Dickey Consulting

Community Collaboration

Dickey Consulting Services brings a deep foundation of local trust and community expertise to the Fort Lauderdale City Hall project. As a key partner in the City’s “Reimagining City Hall” initiative, Dickey co-led a five-part public workshop series in partnership with the City of Fort Lauderdale, the Infrastructure Task Force, and Florida Atlantic University. These workshops laid the groundwork for a transparent, inclusive visioning process to shaping principles for the design and function of the City Hall. Through this work, Dickey has already engaged hundreds of residents and stakeholders, building momentum and shared ownership around a new City Hall that reflects Fort Lauderdale’s values.

Building on this work, Dickey can expand this engagement framework with targeted outreach to residents, neighborhood associations, civic leaders, and underrepresented communities. Dickey’s approach goes beyond public input—ensuring that diverse perspectives directly inform the programming and design of the new facility. This continuity between early visioning and future development positions us as a uniquely qualified partner to maintain trust, elevate local voice, and deliver a civic space rooted in community priorities.

Bridging the City and Its Neighborhoods

A consulting firm specialized in economic development, public relations, project management, and communications, Dickey focuses on solutions that revitalize and sustain communities. We have extensive expertise in organizing charettes and public meeting facilitation, as demonstrated in our efforts for the “Reimagining City Hall” initiative, and have ties to many local community and business organizations.

As the connective tissue between the City and Fort Lauderdale neighborhoods, Dickey played a key role in creating alignment across Fort Lauderdale’s many stakeholders and ensuring successful completion of several projects across the City.

Community Engagement

Dickey is a central node in Fort Lauderdale, with a history of streamlining improvement and revitalization programs and moving projects forward. Through public engagement services, Dickey has successfully educated the public on city-wide projects and managed neighbors’ concerns as they arose, creating invaluable buy-in and participation from Fort Lauderdale’s residents. Dickey has a proven ability to coordinate with neighbors, public officials, and businesses efficiently, and effectively.



01 Firm Overview (cont.)

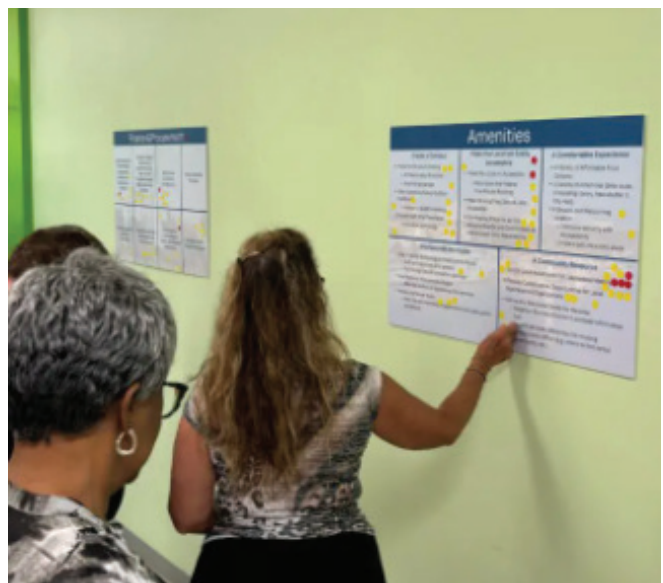
Deep Local Expertise

Dickey brings elevated energy and the deep community expertise necessary to ensure projects have stakeholder buy-in. Notable projects in Fort Lauderdale include:

The City Hall Redesign: Dickey led public workshops for the redesign of the Fort Lauderdale City Hall, leveraging experience in outreach and community engagement, bringing public opinion into the design of the facility's structure, amenities, and financing/procurement. Our participation in the early stages of the City Hall's design makes us uniquely equipped to make this civic campus a reality.

The Urban Forestry Master Plan: Dickey contributed to the planning and facilitation of public meetings for the City's Urban Forestry Master Plan, ensuring meaningful community participation by leading outreach across neighborhoods, encouraging survey participation, and collecting input from cross-sections of the community.

The Stormwater Master Plan Modeling and Design Implementation Program: Dickey provided invaluable public outreach services for the City's Stormwater Master Plan, an initiative to address chronic flooding issues in the City and bolster local resiliency. Dickey developed a community awareness and stakeholder engagement plan to keep stakeholders apprised of all updates, creating a centralized communications path seamlessly connecting the City to its residents.



Key Relevant Projects



Long Beach Courthouse – Meridiam delivered the first social infrastructure P3 in the United States with the Long Beach Courthouse project in California, which reached financial close in December 2010. As the sole developer and equity member, Meridiam’s leadership ensured the 531,000 square-foot civic infrastructure was completed ahead of schedule and under budget. The Courthouse’s efficient management led to an operational performance that exceeded financial projections, and stakeholder satisfaction remains strong with quarterly user surveys averaging at a near-perfect score. The project has won 14 international awards for design, construction, financing, and operations.

Port of Miami Tunnel – Meridiam led the development, financing, design, construction, operation, and maintenance of the \$1.1 billion Port of Miami Tunnel in Florida—one of the first transportation P3s in the state. The complex underwater project required creating two parallel tunnel tubes beneath Biscayne Bay, to connect the Port of Miami to the interstate highway system. KEITH worked with Meridiam during the construction phase, providing the geospatial and civil engineering services key to an effective project delivery—ahead of schedule and under budget. The Port of Miami Tunnel significantly reduced downtown congestion and improved freight mobility, supporting more than 16,000 vehicles per day and diverting 80% of the truck traffic from downtown Miami.



Brightline Miami Central Station – Suffolk and Zyscovich were responsible for the design and construction of the Miami Central Brightline Station, which is comprised of a 59,000 square-foot station facility, 41,000 square-foot passenger platform, 178,000 square-feet of retail space, and an 800-space parking facility. The Brightline station required a comprehensive approach to master planning, architecture, interior design, and construction, all while navigating complex regulatory requirements. The team was successful in creating this invaluable and award-winning node to Miami’s transportation system, exemplifying Suffolk and Zyscovich’s ability to collaborate on transit-oriented infrastructure.



The City of Fort Lauderdale and Broward County’s Joint Government Center Campus – Zyscovich was responsible for the development of the Design Criteria Package (DCP) for the Campus. In close collaboration with the City, the team laid important groundwork for the design of this civic building, including space planning, sustainability goals, and stakeholder alignment. Having a firm understanding of City needs, Zyscovich’s DCP prioritized mobility and flood resilience by incorporating a new transit terminal, enhanced streetscapes, and a new 1,355-space parking structure. The DCP proves Zyscovich’s ability to deliver a fast, coordinated design rooted in the City’s values: having delivered the first iteration of this civic center’s design, they are the ideal partner to finally turn the City’s vision into reality.



Accelerated Delivery with a Proven Team

FLCP is a ready-to-go team with a demonstrated ability to accelerate project delivery. Our success with the Long Beach Courthouse—delivered ahead of schedule and under budget—reflects an approach we intend to apply for Fort Lauderdale’s City Hall, including strategies such as:

- Build a scaled model of the Council Chamber during the design phase: this will allow Council Members to comment on materials, proposed lighting, layout, and IT systems prior to final acceptance of design, creating greater efficiencies
- Coordinate IT infrastructure prior to occupancy
- Establish a Move Committee at least 6 months prior to expected occupancy: this will provide an opportunity for coordination and communication among the tenant groups who will occupy the building, ensuring the move-in is a seamless, well-orchestrated, and organized matter
 - Hire a Move Coordinator, responsible for the relocation of FF&E and other item organization, location mapping, stakeholder coordination, and develop a plan for disposal of the FF&E not being moved. The Move Coordinator is also responsible for assessing the security level needed during the move as items not newly purchased and installed through construction will need to be screened by security.
 - Hire a moving company and provide move materials, such as boxes and packing and labeling procedures
- Establish a Welcoming Committee that provides information such as Building rules, site services, emergency procedures, housekeeping standards, etc.
- Approximately 30 days prior to move-in, organize mandatory informational meetings for employees regarding location mapping and to train staff for new systems. Include orientation information such as new addresses, phone numbers, key contact information etc.



02

Project
Approach

02 Project Approach

General Approach to Project

Our team has a long history delivering superior P3 projects and has extensive experience financing, designing, building and operating public facilities. FLCP understands the objectives of the City in undertaking the new City Hall Project, which can be summarized as follows:

✓
Develop a recognizable City Hall to serve the City of Fort Lauderdale

✓
Deliver the New City Hall on time and on budget with no cost overruns

✓
Create a facility that connects the City and provides a People-First Design

✓
Deliver superior government services and improve convenience for all users

✓
Create a safe and sustainable environment for city employees and the public

✓
Maximize operational efficiency and realize economies of scale by consolidating City office locations

✓
Promote local economic development in the short and long-term

02 Project Approach (cont.)

Our approach for co-developing the Project focuses on the following goals:

- Advance the design with careful consideration of constructability, operations, and maintenance requirements;
- Deliver a financing solution that provides the best value-for-money to the City;
- Construct the Project with careful schedule control to achieve Chambers construction completion by November 2028 and maximum employment opportunities for local firms;
- Operate and maintain the Facility in an efficient manner promoting cost savings while minimizing disturbance to users and complying with performance requirements.

Approach to Project Development

The Project Co-Development phase spans from the signing of the Co-Development Agreement until Financial Close. As further described in Section 3 and 4, the team will be managed by our Project Director, Clive Pitt. Mr. Pitt will be supported by four working groups focused on legal/commercial, financial, technical, and lifecycle improvements. The Project Development Approach will be guided by the following principles:

1 Establish a real long-term partnership with the City by:

- Participating actively in all one-on-one meetings with the City and all stakeholders who have a vested interest in the success of the Project adopting an open dialogue aimed at fully understanding their goals and finding win-win solutions;
- Incorporating lessons learned from prior projects to enhance project delivery;
- Establishing strong and efficient communication protocol.

2 Develop a solution that delivers the best-value for the City by:

- Analyzing all technical solutions from a whole-lifecycle approach balancing the long-term operations, maintenance and rehabilitation requirements with the initial capital expenditures;
- Supporting transit-oriented mobility and integrating connections to nearby transit hubs for improved access and connectivity;
- Providing innovation that can bring real value to the design, construction and operations of the City Hall;
- Exploring opportunities for consolidation of other City Departments into one unique campus;
- Integrating natural disaster resiliency and sustainability across the project's technical, commercial, and financial solutions.

3 Minimize project execution risk and accelerate delivery by:

- Identify and allocate technical, permitting, and operational risks early to the parties best equipped to manage them;
- Advancing design, permitting, and key pre-construction activities during CDA period to reduce time to groundbreaking;
- Streamlining decision-making through a single point of accountability, reducing delays from fragmented oversight;
- Aligning schedule, budget, and performance targets upfront to minimize rework.



The table below illustrates a high-level overview of the different roles and responsibilities of our team members during the development phase of the Project.

Roles and Responsibilities

RESPONSIBILITY	DEVELOPER	DESIGN	CONSTRUCTION	FM
Coordination of proposal preparation	✓	✓	✓	✓
Design, program development, site planning, quality assurance		✓		
Preparation of construction schedule			✓	
Preparation of fixed price construction cost estimate			✓	
Preparation of construction quality, safety management plans			✓	
Permits and approvals	✓	✓	✓	✓
Review of environmental and site conditions		✓	✓	
Preparation of commissioning plan		✓	✓	✓
Preparation of operations, maintenance and lifecycle plans				✓
Preparation of operations, maintenance and lifecycle cost estimate				✓
Preparation insurance program	✓		✓	✓
Prepare financing solution	✓			



Design Summary

The design of the New City Hall is rooted in the belief that civic architecture should embody values of openness, resilience, innovation, and community. As a central hub for civic engagement, the site is conceived as a welcoming, people-first space—one that fosters connection among the City’s neighborhoods and serves as a catalyst for civic participation, transparency, and pride.

The proposed design reflects the City’s prior planning efforts from the 2020 Joint Government Center Project Design Package, the Infrastructure Task Force Advisory Committee’s recommendations, and insights from the 2024 Reimagining City Hall workshops. It represents a complete vision of what the New City Hall could include if all previously identified priorities were pursued. This “Comprehensive Configuration” is intentionally flexible and can be readily scaled, removing or reducing program elements, to align with the City’s budget and evolving priorities without compromising core functionality.

The proposed design encompasses a total of 340,000 square feet, organized into three components: a 12-story office tower for City staff and administrative functions, a 3-story podium hosting community-facing services and shared amenities, and a dedicated chamber for community meetings and events.

The office tower comprises 240,000 square feet across 12 floors, each 20,000 square feet. It is designed to accommodate approximately 643 staff members from 18 City departments, with right-sized allocations for current headcounts and anticipated growth. Departmental space ranges from compact units such as the City Auditor (6 staff) and Neighbor Support to larger agencies like Sustainable Development (186 staff), Public Works (96 staff), and Information Technology and Data Center (67 staff). Departmental needs—from City Manager to Sustainable Development, Transportation & Mobility, and Information Technology—are carefully planned to promote operational efficiency and proximity across related functions.

The design incorporates private offices, shared workstations, collaborative areas, and support functions. The tower also includes 40,000 square feet (approximately two floors) of flexible space that can be used for future City consolidation or leased to public or nonprofit entities at prevailing Class A rates—providing scalability as the City’s needs evolve. At the top of the tower, an additional 10,000 square feet approximately is dedicated to hosting community events and high-level meetings in the Executive Suite, featuring a rooftop terrace, high-capacity meeting rooms, and catering space to accommodate both day-to-day operations and visiting dignitaries.

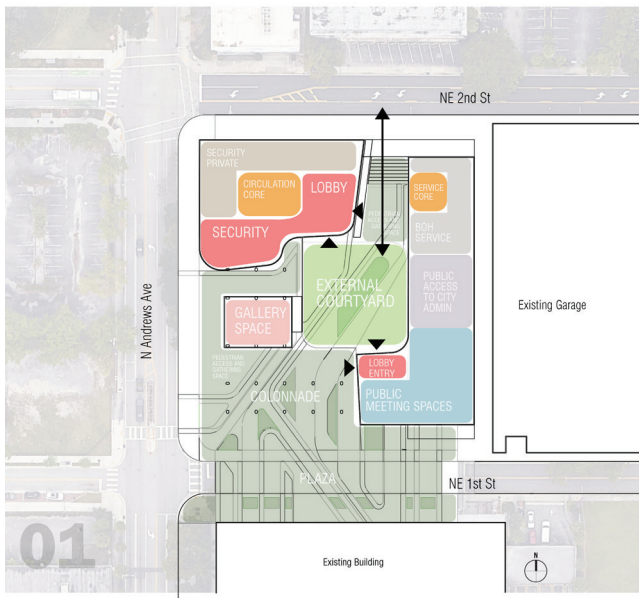


The podium consists of 70,000 square feet across three floors and is designed to provide critical support and amenity spaces for both the public and City staff. Of this, 60,000 square feet are allocated to operational and shared-use functions including a public lobby, cafeteria, wellness center with locker rooms, conference, meeting and training rooms, childcare center, Emergency Operations Center (EOC), utility service counters, security operations, and City mobility services. As described in the Reimagining City Hall workshops, an additional 10,000 square feet is reserved for “people places”—flexible public-facing areas such as a gallery and community meeting spaces that reinforce the building’s role as an accessible civic destination.

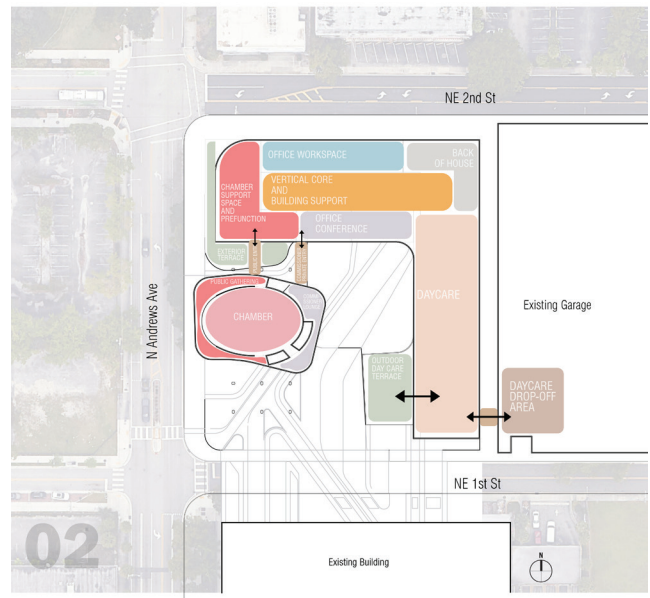
The Community Chambers and support spaces are programmed at approximately 20,000 square feet, physically distinct but architecturally integrated into the complex. The chamber wing includes not only the primary Chamber, but also Commissioners’ work room, IT/AV room and community lounge. Adjacent to the Chamber, a pre-chamber area, presentation room, media room, and staff room—all designed to enhance the transparency, dignity, and functionality of public proceedings.

- Key elements envisioned for Fort Lauderdale and showcased in this initial design include:
- **An integrated City Hall**, with 20,000 square feet dedicated to Community Chambers and supporting spaces, and a 12-floor office tower built to serve 643 staff members from 18 City departments
 - **Adaptive and community-centric features**, with 10,000 square feet of flexible “people places” that provide a space of connection and engagement for the City’s neighbors and local community organizations
 - **Future-proof and scalable foundation**, with 40,000 square feet of flexible space available for future City consolidation or leased to external entities at Class A rates
 - **Distinctly ‘Fort Lauderdale,’** the building is imbued with natural light and is made of glass interwoven with local limestone, creating a strong visual connection to South Florida’s natural character
 - **Resilient design** that anticipates future conditions, including elevated critical systems, flood-resistant materials, and site strategies that mitigate the risk of water intrusion such as a raised courtyard and Council Chamber

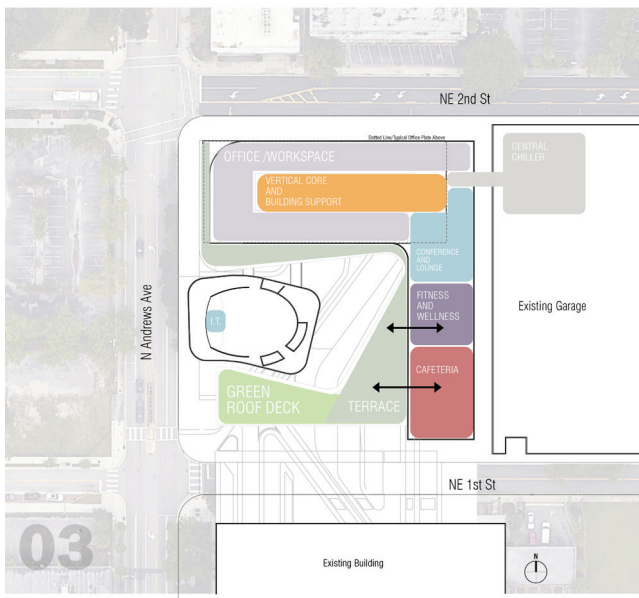
Building Program Areas



Floor 1



Floor 2



Floor 3



Additional Design Options

We have provided two additional design options for the City to consider as shown in the chart below. Option 2 (Optimized) eliminates two floors in the tower which were considered flex or expansion space. In addition, we have removed 25,000 square feet of common area. Option 3 (Essential) provides the City with a highly cost-effective facility with less amenities and no flex space.

Fort Lauderdale New City Hall Campus Configurations	OPTION 1: Comprehensive		OPTION 2: Optimized		OPTION 3: Essential	
	Square Feet	Floors	Square Feet	Floors	Square Feet	Floors
Tower						
City Offices (tower)	240,000	12	200,000	10	140,000	7
Executive Suite, Meeting Room, Catering	10,000	1	10,000	1	—	
Total Tower	250,000	13	210,000	11	140,000	7
Podium						
Common Areas (a)	60,000		35,000		30,000	
People Spaces (b)	10,000		10,000		10,000	
Total Podium	70,000	3	45,000	2	40,000	2
Chamber & Support Space (c)	20,000	1	20,000	1	20,000	1
Total City Hall Campus	340,000		275,000		200,000	

Notes:

(a): Lobby, cafeteria, wellness center, lounge, conference rooms, child care, print shop, security, EOC, BOH, other

(b): Meeting spaces, gallery

(c): Chamber, pre-chamber, presentation room, commissioner waiting lounge, media room, staff room

Design Vision

A Place for People and Community Gathering

At its core, the new City Hall is envisioned not merely as a seat of government, but as a shared civic campus - a place where people meet people. Recognizing the critical role of local organizations and grassroots groups in shaping the future of Fort Lauderdale, our design provides flexible spaces for public use. The podium includes 10,000 square feet of “people places,” including a public gallery and community meeting spaces, while the plaza and common areas encourage civic activity, community dialogue, and day-to-day gathering.

The civic plaza - located in the center and extending to the street - serves as the arrival space for the new City Hall and creates a focal point for community interaction.

Conceived as a welcoming “front porch” for residents and visitors, the plaza features extensive shading to provide comfort throughout the seasons while maintaining an open and airy atmosphere. Key design considerations include safety, accessibility, clear wayfinding, native-landscaping and amenities that welcome visitors from all backgrounds to reflect Fort Lauderdale’s unique character, history and culture.

Beyond the informal gathering areas, the building program dedicates 20,000 square feet to a landmark Chamber. Designed to embody transparency and inclusivity, the space aspires to cultivate meaningful dialogue, strengthen community collaboration, and adapt to the evolving needs of civic leadership and decision making.

The interplay of sunken and elevated elements prevalent across the City Hall’s structure is designed to add depth and texture, creating an aesthetically compelling campus that remains both resilient and community-centric.



FLCP Proposed New City Hall Rendering

02 Project Approach (cont.)

An Architecture of Resilience and Technology

All elements of the City Hall are designed to embody the spirit of the city, addressing environmental challenges while enhancing civic engagement. The plaza incorporates a series of landscape pods that serve a dual purpose: some are sunken to manage stormwater effectively, reducing runoff and enhancing flood resilience, while others are mounded to evoke the natural dune formation found along Fort Lauderdale’s beaches.

The building’s architecture is similarly respectful of Fort Lauderdale’s coastal context. The City Hall is elevated well above the minimum code requirements to anticipate storm surge and sea level rise without compromising accessibility.

In addition to its resilient design, the building incorporates up-to-date technology and communication infrastructure, supporting in-person and virtual engagement across departments and with the public. It will be built to be highly energy-efficient, employing sustainable systems and strategies that minimize operational impact while setting a new standard for civic sustainability.

A Distinctive and Enduring Architectural Identity

The building’s design is unmistakably Fort Lauderdale—drawing upon the city’s natural materials and light-filled character to craft a civic landmark of distinction. The plaza’s integrated planters double as sculptural art elements and seating, creating a visually engaging environment that reflects the City’ coastal character.



FLCP Proposed New City Hall Rendering



The tower features a striking façade that balances transparency and solidity: high-performance glass interwoven with oolitic limestone, the region’s iconic coral rock, express both modernity and rootedness. This blend of materials grounds the structure in the local geology and cultural heritage while offering a visually dynamic civic silhouette. The tower is topped with a rooftop terrace that serves multiple functions: a dignified venue for visiting leaders, a daily amenity for City leadership, and a flexible space for community gatherings—an elevated setting that reflects transparency, civic pride, and forward-looking governance.

Anchoring the building is a raised, free-standing chamber, which hovers above the public plaza. This elevation highlights the openness and value of civic life, where residents of Fort Lauderdale passing by can see the democratic process at work during meetings hosted by the City Commission, community groups, and neighborhood associations.

A Workplace of Wellness and Efficiency

Inside, the building fosters a healthy, high-performing environment for 643 staff members across 18 departments. The interior will be WELL-certified, supporting physical and mental wellness through thoughtful design, materials, air quality, and lighting strategies. The 70,000 square foot podium includes a suite of employee-focused amenities: a wellness center and locker rooms, a cafeteria offering fresh, healthy food, and a dedicated daycare center—reinforcing the City’s commitment to work-life balance and retention of top talent.

Importantly, the adjacent garage will be fully integrated into the City Hall operations. Secure employee access is provided directly from the top level of the garage, and a designated drop-off zone ensures parents can safely and conveniently bring children into the daycare center—streamlining daily routines for working families.

A Head Start on Realizing the Vision

Our long-standing familiarity with the City’s needs is strengthened by our role in the Joint Government Center’s design process and the “Reimagining City Hall” workshops. This experience makes us uniquely positioned to accelerate the process from the City’s vision to construction. Our continuity allows us to move directly and quickly into informed design conversations, aligning the City’s aspirations with clear, achievable outcomes.

We understand the ambitions behind this project—and we are prepared to translate them into a built environment that is visionary, operationally sound, financially feasible, and rooted in the daily workings of civic life.



Site Preparation

Our team brings over 60 years of dedicated service to Fort Lauderdale, and our deep-rooted presence in the region uniquely positions FLCP to lead the site preparation and development of the New City Hall. As a multidisciplinary firm with expertise in civil engineering, surveying, planning, landscape architecture, and construction management, KEITH understands the complexities of urban development within the City’s dynamic environment.

Our site preparation and site development leads will work closely with City staff, planners, engineers from the Development Services Department, right-of-way and resiliency experts from Public Works Department, community liaisons within Neighborhood Services Division and the City Manager’s office to ensure we build a comprehensive construction management plan to address community needs.

Our site preparation approach begins with performing a detailed boundary and topographic survey, environmental assessments, and geotechnical exploration to ensure a thorough understanding of the site’s conditions. This foundational knowledge will allow us to plan and design a City Hall campus that meets Fort Lauderdale’s needs.

Due Diligence and Site Assessment

Our process begins with a thorough understanding of the site through detailed boundary and topographic surveys, environmental assessments, and geotechnical studies. This foundational work allows us to identify opportunities and constraints early, ensuring that our designs are both innovative and grounded in practical realities. We are well-versed in the City’s regulatory landscape and maintain strong working relationships with local agencies, which enables us to navigate permitting processes efficiently and effectively.

Our team will coordinate closely with utility providers to plan for infrastructure upgrades and ensure seamless integration of water, sewer, stormwater, electrical, and telecommunications infrastructure systems. Our stormwater management strategies emphasize sustainability and resilience, incorporating resilient infrastructure to avoid flood damage.

Site Planning and Design Coordination

As part of our site planning and design coordination for the new City Hall Campus, our team will lead a collaborative master planning process with City stakeholders to develop a cohesive and functional site layout. This plan will integrate the City Hall with the adjacent parking facilities, public gathering spaces, and multimodal access points such as the Brightline station to ensure a seamless and accessible civic environment.

Our team will conduct a thorough assessment of existing utility infrastructure and coordinate the planning of necessary upgrades, relocations, or new service connections for water, sewer, stormwater, electric, and telecommunications systems. In parallel, we will design a sustainable stormwater management system that complies with the South Florida Water Management District (SFWMD), County, and City of Fort Lauderdale requirements. This plan will incorporate resilient infrastructure solutions to enhance stormwater management near the City Hall.

Additionally, we intend to perform traffic, transportation, parking, and corridor planning studies to develop a comprehensive access and circulation plan that prioritizes safe and efficient movement for pedestrians, cyclists, and vehicles. These efforts will ensure that the new City Hall is well connected to nearby transit hubs and improve local traffic and transit capabilities.

Permitting Approach

As part of our permitting and approvals strategy, our team will lead coordination efforts with all relevant agencies, including the City of Fort Lauderdale, Broward County, and other regulatory bodies to secure the full range of permits required for the project. Our longstanding relationships and familiarity with local processes allow us to navigate these approvals efficiently and proactively address any regulatory challenges.

In addition to agency coordination, we will support the City in its public outreach efforts, helping to facilitate transparent communication with neighbors and business stakeholders. This coordination will ensure that community input is meaningfully integrated into the project delivery. Our team will also manage environmental permitting, including those related to stormwater, ensuring full compliance with applicable environmental regulations and sustainability goals.

Site Preparation and Early Works

Site preparation and early works will be executed with a focus on safety, environmental stewardship, and construction efficiency. We intend to work closely with the City’s Development Services, Transportation and Mobility, Public Works, and Police Departments to coordinate Maintenance of Traffic (“MOT”) plans to minimize the impact to downtown traffic and ensure public safety.

Our team will also coordinate the removal of structures, pavement, and vegetation; ensuring that clearing activities are conducted responsibly, with an emphasis on minimizing environmental impact and disruption to neighbors and the business community. Subsequently, our team will perform precise earthwork and grading operations to achieve the required design elevations to facilitate proper site drainage and prepare stable building pads for vertical construction.

Concurrently, we aim to install underground utilities and infrastructure in alignment with the overall construction schedule, ensuring seamless integration with future phases. Throughout this process, we implement best management practices for erosion, flood resiliency, and sediment control to protect adjacent properties and nearby structures, while maintaining compliance and safeguarding the surrounding community.



FLCP Proposed New City Hall Rendering

Quality Delivery

We are community partners who understand the fabric of the City of Fort Lauderdale as “*the City you never want to leave*”. We are proud to support Fort Lauderdale to deliver this transformative civic campus. We bring local expertise, regulatory insight, and a commitment to excellence to every phase of the project. Our technical excellence, commitment to public service, and integrated approach ensures that the site is not only ready for construction but also positioned to serve the community for generations to come.

These aspects of our team help to ensure the project is achieved with the greatest attention to quality and is completed on time and within budget. We appreciate the opportunity to be considered for this important project and look forward to the possibility of working together to bring this vision to life.

Resiliency

The New City Hall is designed to remain operational and protect public assets during future climate-related events. Drawing lessons from the 2023 flash flood, the building integrates multiple layers of resiliency, including the elevation of critical infrastructure, use of flood-resistant materials, and strategic site planning to manage stormwater and minimize disruption. Systems vital to public safety and continuity of government—such as the Emergency Operations Center—are located above known flood levels and supported by redundant power and communications infrastructure. These design choices ensure that essential services remain accessible to the public even during extreme weather events, reinforcing the City’s long-term ability to respond, recover, and serve its residents without interruption. With careful collaboration between Zyscovich, Suffolk, and KEITH, this City Hall ensures resiliency for future weather-related events.



Preconstruction

A collaborative preconstruction process, happening concurrently with design, will be essential to proactively mitigate risk and ensure a predictable project delivery in the field. To achieve this, we will continue our integrated approach to the project by involving all key stakeholders so that the design and budget can progress in alignment with informed decisions every step of the way. As shown below, areas of focus during preconstruction will include budget and schedule development, procurement strategies, logistics and safety planning, and design coordination, among others.

Digital Engineering

Suffolk will leverage our in-house Digital Engineering capabilities to provide optimal, engineered project solutions to deliver the best value for the City. Digital Engineering encompasses a range of methods and technologies, such as Building Information Modeling (BIM), artificial intelligence (AI), simulation, data analytics, and detailed digital twins that enhance efficiency and accuracy within our project management processes.

By utilizing our Digital Engineering capabilities, our team can proactively address critical elements of the City Hall project including:

- Selection, coordination, and installation of complex building systems
- Collaboration, coordination, and integration across multiple building disciplines
- Maximizing value while reducing risk and environmental impact
- Evaluating life-cycle efficiencies

Our Digital Engineering team will be deployed early in preconstruction to work alongside the designers and operations professionals, allowing for a more integrated and proactive approach that will lead to better predictability once the project progresses into construction.

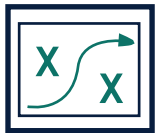


Design and Budget Alignment

Suffolk will coordinate early and often with Zyscovich and KEITH to drive alignment between programming, design intent, cost, and schedule. Key components of our approach include:

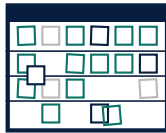
- Design-Construction Phase Plan
- Design Pull Plan
- Design and Constructability Reviews

Suffolk and Zyscovich have partnered together on more than **\$1.5 billion** worth of work which allows our teams to seamlessly coordinate the design and budget on the City Hall project



DESIGN-CONSTRUCTION PHASE PLAN

- Align project stakeholder's interests
- Establish achievable goals



DESIGN PULL PLAN

- Identify deliverables
- Create accountability across teams
- Develop schedule based on design and construction milestones



CONSTRUCTABILITY REVIEWS

- Hold regular design and constructability reviews
- Define hand-offs
- Ensure complete plans

Budgeting & Cost Control

We believe that cost control can best be accomplished when a format of continuous estimating is established from the start – a process that we call Target Value Design. With all key stakeholders, we define the program, establish the target cost, and then progress the design and budget in harmony. Providing you with maximum value and complete transparency will be our top priority.

In collaboration with Zyscovich, we will consult with suppliers and trade partners to refine the scope of work to ensure that desired budgetary goals are achieved without compromising program or design intent. As discussed earlier, we will also support the compilation of clearly defined documents and produce exhibits to accurately outline the scope of work for our trade partners.

Key elements of the City Hall project that will require an emphasis during the budgeting process include the building skin, the structure, and critical systems. As we implement the Target Value Design process, these key elements and other cost drivers will be identified to ensure proper attention is given to control the budget.

Sourcing Advantages

As a prominent South Florida contractor for the last four decades, Suffolk is well positioned to add value during the procurement process. Key strategies will include:

- Leveraging Suffolk’s volume and existing relationships within the local market to garner most competitive pricing from qualified subcontractors
- Identifying early procurement opportunities to achieve schedule efficiencies
- Identifying long lead items including systems, vertical transportation, etc.
- Utilizing Suffolk’s national and international pricing advantages via in-house Supply Chain group

All of these strategies will be further developed during preconstruction to mitigate as much risk as possible when it comes to market conditions, material availability, and labor.



CASE STUDY

Ritz-Carlton Residences, Sunny Isles Beach

🕒 Early Project Delivery

The Ritz-Carlton Residences faced a major scheduling challenge with a 53-story glass wall system requiring a ten-week lead time for delivery from Brazil. To meet the compressed installation schedule, the team adopted OpenSpace, a 360-degree documentation tool capturing real-time site progress. By utilizing this technology, the team improved communication and workflow with trade partners. As a result, **the \$350 million project was delivered one month ahead of schedule.**

Schedule Development

The goal of schedule development will be to provide the City with a detailed, reliable, and efficient work plan that achieves your occupancy objectives. We will ensure engagement with the right stakeholders, end-user groups, and trade partners for input along the way.

Utilizing the deliverables and commitments identified in the Design Pull Planning sessions and topic-specific workshops, in combination with data from our extensive prior experience, our team will deliver a realistic yet aggressive schedule.

Construction

As the project transitions from preconstruction to construction, there is continuity as many team members will move from one phase into the next. This eliminates any hand-off or miscommunication of information. From there, the detailed roadmap developed during preconstruction is put into action with the processes shown below.

Project Controls & Communication

Suffolk uses a host of tools for reporting and information management - all part of our integrated technology bundle. Most relevant for the City Hall project will be our Owner’s Portal – a digital dashboard that will provide the City with real-time project updates at all times. Unique to our industry, the Owner’s Portal aggregates data from all of our project management systems to give an accurate pulse on the project’s health. Having this data at our fingertips also allows our team to proactively manage any challenges that may arise.



Suffolk’s Owner Portal provides 24-7 access to a live picture of a job’s health. The City and all key stakeholders will have access to this portal to ensure transparency.





Logistics Planning

Our goal for a comprehensive logistics plan will be to optimize activities on the jobsite while maintaining a safe jobsite and upholding the budget, schedule, and quality expectations. As a team, we will review construction activities and logistics, as well as the lookahead schedule for upcoming activities, on a daily basis and adjust as needed. We have already developed a preliminary logistics plan for the City Hall project which can be found following this page. As the design progresses and we collaborate with the City and other stakeholders, we will refine this logistics plan to best meet the needs of the project and surrounding community.

Phased Approach

As contemplated in our proposal, we are proposing a phased turnover of the City Hall to allow the chamber facilities to be occupied early. We understand that this will require flawless execution of the remaining work while the chamber is occupied. It's an approach that Suffolk is well-versed in. Should this phased approach be selected by the City, we will work with key stakeholders to build upon our preliminary logistics plan to develop a multi-phase approach and detailed schedule.

Project-Specific Safety Plan

Safety will be our top priority for our workers and the surrounding community. As such, it will be critical to protect and separate all construction activities. Throughout each phase, sensitive adjacencies, overhead protection, perimeter fencing, and secured movement to and away from the site will be meticulously accounted for and coordinated. Gated points around the jobsite perimeter will allow for secure entry for trucking, material deliveries, and guests.

Close attention will be paid to the dust, vibrations, and noise that occurs in the work zone and clear signage that the public can easily follow will be installed. Pedestrian walkways will be maintained (continuously cleaned and well-lit) and wayfinding signage will be installed near each gate, intersection, and pedestrian walkway. This will include the maintenance of required emergency egress, evacuation routes for all, and addressing all ADA requirements.

Good Neighbor Approach

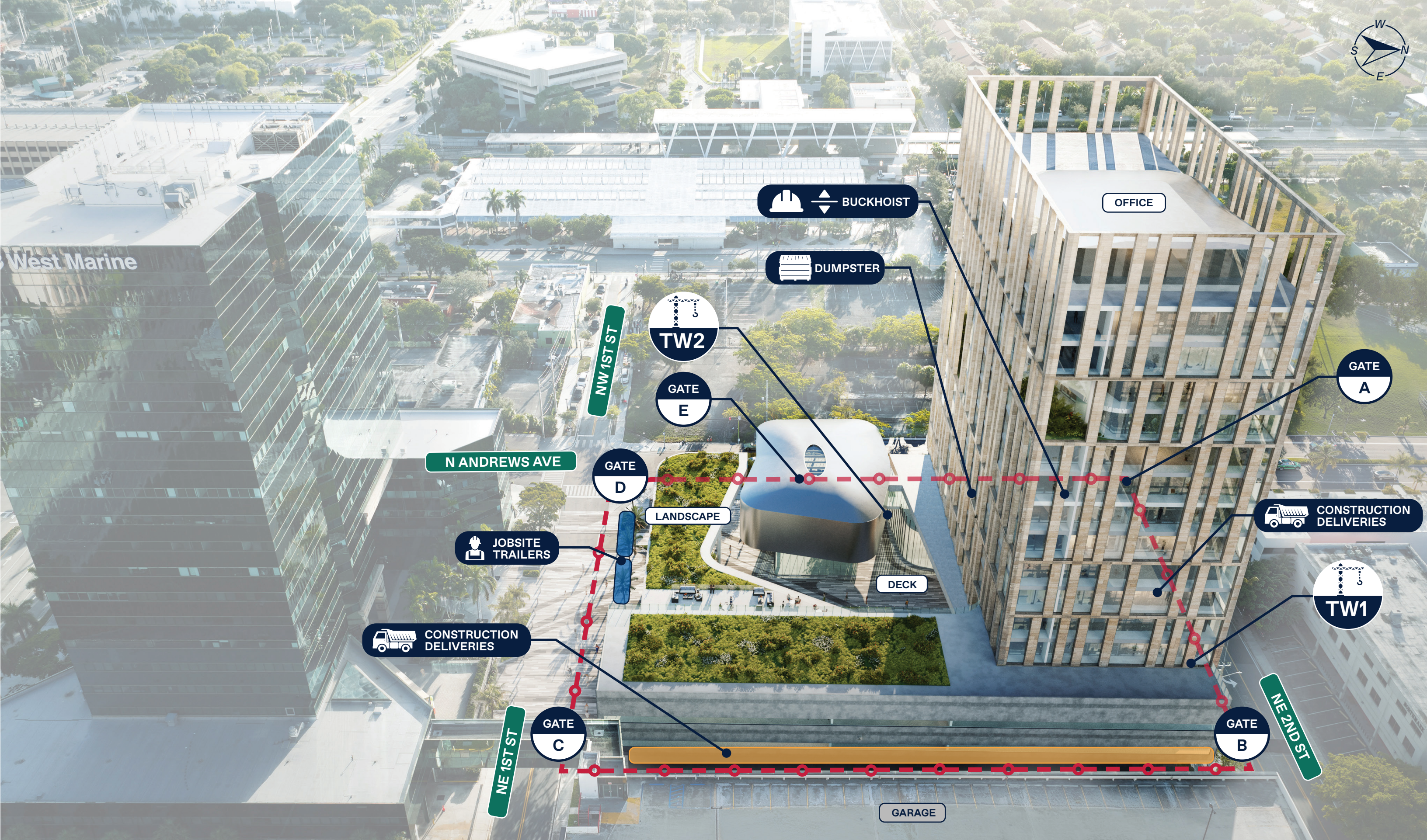
We understand how important it will be for us to be a good neighbor to the City as construction takes place. Ensuring our presence does not impede the daily activities and traffic of the surrounding community is critical to the project's success. Strategies for consideration on the project include:

Customized Scrim: Partner with local community artists to create customized scrim featuring artwork showcasing the future City Hall.

Learning Opportunities: Partner with local schools to collaborate on curriculum about the construction process for the new City Hall.

Digital Communication: Develop a social media strategy and/or custom project website to provide updates to the community.

Town Halls & Community Meetings: Participate in meetings at the City's request to discuss the project, provide updates, and answer questions from the Community.





Facilities Management

Delivering a High-Performance City Hall

As the City of Fort Lauderdale considers a new, resilient, and future-ready City Hall, early alignment with long-term operations is critical. A key step in this process is establishing clear Performance Standards prior to construction, which will guide the Facilities Management Provider (“FM Provider”) responsible for maintaining the facility over 30 years until handover to the City. Involving the FM Provider during design and construction ensures that the completed facility meets not just architectural and programmatic goals, but also operational efficiency, cost-effectiveness, and long-term durability.

As the Project’s FM Provider, ABM supports 333 clients in Florida alone, and many clients nationally that are exposed to natural disasters. The breadth of ABM experience and operations nationwide enables them to inform designs of flood risk mitigation strategies and provide critical services in response to flood-related damage. Their established partnerships with related facilities services providers grant ABM priority even in situations of significant pressure. This allows them to rapidly deploy the necessary resources and address even the most challenging situations, ensuring resiliency throughout the new City Hall’s life.

Integrating Operations During Design and Construction

The FM Provider plays a hands-on role during construction planning, bringing expert input on topics ranging from utility efficiency to material durability. Because the FM Provider will ultimately manage the building and be responsible for meeting its performance goals, their early participation improves future facility operations, as they provide early insights as to what makes a building durable and easy to maintain. This input then improves the user experience of City employees and visitors.

Site Planning and Public Accessibility

The FM Provider also shapes the overall site plan to ensure it is functional, secure, and welcoming for both the public and City staff. One critical area of FM Provider involvement will be in overall site planning. This includes optimizing public access from multimodal sources, such as nearby transit stops, bike lanes, and pedestrian corridor, as well as ensuring secure and efficient movement for staff and city leadership. The site must function as a safe, accessible, and intuitive space, creating clear pathways from existing parking structures. The FM Provider will also provide strategies to reduce energy costs and the building’s environmental footprint. The FM Provider’s feedback will help ensure these goals are met through durable design choices and smart site circulation.

Space Planning for Function and Flexibility

In terms of space planning, the FM Provider will support the design team in understanding anticipated staff and visitor volumes, as well as how people will move through the building using elevators, stairs, and public areas. Their input will help inform a layout that creates a positive, inclusive experience for all who interact with it. The inclusion of flex spaces that can be used by non-government organizations during off hours, or designated surplus areas for compatible private uses, supports a vision of community-centered, mixed-use public space. The FM Provider will also help refine passive security strategies, such as organizing floors by access level and separating high-traffic public departments from secured administrative functions.



Utility Systems and Energy Efficiency

Energy efficiency and utility performance will be a central part of the FM Provider’s mandate. Working closely with the design and development teams, the FM Provider will help establish an energy model that encourages shared savings through superior building performance. Their involvement will ensure that the facility is designed to meet LEED certification targets, if desired, and integrate sustainable systems that reduce costs and support long-term operational goals. This includes input on indoor air quality, stormwater pollution prevention, waste management, and energy optimization, both through local utilities and potential onsite generation or retention.

Major Systems and Long-Term Maintainability

The FM Provider will also bring valuable insight to the selection and planning of major building systems and materials during design. In alignment with an Availability Payment model, the FM Provider will help define backup systems and redundancy strategies to maintain uptime and reduce the risk of disruption. They will also contribute to selecting durable, low-maintenance materials that can withstand heavy public use, reduce repair frequency, and extend the life of key systems. In partnership with the City, the FM Provider will help establish a responsive preventative maintenance program, tracking work orders and resolving issues proactively through regular inspections of the facility, landscaped areas, and parking structure.

Landscape and Open Space Management

Open space and landscape management is another priority. The FM Provider will help ensure that the outdoor public plaza is appropriately sized to accommodate community gathering and waiting areas while being designed for long-term performance.

Low-water-use landscaping materials will be prioritized for all site greenery, and the planned public art installations will be integrated into the broader site plan. These elements will create a civic space that is not only functional but welcoming and reflective of Fort Lauderdale’s identity.

Sustainability and Continuous Improvement

Finally, the FM Provider will reinforce the project’s sustainability goals. From LEED achievement to water conservation, from waste reduction to air quality improvements, the FM Provider will help operationalize environmental targets and drive continuous improvement over time. If desired, FLCP will also design the Project to achieve WELL Certification to foster a better environment for the health of City Hall workers and visitors. By proactively identifying emerging technologies and innovative strategies, the FM Provider can help Fort Lauderdale realize a facility that evolves to meet future standards: a civic campus that is built to last, easy to maintain, and aligned with the City’s long-term values.



Community Outreach

Our team recognizes that the success of any public project lies in its ability to reflect the values, needs, and aspirations of the community it serves. With over 60 years of experience in Broward County, our team has a strong understanding of Fort Lauderdale’s neighborhoods, history, and cultural identity. We are well-positioned to provide meaningful public engagement with all key stakeholders.

Dickey, Zyscovich, and KEITH have proudly supported the City through impactful public infrastructure such as the Reimagining City Hall initiative, the Joint Government Center Campus, the International Swimming Hall of Fame, DC Alexander Park—each of which required thoughtful engagement with neighbors, businesses, and community leaders to ensure visionary outcomes rooted in local context.

For the New City Hall, our team is committed to a robust and inclusive community engagement strategy that honors the rich historical elements of downtown Fort Lauderdale while addressing the pressing needs of today’s residents. FLCP has extensive communication management experience and is ready to work closely with Neighborhood Associations across the City, the Neighbor Support Division of the City Manager’s Office, and the City’s Strategic Communications Department to ensure that outreach efforts are coordinated, transparent, and accessible. Our goal is to foster a sense of shared ownership and civic pride throughout the development process.

Dickey—an established public outreach consulting group—will support community outreach efforts on behalf of the Project by deploying a multi-channel public engagement strategy to gather and manage public input and identify critical gaps.

We propose hosting in-person workshops, distributing flyers and posters, and leveraging digital media channels to disseminate surveys and reach all segments of the community.

As an important part of project development, we will host workshops for local MBE, WBE, VBE, and DBE firms to increase participation in project design, engineering, construction, and facilities management aspects of the Project.

FLCP proposes deploying a digital dashboard to provide real-time updates on project milestones, deliverables, and progress, ensuring transparency and accountability. Additionally, our team is prepared to host a dedicated hotline, email address, and project webpage to facilitate ongoing communication and feedback. Outreach may also extend to faith-based organizations, local community groups, and key civic stakeholders, including the Downtown Development Authority, Broward Workshop, and the Greater Fort Lauderdale Chamber of Commerce. As part of the construction period of the Project, the team plans to provide a live streaming of the construction site to show minute-by-minute progress.

We plan to work in close coordination with the City’s Strategic Communications Department to ensure that messaging is consistent, timely, and tailored to each phase of the project. Through this comprehensive and locally informed approach, FLCP will ensure that the development of the new City Hall Campus is not only technically sound but also deeply connected to the community it is designed to serve.



03

Co-Development
Agreement

03 Co-Development Agreement

Contracting (CDA to P3)

FLCP proposes a Co-Development Agreement (CDA) followed by a long-term Public-Private Partnership (P3). This structure is specifically designed to provide the City with faster delivery, greater flexibility, lower development risk, and stronger alignment between the City’s goals and the final project outcomes.

What is a CDA?

We are using the term Co-Development Agreement (CDA) in lieu of the more common Pre-Development Agreement (PDA) because what we are proposing is intended to be far more integrated between the private sector and the owner to achieve better collaboration and joint decision making. A typical PDA suggests a structure where the planning process is jointly led by the private sector partner and the City. The PDA team would then have a right of first refusal on the design, construction, financing, operations, and maintenance if a Public-Private-Partnership (P3) delivery model is warranted based on the City of Fort Lauderdale’s decision.

FLCP is proposing a more integrated model where the development team collaborates with the City throughout the process in a fully transparent and more cooperative manner that we believe can foster joint decision making and better outcomes. Under a CDA, our team will work closely with the City throughout the planning, pre-construction process and construction process without handoff to dramatically accelerate delivery of the New City Hall. FLCP will pursue a phased construction process and anticipates a November 2028 delivery of the City Hall Chamber followed four months later with the completed office tower.

The CDA will offer the City mutually agreeable offramps to terminate the CDA or deliver the Project under a non-P3 delivery model. Rather than relying on the builder or operator’s project manager to represent the consortium, this approach promotes a high degree of neutrality, transparency and accountability that is essential to develop trust with the City while providing continuity between the different phases (design, construction, operations) of the Project.

<p>Benefits to the Co-Development Agreement Phase</p>	<ul style="list-style-type: none"> • Greater Cost and Schedule Certainty: by fostering close collaboration between the City and FLCP, the Co-Development phase enables more efficient pricing, greater cost and schedule certainty, and a mutually agreed-upon risk allocation. • Expedited Project Delivery: early integration of public and private sector expertise allows the Project to meet the 27-month delivery window. • Risk Mitigation from the Start: the CDA’s strong joint incentive plan guarantees early alignment on operational and maintenance costs, limiting contingency risks and increasing cost certainty.
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Criteria for CDA Success

We believe a CDA approach such as the one we are proposing is more effective than other project delivery methods for the new City Hall.

Criteria that make a CDA the right solution include the following:

Multiple options for solving the problem

Projects that require exploration of various alternatives and/or stakeholder input in the design, like this project, are well suited to a CDA. A traditional planning process without early contractor involvement can result in the selection of an option that is challenging to construct and/or operate and maintain. This happens because there is insufficient input from the contracting and development community during a process that is often highly politicized. Having the contractors involved early increases the odds that the selection will be feasible to construct given constraints on funding. However, other early contractor involvement methods, such as Construction Manager/General Contractor (CM/GC) or Progressive Design-Build (PDB), can often set up a more contentious arrangement between the developer and the owner. A CDA brings the right mix of early contractor involvement and co-creation to enable the effective selection of a feasible solution.

Potential for innovation

If an owner is open to new ideas and strategies for solving problems, a CDA can be a more effective process for uncovering these ideas. Any kind of earlier contractor involvement brings potential for innovation because the contractor is bringing an eye towards construction and operation from the start that might otherwise be marginalized. As an alternative, the CDA process brings innovation in a manner that is mutually beneficial to both public and private partners because they are a team from the start.

Potential for private financing

Although a CDA may not have to result in private financing or P3 delivery, the fact that FLCP provides access to private equity through Meridiam, and financing strategies and structures can be advanced in parallel to the design as part of the CDA. Our proposed CDA combines progressive design advancement with attention to full life cycle costs and long-term operations and maintenance requirements. It also creates even more focus on the potential feasibility of the project, as private investors will not take a risk on a project that is unlikely to have sufficient funding. A traditional planning process makes it far less likely that any given project will make sense as a P3 because it may allow costs to increase to get to environmental clearance.

Other reasons why a P3 project delivery for the new city hall project will create far more value to the City versus other delivery models include:

- A desire or need for upfront private financing with limited or no payments until the asset is operational
- Risk transfer to the private sector
- Known payments for the entire 30-year operational period
- A need for a strict asset performance regime with secured residual value or asset life at the end of the term

The Fort Lauderdale New City Hall Project meets these criteria across the board. In each category, the project has the critical factors that make a CDA highly suitable.



Benefits of a CDA

Given that this project fits well as a CDA, it is important to consider what specific benefits a CDA may bring compared to traditional project delivery. The CDA process has the potential to create numerous benefits for the City, its residents, and the public that might otherwise not exist. These are explained below:

Cost And Schedule Certainty for an Expedited Project Delivery

A CDA can increase cost and schedule certainty by allowing FLCP to advance the design to 60% in collaboration with the City. The co-creation element and available offramps help foster an environment that is more conducive to a realistic project plan. Moreover, a CDA is also likely to result in better allocation of risk throughout construction and beyond, facilitating an expedited project delivery and improved facility maintenance. In a typical planning process, risk allocation can be overlooked because it is often assumed that the public sector must assume all risks. Even under a traditional P3, risk allocation can be a contentious process as both sides must negotiate risk in a project that has already been fully baked. In a co-development process like this one, these challenges are substantially mitigated. Public and private partners will work together to allocate risk to the party best able to manage it, both during and after the planning process, because it is in their strong mutual interest to do so.

Innovation

A CDA process brings public and private sector experts together with better alignment of interests and a wider range of perspectives, and with a clear sense of what they are trying to accomplish.

A CDA brings people into the planning process who have the intellectual freedom to expand beyond what has been done previously and draw on their expertise in other fields and projects to bring innovation to the City Hall. A CDA also sets clear parameters and metrics for success that can drive innovation more directly.

Transparency And Alignment of Interest

FLCP proposes an open book process, with FCL having full transparency on how the capital cost estimate and operating cost estimates are developed. FLCP will be the single point of accountability, rather than having The City manage multiple consultants throughout the development and design periods under a more traditional approach. This agnostic approach to bringing on consultants and technology providers increases transparency and makes the project more manageable.

Conclusion

Unlike traditional DB and P3 procurement, where the owner often gives up control over the design at 30%, the CDA will allow the City continued input into the design up to 60%. At the same time, Fort Lauderdale keeps optionality to pursue other approaches through periodic offramps.

Unlike traditional DB and P3 procurement, where the owner often gives up control over the design at 30%, the CDA will allow the City continued input into the design up to 60%.

The first offramp is at 30% design and the second at 60 design. This provides a solution in case FLCP and the City are unable to agree on a project implementation agreement or construction price, if the City decides to deliver the Project using a non-P3 delivery model.

03 Co-Development Agreement (cont.)

Meridiam has deep and proven experience with CDAs, having successfully used this model on major infrastructure projects such the North Tarrant Express expansion in Texas and the buildout of next-generation fiber networks across the United States. These projects, among many others, demonstrate Meridiam’s ability to partner with public authorities to move complex infrastructure from concept through financial close and construction while maintaining transparency, adaptability, and innovation throughout the development process.

Our CDA experience encompasses early risk identification, collaborative technical solution development, lifecycle cost analysis, and structured pathways to firm price and schedule commitments.

More detail on key outcomes for each phase is shown in the table below:

Co-Development Phase 1 Design to 30% <i>First off-ramp for the City</i>	Co-Development Phase 2 Design to 60% & Final Price <i>Second off-ramp for the City</i>	Construction Phase
<ul style="list-style-type: none"> • Provide input to the City alternatives refinement process and enable the City to analyze design alternatives with a focus on deliverability, ability to be financed, constructability and value for money; • Support the City with sourcing alternative funding sources and grants. • Development of detailed project requirements including basis of design. • Reports such as capital and operating cost estimates. 	<ul style="list-style-type: none"> • Propose financing and project delivery approach for project implementation. • Advance Design and Engineering (60%) • Receive DB pricing/schedule and support the City in independent cost examination process. • Negotiate all legal agreements including concession agreement, financing, DB and FM agreements. • Commence construction early works. 	<ul style="list-style-type: none"> • Advance design to 100% • Ensure construction completion of Phase 1 by November 2028. • Ensure final construction completion of Phase 2 by February 2029.



P3 Principles & Risk Allocation

Once the City Hall project is developed under the CDA, Meridiam would seamlessly transition into a long-term P3 delivery model by entering into a long-term Concession Agreement with the City. The Organizational Chart detailed above in Section 4.2 illustrates the proposed P3 structure and agreements for this Project.

A core advantage of the proposed Public-Private Partnership model for the Fort Lauderdale City Hall is the ability to transfer substantial project delivery and long-term operational risks to the private sector.

Based on lessons from successful civic P3s across North America, this structure would allow the City to benefit from greater cost and schedule certainty, long-term performance guarantees, and lifecycle cost containment. During the Co-Development phase, a detailed risk allocation framework would be collaboratively developed between the City and Meridiam to ensure risks are assigned to the party best positioned to manage them—maximizing public value while protecting the City’s fiscal position.

Potential Risks Transferred to Private Partner	Potential Risks Retained by the City of Fort Lauderdale
<ul style="list-style-type: none"> • Design and Construction Risks / Liability • Entitlements and Utilities • Schedule Risk (Delays and Efficacy) • Construction Cost Overruns • Disputes Between Designer, Builder and Operator • Operation and Maintenance Risks • O&M Cost Overruns • Regulatory Compliance • Capital Maintenance • Financial Risk Linked to Issuing Debt • Technological Obsolescence 	<ul style="list-style-type: none"> • Owner’s Risk under Any Delivery Method • Changes in Law • Uninsurable Force Majeure Events • Relief Events (Uncontrollable Delays) • Inflation impacts to O&M Costs (O&M will be partially indexed)

By selecting the **CDA-to-P3 structure**, Fort Lauderdale secures a faster, lower-risk, and better-aligned delivery model than traditional procurement offers. The City will benefit from Meridiam’s expertise in developing the City Hall design, contractual structure, and financial structure as a bankable P3 during the CDA, which the City will

receive as part of the engagement. Additionally, by partnering with Meridiam, the City gains a world-class infrastructure developer with unmatched experience in both early-stage project development and long-term operations, ensuring the new City Hall is delivered efficiently, sustainably, and successfully for decades to come.



04

Project
Team

04 Project Team

An Experienced Team

FLCP has assembled a team that understands the complexities of large-scale infrastructure projects and brings vast experience to delivering public-private partnerships (“P3”) projects nationally and internationally. Our Team is made of leaders in the financing, design, construction, maintenance and operations of civic buildings—all of whom are dedicated to delivering a recognizable and connected home for Fort Lauderdale’s New City Hall.

A Proven Delivery Model

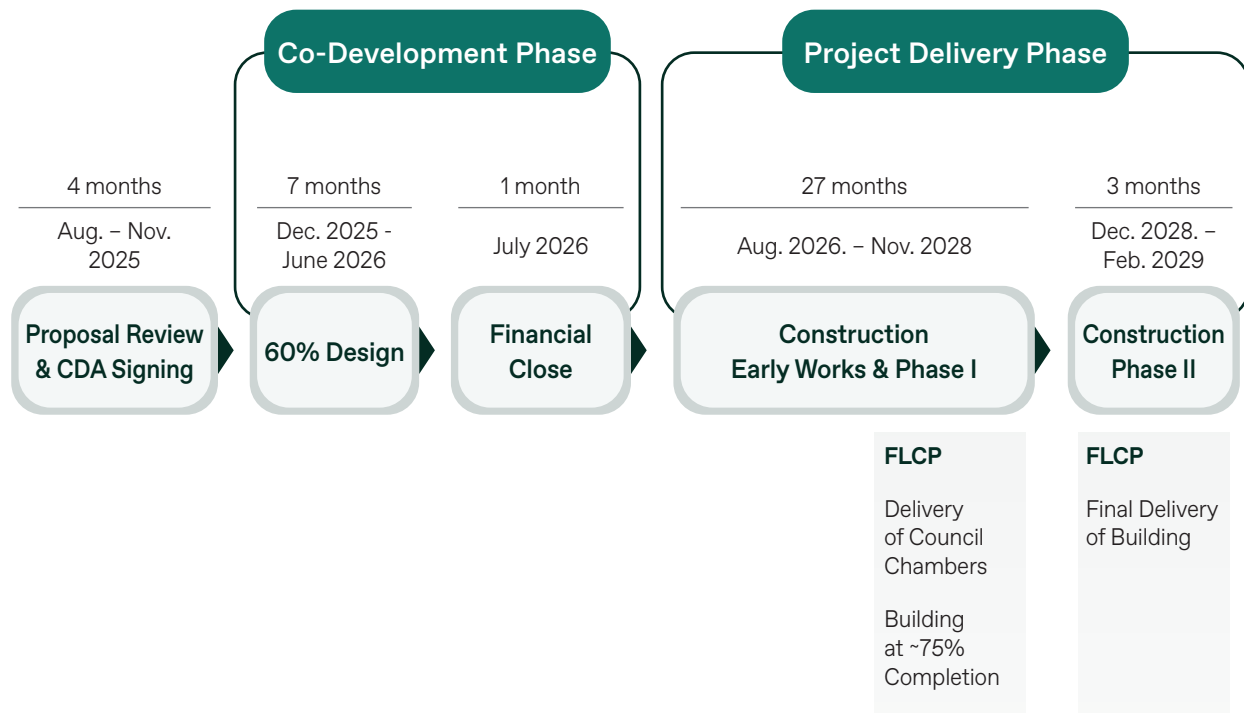
We have structured our team to be well equipped to manage any challenge that might arise and ensure cohesion across all project phases. The City will work with one Project Director from the signing of the CDA, until ribbon cutting and beyond.

This approach keeps the same team involved from design through construction, ensuring continuity between phases. It helps carry forward key decisions, avoids miscommunication, and ensures everyone understands why choices were made throughout the project.

Management During Co-Development Agreement

The Co-Development Phase is shown in the below diagram and commences upon execution of the Co-Development Agreement. This phase will last approximately 10 months until signing the P3 agreement.

The chart on the following page shows the organizational structure of FLCP. Additionally, it reflects the agreements that will be executed between FLCP and the City as well as the agreements between FLCP members.



Co-Development Organizational Chart



CITY OF FORT LAUDERDALE



Project Company

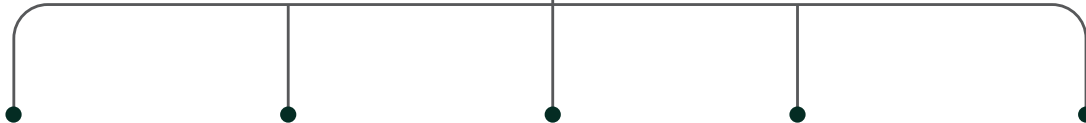


Developer

Meridiam
for people and the planet



Consulting Agreements



Contractor

Architect

Engineer &
Site Design

Facilities
Management

Public Engagement &
Communications



04 04 Project Team (cont.)

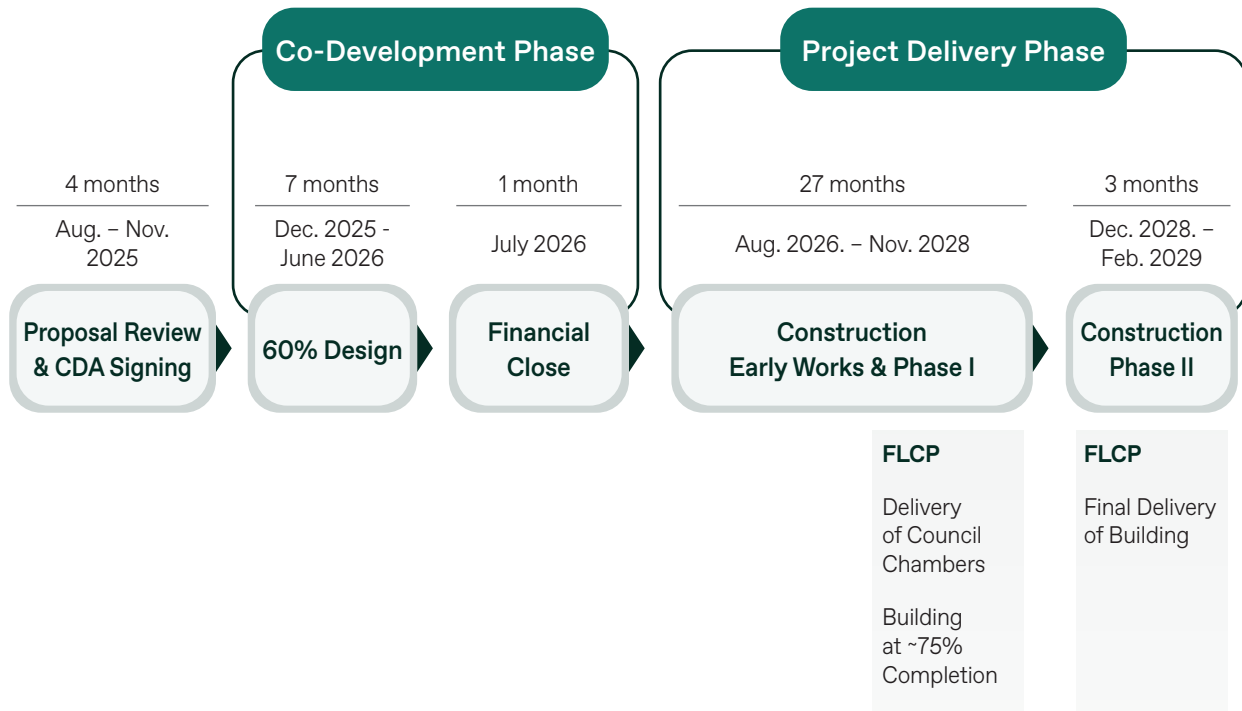
As lead developer, Meridiam will lead the Co-Development Phase and act as the single point of contact for the City. During this phase, Meridiam will collaborate with the City to define the scope, determine risk allocations, and guide the design development. Meridiam will develop a project development plan, organizational structure, deliverables, and communications protocols. To facilitate effective communication, key personnel will work in a centralized project office so that all aspects of the project are fully coordinated. This centralized management structure maintains a unified focus on the Project's success.

A **New City Hall Project Task Force** will be formed early in the Co-Development process to regularly interface with the City and provide a transparent communication path between its staff and the Project Company. Meridiam has previously used this Task Force approach successfully and has found that it creates a highly collaborative environment and increases delivery speed.

The Task Force will hold regular meetings to share updates and solicit input on the project's development in the following key subjects: design, constructability, project schedule, legal/commercial and technical solutions, lifecycle management, and community engagement. The Task Force will also be responsible for representing and integrating the City's objectives and vision with the rest of the FLCP team. By establishing a working body with a direct line to the City and an efficient communication protocol, the FLCP Team ensures close and early collaboration, minimizing project execution risks.

Management Project Delivery Phase

At 60% design completion, the Co-Development phase will end and the City will decide the ultimate delivery model for the Project. The Project will now enter the Project Delivery Phase.



04 Project Team (cont.)



The Project Delivery Phase begins at the signing of the P3 contract. Meridiam, the Equity Member, will form the Project Company at Financial Close, which will then execute the Concession Agreement with the City. FLCP will be solely dedicated to the design/construction and facilities operations/maintenance of the New City Hall. The chart on the following page outlines the organizational structure and legal agreements which start during this phase.

The Project Company will enter three separate contracts: a Design-Build contract (“DB Contract”) with Suffolk, the Lead Contractor, a Facilities and Management agreement (“FM Contract”) with ABM, the FM Provider, and a Consulting Agreement with Dickey, the Public Engagement and Communications Provider. The Contractor will be supported by Zyscovich, the Architect, and KEITH, an Engineering firm. Additionally, the Project Company, Contractor, and FM Provider will enter into an interface agreement to establish how the three entities will work together to deliver the fully integrated Project. The Project Company will also have a financing agreement and equity commitment letter with the project funders, which includes Meridiam as the sole equity investor.

Management structures will be put in place for both the Project’s Design and Construction Phases to oversee all activities of the Contractor, FM Provider, and Public Engagement Lead and guarantee full compliance with the Concession Agreement.

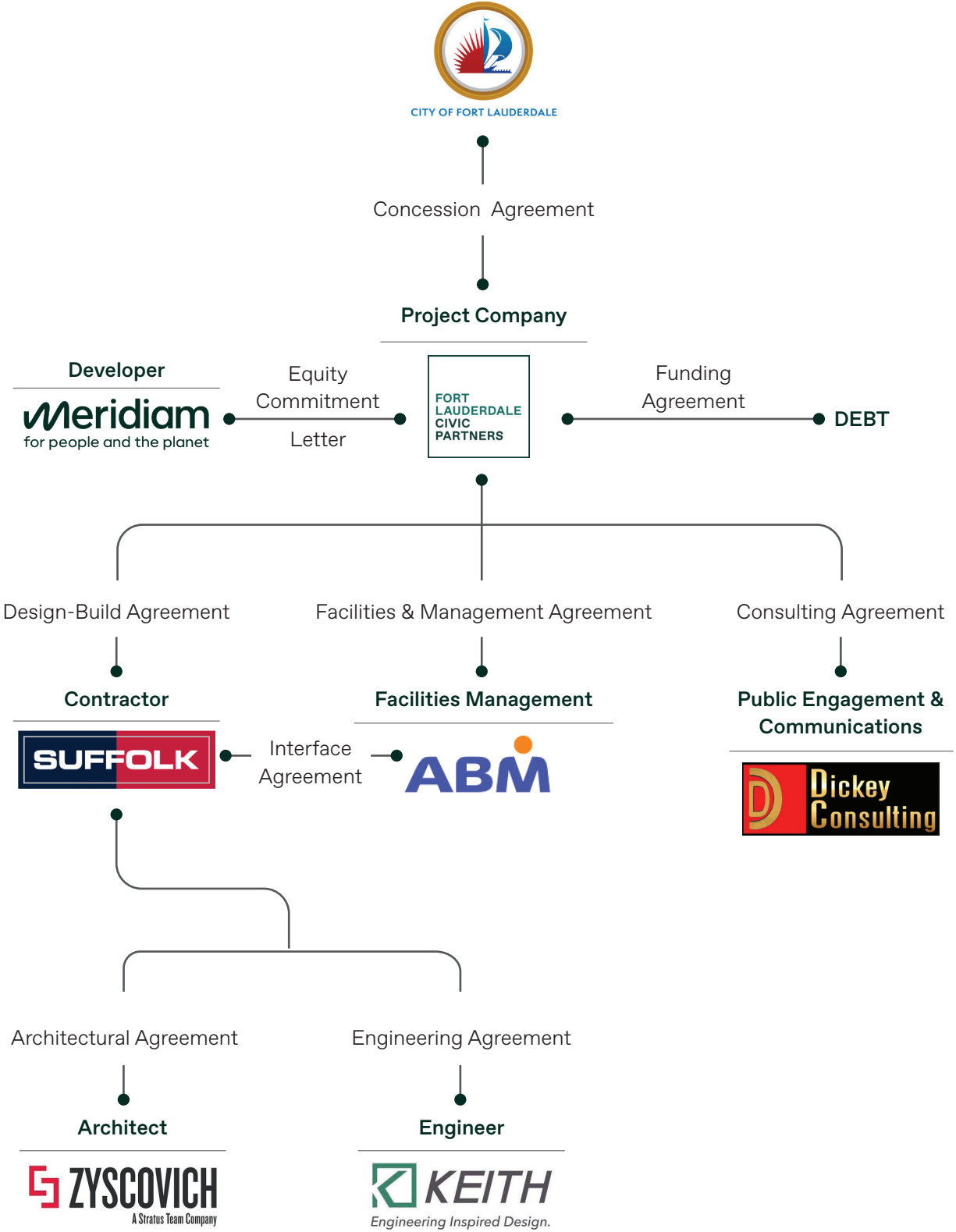
The New City Hall Project Task Force will be maintained during the Delivery Phase to facilitate regular meetings between the City and senior Project Company members and will keep the staff informed of all details regarding the project’s progress.

These meetings will focus on project advancement and fostering open dialogue between all project parties, allowing FLCP to deliver a New City Hall that serves Fort Lauderdale’s vision and values.

To achieve the City’s objectives of constructing a New City Hall within 28-months, the Project Company and Construction Director will proactively monitor the progress of construction activities. Weekly meetings will be established where construction progress, quality, environmental, and safety issues will be discussed, and all group members—already having three decades of experience working together—will work collaboratively to solve any problems that may arise.

Our team structure will assign clear roles and responsibilities to all team members. At the start of the Project Delivery Phase, the design and construction schedule submitted in the proposal will be further detailed by the Contractor. Any delay in progress will be rapidly identified, and if such delays materialize, the Project Director, in collaboration with the Construction Director, will implement corrective measures to ensure that the Project execution is brought back on schedule. This can include increasing the workforce, extending working hours, working on weekends, etc. The Project Company’s senior team will hold regular meetings with the Construction Director and will be kept fully informed of the progress of the construction activities. The team is committed to acting proactively to make sure any delays are mitigated, and the corrective schedule is monitored to ensure the New City Hall is delivered on time and on budget.

P3 Organizational Chart & Legal Agreements





Collaboration Experience

Proven Collaboration. Local Commitment.

FLCP is a team built on long-standing relationships and a shared commitment to delivering transformative public infrastructure. Our team members bring a combined 30 years of collaboration experience and a proven history of delivering high-impact projects together across Florida—dozens of which were for the City of Fort Lauderdale. These deep partnerships provide a foundation of trust, efficiency, and alignment that will translate into seamless coordination on the City Hall project.

Demonstrated Project Delivery

Meridiam, Suffolk, and ABM partnered to deliver and currently manage the award-winning LaGuardia Terminal B redevelopment—a complex, high-profile project completed on schedule and under budget while maintaining full airport operations. The \$4 billion public-private partnership is one of the largest aviation infrastructure projects in the U.S., and has been recognized globally for its innovation, sustainability, and user experience. Terminal B earned a 5-Star rating from Skytrax and became the world’s first airport terminal to achieve LEED v4 Gold certification. Throughout design and construction, the team prioritized stakeholder coordination, phased delivery, and operational continuity—principles that continue to guide our ongoing management of the terminal.

Three Decades of Collaboration

Suffolk and Zyscovich’s collaboration dates to 1994, with the firms averaging one joint project per year for the last three decades. Today, they continue that legacy with their work on a \$1 billion project in the U.S. Virgin Islands - a transformative initiative that includes six schools as part of a multi-year effort to improve infrastructure resiliency in the face of flooding and increased hurricanes.

Their longstanding partnership reflects not just familiarity, but a shared rhythm and mutual understanding that minimizes friction and accelerates delivery.

The FLCP Team has delivered over \$6.5 billion in infrastructure projects together. Our ability to align across design, construction, engineering, and operations gives us a unique advantage: a fully integrated team that understands Fort Lauderdale and knows how to work together from day one.

Three Decades of Collaboration

>\$6.5 billion
in projects delivered together

SUFFOLK & ZYSCOVICH

Over \$1.5 billion
of experience together since 1994

MERIDIAM, SUFFOLK, ABM

LaGuardia Terminal B Terminal
delivered on schedule & under budget

MERIDIAM & KEITH

Port of Miami Tunnel
delivered ahead of schedule & under budget

SUFFOLK & ZYSCOVICH

Current \$1 billion collaboration
on U.S. Virgin Islands resiliency project

04 Project Team (cont.)

Local Connection

- Multiple projects with the City of Fort Lauderdale, including the International Swimming Hall of Fame and DC Alexander Park
- Coordination role in Reimagining City Hall Workshops
- Collectively delivered hundreds of projects across Florida
 - ABM – 333 Clients Across Florida (including MIA and FLL airports)
 - Suffolk – 30+ projects, and >\$1B in the City of Fort Lauderdale
- Delivered the Design Criteria Package for the Joint Government Center Campus

Management Structure

The management structure of the FLCP team is designed to ensure clear leadership, accountability, and seamless coordination across all phases of the project. Our integrated approach minimizes risk, promotes efficient decision-making, and ensures that the City has a single point of contact throughout the life of the project. The following section shows the relationship between key personnel and describes their roles.

Overall Structure

During Construction, FLCP staff will include Clive Pitt as the Project Director, Nick Phillips as the Finance Lead, and Peter Van Der Waart as Project Executive. FLCP will also be guided by two advisors with extensive experience in developing and financing complex infrastructure: Chris Hodgkins as Project Advisor, and Kevin Conklin as Facilities Management Advisor.

Project Director

To achieve the City’s objective of building the new City Hall within an expedited timeline, the Project Director will proactively monitor the construction progress and ensure regular and transparent communication with the City. The Project Director’s responsibilities cover the following:

- Managing the legal agreements that govern the delivery phase: the Concession, Design-Build, Facilities Management, and Public Engagement Consulting Agreements
- Managing the Project Company’s staff and working groups, including the Working Group for the City
- Managing the relationships with key stakeholders, including regulatory agencies and project funders

The Project Director will oversee the entire team for the Construction Phase of the project. The team members include:

- The Design-Build Team, with the Lead Contractor’s Construction Director, Jeffrey Gouveia, serving as primary contact. The Design-Build team’s designated representatives include:
 - Lead Architect & Principal-in-Charge, Grace Perdomo
 - Lead Engineer, Steve Williams
- The Facilities & Management Team, led by the FM Director, Kimberly McMahan
- The Public Engagement & Communications Director, Sheryl Dickey



PROJECT DIRECTOR

Clive Pitt



Clive Pitt is a senior infrastructure executive with more than 25 years of experience delivering complex infrastructure across healthcare, education, energy, and transportation. Over the past 14 years with Meridiam, Clive has led the delivery of more than 60 social infrastructure assets. His portfolio includes the \$640M UK LIFT health program, which developed 42 primary and community care facilities serving over 5 million patients annually, as well as the \$200M MAST LIFT initiative, delivering 12 new primary health centers. He has also held leadership roles on more than a dozen additional social infrastructure programs, overseeing all phases from financial close to operations. Most recently, Clive held the ribbon cutting for Fresno University’s \$135M Central Utility Plant and campus decarbonization project after managing the project from concept to final commissioning. Known for his pragmatic and collaborative approach, Clive brings deep expertise in developing civic infrastructure that balances long-term value, stakeholder alignment, and operational resilience.

Construction Director

The Design-Build Team will be led by a Construction Director—Jeffrey Gouveia—who will be responsible for all the Project’s engineering, architecture development, program planning, and construction activities, including:

- Managing the Design-Build team with authority, responsibility and accountability for day-to-day design and construction activities, including safety, quality, environmental and project/ contract administration;
- Communicating and attending progress meetings to inform Project Company and the City on Project status;
- Coordinating with the Technical Director of Project Company for monitoring of design-build compliance and resolution of any issues;
- Interfacing with the Facilities and Management Services Provider to ensure that operational, maintenance and life-cycle requirements are considered in design and construction phases.

The Construction Director will oversee an extensive team of specialists who will develop the Project as illustrated in the Management Structure organizational chart. The team members will include:

- Preconstruction Director, Chris Kennedy
- Operations Director, John Planz
- Lead Architect/Principal-in-Charge, Grace Perdomo
 - Senior Advisor, Bernard Zyscovich
 - Director of Interior Design/Programming, Anabella Smith
 - Project Architect, Mario Suarez
 - Lead Designer, Manuel del Monte
- Lead Engineer, Steve Williams
 - Senior Advisor, Dodie Keith-Lazowick
 - Government Liaison, Greg Chavarria



CONSTRUCTION DIRECTOR

Jeffrey Gouveia



As President and General Manager of Suffolk Southeast, Jeffrey Gouveia brings 35 years of construction experience and a proven record delivering high-profile civic and public projects across Florida. Over his 30-year tenure at Suffolk, Jeff has overseen the successful delivery of more than \$2 billion in complex developments. His portfolio includes the \$202M Integrated Command & Communications Center in Doral, a 12-story design-build government facility with a parking garage, pedestrian bridge, and cafeteria; the \$123M Royal Caribbean Terminal A at PortMiami (702,000 SF), one of the most iconic transportation gateways in South Florida; and the \$160M Virgin Voyages Terminal V (132,000 SF), a LEED Gold-certified, state-of-the-art cruise terminal. Jeff is known for his ability to deliver high-quality work on technically demanding projects and fostering strong relationships with clients, partners, and stakeholders.

F&M Director Responsibilities:

Six to nine months prior to Substantial Completion, the Facilities O&M Services team will progressively be mobilized to the City Hall Facility to participate in the commissioning activities. This will ensure a smooth transition from construction to operations and a full training on the necessary equipment and systems.

Kimberly McMahan, the F&M Director for the City Hall, will have the following responsibilities:

- During the design phase, participate in the development of technical solutions for the Project to integrate maintenance and lifecycle aspects into the design, delivering the best whole-of-life solutions for the City that will enhance long-term affordability

- Supervise the Mobilization Manager throughout the commissioning period to make sure that the personnel are fully familiar with all systems once operations of the City Hall Facility starts
- Plan and oversee the execution of the routine maintenance and major rehabilitation works
- Manage all quality, safety and environmental compliance activities
- Participate in regular meetings with the Project Company and the City representatives and other project stakeholders

The FM Management Team will be formed of several key experts, including a Mobilization and Lifecycle Manager and Energy Manager



Mobilization and Lifecycle Manager Responsibilities:

- Development of the resources plan to ensure a successful transition
- Active participation in the commissioning of all systems and equipment in collaboration with the DB team
- Development and integration of the Quality, Maintenance, Lifecycle and Asset Management plans
- Whole life analysis on systems and equipment
- Implementation of a maintenance management software and development of reporting structure

Energy Manager Responsibilities:

- Developing energy consumption targets and sustainability objectives
- Participating in the design process to make sure the equipment and the systems selected are optimal from an energy standpoint
- Performing audits of the systems' performance and ensuring that the energy and sustainability objectives are reached throughout the Project

FACILITIES MANAGEMENT DIRECTOR

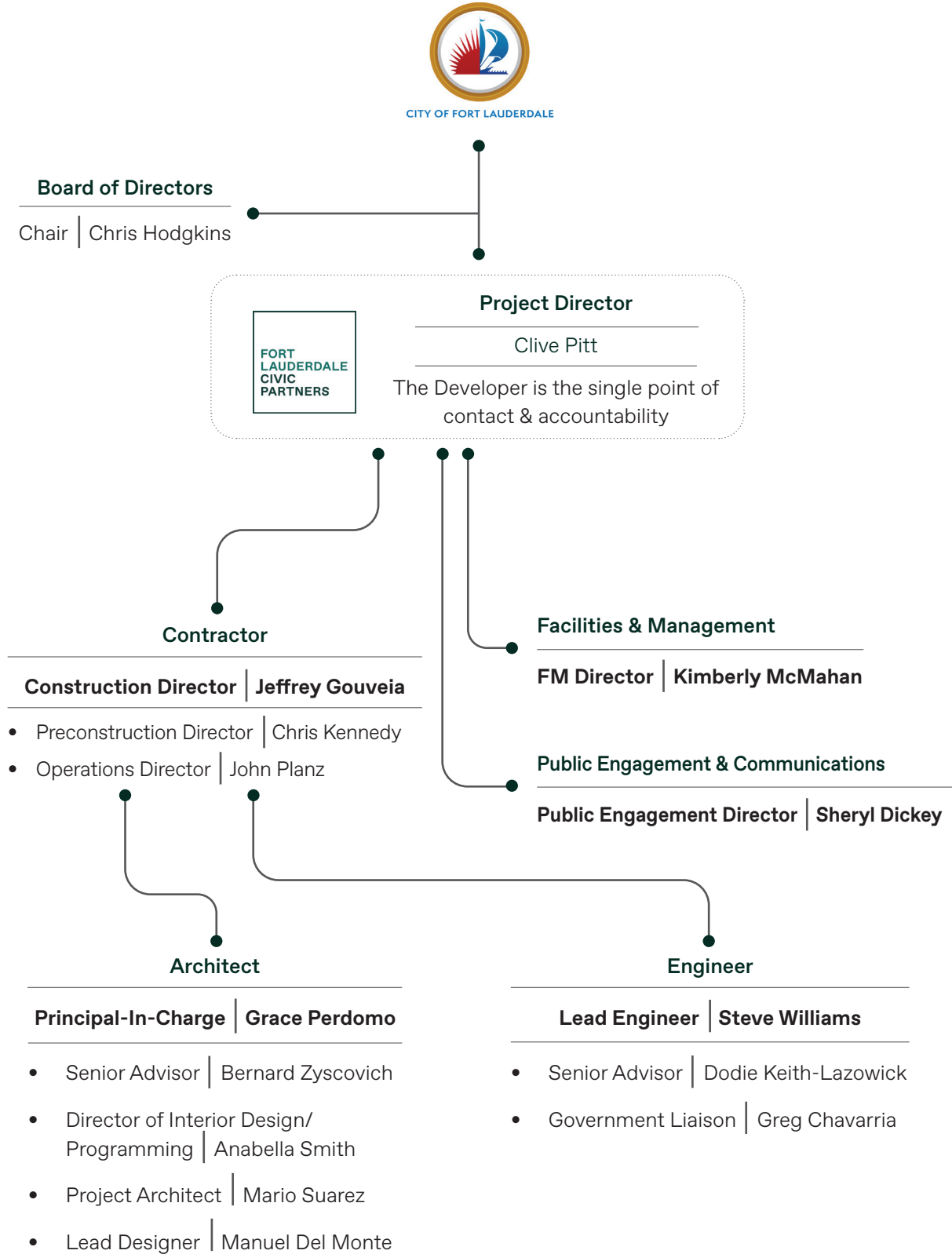
Kimberly McMahan



ABM's Kimberly McMahan is a senior operations executive with over 15 years of distinguished leadership in engineering operations, facilities consulting, and strategic business development. Currently serving as Vice President of Operations- APS, Kimberly oversees the execution of high-impact operational strategies across the nation. She is widely recognized for her ability to integrate technical systems, lead high-performing teams, and deliver measurable improvements in building performance, operational efficiency, and cost containment. In her current role, Kimberly leads cross-functional teams supporting self-delivered, multi-service facility operations—including engineering, mechanical, electrical, energy, and sustainability solutions. She is instrumental in aligning APS platform standards with the unique dynamics of client organizations while driving continuous improvement, margin enhancement, and innovation. Her hands-on approach to supplier relationship management, staff development, and safety culture has positioned her as a trusted advisor to both internal stakeholders and Fortune 500 clients.



Construction Phase Key Personnel



Detailed Timeline





05

Financing

05 Financing

Proven Track Record

Meridiam has delivered some of the nation’s most complex P3 infrastructure projects in the last two decades. Our team maintains robust relationships across all project finance markets, including commercial banks, financial institutions, capital markets, federal funding sources, and private placement investors. In the last month, our in-house project finance specialists secured nearly \$8 billion in financing for the SR400 transportation P3 in Georgia, and stand ready to implement an optimal capital structure that maximizes value for Fort Lauderdale. The experience gained from prior transactions directly informs our approach.

- ✓ \$25 billion asset under management
- ✓ \$90 billion worth of total infrastructure investments across 130 essential public infrastructure projects globally
- ✓ Ranked #3 in New Private Markets’ 2024 Impact 50 list, measuring the amount of impact-focused private markets capital raised by managers over a five-year period
- ✓ #1 US Transportation P3 Developer by the journal of record for Public-Private Partnerships, Public Works Financing (May 2025)



Barcelona Law School



Long Beach Courthouse

Financing Recommendation

FLCP recommends a developer-controlled project company structure, financed via taxable or non-taxable debt and equity. Meridiam will provide 100% of the required equity for the project through our dedicated, 25-year infrastructure funds. The equity component creates long-term alignment, as it serves to absorb risks transferred to the private partner and as Meridiam will only earn its return if the Project performs as contractually required throughout the full 30-year term (i.e., Meridiam has no financial interest in any other component of the Project such as architecture or construction).

While equity entails a higher cost of capital, it offers the City key benefits: preserving its credit rating and debt capacity, partnering with an experienced developer, enhancing efficiency, reducing lifecycle costs, and mitigating and transferring operational risks. Most importantly, this solution speeds project delivery, allowing the City to reduce risks associated with inflationary cost increases associated with an extended development and construction timeline. Perhaps most importantly, Meridiam's equity ensures it will have significant **“skin-in-the-game”** to ensure the Project is delivered on time, on budget, and provides high quality public services over the long term.

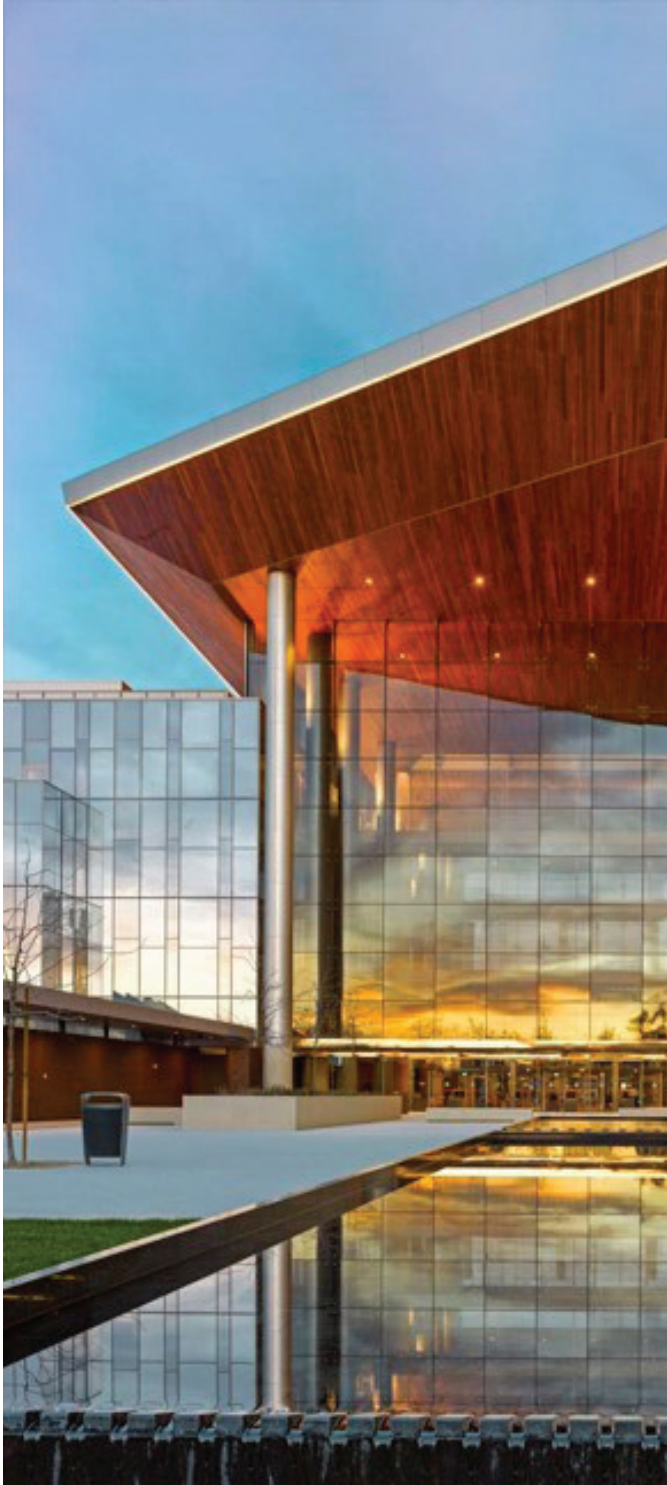


CASE STUDY

LaGuardia Airport Terminal B

🕒 Financing Experience

Meridiam's financing capabilities are demonstrated by LaGuardia Airport Terminal B. The project financing, which was led by Meridiam, had a total value of \$3.9 billion and was debt financed through \$2.4 billion of long-term fully amortizing investment-grade tax exempt Private Activity Bonds (PABs) and \$150 million of taxable long-term fully amortizing investment-grade PABs. The project achieved a rating of BBB and Baa3 from Fitch and Moody's respectively, and the financing was fully secured and oversubscribed, underscoring Meridiam's capability in structuring large, value driven projects.



Long Beach Courthouse

For debt financing, Meridiam will leverage our extensive P3 experience to ensure Fort Lauderdale receives the most cost-competitive and efficient solution. Importantly, no City funding would be required prior to commencement of operations. The final financing structure will be developed collaboratively and transparently during the Co-Development phase, ensuring maximum value-for-money for the City of Fort Lauderdale and its residents.

Public-private partnerships (P3s) have been successfully used across numerous civic building projects. Meridiam is a recognized leader in this model, having pioneered a taxable debt and equity structure for one of North America’s earliest social infrastructure P3s—the Long Beach Courthouse. More than a decade later, this structure continues to deliver value, with the courthouse independently assessed as 90% “new” after ten years of operations.

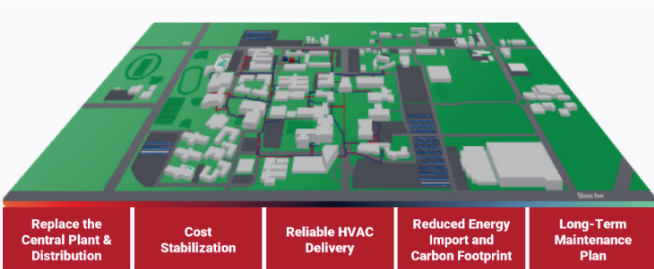
Meridiam is well known in the P3 industry for developing innovative debt financing structures. Meridiam has achieved many first-of-its-kind project financing solutions in the U.S. and internationally. Meridiam’s unique financing solutions have been key drivers to lower the cost of debt and maximize public affordability.

05 Financing (cont.)

Financing options that will be reviewed include:

Tax-Exempt Debt

Tax-Exempt Bonds – In the context of social infrastructure, the equity members have in the past analyzed the use of tax-exempt bonds and have found that these structures cannot be applied efficiently to social infrastructure projects. Nonetheless, the Finance Team will review this option to make sure it is not applicable to this Project.



CASE STUDY

Fresno State Campus Utility Project

⊕ Efficient and Innovative Financing

A recent example of financings structured by Meridiam include issuing sustainability-linked bonds for the Fresno State University CUP Replacement Project which reached financial close in 2021. It was the first certified green USPP issuance (\$122M debt) for a higher education P3 transaction in the US and one of the first green bond financings with sustainability-linked interest rate features in any North American P3 industry sector. The interest rate on the notes is tied to the energy efficiency savings achieved by the project company post construction completion. The transaction was awarded 2021 IJGlobal Social Infrastructure Deal of the Year.

Taxable Debt

Taxable Bond – Bonds can either be widely distributed or placed through private placement with institutional investors. Meridiam believes that the strong demand in the market for the bonds of well-structured projects would be more than sufficient to allow a competitive pricing. For a private placement bond solution, the negotiation is done directly with the institutional investors. Meridiam maintains very close relationships with key institutional lenders who own billions of dollars of debt supporting Meridiam projects. Meridiam is perceived as a world class equity investor who is trusted by project finance lenders. If a broadly distributed bond solution is selected, the Financing Team will fulfill any credit rating requirement that may optimize the competitiveness of the bond solution. Meridiam has extensive experience working with all major rating agencies (Moody's, S&P, Fitch, DBRS) and a proven track record of securing investment grade ratings on U.S. P3 projects.

Bank Financing – In a bank funding solution, the likely lenders would be international project finance banks. Potential lenders will be evaluated based upon indicative terms, credit strength, and commitment to and experience in the P3 market. The most common type of bank financing for P3 transactions in the U.S. is mini-perm bank debt which implies a refinancing after 7 to 10 years. At the time of the refinancing, the sponsors can elect to either refinance using bank debt or a bond issue, with competitive pricing usually being achieved since the construction and early operational risk is over.

Equity

In a typical availability-based public private partnership (DBFOM), such as contemplated for the Project, the private partner will inject 10-20% of the Project's sources of funds as equity. The equity component creates long-term alignment, as Meridiam will only earn its return if the Project performs as contractually required throughout the full 30-year term. It is estimated that the Project might require an equity contribution between \$45-\$50 million, which is well within Meridiam's investment capacity, with \$25 billion of assets under management.

FLCP notes the following considerations driving our financing strategy:

- **Minimal Balance Sheet Impact:** This financing approach helps mitigate the potential balance sheet risk to the City of Fort Lauderdale. The accounting treatment of either solution is expected to create a critical distance between the impact of the project financing and the City's credit rating. This improves the likelihood that the City's credit ratings and debt capacity remain unchanged.
- **Risk Transfer & Budget Certainty:** The financing approach transfers design, construction, operational, lifecycle, and financial performance risk to FLCP. The risk transfer achieved through the Co-Development phase and the P3 structure should be favorably viewed by the rating agencies, as the proposed partnership mitigates cost overrun risk and establishes operating KPIs. This contractual approach will also provide the City of Fort Lauderdale long-term budget certainty, as will FLCP's holistic lifecycle approach, which accounts for routine and major maintenance and equipment replacement from day one.



While traditional municipal bond financing has a lower cost of capital, it negatively impacts the City's balance sheet, constrains financing ability for future infrastructure projects, and does not achieve operational risk transfer.

A comparative summary of traditional municipal bond financing and FLCP's P3 solution is presented in the figure on the page that follows.



	Traditional Municipal Bond Financing	FLCP's P3 Solution
Concept	Self-funded with direct City tax-exempt debt	Availability Payment by City
Capital Structure	City Debt	90% Taxable Debt Markets 10% Sponsor Equity
Cost of Capital	● ● ●	● ● ●
Minimize impact on	● ● ●	● ● ●
Minimize Impact on	● ● ●	● ● ●
Achieve Operational	● ● ●	● ● ●
Capital Structure and	● ● ●	● ● ●
Impacts on	● ● ●	● ● ●
	Sub-Optimal ● ● ●	● ● ● Optimal

Given Meridiam’s extensive experience and track record in structuring and securing optimal financing for each of its projects, the FLCP team intends to finalize the financing solution during the CDA phase and implement the solution that delivers the most value to the City.

Project Costs

Co-Development Agreement Phase - Proposed Costs

During the CDA, FLCP will work closely with the City over a 8-month period to advance the Project design to 60%. The scope of work during the CDA period is outlined in Section 4 of our proposal. The estimated costs during the CDA period will be between \$10 to \$14 million depending on which design option the City selects. This pre-development work allows Meridiam and City to rapidly advance architectural and structural designs alongside financing structures aligned with the City’s goals.

If the City moves forward with FLCP as its P3 partner, these costs will be rolled into the project financing at close. If the City ultimately chooses not to pursue a P3 delivery with FLCP following the CDA, we would seek reimbursement for agreed upon CDA costs. These expenses reflect tangible value for the City, as the City will retain full ownership of the design work produced during the CDA. These work products can support the project’s advancement under any future delivery approach.

To demonstrate our commitment to the Project, Meridiam will cover internal costs which would only be reimbursed at financial close, except in the event of a City termination for convenience. This structure creates a strong alignment of interest to ensure the successful development of the New City Hall. Meridiam is not an engineering and consulting firm and its sole motivation is to develop the City’s vision for a New City Hall that provides the City and its taxpayers with the best value for money and an expedited delivery.

It is important to note that the City would incur these costs under any delivery model, as design and other development costs are a necessary expense to build a new City Hall. This arrangement significantly reduces the City’s upfront financial exposure while ensuring professional expertise guides the project’s critical early stages. It also enables Fort Lauderdale to benefit from Meridiam’s development capabilities without bearing the full spectrum of pre-development costs. By securing high-quality architectural and structural designs while producing the financing structure in parallel, the City positions itself to move forward efficiently—regardless of the final procurement path. This structure ensures that the City benefits from rapid, meaningful, and actionable progress throughout the CDA phase with minimal financial exposure.





Public-Private Partnership – Proposed Costs

Should the City decide to proceed with a P3 delivery, FLCP has prepared a preliminary cost estimate which factors in final design costs to 100% design, capex, ancillary costs, 30 years of facility maintenance operations, and routine rehabilitation.

Over a 30-year period, the City’s projected annual Availability Payment (“AP”) for the Comprehensive design would be \$24.96 million in 2025 dollars. Should the City pursue a smaller or simpler design during the CDA, this AP amount would be reduced. The AP includes full Facility Management costs and assumes an annual 2.5% inflation factor.

	Option 1: "Comprehensive"	Option 2: "Optimized"	Option 3: "Essential"
Key Details			
Square Feet	340,000	275,000	200,000
CAPEX	\$292M	\$236M	\$172M
Development Costs	\$42M	\$37M	\$30M
Availability Payment	\$24.96M^a	\$19.60M	\$17.09M

^a Before \$2.3 million potential rental income which would offset the availability payment

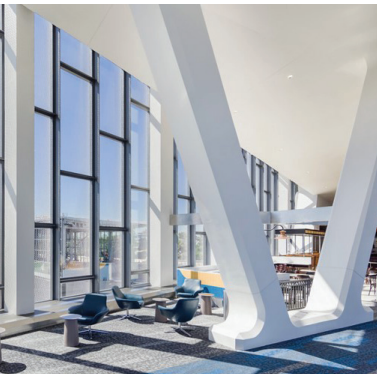
In the Comprehensive configuration, the City could lease out 65,000 square feet of expansion space at prevailing Class A rates. At \$40 per square foot and 90% occupancy, this could generate \$2.34 million annually, which would offset the Availability Payment to \$22.62 million. This is only 15% above the Optimized AP, suggesting it may be prudent to build the additional space now to accommodate future growth or consolidate City functions.

The above availability costs described above do not factor in possible grant funds that may be available. FLCP will work closely with the City to identify and source applicable grants and financial support programs that will help reduce the City’s availability payments.

Project Finance Experience

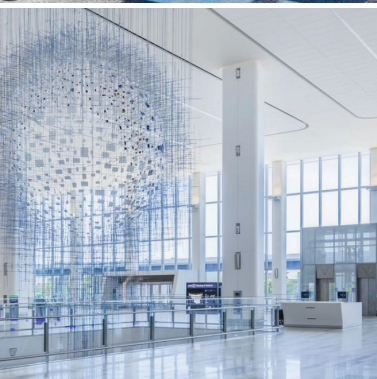
Long Beach Courthouse | 2010, DBFOM, Availability Payment, Senior Bank Debt

Meridiam served as lead equity sponsor and developer of the \$495 million Long Beach Courthouse—the first social infrastructure P3 in the U.S. Despite reaching financial close in December 2010, shortly after the 2008 financial crisis, Meridiam secured \$440 million in debt through a 7-year mini-perm structure with six banks: BBVA, BNP Paribas, Credit Agricole, Deutsche Bank, RBC, and Scotia. Delivered ahead of schedule and under budget, the project has earned 14 national and international awards and remains a benchmark for civic P3 delivery. In 2023, Meridiam exercised its pre-emption right to acquire its co-investor’s stake, through competitive external acquisition financing.



Port of Miami Tunnel | 2009, DBFM, Availability Payment, TIFIA and Senior Bank Debt

Meridiam, as the 90% equity partner in the Miami Access Tunnel (MAT) consortium, led the financing of the \$1.1 billion Port of Miami Tunnel project—one of Florida’s earliest P3s. Meridiam structured a financing package comprising \$341 million in senior bank debt and a \$341.5 million TIFIA loan. The deal was backed by a 30-year availability payment mechanism with inflation adjustments and performance-based deductions. This complex underwater tunnel—still the largest diameter bored tunnel in the U.S.—redefined access to the Port, diverting truck traffic from downtown Miami and setting a precedent for future U.S. availability payment concessions.



LaGuardia Terminal | 2016, DBFOM, Partial Revenue Risk, Private Activity Bonds (PABs)

Meridiam developed a financing structure comprising \$3.3 billion of long-term tax-exempt PABs and \$200 million of taxable PABs. Meridiam competed a PABs solution with a private placement solution, creating competitive tension and reducing costs. Meridiam ran a successful roadshow which led to the bonds being 10x oversubscribed, leading to a competitive all-in cost of financing.



LaGuardia Terminal

California State University Fresno | 2021, DBFOM, Availability Payment, Taxable bonds

Meridiam structured an innovative Sustainable Development Goal-impact bond, directly linked to objectives of reducing the campus utility system’s energy consumption by more than 30%. This innovative financing included financial penalties for failure to meet energy performance objectives, ensuring alignment between financial incentives and sustainability targets. The transaction was awarded 2021 IJGlobal Social Infrastructure Deal of the Year.



Project Finance Experience

Purple Line Light Rail Transit | 2022, DBFOM, Availability Payment, TIFIA, PABs

Meridiam raised \$3.8 billion for the Purple Line P3 project in Maryland and collaborated with the Maryland Transit Administration (authority) to establish a novel payment mechanism. This mechanism reduced liquidated damages requirements to address contractor constraints while still meeting equity holders and authority needs.

Reno ConRAC | 2024, DBFM, Revenue Risk, Senior Bank Debt

Meridiam, as the 100% equity investor, led the financing of the \$299 million Reno ConRAC Project which included a \$189 million senior bank facility. The project includes the delivery of a consolidated rental car facility in Reno, Nevada providing one location for all commercial ground transportation providers at the Reno-Tahoe airport. The development of this ConRAC improves service access for passengers and is structured as a DBFM under a 34-year concession with revenues funded by a customer facility charge paid by rental car customers.

I-66 Express Lanes | 2017, DBFOM, Revenue Risk, TIFIA and PABs

Meridiam successfully financed the first concession fee-paying managed lane project in the US using a \$1.2 billion TIFIA loan and \$737 million of public bonds. Through project development, Meridiam leveraged its expertise in traffic and revenue projections to propose Alternative Technical Concepts to improve the project's revenue potential. Meridiam then secured financing underpinned by its revenue projections and successfully demonstrated to financiers the economic robustness of the project. Meridiam led the credit rating process with Fitch and Moody's, which yielded investment-grade ratings (BBB/Baa3).

North Tarrant Express, Segment 3 (NTE) | 2013, DBFOM, Revenue Risk, TIFIA, PABs

Meridiam utilized \$1.8 billion in TIFIA funding and issued the first unwrapped PABs of \$850 million for this project. By demonstrating the project could achieve an investment-grade rating from Moody's, Fitch, and S&P without mono-line insurance coverage, Meridiam set a precedent for future PABs issuances. To achieve the necessary credit ratings for the TIFIA loan, Meridiam's in-house team led engagement with rating agencies, presenting the project's financial and technical robustness and ultimately securing multiple investment-grade ratings.



Project Finance Experience

Project	Type	Location	FC	Term	Structure	Funding (\$M)	Total Equity % / Meridiam %	Source (\$M)
Fresno State University	DBFM Utilities	California, US	21-Feb	33yr	Availability Payment	\$157	10% / 100%	\$122 USPP/Green Bond, \$15 Equity, \$20 Milestone
University of Iowa Campus Energy Monetization	Utilities	Iowa, US	20-Mar	50yr	Limited Revenue Risk	\$1,193	49% / 40%	\$612 USPP, \$581 Equity
IH-635 (LBJ)	DBFOM Managed Lanes	Texas, US	10-Jun	52yr	Revenue Risk	\$2,652	25% / 17%	\$850 TIFIA, \$490 Subsidy+, \$606 Taxable Municipal Bonds + Bank Loan, \$672 Equity, \$34 Revenue
North Tarrant Express Segment 3	DBFOM Managed Lanes	Texas, US	13-Sep	52yr	Revenue Risk	\$2,468	24% / 17%	\$531 TIFIA, \$179 Subsidy, \$1,024 Taxable Muni Bonds, \$590 Equity
US Fiber Platform	DBFOM Fiber	AL/IN/TN, US	23-Nov	50yr	Limited Revenue Risk	\$965	62% / 100%	\$335 Commercial Banks, \$40 Public Subsidies, \$601 Equity
LaGuardia Terminal B	DBFOM Airports	New York, US	16-Jun	35yr	Limited Revenue Risk	\$3,914	5% / 50%	\$2,645 PABs, \$1,000 LT Bonds, \$200 Equity, \$29 Ops Inc., \$40 Interest
Purple Line Light Rail	DBFOM Transit	Maryland, US	16-Jun	40yr	Availability Payment	\$3,692	8% / 82%	\$643 PABs, \$1,760 TIFIA, \$293 Equity, \$882 Milestone
I-66	DBFOM Managed Lanes	Virginia, US	17-Nov	50yr	Revenue Risk	\$3,552	43% / 30%	\$800 PABs, \$1,229 TIFIA, \$1,523 Equity
C70	DBFOM Managed Lanes	Colorado, US	17-Dec	35yr	Availability Payment	\$1,099	6% / 60%	\$340 Milestone, \$121 PABs, \$438 TIFIA, \$78 LT Bonds, \$51 Reserves, \$71 Equity
Miami Tunnel	DBFOM Tunnel	Florida, US	9-Oct	35yr	Availability Payment	\$903	9% / 100%	\$341 TIFIA, \$40 TIFIA Int, \$341 Bank loans, \$100 Milestone, \$79 Equity
Long Beach Courthouse	DBFOM Social	California, US	10-Dec	38yr	Availability Payment	\$572	9% / 100%	\$519 Bonds, \$4.6 Subsidy, \$49 Equity
CRCHUM	DBFOM Research	Quebec, CA	10-May	33yr	Availability Payment	CAD \$608	7% / 40%	\$60 ST Bonds, \$334 LT Bonds, \$135 Milestone, \$44 Equity, \$21 Mezz, \$14 Int
Idaho Biogas	DBFOM RNG Production	Idaho, US	20-Jul	6yr	Revenue Risk	\$70	100% / 75%	\$70 Equity

Conclusion

FLCP offers Fort Lauderdale our proven expertise in developing and executing sophisticated financing structures for public infrastructure projects. Our track record demonstrates consistent excellence in transforming state and municipal visions into reality. By applying lessons from our global portfolio of successful projects and working in close partnership with Fort Lauderdale stakeholders, we stand ready to execute the City Hall Project with precision and fiscal responsibility.



06

Key Personnel
Bios

06 Key Personnel Biographies

A Proven Team

FLCP’s key personnel have a collective experience of 133 years developing infrastructure projects. These experts have repeatedly demonstrated their ability to build complex infrastructure projects and bring specialized knowledge of public private partnerships to improve project delivery.

Each team member is committed to ensuring the Project’s success through a collaborative approach. Their combined experience in design, construction, finance, operations, and stakeholder engagement will provide unmatched value for the City of Fort Lauderdale by delivering the City Hall on time and on budget, with careful incorporation of City design needs. Our team’s collaboration with Fort Lauderdale will not end at ribbon cutting. Our experts’ long-term accountability for asset performance will ensure a high level of quality and performance throughout our 30 years of partnership.



Project Director – Clive Pitt

Clive Pitt is a senior infrastructure executive with more than 25 years of experience delivering complex

infrastructure across healthcare, education, energy, and transportation. Over the past 14 years with Meridiam, Clive has led the delivery of more than 60 social infrastructure assets. His portfolio includes the \$640M UK LIFT health program, which developed 42 primary and community care facilities serving over 5 million patients annually, as well as the \$200M MAST LIFT initiative, delivering 12 new primary health centers. He has also held leadership roles on more than a dozen additional social infrastructure programs, overseeing all phases from financial close to operations.

Most recently, Clive held the ribbon cutting for Fresno University’s \$135M Central Utility Plant and campus decarbonization project after managing the project from concept to final commissioning. Known for his pragmatic and collaborative approach, Clive brings deep expertise developing civic infrastructure that balances long-term value, stakeholder alignment, and operational resilience.



Project Executive – Peter Van Der Waart Van Gulik

Peter brings over 30 years of experience in developing and

financing complex public infrastructure. As an Executive Director at Meridiam, Peter has led the structuring and delivery of major P3 transactions across North America. He currently serves as the Finance Lead for the Sepulveda Transit Corridor Predevelopment Agreement (PDA), where he works closely with LA Metro to manage financial modeling, evaluate funding scenarios, and lead risk allocation negotiations with public stakeholders. His active engagement through the PDA process ensures financial discipline from project inception—experience that directly informs his approach to Fort Lauderdale. Peter’s portfolio also includes oversight of long-term P3 assets across the U.S. and Canada, where he has consistently demonstrated the ability to align financing with operational outcomes, manage complexity, and deliver value for government partners. His leadership ensures that project financing is not only bankable, but also resilient, transparent, and tailored to the public sector’s long-term interests.



Project Advisor – Chris Hodgkins

As the Miami Tunnels’ CEO and now Chairman, Chris oversees the operations, maintenance, finance, public affairs and outreach for the \$1 billion Port of Miami Tunnel (POMT), South Florida’s first major transportation P3. Under his leadership, the POMT project was completed six days ahead of schedule and \$90 million under budget. Chris led all aspects of delivery and operations under a 35-year DBFOM concession, including maintenance, finance, stakeholder engagement, and contract performance. He was instrumental in embedding operational excellence and long-term lifecycle performance into the project’s governance, helping the Tunnel win “Best Operations” at the P3 Hub North America Conference. Chris is also known for initiating “Operation 305”, a local hiring and supplier inclusion program that directed over \$400 million in spending and 80% of jobs to Miami-Dade County residents and businesses. With over 30 years of experience in municipal infrastructure and public sector development, Chris has been recognized by the P3 industry for his demand of operational excellence and continuous improvement. His goal has been to always promote opportunity, diversity, and cooperation in all aspects of public construction.



Facilities Management Advisor – Kevin Conklin

Kevin brings deep expertise in the long-term operations, governance, and performance management of social infrastructure Public-Private Partnerships (P3s). As CEO of Long Beach Judicial Partners, the project company responsible for the Long Beach Courthouse—the first social infrastructure P3 in the U.S.—Kevin has overseen all aspects of service delivery, performance oversight, stakeholder

engagement, and continuous improvement since the facility’s opening in 2013. Under his leadership, the courthouse has become a national model of lifecycle excellence: completed ahead of schedule and under budget, maintained at LEED Gold standards, and consistently achieving near-perfect satisfaction ratings from tenants and users. The Long Beach Courthouse has earned 14 awards under his stewardship and continues to serve as a high-watermark example for public building performance in the U.S. Mr. Conklin has an extensive background in project capitalization (debt and equity), deal structuring, public transactions, forward planning, budgeting, reporting, and risk management. Since entering the industry in 1989, Mr. Conklin has been involved in the issuance of high yield public debt, debt structuring and syndication, joint venture formation and financing, and investor relations.



Finance Lead – Nick Phillips

Nick Phillips is a senior infrastructure executive with more than 17 years of experience delivering complex, capital-intensive projects that strengthen cities through resilient infrastructure. His leadership spans all phases of project development, from financial structuring to operational execution. At Meridiam, Nick has led over \$1.6 billion in infrastructure development across North America, including city-wide broadband networks and critical airport access facilities. He serves on the board of several fiber network initiatives—such as the \$550 million Blue Suede Networks in Memphis and the \$250 million Hoosier Fiber Network in Indiana—demonstrating a commitment to long-term partnerships and transformative digital access. Prior to joining Meridiam, he held senior roles at firms including FP3C, John Laing, and Cintra.

06 Key Personnel Biographies (cont.)



Construction Director – Jeff Gouveia

As President and General Manager of Suffolk Southeast, Jeff Gouveia brings 35 years of construction experience and a proven record delivering high-profile civic and public projects across Florida. Over his 30-year tenure at Suffolk, Jeff has overseen the successful delivery of more than \$2 billion in complex developments. His portfolio includes the \$202M Integrated Command & Communications Center in Doral, a 12-story design-build government facility with a parking garage, pedestrian bridge, and cafeteria; the \$123M Royal Caribbean Terminal A at PortMiami (702,000 SF), one of the most iconic transportation gateways in South Florida; and the \$160M Virgin Voyages Terminal V (132,000 SF), a LEED Gold-certified, state-of-the-art cruise terminal. Jeff is known for his ability to deliver high-quality work on technically demanding projects while fostering strong relationships with clients, partners, and stakeholders.



Preconstruction Director – Chris Kennedy

Chris brings 35 years of experience managing preconstruction for complex, high-profile projects totaling more than \$2.6 billion and over 3.7 million square feet across South Florida. At Suffolk, he is responsible for controlling the project budget and overseeing preconstruction efforts to ensure cost certainty and seamless delivery from concept through construction. His portfolio includes the \$87M Miami-Dade Children’s Courthouse (372,000 SF), the \$236M All Aboard Florida Miami Central Station (802,000 SF), the \$1.3B Hard Rock Guitar Hotel (2M+ SF), and the \$770M RSW Terminal Expansion (560,000 SF). Chris’s deep regional knowledge and collaborative approach make him a trusted partner to clients and design teams alike.



Operations Director – John Planz

John’s 40 years of expertise and strong grasp of project objectives allows him to provide valuable direction in both the preconstruction and construction phases of the project—ensuring our team delivers on all project goals. His leadership and operational skills are critical to providing effective guidance for the project team. His portfolio includes the \$236M MiamiCentral All Aboard Florida station (802,000 SF) and \$61M 2 MiamiCentral addition (250,000 SF), the \$120M Miami Starlite (700, 000 SF), and the \$41M Port St. Lucie Civic Center (387,000 SF). With extensive expertise across various project types, John is committed to remaining visible and accessible throughout the entire City Hall project.



Chief Design Officer – Bernard Zyscovich, FAIA

Bernard Zyscovich is the founder and Managing Principal of Zyscovich, bringing over 50 years of experience leading creative teams on a wide range of projects, including city halls, civic buildings, urban planning, transportation facilities, and commercial developments. He is recognized for his visionary approach and his ability to engage multiple stakeholders and broad-based public input, resulting in master plans and architectural solutions that serve both public and private sector clients. Bernard’s design philosophy emphasizes the unique characteristics of neighborhoods, integrating a deep understanding of architectural context and urban fabric to ensure each project harmonizes with its environment while reflecting the intrinsic value and sustainability of its location. He is a registered architect in multiple states, holds NCARB Certification, and is a Fellow of the American Institute of Architects. Bernard’s leadership and holistic approach have made a significant impact on the built environment, particularly in the design and realization of civic and community-focused projects.

06 Key Personnel Biographies (cont.)



Principal-in-Charge – Grace Perdomo, ASSOC AIA

Grace Perdomo is an accomplished architectural and urban designer with over 32 years of experience, specializing in large-scale master planning, civic and mixed-use redevelopment, and transportation and transit-oriented development. She has led multidisciplinary teams for government clients such as counties, cities, and public agencies, delivering complex civic projects and demonstrating expertise in public-private partnership (P3) environments. As Civic Market Director, Grace is dedicated to sustainable urbanism and resilient city-building, helping communities implement integrated solutions that advance mobility, environmental stewardship, economic development, and social equity. Her work spans the preparation of citywide master plans, urban redevelopment strategies, and design criteria for government campuses and mixed-use developments, including housing, retail, civic uses, and public spaces. Grace’s focus on land use, placemaking, and mobility, combined with her close collaboration with municipal agencies and multi-sector partnerships, has resulted in significant policy and design advancements in communities nationwide.



Government Liaison – Greg Chavarria

Greg Chavarria has more than 25 years of municipal government experience and has supported numerous capital projects from vision to completion. As a former City Manager for two South Florida communities—Fort Lauderdale and Hallandale Beach—, he has a thorough understanding of public authorities’ and City residents’ needs, as well as a proven track record of advancing critical capital improvement programs, including infrastructure, public land development, housing, and resiliency initiatives.

Notable recent projects include public private partnerships such as a 65 MGD Water Treatment Plant, completing stormwater infrastructure improvements for low-lying coastal areas, and the DC Alexander Park project. Greg has also contributed to various parks and master planning efforts, helping to shape vibrant, accessible public spaces that enhance community well-being and quality of life. His current role provides service delivery oversight of various municipal General Engineering contracts in South Florida.



Senior Advisor – Dodie Keith-Lazowick

With over 40 years of professional experience in South Florida, Dodie Keith-Lazowick succeeds her father, Bill Keith, as a second-generation Professional Surveyor, Chairman, and Managing Principal of KEITH. Under her tenure and through continued commitment to professional excellence, the firm has grown to over 200 technical and professional staff members, providing services throughout Florida from KEITH’s Pompano Beach, Miami, West Palm Beach, Orlando, and Port Saint Lucie centers of operations. Dodie handles the daily operations of the firm and serves as the Corporate Officer for all contracts, assuming responsibility for providing sufficient resource allocations and corporate commitment to KEITH’s diverse client base residing in Fort Lauderdale and beyond. Through her leadership, KEITH was recently awarded the South Florida Business Journal’s Top 25 Women-Owned Business Award, along with Dodie being named one of the Top 250 Power Leaders of South Florida. A longtime resident of Broward County, Dodie is committed to the betterment of the City and its people, and has served numerous boards and committees across professional, civic, and philanthropic organizations.



Lead Engineer – Steve Williams

Stephen Williams is an expert in infrastructure and resilient planning and has worked in civil and transportation engineering in South Florida since 1970. He has served as the record engineer on major transportation, utility, water management, aviation, and land development projects, including work for Florida’s Turnpike, Miami and Fort Lauderdale-Hollywood International Airports, as well as numerous other municipalities and institutions. His expertise spans roadway and site design, drainage, water and sewer systems, and construction administration. Steve has served as municipal engineer for cities such as Oakland Park, Miramar, and Fort Lauderdale, driving community-inclusive and resilient designs across South Florida. Notably, he developed a SWMM EXTRAN model for the 55,000-acre Indian River Farms Water Control District. He currently serves as KEITH’s Senior QA/QC Officer, overseeing compliance across all projects



Facilities Management Director – Kimberly McMahan

Kimberly McMahan is a senior operations executive with over 15 years of distinguished leadership in engineering operations, facilities consulting, and strategic business development. Currently serving as Vice President of Operations- APS, Kimberly oversees the execution of high-impact operational strategies across the nation. She is widely recognized for her ability to integrate technical systems, lead high-performing teams, and deliver measurable improvements in building performance, operational efficiency, and cost containment. In her current role, Kimberly leads cross-functional teams supporting self-delivered, multi-service facility operations—including engineering, mechanical,

electrical, energy, and sustainability solutions. She is instrumental in aligning APS platform standards with the unique dynamics of client organizations while driving continuous improvement, margin enhancement, and innovation. Her hands-on approach to supplier relationship management, staff development, and safety culture has positioned her as a trusted advisor to both internal stakeholders and Fortune 500 clients.

Facilities Management Coordinator – Stephen Niez



Stephen Niez is an accomplished technical executive and thought leader in sustainable infrastructure solutions, with nearly two decades of experience transforming complex facilities into high-performance assets. With a foundation in mechanical engineering and a passion for optimizing building environments, Stephen brings a strategic mindset to every engagement—balancing innovation with cost efficiency. He is widely respected for his ability to lead multidisciplinary teams, navigate stakeholder priorities, and deliver impactful results across municipal, educational, and correctional sectors. As a long-standing ASHRAE leader and recipient of the prestigious CSE 40 Under 40 award, Stephen remains committed to advancing the industry through both technical excellence and community stewardship.

06 Key Personnel Biographies (cont.)



Public Engagement Director – Sheryl Dickey

Sheryl Dickey, founder and owner of Dickey Consulting Services (DCS), has more than 40 years of experience and a history of success in community and economic development. Dickey has collaborated with numerous clients including the Florida Department of Transportation, Broward County, City of Fort Lauderdale, City of Deerfield Beach, and Boca Raton Airport Authority. She currently serves as the Public Outreach Project Director for Broward County Public Works Department UAZ Improvement Projects and the BCT PREMO Premium Mobility Plan. Other projects include Public Outreach for the City of Fort Lauderdale Infrastructure programs. She is the DBE Liaison for Fort Lauderdale Executive Airport, and Keolis NA at the Fort Lauderdale/Hollywood International Airport. Dickey has successfully completed the consulting services for the City of Deerfield Beach Housing Rehabilitation and Purchase Assistance Programs. Her prior experiences include a variety of private and public sector positions supporting economic and small business development as well as community revitalization.





07

Key Personnel
Resumes

Clive Pitt

MERIDIAM (CSU FRESNO CUP) | CEO

Clive Pitt is a senior infrastructure executive with more than 25 years of experience delivering complex capital projects in energy, education, transportation, and healthcare. As CEO of Bulldog Infrastructure Group, a Meridiam platform company, he oversees long-term U.S. public-private partnerships (P3s) in social and civic infrastructure.



■ Background

Years of Experience

Industry - 25 | Meridiam - 14

■ Professional Experience

CEO, Bulldog Infrastructure Group - 2022-2025

CFO Allego, 2019-2022

CEO Fulcrum Infrastructure Management Ltd, 2016-2019

Head of Finance Fulcrum Infrastructure Group, 2011-2015

Chief Executive, Forza Services, Manchester, 2010-2011

Chief Executive, MAST LIFT Co, 2008-2010

Director of Administration, Sodexo Ltd, 2002-2007

Financial Controller, Sodexo Ltd, Manchester, 2000-2002

Administration Director, Sodexo Services Group, 1999-2000

Director of Unit Reporting Sodexo USA, 1995-1998

Chief Area Accountant, Gardner Merchant Ltd., 1985-1994

California State University, Central Utility Plant

Fresno, CA | \$135,000,000 | 3,100,000 SF

Design, Build, Finance, Operate, Maintain | Modernized heating and cooling services to 3.1 million square feet of building space across 80 buildings | Guaranteed energy cost savings of over 30% through higher-efficiency systems and improved distribution | 4.5MW of solar

ULiving at Hertfordshire

Hertfordshire, UK | \$240,000,000

Design, Build, Finance, Operate, Maintain | Constructed 21 new buildings with 3,011 student rooms | Centralized campus hub with sports facilities and community spaces | Central Energy Plant | BREEAM Sustainable Building Certification of "Outstanding"

LIFT Health Facilities

UK | \$640,000,000

Design, Build, Finance, Operate, Maintain | Constructed 42 primary and community healthcare facilities across the United Kingdom | Circa 5m patients/year served | 3,900 staff | 25% reduction in construction costs | 50% increase in customer satisfaction with building quality and management

Renova Developments & Building Better Health UK

UK | \$20-60,000,000 each

Design, Build, Finance, Operate, Maintain | 35 Primary Health centers

MAST LIFT

UK | \$200,000,000

Design, Build, Finance, Operate, Maintain | 12 Primary Health Centers

Clive Pitt

MERIDIAM (CSU FRESNO CUP) | CEO

FORT
LAUDERDALE
CIVIC
PARTNERS

Nottingham Tramlik

Nottingham, UK | \$650,000,000

20 miles | 51 stations | 15.5m passengers/year | 230 full-time jobs created | 22-year and 3-month Concession Agreement

Scottish Roads Partnership

UK | \$600,000,000

18-mile road upgrade and new build between Glasgow and Edenborough | 33-year Concession Agreement

Limerik Tunnel

IRL | \$660,000,000

Design, Build, Finance, Operate, Maintain | 6-mile tolled dual carriageway bypass and tunnel | Diverted 3 million trucks from city center | 80% of the Project's energy is currently supplied from green energy contracts | 1,560 lights

Island Roads Services UK

UK | \$600,000,000

Design, Build, Finance, Operate, Maintain | Road Maintenance Project | 500 miles | 12,000 streetlights

Sodexo Services Group Ltd UK

UK

Design, Build, Finance, Operate, Maintain | 9 P3 Projects | Conwy Schools, Colchester Garrison, Exeter Courts, UK Detention Services and Wythenshawe Hospital

Allego & Mega-E Charging BV

+36,000 EV Charging Ports | Netherlands, France, Germany, Belgium, Sweden, Denmark and Luxembourg

Kevin P. Conklin

MERIDIAM (LONG BEACH COURTHOUSE) | CEO

Kevin Conklin brings deep expertise in the long-term operations, governance, and performance management of social infrastructure Public-Private Partnerships (P3s). Mr. Conklin currently serves as the CEO for Long Beach Judicial Partners LLC, a Meridiam Infrastructure Company and the firm responsible for the design, development, financing, construction and operation of the Long Beach Courthouse, a 545,000 square foot facility and the first social infrastructure Public Private Partnership (P3) in the U.S.



■ Background

Years of Experience

Industry - 36 | Meridiam - 15

University of California, Los Angeles

B.A. Business & Economics

■ Registrations

Advisor to the Board, Ironhawk technologies, Inc.

Board Member & Advisor, HBI Construction, Inc.

CPA

■ Professional Experience

CEO, Long Beach Judicial Partners – 2010-2025

CFO, Brookfield Homes Southland – 2003-2010

VP of Finance, Schuler Homes, Inc. – 1999-2002

Manager of Finance, Lennar Homes – 1996-1999

Assistant Treasurer, Watson Land Company – 1993-1995

Controller, Hedley Builders – 1989-1993

Long Beach Courthouse

Long Beach, CA | \$500,000,000 | 535,000 SF

Rated top P3 project by Moody's | Achieved near perfect customer satisfaction scores for +10 years | Improved financial returns by 20% since inception | Won 14 awards for design and operations

Presidio Parkway Road Project

San Francisco, FL | \$365,000,000

Completed in 2015 | DBB & DBFOM contracts | Availability-based payments | serving 100,000 vehicles daily and saving 30 mins. of travel time

Schuler Homes, Inc.

CA

Grew to top 6 builders in CA under leadership | Syndicated and closed revolving credit facilities, increasing commitments from \$75m to \$360m | Lead with investment banks for public transactions, incl. \$400m in high-yield public notes | >\$100m in sale-leaseback transaction closed | >\$300m in project financing placed, >\$100m in third-party equity raised

Brookfield Homes Southland

San Francisco, CA

Asset growth from \$100m to \$250m in 4 years | Annual profit growth of 500% | Procured \$350m borrowing facility | Expanded use of technology systems to improve efficiency | Led initiative to improve relations with major trade partners | Formed mortgage joint venture with national lender | Improved customer satisfaction rating >80% over tenure

Kevin P. Conklin

MERIDIAM (LONG BEACH COURTHOUSE) | CEO



Watson Land Company

\$500,000,000 | 10,000,000 SF

As the assistant to CFO in all trust-related finance operations, responsibilities included financing, credit lines, acquisitions, operational forecasting, annual business plans, lease structure and evaluations, credit underwriting, company stock plan, development analysis, subsidiary operations, and community, tenant, and institutional relations

Lennar Homes

CA | \$1,000,000,000

\$1B in homebuilder acquisitions closed | >\$100m placed in project bank financing | Expanded start-up region for top 3 national public homebuilder and increased presence from start-up to top-ranking in CA

Hedley Builders

\$50,000,000

All finance and accounting responsibilities, including financial reporting, forecasting, cash management, investing, bonding, insurance, tax planning, systems maintenance, and personnel

Touche Ross & Co

Responsibilities included financial auditing and reporting, client relations and services, and staff management and development

Christopher Hodgkins

MERIDIAM (MIAMI ACCESS TUNNEL) | CHAIRMAN

Mr. Hodgkins has over 30 years of experience in municipal infrastructure and public-sector development, with a focus on delivering complex projects through Public-Private Partnerships (P3s). As Chairman and former CEO of the \$1 billion Port of Miami Tunnel, he oversees the operations, maintenance, finance, public affairs and outreach for the \$1 billion Port of Miami Tunnel (POMT), South Florida's first major transportation P3.



Background

Years of Experience

Industry - 22 | Meridian - 15

University of Massachusetts, Amherst

Doctorate, International Development/
Education, ABD Tentative 2018

Lenox Institute for Water Technology

Master's Certificate in Environmental
Engineering

University of Massachusetts, Amherst

B.A. Political Science

Berkshire Community College

Associate degree, Liberal Studies

Professional Experience

Chairman of the Board & former CEO,
Miami Access Tunnel – 2010-Present

Vice President Business Development,
Aecom Engineering – 2007-2010

Vice President & General Manager, Veolia
Water – 2003-2006

Miami Access Tunnel

Miami, FL | \$1,100,000,000

35-year term | DBFO | 1st infrastructure P3 in South Florida | 1st Florida Infrastructure Project with sustainability initiatives | Delivered on time, \$90m under budget | >80% of jobs and >\$400m targeted to Miami-Dade County residents | Awarded ENR "Project of the Year," "Best Operations" at P3 Hub North American Conference, and Smart Cities' "Resilient Award"

Responsible for all aspects of P3 design, construction financing and operations. As CEO, Chris oversaw the management, external affairs, operations, outreach and continuous improvement of the Port of Miami Tunnel. Chris is recognized for driving sustainability practices and working closely with local communities, as demonstrated by the initiation of "OPERATION 305," which pursues people and businesses from the Miami Dade area to include on the Project, the inclusion of Resilient Flood Gates, which protect from sea level rise and storm surge, and ESG into operations

AECOM ENGINEERING

Successful development of South Florida's two Design-Build water treatment plants in Davie and Hialeah, FL | Ensured on-schedule project delivery through team management and financial tracking

Oversaw all aspects of relationship building, developing strategic markets, and identifying new client opportunities. Actively participated in North American professional society activities and maintained strong contacts with regulatory agencies. Responsible for client management, establishing and retaining client relations, marketing coordination, proposal and interview preparation, and contract negotiation

VEOLIA WATER

Oversaw projects with municipalities in >42 communities | 61 water and wastewater treatment plants and utility functions | Awarded 2004 National League of Cities "Excellence"

As Executive Officer of the Northeast Business Center, oversaw all water and wastewater sales, administrative operations, development and relations with municipalities, and managed the operations and finances of treatment plants and utility functions. In charge of assessment of client needs, tailoring programs to meet those needs, negotiating contracts, sealing deals, and creating successful customer satisfaction program that resulted in \$6million USD company wide

Nick Phillips

MERIDIAM | SENIOR INVESTMENTS DIRECTOR

Nick Phillips is a senior infrastructure executive with more than 17 years of experience structuring complex capital projects in the infrastructure space. In his role at Meridiam, Mr. Phillips has led over \$1.6 billion in infrastructure development across multiple geographic locations and sectors.



■ Background

Years of Experience

Industry - 17 | Meridiam - 7

Tulane University

B.S. Finance

■ Professional Experience

Senior Investment Director, Meridiam - 2022-2025

Investment Director, Meridiam, 2018-2022

Partner, FP3C, 2016-2018

Vice President, John Laing, 2014-2016

Corporate Development Manager - Australia, Cintra, 2013-14

Senior Project Manager – Corporate Development, Cintra, 2012-13

Project Manager, Cintra 2010-2012

Project Finance Analyst, Cintra, 2008-2010

Reno Airport Ground Transportation Center

Reno, NV | \$300,000,000 | 440,220 SF

1,470 parking spaces | In Design/Enabling Works Under Construction, est. 2028 | DBFM contract | 34-year term

The project includes a new ConRAC facility at the Reno-Tahoe International Airport. The facility aims to provide one central location for all commercial ground transportation providers at the airport. Meridiam developed the project in partnership with Conrac Solutions and together are responsible for delivering the project

ConRAC Solutions

Confidential

Company acquisition | 17 airport served | CS develops and operates ConRACs through long-term, PPP-like agreements with US airports, designing, building, operating and maintaining the facilities on behalf of both the airports and rental car companies. Meridiam invests directly into individual projects developed together with CS, typically structured through PPP-like contracts with airport authorities and project finance schemes.

Blue Suede Networks

Memphis, TN | \$550,000,000

Construction of a city-wide fiber network serving at least 85% of Memphis

Yellowhammer Networks

AL | \$230,000,000

Construction of a fiber network spanning 17 municipalities in Alabama | fiber broadband to 53,000 households and businesses | Passes >75% of region's premises

To ensure access, affordability, and adoption, Yellowhammer Networks is partnering with local leaders and non-profit organizations to enroll eligible low-income households in federal broadband

Nick Phillips

MERIDIAM | SENIOR INVESTMENTS DIRECTOR



Hoosier Fiber Network

IN | \$250,000,000 | 1,346 MI

Construction of fiber networks fully serving four communities in Indiana serving 77,000 premises

Alberta Broadband Network

Edmonton, CA | \$200,000,000

Construction of a fiber network across three municipalities in greater Edmonton region | 41,000 premises and 92,000 residents served

Peter Van Der Waart Van Gulik

MERIDIAM | EXECUTIVE DIRECTOR

Peter is a senior infrastructure executive with 33 years of experience delivering complex, high-impact projects. Since joining Meridiam over a decade ago, he has led the successful execution of major P3 initiatives, including the Purple Line Light Rail in Maryland, the Fresno State University Utility Plant replacement, and the Presidio Parkway in San Francisco. Prior to Meridiam, Mr. Van Der Waart Van Gulik spent 18 years at Fluor, one of the world's largest Engineering, Procurement, and Construction firms, where he served as Project Director for the nearly \$2 billion San Francisco-Oakland Bay Bridge. His track record of delivering major infrastructure makes him a proven partner for civic institutions seeking performance, innovation, and long-term value.



Background

Years of Experience

Industry - 33 | Meridiam - 11

Rotterdam University of Applied Sciences

BSc, Mechanical Engineering

Professional Experience

Executive Director, Meridiam – 2023-Present

Senior Investment Director, Meridiam – 2018-2023

CEO, Meridiam Presidio Parkway P3 Project – 2014-2018

Project Director, Fluor – 1996-2014

Project Engineer, ABB Lummus global – 1992-1996

Long Beach Courthouse

Long Beach, CA | \$495,000,000 | 531,000 SF

Completed in 2013 | Under budget & ahead of schedule | 1st P3 civic building in the U.S. | Annual performance-based service fee | 35-year term

A Meridiam-led consortium was selected in 2010 to finance, design, build, operate and maintain a new state-of-the-art facility, comprising of 31 courtrooms, jury deliberation rooms, a detention facility, administrative offices, and commercial retail place, as well as a re-furnished car parking facility. Under the P3 procurement model, the state retains ownership of the land and building throughout the 35-year agreement and pays an annual performance-based service fee subject to deductions if KPI's are not met.

Fresno State University Central Utility Plant Replacement

Fresno, CA | \$157,000,000

The project scope includes the generation and distribution of heating and cooling services throughout the Fresno State across 2 parking lots, the largest on-campus array in the CSU system. Energy conservation and efficiency measures, including energy management systems and controls, life cycle, major maintenance, and repair services are included throughout the 30-year term. The Project was financed through an innovative investment grade SDG-impact Green Bond, equity provided by Meridiam and capital progress payments by Fresno State.

Reno Airport Ground Transportation Center

Reno, NV | \$300,000,000 | 440,220 SF

1,470 parking spaces | In Design/Enabling Works Under Construction, est. 2028 | DBFM contract | 34-year term

The project includes a new ConRAC facility at the Reno-Tahoe International Airport. The facility aims to provide one central location for all commercial ground transportation providers at the airport. Meridiam developed the project in partnership with Conrac Solutions and together are responsible for delivering the project.

Peter Van Der Waart Van Gulik

MERIDIAM | EXECUTIVE DIRECTOR

FORT
LAUDERDALE
CIVIC
PARTNERS

Sepulveda Transit Corridor Project

CA | \$15,000,000,000

In pre-development, established 2023 | Part of STCP Consortium

Meridiam is on the consortium developing 2 high-capacity commuter rail solutions between the San Fernando Valley and the Westside as the natural barrier created by Santa Monica Mountains makes traveling between the two challenging.

Purple Line Light Rail Project

MD | \$3,400,000,000

In Construction, est. 2027 | 16-mile, 21-station light rail, 28 light rail vehicle | DBFOM |

Under this P3 contract, Meridiam aims to reduce traffic congestion and improve mobility, complementing the existing Metrorail and MARC lines. The project is expected to cut travel times by ~40% and eliminate about 17,000 daily auto trips

Presidio Parkway, Phase II

San Francisco, CA | \$365,000,000

Completed 2015 | Phase II DBFOM | Availability payments

The Presidio Parkway is a nationally recognized model for innovative infrastructure delivery. Phase II was completed on schedule in just 51 months, delivering twice the scope of Phase I and the project's most complex elements—three of four tunnels, two interchanges, and all major life safety systems. As California's first availability-payment transportation P3, the project now serves 100,000 vehicles daily.

Oakland Bay Bridge

San Francisco, CA | \$1,900,000,000

Completed 2013 | 2.2-mile self-anchored suspension bridge

This self-anchored suspension bridge is the longest of its kind in the world and is designed to withstand major seismic events. The bridge delivers 10 traffic lanes and a bike/pedestrian path, and innovative safety systems. The project involved complex staging, extensive foundational marine works, and substantial stakeholder coordination, delivered under high public and political scrutiny. The Bay Bridge serves as a critical transportation corridor, carrying over 270,000 vehicles daily.

Jeffrey Gouveia

SUFFOLK | CONSTRUCTION DIRECTOR

Jeffrey Gouveia brings deep operational expertise to his role, having successfully led the construction of numerous large-scale projects throughout his career. His extensive experience includes managing complex public sector projects and collaborating with a wide range of end-user groups to ensure successful outcomes. Jeff is known for his ability to deliver high-quality work while fostering strong relationships with clients, partners, and stakeholders.



■ Background

Years of Experience

Industry - 35 | Suffolk - 30

Fordham University

B.A. Philosophy

Miami-Dade County Children's Courthouse

Miami, FL | \$87,000,000 | 372,000 SF | LEED Silver

New Construction | 14-Story Juvenile Courthouse | Public Lower Levels | Secure Upper Floors | Detention Centers | Offices | Mechanical Penthouse

Brightline MiamiCentral Station

Miami, FL | \$236,000,000 | 802,000 SF | LEED Silver

New Construction | 59,000 SF Station Facility | 41,000 SF Loading Area | 180,000 SF Passenger Platform | 178,000 SF Retail Space | 344,000 SF Parking | 800-Space Parking

Hollywood Hard Rock Hotel & Casino

Hollywood, FL | \$1,346,000,000 | 2,000,000+ SF

New Construction | 33 Stories | World's First Guitar-Shaped Hotel | 638 Guest Rooms | 165-Room Pool Tower | Swim-Up Ground-Level Suites | Spa | Entertainment Facilities | 14 Restaurants & Bars | Retail | Slot Machines | Gaming Tables | Upgrades To Existing Casino/Convention Center/Ballroom

Southwest Florida International Airport (RSW) Terminal Expansion

Fort Myers, FL | \$770,000,000 | 560,000 SF

Addition & Renovation | Modifications to Concourse D | Relocation of Existing Gates | Elevated Pedestrian Bridge | New Chillers & Chiller Plant | Addition of New 14-Gate Concourse E | Addition to Traffic Lanes

Integrated Command & Communications Center at Lightspeed

Doral, FL | \$202,000,000

New Construction | Design-Build | 12-Story/1,800-Space Parking Garage | Office Building | Main Cafeteria | Shelled Space | Pedestrian Bridge

Jeffrey Gouveia

SUFFOLK | CONSTRUCTION DIRECTOR

FORT
LAUDERDALE
CIVIC
PARTNERS

Palm Beach International Airport - Concourse B Expansion

West Palm Beach, FL | \$75,000,000 | 54,500 SF

Addition & Renovation | Relocation of Seven Existing Gates | Two New Gates with Jet Bridges | Hold Room | Concessions Areas | Adjoining Concrete Apron Work | Extension of Building Systems | Concession Bump-Outs | Sterile Corridor | Operational Site

Tampa Hard Rock Hotel & Casino Expansion

Tampa, FL | \$478,000,000 | 1,200,000 SF

Addition & Renovation | 16-Story/562-Room Hotel Tower | Low-Rise Casino Gaming Floor | 3,000 Slots | 125 Table Games | 30,000 SF Boutique Spa | 60,000 SF Pool/Amenities Deck | Multiple Food & Beverage Venues | 58,000 SF Convention Center | 190,000 SF Existing Casino Space Renovation | 65 Individual Turnovers

Virgin Voyages - PortMiami Terminal V

Miami, FL | \$160,000,000 | 132,000 SF | LEED Gold

New Construction | Design-Build | Existing Terminal H Demolition | New State-Of-The-Art/ Three-Story Virgin Voyages Terminal | Coral Relocation | Waterside Improvements | Waterway Dredging | Wharf Extension | New Bulkhead | Storm Tie-Downs | Stormwater Drainage

Royal Caribbean - PortMiami Terminal A

Miami, FL | \$123,000,000 | 702,000 SF | LEED Silver

Addition | Design-Build | 195,497 SF/Steel-Structure Terminal | 461,053 SF/Eight-Story Parking Structure | 1,042 Spaces

All Aboard Florida - 2 MiamiCentral

Miami, FL | \$60,800,000 | 250,000 SF

Addition | 10-Story Building | Class A Office Space | Connected Access To MetroMover/ MetroRail/MetroBus/Tri-Rail/Brightline | Fitness Center | Banquet/Conference Space | Covered Terrace | Central Fare Food Hall Access | Retail Shops

Chris Kennedy, CGC

SUFFOLK | PRECONSTRUCTION DIRECTOR

As Preconstruction Director, Chris is responsible for controlling the project budget and overseeing the preconstruction efforts. In this role, Chris leads estimating, value engineering and constructability analysis, competitive bidding, and project management for numerous challenging building projects.



■ Background

Years of Experience

Industry - 39 | Suffolk - 32

Massachusetts Institute of Technology (M.I.T)

B.S. Construction Engineering

■ Registrations

Certified General Contractor Florida
CGC1519949

Associated Builders and Contractors

Miami-Dade County Children's Courthouse

Miami, FL | \$87,000,000 | 372,000 SF | LEED Silver

New Construction | 14-Story Juvenile Courthouse | Public Lower Levels | Secure Upper Floors | Detention Centers | Offices | Mechanical Penthouse

Brightline MiamiCentral Station

Miami, FL | \$236,000,000 | 802,000 SF | LEED Silver

New Construction | 59,000 SF Station Facility | 41,000 SF Loading Area | 180,000 SF Passenger Platform | 178,000 SF Retail Space | 344,000 SF Parking | 800-Space Parking

Hollywood Hard Rock Hotel & Casino

Hollywood, FL | \$1,346,000,000 | 2,000,000+ SF

New Construction | 33 Stories | World's First Guitar-Shaped Hotel | 638 Guest Rooms | 165-Room Pool Tower | Swim-Up Ground-Level Suites | Spa | Entertainment Facilities | 14 Restaurants & Bars | Retail | Slot Machines | Gaming Tables | Upgrades To Existing Casino/ Convention Center/Ballroom

Southwest Florida International Airport (RSW) Terminal Expansion

Fort Myers, FL | \$770,000,000 | 560,000 SF

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Integrated Command & Communications Center at Lightspeed

Doral, FL | \$202,000,000

New Construction | Design-Build | 12-Story/1,800-Space Parking Garage | Office Building | Main Cafeteria | Shelled Space | Pedestrian Bridge

Chris Kennedy, cgc

SUFFOLK | PRECONSTRUCTION DIRECTOR

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Palm Beach International Airport - Concourse B Expansion

West Palm Beach, FL | \$75,000,000 | 54,500 SF

Addition & Renovation | Relocation of Seven Existing Gates | Two New Gates with Jet Bridges | Hold Room | Concessions Areas | Adjoining Concrete Apron Work | Extension of Building Systems | Concession Bump-Outs | Sterile Corridor | Operational Site

Tampa Hard Rock Hotel & Casino Expansion

Tampa, FL | \$478,000,000 | 1,200,000 SF

Addition & Renovation | 16-Story/562-Room Hotel Tower | Low-Rise Casino Gaming Floor | 3,000 Slots | 125 Table Games | 30,000 SF Boutique Spa | 60,000 SF Pool/Amenities Deck | Multiple Food & Beverage Venues | 58,000 SF Convention Center | 190,000 SF Existing Casino Space Renovation | 65 Individual Turnovers

Virgin Voyages - PortMiami Terminal V

Miami, FL | \$160,000,000 | 132,000 SF | LEED Gold

New Construction | Design-Build | Existing Terminal H Demolition | New State-Of-The-Art/ Three-Story Virgin Voyages Terminal | Coral Relocation | Waterside Improvements | Waterway Dredging | Wharf Extension | New Bulkhead | Storm Tie-Downs | Stormwater Drainage

Royal Caribbean - PortMiami Terminal A

Miami, FL | \$123,000,000 | 702,000 SF | LEED Silver

Addition | Design-Build | 195,497 SF/Steel-Structure Terminal | 461,053 SF/Eight-Story Parking Structure | 1,042 Spaces

All Aboard Florida - 2 MiamiCentral

Miami, FL | \$60,800,000 | 250,000 SF

Addition | 10-Story Building | Class A Office Space | Connected Access To MetroMover/ MetroRail/MetroBus/Tri-Rail/Brightline | Fitness Center | Banquet/Conference Space | Covered Terrace | Central Fare Food Hall Access | Retail Shops

John Planz

SUFFOLK | OPERATIONS DIRECTOR

As Chief Operating Officer, John's 40 years of expertise and strong grasp of project objectives allows him to provide valuable direction in both the preconstruction and construction phases of the project—ensuring our team delivers on all project goals. His leadership and operational skills are critical to providing effective guidance for the project team. John is committed to remaining visible and accessible throughout the entire project.



■ Background

Years of Experience

Industry - 40 | Suffolk - 26

Gannon University

B.S. in Electrical Engineering

■ Professional Registrations

OSHA 30-Hour Certification

■ Affiliations

Associated Builders and Contractors

Design-Build Institute of America

Brightline MiamiCentral Station

Miami, FL | \$236,000,000 | 802,000 SF | LEED Silver

New Construction | 59,000 SF Station Facility | 41,000 SF Loading Area | 180,000 SF Passenger Platform | 178,000 SF Retail Space | 344,000 SF Parking | 800-Space Parking

Miami Starlite

Miami, FL | \$120,700,000 | 700,000 SF

New Construction | 40-Story Apartment Building | 517 Units | 176,00 SF/494-Space Parking | 10,000 SF Indoor Amenity Space | Lobby | Parcel Service | Lounge | Game Room | Fitness Center | Coworking Space | Dog Run/Wash Area | Rooftop Pool | Outdoor Lounge Areas | 130 Bike Spaces

The Delano Hotel

Miami, FL | \$100,000,000 | 168,000 SF

Historic Renovation | 15-Story Hotel | 35-Foot Tower on Top | 194 Guestrooms | Three Convertible Penthouse Suites | Eight Two-Story Bungalows | Resort-Style Pool | Spa | Fitness Center | Outdoor Dining | Lounge

Aman Hotel & Residences

Miami, FL | \$375,000,000 | 324,000 SF

New Construction | 14-Story Existing Hotel Renovation | 56 Suites | Two-Story Subterranean Hotel Parking Garage | 16-Story Luxury Condominium | 21 Residential Units | Spacious Floor Plans | Two-Story Subterranean Residential Parking Garage | Ocean/City/Intracoastal Views | Oversized Terraces | Private Pools

All Aboard Florida - 2 MiamiCentral

Miami, FL | \$60,800,000 | 250,000 SF

Addition | 10-Story Building | Class A Office Space | Connected Access To MetroMover/MetroRail/MetroBus/Tri-Rail/Brightline | Fitness Center | Banquet/Conference Space | Covered Terrace | Central Fare Food Hall Access | Retail Shops

John Planz

SUFFOLK | OPERATIONS DIRECTOR

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Parkline Living at MiamiCentral

Miami, FL | \$208,000,000 | 930,000 SF

New Construction | North & South Residential Towers | 350 & 466 Units | 30 & 33 Levels | 105,000 SF Amenity Deck | Full Outdoor Living Experience | Two Fenced-In Dog Parks | Running Track | Cross-Fit Lawn | Grill Stations | Resort & Lap Pools | Cabanas | Movie Wall & Lounge Areas

The Manor: Lauderdale by the Sea

Fort Lauderdale, FL | \$33,000,000 | 363,000 SF

New Construction | Eight-Story/Mid-Rise Apartment Complex | 113 One-Bedroom Units | 137 Two-Bedroom Units | 14 Three-Bedroom Units | 158-Space/One-Story Parking Garage | Infinity Swimming Pool | Spa | Sundeck | Private Cabanas | State-Of-The-Art Fitness Center & Swimming Pool | Cyber Cafe | Club Room | Meeting/Dining Space

Port St. Lucie Civic Center

Port St. Lucie, FL | \$41,000,000 | 387,000 SF

New Construction | Award-Winning/Two-Story/100,000 SF Complex | Civic Center/Disaster Operations Center | Theater | Banquet Hall | Lobby | Gym | Art Gallery | Fitness Center | Outdoor Courtyard | 287,000 SF/Six-Story/Stand-Alone Parking Garage

NPBCID Administration & Emergency Operations Center

North Palm Beach, FL | \$4,700,000 | 14,000 SF

New Construction | Two-Story Building | Offices | Bunkroom | Kitchen | 'War Room' | Two-Story Council Chamber | Fuel Storage Outbuilding | Building Systems To Minimize Downtime | Withstand Category Five Hurricane

Scripps

Jupiter, FL | \$130,000,000 | 350,000 SF

New Construction | Four-Story Administrative Building | One-Story Auditorium | Three-Story Concrete Research Buildings | Laboratories | Fume Hoods | Cold Rooms | Glassware Washing Equipment | Conference Rooms | Offices | Classrooms

Bernard Zyscovich, FAIA

ZYSCOVICH | FOUNDER AND CHIEF DESIGN OFFICER

Bernard Zyscovich, founder and Managing Principal of Zyscovich Architects, boasts over 51 years of experience leading innovative teams on diverse projects, including urban planning, transportation facilities, and high-rise residential and commercial buildings. His expertise encompasses the design and regulation of parking garages and a strong emphasis on sustainable design. Bernard's design philosophy celebrates the unique characteristics of neighborhoods, integrating a deep understanding of architectural context and urban fabric. His holistic approach ensures that each project harmonizes with its environment while reflecting the intrinsic value and sustainability of its location.



■ Background

Years of Experience

Industry - 52 | Zyscovich - 48

Pratt Institute

Bachelor of Architecture

Università 'Di Architettura

Special Study in Urban Design

Joint Government Center Campus P3 - Broward County / Fort Lauderdale

Fort Lauderdale, FL | \$840,000,000 | 901,873 SF

Zyscovich created the Design Criteria Package (DCP) for the Joint Government Center Campus (JGCC) establishing design standards, required spatial needs to meet current and future County and City needs and criteria for the new campus and facilities. Located in Fort Lauderdale's Downtown, the proposed +3-acre project was intended to replace the existing County Government Center East and City Hall and to produce a new joint governmental center; a new bus transit terminal for Broward County's Transportation Department and associated administration offices; a multi-story parking garage with the potential to be converted to future office space, if needed; retail uses; and combined amenities for all County and City employees. The new combined facility was anticipated to be a multi-story Class "A" office building or series of buildings approximately 901,873 gross square feet was intended to house each entity's Commission Chambers, public meeting rooms and administrative service agencies.

Mixed-Use Development and New City Hall P3 - City of Oakland Park

Oakland Park, FL | \$48,000,000 | City-wide

Zyscovich's work with the City of Oakland Park has covered several initiatives including drafting new Downtown Mixed-Use Regulations (DMUD) to incentivize new retail, commercial, and residential development in downtown, design guidelines to unify the architectural look of City facilities, updating the City's comprehensive plan and land development code and the design and construction of new City Hall. Zyscovich is currently the architect for the City's Sky Building – a public/private mixed-use redevelopment project featuring a New City Hall, structured parking, 119 residential rental units, 17 live/work units and 15,000 SF of commercial space in the heart of Downtown Oakland Park. The development is currently under construction through a public-private partnership with NR Investments.

Brightline Fort Lauderdale Station - All Aboard Florida

Fort Lauderdale, FL | \$30,000,000 | 60,000 SF

Like the Miami and West Palm Beach stations, the Fort Lauderdale Brightline Station features traversing concrete V-shaped structural members that serve as the exoskeleton comprising a sequence of glass boxes that provide continuous visual connections to the moving trains and to the city. The use of glass throughout this sequence of spaces provides a constant visual connection to the city as well as approaching trains.

Bernard Zyscovich, FAIA

ZYSCOVICH | FOUNDER AND CHIEF DESIGN OFFICER

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Little Haiti Cultural Center and Soccer Park - City of Miami Beach

Miami Beach, FL | \$22,200,000 | 42,145 SF

Zyscovich was hired to create a new Little Haiti Cultural Center at the site of the existing Miami Caribbean Marketplace. This new community use campus maintained the existing Caribbean Marketplace and added two new buildings.

Brightline Miami Central Station - All Aboard Florida

Miami, FL | \$147,000,000 | 60,145 SF

The Miami Central Station had been a train station in the 1920s and was being used as a parking lot before being transformed into a flagship mixed-use station, which spans six blocks and 11 acres, providing 1 million+ square feet of residential, commercial, and retail space in Overtown, this transformative project is helping to usher in a new era of connectivity and transit-oriented development to the South Florida region.

El Dorado International Airport Design P3 - OPAIN % Grupo ODINSA

Bogota, Colombia | \$1,000,000,000 | 1,829,864 SF

The project includes a new terminal design for El Dorado International Airport with a 12-meter square structural column grid made of reinforced concrete ensures flexible and open spaces within the terminal. The undulating roof, inspired by the surrounding mountainous landscape, is constructed using steel trusses and a metal standing seam system. This design not only enhances the terminal's aesthetic appeal but also aligns with Colombia's broader vision for modernizing its infrastructure and boosting its global presence.

Florida Turnpike Services Plazas P3 - FDOT

Miami, FL | \$163,000,000 | Various SF | LEED Gold/LEED Silver

Zyscovich, as a design-build partner, designed seven buildings for the elected concession holder of Florida's Turnpike Service Plazas for the Florida Department of Transportation (FDOT). The project included the construction of three facilities and the renovation of three existing facilities, all of which have received LEED Silver or Gold ratings. The service plazas were located along the Florida Turnpike, covering even different county jurisdictions from Orange County to Broward County. Zyscovich presented a design strategy that focuses on Florida's environment as it changes from the northernmost plaza in North Florida to the southernmost plaza in Broward County. Each site offers new amenities, upgraded services, and more modern and contextual buildings. Included in the new facilities are outdoor dining areas, indoor gardens, higher ceilings, and maximized natural daylight.

Grace Perdomo ASSOC. AIA

ZYSCOVICH | DIRECTOR OF CIVIC MARKET
AND PRINCIPAL-IN-CHARGE

Grace Perdomo, Associate AIA and Director of Civic Practice for Zyscovich Architects, brings over 33 years of experience with a distinguished record of leading civic, municipal, and government projects focused on the implementation of mixed-use, mixed-finance developments across the country and for all phases of design. Her collaborative approach integrates visioning, community outreach, urban design and planning, strategic analysis and place-based solutions that enhance the civic infrastructure of communities and contribute to local resiliency and economic, environmental and social community goals.



■ Background

Years of Experience

Industry - 33 | Zyscovich - 11

University of Miami

Master of Architecture in Urban Design

Nacional Pedro Henriquez Urena, Santo Domingo

Bachelor of Architecture

Miami-Dade Community College

Associate of Arts

Joint Government Center Campus P3 - Broward County / Fort Lauderdale

Fort Lauderdale, FL | \$840,000,000 | 901,873 SF

Zyscovich created the Design Criteria Package (DCP) for the Joint Government Center Campus (JGCC) establishing design standards, required spatial needs to meet current and future County and City needs and criteria for the new campus and facilities. Located in Fort Lauderdale's Downtown, the proposed +3-acre project was intended to replace the existing County Government Center East and City Hall and to produce a new joint governmental center; a new bus transit terminal for Broward County's Transportation Department and associated administration offices; a multi-story parking garage with the potential to be converted to future office space, if needed; retail uses; and, combined amenities for all County and City employees. The new combined facility was anticipated to be a multi-story Class "A" office building or series of buildings approximately 901,873 gross square feet was intended to house each entity's Commission Chambers, public meeting rooms and administrative service agencies.

South County Administration Complex (SCAC) - Palm Beach County

Palm Beach County, FL | \$218,900,000 (Estimated) | 365,000 GSF

Zyscovich has recently completed Phase 1 Design Services to assist the County in a Needs Assessment Analysis, Programming and Preliminary Site Plan Concepts for the SCAC with the goal of consolidating government operations on 14.5 acres of the 25-acre site. The new SCAC buildings totaling over 120,000 sf of office space and amenities will replace existing facilities and include a new health clinic of approximately 67,000 sf, new fleet, parks and rec and maintenance facilities totaling close to 72,000 SF in addition to a new parking garage structure (with 1,140 spaces) and a new bus terminal servicing the existing Delray Tri Rail Station. The remainder of the site is designated for future mixed-use residential uses to be developed by a private developer in partnership with the county. Zyscovich has started Phase 2 A/E Services for the project to assist the County in the completion of Design, Approvals, Permitting Bidding and Construction Administration of all buildings and site plan of the public (county) components of the SCAC project with a projected completion date of 2029.



Grace Perdomo ASSOC. AIA

ZYSCOVICH | DIRECTOR OF CIVIC MARKET
AND PRINCIPAL-IN-CHARGE

Mixed-Use Development and New City Hall P3 - City of Oakland Park

Oakland Park, FL | \$48,000,000 | City-wide

This project covered several initiatives including drafting new Downtown Mixed-Use Regulations (DMUD) to incentivize new retail, commercial, and residential development in downtown, design guidelines to unify the architectural look of City facilities, updating the City’s comprehensive plan and land development code and the design and construction of new City Hall. Zyscovich is currently the architect for the City’s Sky Building – a public/private mixed-use redevelopment project featuring a New City Hall, structured parking, 119 residential rental units, 17 live/work units and 15,000 SF of commercial space in the heart of Downtown Oakland Park. The development is currently under construction through a public-private partnership with NR Investments.

Rainbow Village Affordable Housing Master Plan and Architecture P3 - Housing Trust Group LLC

Miami, FL | \$585,000,000 | 70,000 SF (retail only)

Zyscovich’s Master Plan and Architecture Design for Rainbow Village replaces existing public housing with over 1900 new residential units. This transformative plan integrates a new K-8 Magnet School, a vibrant community park, green spaces, cultural amenities, a tech hub, and retail spaces as part of the redevelopment. The commitment to sustainability is underscored by plans to certify the development under distinguished Green/ Sustainable programs. Positioned strategically between MANA Wynwood and Overtown in Miami, this new \$185M mixed-use, mixed-income, mixed-finance development will result in a unique neighborhood, celebrating arts, culture, education, and innovation in one of the most vibrant districts in Miami. The project is projected to be completed in 2027.

Tampa Encore Downtown District Master Plan - City of Tampa

Tampa, FL | \$425,000,000 (Total Project Cost) | 28+ Acres

The Encore District is a 28+ acre mixed-use, mixed-income redevelopment in Downtown Tampa. Located within Ybor City, the former Central Park public housing site underwent a transformative master plan that addressed decades of blight and economic distress within the heart of Tampa. Spanning 12 city parcels, Encore! was the targeted community for the 2012 Choice Neighborhood HUD grant received by the Tampa Housing Authority (THA). Together with HUD federal funds and partner Banc of America CDC (BACDC), THA’s Encore! has catalyzed continuing redevelopment within Tampa’s Central Business District, Ybor City and the Channelside neighborhood. At full buildout, the LEED for Neighborhood Development Gold-rated community has 1,513 affordable and market rate housing units, plus 180,000 square feet of office space, 200 hotel keys, and a 36,000-square-foot grocery on its 12 city blocks in addition to a range of community amenities including Perry Harvey Park. Over eight years, the \$425 million investment has created over 5,000 construction jobs and 1,000 permanent jobs on a site that previously supported only 18 jobs. Encore uses innovative and efficient districtwide approaches for stormwater management and cooling. The project was completed in 2022.

Mario Suarez, AIA, LEED AP

ZYSCOVICH | PROJECT ARCHITECT

Mario has led several of the firm's major national and international projects, including airport terminals for passengers and cargo, government and corporate offices in South Florida, as well as major mixed-use urban facilities, including hotels, shopping and luxury multi-family housing. He is an expert in managing complex phased projects. His responsibilities have included management, technical direction and coordination with the Client and any of the project's jurisdictional agencies on the multiple components of the projects. Mario gives unparalleled attention and detail to building strong client relationships

Background

Years of Experience

Industry - 35 | Zyscovich - 23

Cornell University

Masters of Business Administration

Universidad de los Andes

Architect 5 Year Professional Degree

Joint Government Center Campus P3 - Broward County / Fort Lauderdale

Fort Lauderdale, FL | \$840,000,000 | 901,873 SF

Zyscovich created the Design Criteria Package (DCP) for the Joint Government Center Campus (JGCC) establishing design standards, required spatial needs to meet current and future County and City needs and criteria for the new campus and facilities. Located in Fort Lauderdale's Downtown, the proposed +3-acre project was intended to replace the existing County Government Center East and City Hall and to produce a new joint governmental center; a new bus transit terminal for Broward County's Transportation Department and associated administration offices; a multi-story parking garage with the potential to be converted to future office space, if needed; retail uses; and, combined amenities for all County and City employees. The new combined facility was anticipated to be a multi-story Class "A" office building or series of buildings approximately 901,873 gross square feet was intended to house each entity's Commission Chambers, public meeting rooms and administrative service agencies.

Rome Yards Development P3 - Related Urban: The Related Group

Tampa, FL | \$Confidential | 47,000+ SF

The 18-acre Rome Yards development is a joint venture between the Tampa Housing Authority, the City of Tampa, and Related Urban Development Group. Once completed, the community will be a catalyst for the continued revitalization of West Tampa with over 945+ new residential units. It will be comprised of a mix of apartments, live/work units, condo style townhomes and supported by commercial services-oriented spaces, approx. 17,000 sq. ft. of commercial space, a job training center, and over 30,000 sq. ft. of amenity spaces, making it an ideal relocation option for existing organizations or a new home for business. The Rome Yard Master Plan capitalizes on the cultural assets of the area with the participation of local historians and artists to create a unique design and character of placemaking

Westchester Cultural Arts Center - City of Westchester

Westchester, FL | \$8,500,000 | 20,000 SF

The new facility includes an entry gallery reception, multipurpose black box performance auditorium, flex classrooms, art and wet labs and administrative office and support areas. The building has over 33,000 SF of open plazas in support of creating a new iconic entry to the park from famed Bird Road. The new center was constructed as a phased project so as to allow for funding commitments to be developed for the construction of enhanced site features and infrastructure improvements.

Mario Suarez, AIA, LEED AP

ZYSCOVICH | PROJECT ARCHITECT

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Aviation Department Offices - Broward County

Fort Lauderdale, FL | \$10,000,000 | 70,000 SF

Zyscovich worked with the Broward County Aviation Department to create a new work environment as the Department relocated from their existing offices into a new facility located in the new International concourse at Fort Lauderdale Hollywood International Airport. The office spaces optimize daylight and views to all occupants to create an efficient, comfortable, and productive work environment.

El Dorado International Airport Design P3 - OPAIN % Grupo ODINSA

Bogota, Colombia | \$1,000,000,000 | 1,829,864 SF

The project includes a new terminal design for El Dorado International Airport with a 12-meter square structural column grid made of reinforced concrete ensures flexible and open spaces within the terminal. The undulating roof, inspired by the surrounding mountainous landscape, is constructed using steel trusses and a metal standing seam system. This design not only enhances the terminal's aesthetic appeal but also aligns with Colombia's broader vision for modernizing its infrastructure and boosting its global presence.

Airport City at Miami International Airport P3 - Miami International Airport

Miami, FL | \$567,000,000 | 40 Acres (25 Acres Office Development; 28,000 SF Conference Space; 10,000 SF Hotel/Restaurant; 22,000 SF Retail/Dining; 1,000,000 SF Class A Office Space)

The development comprising this new "Airport City" includes a new four and a half star, 433-room hotel, with an active retail complex and a conference center, a 25-acre Office Development with a new MIC-MIA Station that will be the development's hub of passenger traffic and retail, and a service plaza with a gas/service station and convenience retail.

South County Administration Complex (SCAC) - Palm Beach County

Palm Beach County, FL | \$218,900,000 (Estimated) | 365,000 GSF

Zyscovich has recently completed Phase 1 Design Services to assist the County in a Needs Assessment Analysis, Programming and Preliminary Site Plan Concepts for the SCAC with the goal of consolidating government operations on 14.5 acres of the 25-acre site. The new SCAC buildings totaling over 120,000 sf of office space and amenities will replace existing facilities and include a new health clinic of approximately 67,000 sf, new fleet, parks and rec and maintenance facilities totaling close to 72,000 SF in addition to a new parking garage structure (with 1,140 spaces) and a new bus terminal servicing the existing Delray Tri Rail Station. The remainder of the site is designated for future mixed-use residential uses to be developed by a private developer in partnership with the county. Zyscovich has started Phase 2 A/E Services for the project to assist the County in the completion of Design, Approvals, Permitting Bidding and Construction Administration of all buildings and site plan of the public (county) components of the SCAC project with a projected completion date of 2029.

Manuel Del Monte

ZYSCOVICH | LEAD DESIGNER

Manuel has worked on a large number of urban design and planning projects throughout South Florida. He is currently working on the Cape Coral CRA Vision and Master Plan and prior to that was part of the team for the City of Jacksonville Vision Plan, the West Palm Beach Master Plan Update and the City of New Orleans Neighborhood Concept Plan. In his role as Senior Designer, he brings his expertise in visioning, programming, conceptual design, design guideline development, and zoning analysis. Manny has advanced experience in various design software programs including: GIS Mapping Software, Arc Map, AutoDesk AutoCAD, 3D Studio VIZ 4, 3D Studio Max, Rhinoceros 3D, Adobe Photoshop, and Adobe InDesign.



■ Background

Years of Experience

Industry - 21 | Zyscovich - 19

Florida International University

Master of Science in Architecture

Florida International University

Architectural Studies

Brightline Fort Lauderdale Station - All Aboard Florida

Fort Lauderdale, FL | \$30,000,000 | 60,000 SF

Like the Miami and West Palm Beach stations, the Fort Lauderdale Brightline Station features traversing concrete V-shaped structural members that serve as the exoskeleton comprising a sequence of glass boxes that provide continuous visual connections to the moving trains and to the city. The use of glass throughout this sequence of spaces provides a constant visual connection to the city as well as approaching trains.

Brightline Miami Central Station - All Aboard Florida

Miami, FL | \$147,000,000 | 60,145 SF

The Miami Central Station had been a train station in the 1920s and was being used as a parking lot before being transformed into a flagship mixed-use station, which spans six blocks and 11 acres, providing 1 million+ square feet of residential, commercial, and retail space in Overtown, this transformative project is helping to usher in a new era of connectivity and transit-oriented development to the South Florida region.

Wynwood Special Area Plan - MANA Group

Miami, FL | \$265,000 (fee) | 30 Acres

The development of Midtown Miami and the annual, international Art Basel Week have served as catalysts for growth in and around Wynwood, transforming the area into Miami's up and coming neighborhood known for its ever-popular modern arts scene and burgeoning start-up community. The 30-acre special area plan (SAP), known as "Mana Wynwood," is a development proposal that serves as a cultural infrastructure framework for job creation and incremental growth. The proposal outlines a set of development standards designed to cultivate and expand upon the character and culture of the existing Wynwood Arts District and will naturally contribute to the historic Overtown Community to the south. The SAP is a uniting force in which the multiple cultural identities of the former international free-trade zone can be expressed, resulting in an engaging aggregate of forms and textures.

Manuel Del Monte

ZYSCOVICH | LEAD DESIGNER



Airport City at Miami International Airport P3 - Miami International Airport

Miami, FL | \$567,000,000 | 40 Acres (25 Acres Office Development; 28,000 SF Conference Space; 10,000 SF Hotel/Restaurant; 22,000 SF Retail/Dining; 1,000,000 SF Class A Office Space)

The development comprising this new “Airport City” includes a new four and a half star, 433-room hotel, with an active retail complex and a conference center, a 25-acre Office Development with a new MIC-MIA Station that will be the development’s hub of passenger traffic and retail, and a service plaza with a gas/service station and convenience retail.

New City Hall Design Criteria Package - City of Ocoee

Ocoee, FL | \$9,000,000 | 40,000 SF

The new City Hall that will accommodate the needs of City staff, state representatives, and commercial space for food and retail. Zyscovich worked on the concept design with a comprehensive space analysis, demand, and allocation study to define the program for the new City Hall.

Park Square at Doral Mixed-Use with Parking Garage - SHOMA Development Corporation

Doral, FL | \$395,000,000 | 2,000,000 SF (Mixed-use development); 157,000 SF (Retail); 218,000 SF (Office space)

A 50-acre project with mid-rise, high-rise and single family residential units. The project also included four free-standing parking garages with retail liners on the ground floor; one high-rise commercial building with a six-level parking garage lined with retail, and three mid-rise towers with multilevel parking garages lined with retail and residential units.

Downtown Parcels Master Plan - MANA Group

Miami, FL | \$Confidential | Downtown Area

MANA Downtown Visioning Plan includes a master plan analysis of Mana’s holdings and economic studies. The recent acquisition of multiple parcels in downtown has presented an opportunity for the resurgence of the internal core in the CBD as a result of the introduction of a new regional and commuter passenger train connection. On Flagler, the developer, Mana, plans a combination of renovation and new construction that will respect the historic scale of the street and support incremental growth. To lure Miami’s young entrepreneurs into an International entrepreneurial core the plan includes adaptive reuse of existing buildings with gallery use, office space, food & beverage, hospitality, technology hubs, and residential. The vision plan included the support of the construction of Flagler Street and develop a sub-district of arts and culture at the western end of the development holdings.

Anabella Smith, ID

ZYSCOVICH | DIRECTOR OF INTERIOR DESIGN

Anabella is a Partner and Director of Interior Architecture with over 40 years of experience. A graduate architect, she has specialized the majority of her career in Interior Architecture. Her project experience includes architecture and interior design of aviation, transportation, hospitality, corporate, institutional, federal, multi-family housing, healthcare, recreational and educational facilities. Anabella continues her hands-on management method throughout her projects from planning and programming to construction supervision. Her expertise and contribution during projects include strategic planning, relocation analysis, feasibility studies, programming and space needs assessments, conceptual design and implementation. Known to resolve complex programming and operational challenges, Anabella's commitment to a design process that results in original and innovative solutions has come to exemplify the firm's reputation for setting new standards.



■ Background

Years of Experience

Industry - 41 | Zyscovich - 32

Universidad Simon

Bachelor of Architecture

Florida International University

Bachelor of Architectural Technology

Panorama Mixed-Use Tower - Florida East Coast Realty

Miami, FL | \$600,000,000 | 4 Acres/1,301,403 SF | LEED Silver

Responsible for quality control, interior design, specifications, and furniture, fixtures, and equipment (FFE). 85-story mixed-use skyscraper located in the Brickell neighborhood of downtown Miami, Florida. It stands as the tallest building in both Miami and the state of Florida. The tower includes luxury residential apartments, a Hyatt Centric hotel, office space, retail outlets, and a 2,000-car parking garage.

Boulan Mid-rise Condominiums - Park Place Developers

Miami Beach, FL | \$55,000,000 | 200,000 SF; 36,748 SF (Covered Parking)

This six-story mixed-use condominium is located on the site of several of Miami Beach's early landmarks; today, the site is part of the City's developing Cultural Campus. The Zyscovich design incorporates elements of the historic facades on the 21st Street elevation facing Bass Museum Park and creates terraces in set backs behind them. The project features a four-story, 200-space parking garage with a drop-off area for valet service accessed via ramp through the existing garage. The exterior of the garage is covered with decorative aluminum grills and surrounded by green planters on the second floor.

Aventura Park Square Mixed-Use Development - Integra Investments

Aventura, FL | \$147,400,000 | 7.39 Acres / 609,719 SF

Narrow streets will separate three blocks that define the west side of a grand promenade that runs north-south through the center of the 7.39-acre site. The central promenade connects all the components of the project which include an office building, Aloft hotel, Assisting Living Facility (ALF) and Medical Building. The office building anchors the northeast corner of Aventura ParkSquare and marks the entrance to the central promenade; with retail spaces at the ground floor with a canopy to enhance pedestrian experience.

Anabella Smith, ID

ZYSCOVICH | DIRECTOR OF INTERIOR DESIGN

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Park Square at Doral Mixed-Use with Parking Garage - SHOMA Development Corporation

Doral, FL | \$395,000,000 | 2,000,000 SF (Mixed-use development); 157,000 SF (Retail); 218,000 SF (Office space)

A 50-acre project with mid-rise, high-rise and single family residential units. The project also included four free-standing parking garages with retail liners on the ground floor; one high-rise commercial building with a six-level parking garage lined with retail, and three mid-rise towers with multilevel parking garages lined with retail and residential units.

Airport City at Miami International Airport P3 - Miami International Airport

Miami, FL | \$567,000,000 | 40 Acres (25 Acres Office Development; 28,000 SF Conference Space; 10,000 SF Hotel/Restaurant; 22,000 SF Retail/Dining; 1,000,000 SF Class A Office Space)

The development comprising this new "Airport City" includes a new four and a half star, 433-room hotel, with an active retail complex and a conference center, a 25-acre Office Development with a new MIC-MIA Station that will be the development's hub of passenger traffic and retail, and a service plaza with a gas/service station and convenience retail.

Midtown Two - Midtown Community Development District

Miami, FL | \$100,000,000 | 445,760 SF

The 28-floor tower comprises residential and work/live space, recreational and athletic amenities, ground level retail, and internal parking. The project's mix of residential and live/work units allows professionals, such as designers, artists, or architects to live in the same building as their offices or studios or to be within walking distance.

OPAIN % Grupo ODINSA - El Dorado International Airport P3

Bogotá, Colombia | \$1,000,000,000 | 30 Acres; 1,829,864 SF

Zyscovich and another firm, under the direction of OPAIN, the Airport Concessionaire, reviewed the El Dorado Airport Master Plan initially prepared in 2001. Consequently, during the master plan validation process, the consortium planned an alternative proposal of a new unified passenger terminal to replace the previously proposed expansion. Zyscovich, under an independent contract with the airport operator, developed the design and produced construction documents for the new 1,829,864 SF, 32-gate El Dorado International Airport in Bogotá, Colombia. In addition to improving the intrinsic limitations of renovating a terminal that was designed and built more than 50 years ago, the new solution substantially enhances the passenger experience, the Terminal's commercial and logistical aspects, and provides more efficient hub operation. The new facility, which sits on a 30-acre site, increased the airport capacity to 27 million passengers per year and included separate international and domestic gates with commercial and duty-free areas, immigration facilities, offices, and airline support spaces and independent landside services such as car rental facilities.

Greg Chavarria, PMP, CISSP

KEITH | GOVERNMENT LIAISON

Greg Chavarria has more than 25 years of municipal government experience and has supported numerous capital projects from vision to completion. As a former City Manager for two South Florida communities, he has a proven track record of advancing critical capital improvement programs, including infrastructure, public land development, housing, and resiliency initiatives. Notable recent projects include planning and launching of public private partnerships which include a 65 MGD Water Treatment Plant and completing stormwater infrastructure improvements for low-lying coastal areas. Greg has also contributed to various parks and master planning efforts, helping to shape vibrant, accessible public spaces that enhance community well-being and quality of life. A strong advocate for innovation, he is committed to strategic coordination that improves quality of life and fosters economic development. His current role provides service delivery oversight of various municipal General Engineering contracts in South Florida.



■ Background

Years of Experience

Industry - 26 | KEITH - 1

Florida International University

M.S. Management of Information Systems

University of Miami

B.S. Civil Engineering

University of Miami

B.S. Environmental Engineering

■ Registrations

PMP

Engineer Intern

#1100004995

Surfside Memorial Project

Surfside, FL | \$1,000,000 | 78,408 SF

Memorial Construction | Beachfront Site | Multi-Agency Coordination (City, Miami-Dade, DERM, FDEP, FDOT) | Grant Fund Management | Full-Service Design & Construction | Extensive Public Outreach & Stakeholder Engagement | Sensitive Topic Navigation

The Pomp

Pompano Beach, FL | \$ 2,000,000,000 | 43,560 SF

225-Acre Mixed-Use Site | Nearly \$2B Investment | 4,100 Residential Units | Live! Entertainment District | Casino Expansion | Hotel & Parking Garage Development | Retail & Grocery Outlets | Office, Industrial & Residential Uses | Full Civil, Traffic & Transportation Engineering | Geospatial & Master Planning | Landscape Architecture | Community Outreach | Construction Admin & Inspection | Entitlements & Zoning District Creation | Water & Sewer Modeling | FEMA & FDOT Coordination | Public Engagement | Utility & Roadway Design | Resilient, Multi-Agency Collaboration

City of Miami Beach AE

Miami Beach, FL | \$ 1,500,00

Continuing Services | Landscape Architecture, Civil, and Survey by KEITH | Trans-disciplinary services | Mount Sinai Segment | Multiple Work Orders

City of Opa-Locka AE

Opa-Locka, FL | \$1,500,000

Continuing Services | Civil, Survey, SUE, Planning & Landscape Architecture by KEITH | Public Works

Greg Chavarria, PMP, CISSP

KEITH | GOVERNMENT LIAISON



Gary Matzner Park

Pinecrest, FL | 163,786 SF

3.75-Acre Community Park | Gateway Feature for Village of Pinecrest | Heritage Oak Central Element | Restroom Building w/ Plaza & Seating | Themed & Nature-Based Play Areas | Open Lawns | Exercise Circuit Trail | Preserved Vegetation | Project Management & Civil Engineering by KEITH | Full Consultant Team: Landscape, Architecture, MEP, Structural

DC Alexander Park

Fort Lauderdale, FL | \$10,000,000 | 52,300 SF

Over 1-Acre Beachfront Park | 1,000 SF Public Restroom Facility | Concession Stand | Cantilevered 25-Foot Beach Overlook | Artistic Interactive Element | Turtle-Compliant Lighting | Shaded Seating & Coastal Plaza | Native Landscape & Greenspace | Creative Stormwater Management | Historic Dune Replication | Maritime Hardwood Hammock Restoration | Universally Accessible Ramping Dune | Surveillance & Safety Infrastructure | Archaeological Site Integration | Bicycle & Pedestrian-Friendly Design | Public Art Venue | Community-Inclusive & Resilient Design

Dodie Keith-Lazowick, PSM

KEITH | GOVERNMENT LIAISON/COMMUNITY OUTREACH

Ms. Dodie Keith-Lazowick, with over 40 years of professional experience, succeeds her father, Bill Keith, as a second-generation Professional Surveyor, Chairman, and Managing Principal of KEITH. Through continued commitment to professional excellence, the firm has grown to over 200 technical and professional staff members, providing services throughout Florida from our Pompano Beach, Miami, West Palm Beach, Orlando, and Port Saint Lucie centers of operations. Ms. Keith-Lazowick handles the daily operations of the firm and serves as the Corporate Officer for all contracts, assuming responsibility for providing sufficient resource allocations and corporate commitment to our diverse client base. Through her leadership, KEITH was recently awarded the South Florida Business Journal's Top 25 Women-Owned Business Award, along with Dodie being named one of the Top 250 Power Leaders of South Florida.



■ Background

Years of Experience

Industry - 42 | KEITH - 19

University of Florida

B.S. Land Surveying

■ Registrations

Professional Land Surveyor

#LS4105

Huizenga Park and Plaza Improvements

Fort Lauderdale, FL | 66,647 SF

Conceptual Design | Passive/Open Space to Potential P3 Development | Enhanced Connectivity: Las Olas Corridor to Riverwalk | Landscape Architecture & Planning | Creative, Sustainable Design Studies | Stakeholder Engagement | Undetermined Future Use

Broward County Convention Center Master Plan

Fort Lauderdale, FL | 1,200,000 SF

1.2M SF Convention Center Expansion | 350,000 SF Exhibition Hall | 65,000 SF Waterfront Ballroom | 83,000 SF Retail & Entertainment | 100,000 SF Parking | Regulatory Coordination (Army Corps, Coast Guard, FDOT) | \$450M Annual Economic Impact | 3,000+ Jobs Created

Seven On Seventh

Fort Lauderdale, FL | \$26,000,000 | 9,377 SF

8-Story Mixed-Use Building | 72 Affordable Housing Units | 1,955 SF Ground-Level Commercial Space | 4-Level Structured Parking | ~150 Spaces | Sub-Consultant Role | Multi-Disciplinary Team Management | Planning, Landscape Architecture, Civil Engineering, Surveying & Traffic Engineering

The Pomp

Pompano Beach, FL | \$ 2,000,000,000 | 43,560 SF

225-Acre Mixed-Use Site | Nearly \$2B Investment | 4,100 Residential Units | Live! Entertainment District | Casino Expansion | Hotel & Parking Garage Development | Retail & Grocery Outlets | Office, Industrial & Residential Uses | Full Civil, Traffic & Transportation Engineering | Geospatial & Master Planning | Landscape Architecture | Community Outreach | Construction Admin & Inspection | Entitlements & Zoning District Creation | Water & Sewer Modeling | FEMA & FDOT Coordination | Public Engagement | Utility & Roadway Design | Resilient, Multi-Agency Collaboration

Dodie Keith-Lazowick, PSM

KEITH | GOVERNMENT LIAISON/COMMUNITY OUTREACH

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Broward College North Campus

Coconut Creek, FL

Campus-Wide Survey Review | AutoCAD Layer & Block Standardization | Tree Location & Sizing | Boundary Survey Updates | Specific Purpose Survey (Buildings 48 & 49 Entry) | Utility As-Built Survey | Survey/SUE On-Call Services | Landscape Architecture | Accurate Documentation for Future Improvements | Safe & Resilient Campus Planning

Ali Cultural Center

Pompano Beach, FL | \$2,300,000 | 7,000 SF

2-Story/7,000 SF Historic Cultural Center | Outdoor Performance Space & Concessions | New Multi-Purpose Building w/ Exhibit Space, Offices & Conference Room | Full Civil Engineering & Landscape Architecture Services | Tree Disposition, Landscape & Hardscape Plans | Exterior Plazas & Pedestrian Corridors | Water, Sewer & Storm Drainage Design | Driveway & Parking Lot Connections | Permitting & Final Certifications | Extensive Coordination w/ CRA & City for Downtown Connectivity

Pixl

Plantation, FL | \$102,000,000 | 500,000 SF

Mixed-Use Development | 150 Townhomes | 330 Multi-Family Units | 50,000 SF Retail & Office Space | 25-Acre Site | Planning, Survey, Civil Engineering & Landscape Architecture | Amenity Design | Pedestrian Realm & Vehicular Circulation | Site Infrastructure & Drainage Design | Entitlement Coordination | Modern Community Vision

Everglades Holiday Park Site Improvement

Fort Lauderdale, FL | \$12,000,000

Redevelopment & Expansion | \$12M Two-Phase Park Renovation | 43-Acre County Park | LEED "Green" Design Principles | Located at SFWMD Canals & Water Conservation Areas 3A & 3B | Civil Engineering | Planning | Landscape Architecture | SUE | Construction Program Management | Public Outreach | Conceptual Design | Permitting & Construction Phase Services | Coordination with Army Corps of Engineers & SFWMD | Continuous Park Access During Construction | Award-Winning Project (TripAdvisor Traveler's Choice, ACEC Florida, ASCE Broward)

Steve Williams, PE

KEITH | INFRASTRUCTURE & RESILIENT PLANNING

Stephen Williams has been active in civil and transportation engineering in South Florida since 1970. He has served as the record engineer on major transportation, utility, water management, aviation, and land development projects, including work for Florida's Turnpike, Miami and Fort Lauderdale-Hollywood International Airports, and numerous municipalities and institutions. His expertise spans roadway and site design, drainage, water and sewer systems, and construction administration. Steve has served as municipal engineer for cities such as Oakland Park, Miramar, and Fort Lauderdale. Notably, he developed a SWMM EXTRAN model for the 55,000-acre Indian River Farms Water Control District. He currently serves as KEITH's Senior QA/QC Officer, overseeing compliance across all projects.



■ Background

Years of Experience

Industry - 48 | KEITH - 11

University of Florida

B.S. Civil Engineering

■ Registrations

Professional Engineer

#32090

Ali Cultural Center

Pompano Beach, FL | \$2,300,000 | 7,000 SF

2-Story/7,000 SF Historic Cultural Center | Outdoor Performance Space & Concessions | New Multi-Purpose Building w/ Exhibit Space, Offices & Conference Room | Full Civil Engineering & Landscape Architecture Services | Tree Disposition, Landscape & Hardscape Plans | Exterior Plazas & Pedestrian Corridors | Water, Sewer & Storm Drainage Design | Driveway & Parking Lot Connections | Permitting & Final Certifications | Extensive Coordination w/ CRA & City for Downtown Connectivity

The Pomp

Pompano Beach, FL | \$ 2,000,000,000 | 43,560 SF

225-Acre Mixed-Use Site | Nearly \$2B Investment | 4,100 Residential Units | Live! Entertainment District | Casino Expansion | Hotel & Parking Garage Development | Retail & Grocery Outlets | Office, Industrial & Residential Uses | Full Civil, Traffic & Transportation Engineering | Geospatial & Master Planning | Landscape Architecture | Community Outreach | Construction Admin & Inspection | Entitlements & Zoning District Creation | Water & Sewer Modeling | FEMA & FDOT Coordination | Public Engagement | Utility & Roadway Design | Resilient, Multi-Agency Collaboration

DC Alexander Park

Fort Lauderdale, FL | \$10,000,000 | 52,300 SF

Over 1-Acre Beachfront Park | 1,000 SF Public Restroom Facility | Concession Stand | Cantilevered 25-Foot Beach Overlook | Artistic Interactive Element | Turtle-Compliant Lighting | Shaded Seating & Coastal Plaza | Native Landscape & Greenspace | Creative Stormwater Management | Historic Dune Replication | Maritime Hardwood Hammock Restoration | Universally Accessible Ramping Dune | Surveillance & Safety Infrastructure | Archaeological Site Integration | Bicycle & Pedestrian-Friendly Design | Public Art Venue | Community-Inclusive & Resilient Design

Steve Williams, PE

KEITH | INFRASTRUCTURE & RESILIENT PLANNING

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Keiser University Master Plan Campus Wide Stormwater, & Utility Main Ext.

West Palm Beach, FL

Campus Improvements | Master Plan Amendment | Stormwater Master Permit Update | Utility Corridor/Main Line Extension | Preliminary & Final Civil Engineering Design | Engineering Permitting | Construction Observation | As-Built Review | Final Inspections & Certification | Civil Engineering | Planning | Construction Program Management

Everglades Holiday Park Site Improvement

Fort Lauderdale, FL | \$12,000,000

Redevelopment & Expansion | \$12M Two-Phase Park Renovation | 43-Acre County Park | LEED "Green" Design Principles | Located at SFWMD Canals & Water Conservation Areas 3A & 3B | Civil Engineering | Planning | Landscape Architecture | SUE | Construction Program Management | Public Outreach | Conceptual Design | Permitting & Construction Phase Services | Coordination with Army Corps of Engineers & SFWMD | Continuous Park Access During Construction | Award-Winning Project (TripAdvisor Traveler's Choice, ACEC Florida, ASCE Broward)

JM Family Campus

Deerfield Beach, FL | 280,000 SF

Two 65,000 GSF Office Buildings | One 86,666 GSF Office Building | 40,000 SF Conference & Training Center | 22,000 SF Fitness Center | New Central Energy Plant | Amphitheater & Park | 652-Space Parking Garage | Full Site Infrastructure | Drainage & Water Features | Boundary & Topographic Survey | Laser Scanning | Utility Designation | Civil Engineering Design | Permit Processing (City, County, SFWMD) | Construction Administration & Final Certification

Hollywood Arts & Cultural Center

Hollywood, FL | 5,400 SF

Education & Arts Facility | Dance, Music, Visual Arts & New Media Spaces | Galleries | Administrative Offices | Outdoor Courtyard | 1.2-Acre Site | Survey & Mapping | Civil Engineering (Paving, Grading, Drainage, Water & Sewer) | Stormwater Prevention | Hardscape & Landscape Design | Irrigation | Construction Observation | Site Plan & Development | Future Performing Arts Studio & Gallery Renovation

Pixl

Plantation, FL | \$102,000,000 | 500,000 SF

Mixed-Use Development | 150 Townhomes | 330 Multi-Family Units | 50,000 SF Retail & Office Space | 25-Acre Site | Planning, Survey, Civil Engineering & Landscape Architecture | Amenity Design | Pedestrian Realm & Vehicular Circulation | Site Infrastructure & Drainage Design | Entitlement Coordination | Modern Community Vision

Paul Weinberg, PLA

KEITH | DESIGN AND VISION STRATEGY

Paul Weinberg is a multi-talented designer and team leader who has been based in South Florida since 2000. During this time, Paul has worked with a variety of significant public and private sector projects including urban parks, hotels, campuses, plazas, mixed-use development, entertainment districts, streetscapes, waterfront and residential projects that provide meaning and purpose to the community. He has a unique understanding of how to create immersive, authentic and memorable spaces that create place identity to bring vitality to each district. Paul is committed to a team-based approach that delivers creative, thought-provoking solutions tailored to the distinct character of each project. This collaboration starts with the multi-disciplinary approach at KEITH and builds to include other partners, consultants, and co-collaborators.



■ Background

Years of Experience

Industry - 25 | KEITH - 8

Michigan State University

Landscape Architecture

■ Registrations

Professional Landscape Architect

LA6666804

ASLA

International Swimming Hall Of Fame (ISHOF)

Fort Lauderdale, FL | \$90,000,000 | 331,000 SF

New Construction | 6-Story Museum, Office & Restaurant Building | 5-Story East Building with Retail, Office & Second Restaurant | Full Demolition of Existing Swimming Hall of Fame | Landmark Destination for Sports Enthusiasts & Community

DC Alexander Park

Fort Lauderdale, FL | \$10,000,000 | 52,300 SF

Over 1-Acre Beachfront Park | 1,000 SF Public Restroom Facility | Concession Stand | Cantilevered 25-Foot Beach Overlook | Artistic Interactive Element | Turtle-Compliant Lighting | Shaded Seating & Coastal Plaza | Native Landscape & Greenspace | Creative Stormwater Management | Historic Dune Replication | Maritime Hardwood Hammock Restoration | Universally Accessible Ramping Dune | Surveillance & Safety Infrastructure | Archaeological Site Integration | Bicycle & Pedestrian-Friendly Design | Public Art Venue | Community-Inclusive & Resilient Design

Huizenga Park

Fort Lauderdale, FL | 66,647 SF

Owner's Representation | Construction Engineering Inspection | Downtown Fort Lauderdale Park Transformation | Outdoor Living Room, Dining Room & Backyard Concept | Full Drawings & Project Audit | Value Design/Engineering | Constructability Review | Programming & Operations Analysis | Risk & Omission Assessment | Site Planning & Permitting | Civil Engineering Analysis | Landscape Architecture & Arborist Review | Traffic & Transportation Analysis

Sistrunk Redevelopment

Fort Lauderdale, FL | \$103,700,000 | 605,508 SF

Neighborhood Transformation | 417 Rental Units | 8,861 SF Retail | 5,650 SF Restaurant | 500+ Space Parking Garage | Public Art & Programming | Resilient Planning | Stormwater Mitigation | Water & Sewer Infrastructure | Civil Engineering | Survey/SUE | Planning | Landscape Architecture | Construction Management | Community Revitalization | Homage to Cannonball Adderley | Corridor Enhancement

Paul Weinberg, PLA

KEITH | DESIGN AND VISION STRATEGY

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Surfside Memorial Project

Surfside, FL | 1,000,000 | 78,408 SF

Memorial Construction | Beachfront Site | Multi-Agency Coordination (City, Miami-Dade, DERM, FDEP, FDOT) | Grant Fund Management | Full-Service Design & Construction | Extensive Public Outreach & Stakeholder Engagement | Sensitive Topic Navigation

Youth Sports Complex

Pompano Beach, FL | \$12,000,000 | 261,360 SF

Addition | Design-Build | 195,497 SF/Steel-Structure Terminal | 461,053 SF/Eight-Story Parking Structure | 1,042 Spaces

The Pomp

Pompano Beach, FL | \$ 2,000,000,000 | 43,560 SF

225-Acre Mixed-Use Site | Nearly \$2B Investment | 4,100 Residential Units | Live! Entertainment District | Casino Expansion | Hotel & Parking Garage Development | Retail & Grocery Outlets | Office, Industrial & Residential Uses | Full Civil, Traffic & Transportation Engineering | Geospatial & Master Planning | Landscape Architecture | Community Outreach | Construction Admin & Inspection | Entitlements & Zoning District Creation | Water & Sewer Modeling | FEMA & FDOT Coordination | Public Engagement | Utility & Roadway Design | Resilient, Multi-Agency Collaboration

Tunnel Top Park And Levitt Pavilion

Fort Lauderdale, FL | \$12,700,000 | 150,282 SF

KEITH Play Projects | Visioning & Landscape Architecture | Public Realm Activation | Mini Klyde Warren Park/High Line Concept | Connects Laura Ward Plaza, Riverfront & Las Olas Corridor | Riverwalk Landmark | Cultural Integration of Native American Heritage | Performing Arts & Museum District Connection | New River Views | Civic Core Catalyst | Public Entertainment Venue | Daily Use & Event Space

Hollywood Arts & Cultural Center

Hollywood, FL | \$500,000 | 5,400 SF

New Construction | 5,400 SF Education Space | Dance, Music, Visual Arts & New Media Studios | Galleries | Administrative Offices | Outdoor Courtyard | Full Civil Engineering Services | Survey & Mapping | Paving, Grading & Drainage | Water & Sewer Plans | Stormwater Prevention | Hardscape & Landscape Design | Construction Observation | First Phase of 1.2-Acre Arts Campus Redevelopment | Future Performing Arts Studio & Gallery Renovation Planned

Tom Green, PE

KEITH | PROJECT DELIVERY/ P3 MANAGEMENT

Thomas Green, PE, brings 21 years of experience as a civil engineer, senior project manager, and capital improvement program manager. Tom has performed for both public and private clients as an esteemed colleague and as a valued consultant and advisor. As Project Manager, Lead Engineer, and team leader, Tom has successfully managed multi-million dollar projects throughout South Florida and the Caribbean. In addition to his skills gleaned from years of navigating municipal board rooms, he has a highly diversified depth of experience with the on-the-ground details of complex development projects keeping them on scope, schedule, and under budget. Tom is proficient in state-of-the-art technologies such as AutoCAD, Land Desktop, ICPR, Microsoft Project, and ProLog construction management software.



■ Background

Years of Experience

Industry - 22 | KEITH - 3

University of Florida

B.S. Civil Engineering

■ Registrations

Professional Engineer

#67558

International Swimming Hall Of Fame (ISHOF)

Fort Lauderdale, FL | \$90,000,000 | 331,000 SF

New Construction | 6-Story Museum, Office & Restaurant Building | 5-Story East Building with Retail, Office & Second Restaurant | Full Demolition of Existing Swimming Hall of Fame | Landmark Destination for Sports Enthusiasts & Community

Huizenga Park and Plaza Improvements

Fort Lauderdale, FL | 66,647 SF

Conceptual Design | Passive/Open Space to Potential P3 Development | Enhanced Connectivity: Las Olas Corridor to Riverwalk | Landscape Architecture & Planning | Creative, Sustainable Design Studies | Stakeholder Engagement | Undetermined Future Use

DC Alexander Park

Fort Lauderdale, FL | \$10,000,000 | 52,300 SF

Over 1-Acre Beachfront Park | 1,000 SF Public Restroom Facility | Concession Stand | Cantilevered 25-Foot Beach Overlook | Artistic Interactive Element | Turtle-Compliant Lighting | Shaded Seating & Coastal Plaza | Native Landscape & Greenspace | Creative Stormwater Management | Historic Dune Replication | Maritime Hardwood Hammock Restoration | Universally Accessible Ramping Dune | Surveillance & Safety Infrastructure | Archaeological Site Integration | Bicycle & Pedestrian-Friendly Design | Public Art Venue | Community-Inclusive & Resilient Design

Surfside Memorial Project

Surfside, FL | \$1,000,000 | 78,408 SF

Memorial Construction | Beachfront Site | Multi-Agency Coordination (City, Miami-Dade, DERM, FDEP, FDOT) | Grant Fund Management | Full-Service Design & Construction | Extensive Public Outreach & Stakeholder Engagement | Sensitive Topic Navigation

Tom Green, PE

KEITH | PROJECT DELIVERY/ P3 MANAGEMENT



The Pomp

Pompano Beach, FL | \$ 2,000,000,000 | 43,560 SF

225-Acre Mixed-Use Site | Nearly \$2B Investment | 4,100 Residential Units | Live! Entertainment District | Casino Expansion | Hotel & Parking Garage Development | Retail & Grocery Outlets | Office, Industrial & Residential Uses | Full Civil, Traffic & Transportation Engineering | Geospatial & Master Planning | Landscape Architecture | Community Outreach | Construction Admin & Inspection | Entitlements & Zoning District Creation | Water & Sewer Modeling | FEMA & FDOT Coordination | Public Engagement | Utility & Roadway Design | Resilient, Multi-Agency Collaboration

Broward Health North Master Plan

Deerfield Beach, FL | 114,000 SF

Campus Expansion | Due Diligence & Civil Engineering | Broward Health North | Land Use & Planning Review | Stormwater Permitting Feasibility | Utility & Service Availability | Platting & Zoning Analysis | Transportation Access Evaluation | Development Blueprint Preparation

Delray Pompey Park Rec Center Owners Rep

Delray Beach, FL | \$20,000,000

Owner's Representative Services | Pompey Park Recreation Center Redevelopment | New Pools | Baseball Field | Playground | Basketball Courts | Restrooms | Park Shelter | Parking Facilities | Recreational Building | Existing Pool & Little League Field Upgrades | Construction Administration & Inspection | Budget & Schedule Oversight | Stakeholder Coordination

18080 Office Trailer

Sunny Isles Beach, FL

Addition | Civil Engineering Services | Office Trailer | City of Sunny Isles Beach Government Center | Water & Sewer Service Plans | Permitting Applications

McDonough Tennis Center

Lighthouse Point, FL

Renovation | Lighthouse Point Tennis Center | Surveying & SUE Services | Civil Engineering | Construction Management | Specific Purpose Survey | Underground Utility Marking | Schematic Design | Construction Documents | Permitting Approvals | Construction Engineering | Final Certification

Sheryl A. Dickey

DICKEY CONSULTING | FOUNDER & PRESIDENT

Dickey has extensive work experience providing Public Outreach and administrative support services for infrastructure improvement projects. She also has long-standing relationships with numerous municipalities and governmental agencies including, City of Fort Lauderdale, City of Lauderdale Lakes, Broward County Water & Wastewater Engineering Division, Port Everglades, and the Florida Department of Transportation.



■ Background

Years of Experience

Industry - 47

National Charette Institution

Charette Planner and Public Meeting Facilitator

Ohio State University

B.S. in Social Work

■ Professional Experience

Founder & Owner

Dickey Consulting Services – 1995-2025

Director of Economic & Community Development,

Blockbuster Entertainment Corp – 1994

Director of Economic Development

City of Fort Lauderdale – 1992-1994

Deputy Director of

Economic Development

Toledo/Lucas County Port Authority – 1991-1992

Director of Small and Developing Businesses

The State of Ohio Department of Development – 1983-1991

Council Member

The Portsmouth City Council
1982-1983

Capital Improvement Program (Waterworks 2011)

Public Outreach Director | City of Fort Lauderdale, FL | \$768m CIP

Modernization of water and wastewater infrastructure over a 20-year period | Scope included water main replacement, sanitary sewer installation, and pump station rehabilitation | Upgrades to wastewater collection, treatment systems, and utilities | DCS provided project management and public outreach services | Outreach focused on educating the public and communicating construction activities in local communities

Stormwater Master Plan Modeling And Design Implementation

Project Director | Fort Lauderdale, FL | \$16M | 23,000 acres

37 localized stormwater projects under a three-phase Stormwater Master Plan | Addresses chronic flooding issues in Fort Lauderdale | DCS provides public outreach services | Developed Community Awareness and Stakeholder Communication Plan | Educates residents, property owners, and businesses about the project | Shares updates on traffic impacts, meetings, and project progress | Receives, logs, and resolves stakeholder inquiries and complaints

City Hall Redesign

Project Director / Principal | Fort Lauderdale, FL

City of Fort Lauderdale engaged DCS after City Hall flooding | Led public outreach to reimagine the new building and amenities | Included input on financing and procurement approaches | Developed guiding principles through community engagement | DCS planned and facilitated all public input sessions

Urban Forestry Master Plan

Project Director | Fort Lauderdale, FL

Supported community engagement for Fort Lauderdale's Urban Forestry Master Plan | Goal: Expand urban forest and achieve 33% tree canopy by 2040 | Helped plan and facilitate four public input meetings (in-person and virtual) | Gathered resident feedback on shade, air quality, and beautification priorities | Conducted outreach across neighborhoods to boost survey participation | Ensured input reflected diverse community voices | Feedback informed goals and recommendations for sustainable urban canopy management | Final recommendations to be presented to the City Commission

Sheryl A. Dickey

DICKEY CONSULTING | FOUNDER & PRESIDENT



Bayshore Drive Intracoastal Force Main Crossing

Public Outreach Director | Fort Lauderdale, FL | Wastewater force main

City of Fort Lauderdale owns and operates a wastewater force main with a 500-foot subaqueous crossing under the Intracoastal Waterway | After repeated pipeline failures, the City determined a full replacement was necessary | Project was implemented to replace the aging force main and improve system reliability

NE/NW 6th Street (Sistrunk Boulevard) Infrastructure Improvement

Principal | Fort Lauderdale, FL | \$15,000,000

City of Fort Lauderdale initiated a \$15M capital improvement project to revitalize Sistrunk Boulevard Corridor | Project aimed to upgrade infrastructure and stimulate redevelopment from US1/Federal Highway to NW 24 Avenue | Improvements included water and sewer installation, roadway modifications, and underground utilities | DCS led Public Involvement Program and coordinated community visioning workshops, public hearings, and info meetings | Provided redevelopment planning support for corridor businesses and surrounding areas

Utility Analysis Zones

Principal | Broward County, FL

Broward County project included sanitary sewer replacement, storm drain installation, landscaping, and roadway/sidewalk restoration | DCS provided public information and community outreach services | Developed and maintained a database to track community concerns and team responses | Prepared and distributed construction notices and letters | Attended meetings with residents, property owners, and elected officials | Assisted with coordination during construction | Managed stakeholder concerns via a 24-hour hotline

Reclaimed Water Transmission System Expansion

Project Director | Broward County, FL

Broward County project involved water and sanitary sewer improvements in various communities | DCS delivered public outreach on behalf of the County, Consultant, and Contractor | Attended meetings with residents, businesses, property owners, and stakeholders | Distributed construction and road closure notices | Managed stakeholder concerns through a 24-hour hotline

Sample Road Subaqueous Water Main Crossing

Principal | Broward County, FL

Broward County project involved water main installation using directional drilling | Scope included restoration of sidewalks, asphalt, sod, and pavement markings | Tree protection measures implemented where feasible | DCS provided public outreach for County, Consultant, and Contractor | Distributed notices to property owners, residents, businesses, and stakeholders | Received and recorded concerns from stakeholders

Kimberly McMahan

ABM | VP OF OPERATIONS - APS

Kimberly McMahan is a senior operations executive with over 17 years of distinguished leadership in engineering operations, facilities consulting, and strategic business development. Kimberly oversees the execution of high-impact operational strategies across the nation. She is widely recognized for her ability to integrate technical systems, lead high-performing teams, and deliver measurable improvements in building performance, operational efficiency, and cost containment.



■ Background

Years of Experience

Industry - 17 | ABM - 5

M.A. Human Resource Mgmt.

ABM Industries, Inc.

United States Pharmacopeial Convention | VP of Operations Rockville and Frederick, MD

Integrated Facilities Services contract beginning in February 2024

■ Membership

International Facility Management
Association (IFMA)

Building Owners Management
Association (BOMA)

Bizzell % Jet Propulsion Laboratory/Nasa

VP of Operations | Pasadena, CA

Integrated Facilities Services contract beginning in October 2024 with more than 25 FTE's on-sites consisting of Facilities Mgmt. resources & specialized trades workers

■ Professional Experience

VP of Operations, ABM Industries
2023-Current

Engineering S.M.E, ABM Industries
2019-2022

Account Executive, Anchor Mechanical
2011-2019

Sr. Project Manager, Anchor Mechanical
2008-2011

Depository Trust & Clearing Corporation (DTCC)

VP of Operations | Jersey City, NJ | 1M SF

Integrated facilities services contract beginning in July 2023 | Headquartered in Jersey City, NJ and supporting locations for Integrated Facilities services in Boston, Brooklyn, Dallas, Tampa and Virginia with more than 50 on-site staff.

NBC Universal Studios

VP of Operations | Doraville, GA

Integrated facilities services contract beginning on September 1, 2023 | Providing services to corporate office spaces and more than 10 production studio spaces on campus.

Hyundai

VP of Operations | New York, NY

Integrated facilities services contract beginning in February 2023. Class A office building and partner to client for upcoming major facility renovation

Kimberly McMahan

ABM | VP OF OPERATIONS- APS



Navy Pier

Engineering S.M.E. | Chicago, IL | 2.2M SF

Building Engineering/Maintenance services contract that began in August 2021, spanning a densely occupied mixed-use property. Managing more than 14 FTE's completing building maintenance and ride mechanic services to maintain various amusement rides

Bedrock Property Management

Engineering S.M.E. | Detroit, MI and Cleveland, OH

Provided facilities due diligence, capital plan and completed roof scans with drones for more than 100 properties over a 9-month period in 2021. Properties consisted of retail, corporate office, industrial and residential

RMR Group % Google

Engineering S.M.E. | Chicago, IL

Managed building engineer & maintenance staff for 562K class A office building since 2021

Anchor Mechanical, Inc.

City of Chicago | Account Executive | Chicago, IL | \$95M Contract

Managed a contract over a 5-year period to complete various projects for all City of Chicago Departments with more than 20 different union trades beginning in 2015. Completed major mechanical repairs such as replacement of 36" butterfly valve for City of Chicago Dept. of Water Mayfair Pumping Station

Northshore Health Systems Evanston Hospital

Account Executive | Chicago, IL | 1.06M SF

Installed Johnson Controls Mag Bearing Chillers and upgrades related mechanical systems for this facility in 2016

Cook County Juvenile Detention Center

Sr. Project Manager | Chicago, IL | \$4.2M | 650K SF

Completed a major HVAC renovation project and finishing 3 months ahead of schedule. Installed new chillers, cooling towers, boilers, fan coil units & electrical panels in 2010

Stephen Niez

ABM | VP OF TECHNICAL DEVELOPMENT EAST

Stephen Niez is a licensed Professional Mechanical Engineer who leads Project Development for the Northeast. Stephen identifies energy conservation measures for projects and defines each project's scope of work. He also develops technical proposal documents incorporating discipline engineering, financial and turnkey service solutions.



■ Background

Years of Experience

Industry - 17 | ABM - 7

B.S. Mechanical Engineering

■ Registrations

Professional Engineering
(PE) Licensed in Virginia
(License # 0402-050273)

Project Management
Professional (PMP)

LEED AP BD+C

■ Professional Experience

VP of Technical Development East
ABM Industries
2023 - Current

National/Director of Project
Development, ABM Industries
2018-2023

Project Manager, AECOM
2007-2021

ABM Industries, Inc.

Vice President of Technical Development East

Assist with major renovation planning for existing Integrated Facilities Services clients | Focus on mechanical, electrical, plumbing, fire/life safety, and building systems controls | Manage a team of professional engineers delivering design-build renovation projects across East Coast client sites | Conduct ASHRAE audits for a financial services banking client covering two facilities totaling over 2 million square feet | Perform facilities due diligence for multiple clients to support development of long-term Capital Plans | Recommission various building automation systems and rebalance associated water and air systems. | Review maintenance operations on large-scale facilities accounts to identify opportunities for efficiency improvements and cost savings.

ABM Industries, Inc

Director of Technical Development

Fredericksburg City Public Schools, VA, \$7.3M, 2022 | City of Emporia, VA, \$12.2, 2022 | Northampton County, VA, \$4.6M, 2022 | Northampton County Schools, VA, \$22M, 2022 | Clearfield County Jail, PA, \$13.2M, 2021 | City of Ironton, OH, \$2.6M, 2021 | Merrimac Juvenile Detention Center, VA, \$1M, 2019 | Fauquier County Public Schools, VA, \$12M, 2019 | King William County Public Schools, VA | \$5.8M | 2019

AECOM

Project Manager

Mechanical Engineer and Project Manager | 10 years of experience in managing Architecture, Engineering, and Environmental Projects for various Federal Agencies and Higher-Education



08

Relevant
Project
Experience



MERIDIAM

Long Beach Courthouse

Project Description

The Long Beach Courthouse P3 project entailed the design, construction, financing, operations, and maintenance of a new 531,000 SF, 5-story court building that houses 31 civil and criminal courtrooms, jury assembly and deliberation rooms, judges' chambers, administrative office and commercial retail space, as well as renovation and expansion of the existing 990-car parking facility. This courthouse is the first performance-based social infrastructure P3 project in the United States

Role in the Project

Meridiam was the sole developer and equity member of the Long Beach Judicial Partners (LBJP) consortium. Meridiam led the project's finance structuring and supervised the construction phase. Meridiam now oversees the performance of the facility management services and is responsible for the overall asset management for the project.

Location

Long Beach, CA

Size & Value

531,000 SF | \$495,000,000

Schedule

04/2011 - 08/2013

Owner

California Administrative
Office of the Courts

Certifications/Awards:

Urban Land Institute Global
Excellence Award

ENR Best Project Award |
Government Building (2014)

This project showcased Meridiam's creativity, ability to remain nimble, and quickly adjust to changes in financial markets during the bid process. Meridiam assessed all financial solutions and chose to run two options in parallel to drive competition and provide proposal alternatives. The dual-track approach included a long-term rated bond, as well as a mini-perm financing approach. For the project, Meridiam issued a seven-year mini-perm bank loan funded by six banks. In November 2013, shortly after the project reached its operational phase, Meridiam led the refinancing of the mini-perm with the issuance of a fixed-price private placement with a 34-year final maturity. The project received a rating of A1 from Moody's. The refinancing of the Long Beach Courthouse represented the first P3 private placement transaction in the US.

Long Beach Courthouse



Value to the City of Fort Lauderdale

Similarly to the role envisioned for the new City Hall, Meridiam acted as developer, equity investor and financial arranger for LBC, the first performance-based social infrastructure P3 project in California and the U.S. As the sole developer, Meridiam successfully spearheaded the procurement of this iconic P3 project for a first-time owner in a unique asset class of the U.S.'s P3 market. Meridiam, as one of the few true long-term P3 investors, understood the objectives and concerns of the AOC, structured LBJP's bid accordingly, and continued to work very closely with the AOC during construction to address owner concerns as quickly as possible and coordinate responses to public inquiries and questioning.

This project demonstrates Meridiam's long-term commitment to the public sector owners of the P3 projects it develops, along with its in-depth expertise to adapt to changing market conditions and achieve financial close as scheduled. Meridiam leveraged its strong relationships with banks to arrange and close a six-bank mini-perm senior financing, despite the then- challenging California market conditions.

In November 2013, Meridiam led the courthouse's refinancing, which permitted the repayment of the mini-perm bank loan through the issuance of a long-term private placement, and as a result eliminated the refinancing risk. This exemplifies Meridiam's ability to provide a valid and competitive proposal with the most cost-efficient financing solution available in any market conditions

Delivering on Time and on Budget

Meridiam was the sole developer and equity member of the LBJP consortium and delivered the project ahead of time and under budget. During the construction phase, Meridiam's leadership in supervising the activities of the design-builder ensured a smooth and integrated construction process.

Local Participation

LBJP consortium focused on using local firms and personnel during the design and construction, with 10% of man-hours from local Long Beach residents, which was not a requirement of AOC. Also, participation of veteran owned businesses in the design and construction was 4.5%, surpassing the 3% requirement.

Relevancy

- **Experienced in DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Experienced in civic infrastructure:** consolidated judicial complex construction >\$200M
- **Operational excellence:**
 - High customer satisfaction: 4.75/5.00 on all quarterly user surveys
 - Independently evaluated at 94% new over a decade of operations, well above the 85% handback requirements
- **Experienced in P3:** 1st U.S. performance-based social infrastructure project and P3 private placement transaction
- **Ahead of schedule and under budget:** Delivered 2 weeks ahead of schedule, under budget, and with an excellent safety record
- **Sustainable infrastructure:** Built to LEED® Silver Certification
- **In service of the local community:** exceeded VBE goals



MERIDIAM

Port of Miami Tunnel

Project Description

The Port of Miami Tunnel highlights Meridiam's ability to deliver complex infrastructure under a public-private partnership model, on-time and under budget. The DBFOM agreement developed with the Florida Department of Transportation represents 35 years of infrastructure innovation, and provides a direct high-capacity road link between the Miami seaport and Florida's interstate highway network. This complex underwater tunnel—still the largest diameter bored tunnel in the U.S.—redefined access to the Port, diverting truck traffic from downtown Miami and setting a precedent for future U.S. availability payment concessions.

Role in the Project

As a major Florida success story, the Port of Miami Tunnel project—one of Florida's earliest P3s—highlights Meridiam's strong contractor partnerships, stakeholder coordination, and ability to deliver durable infrastructure with long-term community benefit.

Meridiam—the 90% equity partner in the Miami Access Tunnel consortium—led the Tunnel project's financing and structured a resilient package that ensures public value and cost certainty. The financing was composed of \$341 million in senior bank debt, a \$341.5 million TIFIA loan, and equity tied to a 30-year availability payment mechanism with inflation adjustments and performance-based deductions.

Location

Miami, FL

Size & Value

8,400 FT. | \$1,100,000,000

Schedule

05/2010 - 08/2014

Owner

Florida Department of
Transportation (FDOT)

Certifications/Awards:

Urban Land Institute Global
Excellence Award

ENR Best Global Project
(2014)

Port of Miami Tunnel



Value to the City of Fort Lauderdale

Meridiam oversaw the development, financing, design, construction, operation, and maintenance of the Port of Miami Tunnel, creating two parallel tunnel tubes beneath Biscayne Bay. The new infrastructure connecting the Port of Miami to I-95 significantly reduced downtown congestion and freight mobility. Completed on schedule and within budget, the tunnel has operated with outstanding safety and availability performance since opening in 2014. The project immediately diverted around 16,000 vehicles of daily traffic, much of it heavy trucks, from downtown Miami, improving quality of life and aiding future development in the area. Simultaneously, the twin-tunnel and highway improvements have boosted the operations and competitiveness of the Port of Miami.

Delivering on Time and on Budget

Through Meridiam’s leadership, the Port of Miami Tunnel was completed ahead of schedule and underbudget, despite major geotechnical challenges—including voids beneath the seabed.

Local Participation

Meridiam launched “Operation 305,” a local hiring initiative that directed over \$400 million in contracts and 80% of workforce participation to Miami-Dade firms and residents. Today, the tunnel has diverted over 80% of truck traffic from downtown Miami streets and is nationally recognized for its operational reliability and innovative procurement.

The Miami Access Tunnel staff frequently hosts community groups for tours of the tunnel and partners with local schools—from elementary to university—to bring STEM education and awareness to the students through shadow programs, summer internships, tours, presentations, and mentoring programs.

Relevancy

- **Experienced DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Ahead of schedule and under budget:** completed ahead of schedule and \$90M under budget
- **Ready-to-go team:** Proven collaboration with KEITH
- **Resilient financing** ensured public value and cost certainty
- **Experienced in P3 infrastructure:** 1st P3 in South Florida and 1st P3 tunnel project in North America
- **Resilient infrastructure:** Incorporated resilient flood gates
- **In service of the local community:**
 - Diverted >80% of truck traffic from downtown Miami
 - >80% of all jobs, >\$800M targeted to Miami-Dade County residents
- **Operational excellence:** Miami Access Tunnel team won the National “Best Operations” award for P3 Hub at the North American Conference



MERIDIAM

LaGuardia Terminal B

Project Description

The LaGuardia Terminal B Redevelopment is one of the most ambitious social infrastructure P3s in the United States—a full replacement of the aging 1960s-era terminal with a 21st-century, world-class facility. The original terminal was built to handle eight million passengers annually but had grown to serve over 16 million travelers per year. The new 1.3 million square foot, 35-gate terminal was delivered under a design-build-finance-operate-maintain (DBFOM) contract, with Meridiam leading the development and long-term financial strategy.

Certifications/Awards

Skytrax 5-Star Terminal & World's Best New Terminal
UNESCO, Prix Versailles for Best Airport (2024)
Forbes Travel Guide, Nation's Best Airport (2024)

Role in the Project

Through its role as lead developer and equity investor, Meridiam deftly navigated regulatory complexities and mitigated construction, operational, and financial risks through risk-sharing agreements with the Port Authorities. Meridiam oversaw the full commercial and financial structure of the project as well as strong stakeholder coordination to facilitate smooth execution. This included developing a robust business plan, forecasting non-aeronautical revenues, leading the credit rating process, negotiating with lenders, and securing \$2.6 billion in non-recourse debt through a private placement bond issuance and \$3.3 billion in tax-exempt PABs. Meridiam invested equity through its managed North America infrastructure fund and has increased its stake in the project to 50.15%. The project achieved a rating of BBB and Baa3 from Fitch and Moody's respectively, and the financing was fully secured and oversubscribed, underscoring Meridiam's capability in structuring large, value driven projects.

Location

Queens, NY

Size & Value

1,300,000 SF |
\$3,900,000,000

Schedule

06/2016 - 07/2022

Owner

Port Authority of New York
and New Jersey

Client Testimonial

"Port Authority and our private partners have built what we promised – **a world-class airport, with inspiring architecture, public art, iconic concessions and state-of-the-art technology** that has propelled LaGuardia from worst to best in the nation in the eyes of the critics and passengers alike."

- Port Authority Chairman Kevin O'Toole

LaGuardia Terminal B



Relevancy to the City of Fort Lauderdale

Construction was executed in phased delivery to maintain full airport operations, with the terminal opening fully to passengers in January 2022. The facility now offers expansive gate areas, intuitive layouts, industry-leading customer amenities, and standout architectural features—including dual pedestrian skybridges and immersive public art.

Widely praised for its exceptional quality and long-term maintenance standards, the terminal has transformed the passenger experience and was named the “World’s Best New Airport Terminal” in 2023 and 2025, based on the Global Passenger Survey conducted by Skytrax. Meridiam consistently met and exceeded key performance targets, achieving LEED v4 Gold, Envision Platinum, and 90% waste diversion, surpassing environmental benchmarks—a commitment to excellent that Meridiam would also bring to Fort Lauderdale.

Meridiam oversees the Terminal’s O&M and is committed to long-term maintenance and continual improvement. Meridiam developed a multi-year asset management and lifecycle replacement for long-term reliability, as well as predictive maintenance programs and strategic rehabilitation schedules to extend asset life and minimize disruption.

Delivering on Time and Under Budget

With total capital expenditure of \$3.9 billion and financial close achieved in June 2016, the project was completed on time and under budget. The new terminal has accommodated growing passenger numbers with a high-end, modern passenger experience—delivered without disruption to airport operations or flight schedules. Meridiam achieved this through strong stakeholder management and by developing 150 micro-phases to minimize disruption and maintain operations, continuing to work closely with stakeholders to synchronize work with operational needs.

Local Participation

The project also delivered transformative community and ESG impact, awarding over \$928 million (40%) in contracts to MWBE firms and employing a workforce that is over 50% locally based in Queens, and 100% from the NY metropolitan area. The result is not just a new terminal, but a high-performing public asset setting a global benchmark for what long-term public-private partnerships can deliver.

Relevancy

- **Experienced DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Experienced in complex P3 infrastructure:** 35-gates & >16 million passengers served a year
- **On time and on budget:** while maintaining full airport operations
- **In service of the local community:** exceeded MWBE (112% of target) and local contracting goals
- **Sustainability:** Achieved LEED Gold certification for both construction and O&M
- **Excellence in design, operations, and maintenance:**
 - Won over 40 national and international design, innovation, and customer experience awards
 - North America’s first terminal to earn Skytrax’s 5-Star rating
- **Ready-to-go team:** proven collaboration with Suffolk and ABM



Location

Broward County, FL

Role

Architect

Size

901,873 SF

Owner

The City of Fort
Lauderdale and Broward
County

ZYSCOVICH

Joint Government Center Campus

Project Description

Zyscovich led the development of the Design Criteria Package (DCP) for the Broward County Joint Government Center Campus. Working closely with the City of Fort Lauderdale, the team assessed facility needs for a new civic campus—including administrative offices, commission chambers, public meeting rooms, and community amenities.

The design also prioritized mobility and resilience, incorporating a new transit terminal, enhanced streetscapes, and a 1,355-space parking structure. Select building levels were designed with flexibility in mind, allowing for future conversion to office or retail use.

The DCP established the technical standards and performance criteria needed to deliver a high-performing civic campus aligned with the long-term goals of the City and County. In close collaboration with the City of Fort Lauderdale, the team conducted a comprehensive evaluation of facility needs to inform the planning of a new civic campus, including City administrative offices, commission chambers, public meeting spaces, and community-focused amenities.

Role in the Project

As lead designer, Zyscovich’s responsibilities included site and building conceptual design, architecture, and interior design. The team developed workplace programming and planning hand in hand with public authorities to ensuring that the interior environments would support efficient government operations and provide a welcoming experience for the public.

The resulting Design Criteria Package (DCP) incorporated ambitious goals around LEED, Net Zero, and WELL certification, while also addressing resiliency, multimodal connectivity, and the integration of public open space and active streetscapes. Throughout the design process, Zyscovich’s interior designers played a central role in shaping environments that prioritize user experience, flexibility, and long-term adaptability.

Joint Government Center Campus



Value to the City of Fort Lauderdale

This experience brings significant value to the City of Fort Lauderdale’s upcoming City Hall design. The JGCC project required a proven process for managing complex civic developments, integrating multiple government functions, public spaces, and future-ready infrastructure within a single campus. Zyscovich’s team, which included both architectural and interior designers, is adept at creating interior environments that support efficient government operations, foster collaboration, and provide a positive experience for staff and visitors. This holistic approach is directly applicable to the City Hall project.

The expertise gained in developing the JGCC DCP—establishing clear, actionable standards for sustainability, resiliency, urban design, transit integration, and public realm enhancements—ensures that the new City Hall will be guided by best practices and tailored to Fort Lauderdale’s unique needs.

This project also proves Zyscovich’s ability to deliver an iconic design rooted in the City’s vision, as Zyscovich led this exact process for the new City Hall in the past and can do it again today.

Understanding of the City’s Vision

Zyscovich’s leadership in developing the Design Criteria Package for the new City Hall translates to a thorough understanding of Fort Lauderdale’s needs for a connected, welcoming, and transit-oriented home to the City’s civic center. With direct insights into the City and its residents’ goals and demonstrated experience transforming Fort Lauderdale’s vision into actionable design, Zyscovich is well-prepared to hit the ground running and quickly enhance the design of the new City Hall.

Local Roots

Zyscovich combines national expertise with a deep understanding of Fort Lauderdale’s priorities—from community expectations to the importance of flood resilience. Our recent work on the Joint Government Center Campus gave us firsthand experience navigating the City’s operational needs, sustainability goals, and public engagement processes.

Because we’ve already worked closely with the City, we’re ready to move fast—with a clear roadmap, trusted relationships, and a proven ability to deliver resilient, high-performance civic design.

Relevancy

- **Familiarity with City needs:** Zyscovich led the Joint Government Center Campus DCP for the City of Fort Lauderdale, giving our team direct insight into facility requirements, design standards, and operational priorities
- **Ready-to-go team:** Much of the groundwork—space planning, sustainability goals, stakeholder alignment—has already been completed in recent collaboration with City staff
- **Resilience:** Addressed LEED, Net Zero, WELL, and flood risks—directly aligned with City Hall’s goal
- **Stakeholder-driven:** Required extensive coordination with City and County agencies—ensuring the design reflects operational needs and community input.



SUFFOLK + ZYSCOVICH

Wolfson Center Campus Student Support Center

Project Description

The new Campus building at Miami Dade College is situated on a 14.5-acre site and is designed to complement with the existing main campus building, creating a sense of connectivity across the neighborhood. The new structure distinguishes itself through a bold design that expressed the vibrancy of student life while preserving a similar character across the Campus. With a focus on multifunctionality, the building includes dining facilities, student union spaces, classrooms and labs, an archival library and gallery, administrative offices, retail, and a fitness center.

The facility was conceived as a flexible, state-of-the-art academic environment that fostered learning, social interaction, and community engagement—supporting a holistic collegiate experience. Sustainability and wellness were central to the building’s mission, with a deliberate focus on occupant health and the integration of Active Design Guidelines to encourage physical activity and well-being within a single building framework.

Role in the Project

Zyscovich served as the Architect for the Miami Dade College Wolfson Campus Student Support Center and the Wolfson Campus Classrooms/ Student Union Building. Our responsibilities included providing comprehensive architectural services for the project, which encompassed master planning, architecture, interior design, LEED design, and construction administration. The project involved the development of classrooms, student union spaces, and a variety of student support facilities, with a focus on creating flexible, state-of-the-art learning environments and promoting sustainable, active design principles.

The construction budget for the project was \$25 million, with total A/E fees of \$1.10 million. Zyscovich’s role was central to the design and execution of the facility, ensuring that the building’s programmatic elements and architectural expression supported the college’s mission to enhance student life and community engagement.

Location

Miami, FL

Role

Construction Manager /
Architectural Designer

Size & Value

110,000 SF
\$25,000,000

Schedule

2010-2012

Owner

Miami-Dade College

Wolfson Center Campus Student Support Center



Value to the City of Fort Lauderdale

The Wolfson Campus project required the integration of diverse program elements—classrooms, student union, food service, administration, retail, fitness, and gallery spaces—into a cohesive, flexible facility. This mirrors the multifaceted needs of a modern City Hall, which should accommodate public service counters, administrative offices, council chambers, community spaces, and support services. Zyscovich’s proven ability to organize and express complex programs architecturally ensures that all City Hall functions will be efficiently planned and visually unified.

Zyscovich’s approach emphasizes connectivity, transparency, and a welcoming public realm—qualities that will be built into Fort Lauderdale’s City Hall design, making it into a vibrant, accessible centerpiece for civic life.

Connecting Fort Lauderdale

The Wolfson building was designed as a central meeting place for the students, faculty, and staff of Miami Dade College’s New World School of the Art, creating a sense of place and connection for the dynamic, multi-cultural communities at the heart of the School.

Designed with a focus on the learners’ experience, the Wolfson Campus remains connected to the City of Miami, with easy access to public transit and within reach of the City’s financial, governmental, and cultural hubs. Zyscovich’s design prioritized engagement with the Campus’ urban surroundings and fostering a strong sense of community, a critical aspect for a City Hall that will serve as a civic landmark.

Pursuing LEED Silver



Relevancy

- **Proven collaboration:** Zyscovich and Suffolk worked together to design and build this state-of-the-art higher education facility on time and on budget
- **Transit-oriented design:** The building was designed with accessibility as the Wolfson Campus is easily accessible by public transportation
- **Integrated campus:** The six-story facility includes classrooms, a film archive, a wellness center, student union and life centers, a food court, and an eating area, all demonstrating Zyscovich’s ability to deliver buildings that are community-centric and multi-functional.
- **Community-focused:** Designed to foster engagement, accessibility, and wellness, which will be key priorities for the new City Hall.



ZYSCOVICH

Brightline Stations

Project Description

Fort Lauderdale Station. Zyscovich served as co-designer with Skidmore, Owings & Merrill (SOM) for the only privately owned, operated and maintained passenger rail system in the United States.

Miami Central Station. As co-designer, Zyscovich transformed the Miami Central Station from a parking lot to a flagship mixed-use station, spanning six blocks and 11 acres, providing 1 million+ square feet of residential, commercial, and retail space.

West Palm Beach Station. Zyscovich served as co-designer, architect of record, master planner, including all entitlements, and interior architect of record for the West Palm Beach Station.

Location

Fort Lauderdale, Miami
and West Palm Beach, FL

Role

Architect of Record

Size & Value

various

\$30M (FLL) \$147M (MIA)

Schedule

12/2018-8/2013

Owner

All Aboard Florida

Role in the Project

Zyscovich served as the Architect of Record and Interior Designer for this transformative project that is helping to usher in a new era of connectivity and transit-oriented development for South Florida.

As part of their responsibilities, Zyscovich provided comprehensive design and planning services that addressed both functional and aesthetic goals. The team's responsibilities encompassed site evaluation and analysis to determine optimal station placement and integration with the surrounding context. Extensive coordination with multiple stakeholders and agencies ensured that the design met regulatory requirements and community needs.

Brightline Stations



Value to the City of Fort Lauderdale

Our work on the Brightline Stations, particularly the Fort Lauderdale Station, offers direct relevance and valuable insights for the upcoming Fort Lauderdale City Hall project. The Brightline Fort Lauderdale Station is a prime example of how innovative design, urban integration, and stakeholder coordination can transform a key civic asset into a vibrant, accessible, and future-ready facility.

The Brightline Station projects required a comprehensive approach to master planning, architecture, and interior design, all while navigating complex entitlements and regulatory requirements. The design features a dynamic stacked form and a pedestrian bridge that connects the city to the station's elevated departure lounge, creating a seamless interface between public infrastructure and the urban environment. This focus on connectivity, transparency, and user experience aligns closely with the goals of a modern City Hall, which must serve as both a functional government center and a welcoming civic landmark.

Our experience with Brightline demonstrates expertise in managing multi-stakeholder projects, integrating sustainable design strategies, and enhancing public spaces through streetscape improvements and transit-oriented development.

Connecting Fort Lauderdale

Zyscovich's master planning efforts established a cohesive vision for the station sites, creating a connected environment across South Florida's coast and supporting long-term growth and adaptability. Sustainable design strategies were incorporated to enhance environmental performance and operational efficiency.

Streetscape improvements were developed to create inviting, pedestrian-friendly environments that connect the stations to their urban surroundings and encourage multimodal access.

The team also identified and advanced transit-oriented development opportunities, promoting mixed-use environments that support increased ridership and vibrant communities.

Brightline West Palm Beach Station:
LEED Certified

Relevancy

- **Multi-agency coordination:** Led complex stakeholder and agency engagement on Brightline, which is directly applicable to City Hall's collaborative process.
- **Entitlements & public input:** Navigated regulatory requirements and community input, key to both Brightline's success and City Hall's approval path.
- **Civic transparency:** Used glass and open spaces to promote visibility and accessibility—aligning with City Hall's goals for a transparent, public-facing design.
- **Welcoming design:** Applied streetscape enhancements that support long-term efficiency and a welcoming civic presence.
- **Proven teamwork with Suffolk:** Delivered Miami Central Station in



Location

Miami, FL

Size & Value

371,500 SF

\$86,970,146

Schedule

Start: May 2011

Finish: December 2014

Owner

Miami-Dade County

General Services
Administration

Architect

HOK

SUFFOLK

Miami Dade County Children's Courthouse

Project Description

This LEED Gold project consists of a new 14-story, 371,500 square-foot juvenile courthouse that has become a signature building in downtown Miami, Florida with its impressive design. The lower levels and lobby of the building provide open and airy public spaces, while the upper floors house secure areas, detention centers and courtrooms. The space also includes secure offices for the building's attorneys and judges.

Additional features of the facility include a mechanical penthouse, rooftop elevator, machine rooms, landscaped entry, vehicular sally port, and a pedestrian bridge connecting the new building to secure outdoor parking.

Miami Dade County Children's Courthouse



Coordination with End-Users

The Miami-Dade Children's Courthouse included an extensive security infrastructure package which required coordination with the County and various end-user groups to meet the needs of 3,200 County employees and court staff. The resulting facility included three levels of secure internet, 5,000 data ports, controlled building access, private controlled access areas for judges, and panic buttons for emergency response, among other key security features.



Location

Miami, FL

Size & Value

802,000 SF

\$235,865,000

Schedule

Start: March 2015

Finish: May 2018

Owner

All Aboard Florida –
Stations LLC

Architect

Skidmore, Owings &
Merrill LLP

SUFFOLK

Brightline MiamiCentral Station

Project Description

The MiamiCentral Station project consisted of a 59,000 square-foot station facility, 41,000 square-foot loading area, an 180,000 square-foot passenger platform, 178,000 square feet of retail space and 344,000 square feet of parking, with 800 spaces.

MiamiCentral is the southernmost stop for the express passenger rail service.

Suffolk implemented lean principles on the MiamiCentral project, including a full integration of Target Value Design. As part of this process, the team collectively set a target cost, which was then validated through collaboration with key trade partners. Throughout the process, commitments were established from all project participants through the use of value stream mapping, the last planner system, and other tools common to a lean environment.

Brightline MiamiCentral Station



Multi-Phased Occupancy Dates

One of the most complicated, phased projects Suffolk has undertaken in its history is Brightline’s MiamiCentral Station. The 1.4M square-foot project consisted of four distinct buildings - each of a different usage type, completion date, and occupancy date. All of the components were concurrently built on the same building footprint.

The success of this project was formed in the planning stages, with the creation of a multi-phase Certificate of Completion plan which carefully incorporated 16 temporary occupancies under one campus-wide Certificate of Completion.

The plan created by Suffolk’s project team was compiled into a Permit Document by the project’s architect. Over the course of several months of meetings with Miami-Dade County and the City of Miami’s first responders, the project team wrote up implementation plans on the following:

- Campus wide BDA system
- Communication between Fire Command Centers both horizontally and vertically
- Temporary Fire sprinkler systems and transfers to permanent
- Temporary and temporary to permanent egress corridors

The plan covered 42 months of construction with the first phase, the five-story train station, and passenger platforms opening to the public 18 months prior to the project’s completion. Detailed written plans, along with 3D models, covered every area of passenger protection.





Location

Miami, FL

Size & Value

131,978 SF

\$144,181,444

Schedule

Start: December 2019

Finish: February 2022

Owner

PortMiami

Virgin Voyages

Architect

Bermello, Ajamil &
Partners

Arquitectonica

SUFFOLK

Virgin Voyages PortMiami Terminal V

Project Description

This design-build project consisted of the demolition of the existing Terminal H facility at PortMiami and the new construction of a state-of-the-art, three-story terminal for Virgin Voyages.

Construction also included coral relocation projects, waterside improvements for vessel services, the dredging of the existing waterway, a wharf extension, new bulkhead, installation of mooring/storm bollards and mooring dolphins, and stormwater drainage.

LEED Silver Certified

2022 Project of the Year Award,
ASCE Miami-Dade Branch

2022 ABC Excellence in Construction Award

Virgin Voyages PortMiami Terminal V



Maximizing Value

At the height of the pandemic, the cruise industry came to a standstill. With no revenue coming into the Port and construction becoming even more expensive due to supply chain challenges, the Terminal V project became less and less viable. The team, committed to Miami Dade County and Virgin Voyage’s vision, immediately took action to find opportunities that would allow the project to move forward. After extensive collaboration to explore alternate systems, layouts, finishes, and prefabrication solutions, the team was able to identify and incorporate nearly \$20M in value engineering solutions to bring the project to fruition.

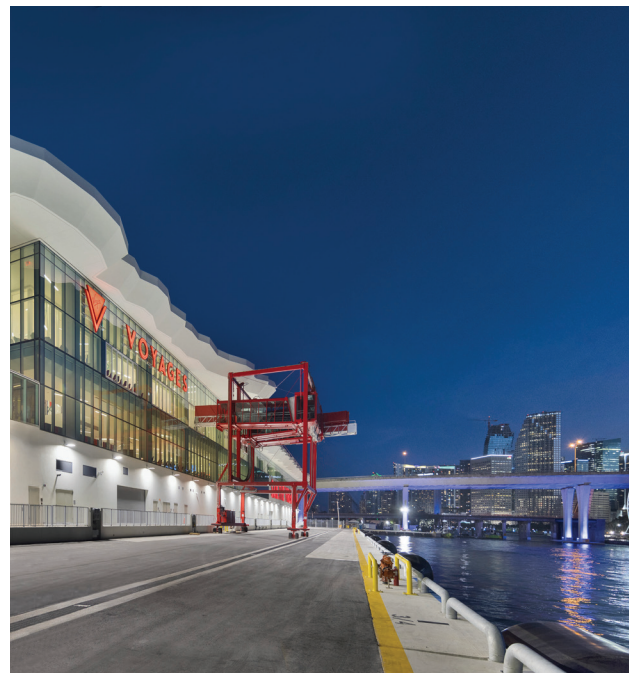
Coordination for Quality

To deliver the project with the highest level of quality and coordination possible, Suffolk utilized its in-house Digital Engineering team to implement a thorough virtual design and construction (VDC) effort.

By leveraging VDC to create a complete model early in the process, the team was able to identify and solve constructability, geometry, and workflow challenges before the project was impacted. Utilizing this sophisticated and detailed model as a critical construction tool resulted in dimensionally accurate drawings, fewer design revisions, and a smoother flow once construction began.

Collaboration with the County

To further increase predictability and efficiencies, our team partnered with Miami Dade County for the Concierge Plan Review service. This collaboration allowed for the expedited issuance of a permit. Suffolk (the permit applicant) and Bermello, Ajamil & Partners (construction design professionals) met with the Concierge Customer Assistance Team (CCAT) various times during the review process to ensure a complete submittal, as well as to clarify and resolve any review comments. Adhering to the required five-day response time for drawing input, this service allowed for significant time savings.





Location

Fort Lauderdale, FL

Size & Value

91,476 SF

\$15,000,000

Owner

Fort Lauderdale
Downtown Development
Authority

Role

Owner's Representative
and CEI

KEITH

Huizenga Park

Project Description

Located in the heart of Downtown Fort Lauderdale, Huizenga Park is undergoing a transformative redesign to become the city's signature gathering space. Envisioned as an "outdoor living room, dining room, and backyard," the park will feature a series of uniquely programmed spaces that invite leisure, community events, and cultural engagement. The reimagined park will connect directly to the Riverwalk and surrounding civic assets, setting a new standard for urban public spaces in South Florida.

Building a Civic Anchor

Huizenga Park is designed to be a central hub in Downtown Fort Lauderdale, linking the Riverwalk, transit corridors, and surrounding cultural institutions. KEITH's work supports the creation of a civic anchor that promotes walkability, public transportation, and economic vitality. KEITH's work supports the creation of a civic space that

promotes walkability, public transportation, and economic vitality.

Role in the Project

KEITH is supporting the Client through its KEITH Play initiative, providing owner's representation and construction engineering inspection services. The team is leading a comprehensive audit of drawings and project documentation, engaging a transdisciplinary group to assess value engineering, constructability, programming, operations, maintenance, and risk mitigation. During the Master Plan phase, KEITH conducted site planning and permitting analysis, civil engineering review, landscape architecture and arborist studies, and traffic/transportation analysis, ensuring the design is both visionary and feasible.



Location

Fort Lauderdale, FL

Size & Value

27,000 SF

\$218,000,000

Schedule

2018 - 2023

Owner

City of Fort Lauderdale

Role

Subconsultant providing Surveying, Subsurface Utility Engineering, Planning, Landscape Architecture, and Civil Engineering

KEITH

International Swimming Hall of Fame (ISHOF)

Project Description

The International Swimming Hall of Fame and Aquatic Center in Fort Lauderdale is undergoing a transformative redevelopment that reaffirms its status as a global hub for aquatic sports. Located on a man-made pier extending 600 feet into the Intracoastal Waterway, the upgraded facility features a FINA-compliant competition pool, diving pool, instruction pool, and a 27-meter dive tower—the tallest in North America. Additional enhancements include a spa for divers, grandstand seating for 1,500 spectators, new restrooms, concessions, ticketing facilities, and a redesigned pool deck with advanced drainage systems. The project also includes improvements to existing parking infrastructure and landscape beautification, all designed to elevate the visitor experience and support international-level aquatic events.

Role in the Project

KEITH played a pivotal role in the redevelopment, delivering a full spectrum of services from concept to execution. The team provided surveying,

subsurface utility engineering, planning, landscape architecture, and civil engineering. Planning efforts included site history analysis, regulatory coordination, and infrastructure design tailored to meet stringent aquatic competition standards. KEITH's involvement across all phases ensured seamless integration of technical requirements with aesthetic and functional goals, helping the Client realize a world-class venue that honors Fort Lauderdale's rich aquatic legacy.

Rooted in Fort Lauderdale

KEITH's value add lies in their ability to harmonize complex engineering with visionary placemaking and an intimate knowledge of Fort Lauderdale. Their multidisciplinary approach enabled the creation of a high-performance aquatic center that is both technically sound and visually iconic. By leveraging deep regional expertise and a collaborative design ethos, KEITH helped deliver a facility that not only meets international standards but also enhances Fort Lauderdale's reputation as a premier destination for sport, recreation, and waterfront innovation.



Location

Fort Lauderdale, FL

Size & Value

52,272 SF

\$10,000,000

Schedule

2018 - 2025

Owner

City of Fort Lauderdale

Role

Civil Engineering, Site Development, and Landscape Architecture

KEITH

DC Alexander Park

Project Description

DC Alexander Park is a transformational one-acre coastal destination in the heart of Fort Lauderdale Beach, designed to elevate public space through artful infrastructure, inclusive programming, and environmental stewardship. Positioned across from the Fort Lauderdale Aquatic Center and the International Swimming Hall of Fame, the project reimagines a historically significant site into a vibrant, resilient, and universally accessible park. Elements include a signature public art feature, turtle-compliant lighting, shaded seating, a coastal plaza, and a restroom facility with integrated concessions.

Role in the Project

KEITH led a robust effort in civil engineering, site development, and landscape architecture—integrating environmental innovation with community-centered design.

Their role included developing the park’s signature “dunescape,” restoring the historic dune structure, planning advanced stormwater systems, and orchestrating the greening of impervious surfaces. KEITH applied a holistic approach, aligning their technical expertise with ecological resilience and cultural preservation, contributing to the site’s transformation into an accessible and enriching civic environment.

Role in the Project

KEITH’s design prioritizes sustainability through creative stormwater management, the reintegration of native dune and hammock ecosystems, and a deep sensitivity to sea level rise and storm surge impacts. DC Alexander Park stands as a model for forward-thinking civic design rooted in South Florida’s ecological and cultural identity.

DICKEY CONSULTING

City Hall Redesign

City of Fort Lauderdale, FL

Following the flooding of the City Hall, Dickey led the public input for the redesign of a new civic center for the City of Fort Lauderdale. Leveraging her extensive experience in public outreach and community engagement, Dickey effectively engaged the City's neighbors to reimagine the project's guiding principles—including the structure, its amenities, and its financing/procurement. Having served as Project Director/Principal throughout the Redesign initiative, Sheryl Dickey has a thorough grasp of local stakeholders' priorities and is uniquely positioned to finally make the City's visions for a City Hall reality.



Stormwater Master Plan Modeling & Design Implementation Program

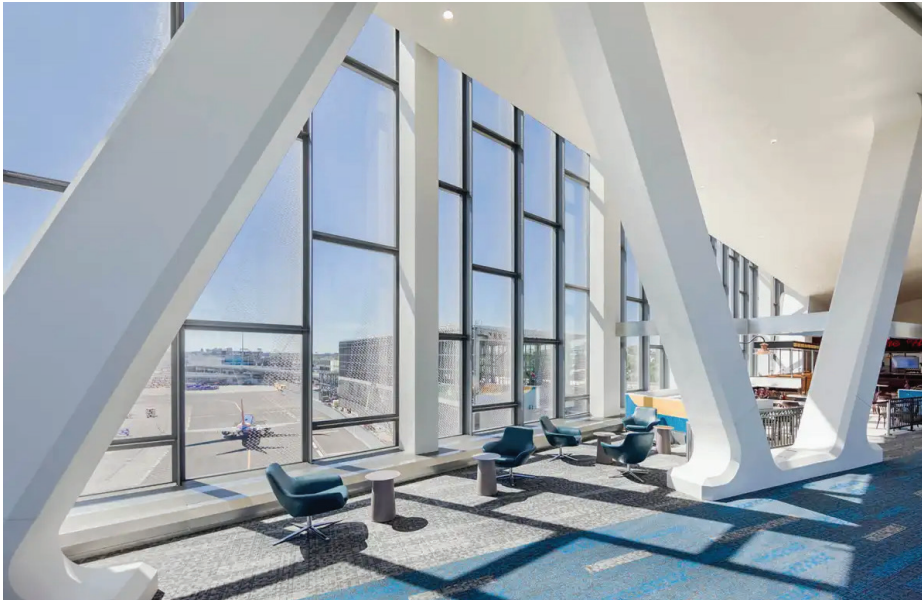
City of Fort Lauderdale, FL

Vital to the City of Fort Lauderdale's flood resiliency, the Stormwater Master Plan is a \$16 Million, comprehensive three phased approach to address chronic flooding issues across approximately 23,000 acres and 37 localized stormwater projects. Dickey provided invaluable public outreach services for the Plan, effectively connecting the City to its neighbors. In this role, Dickey developed a Community Awareness and Stakeholder Communication Plan to educate stakeholders—such as residents, property owners, businesses—inform them of important updates, and manage their complaints and queries. Her experience as the Project Director for this project exemplifies her ability to create an effective communication path between the City and the people, ensuring that all stakeholders feel heard while facilitating seamless project delivery.

Master Plan 2025

City of Fort Lauderdale, FL

Dickey supported the City's effort to build the foundations of a greener future by driving the community engagement for its Urban Forestry Master Plan, which aims to expand and improve the city's urban forest and reach 33% tree canopy coverage by 2040. Dickey contributed to the planning and facilitation of four public input meetings—offered in both in-person and virtual formats to ensure accessibility—to gather important resident feedback on priorities such as shade, air quality, and beautification. To guarantee an inclusive process, she led outreach across the city's local neighborhoods, encouraging survey participation and collecting input from a diverse cross-section of the community. This feedback successfully informed the development of the Plan's goals and recommendations, which include a sustainable framework for managing, maintaining, and regulating the city's tree canopy. With Dickey's leadership, the vision of Fort Lauderdale's residents will be represented to the City Commission.



Location

Queens, NY

Size

1,300,000 SF

Schedule

N/A

Owner

Port Authority of New York
and New Jersey

ABM

LaGuardia Terminal B

Project Description

Following a historic and award-winning redevelopment of Terminal B, LaGuardia Gateway Partners (LGP)—led by Meridiam—turned to ABM for comprehensive integrated facility services and best-in-class traveler experiences. ABM’s mission is to provide a safe, seamless, and consistent experience for guests, while driving long term asset preservation, efficiency, and sustainability across the new 1.3 million square-foot facility.

ABM began providing select services for LGP, the developer and manager of LaGuardia Terminal B, in 2018. Through a one-team collaboration, in 2023 Terminal B became the first in North America to earn the highest Global 5-Star Rating from Skytrax.

Role in the Project

ABM began with clear strategic priorities: developing a “One Team, One Terminal” approach, delighting our guests, engaging the community and stakeholders, and delivering operational excellence for LGP.

LaGuardia Airport Terminal B demonstrates ABM’s ability to manage complex and multi-modal facilities: the Terminal extends across 1.3 million square-feet of facilities, with 35 gates servicing 6 airlines. Terminal B includes 50 new shops, restaurants, and services, 75 individual flight check-in kiosks, and 5,000 workers.

ABM’s Performance Solutions provides a single-source solution across various facility operations, including: facility management, asset lifecycle management, engineering & maintenance services, project management, specialist vendor management, transportation services, janitorial services, guest experience services, security, FOD/ snow removal, pest control, curbside management and people with restricted mobility (PRM) management.

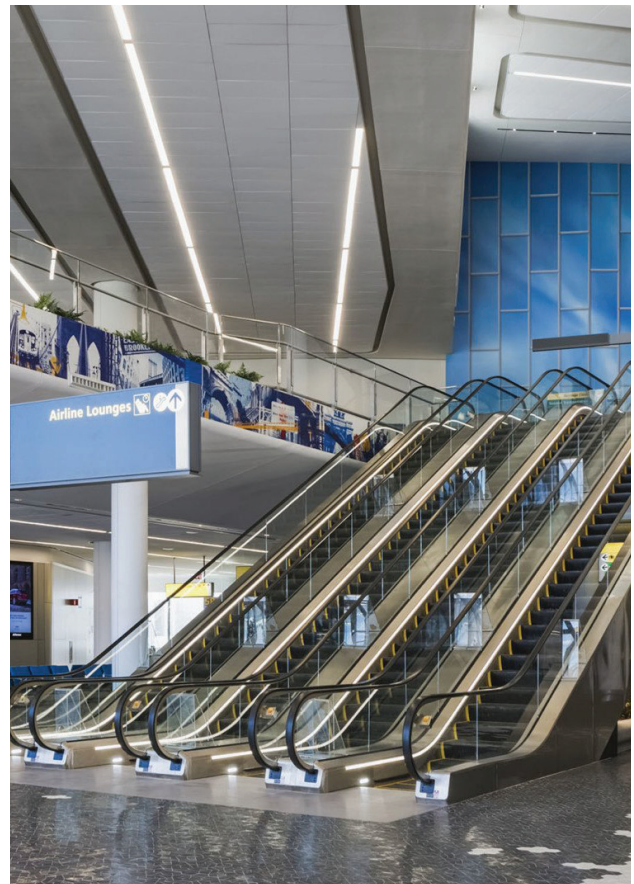
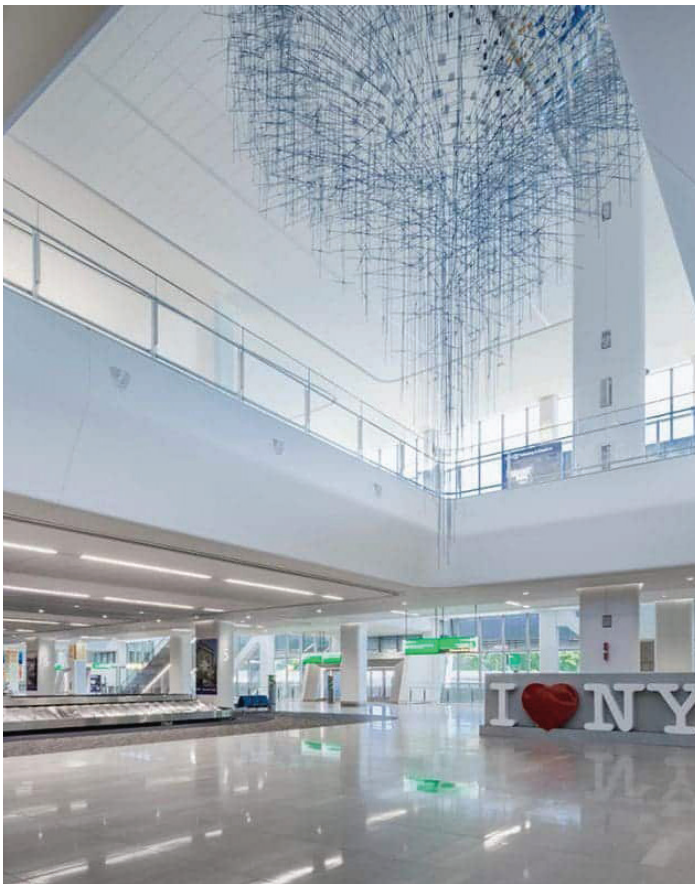
Relevancy

With ABM Performance Solutions, our team put together a program with greater service consistency and efficiency throughout the Terminal. Using our scale, network, and expertise, ABM is driving sustainable efficiencies while elevating the customer experience, helping achieve key objectives for LGP.

ABM will focus on objectives for the new City Hall that have been proven successful at LGP.

They include:

- **Maintain and elevate** the workplace experience
- **Drive asset preservation, energy optimization, and sustainability**
- **Enable technology & data for higher levels of satisfaction** through demand-based resourcing, increased visibility with beacons for real-time intelligence as well as faster response times





Location

New York, NY

Size

110,000 SF

Schedule

N/A

Owner

The World Trade Center
Memorial Foundation

ABM

9/11 Memorial & Museum

Project Description

A memorial for lives lost and telling the stories of first responders who risked all in service to others, this unique location requires service and care that match the reverence and reflection of the visiting public. Set on nearly half the original sixteen-acre World Trade Center site, the 9/11 Memorial & Museum features all 2,983 names around two acre-sized reflecting pools fed by the largest man-made waterfalls in North America. The pools nearly fill the footprints of the Twin Towers, and the surrounding tree-filled plaza was designed with special measures for water and energy conservation. The 110,000 square-foot exhibition space includes artifacts and installations, and core displays, and hosts educational programs, films, live talks, and special events.

Role in the Project

ABM provides on-site staff across a variety of services, including janitorial, engineering/maintenance services, account/facilities management, energy/sustainability services, lighting, and electrical.

ABM is currently undergoing a large electrical project to install new electrical panels to install multiple EV charging stations, and their GreenCare program helped the facility achieve LEED Gold Certification. They also supported the property as well during a major interior renovation as well as exterior upgrades—ABM is ready to adapt its offering in line with the facility’s evolution.

9/11 Memorial & Museum

Relevancy

A site of this size, scope, and public stature requires a single-source provider for its complex facility needs, one that can care for all the engineering, lighting, electrical, HVAC systems, landscaping, janitorial, and maintenance requirements at a level of service commensurate with the site’s purpose.

ABM’s excellent services translate in a customer-centric experience—on-site services indicate that over 80% of visitors “strong agree” the facilities were clean and well-kept.

A long-term collaborator by nature, ABM will similarly be the trusted partner that Fort Lauderdale needs to make the new City Hall into the recognizable, people-oriented space the City deserves.





Location

Newport Beach, CA

Size

580,494 SF

Schedule

N/A

Owner

Pacific Life Insurance

ABM

Pacific Life Insurance

Project Description

ABM was selected as Pacific Life Insurance's Integrated Facilities Service Provider, for a Class-A corporate office facility originally constructed in 1971 and set on a sprawling 10-acre plot. The building has five visible stories above ground, one lower level, and a total interior area of approximately 238,000 square feet—packed with as much workspace as an 18-story traditional tower of that era

Role in the Project

ABM provides on-site staff for janitorial, engineering/maintenance services, account/facilities management, energy/sustainability services, capital planning, service call center, etc. ABM also manages third-party vendors, including elevators, electrical, mechanical, pest control, building automation system controls, landscaping, plant-watering services, document shredding, specialized cleaning services as well as office moves and space planning. ABM's role as the Facilities Service Provider to Pacific Life Insurance exemplifies their ability to provide operate a single point of contact across a wide range of solutions.

Relevancy

Pacific Life Insurance is a great example of ABM’s ability to provide integrated services for a Class-A corporate office building located in a coastal city. Having developed specialized strategies to address climate-related challenges such as humidity, salt air corrosion, and storm preparedness, ABM is prepared to service the new City Hall and its unique needs.

ABM prioritizes building occupant satisfaction through responsive service delivery, transparent communication, and regular feedback loops. ABM’s ability to balance operational efficiency with a people-centric mindset has consistently resulted in high tenant satisfaction scores and long-term retention: the building achieved a 95%+ occupant satisfaction rating over three consecutive years. ABM wants to bring the same value to Fort Lauderdale’s new City Hall.





09

Draft
Comprehensive
Agreement

**City of Fort Lauderdale City Hall P3
Comprehensive Agreement Term Sheet**

*This term sheet addresses certain key terms to be included and developed in the comprehensive agreement (the “**Comprehensive Agreement**”), proposed to be entered into between the City of Fort Lauderdale (the “**City**”) and Fort Lauderdale Civic Partners (the “**Developer**” or “**FLCP**”), subject to amendment and modification during the term of the Interim Agreement.*

Principal Rights and Obligations of the Developer and the City		
1.	General	The Developer will agree to design, construct, finance, operate, and maintain a city hall for the City of Fort Lauderdale (the “ Project ”).
2.	Term	The term of the Comprehensive Agreement (the “ Term ”) will commence on the effective date of the Comprehensive Agreement (the “ Effective Date ”) and expire on the date that is [30] years after the occurrence of Substantial Completion (the “ Expiration Date ”), unless terminated earlier in accordance with the terms the Comprehensive Agreement.
3.	Governmental Approvals	The Developer will have the sole responsibility, at the Developer's sole cost and expense, for obtaining all governmental approvals required for its performance of the work for the Project. The City will be required to cooperate with the Developer in connection with any application by the Developer for a governmental approval, and upon a reasonable request from the Developer, to take certain additional actions at the Developer's cost.
4.	Environmental Laws	<p>The Developer will be required to comply with all provisions of environmental law applicable to the Project and the work and all uses, improvements, and appurtenances of and to the Project Site. The Developer will be required to perform all investigations, removal, remedial actions, cleanup and abatement, corrective action, or other remediation that may be required as a result of its obligations under the Comprehensive Agreement pursuant to any environmental law.</p> <p><u><i>Hazardous Materials</i></u></p> <p>The Developer will not be the generator, operator, arranger or transporter of any hazardous materials present in, on or under the Project Site prior to the Effective Date (irrespective of when such hazardous materials are discovered), shall not be identified as such on any waste manifests and documentation required under applicable law, and shall have no liability for any such hazardous materials except as expressly set forth in the Comprehensive Agreement. The Developer will have no liability for hazardous materials except for hazardous materials released by the Developer.</p>
5.	Access Rights; Title	The City will grant access to the Project Site to the Developer for the Developer's performance of its obligations under the Comprehensive Agreement. The City will retain certain rights of access to the Project Site to monitor the Developer's compliance with the Comprehensive Agreement. The City will defend the Developer's rights of access to the Project Site.

<p>6.</p>	<p>Design Work</p>	<p>The Developer is responsible for the design work of the Project and must undertake the Design Work in compliance with the D&C Project Technical Provisions, applicable laws and comments on the design criteria by the City.</p> <p><u>Design Process</u></p> <p>On the basis of the initial Design Work performed under the Interim Agreement, the Developer shall prepare design documents and work plans for the construction work (as described in more detail in the Comprehensive Agreement, the “Design Documents”). The Comprehensive Agreement will set forth technical requirements with respect to the ongoing development of the Design Documents (the “D&C Technical Requirements”) and a process pursuant to which the City will be entitled to review and comment on Design Documents, it being understood that the Developer shall not be required to accept comments from the City that would increase the cost of the Design Work or the Construction Work, or that would delay performance of the Design Work or the Construction Work, except to the extent such comment is necessary in order for the Design Document to comply with the D&C Technical Requirements or otherwise implemented through a Change Order.</p> <p>The Developer will be solely responsible for errors and omissions discovered in the Design Documents.</p>
<p>7.</p>	<p>D&C Work</p>	<p>The Developer shall be required to procure, construct, equip, commission and complete the Construction Work in accordance with the D&C Technical Provisions, the Design Documents, the Comprehensive Agreement, and prudent industry practice, including the establishment of a physical connection for the supply of electric, gas, water, sewer and other utility service required for the Project.</p> <p>Other than furniture, fixtures and equipment that are specifically identified in the D&C Technical Provisions as the responsibility of the Developer, the City will be required to procure furniture, fixtures and equipment for the Project; provided that the Developer shall reasonably cooperate with the acceptance and installation of the same by the City for so long as the City does not unreasonably interfere with the Developer’s performance of the Comprehensive Agreement.</p> <p><u>Performance Security</u></p> <p>On or prior to the financial close date, the Developer will furnish, or cause its design-builder to furnish, to the City, performance security in respect of the design and construction work in the amount required under Florida Statutes § 255.05.</p> <p><u>Construction Work Conditions Precedents</u></p> <p>The Developer will be prohibited from commencing construction of any construction work until the Developer has issued a written notice to the City certifying that customary conditions have been satisfied with respect thereto including, but not limited to: (i) all governmental approvals necessary for the commencement of the construction work have been obtained and furnished to the City; (ii) all applicable pre-construction requirements contained in any such governmental approvals have been satisfied; (iii) the Developer has delivered to the City the Design Documents for the construction work; (iv) the Developer has delivered certificates of insurance evidencing the insurances coverages as required by the Comprehensive</p>

		<p>Agreement at such time; and (v) no Developer Event of Default has occurred and is continuing.</p> <p><u><i>Punch-List and Approval of the Project</i></u></p> <p>At least thirty (30) days before the Developer's intended date of certifying Substantial Completion of the construction work, the Developer will be required to give advance written notice to the City. The City will then schedule a walk-through inspection of the Project with the Developer. During such walk-through inspection, the City will identify, and the City and the Developer will prepare, a list of incomplete or defective work that constitutes construction work (the "Punch List"). The Punch List will only contain items that the City and the Developer reasonably determine do not impact the safe operation of the Project and that can be rectified within 120 days of Substantial Completion.</p> <p>"Substantial Completion" will mean that, excluding any items on the Punch List, (i) construction or installation is sufficiently complete such that the Project is operating in accordance with the technical provisions for the operations and maintenance of the Project set forth in the Comprehensive Agreement (the "O&M Technical Provisions"), and has passed all inspections and tests required under the Comprehensive Agreement, including any required commissioning tests, (ii) such construction or installation has been completed in accordance with the requirements of the Comprehensive Agreement in all material respects, (iii) the Developer has received, and paid all associated fees due and owing for, all applicable Governmental Entity approvals and other third-party approvals, including all permits and certificates of occupancies or temporary certificates of occupancies, required for use and operation of the Project, and there exists no uncured material violation of the terms and conditions of any such governmental entity approval or other third-party approvals; (iv) the Developer has obtained the certificates of insurance required under the Comprehensive Agreement for the operations and maintenance work for the Project and such insurance is in full force and effect; and (v) all other submissions to the City or required by the Design Documents or the Comprehensive Agreement prior to Substantial Completion has been submitted.</p>
8.	Delivery Schedule	<p>Subject to Relief Events, the Developer shall be required to achieve Substantial Completion no later than the Substantial Completion long stop date.</p> <p>The Comprehensive Agreement will include a "critical path method" project schedule for the Design Work and the Construction Work. Until achievement of Substantial Completion, the Developer shall submit to the City a monthly progress schedule and report. The Developer's submittal of the monthly progress schedule and report (or any revised progress schedule and report) is for the City's information only and shall not limit or otherwise affect the Developer's obligations to achieve Substantial Completion by the Substantial Completion long stop date.</p>
9.	O&M Work	<p>From Substantial Completion and until the end of the Term (the "O&M Period"), the Developer will be responsible for the operations and maintenance work as set forth in the Comprehensive Agreement. The Developer will be required, at its expense, to, among other things: (i) maintain and keep the Project in good repair, order, and condition, in</p>

		<p>accordance with the O&M Technical Provisions; (ii) maintain, install, service, upgrade, replace, rehabilitate or otherwise procure all preventative, regular, corrective, and major maintenance of the Project in accordance with the O&M Technical Provisions and prudent industry practice; and (iii) pay all costs and expenses of the operations and maintenance work as and when the same are due and payable.</p> <p><u>Qualifications</u></p> <p>The Developer will be required to, at all times during the O&M Period, maintain in full force and effect its existence and all qualifications necessary to carry on its business pertaining to the operations and maintenance work, including all rights, licenses, privileges and qualifications required in connection with the operations and maintenance work.</p> <p><u>Utility Charges</u></p> <p>The City will be responsible for all charges (including all applicable taxes and fees) for utilities and similar services used in the O&M Work. The Developer will maintain the energy efficiency of the Project as required in the O&M Technical Provisions.</p>
10.	Change Orders and City-Directed Changes	<p>Either the City or the Developer will be permitted to request changes to the Project or its obligations under the Comprehensive Agreement, which will be subject to negotiation between the Parties of the terms of such changes in accordance with the Comprehensive Agreement ("Change Orders"). Subject to the Developer's rights under the Comprehensive Agreement and at law, the City will have the right to require certain changes to the Project or the Developer's obligations under the Comprehensive Agreement.</p>
Payments to the Developer		
11.	Availability Payments	<p>The Developer will be compensated by the City pursuant to the Comprehensive Agreement through availability payments, to be calculated in accordance with a formula to be set forth in the Comprehensive Agreement (the "Availability Payments"). The Availability Payments will be paid for the performance of the operations and maintenance work as measured through the Developer's compliance with the Comprehensive Agreement. The Availability Payments will consist of (i) a capital charge, which will be sized to cover debt service and return on equity (the "Capital Charge"), (ii) an operations and maintenance charge (the "O&M Charge"), (iii) deductions for unavailability events and performance failures ("Deductions"), and (iv) adjustments for certain contractually agreed extraordinary items.</p> <p>During the O&M Period, the City will make monthly Availability Payments to the Developer. Prior to the O&M Period, the City shall have no obligation to make Availability Payments.</p> <p><u>Capital Charge</u></p> <p>The Comprehensive Agreement shall set forth a distinct fixed Capital Charge for each contract year during the Term commencing on at Substantial Completion.</p> <p><u>O&M Charge</u></p>

		<p>The Comprehensive Agreement shall set forth an O&M Charge for each contract year during the Term commencing at Substantial Completion. The O&M Charge shall be subject to escalation on an annual basis using an escalation index to be set forth in the Comprehensive Agreement.</p> <p><u>Deductions</u></p> <p>The Developer's quarterly invoice for its Availability Payment shall specify the non-compliance deductions that Developer believes that it accrued during the applicable month, which report shall be subject to dispute by the City in accordance with the Comprehensive Agreement. The total monthly non-compliance deductions shall determine the adjustment to the applicable Availability Payment under the Comprehensive Agreement.</p> <p>Once the City determines that any undisputed Deductions, the City may offset the Availability Payment with such amounts; <i>provided</i> any such offset amounts for any billing period shall not result in the Availability Payment being less than the Capital Charge plus seventy-five percent (75%) of the O&M Charge.</p>
12.	Key Performance Indicators	<p>The Comprehensive Agreement will set forth a framework for identification of key performance indicators ("KPIs") and failures to meet such KPIs ("KPI Events"), the amount of time, if any, available to the Developer to notify the City of such KPI Event, to rectify KPI Events before assessment of a non-compliance deduction, and to rectify a KPI Event following any cure period. KPI Events will be categorized by type (availability or performance).</p> <p>Upon occurrence of a KPI Event, the Developer will be required to determine the source of the failure or deficiency that prompted the KPI Event and initiate rectification. The Developer will be in default under the Comprehensive Agreement if, in a specified period of time under the Comprehensive Agreement, the Developer accumulates more than a specified amount of non-compliance deductions.</p> <p>The Developer shall be entitled to a "bedding-in" period, meaning that non-compliance deductions assessed by the City in the first 12 months of the O&M Period shall automatically be reduced by 50%. To the extent that more than one non-compliance deduction results from a single root cause, the City will not be entitled to assess multiple non-compliance deductions and will instead be entitled to assess the highest single non-compliance deduction arising from such root cause.</p>
13.	Refinancing Gain	<p>The Comprehensive Agreement will contain customary provisions for the sharing of refinancing gains of Project-level indebtedness in connection with a refinancing of such debt that is not planned in the agreed to financial model. In the case of such a refinancing, the City will be entitled to 50% of any refinancing gain.</p>
14.	Appropriations Covenant	<p>The City will agree to a customary appropriations covenant with respect to amounts due under the Comprehensive Agreement.</p>
Force Majeure and Relief Events		
15.	Force Majeure	<p>If any party is delayed or prevented from the performance of any act required under the Comprehensive Agreement or the satisfaction of any</p>

		condition contained in the Comprehensive Agreement by reason of a force majeure event, then the period for the performance of such act or the satisfaction of such condition will be extended under the Comprehensive Agreement for a period equal to the period of such delay; <i>provided</i> that neither party shall be entitled to claim a force majeure event as an excuse from its payment obligations under the Comprehensive Agreement.
16.	Relief Events and Compensation Events	The Comprehensive Agreement will provide that the Developer will be entitled, subject to other limitations and requirements to be set forth in the Comprehensive Agreement, to time extension and monetary compensation for certain Relief Events and Compensation Event, respectively, to be specified in the Comprehensive Agreement, such events to include (but not be limited to) Force Majeure, changes in law, Change Orders, delays caused by third parties (including utilities), permitting delays, unknown geotechnical, archeological or utility conditions, and other events for which relief is customarily provided; <i>provided</i> such events will exclude any event or circumstance to the extent caused by the negligence, willful misconduct, or breach of applicable law or contract by Developer or any Developer-related entity.
17.	Setting Date	The date on which the Developer submits its binding proposal for the Project under the Interim Agreement shall be the “setting date” under the Comprehensive Agreement. Such date shall establish the base date for escalation of the O&M Charge, adjustment of the Capital Charge to take into account changes in interest rates between such date and financial close, and establishing the basis of understanding for Relief Events and Compensation Events.
Indemnification		
18.	Developer Indemnity	The Developer will indemnify, hold harmless, and defend the City, and its officers, agents, representatives, and employees (the " Indemnified Parties ") from and against: (i) all losses in relation to loss of or damage to real or personal property owned by or in the possession of an Indemnified Party; (ii) all losses in relation to personal injury or death of any officers, agents, representatives, or employees of the City; and (iii) all losses in relation to any third party claims; in each case, arising out of, relating to, or resulting from: (A) any act, omission, negligence, or misconduct of any Developer-related entity in the manner or method of performing the work satisfactorily or failure to perform the work, (B) the failure or failure by a Developer-related entity to comply with any governmental approval or applicable law relating to the performance of the work; (C) any infringement or other improper appropriation or use of intellectual property by a Developer-related entity (D) any Developer hazardous materials release; or (E) any fines or penalties imposed on the City by a governmental entity arising out of, relating to, or resulting from the Developer's breach or failure to comply with applicable requirements of the Comprehensive Agreement.
Events of Default		
19.	Developer Default	The Comprehensive Agreement will provide for customary events of default by the Developer (" Developer Events of Default ") for the Developer's failure to comply with the terms of the Comprehensive Agreement, including

		<p>and subject to notice requirements and reasonable cure periods as applicable:</p> <ol style="list-style-type: none"> 1. Failure to comply with, perform, or observe any material obligation, covenant, agreement, term, or condition in the Comprehensive Agreement; 2. Failure to achieve Substantial Completion of the Project by the Substantial Completion long stop date; 3. Unauthorized transfer of the Comprehensive Agreement or all or any portion of the Developer's interest in the Project created by the Comprehensive Agreement or other change of control; 4. Developer insolvency, the initiation of bankruptcy proceedings, or associated reorganization, liquidation, dissolution or similar bankruptcy relief, in customary form and substance; 5. Creation of an unauthorized encumbrance on or attachment of the Project or Developer's interest in the Project; 6. False or misleading representations or warranties made by the Developer under the Comprehensive Agreement; 7. Written repudiation by the Developer of any of its material obligations under the Comprehensive Agreement; or 8. Material KPI deficiency (as measured based on non-compliance deductions exceeding an agreed-to threshold within a measuring period; <i>provided</i> that, to the extent the Developer replaces its facility manager with a facility manager reasonably acceptable to the City (in accordance with parameters to be set forth in the Comprehensive Agreement), accrued non-compliance deductions will be re-set to 0). <p>Developer Events of Defaults shall not include any failure by the Developer to perform its obligations under the Comprehensive Agreement if otherwise excused under the Comprehensive Agreement (e.g., Force Majeure or Relief Events).</p> <p>Upon the occurrence of a Developer Event of Default (taking into account any notice and cure periods therefore), and subject to the rights of the Developer's lenders, the City will have the right to exercise customary remedies, including termination of the Comprehensive Agreement, suspension of the Developer's performance under the Comprehensive Agreement, and step-in rights.</p>
20.	City Default	<p>The Comprehensive Agreement will provide for customary event of default by the City ("City Events of Default") for the City's failure to comply with the terms of the Comprehensive Agreement, including for illustrative purposes, and subject to notice requirements and reasonable cure periods as applicable:</p> <ol style="list-style-type: none"> 1. Failure to comply with, perform, or observe any material obligation, covenant, agreement, term, or condition in the Comprehensive Agreement; 2. False or misleading representations or warranties made by the City under the Comprehensive Agreement;

		<ol style="list-style-type: none"> 3. Failure to pay to the Developer undisputed amounts within 10 days of the due date pursuant to the Comprehensive Agreement (which due date shall reflect the applicable prompt payment period under Florida law); 4. City insolvency, the initiation of bankruptcy proceedings, or associated reorganization, liquidation, dissolution or similar bankruptcy relief, in customary form and substance; 5. A failure by the City to appropriate funds as required under the Comprehensive Agreement; and 6. The City repudiates in writing any of its material obligations under the Comprehensive Agreement. <p>A City Event of Default shall not include any failure of the City to perform its obligations under the Comprehensive Agreement (other than payment obligations) to the extent such failure is the result of Force Majeure.</p> <p>Upon the occurrence of a City Event of Default (taking into account any notice and cure periods therefor), the Developer's remedies will include termination of the Comprehensive Agreement and such other remedies as may be set forth in the Comprehensive Agreement.</p>
Termination Rights		
21.	Termination for Developer Event of Default	If the City terminates the Comprehensive Agreement for a Developer Event of Default in accordance with the Comprehensive Agreement, then the Developer will be entitled to termination compensation calculated in accordance with the Comprehensive Agreement, which compensation will differ for a termination occurring pre-Substantial Completion and post-Substantial Completion.
22.	Termination for City Event of Default, Termination for Convenience or Court Ruling	If the Developer terminates the Comprehensive Agreement for a City Event of Default, if the City terminates the Comprehensive Agreement for convenience or if the Comprehensive Agreement is found to be invalid or impossible to perform by a court of competent jurisdiction, then the Developer will be entitled to termination compensation calculated in accordance with the Comprehensive Agreement.
23.	Termination for Extended Relief Events; Unavailability of Insurance	If either party terminates the Comprehensive Agreement for an extended Relief Event or due to the commercial unavailability of insurance, then the Developer will be entitled to termination compensation calculated in accordance with the Comprehensive Agreement.
Step-In-Rights		
24.	Lender Step-In Rights	The Comprehensive Agreement will provide the Developer's lenders with customary rights of step-in and cure during the occurrence of a Developer Event of Default or defaults under the Developer's financing documents.
25.	City Step-In	The Comprehensive Agreement will provide the City with customary rights of step-in and cure during the occurrence of an emergency and other circumstances in respect of which such step-in rights are usual and customary.

26.	Key Contracts	The Developer will be required to incorporate certain terms into its key contracts (such as the design and construction agreement and the facility management agreement) pursuant to which, among other things, the City will be entitled to take assignment of such contracts at its option and at no additional cost in the event of an early termination of the Comprehensive Agreement.
Handback		
27.	Handback Requirements	Beginning five ¹ years prior to the end of the Term, the Developer and City shall conduct annual inspections to assess the condition of the assets and agree to a plan of work to be undertaken by the Developer to satisfy the handback requirements. Upon the Expiration Date, the Developer will be required to transfer the Project to the City in the condition described, and meeting all of the requirements for such transition contained, in the Comprehensive Agreement. The Developer will be required to prepare a handback plan for such transfer which will be subject to the City’s approval. The handback plan will include a cost estimate for necessary handback work and the Developer will be required to establish a handback reserve account for the completion of such handback work (which may be funded by a letter of credit in lieu of cash).
Assignment and Transfer		
28.	Restrictions on Assignment and Transfer	<p>The Developer will be prohibited from assigning or transferring any of its interests in the Project created by the Comprehensive Agreement and the rights and obligations of the Developer under the Comprehensive Agreement, without the City’s approval, although this general prohibition will not apply to the grant or enforcement of any security for any financing extended to the Developer by its lenders.</p> <p>The Developer will also not permit or suffer to exist any change of control without the City’s approval; provided that customary permitted transfers will always be permitted. Prior to the date that is 2 years after Substantial Completion, the City will be entitled to withhold its consent in its sole discretion. From and following such date, the City’s consent shall not be unreasonably withheld, conditioned or delayed based on technical and financial criteria to be set forth in the Comprehensive Agreement.</p>
Disputes and Governing Laws		
29.	Dispute Process	<p>To resolve disputes, the parties will first be required to engage in a confidential informal meet and confer process in accordance with the Comprehensive Agreement.</p> <p>With respect to a dispute that is not resolved by the informal meet and confer process described above, either party will be entitled to request a confidential nonbinding mediation of the dispute on terms to be set forth in the Comprehensive Agreement; <i>provided</i> that if such dispute relates to a technical Project issue, the parties shall jointly engage a mediator with relevant technical expertise. If no agreement is reached by the parties through such mediation, then either party will have the right to elect to resolve such dispute by final and binding arbitration administered by the</p>

¹ Note to Draft: Timing to be determined based on the technical requirements of the Project.

		American Arbitration Association in accordance with the Expedited Procedures of its Commercial Arbitration Rules (the “ Rules ”) then in effect. The arbitration shall be held in the City of Fort Lauderdale. The arbitration will proceed before one arbitrator appointed in accordance with the said Rules. The findings of the arbitrator shall be issued by reasoned, written award.
30.	Governing Law	<p>The Comprehensive Agreement will be governed by and construed in accordance with the laws of the State of Florida.</p> <p>The venue for any court proceedings arising out of the Comprehensive Agreement will be a state or federal court of competent jurisdiction in Broward County, Florida. The parties will waive their rights to a jury trial in any such proceeding.</p>



FORT
LAUDERDALE
CIVIC
PARTNERS



SUPPLEMENTAL INFORMATION REQUEST

Fort Lauderdale City Hall

11.10.25

FORT
LAUDERDALE
CIVIC
PARTNERS

DISCLAIMER

This Proposal outlines a collaborative pathway to deliver a state-of-the-art civic facility. This Proposal and any related materials contained herein have been prepared by Meridiam exclusively for the purposes of co-developing the city hall project (the “Project”) with the City of Fort Lauderdale.

This Proposal contains descriptions of the proposed terms, conditions, workplans, key staff, schedules, budgets and other details of the proposed Project. However, this Proposal is subject in all respects to the negotiation, execution, and delivery of definitive legal agreements, and no obligations or liabilities will arise unless and until such definitive agreements are executed and delivered by all applicable parties. This Proposal may contain forward-looking statements, forecasts, and other projections that are based on certain assumptions and expectations which may or may not materialize. Meridiam makes no representation or warranty, express or implied, as to the accuracy, completeness, or reliability of such forward-looking statements, forecasts or other projections contained herein.

11.10.25



City of Fort Lauderdale
City Manager's Office
Attn: Mr. Ben Rogers, Assistant City Manager
101 NE 3rd Avenue, Suite 2100
Fort Lauderdale, FL 33301

Dear Mr. Ben Rogers:

Thank you for the opportunity to provide supplemental information in support of our proposal. We are excited to continue in the selection process and have addressed your questions accordingly. We remain confident in our ability to meet your project's deadlines and expectations, and we look forward to the possibility of collaborating on this exciting initiative.

FLCP brings a longstanding commitment to South Florida's infrastructure. Our track record includes the \$1.1 billion Port of Miami Tunnel, delivered ahead of schedule and \$90 million under budget in 2014, and now serving 16,000 vehicles daily. We are proud to be long-term investors in Florida and are actively exploring opportunities to support regional priorities—including conducting thorough due diligence on future tunnel and mobility needs in Fort Lauderdale—with the same level of rigor and partnership.

Across the U.S., FLCP's members have delivered some of the nation's most complex infrastructure. In New York City, Meridiam led the redevelopment of LaGuardia Airport Terminal B, a \$3.9 billion project delivered on time and on budget while maintaining full airport operations and named "2023 World's Best New Airport Terminal".

What differentiates FLCP from simply a contractor team or other P3 developers is our role as a true long-term infrastructure partner, not just as a builder or an investor alone. We combine fast-tracked delivery with a generation-spanning investment commitment, staying accountable for operations and maintenance for decades. This means Fort Lauderdale gains not only cost and schedule certainty for construction, but a long-term partner that is financially and contractually aligned to deliver a high-quality asset that lasts.

We are offering the City a single point of accountability, eliminating the need for the City to manage multiple consultants, designers, contractors, and maintenance contracts. This ease of project oversight offers considerable value, but when combined with our project delivery approach, we are offering Fort Lauderdale an unprecedented opportunity to bring city services back to one efficient and consolidated location by 2028.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Hodgkins", with a stylized flourish at the end.

Chris Hodgkins
Chairman, Fort Lauderdale Civic Partners



Meridiam offers Fort Lauderdale the following to ensure a successful project:

- Credibility and capacity to secure financing
- On-time and on-budget with guaranteed long-term operational certainty through a P3
- Highly collaborative development approach to design a cost-effective project
- A single point of accountability
- A highly experienced team with a deep understanding of Fort Lauderdale

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01

Financial
Considerations

01 Financial Considerations

1. Describe the City’s anticipated financial obligations during the interim agreement period.

Financial obligations during the interim agreement period will be the same under Scenario A (DBFOM) and Scenario B (DBF). During the interim agreement period, also known as a Co-Development Agreement (CDA) period, FLCP will work closely with the City over an 8-month period to advance the Project design to 60%, identify and solve for project risks while engaging in an open-book approach to pricing before the Guaranteed Maximum Price (GMP) is agreed.

The estimated costs during the CDA period will be approximately \$12 million. This pre-development work allows Meridiam and the City to rapidly advance architectural and structural designs, considering constructability as well as operational and maintainability requirements alongside financing structures aligned with the City’s goals.

The City will only make payments when predefined milestones are achieved and deliverables are received. This structure creates strong alignment of interests and reinforces our shared commitment to the successful development of the New City Hall. Meridiam is not an engineering or consulting firm—we do not earn revenue through fees. Our motivation is to realize the City’s vision for a New City Hall that delivers the best value for money and an expedited delivery for taxpayers.

CO-DEVELOPMENT AGREEMENT COST ESTIMATE BREAKDOWN: 8 MONTHS	
Cost Category	Total
Architecture & Engineering	\$9M
Pre-Construction Services	\$2M
Legal, Professional, Community Engagement	\$1M
Total	\$12M

If the City ultimately chooses not to pursue a P3 delivery with FLCP following the CDA, we would seek reimbursement for agreed upon costs at the end of the CDA in exchange for the deliverables produced by FLCP. These expenses reflect tangible value for the City, as the City will retain full ownership of the design work produced and these work products can be used by the City under any delivery approach.

It is important to note that the City would incur such design and preconstruction costs as contemplated under the interim agreement regardless of the project delivery model, as these costs are a necessary expense to build a new City Hall. The Co-Development Agreement significantly reduces the City’s upfront financial exposure as it combines the benefits of early private sector involvement, a design that considers operational and maintainability requirements for the life of the asset, resulting in better consideration of lifecycle costs and therefore reduced project costs overall.

This arrangement also enables Fort Lauderdale to benefit from Meridiam’s development capabilities without bearing the full spectrum of pre-development costs. By securing high-quality architectural and structural designs while producing the financing structure in parallel, the City positions itself to move forward efficiently, regardless of the final delivery model. This structure ensures that the City benefits from rapid, meaningful, and actionable progress throughout the CDA phase.



2. Describe the City’s anticipated financial obligations during the comprehensive agreement period.

We have analyzed multiple financing scenarios to identify the most advantageous path for the City. These scenarios reflect current estimates of construction costs, financing rates, and overall affordability. While based on indicative assumptions, they demonstrate the clear advantages of a DBFOM structure, particularly reduced risk for the City and a stronger, more resilient building.

These DBFOM benefits relative to DBF are:

- **Improved Asset Performance & Lower Operating Costs:** Transferring the responsibility for lifecycle costs to the private sector will incentivize bidders to design infrastructure with future operations, maintenance and rehabilitation (OM&R) work, (and costs) in mind. A concessionaire with responsibility for future OM&R work will focus during construction, on delivering an asset which requires a minimum and more cost-effective level of future maintenance work. In a DBF, the developer is not focused on OM&R costs and the Project’s design will not incorporate the impact of future OM&R.
- **Higher Quality Operations and Maintenance:** The availability payment structure provides an effective mechanism to measure performance and to link it to payments. The DBFOM imposes strict penalty deductions for non-performance during construction and the 30-year operations period. At the end of the concession term the asset is handed back to the City in a pre-determined high-quality state.
- **Construction Cost & Schedule Certainty:** Because of the shift of long-term risk to the private finance providers (equity and debt) in a DBFOM, these capital providers impose a stricter project scope definition overseeing the project delivery and operations to make sure costs are controlled to a greater extent than a DBF delivery option via:
 - Substantial risk transfer to a long-term partner and single point of accountability, instead of the City having to manage multiple consultants, designers, contractors, operators and maintenance contracts) and the P3 contractual structure will cover gaps between individual contracts.
 - Commercially strong contractual structures including enforceable liquidated damages, security packages (including valuable letters of credit, which are not required in a DBF), and warranty provisions; and
 - Detailed due diligence of the proposals and contracts (legal, technical, and financial) by the concessionaire, rating agencies and lenders council and various external consultants.



The financing structure in the DBFOM option includes the key elements to impose this discipline, to manage the risk, and to absorb residual risks that are inside the concession structure and are not passed down.

Unlike the DBFOM structure, where discipline is imposed by a combination of the lenders, concessionaire and public sector, the discipline for the DBF contractor is imposed primarily by public sector during construction as the purchaser of the asset. The DBF contractor is not responsible for long-term performance or for operations and maintenance services.

In a DBF, the public sector performs a similar role in managing the contractor during construction, including authorizing payments, conducting inspection and quality audits, and accepting the works. Consequently, in the DBF option, more of the construction and performance risks are retained by the public sector. As a result, infrastructure delivered under DBF experience greater cost and schedule overruns than DBFOM.

PROJECT RISK COMPARISON		
Risk Category	Scenario A: DBFOM	Scenario B: DBF
Facility Management Costs	Bundled into the contract, providing predictable long-term costs and performance incentives	Not included; City bears long-term O&M and capital replacement cost
Lifecycle Cost Risk	Long term focus; design and materials optimized for long term performance and lowest cost of ownership over 30 years	Short-term focus; design and materials optimized for lowest capital cost rather than lowest life cycle cost
Performance and Service Risk	Payments tied to performance and availability, ensuring accountability for service quality	Ends at construction completion; City responsible for operational outcomes
Budget Risk	Long-term cost certainty through fixed Availability Payments	Exposed to variability; O&M and capital renewal costs exposed to deferred maintenance risk

As described further in Question 8, once risk transfer is priced in, a DBFOM and DBF are competitively aligned in cost. DBF serves as the project’s price floor, while DBFOM sets a price ceiling that safeguards the City from lifecycle and performance risks.



A DBFOM Scenario

Should the City pursue a DBFOM delivery, FLCP has developed a preliminary Availability Payment estimate that includes final design costs, capital and ancillary costs, and 30 years of facility operations, maintenance and rehabilitation. Currently the Availability Payment reflects financing of CDA costs; to further reduce the Availability Payment, the City could instead provide milestone payments during the CDA as described in Question 1.

The projected annual Availability Payment is \$22.2 million in 2025 dollars, assuming 2.5% annual inflation.

Under the design criteria provided by the Supplemental Information Request, the City could lease 10,000 square feet of retail space at prevailing Class A rates. At \$40 per square foot and 90% occupancy, this could generate \$360,000 annually to offset the Availability Payment to \$21.8 million.

The costs described above do not factor in possible grant funds and other sources of revenue associated with the facility. FLCP will work closely with the City to identify and source applicable grants that will help reduce the City’s availability payments.

DBFOM SCENARIO A		
SOURCES & USES	Source of Funds	Ability Payment
	Long-Term Senior Debt	\$280,000,000
	Equity	\$41,046,400
	City Contribution	0
	Total Sources	\$321,046,000
	Uses of Funds	
	Construction Costs	\$286,000,000
	Debt Service Reserve Account	\$8,400,000
	Interest During Construction	\$26,646,400
	Total Uses	\$321,046,400
AP	Year 1 Availability Payment	\$22,194,540
	Payment Period	30 Years

01 Financial Considerations (cont.)

B DBF Scenario

Under a DBF delivery model, the lifetime cost is variable and largely depends on three factors:

- **Interest rate variability** – The rate of bond prices when \$304.38M in short term construction loans come due after approximately 2.5 years of construction.
- **Lifecycle costs** – The total of Operations, Maintenance, and long-term repair costs. These costs under DBF would likely be higher, as the firm who designs and builds the City Hall would not be the same entity responsible for maintenance and long-term operations, which reduces incentives for highly durable design.
- **Unexpected costs** – Under the DBF model, the City would be responsible for covering any sudden costs or large-scale repairs.

DBF SCENARIO B	
Description	Base Value
Construction Period	2.5 years (Years 1–2.5)
Construction Loan Rate	5.00%
Loan Amount	\$286.48M
Capitalized Interest	\$17.9M
County Repayment Obligation	\$304.38M
Delay Costs	\$1.2M per month (min)
Assuming the City’s Repayment Obligation is then financed directly off the City’s balance sheet:	
Total Bond Size	\$304.38M
Bond Term	30 years (Years 2.5–32.5)
Bond Rate	4.57%
Total Bond Interest	\$256.00M
Interest Rate Changes	Unknown
Operations & Maintenance	Not included
Replacement / Lifecycle	Not included
Unexpected Expenses	Not included
Minimum Cost to City Excluding O&M, Lifecycle and Interest Rate Changes	\$560.4M

Under a DBF delivery model, the price listed above is the minimum cost to the City, with an undefined ceiling. The full debt issuance to reimburse the DBF developer will have to be financed utilizing the City’s available debt capacity directly off its balance sheet.

If O&M and lifecycle costs are added (for example, at \$3.2/ year over 30 years for \$93M), the total 30-year cost of the project increases to \$653.4M. If bond prices increase by 0.5%, this leads to a \$34.5M increase in total interest payments. Lastly, under the DBF model, the cost of any unexpected repairs or damage will be the City’s responsibility.



3. Identify any upfront capital requirements for the construction of the building.

A DBFOM Scenario

Fort Lauderdale Civic Partners will not require any upfront capital for the construction of the building. The City’s financial obligations for capital requirements only commence when construction is substantially complete and the temporary certificate of occupancy (TCO) has been issued.

B DBF Scenario

Similarly, under a DBF, the City could avoid an upfront capital requirement for construction, however the repayment is not tied to high-quality post-construction performance of the facility.

4. Confirm that the developer will be responsible for the City costs associated with negotiations and due diligence, including outside counsel fees, leading up to and through the interim agreement period up to a maximum of \$350,000.

We confirm that Fort Lauderdale Civic Partners will be responsible for the City’s costs associated with negotiations and due diligence, including outside counsel fees, leading up to and through the interim agreement period up to a maximum of \$350,000. Fort Lauderdale Civic Partners would expect to roll these costs into the project funding (i.e., the availability payment) following financial close. However, if the interim agreement is terminated, FLCP will expect reimbursement for these costs.

5. Describe the proposed payment mechanism(s) that are being proposed (e.g., availability payments, lease/concession payments, milestone, or revenue-based models).

A DBFOM Scenario

Under a DBFOM, FLCP proposes an Availability Payment structure, under which the City of Fort Lauderdale makes periodic payments commencing only when construction is substantially complete and the temporary certificate of occupancy (TCO) has been issued.

The Availability Payment will be structured to include a debt repayment portion as well as a performance based payment for the developer to operate and maintain the City Hall in accordance with pre-established performance criteria, creating a powerful incentive to ensure the performance of building over time, and ensure that the City Hall is returned to the city at the end of the 30-year concession as a contractually guaranteed, well-maintained building.

01 Financial Considerations (cont.)

This approach ensures the City pays solely for performance, with City payments subject to deductions if the developer does not meet pre-determined service levels. Thus, the developer is financially penalized for pre-defined facility issues—such as an elevator malfunctioning, a light being out, or the building not meeting other required maintenance standards. This mechanism provides strong accountability, predictable budgeting, and clear performance incentives throughout the thirty-year operating term.

Under this model, the City retains ownership of the facility, while FLCP assumes full responsibility for financing, design, construction, operations, and maintenance. Payments begin only after completion and availability, thereby transferring construction, lifecycle, and operational risks to the private partner.

Should the City prefer a lease-based payment structure, FLCP is open to a modified framework in which the City's payments are structured as long-term lease payments that serve the same purpose: ensuring predictable annual costs, long-term asset quality, and transparent performance metrics.

In either scenario, the City benefits from budget certainty, risk transfer, and a performance-based partnership that aligns public value with private accountability.

B DBF Scenario

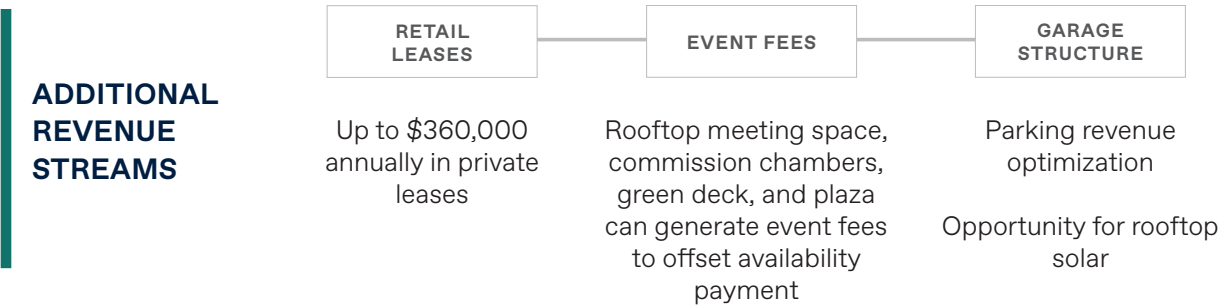
Under a DBF, the financing term is typically 3 to 4 years after which financing costs are replaced by bonds. Repayment under a DBF only covers the pre-construction and construction costs, but does not include operations, maintenance or renewal costs of the facility.



6. Define any anticipated revenue streams, funding sources, and assumptions regarding debt, equity, and public contributions.

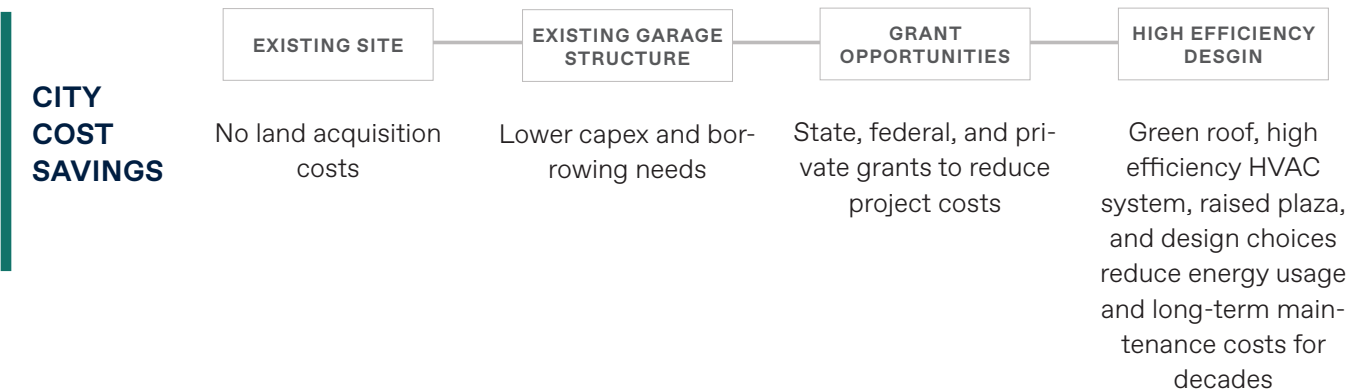
Revenue Streams

FLCP anticipates that project revenues will primarily derive from City payments under an Availability Payment structure, supplemented by additional income sources that can offset annual operating costs. Secondary revenues may include lease income from approximately 10,000 square feet of ground-floor retail space (up to \$360,000 annually), as well as event and meeting rentals within the rooftop, commission chambers, and gallery areas. These sources would provide the City with recurring revenue that can be used to defray future payments.



Funding Sources

FLCP will explore additional state, federal, and local grant opportunities to further reduce the overall cost to the City. Cost-reduction strategies will also include eliminating land costs, maximizing use of the existing parking garage to reduce the need for new construction, and integrating high-efficiency HVAC systems projected to reduce annual operating expenses over the building’s life.



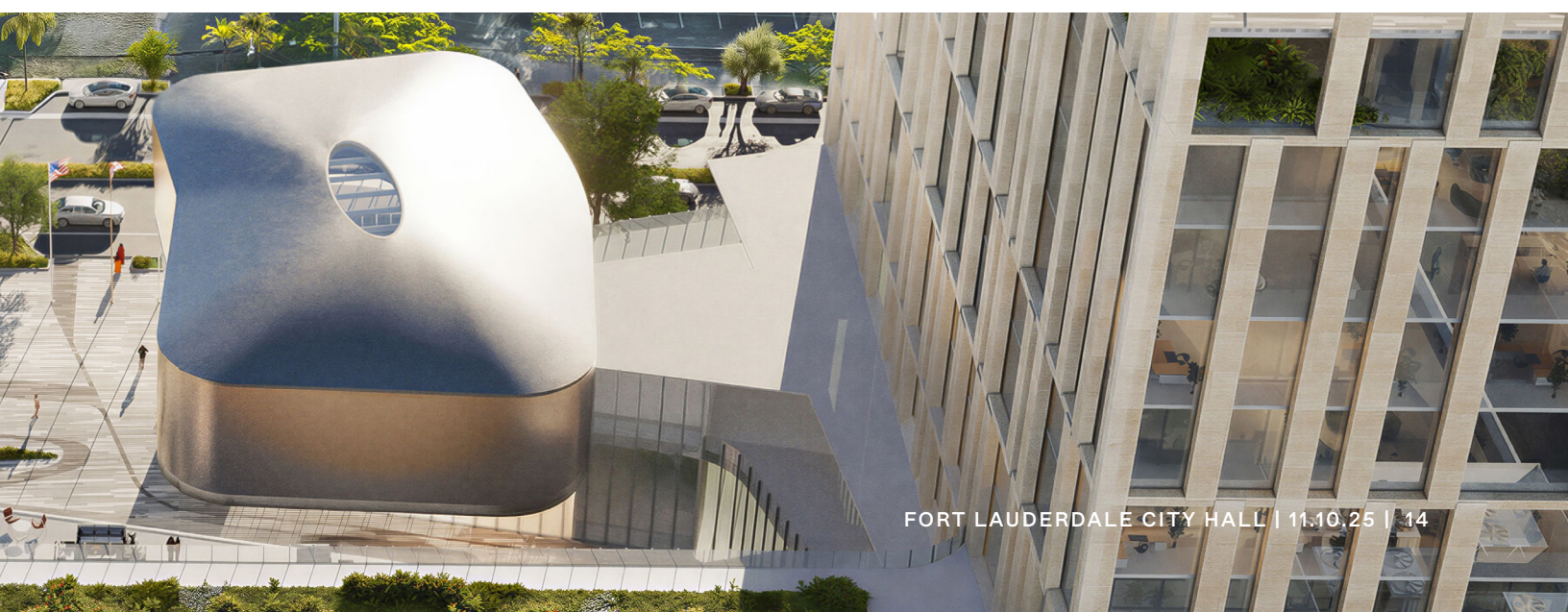
Financing Sources

The financing for the two delivery models is outlined below. We will also look at alternative structures to maximize value to the City, described in Question 10.

- A** DBFOM Scenario
Equity | Long Term Private Placement Bonds
- B** DBF Scenario
No Equity | Short Term Construction Loan with accruing interest, followed by lease revenue bonds

Under a DBFOM, FLCP would finance the project using non-recourse financing through a combination of equity and debt at an approximate 10/90 ratio requiring no upfront public contribution. The project would be financed under a developer-controlled project company structure, with all equity provided by Meridiam. This equity commitment ensures strong alignment of interests, as Meridiam only earns returns if the project performs as required throughout the thirty-year operating term. Debt financing will be competitively sourced through Meridiam's established network of institutional investors and project-finance banks, with options including private-placement taxable bonds or mini-perm bank loans that can be refinanced once construction risk is retired.

This financing structure provides the City with multiple advantages: it preserves public debt capacity, transfers design, construction, and lifecycle risk to the private partner, ensures long-term budget certainty, and expedites project delivery while minimizing inflation exposure. Through this approach, the City can achieve a high-quality civic facility with predictable long-term costs and no upfront financial burden.



Tax-Exempt Debt

Tax-Exempt Bonds – In the context of social infrastructure, the equity members have in the past analyzed the use of tax-exempt bonds and have found that these structures cannot be applied efficiently to social infrastructure projects. Nonetheless, the Finance Team will review all tax-exempt bond options to ensure the City has the most efficient financing structure (further described in Question 10).

Taxable Debt

Taxable Bond – Bonds can either be widely distributed or placed through private placement with institutional investors. Meridiam believes that the strong demand in the market for the bonds of well-structured projects would be more than sufficient to allow a competitive pricing. For a private placement bond solution, the negotiation is done directly with the institutional investors. Meridiam maintains very close relationships with key institutional lenders who own billions of dollars of debt supporting Meridiam projects.

Meridiam is perceived as a world class equity investor who is trusted by project finance lenders. If a broadly distributed bond solution is selected, the Financing Team will fulfill any credit rating requirement that may optimize the competitiveness of the bond solution. Meridiam has extensive experience working with all major rating agencies (Moody's, S&P, Fitch, DBRS) and a proven track record of securing investment grade ratings on U.S. P3 projects.

Bank Financing – In a bank funding solution, the likely lenders would be international project finance banks. Potential lenders will be evaluated based upon indicative terms, credit strength, and commitment to and experience in the P3 market. The most common type of bank financing for P3 transactions in the U.S. is mini-perm bank debt which implies a refinancing after 7 to 10 years. At the time of the refinancing, the sponsors can elect to either refinance using bank debt or a bond issue, with competitive pricing usually being achieved since the construction and early operational risk is over.



CASE STUDY

Fresno State Campus Utility Project

⦿ **Efficient and Innovative Financing**
A recent example of financings structured by Meridiam include issuing sustainability-linked bonds for the Fresno State University CUP Replacement Project which reached financial close in 2021. It was the first certified green USPP issuance (\$122M debt) for a higher education P3 transaction in the US and one of the first green bond financings with sustainability-linked interest rate features in any North American P3 industry sector. The interest rate on the notes is tied to the energy efficiency savings achieved by the project company post construction completion. The transaction was awarded 2021 IJGlobal Social Infrastructure Deal of the Year.



Equity

In a typical availability-based public private partnership (DBFOM), such as contemplated for the Project, the private partner will inject approximately 10% of the Project’s sources of funds as equity. The equity component creates long-term alignment, as Meridiam will only earn its return if the Project performs as contractually required throughout the full 30-year term. This incentivizes FLCP to deliver on its obligations during the entire asset lifecycle. It is estimated that the Project might require an equity contribution of approximately \$40 million, which is well within Meridiam's investment capacity, with \$27 billion of assets under management.

FLCP notes the following considerations driving our financing strategy:

Minimal Balance Sheet Impact

This DBFOM financing approach helps mitigate the potential balance sheet risk to the City of Fort Lauderdale. The accounting treatment is expected to create a critical distance between the impact of the project financing and the City’s credit rating. This improves the likelihood that the City’s credit ratings and debt capacity remain unchanged and opening up City’s borrowing capacity for other capital needs.

Risk Transfer & Budget Certainty

The DBFOM financing approach transfers design, construction, operational, lifecycle, and financial performance risk to FLCP. The risk transfer achieved through the Co- Development phase and the P3 structure should be favorably viewed by the rating agencies, as the proposed partnership mitigates cost overrun risk and establishes operating KPIs. This contractual approach will also provide the City of Fort Lauderdale long-term budget certainty, as will FLCP’s holistic lifecycle approach, which accounts for routine and major maintenance and equipment replacement from day one.

While traditional municipal bond financing has a lower cost of capital, it negatively impacts the City’s balance sheet, constrains financing ability for future infrastructure projects, and does not achieve operational risk transfer.





7. Based on the updated construction costs, identify the proposed lease or concession terms, including payment structures, escalation formulas, and provisions for operating expenses, maintenance reserves, and capital reinvestment.

Under the DBFOM approach, the proposed payment mechanism is structured as an Availability Payment (AP), ensuring that the City of Fort Lauderdale pays solely for verified performance while maintaining full predictability of long-term costs. Under this structure, Fort Lauderdale Civic Partners takes responsibility for the Design, Building, Financing and Operating and/or Maintaining of the New City Hall for a period of 30 years. Compared to a project delivered through Design-Build-Finance (DBF), FLCP remains responsible after construction for operations, maintenance, and performance of the City Hall for the term of the project agreement.

The AP will commence upon certification of facility readiness, with deductions applied for any non-performance or unavailability, thus incentivizing FLCP to maintain the highest level of quality and ensure performance of the asset during the entire asset lifecycle. This structure guarantees that the City receives consistent service quality while avoiding construction, financing, or deferred maintenance risks.

Payment Structure

The annual Availability Payment is composed of two integrated components:

- **Capital Charge** – Cost to construct the project.
- **Operations, Maintenance, and Lifecycle Charge** – Covers facility management, custodial services, exterior landscape, long-term renewal, insurance, and major equipment replacements over the concession term. Some components may be subject to cost benchmarking and competitive bidding every 5 years to ensure best pricing.

KEY DETAILS	
Lease or Concession Terms	30 Years
Availability Payment (“AP”)	\$22.2M
Total Provision for Operations, Maintenance, and Rehabilitation (included within AP)	\$3.2M
Availability Payment Escalation	2.5%
Utilities	Direct Passthrough



Maintenance and Lifecycle Management

Fort Lauderdale Civic Partners will implement a proactive asset management plan aligned with ISO standards, ensuring systems perform at or above baseline metrics throughout the contract term. The lifecycle strategy emphasizes preventive over reactive maintenance, minimizes downtime, and extends system life. Maintenance will be tracked via a digital facility management system, with continuous condition monitoring to ensure compliance with defined performance metrics.

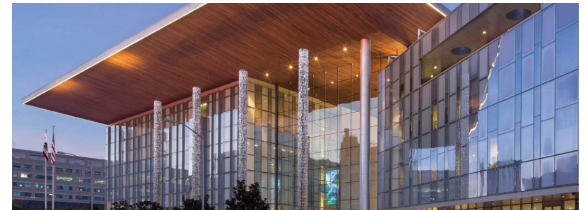
Unlike a traditional Design-Build (DB) approach, the P3 structure includes a clear penalty regime that reduces payments for any service or system that is unavailable or underperforming, creating a direct financial incentive for consistent, high-quality maintenance.

Capital Reinvestment and Handback Requirements

The New City Hall will be returned to the City in excellent operational condition at the end of the 30-year concession term, guided by defined Handback Requirements embedded in the Project Agreement. These standards will specify:

- Allowable Facility Condition Index (FCI)
- Minimum remaining service life for all major systems (typically $\geq 80\%$)
- Certification of environmental, structural, and operational compliance

The Project will have a requirement to perform a Facility Condition Index by an independent review firm every five years. This review ensures that the City Hall is maintained to a high standard over the life of the concession, with no deferred maintenance. At handback, this review also ensures the City inherits a civic asset in excellent condition and ready to continue to serve the City for decades, without residual deferred maintenance liability. Critically, this level of high service and capital reinvestment is not available under a Design Build Finance delivery model.



CASE STUDY

Long Beach Courthouse

🕒 P3 Model Experience

Long Beach Courthouse, delivered under an availability-payment P3 model in September 2013, illustrates the enduring value of structured lifecycle management. Now 12 years into operations, the facility has been independently assessed as maintaining 100% “like-new” condition in the most recent independent auditor report conducted May 24, 2025, and an estimated 97% “like-new” condition in 3-5 years. This far outperforms the 85% handback requirement for this building. This outperforms comparable conventionally delivered assets such as the San Bernardino Courthouse, which while constructed during the same time period, has faced deferred maintenance and has a significantly worse Facility Condition Index.



This performance differential underscores the value-for-money advantage of proactive lifecycle reinvestment, rigorous performance monitoring, and defined handback standards—all core features of the proposed City Hall structure with Fort Lauderdale Civic Partners and backed by our team’s prior delivery and continued strong performance of comparable assets.



8. In relation to your proposed financial structures please specifically address:

Equity Component

FLCP proposes a roughly 10% private equity component. The long-term project financing structure (equity and debt) under a DBFOM impose a higher level of diligence and quality on the Project which over the long term provide quantitative and qualitative benefits leading to better value for money than a DBF, and in terms of greater certainty of costs and quality outcomes. These include the following (as described in Question 2):

- **Improved Asset Performance & Lower Operating Costs:** Transferring the responsibility for lifecycle costs to the private sector incentivizes bidders to design infrastructure with future operations, maintenance and rehabilitation work, (and costs) in mind.
- **Higher Quality Operations and Maintenance:** The availability payment structure provides an effective mechanism to measure performance and to link it to payments with strict penalty deductions for non-performance. At the end of the concession term the asset is handed back to the City in a pre-determined high-quality state.
- **Construction Cost & Schedule Certainty:** Because of the shift of long-term risk to the private finance providers (equity and debt) in a DBFOM, these capital providers impose a stricter project scope definition overseeing the project delivery and operations.

Inflationary and Contingency Factors

There is a 3% escalation on Direct Costs, General Conditions, and Subguard for \$6,805,659. The construction cost estimates have a 5% contingency on solely Direct Costs for \$9,682,577.

Anticipated Source of Repayment

The annual AP payment under a DBFOM shall be budgeted and paid by the City only after completion and handover of the facility, potentially offset in part by alternative revenue streams identified during the CDA and outlined in Question 6. A DBF requires the repayment as a lump sum obligation of the City assumed to be funded by City issued bonds.

Type and Cost of Capital

There are multiple options to finance a project of this size and nature as described in Question 6. Current such as Private Activity Bonds (PABs), taxable bonds, and commercial debt. FLCP will assess the most cost-effective debt solution based on rates when the project design and capex have been finalized with the City.

Current costs of capital are projected at 4.57% for 'AA' rated lease revenue bonds, 5.5% for 30 year 'A' rated 144a private placement debt, and 13.5% for equity. A breakdown of the Weighted Cost of Capital by delivery method is provided in the below.

Benefits of DBFOM Vs. DBF Project Delivery

As discussed in Question 8, a DBFOM provides many financial benefits versus a DBF. Engineering consulting firms, Arup and Parsons Brinkerhoff performed a detailed analysis of the overall cost of a DBB, DBF and a DBFOM for the 2010 Presidio Parkway P3 project (see table below). Arup's analysis shows that a DBFOM provides 24% (\$642m versus \$488m) overall cost savings on a present value basis versus a DBF delivery.

Exhibit 6: Net Present Value (NPV)
(2009\$, Million; 8.5% Discount rate)

	DBB	DBF	DBFOM		
Oversight and transaction costs	77	50	32	(h)	
Retained risk reserves	125	91	47		
Construction completion payments	369	113	113		
Annual availability payments	N/A	324	289		
Tax adjustment	36	36	N/A		
O&M and Replacement and Rehabilitation	28	28	7		
Total net present value	635	642	488		
Less: O&M		(28)	(7)		
Total NPV (without O&M)		614	481		+22%



Fort Lauderdale New City Hall - Cost of Capital and Net Present Cost Analysis

The below table compares the cost of capital of a DBF versus a DBFOM. The unadjusted cost of capital shows that the DBFOM is 2.2% (6.8% less 4.6%) higher than the DBF. However, when considering the additional risks that would be assumed by the DBFOM developer, it would, under a DBF, lead to an equivalent stand-alone capital structure but requiring an equity buffer of 26%. The lease bonds (74% of the capital stack) would be rated “AA” and would yield 4.57%. This results in the DBF having a greater ‘risk adjusted’ cost of capital of 7.6% versus the DBFOM cost of capital of 6.8%.

A more accurate way to measure the overall cost to the public sector (over the construction and 30-year operating period), instead of cost of capital, is to analyze each delivery model’s overall net present cost. Under this approach (as shown below), a DBFOM would result in a \$47 million (\$404M less \$357M) or 11.6% estimated net present cost savings to the city.

Were the City to ignore the \$66 million dollars of risk transfer value and experienced a cost overrun under the DBF greater than 6%, the city would be in a worse position than if it had selected DBFOM.

	Cost of Capital			Net Present Cost			
	DBF	DBFOM	Change %	DBF	DBFOM	Change %	Change \$
Unadjusted	4.6% (b)	6.8% (a)	46.7%	\$298 (d)	\$357 (g)	20.0%	\$60
OM & Rehab Costs				\$41 (e)			(\$41)
Risk Transfer Value	3.0% (c)			\$66 (f)			-\$66
Risk Adjusted	7.6%	6.8%	-11.6%	\$404	\$357	-11.6%	(\$47)

- \$ Millions, 4.57% Discount Rate
- (a): Roughly 10% equity @ 13.5%, 90% 30 year 'A' rated 144a private placement debt @ 6%
- (b): 100% 30 year, 'AA' rated lease revenue bonds @ 4.6%
- (c): Reflects capital stack of: 34% equity @ 13.5%, 66%, 30-year 'AA' rated lease revenue bonds @ 4.6%
- (d) \$258m capex, \$29m development costs and 3 year bridge financing costs = \$11m
- (e) DBF does not include OM costs. Added OM @ the DBFOM rate of \$3.2m per year. Assumed a 20% cost reduction due to assumed DBF lower level of service
- (f) Based on Arup analysis of DBFOM vs. DBF for Presidio Parkway. Assumes a 22% cost savings (net of OM) due to DBFOM risk transfer
- (g) AP payment of \$22.2m per year discounted @ 4.57% for 30 years. DBFOM includes full FM and rehabilitation costs
- (h): Source: “Analysis of Delivery Options for the Presidio Parkway Project” February 2010, Arup and Parsons Brinkerhoff
- (i): Source: As modified from “Analysis of Delivery Options for the Presidio Parkway Project” February 2010, Arup and Parsons Brinkerhoff and added to and enhanced by Meridiam

9. Outline relevant experience preparing financial plans of this nature and provide projected costs for each proposed financing modality. Cite representative transactions and roles.

Meridiam has delivered some of the nation’s most complex P3 infrastructure projects in the last two decades. Just this fall, our in-house project finance specialists secured nearly \$8 billion in financing for the SR400 transportation P3 in Georgia and stand ready to implement an optimal capital structure that maximizes value for Fort Lauderdale. Notably, Meridiam maintains a robust financial position and immediate access to \$1.23 billion in committed capital, ensuring the resources are in place to advance the Fort Lauderdale City Hall project without delay.

The experience gained from prior transactions directly informs our approach in Fort Lauderdale. For estimated costs of each financing modality, all financing costs are included within the Availability Payment described in Question 2. Please refer to the following pages for relevant experience.





Experience Preparing P3 Financial Plans - Case Studies

Port of Miami Tunnel | 2009, DBFM, Availability Payment, TIFIA and Senior Bank Debt

Meridiam, as the 90% equity partner in the Miami Access Tunnel (MAT) consortium, led the financing of the \$1.1 billion Port of Miami Tunnel project—one of Florida’s earliest P3s. Meridiam structured a financing package comprising \$341 million in senior bank debt and a \$341.5 million TIFIA loan.

The deal was backed by a 30-year availability payment mechanism with inflation adjustments and performance-based deductions. This complex underwater tunnel—still the largest diameter bored tunnel in the U.S.—redefined access to the Port, diverting truck traffic from downtown Miami and setting a precedent for future U.S. availability payment concessions.

North Tarrant Express, Segment 3 (NTE) | 2013, DBFOM, Revenue Risk, TIFIA, PABs

Meridiam utilized \$1.8 billion in TIFIA funding and issued the first unwrapped PABs of \$850 million for this project. By demonstrating the project could achieve an investment-grade rating from Moody’s, Fitch, and S&P without mono-line insurance coverage, Meridiam set a precedent for future PABs issuances.

To achieve the necessary credit ratings for the TIFIA loan, Meridiam’s in-house team led engagement with rating agencies, presenting the project’s financial and technical robustness and ultimately securing multiple investment-grade ratings.

Reno ConRAC | 2024, DBFM, Revenue Risk, Senior Bank Debt

Meridiam, as the 100% equity investor, led the financing of the \$299 million Reno ConRAC Project which included a \$189 million senior bank facility. The project includes the delivery of a consolidated rental car facility in Reno, Nevada providing one location for all commercial ground transportation providers at the Reno-Tahoe airport.

The development of this ConRAC improves service access for passengers and is structured as a DBFM under a 34-year concession with revenues funded by a customer facility charge paid by rental car customers.

I-66 Express Lanes | 2017, DBFOM, Revenue Risk, TIFIA and PABs

Meridiam successfully financed the first concession fee-paying managed lane project in the US using a \$1.2 billion TIFIA loan and \$737 million of public bonds. Through project development, Meridiam leveraged its expertise in traffic and revenue projections to propose Alternative Technical Concepts to improve the project’s revenue potential.

Meridiam then secured financing underpinned by its revenue projections and successfully demonstrated to financiers the economic robustness of the project. Meridiam led the credit rating process with Fitch and Moody’s, which yielded investment-grade ratings (BBB/Baa3).



Experience Preparing P3 Financial Plans - Case Studies

LaGuardia Terminal B | 2016, DBFOM, Partial Revenue Risk, Private Activity Bonds (PABs)

Meridiam developed a financing structure comprising \$3.3 billion of long-term tax-exempt PABs and \$200 million of taxable PABs.

Meridiam competed a PABs solution with a private placement solution, creating competitive tension and reducing costs. Meridiam ran a successful roadshow which led to the bonds being 10x oversubscribed, leading to a competitive all-in cost of financing.

SR 400 Express Lanes | 2025, DBFOM, Revenue Risk, TIFIA and Senior Bank Debt

Meridiam reached financial close in August 2025 on the \$10.99 billion SR 400 Express Lanes Project in Atlanta—the largest P3 in Georgia’s history. The financing comprised a record \$3.9 billion TIFIA loan representing the largest loan in TIFIA history, \$3.4 billion in Private Activity Bonds, and \$3.4 billion in equity across three partners.

The project establishes a new national benchmark for large-scale infrastructure delivery through innovative, cost-competitive financing and long-term private-sector stewardship.

Long Beach Courthouse | 2010, DBFOM, Availability Payment, Senior Bank Debt

Meridiam served as lead equity sponsor and developer of the \$495 million Long Beach Courthouse—the first social infrastructure P3 in the U.S. Despite reaching financial close in December 2010, shortly after the 2008 financial crisis, Meridiam secured \$440 million in debt through a 7-year mini-perm structure with six banks: BBVA, BNP Paribas, Credit Agricole, Deutsche Bank, RBC, and Scotia.

The project has earned 14 national and international awards and remains a benchmark for civic P3 delivery. In 2023, Meridiam exercised its pre-emption right to acquire its co-investor’s stake, through competitive external acquisition financing.

FLCP offers Fort Lauderdale our proven expertise in developing and executing sophisticated financing structures for public infrastructure projects. Our track record demonstrates consistent excellence in transforming state and municipal visions into reality.

By applying lessons from our global portfolio of successful projects and working in close partnership with Fort Lauderdale stakeholders, we stand ready to execute the City Hall Project with precision and fiscal responsibility.



Experience Preparing P3 Financial Plans

Project	Role	Type	Location	FC	Term	Structure	Funding (\$M)	Total Equity % / Meridiam %	Source (\$M)
SR 400	Lead Developer	DBFOM (Managed Lanes)	Atlanta, US	25-Aug	50yr	Revenue Risk	\$10,992	30.5% / 33.3%	Sources: Equity \$3,355, TIFIA \$3,887, PABs \$3,324 (Par is \$3,438), GDOT payments \$195, Interest Income \$231
LaGuardia Terminal B	Lead Developer	DBFOM Airports	New York, US	16-Jun	35yr	Limited Revenue Risk	\$3,914	5% / 50%	\$2,645 PABs, \$1,000 LT Bonds, \$200 Equity, \$29 Ops Inc., \$40 Interest
CRCHUM	Lead Developer	DBFOM Research	Quebec, CA	10-May	33yr	Availability Payment	CAD \$608	7% / 40%	\$60 ST Bonds, \$334 LT Bonds, \$135 Milestone, \$44 Equity, \$21 Mezz, \$14 Int
Long Beach Courthouse	Lead Developer	DBFOM Social	California, US	10-Dec	38yr	Availability Payment	\$572	9% / 100%	\$519 Bonds, \$4.6 Subsidy, \$49 Equity
North Tarrant Express Segment 3	Lead Developer	DBFOM Managed Lanes	Texas, US	13-Sep	52yr	Revenue Risk	\$2,468	24% / 17%	\$531 TIFIA, \$179 Subsidy, \$1,024 Taxable Muni Bonds, \$590 Equity
Purple Line Light Rail	Lead Developer	DBFOM Transit	Maryland, US	16-Jun	40yr	Availability Payment	\$3,692	8% / 82%	\$643 PABs, \$1,760 TIFIA, \$293 Equity, \$882 Milestone
I-66	Lead Developer	DBFOM Managed Lanes	Virginia, US	17-Nov	50yr	Revenue Risk	\$3,552	43% / 30%	\$800 PABs, \$1,229 TIFIA, \$1,523 Equity
C70	Lead Developer	DBFOM Managed Lanes	Colorado, US	17-Dec	35yr	Availability Payment	\$1,099	6% / 60%	\$340 Milestone, \$121 PABs, \$438 TIFIA, \$78 LT Bonds, \$51 Reserves, \$71 Equity
Miami Tunnel	Lead Developer	DBFOM Tunnel	Florida, US	9-Oct	35yr	Availability Payment	\$903	9% / 100%	\$341 TIFIA, \$40 TIFIA Int, \$341 Bank loans, \$100 Milestone, \$79 Equity
US Fiber Platform	Lead Developer	DBFOM Fiber	AL/IN/TN, US	23-Nov	50yr	Limited Revenue Risk	\$965	62% / 100%	\$335 Commercial Banks, \$40 Public Subsidies, \$601 Equity
Idaho Biogas	Lead Developer	DBFOM RNG Production	Idaho, US	20-Jul	6yr	Revenue Risk	\$70	100% / 75%	\$70 Equity
Fresno State University	Lead Developer	DBFM Utilities	California, US	21-Feb	33yr	Availability Payment	\$157	10% / 100%	\$122 USPP/Green Bond, \$15 Equity, \$20 Milestone
University of Iowa Campus Energy Monetization	Lead Developer	Utilities	Iowa, US	20-Mar	50yr	Limited Revenue Risk	\$1,193	49% / 40%	\$612 USPP, \$581 Equity
IH-635 (LBJ)	Lead Developer	DBFOM Managed Lanes	Texas, US	10-Jun	52yr	Revenue Risk	\$2,652	25% / 17%	\$850 TIFIA, \$490 Subsidy+, \$606 Taxable Municipal Bonds + Bank Loan, \$672 Equity, \$34 Revenue

10. Comment on willingness to provide flexibility in the funding structure, including whether certain components (private equity, taxable financing, conduit financing) are required, or if the City may separately arrange financing.

A DBFOM Scenario

FLCP is fully committed to working collaboratively with the City during the Co-Development Agreement phase to identify the most cost-effective and efficient financing structure for the project. While private equity participation is necessary to ensure long-term alignment and true skin in the game, FLCP will analyze a range of debt and financing options, including taxable or tax-exempt debt, and conduit financing to determine the most efficient option for the City. FLCP will also explore additional federal, state, and private grant opportunities to further reduce the overall cost.

Our team’s objective is to design a structure that maximizes value-for-money and affordability for the City while maintaining clear accountability through a single, developer-led project company. For this reason, we do not recommend that the City separately arrange its own financing, as the integrated structure allows for optimal risk transfer, streamlined execution, and lifecycle cost efficiency.

Through the CDA process, FLCP and the City can jointly evaluate all financing alternatives to ensure the financing solution delivers the most efficient cost of capital while also the lowest overall cost of capital while preserving project certainty and performance.

B DBF Scenario

Under a DBF model, our team will not participate as we believe DBFOM provides the most value to the City.





02

Development
and Agreement
Terms

02 Development and Agreement Terms

11. Define the respective roles of the City and Developer/Private Partner during the following stages of development: design, permitting, financing, construction, operations, and long-term maintenance.

The following table outlines the typical roles and responsibilities of the City and the Developer (Private Partner) throughout each phase of the project. Under the proposed DBFOM structure, FLCP will assume primary responsibility for design, financing, construction, operations, and long-term maintenance, while the City will retain ownership, oversight, and approval authority at key milestones to ensure the project aligns with its civic objectives. These responsibilities will be allocated collaboratively to FLCP and the City during the Interim Agreement.

Roles & Responsibilities

	Design-Build-Finance	DBFOM - P3 (Availability)
Scope Changes (owner requested)	Public	Public
Environmental Approvals	Public	Public
Permits & Approvals	Shared	Shared
Right of Way	Public	Public
Utility Relocation	Shared	Shared
Design (errors & omissions)	Private 75%/25%	Private
Ground Conditions	Shared	Shared
Environmental Contamination	Public	Shared
Construction Delays	Private 75%/25%	Private
Construction Cost Overruns	Private 75%/25%	Private
Labor Disputes	Private	Private
Quality Assurance/Control	Shared	Private
Operations & Maintenance + Lifecycle	Public	Private
Financing	Public	Private
Interest Rate/Credit Spread	Public	Public
Changes in Law	Public	Shared
Force Majeure	Shared	Shared



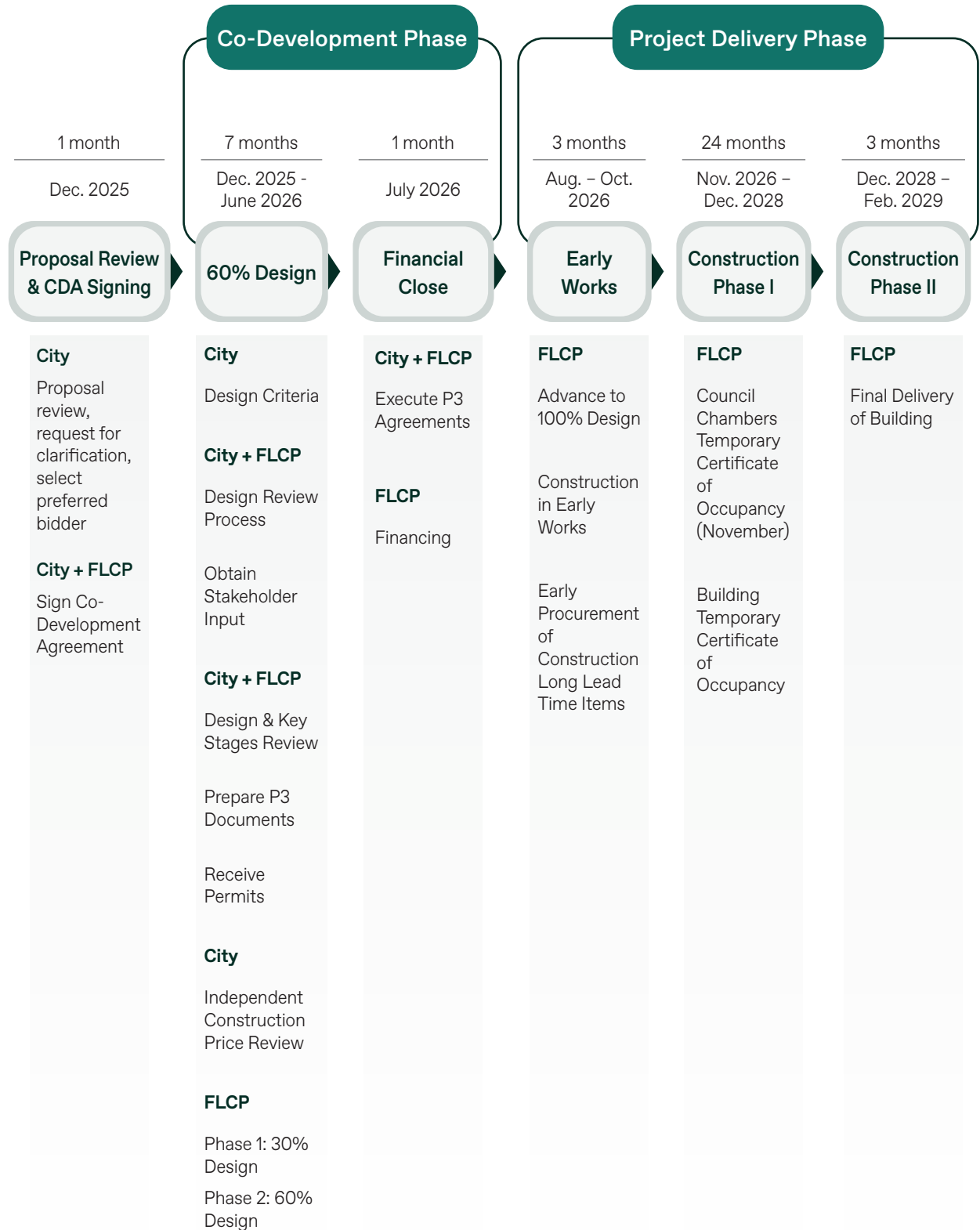
12. Provide a proposed timeline for the project indicating the anticipated quarters for completion of the design, permitting, and construction phases.

FLCP has proposed an aggressive, yet achievable, construction schedule made possible by early collaboration under the Co-Development Agreement. FLCP is a fully formed team ready to launch, with extensive expertise in P3 projects, and a deep understanding of Fort Lauderdale. The proposed schedule includes early works before design completion to expedite construction. Phasing construction allows FLCP to deliver the **Council Chambers by November 2028**, with a final delivery of the tower by **February 2029**.

Schedule certainty is higher in a DBFOM vs a DBF due to the oversight of the lenders, equity providers, and rating agencies, in addition to public sponsor supervision.

Please refer to the following pages for a detailed timeline and our revised schedule.

Detailed Timeline



Project Schedule



Activity ID	Activity Name	Orig Dur	Start	Finish	2026	2027	2028	2029	2030
[SEFLLC-001.01-PR] FLL CITY HALL									
MILESTONES					638	10-Aug-26	27-Feb-29		
CONTRACT MILESTONES					638	10-Aug-26	27-Feb-29		
EGMP	EARLY WORKS GMP APPROVED	0		10-Aug-26*					
GMP	GMP APPROVED	0		27-Oct-26					
NTP	Notice to Proceed (NTP)	0	18-Nov-26						
TCOSUM	Construction Duration TCO/Substantial Completion (Calendar Days)	772	18-Nov-26	28-Dec-28					
COSUM	Construction Duration CO/Final Completion (Calendar Days)	833	18-Nov-26	27-Feb-29					
WEA10	Weather Contingency - Council Chamber	10	14-Nov-28	29-Nov-28					
TCO10	Temporary Certificate of Occupancy (TCO)/Substantial Completion - Council Chamber (Phase 1)	0		29-Nov-28*					
WEA	Weather Contingency - Office Tower	20	30-Nov-28	28-Dec-28					
TCO	Temporary Certificate of Occupancy (TCO)/Substantial Completion - Office Tower (Phase 2)	0		28-Dec-28*					
CLOS	Collect & Submit Closeout Documents	42	29-Dec-28	27-Feb-29					
CO	Certificate of Occupancy (CO)/Final Completion	0		27-Feb-29					
SUFFOLK MILESTONES					440	12-Jan-27	02-Oct-28		
COUNCIL CHAMBER					440	12-Jan-27	02-Oct-28		
SUF-MS-111	Install Crane - Council Chamber	0	12-Jan-27						
SUF-MS-111	Structure Topout - Council Chamber	0		21-Oct-27					
SUF-MS-111	Fire Alarm Devices Installed (Common Areas) - Council Chamber	0	07-Aug-28						
SUF-MS-111	Start Up & Commissioning Begins - Council Chamber	0	21-Aug-28						
SUF-MS-111	Finishes Complete - Council Chamber	0		02-Oct-28					
OFFICE TOWER					422	26-Jan-27	20-Sep-28		
SUF-MS-101	Install Crane - Office Tower	0	26-Jan-27						
SUF-MS-111	Buckhoist Installed - Office Tower	0		01-Jul-27					
SUF-MS-101	Structure Topout - Office Tower	0		18-Nov-27					
SUF-MS-101	Permanent Power - Office Tower	0		22-Nov-27					
SUF-MS-111	EMR Ready - Office Tower	0		30-Nov-27					
SUF-MS-101	Rooftop Equipment Set - Office Tower	0		19-Jan-28					
SUF-MS-111	Crane Removal - Office Tower	0	03-Feb-28						
SUF-MS-101	Permanent Power Distributed - Office Tower	0		16-Feb-28					
SUF-MS-101	Weathertight (Building Dry-in) - Office Tower	0		16-Feb-28					
SUF-MS-101	Conditioned Air - Office Tower	0		01-Mar-28					
SUF-MS-111	Elevator Ready for Temp Use - Office Tower	0		29-Mar-28					
SUF-MS-111	Buckhoist Removed - Office Tower	0		08-May-28					
SUF-MS-101	Fire Alarm Devices Installed (Common Areas) - Office Tower	0	10-May-28						
SUF-MS-101	Start Up & Commissioning Begins - Office Tower	0	07-Aug-28						
SUF-MS-101	Finishes Complete - Office Tower	0		20-Sep-28					
SUMMARY SCHEDULE					525	25-Nov-26	28-Dec-28		
OFFICE TOWER					525	25-Nov-26	28-Dec-28		
SUM-1000	Foundation - Summary Timeline	153	25-Nov-26	26-Apr-27					
SUM-1010	Structure - Summary Timeline	273	16-Mar-27	13-Dec-27					

PROJECT ID: SEFLLC-001.01-PR
 DATA DATE: 03-Nov-25
 PRINT DATE: 04-Nov-25
 Page 1 of 2
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Remaining Level of Effort
 Actual Level of Effort
 Completed Work
 Remaining Work
 Critical Remaining Work
 Milestone
 Summary

[SEFLLC-001.01-PR] FLL CITY HALL

EXECUTIVE SUMMARY
 PROPOSAL SCHEDULE





13. Confirm that the City will maintain ownership of the underlying land.

The City will maintain ownership of the land and of the building itself, beginning immediately from when the building is constructed. Under a Public Private Partnership, the City contractually licenses the building to Fort Lauderdale Civic Partners for stewardship for a 30-year term.

14. Identify ownership of the building improvements, infrastructure, and air rights during and after the term of the comprehensive agreement.

The building improvements, infrastructure, and air rights will remain owned by the City. FLCP will act as a steward of the building during the 30-year term of the comprehensive agreement and is contractually obligated to maintain it to a high standard.

Under the DBFOM model, the developer’s long-term responsibility for operations, maintenance, and asset performance encourages thoughtful design and construction choices that reduce lifecycle costs while maintaining high quality and reliability. During the operating period, the developer will conduct regular inspections and condition assessments to detect issues early, monitor asset performance, and plan preventive and corrective maintenance. This proactive approach ensures the City Hall remains in top condition throughout the 30-year term and is handed back to the City in a pre-agreed, high-quality state at the end of the agreement.



03

Design and
Construction
Costs

03 Design and Construction Costs

15. Identify the updated total construction costs based on information included in this document, and specifically defined in Section Four (Building Components) and Section Five (Building Size).

The updated total construction cost is \$257,705,103, as detailed in the Summary Estimates in Annex C. This amount reflects a commitment to high-quality, durable City Hall that creates a lasting civic landmark for the Fort Lauderdale community.

16. Clearly itemize costs under the following categories: (a) Direct Costs, (b) Indirect Costs, (c) Overhead/Administrative Costs, and (d) Contingency. Each proposer shall use the same format and cost definitions to ensure comparability across submissions.

The total updated construction cost of \$257,705,103 allocated across four categories is outlined below:

- Direct Costs (78%) - \$200,457,209
- Indirect Costs (12%) - \$30,706,103
- Overhead/Administrative Costs (6%) - \$16,859,212
- Contingency (4%) - \$9,682,557

Please refer to the following page for the itemized costs.

16. Itemized Costs



 FLL - City Hall Concept Estimate - 11/10/2025 Schedule of Values				11/4/2025		297,483gsf		22,000gsf		69,518gsf		7,600gsf		600gsf		197,765gsf	
CODE	DESCRIPTION	TOTAL COST	\$/gsf	City Hall Lobby / Gallery	\$/gsf	City Hall Annex	\$/gsf	City Hall Chamber	\$/gsf	City Hall Connector	\$/gsf	City Hall Tower	\$/gsf				
Direct Costs	10 General Requirements	6,225,000	20.93	-	-	-	-	-	-	-	-	6,225,000	31.48				
	101 Final Cleaning	528,920	1.78	37,024	1.68	121,651	1.75	15,868	2.09	-	-	354,376	1.79				
	193 Hoists	687,000	2.31	54,960	2.50	54,960	0.79	54,960	7.23	34,350	57.25	487,770	2.47				
	250 Surveying	81,500	0.27	6,520	0.30	6,520	0.09	6,520	0.86	4,075	6.79	57,865	0.29				
	330 Concrete	20,405,498	68.59	2,008,900	91.31	2,008,900	28.90	1,675,412	220.45	1,129,945	1,883.24	13,582,341	68.68				
	420 Masonry	3,290,324	11.06	230,323	10.47	756,775	10.89	98,710	12.99	-	-	2,204,517	11.15				
	442 Exterior Stone	8,404,745	28.25	-	-	-	-	-	-	-	-	8,404,745	42.50				
	510 Structural Steel	1,044,250	3.51	-	-	-	-	819,500	107.83	-	-	224,750	1.14				
	550 Misc Metals	330,342	1.11	23,124	1.05	75,979	1.09	9,910	1.30	-	-	221,329	1.12				
	570 Ornamental Metals	2,025,000	6.81	-	-	2,025,000	29.13	-	-	-	-	-	-				
	610 Rough Carpentry	446,225	1.50	31,236	1.42	102,632	1.48	13,387	1.76	-	-	298,970	1.51				
	710 Waterproofing	2,760,576	9.28	275,750	12.53	627,980	9.03	102,584	13.50	-	-	1,754,262	8.87				
	721 Insulation	329,075	1.11	7,344	0.33	90,281	1.30	24,063	3.17	-	-	207,388	1.05				
	740 Roofing	708,900	2.38	-	-	12,000	0.17	415,950	54.73	-	-	280,950	1.42				
	742 Metal Panel Facade	1,805,825	6.07	-	-	-	-	1,390,940	183.02	-	-	414,885	2.10				
	780 Applied Fireproofing	208,850	0.70	-	-	-	-	163,900	21.57	-	-	44,950	0.23				
	810 Doors, Frames & Hardware	510,000	1.71	40,800	1.85	117,300	1.69	15,300	2.01	-	-	336,600	1.70				
	844 Windows & Curtainwall	20,399,350	68.57	2,024,550	92.03	4,053,300	58.31	3,666,500	482.43	357,000	595.00	10,298,000	52.07				
	862 Skylights	311,000	1.05	-	-	-	-	311,000	40.92	-	-	-	-				
	875 Railings	230,000	0.77	-	-	230,000	3.31	-	-	-	-	-	-				
	900 Interior Fit-out Allowances	39,976,900	134.38	3,945,000	179.32	7,108,400	102.25	4,862,100	639.75	90,000	150.00	23,971,400	121.21				
	920 Drywall	7,437,075	25.00	520,595	23.66	1,710,527	24.61	223,112	29.36	-	-	4,982,840	25.20				
	924 Stucco	438,620	1.47	31,555	1.43	128,065	1.84	-	-	-	-	279,000	1.41				
	990 Painting & Wallcovering	55,405	0.19	-	-	-	-	-	-	-	-	55,405	0.28				
	1124 Facade Maintenance (EBMS)	100,000	0.34	7,000	0.32	23,000	0.33	3,000	0.39	-	-	67,000	0.34				
	1420 Elevators & Escalators	2,104,800	7.08	147,336	6.70	484,104	6.96	63,144	8.31	-	-	1,410,216	7.13				
	2110 Fire Protection	2,082,381	7.00	145,767	6.63	478,948	6.89	62,471	8.22	-	-	1,395,195	7.05				
	2210 Plumbing	10,411,905	35.00	728,833	33.13	2,394,738	34.45	312,357	41.10	-	-	6,975,976	35.27				
	2310 HVAC	17,848,980	60.00	1,249,429	56.79	4,105,265	59.05	535,469	70.46	-	-	11,958,817	60.47				
	2610 Electrical	32,723,130	110.00	2,290,619	104.12	7,526,320	108.26	981,694	129.17	-	-	21,924,497	110.86				
	3110 Earthwork	5,000,000	16.81	350,000	15.91	1,150,000	16.54	150,000	19.74	-	-	3,350,000	16.94				
	3160 Deep Foundations	1,623,415	5.46	113,639	5.17	373,385	5.37	48,702	6.41	-	-	1,087,688	5.50				
	3214 Unit Pavers	1,116,560	3.75	-	-	265,400	3.82	-	-	-	-	851,160	4.30				
	3290 Landscape/Hardscape	2,000,000	6.72	140,000	6.36	460,000	6.62	60,000	7.89	-	-	1,340,000	6.78				
	3.00% Escalation	6,805,659	22.88	506,433	300,924.36	1,282,449	732,858.19	565,343	270,778.93	56,770	#DIV/0!	4,394,663	2,452,509.28				
	SUBTOTAL	\$ 193,651,550	651/gsf	\$ 14,410,303	655.01	\$ 36,491,430	524.92	\$ 16,086,554	2,116.65	\$ 1,615,370	2,692.28	\$ 125,047,892	632.31				
Indirect Costs	8.00% General Conditions	20,616,408	69.30	1,534,141	69.73	3,884,927	55.88	1,712,597	225.34	171,974	286.62	13,312,769	67.32				
	1.50% Subguard	2,904,773	9.76	216,155	9.83	547,371	7.87	241,298	31.75	24,231	40.38	1,875,718	9.48				
	1.40% General Liability Insurance	3,607,871	12.13	268,475	12.20	679,862	9.78	299,704	39.43	30,096	50.16	2,329,735	11.78				
	1.00% Performance & Payment Bonds	2,577,051	8.66	191,768	8.72	485,616	6.99	214,075	28.17	21,497	35.83	1,664,096	8.41				
	Preconstruction Services	1,000,000	3.36	74,414	3.38	188,439	2.71	83,070	10.93	8,342	13.90	645,737	3.27				
Contingency	5.00% Construction Contingency	9,682,577	32.55	720,515	32.75	1,824,572	26.25	804,328	105.83	80,768	134.61	6,252,395	31.62				
Overhead	7.00% Fee	16,859,212	56.67	1,254,554	57.03	3,176,927	45.70	1,400,488	184.27	140,633	234.39	10,886,610	55.05				
	TOTAL COST	\$ 257,705,103	866/gsf	\$ 19,176,757	872/gsf	\$ 48,561,593	699/gsf	\$ 21,407,456	2,817/gsf	\$ 2,149,681	3,583/gsf	\$ 166,409,616	841/gsf				



17. Clearly separate construction costs from all other cost components. Provide the construction cost on a per-square-foot basis, along with an escalated per-square-foot cost based on the anticipated midpoint of construction.

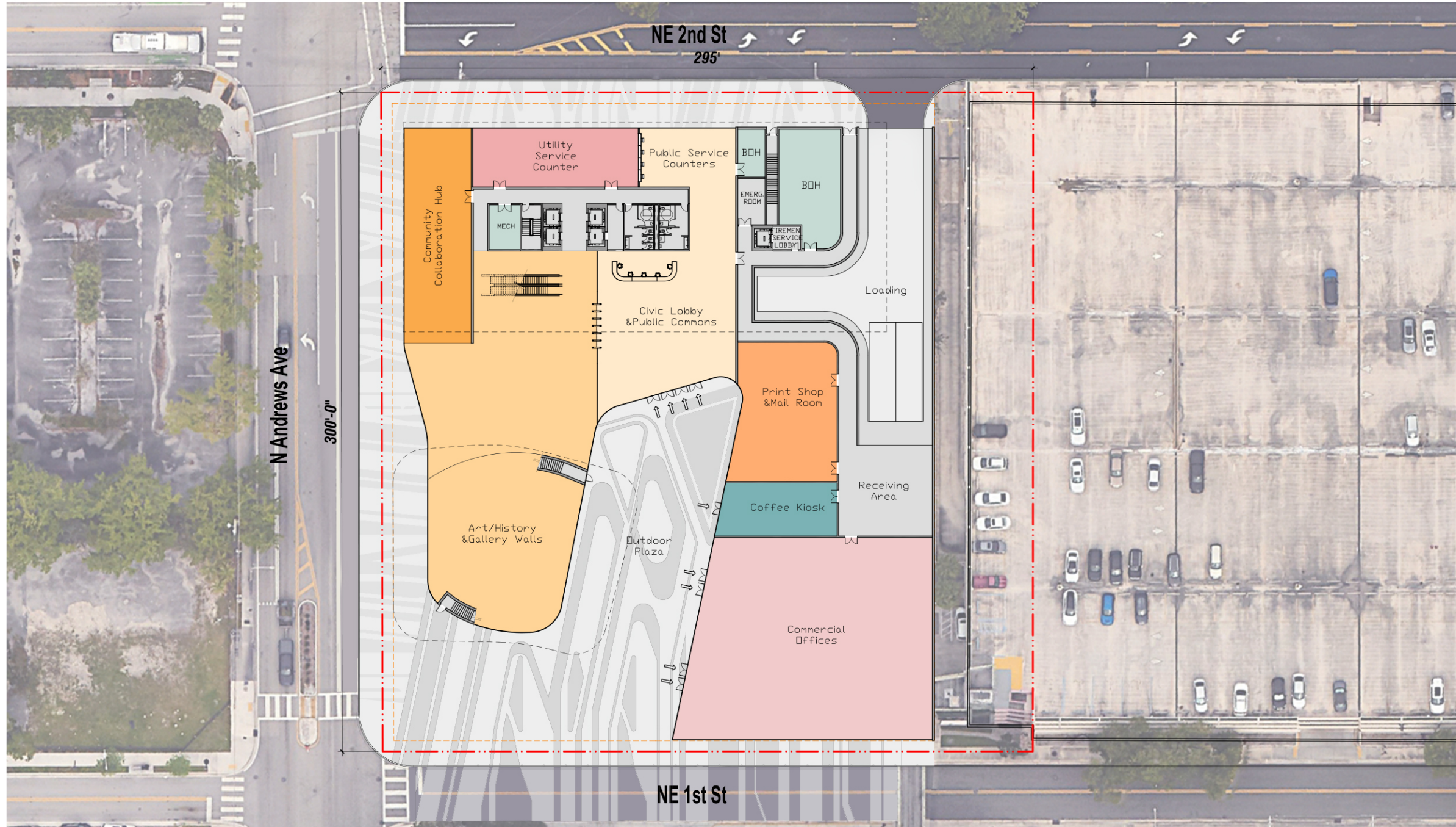
Construction Costs are \$257,705,102 million. This price leads to a \$866 per square foot construction cost with 3% escalation included.

18. Provide cost estimates for the planning, design, and construction phases to deliver the project. Indicate the primary cost drivers for each phase.

Post-CDA Design & Planning Phase	
Post-CDA Design costs are driven by design, engineering costs to bring the 60% design to completion.	
Final Design and Engineering Costs	\$7,216,000
Building Permits and Zoning	\$3,500,000
Development Costs	\$3,100,000
Administrative	\$200,000
Contingency (5%)	\$700,800
Total:	\$14,716,800

Construction Phase	
Costs during the construction phase are driven by direct costs (78%) of labor and materials, and indirect costs (12%) of general conditions, insurance, and performance bonds.	
Direct Costs	\$200,457,209
Indirect Costs	\$30,706,103
Overhead/Administrative Costs	\$16,859,212
Contingency	\$9,682,557
Total:	\$257,705,102

Proposed Floor Plans



FTL City Hall

Level 1

Scale: 1"=40'

November 7, 2025

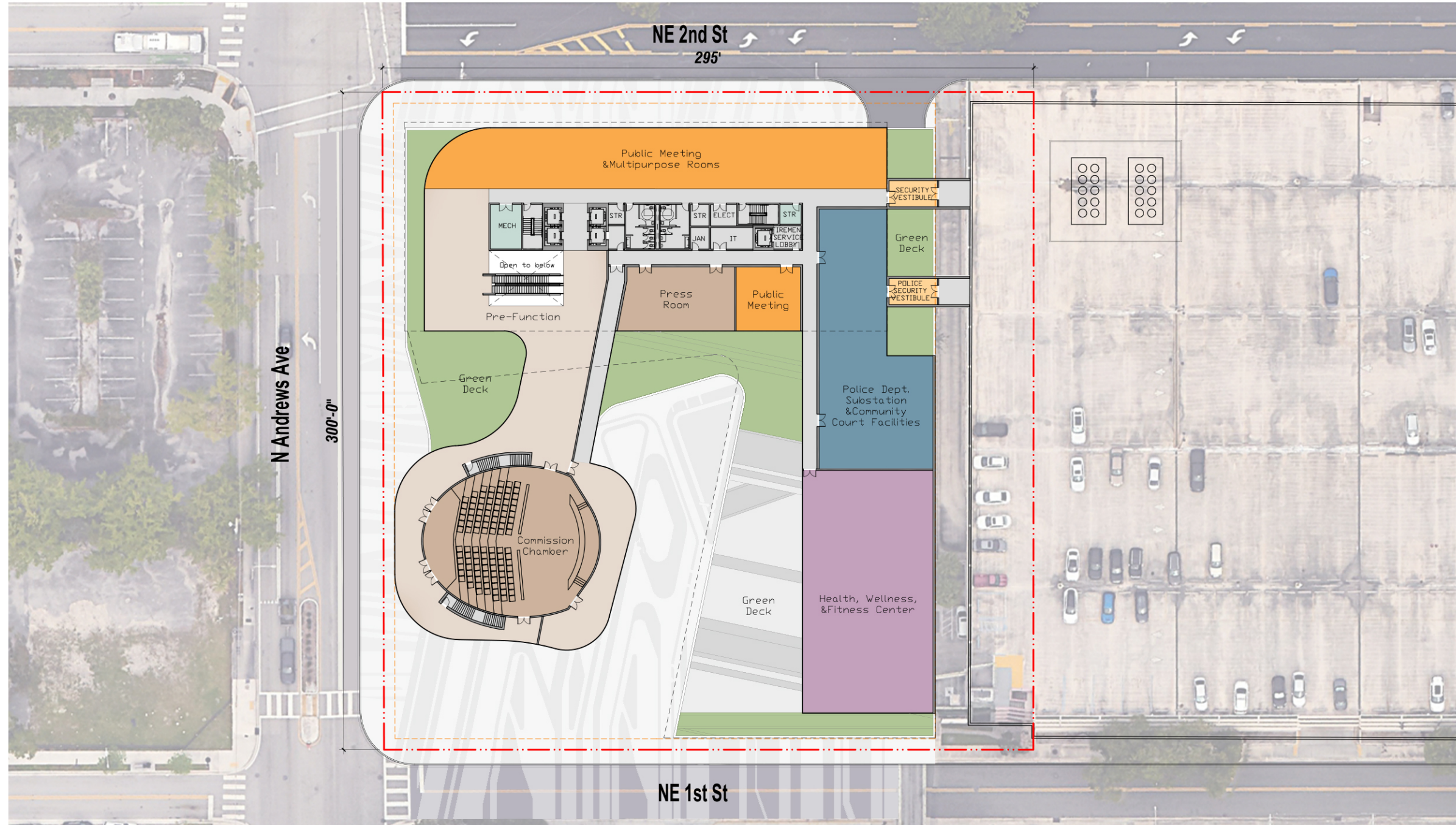
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Proposed Floor Plans



FTL City Hall

Level 2

Scale: 1"=40'

November 7, 2025

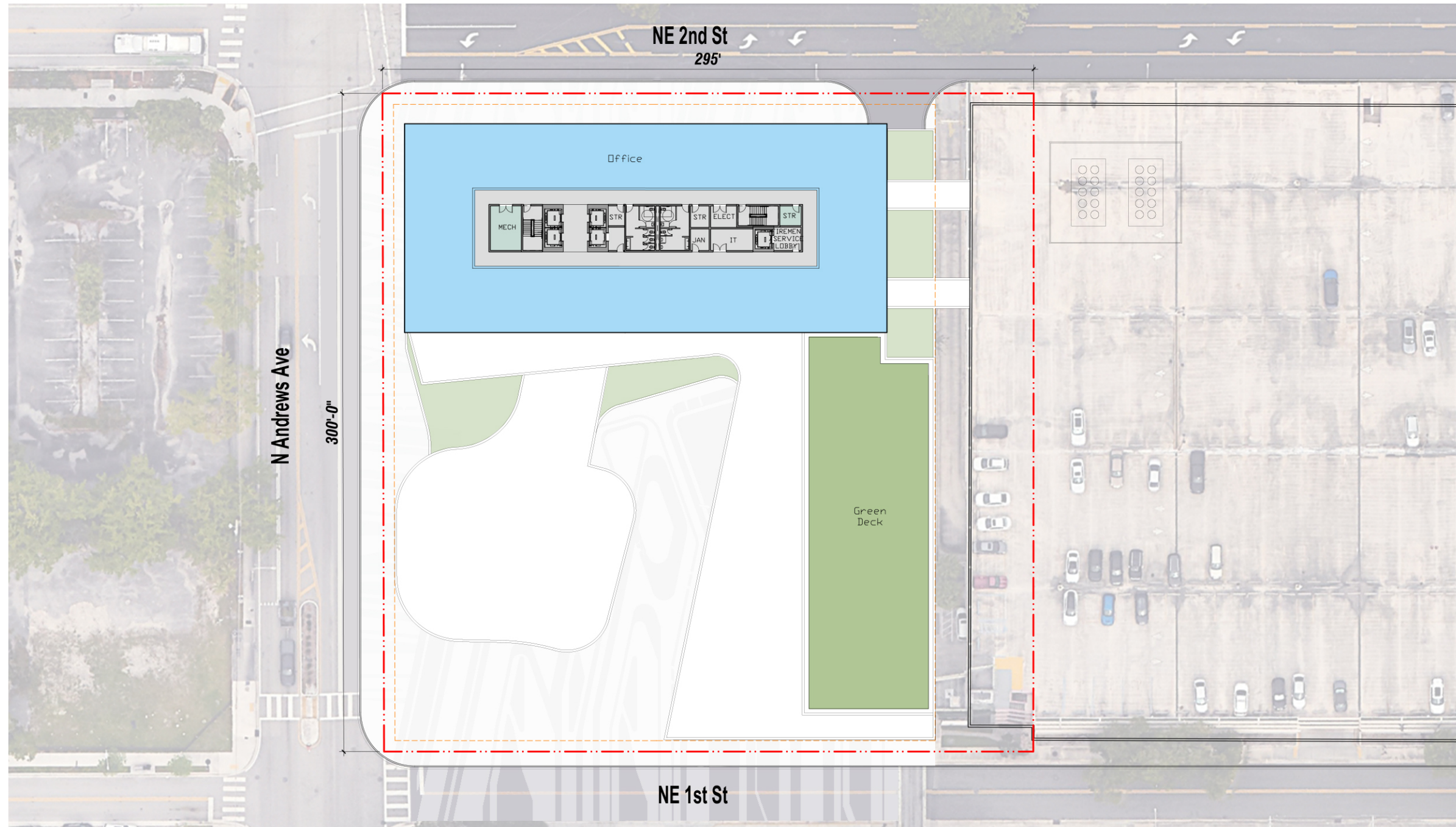
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Proposed Floor Plans



FTL City Hall

Typical Tower

Scale: 1"=40'

November 7, 2025

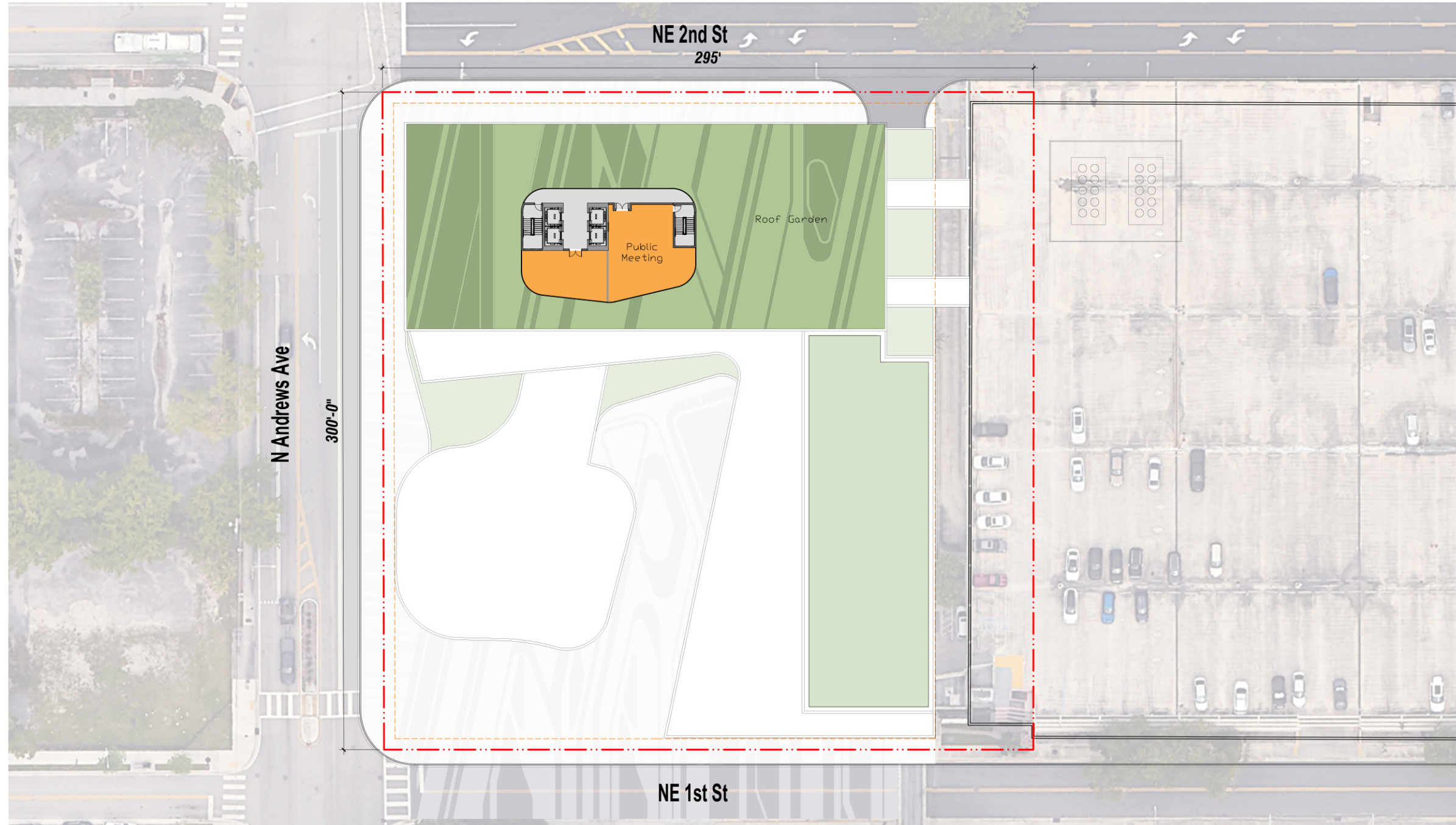
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Proposed Floor Plans



FTL City Hall

Roof Top

Scale: 1"=40'

November 7, 2025

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04

Additional
Response
Requirements

04 Additional Response Requirements

19. Construction Cost – Proposers must complete and provide the Developer’s Design and Construction Cost Breakdown Form.

Please refer to **Appendix A** for the Developer’s Design and Construction Cost Breakdown Form.

20. Litigation History – Proposers must provide an affidavit disclosing litigation history for the lead developer and project team.

Please refer to **Appendix B** for the requested litigation history.



21. Financial History – Proposers must submit the lead developer’s three (3) most recent annual audited financial statements and provide any additional information necessary to demonstrate current financial capacity to perform under the proposed project delivery methodologies, including:

a. Additional context or detail to clarify significant financial trends or future commitments that could impact the proposer’s ability to deliver and manage the project.

Meridiam maintains a robust financial position and immediate access to over \$1.23 billion in committed capital, ensuring the resources are in place to advance the Fort Lauderdale City Hall project without delay. Audited financial statements from MINA IV, provided by Meridiam’s Chief Financial Officer, demonstrate the firm’s continued strength, liquidity, and capacity to finance and deliver large-scale civic infrastructure projects.

With over \$27 billion in assets under management through Meridiam’s global affiliates, a 20-year track record of delivering complex public infrastructure, and dedicated 25-year funds structured for long-term ownership, Meridiam is well-capitalized and fully prepared to finance, deliver, and maintain the City’s new City Hall through construction and operations.

In addition to this strong history of performance, Meridiam successfully closed its fourth-generation North America fund with \$1.8 billion in investor commitments on September 30, 2025, exceeding its \$1.7 billion target and prior fund size.

- **Equity Commitment:** Please refer to the following pages for a letter from Meridiam’s external fund administrator confirming investor subscriptions and total uncalled capital commitments of \$1.23 billion in Meridiam Infrastructure North America Fund IV.
- **Suffolk Financial Capacity:** Suffolk’s bonding capacity and surety support letters are included on the following pages, confirming its ability to meet construction and performance obligations. Suffolk maintains a single project bonding capacity of \$1 billion and an aggregate of \$5.5 billion as evidenced by the surety letter at the end of this section.
- **MINA IV Financial Statements:** Audited MINA IV financial statements demonstrate consistent financial strength and liquidity over the fund’s lifetime. **This information is provided on a separate thumb drive with the hard copy submission.**



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November 3, 2025

City Manager's Office
City of Fort Lauderdale
101 NE Third Avenue,
Fort Lauderdale, FL 33301
Attention: Ben Rodgers, Assistant City Manager

Re: Fort Lauderdale City Hall Project, Funding Confirmation

Dear Mr. Ben Rodgers,

This letter is intended to provide a clarifying overview of the Meridiam Infrastructure North America Fund IV, as defined below, including its current status and limited partner support.

Status and Limited Partner Support:

We hereby confirm that Meridiam Infrastructure North America Fund IV has investor subscriptions and total uncalled capital commitments of \$1.23 billion.

All shareholders of the Meridiam Infrastructure North America Fund IV have executed irrevocable subscription agreements binding them to their respective commitments therein.

Investment Structure:

Meridiam Infrastructure North America Fund IV systematically invests into its underlying portfolio project companies via wholly owned subsidiaries. Meridiam Infrastructure North America Fund IV and all its subsidiaries are managed by Meridiam Infrastructure North America Corporation.

Gen II Fund Services, LLC Administration:

Gen II Fund Services, LLC (Gen II) serves as the Fund Administrator for Meridiam Infrastructure North America Fund IV, a fund structure composed of five parallel funds: Meridiam Infrastructure North America Fund IV, LP, Meridiam Infrastructure North America Fund IV (Domestic), LP, Meridiam Infrastructure North America Fund IV, Parallel I, LP, Meridiam Infrastructure North America Fund IV, Parallel II, LP and Meridiam Infrastructure North America Fund IV, Parallel III, LP (collectively referred to as "Meridiam Fund").

As the administrator, Gen II is tasked with maintaining the books and records of Meridiam and its North American entities as well as assisting in the creation of reports that are sent to the Meridiam Fund's limited partner base.

1675 Broadway, 4th Floor ■ New York, NY ■ 10019


P: 212.408.0550 ■ gen2fund.com

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Gen II is the largest independent private equity fund administrator, covering over \$1T of private capital and reporting to over 50,000 LPs on behalf of our clients. Gen II offers private equity firms the best in class combination of people, processes and technology, enabling GPs to most effectively manage their operational infrastructure, financial reporting and investor communications. With over 30 years of experience in private equity fund administration, Gen II utilizes the knowledge and expertise of our people to deliver best-in-class, customized service to our clients around the world.

Sincerely,

Signed by:


By: _____
586E1A3E882041A...

GEN II FUND SERVICES, LLC
Tania Mavronas
Principal

1675 Broadway, 4th Floor ■ New York, NY ■ 10019

P: 212.408.0550 ■ gen2fund.com



UNCOMMONLY INDEPENDENT

November 3, 2025

City of Fort Lauderdale
101 NE 3rd Avenue, Suite 2100
Fort Lauderdale, FL 33301

RE: Suffolk Construction Company, Inc.
Project: City Hall Project

To Whom It May Concern:

It is our pleasure to provide this reference letter to you on behalf of our client, Suffolk Construction Company, Inc., and will confirm their bondability.

Fidelity and Deposit Company of Maryland, Zurich American Insurance Company, Liberty Mutual Insurance Company, and Federal Insurance Company, in a co-surety arrangement, provide bonds for our client. All sureties are rated "A/XV" or better as rated by the A.M. Best Company, and are listed in the Department of the Treasury's Listing of Approved Sureties (Department Circular 570).

Suffolk's co-sureties are willing to provide bonding support on behalf of Suffolk Construction Company, Inc. for single projects in excess of \$1,000,000,000, with an overall program in excess of \$5,500,000,000. Suffolk has the capacity available for the above referenced project, and at their request we would look favorably on supporting performance and payment bonds. Our support is conditioned upon completion of the underwriting process, including satisfactory review of contract documents, confirmation of financing and our ongoing review of the operational and financial capacity of Suffolk Construction Company, Inc.

This letter is not an assumption of liability and is issued only as a prequalification reference request from our client. It should be understood that any arrangement for bonds is strictly a matter between Suffolk Construction Company, Inc. and their sureties.

We consider Suffolk Construction Company, Inc. to be one of our finest clients, and we highly recommend them to you. They are a well-managed and financed company, and truly capable of meeting your requirements. If you have any questions in regard to this letter do not hesitate to call.

Yours truly,

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

Rebecca S. Leal
Attorney-in-Fact





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

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Illinois, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Illinois (herein collectively called the "Companies"), by Christopher Nolan, 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 **Debra J. SCARBOROUGH, Kellie A. MEYER, Christy M. BRAILE, Mary T. FLANIGAN, Tahitia M. FRY, Rebecca S. LEAL, C. STEPHENS GRIGGS, Lauren SCOTT, Veronica LAWVER, Danielle R. CAPPS, Kristin D. THURBER, Patrick T. PRIBYL, Evan D. SIZEMORE, Jeffrey C. CAREY, Charles R. TETER, III, Hillary D. SHEPARD, Erin C. LAVIN, Mariana WALKER, April M. TERBAY, all of Kansas City, Missouri,** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

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

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 9th day of June A.D., 2025.

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

By: Christopher Nolan
Vice President

By: Dawn E. Brown
Secretary



State of Maryland
County of Baltimore

On this 9th day of June A.D. 2025, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **Christopher Nolan, Vice President and Dawn E. Brown, 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 saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

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

Genevieve M. Maison
Notary Public
My Commission Expire January 27, 2029



Authenticity of this bond can be confirmed at bondvalidator.zurichna.com or 410-559-8790



EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 3rd day of November 2025.



MJ Pethick

Mary Jean Pethick
Vice President

TO REPORT A CLAIM WITH REGARD TO A SURETY BOND, PLEASE SUBMIT A COMPLETE DESCRIPTION OF THE CLAIM INCLUDING THE PRINCIPAL ON THE BOND, THE BOND NUMBER, AND YOUR CONTACT INFORMATION TO:

Zurich Surety Claims
1299 Zurich Way
Schaumburg, IL 60196-1056
reportsfclaims@zurichna.com
800-626-4577

Authenticity of this bond can be confirmed at bondvalidator.zurichna.com or 410-559-8790



POWER OF ATTORNEY

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

Certificate No: 8213385-674009

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, C. Stephens Griggs; Charles R Teter, III; Christy M Braille; Danielle R Capps; Debra J Scarborough; Erin C Lavin; Evan D Sizemore; Hillary D Shepard; Jeffrey C Carey; Kellie A Meyer; Kristin D Thurber; Lauren Scott; Mariana Walker; Mary T Flanagan; Patrick T Pribyl; Rebecca S Leal; Tahitia M Fry; Veronica Lawver; Anne M Gliedt; Roxanne Avila; Tamara Bowser; Meredith McMillen; Nancy Singleton; Robert Elliott

all of the city of Kansas City state of MO 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 18th day of March, 2025.



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

By: [Signature]
Nathan J. Zangerle, Assistant Secretary

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

State of PENNSYLVANIA ss
County of MONTGOMERY

On this 18th day of March, 2025 before me personally appeared Nathan J. Zangerle, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

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



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2029
Commission number 1128044
Member, Pennsylvania Association of Notaries

By: [Signature]
Teresa Pastella, Notary Public

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

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

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

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

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

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

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

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

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

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 3rd day of November, 2025.



By: [Signature]
Renee C. Llewellyn, Assistant Secretary

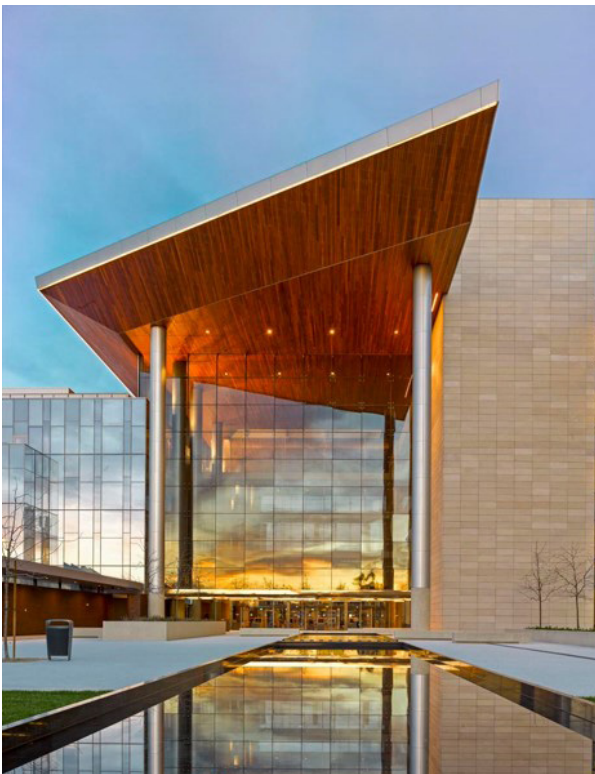
22. Public-Private Partnership (P3) Experience – Proposers must provide a summary of prior experience delivering P3 projects within the State of Florida., including projects undertaken and outcomes achieved.

a. Provide the public partner(s), delivery method, total project cost, length of the construction period, and gross square footage of each project listed.

b. For each project, indicate whether the project was delivered on-time and on-budget. If not, describe the challenges encountered and final outcome.

Meridiam has delivered some of the nation’s most complex P3 infrastructure projects in the last two decades. Our team maintains robust relationships across all project finance markets, including commercial banks, financial institutions, capital markets, federal funding sources, and private placement investors. Suffolk has a broad portfolio of P3 projects across the US.

Please refer to the following pages for our team's P3 experience in Florida.



Long Beach Courthouse

- ✓ \$25 billion asset under management
- ✓ \$90 billion worth of total infrastructure investments across 130 essential public infrastructure projects globally
- ✓ Ranked #3 in New Private Markets’ 2024 Impact 50 list, measuring the amount of impact-focused private markets capital raised by managers over a five-year period
- ✓ #1 US Transportation P3 Developer by the journal of record for Public-Private Partnerships, Public Works Financing (May 2025)



MERIDIAM

Port of Miami Tunnel

P3

Location

Miami, FL

Size & Value

8,400 FT. | \$1,100,000,000

Schedule

05/2010 - 08/2014

Owner

Florida Department of
Transportation (FDOT)

Certifications/Awards:

Urban Land Institute Global
Excellence Award

ENR Best Global Project
(2014)

Project Description

The Port of Miami Tunnel highlights Meridiam’s ability to deliver complex infrastructure under a public-private partnership model, on-time and under budget. The DBFOM agreement developed with the Florida Department of Transportation represents 35 years of infrastructure innovation, and provides a direct high-capacity road link between the Miami seaport and Florida’s interstate highway network. This complex underwater tunnel—still the largest diameter bored tunnel in the U.S.—redefined access to the Port, diverting truck traffic from downtown Miami and setting a precedent for future U.S. availability payment concessions.

Role in the Project

As a major Florida success story, the Port of Miami Tunnel project—one of Florida’s earliest P3s—highlights Meridiam’s strong contractor partnerships, stakeholder coordination, and ability to deliver durable infrastructure with long-term community benefit.

Meridiam—the 90% equity partner in the Miami Access Tunnel consortium—led the Tunnel project’s financing and structured a resilient package that ensures public value and cost certainty. The financing was composed of \$341 million in senior bank debt, a \$341.5 million TIFIA loan, and equity tied to a 30-year availability payment mechanism with inflation adjustments and performance-based deductions.

Port of Miami Tunnel



Value to the City of Fort Lauderdale

Meridiam oversaw the development, financing, design, construction, operation, and maintenance of the Port of Miami Tunnel, creating two parallel tunnel tubes beneath Biscayne Bay. The new infrastructure connecting the Port of Miami to I-95 significantly reduced downtown congestion and freight mobility. Completed on schedule and within budget, the tunnel has operated with outstanding safety and availability performance since opening in 2014. The project immediately diverted around 16,000 vehicles of daily traffic, much of it heavy trucks, from downtown Miami, improving quality of life and aiding future development in the area. Simultaneously, the twin-tunnel and highway improvements have boosted the operations and competitiveness of the Port of Miami.

Delivering on Time and on Budget

Through Meridiam’s leadership, the Port of Miami Tunnel was completed ahead of schedule and underbudget, despite major geotechnical challenges—including voids beneath the seabed.

Local Participation

Meridiam launched “Operation 305,” a local hiring initiative that directed over \$400 million in contracts and 80% of workforce participation to Miami-Dade firms and residents. Today, the tunnel has diverted over 80% of truck traffic from downtown Miami streets and is nationally recognized for its operational reliability and innovative procurement.

The Miami Access Tunnel staff frequently hosts community groups for tours of the tunnel and partners with local schools—from elementary to university—to bring STEM education and awareness to the students through shadow programs, summer internships, tours, presentations, and mentoring programs.

Relevancy

- **Experienced DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Ahead of schedule and under budget:** completed ahead of schedule and \$90M under budget
- **Ready-to-go team:** Proven collaboration with KEITH
- **Resilient financing** ensured public value and cost certainty
- **Experienced in P3 infrastructure:** 1st P3 in South Florida and 1st P3 tunnel project in North America
- **Resilient infrastructure:** Incorporated resilient flood gates
- **In service of the local community:**
 - Diverted >80% of truck traffic from downtown Miami
 - >80% of all jobs, >\$800M targeted to Miami-Dade County residents
- **Operational excellence:** Miami Access Tunnel team won the National “Best Operations” award for P3 Hub at the North American Conference



ZYSCOVICH

P3

Florida's Turnpike FDOT Service Plaza Projects

Project Description

Zyscovich, as a design-build partner, designed six buildings for the elected concession holder of Florida's Turnpike Service Plazas for the Florida Department of Transportation (FDOT). The project included the construction of three facilities and the renovation of three existing facilities, all of which have received LEED Silver or Gold ratings.

The service plazas were located along the Florida Turnpike, covering even different county jurisdictions from Orange County to Broward County. Zyscovich presented a design strategy that focuses on Florida's environment as it changes from the northernmost plaza in North Florida to the southernmost plaza in Broward County.

Each site offers new amenities, upgraded services, and more modern and contextual buildings. Included in the new facilities are outdoor dining areas, indoor gardens, higher ceilings, and maximized natural daylight.

Location

6 Sites in Florida

Size & Value

Varied

Schedule

Varied

Owner

FDOT

Certifications/Awards:

LEED Silver & Gold Certified



23. City Hall Development Experience – Proposers must provide additional information describing previous experience in developing and delivering a city hall, municipal or governmental facilities.

Please refer to the following pages for our team's specific experience.



MERIDIAM

Long Beach Courthouse

P3

Project Description

The Long Beach Courthouse P3 project entailed the design, construction, financing, operations, and maintenance of a new 531,000 SF, 5-story court building that houses 31 civil and criminal courtrooms, jury assembly and deliberation rooms, judges' chambers, administrative office and commercial retail space, as well as renovation and expansion of the existing 990-car parking facility. This courthouse is the first performance-based social infrastructure P3 project in the United States.

Role in the Project

Meridiam was the sole developer and equity member of the Long Beach Judicial Partners (LBJP) consortium. Meridiam led the project's finance structuring and supervised the construction phase.

Project Type

Government

Location

Long Beach, CA

Size & Value

531,000 SF | \$495,000,000

Schedule

04/2011 - 08/2013

Owner

California Administrative
Office of the Courts

Certifications/Awards:

Urban Land Institute Global
Excellence Award

ENR Best Project Award |
Government Building (2014)

Meridiam now oversees the performance of the facility management services and is responsible for the overall asset management for the project.

Meridiam assessed all financial solutions and chose to run two options in parallel to drive competition and provide proposal alternatives. The dual-track approach included a long-term rated bond, as well as a mini-perm financing approach. For the project, Meridiam issued a seven-year mini-perm bank loan funded by six banks. In November 2013, shortly after the project reached its operational phase, Meridiam led the refinancing of the mini-perm with the issuance of a fixed-price private placement with a 34-year final maturity.

The project received a rating of A1 from Moody's. The refinancing of the Long Beach Courthouse represented the first P3 private placement transaction in the US.

Long Beach Courthouse

Value to the City of Fort Lauderdale

Similarly to the role envisioned for the new City Hall, Meridiam acted as developer, equity investor and financial arranger for LBC, the first performance-based social infrastructure P3 project in California and the U.S. As the sole developer, Meridiam successfully spearheaded the procurement of this iconic P3 project for a first-time owner in a unique asset class of the U.S.'s P3 market. Meridiam, as one of the few true long-term P3 investors, understood the objectives and concerns of the AOC, structured LBJP's bid accordingly, and continued to work very closely with the AOC during construction to address owner concerns as quickly as possible and coordinate responses to public inquiries and questioning.

This project demonstrates Meridiam's long-term commitment to the public sector owners of the P3 projects it develops, along with its in-depth expertise to adapt to changing market conditions and achieve financial close as scheduled. Meridiam leveraged its strong relationships with banks to arrange and close a six-bank mini-perm senior financing, despite the then- challenging California market conditions.

In November 2013, Meridiam led the courthouse's refinancing, which permitted the repayment of the mini-perm bank loan through the issuance of a long-term private placement, and as a result eliminated the refinancing risk. This exemplifies Meridiam's ability to provide a valid and competitive proposal with the most cost-efficient financing solution available in any market conditions

Delivering on Time and on Budget

Meridiam was the sole developer and equity member of the LBJP consortium and delivered the project ahead of time and under budget. During the construction phase, Meridiam's leadership in supervising the activities of the design-builder ensured a smooth and integrated construction process.

Local Participation

LBJP consortium focused on using local firms and personnel during the design and construction, with 10% of man-hours from local Long Beach residents, which was not a requirement of AOC. Also, participation of veteran owned businesses in the design and construction was 4.5%, surpassing the 3% requirement.

Relevancy

- **Experienced in DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Experienced in civic infrastructure:** consolidated judicial complex construction >\$200M
- **Operational excellence:**
 - High customer satisfaction: 4.75/5.00 on all quarterly user surveys
 - Independently evaluated at 94% new over a decade of operations, well above the 85% handback requirements
- **Experienced in P3:** 1st U.S. performance-based social infrastructure project and P3 private placement transaction
- **Ahead of schedule and under budget:** Delivered 2 weeks ahead of schedule, under budget, and with an excellent safety record
- **Sustainable infrastructure:** Built to LEED® Silver Certification
- **In service of the local community:** exceeded VBE goals



MERIDIAM

LaGuardia Terminal B

P3

Location

Queens, NY

Size & Value

1,300,000 SF |
\$3,900,000,000

Schedule

06/2016 - 07/2022

Owner

Port Authority of New York
and New Jersey

Project Description

The LaGuardia Terminal B Redevelopment is one of the most ambitious social infrastructure P3s in the United States—a full replacement of the aging 1960s-era terminal with a 21st-century, world-class facility. The original terminal was built to handle eight million passengers annually but had grown to serve over 16 million travelers per year. The new 1.3 million square foot, 35-gate terminal was delivered under a design-build-finance-operate-maintain (DBFOM) contract, with Meridiam leading the development and long-term financial strategy.

Certifications/Awards

Skytrax 5-Star Terminal & World's Best New Terminal
UNESCO, Prix Versailles for Best Airport (2024)
Forbes Travel Guide, Nation's Best Airport (2024)

Role in the Project

Through its role as lead developer and equity investor, Meridiam deftly navigated regulatory complexities and mitigated construction, operational, and financial risks through risk-sharing agreements with the Port Authorities. Meridiam oversaw the full commercial and financial structure of the project as well as strong stakeholder coordination to facilitate smooth execution. This included developing a robust business plan, forecasting non-aeronautical revenues, leading the credit rating process, negotiating with lenders, and securing \$2.6 billion in non-recourse debt through a private placement bond issuance and \$3.3 billion in tax-exempt PABs. Meridiam invested equity through its managed North America infrastructure fund and has increased its stake in the project to 50.15%. The project achieved a rating of BBB and Baa3 from Fitch and Moody's respectively, and the financing was fully secured and oversubscribed, underscoring Meridiam's capability in structuring large, value driven projects.

Client Testimonial

"Port Authority and our private partners have built what we promised – **a world-class airport, with inspiring architecture, public art, iconic concessions and state-of-the-art technology** that has propelled LaGuardia from worst to best in the nation in the eyes of the critics and passengers alike."

- Port Authority Chairman Kevin O'Toole

LaGuardia Terminal B



Relevancy to the City of Fort Lauderdale

Construction was executed in phased delivery to maintain full airport operations, with the terminal opening fully to passengers in January 2022. The facility now offers expansive gate areas, intuitive layouts, industry-leading customer amenities, and standout architectural features—including dual pedestrian skybridges and immersive public art.

Widely praised for its exceptional quality and long-term maintenance standards, the terminal has transformed the passenger experience and was named the “World’s Best New Airport Terminal” in 2023 and 2025, based on the Global Passenger Survey conducted by Skytrax. Meridiam consistently met and exceeded key performance targets, achieving LEED v4 Gold, Envision Platinum, and 90% waste diversion, surpassing environmental benchmarks—a commitment to excellent that Meridiam would also bring to Fort Lauderdale.

Meridiam oversees the Terminal’s O&M and is committed to long-term maintenance and continual improvement. Meridiam developed a multi-year asset management and lifecycle replacement for long-term reliability, as well as predictive maintenance programs and strategic rehabilitation schedules to extend asset life and minimize disruption.

Delivering on Time and Under Budget

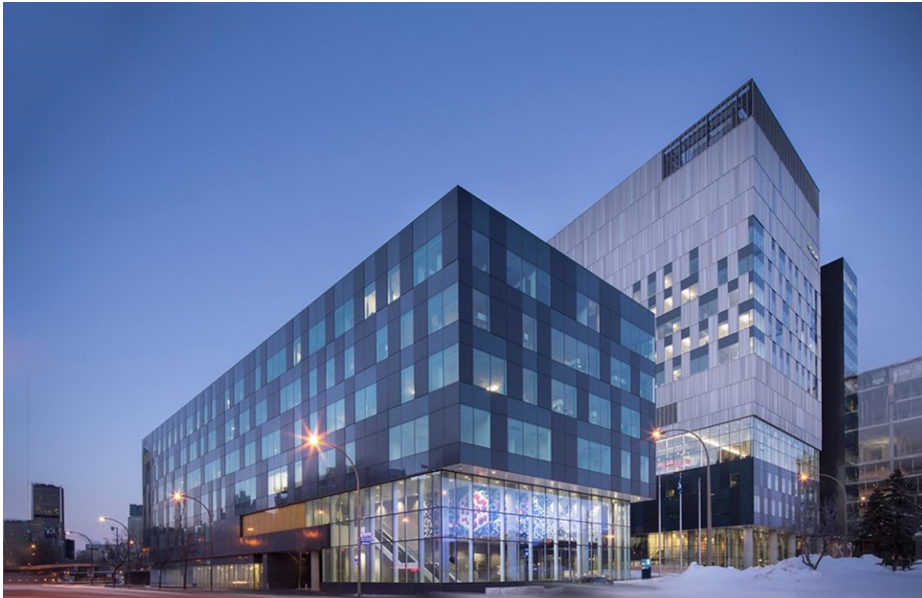
With total capital expenditure of \$3.9 billion and financial close achieved in June 2016, the project was completed on time and under budget. The new terminal has accommodated growing passenger numbers with a high-end, modern passenger experience—delivered without disruption to airport operations or flight schedules. Meridiam achieved this through strong stakeholder management and by developing 150 micro-phases to minimize disruption and maintain operations, continuing to work closely with stakeholders to synchronize work with operational needs.

Local Participation

The project also delivered transformative community and ESG impact, awarding over \$928 million (40%) in contracts to MWBE firms and employing a workforce that is over 50% locally based in Queens, and 100% from the NY metropolitan area. The result is not just a new terminal, but a high-performing public asset setting a global benchmark for what long-term public-private partnerships can deliver.

Relevancy

- **Experienced DBFOM lead:** Similar role for Meridiam as developer, equity member, and financial lead in a DBFOM agreement
- **Experienced in complex P3 infrastructure:** 35-gates & >16 million passengers served a year
- **On time and on budget:** while maintaining full airport operations
- **In service of the local community:** exceeded MWBE (112% of target) and local contracting goals
- **Sustainability:** Achieved LEED Gold certification for both construction and O&M
- **Excellence in design, operations, and maintenance:**
 - Won over 40 national and international design, innovation, and customer experience awards
 - North America’s first terminal to earn Skytrax’s 5-Star rating
- **Ready-to-go team:** proven collaboration with Suffolk and ABM



MERIDIAM

University of Montreal Hospital Research Center

Project Description

DBFOM of a cutting-edge, 753,500 square foot research center. CRCHUM hosts 1,7000 employees and is one of the world’s leading centers for integrated medical research, advancing work in cancer, neuroscience, and immunotherapy. With 75 research laboratories, 19 core research facilities, and hundreds of offices, CRCHUM provides a high-quality training environment for developing the next generation of research leaders. Constructed in a dense urban environment, the project was also critical to help revitalize Montreal’s downtown and spur transit-oriented development, with its direct connection to the Champ-de-Mars subway.

Role in the Project

As Lead Developer, Equity Investor, and Asset Manager, Meridiam led the structuring, financing, and long-term stewardship of the CRCHUM project. Meridiam developed the commercial and financial structure, secured CAD \$459 million in financing—including CAD \$394 million in long-term debt and CAD \$65 million in equity—and arranged the delivery of a complex medical research facility under a performance-based availability payment structure.

Meridiam’s active oversight throughout development and construction ensured the project was delivered on time and on budget, maintaining performance, design, and quality standards required for a world-class research institution. Meridiam continues to provide asset management and lifecycle oversight, ensuring long-term functionality and efficiency consistent with LEED Gold certification and international sustainability benchmarks.

Project Type

Municipal

Location

Montreal, Canada

Size & Value

753,500 SF | \$608M - CAD

Schedule

5/2010-7/2013

Owner

City of Montreal/ Government of Quebec

Contract Structure:

DBFOM

University of Montreal Hospital Research Center



Value to the City of Fort Lauderdale

CRCHUM illustrates Meridiam’s capability to deliver large-scale, architecturally ambitious civic facilities within dense urban environments—directly relevant to Fort Lauderdale’s vision for a modern, sustainable City Hall.

At 753,500 square feet—nearly double the size envisioned for Fort Lauderdale’s City Hall—CRCHUM integrates offices, specialized workspaces, public areas, and critical building systems into a single, cohesive civic campus. Its design required precise coordination among multiple user groups, advanced mechanical systems, and strict technical standards comparable to the safety, accessibility, and operational reliability the City expects in its new municipal headquarters.

Built in the heart of Montréal’s downtown, CRCHUM also serves as a civic landmark, revitalizing its neighborhood, improving walkability, and connecting directly to the Champ-de-Mars Metro station. This approach parallels Fort Lauderdale’s ambition to create a City Hall that anchors downtown, promotes accessibility, and provides a civic home for Fort Lauderdale residents.

Delivering on Time and on Budget

Delivered on time and on budget, CRCHUM stands as proof of Meridiam’s ability to manage technically complex, high-performance facilities while upholding architectural excellence, sustainability, and operational reliability—values central to the City’s vision for its new City Hall.

Transit-Oriented Development

The facility’s direct underground connection to the Champ-de-Mars Metro station enhanced mobility and catalyzed transit-oriented redevelopment in the surrounding area—an approach that mirrors Fort Lauderdale’s commitment to downtown connectivity and civic accessibility.

Relevancy

- **Government building: At double the size of the City Hall, CRCHUM combines office, public, and technical spaces to serve the Montreal community.**
- **Complex urban delivery: Delivered on time and on budget in a constrained downtown setting.**
- **Sustainability and performance: Achieved LEED® Gold certification with advanced systems for energy efficiency and resiliency.**
- **Transit-oriented design: Direct connection to Montréal’s Champ-de-Mars Metro station mirrors Fort Lauderdale’s focus on accessibility and downtown activation.**
- **Long-term stewardship: Managed under a 33-year DBFOM, exemplifying Meridiam’s commitment to sustained quality and lifecycle performance.**



Location

Amherst, MA

Size & Value

440,000 SF | \$202,000,000

Schedule

05/2022 - 10/2023

Owner

UMass Building Authority
(UMBA)

Balfour Beatty / Axium
Infrastructure

SUFFOLK



UMass Amherst Student Housing

Project Description

The \$200 million housing complex consists of 825 undergraduate and graduate beds, and a one-story steel podium with four stories of panelized wood framing systems above.

Because panelized wood-framing is mostly prefabricated and is efficient and quicker to put together than stick-built construction, the team was able to stay on schedule and deliver the 623 undergraduate beds ahead of the start of the Fall 2023 semester.

The new graduate student housing replaced the existing Lincoln Apartments. The development was built along Massachusetts Avenue, the main entrance to campus.

Role in the Project

Suffolk performed preconstruction and construction services for the UMass Amherst P3 Student Housing design-build project along with DiMella Shaffer.

Suffolk Design, Suffolk's in-house design-management team, performed timely constructability reviews on this large, fast-paced design effort, thus identifying potential gaps in design decisions so they could be solved and overcome as documentation evolved. Involvement at key drawing package milestones took in view the development of a complete and constructible set.



SUFFOLK

Dallas County Mesquite Government Center

Project Description

This 56,325 square-foot, two-story building serves as the new home for multiple government departments and user groups. Featured in the facility are municipal offices, a Constable's office, dispatch center, election room, justice of the peace courts, and staff amenities including dining space and a fitness area.

The project was completed on time and on budget for Dallas County under a design-build delivery method with Moody-Nolan as the architect. It is targeting LEED Silver certification with a number of sustainable components which were incorporated into the design and construction of the new building.

Project Type

Government

Location

Mesquite, TX

Size & Value

56,325 SF | \$37,000,000

Schedule

4/2023-10/2024

Owner

Dallas County

Client Testimonial

“Suffolk performed exceptionally well throughout the project. Their team demonstrated strong project management skills, maintained clear communication, and adhered to established timelines and budgets. Notable, their responsiveness to field conditions and coordination with multiple stakeholders were key strengths. We are confident they would bring the same high level of performance to future projects.”

- Jonathan Bazan
Assistant Dallas County
Administrator



SUFFOLK

Integrated Command & Communications Center at Lightspeed

Project Description

Suffolk is providing turnkey Design-Build services to Miami-Dade county for their new Integrated Command & Communications Center at Lightspeed.

Located in the city of Sweetwater, the new Lightspeed Integrated Command and Communication Center will serve as a hub for emergency response and disaster management. The Facility will house various critical mobile assets for departments including Emergency Management, Miami-Dade Fire Rescue (MDFR), Miami-Dade Police Department (MDPD), among others.

The scope of work includes a new 12-story office and parking garage building with over 1,600 parking bays and 300,000 square feet of office space. The scope of work will also include a protected pedestrian bridge on the second floor to link the new parking garage/ office building to the existing Lightspeed Facility, which will undergo a shell fit out to provide over 100,000 square feet of new office space.

Project Type

Government

Location

Miami, FL

Size & Value

973,000 SF | \$202,000,000

Schedule

10/2024-06/2027

Owner

Miami-Dade County



SUFFOLK

Morongo Administrative Complex

Project Description

This design-assist project included a new 3-level structure with high-end office space for the Morongo tribal members. The beautiful exterior building finishes include full height curtain walls with sunshades, copper cladding and thin stone veneer on a sloped exterior wall.

The government building houses various departments and resources to support the tribe's governance, public services, and cultural initiatives.

In addition to conference rooms, the council chamber includes a 240-seat council chamber gathering room with state-of-the-art electronics and a commercial kitchen to handle large-scale events.

An expansive courtyard connects the administrative building to the council chambers, and serves as an additional event space.

Project Type

Government

Location

Banning, CA

Size & Value

74,500 SF | \$27,200,000

Schedule

2009

Owner

Morongo Band of Mission
Indians



ZYSCOVICH

City of Oakland Park City Hall

Type

City Hall

Location

Oakland Park, Florida

Size & Value

40,000 SF / \$4.8M

Schedule

2025

Owner

City of Oakland Park

Project Description

The new Oakland Park City Hall represents a fresh chapter in civic design—an inspiring 40,000-square-foot tenant build-out that brings together offices, conference areas, transaction spaces, and the City Chamber under one unified vision.

The concept began with an open-plan approach, designed to flood interior spaces with natural light and create transparency throughout the workplace. Upon entering the ground-floor lobby, visitors are welcomed into a double-height volume illuminated by expansive floor-to-ceiling glass during the day and warm ambient lighting at night. From the reception desk, finely detailed wood walls, acoustic treatments, and a custom-designed Commissioners' desk set the tone for the City's new civic identity.

A large conference room at the entry level celebrates the City's creative spirit with artwork by local artists, while the adjacent lobby leads to self-service kiosks and the Permitting Department's transaction desk.

On the fifth floor, the bronze shaft meets an organic wallcovering that introduces movement and warmth to the upper level. This floor includes semi-public areas such as Utility Billing, and a suite of civic departments—City Manager, Community & Economic Development, Human Resources, Finance & Procurement, and Parks & Leisure—organized around shared collaboration spaces.

Relevancy

- City Hall Project: Oakland Park's voter-approved bond program and partnership with Zyscovich show a citywide effort to modernize public buildings, similar in intent to Fort Lauderdale's City Hall initiative.
- Architectural and Urban Vision: Zyscovich is shaping a consistent civic design language and site planning framework across all Oakland Park facilities, reflecting the same approach



Location

Miami, Florida

Size & Value

70,000 SF / \$585M

Schedule

2027

Owner

Housing Trust Group

ZYSCOVICH

Rainbow Village & Gwen Cherry Redevelopment

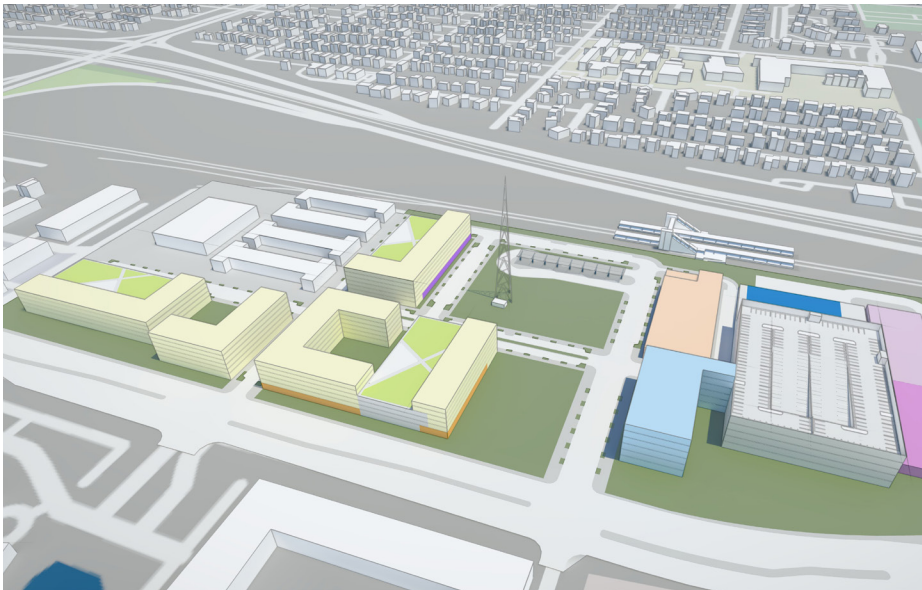
Project Description

As the first phase of a multi-phase redevelopment initiative, Rhapsody marks a bold new chapter for a 10.36-acre site that once housed two aging public housing developments. Rhapsody at Rainbow Village is envisioned as a vibrant, inclusive, and connected community that bridges the cultural and geographic divide between Overtown and Wynwood. The project is being developed with a strong focus on affordability, connectivity, and holistic community well-being.

The Rhapsody development will deliver 310 modern residences—a mix of 30 studios, 163 one-bedroom, 85 two-bedroom, 28 three-bedroom, and four four-bedroom units. The project includes 442 parking spaces and approximately 12,000 square feet of retail space to activate NW 20th Street and provide new neighborhood-serving businesses.

Residents will enjoy a full suite of resort-style and community-driven amenities, including a swimming pool, fitness center, business center, daycare, playground, theater room, community center with kitchen and juice bar, courtyards (both open and covered), study and play areas, a fire pit, and bike storage. A new pedestrian street will link the development to Rainbow Village Park, reinforcing walkability and open space accessibility with over 46,000 square feet of green and public space throughout the site.

Zyscovich led the site’s master planning, architecture, and zoning change processes, ensuring the project’s integration into the existing urban fabric. The design activates all street frontages with walk-up residences, retail storefronts, lobbies, office, and community spaces, creating a dynamic pedestrian experience and a welcoming environment for residents and neighbors alike.



ZYSCOVICH

Palm Beach County South County Administrative Complex

Project Description

Palm Beach County's South County Administrative Complex (SCAC) occupies 25 acres of land on the east side of Congress Avenue in the City of Delray Beach. Zyscovich recently completed Phase 1 Design Services to assist the County in a Needs Assessment Analysis, Programming and Preliminary Site Plan Concepts for the SCAC with the goal of consolidating government operations onsite. The newly envisioned SCAC complex maximizes the total land area with new vertical construction to allow the remaining portion of the site to be redeveloped for a new transit-oriented development with residential uses, mixed use retail and commercial uses, parks and open space, a new bus transit terminal for Palm Tran, and shared parking for SCAC functions and the Tri Rail Delray Station located on site.

The new SCAC buildings totaling over 120,000 sf of office space and amenities will replace existing facilities and include a new health clinic of approximately 67,000 sf, new fleet, parks and rec and maintenance facilities totaling close to 72,000 SF in addition to a new parking garage structure (with 1,140 spaces).

Zyscovich's integrated approach to the master plan explored creative and innovative ways to re-envision the County's onsite government facilities and functions, buildings, parking, uses and vacant properties with an eye towards a progressive, cost-effective, welcoming, safe, resilient and state-of-the-art development. The result will be a blueprint for the planning and design of new facilities within a campus-like setting as well as the construction, relocation, expansion, and consolidation of the physical and programmatic functions of government.

Project Type

Civic

Location

Delray Beach, Florida

Size & Value

120,000+ SF / \$200M

Schedule

Ongoing - 2029

Owner

Palm Beach County



ZYSCOVICH

Seminole Tribe of Florida - Brighton Reservation Tribal Services Administration & Public Safety Complex

Project Description

Commissioned by the Seminole Tribe of Florida, Zyscovich commenced the project by providing an exhaustive multi-departmental facility needs assessment, program analysis, and site assessment to develop a new administrative and public safety complex for the STOF Brighton Reservation. As part of developing the criteria for the design, performing the design analysis, and finalizing the program, various sites and conceptual massing studies were performed to determine the space and functional requirements.

The following tasks were completed for the project as follows: programming, space design, space standards, assessment of existing conditions, planning and zoning criteria compliance, traffic engineering and design, cost estimating, topographic, boundary and detailed environmental and vegetation surveys, environmental analysis and abatement engineering, subsurface geotechnical testing and engineering, to mention some.

Project Type

Civic/Federal

Location

Brighton Reservation, Florida

Size & Value

102,685 SF / \$20M

Schedule

2016

Owner

Seminole Tribe of Florida

Relevancy

- **City Hall/Government Campus Project:** The Seminole Tribe's Brighton Reservation complex serves as a City Hall-type facility, consolidating administrative and public safety functions under one coordinated campus.
- **Comprehensive Planning Approach:** Zyscovich led full program development, site assessment, and multi-department needs analysis, similar to the foundational work required for Fort Lauderdale's new City Hall.
- **Technical and Regulatory Expertise:** The project included zoning, traffic, environmental, and cost analyses, reflecting the firm's capability to manage complex civic facilities from planning through design.



KEITH

Deerfield Beach City Hall Remodel

Project Type

Civil

Location

Parkland, FL

Size & Value

40,000SF & \$33,720.00

Schedule

June 2018 - March 2021

Owner

City of Deerfield Beach

Project Description

KEITH, as subconsultant to Kenneth R. Carlson Architect, managing a multi-disciplinary team, assisted the Client in the development of a KEITH Campus project including a Design Criteria Package (DCP). KEITH in-house services included planning, landscape architecture, civil engineering, survey, and traffic engineering. The DCP was created for the renovation of Deerfield Beach City Hall to update efficiencies in parking, logistics, and water systems. The plans included the rework of the existing site plan to incorporate concrete curbing and additional building of 726-SF on the west side abutting NE 2nd Avenue.

The KEITH Team coordinated with the City for the location of signage in parking areas, code compliant civil and landscape plans, analysis and adjustments to stormwater systems, and utility wire relocation. KEITH coordinated with the MEP for fire sprinkler water line design and provided peer review of the design and construction documents for the landscape architecture and civil engineering elements. The project brings the hub of the City of Deerfield Beach community up to the contemporary standards on which the community depends.



KEITH

Parkland City Hall Expansion

Project Type

Civil

Location

Parkland, FL

Size & Value

1,500SF & \$186,312.96

Schedule

February 2017 - June 2019

Owner

City of Parkland

Project Description

KEITH provided professional services associated with an approximate 3,000-SF expansion to the City Hall building. This expansion included approximately 1,500-SF of records retention space and 1,500-SF of Building Department office expansion. The driveway access and roll-up door were modified to allow vehicular access to the records retention space. The records retention space also includes an area for three desks for scanning capability. Additional office space provided for the Chief Building Official's office and partitioned plan reviewer and inspectors desk spaces. A new partition was designed behind the staff receiving counter for working privacy. As many as 9 parking spaces were lost with this building expansion. A water main relocation was also needed with this expansion.

KEITH was the prime consultant serving as Owner's Rep and providing civil engineering, planning, surveying and subsurface utility engineering services. The engineering design included approximately 160-LF of gravity sewer, 230-LF of water main, restoration of the parking lot, paving and grading and stormwater pollution plan. Additionally, KEITH developed the site plan conjunction with the architect. The survey effort included a topographic survey that located all the above ground improvements in addition to all of the native tree species. As part of our Owner's Rep services, KEITH was responsible for assisting with the bid admittance, construction observation and certification, and project coordination to ensure compliance with the approved plans and specs.



24. Facilities Management Expertise – Proposers must provide an overview of their facilities management team along with a summary of the current portfolio under management, highlighting any relevant experience with government or municipal facilities.

Portfolio and Experience

ABM’s Integrated Facilities Services group currently manages more than 48 accounts, covering approximately 75 million square feet across the United States, the United Kingdom, and Ireland. These accounts range from single-facility contracts to portfolios of up to 23 independent properties.

ABM’s governmental facilities group provides integrated management services to a wide range of public-sector clients, including:

- **City of Minneapolis – Management of various City office spaces, in addition to 10+ parking structures and skyway/transportation hubs**
- **18+ large educational institutions across the United States – with public services, offices, and community gatherings, comparable to the everyday workings of a City Hall**
- **NASA (Pasadena, CA) – Major subcontractor to Bizzell US**

ABM has supported numerous government and institutional clients through both integrated and single-service contracts. The examples above are a selection of ABM’s integrated facilities management platform, though with 75 million square feet of facilities across our footprint, there are many others to choose from.

For ABM’s Integrated Facilities Services Group - ABM Performance Solutions Program, we have been terminated from two accounts, listed below.

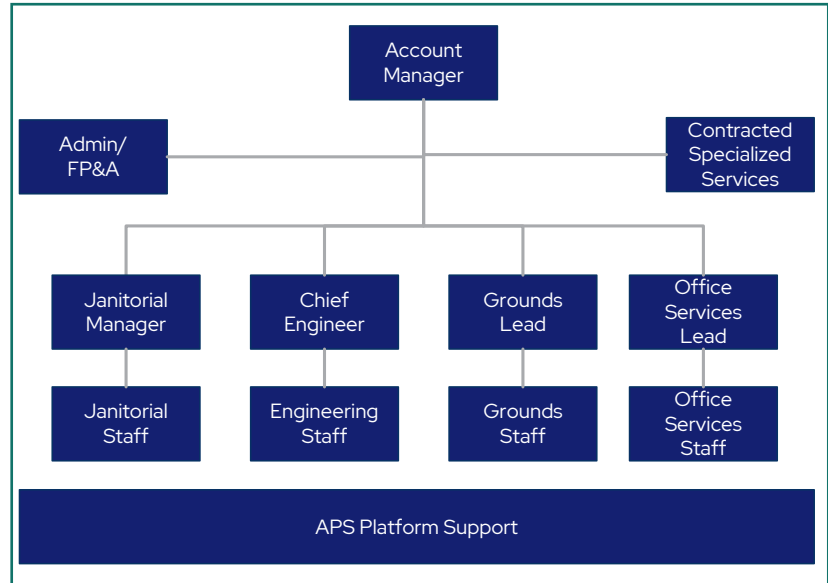
Atlanta History Center - Client chose to hire the facilities services resources directly with their firm since they had previously employed these workers in-house. They felt they had an established internal Facilities Management infrastructure, so they decided to bring back in-house.

Lone Star College - Client decided to adopt a different outsourcing strategy. For the Facilities Management portion of the New Fort Lauderdale City Hall, the chart below illustrates how ABM typically staffs an Integrated Facilities Services account for a facility of similar size and complexity. The Project will be supported by ABM’s local branch network located at 3260 NW 23rd Avenue, Pompano Beach, FL, as well as its Fort Lauderdale-Hollywood International Airport office, operated through ABM’s aviation division.



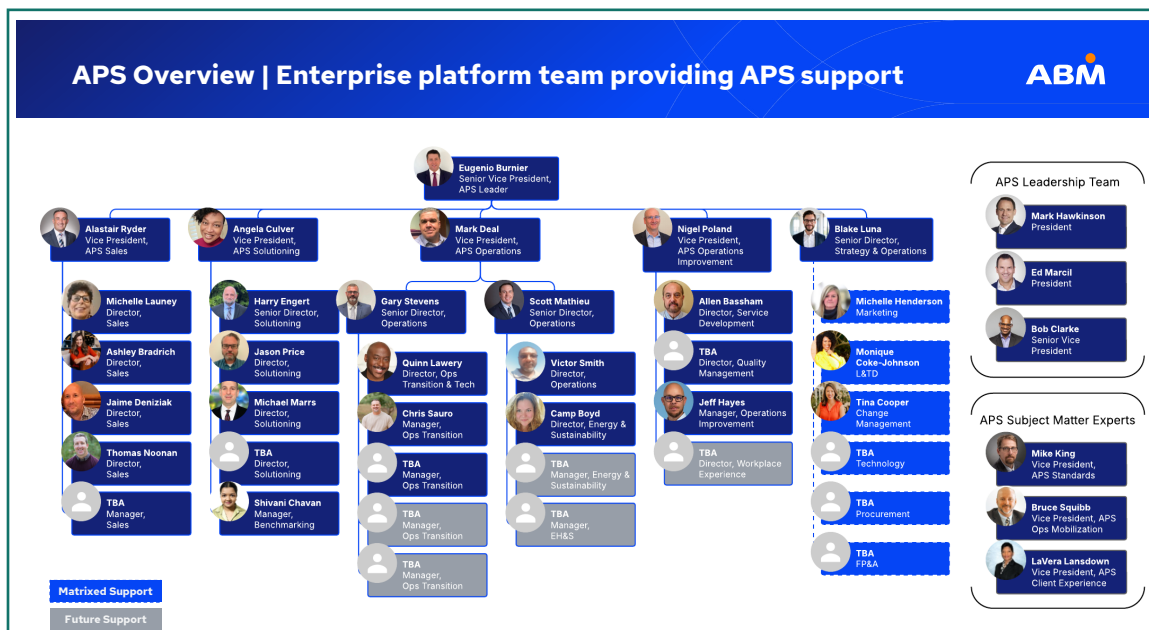
Typical Team Structure

For the Facilities Management portion of the New Fort Lauderdale City Hall, the chart below illustrates how ABM typically staffs an Integrated Facilities Services account for a facility of similar size and complexity. The Project will be supported by ABM’s local branch network located at 3260 NW 23rd Avenue, Pompano Beach, FL, as well as its Fort Lauderdale-Hollywood International Airport office, operated through ABM’s aviation division.



Performance Solutions Platform

In addition to on-site personnel, the City’s team will be backed by ABM’s Performance Solutions platform, which includes more than 30 Facilities Management experts providing pre-construction input, transition planning, and ongoing strategic oversight. This structure ensures that daily operations align with industry best practices while maintaining long-term asset performance. A simplified organizational chart is provided below.





25. Safety Performance – Proposers must provide a comprehensive summary of their safety program and performance history. Responses should include relevant performance metrics such as EMR ratings, accident history and applicable safety standards, as well as any other information necessary to evaluate the proposer’s safety record on comparable projects.

Safety is our #1 Priority

The safety of the workforce and general public is Suffolk’s top priority. Suffolk’s Safer Together culture fosters a caring and compliance-driven safety culture on our jobsites and consists of the following:

Pre-Task Planning: This digitized process consists of thorough assessments of potentially hazardous activities, ensuring trade partners have the information and tools necessary to maintain safety on the jobsite at all times.

Safety Observations: Every Suffolk employee, regardless of role, is required to make safety observations to keep safety top of mind at all times. Data from these observations is collected and allows us to identify trends and proactively address potential safety risks.

Weekly Safety Call: Suffolk holds a weekly safety call led by our Safety Director John Murphy and operations partners. These calls keep Suffolk at the forefront of industry best practices by highlighting lessons learned, metrics, incident trends, seasonal reminders, and regulatory updates.

Nationwide Safety Stand-Downs: Suffolk holds annual safety stand-downs for topics such as fall prevention, emergency evacuation, and Safety Week to reinforce that awareness on jobsites is critical to accident avoidance. As part of these stand-downs, our teams and trade partners attend safety trainings and complete comprehensive risk assessments.

SAFETY BY THE NUMBERS

0.62
Suffolks EMR Rating
Industry average is 1.0

1.02
Suffolk's TRIR
Industry average is 2.3

0.31
Suffolk's Florida
East Coast TRIR

1.08
Suffolk's 12-Month
Rolling TRIR for current project

Site-Specific Safety Approach

For your upcoming project, our safety manager will collaborate with our operations teams to develop the site-specific safety plan. This plan will draw upon best practices from our 30+ years of experience with construction in Florida. Key elements of our plan will include:

- Clear wayfinding and traffic signage to safely guide vehicles and pedestrians throughout the site
- Neighbor hotline to promptly address questions, concerns, and project updates
- Environmental monitoring to manage vibration, noise, and dust, minimizing impact on surrounding areas
- Defined construction hours to limit disruption to the neighborhood
- Evacuation sound monitors, successfully implemented on prior projects, to ensure safety during emergencies
- Protective scrim around the tower to reduce dust infiltration
- Secure site fencing to fully separate construction activities and deliveries from the public

The site-specific safety plan will be reviewed with your team prior to finalization to ensure it aligns with your expectations. We will then incorporate the plan into our mandatory safety onboarding with all trade partners prior to starting work on the site.



Safety Awards

President's Safety Award

President's Safety Award and Excellence in Safety, The Construction Employers Association

2 Million Work Hours Award

The Million Work Hours Award (2 Million Hours), The National Safety Council

Occupational Excellence Achievement Award

Occupational Excellence Achievement Award (2020), The National Safety Council

Excellence in Safety Award

Construction Employers Association



Additional Safety Information

Suffolk Experience Modification Rate (EMR) for the past three years:

- 08/31/2024 – 2025 0.62
- 08/31/2023-08/31/2024: 0.71
- 08/31/2022-08/31/2023: 0.59
- 08/31/2021-08/31/2022: 0.68

Enforcement and Support of Project Safety

The enforcement and support of project safety are integral to the performance evaluations of Superintendents and Project Managers. A key performance indicator (KPI) for hazard identification and mitigation is incorporated into their annual reviews, emphasizing proactive safety management. This evaluation considers the frequency and effectiveness of safety observations, the corrective actions taken, and the overall commitment to fostering a culture of safety on-site.



John Murphy,
Regional
Safety
Director

On-Site Safety Manager Duties

On your City Hall project, John will:

- Resource and plan policy implementation
- Monitor, measure, and review performance targets and achievements
- Take appropriate action against any individual who fails to uphold Suffolk’s or Fort Lauderdale’s safety standards
- Ensure that all duties are completed without causing injury or ill health or damage to property and equipment
- Comply with all health and safety legislation
- Assess potential safety risks of any new processes, procedures, substances, and equipment
- Halt any activities that cannot be completed safely
- Report and investigate any incidents that occur and implement appropriate corrective actions

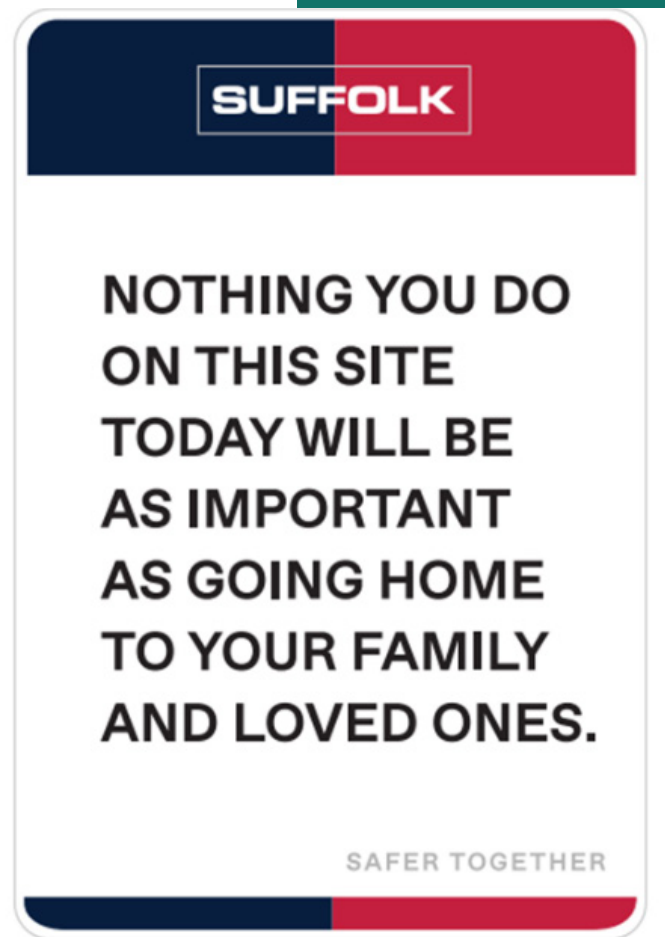
Safety Orientation Training / Trade Partner Oversight

At the start of the project, every trade partner is required to attend a site-specific orientation on their first day and submit proof of any task-specific training provided by their employer. Additional training opportunities are available for the on-site team and trade foremen through lunch-and-learn sessions, which cover upcoming activities and the associated safety requirements.

Trade Partners are required to comply with Rider S, Suffolk's corporate-developed contractual safety document. Suffolk also ensures a safe, efficient construction process through proactive preplanning with Trade Partners. Using a 3-6 week look-ahead schedule, teams assess upcoming tasks, identify hazards, and establish safety protocols. Work execution is then monitored against these safety metrics to uphold the highest job-site standards.

Incident Reporting

HammerTech, a software designed to improve worker safety and site efficiency by consolidating multiple safety processes into a single collaborative platform is a key component to Suffolk's safety program. During weekly project team and trade partner meetings, a dedicated discussion is held to review hazard observations from the previous week, share mitigation strategies, anticipate potential risks for upcoming work, and recognize team members for their contributions to site safety.





26. Parking Garage – Provide two (2) standalone cost estimates and timelines to construct a 1,000-space parking garage:

Assuming 1,000 spaces at 400 square feet, the proposed parking garage would require 400,000 square feet of construction. These assumptions result in the following costs and schedule increases:

Within City Hall Podium

- Rough Order of Magnitude Estimate: \$62,500,000
- Schedule Increase: 8 months

Standalone

- Rough Order of Magnitude Estimate: \$50,000,000
- Schedule Increase: 15.5 months



05

Developer
Feedback

05 Developer Feedback

Proven Track Record of Infrastructure Delivery

Our team has built our reputation on doing what we say we will do—delivering projects on time, on budget, and with tangible benefit to the local community. Meridiam has delivered more than \$90 billion in infrastructure investments across 130 projects following these high standards.

Meridiam has developed and led 26 projects, including the Port of Miami Tunnel, which was completed ahead of schedule and \$90 million under budget, in addition to key civic buildings like Long Beach Courthouse.

Commitment to Community and Local Partnerships

Our model ensures we serve the City of Fort Lauderdale for decades by maintaining the City Hall to high standards and reinvesting in its success. Our approach emphasizes collaboration, proactive stakeholder engagement, and partnership with local and minority-owned businesses, where we have consistently exceeded participation goals.

To ensure civic organizations, neighbours, and the broader Fort Lauderdale community are engaged through the development of the new City Hall, we have specifically included Dickey Consulting as a key team member for community outreach. Partnering with Suffolk, a trusted builder responsible for more than \$1 billion in Fort Lauderdale projects, further guarantees a partner that knows the local market and can deliver on-time and on-budget.

Long-Term Value Through DBFOM Structure

Through a DBFOM structure, the City can leverage private-sector efficiency while maintaining public ownership and oversight. This model ensures that the facility is designed with long-term operations in mind, aligning construction quality with lifecycle performance.

Under this approach, Meridiam and our partners are incentivized to deliver on time and on budget, and our compensation is directly tied to our performance under an availability payment. With Meridiam's experience successfully managing P3s across North America, including the Port of Miami Tunnel and Long Beach Courthouse, the City stands to gain a partner who not only delivers successful projects but stands behind them for decades.

Why DBFOM Outperforms DBF

In contrast, a traditional DBF model does not include private equity participation or long-term performance accountability. Without private-sector risk transfer over the full lifecycle, the City forgoes key benefits such as guaranteed maintenance standards, incentives for durable design, and a single point of accountability.

Only under a DBFOM does the City receive the full value of resilient infrastructure designed and maintained for decades. FLCP firmly believes that the DBFOM approach will deliver superior results at a lower total cost to the City, and as a result, is solely pursuing the DBFOM delivery model.



06

Appendix

Appendix A | 19. Construction Cost

City of Fort Lauderdale			
New City Hall			
Developer's Design and Construction Cost Breakdown			
1	Due Diligence Costs- Surveying/Geo Tech	\$	2,000,000.00
2	A/E Design Fees	\$	16,216,000.00
	Permitting & Regulatory approvals	\$	3,500,000.00
3	Direct Construction Costs		Amount
	Division 1 General Requirements	\$	10,010,588.05 *
	Division 2 Sitework/Earthwork	\$	12,961,637.86 *
	Division 3 Concrete	\$	27,154,964.50 *
	Division 4 Masonry	\$	15,563,413.08 *
	Division 5 Metals	\$	4,524,064.37 *
	Division 6 Woods/Plastic	\$	593,820.86 *
	Division 7 Thermal/Moisture Protectio	\$	7,736,049.65 *
	Division 8 Doors/Hdwe./Windows	\$	28,545,419.12 *
	Division 9 Finishes	\$	63,754,388.12 *
	Division 10 Specialties		In Division 9 - Finishes *
	Division 11 Equipment	\$	133,076.71 *
	Division 12 Furnishings		In Division 9 - Finishes *
	Division 13 Special Construction		N/A *
	Division 14 Conveying system	\$	2,800,998.50 *
	Division 15 Plumbing/Mechanical/FS	\$	40,379,818.77 *
	Division 16 Electrical	\$	43,546,863.38 *
	Division 17 Communications/IT Data		In Division 16 - Electrical *
	Total	\$	279,421,102.97 *
			*Include General Conditions/Reqm'ts, Home Office, OH&P, Insurance, Bonds, Fees, Contingencies, Escalation, Sales/Use
			Tax
4	Other	\$	- Furniture, Fixtures & Equipment
		\$	- Art in Public Places
		\$	- Testing & Special Inspections
5	Escalation		3% Included in Construction Costs

Appendix B | 20. Litigation History

The subject disclosures do not include cases which are covered by applicable property and/or general liability insurance or cases wherein the Proposer is seeking passthrough recovery on behalf of itself and its trade partners since those cases are of no material financial consequences to the Proposer.

LITIGATION HISTORY FORM

Proposer Name: Meridiam Infrastructure North America, Corp.

There are no material cases for this Proposer.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input type="checkbox"/> Defendant
Case Number: Name: Date Filed:	
Name of Court or other Tribunal:	
Type of Case:	<input type="checkbox"/> Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	
Brief description of the Subject Matter and Project Involved:	
Disposition of Case:	<input type="checkbox"/> Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed
(Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

The Proposer through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Meridiam Infrastructure North America, Corp
Proposer's Representative Olga Piletski
Signature: Date: 11/6/2025 Chief Compliance Officer

STATE OF FLORIDA
COUNTY OF Orange

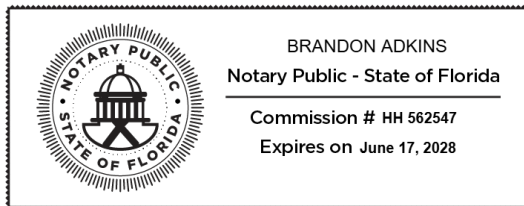
The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 6th day of November, 2025, by
(day) (month) (year)
Olga Piletski as Chief Compliance Officer
(name of person) (type of authority, . . . e.g. officer, trustee, attorney in fact)
for Meridiam Infrastructure North America, Corp
(name of party on behalf of whom instrument was executed)

(SEAL)



(Signature of Notary Public - State of Florida)

Notary Public, State of Florida



Brandon Adkins

Name of Notary Typed, Printed or Stamped

My Commission Expires: 06/17/2028

Commission Number: HH 562547

Personally Known OR Produced Identification

Type of Identification Produced Washington, DC DR. License.

Notarized remotely online using communication technology via Proof.

November 7, 2025

STRICTLY CONFIDENTIAL

To Whom it may concern:

While not material cases and nor involving a similar type of work the Proposer is seeking to perform for the City (16-miles of light rail transit and utility generation), please find the following resolved history below.

A portfolio company for Purple Line LRT, of which Meridiam Infrastructure North America funds are a majority member, was involved in legal proceedings after the original design-build contractor terminated its contract and abandoned the works – an action that the State of Maryland, as Owner, commenced legal action to prevent. Meridiam partnered with the Owner in resolving and settling the dispute, working in partnership with the Owner to lead the procurement and selection of a new design-build contractor, raise new financing (including additional equity) and restart construction. The portfolio company continues to deliver on this 16-mile light rail project.

A portfolio company for the University of Iowa Utility System, of which Meridiam Infrastructure North America funds are a member, was involved in pass-through derivative claims, predominantly initiated from the Operator to the Owner to protect or enforce their rights. With Meridiam's leadership, the manner was successfully settled, the portfolio company continues to perform all their obligations, and Meridiam's client relationships remain professional and collaborative.

A portfolio company for Fresno State Central Utility Plant Replacement, of which Meridiam Infrastructure North America funds are a member, was

involved in pass-through claims from the Contractor to the Owner. The portfolio company lead the parties to a global settlement prior to claim being elevated to need for mediation.

Sincerely,



Olga Piletski

Chief Compliance Officer

Meridium Infrastructure North America Corporation



Meridium Infrastructure North America Corporation
1700 Pennsylvania Avenue NW, 6th Floor
Washington, D.C. 20006
USA

T +1 202 866 2300
F +1 202 960 2800
meridium@meridium.com
meridium.com

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

X Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input type="checkbox"/>
Party	Proposer is: Plaintiff X Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	2019-022803-CA Suffolk Construction Company, Inc. v All Aboard Florida – Operation, LLC, Brightline Trains LLC, n/k/a Virgin Trains USA Florida, LLC, as successor-in-interest to All Aboard Florida – Operations, LLC, and Brightline Trains LLC Filed 07/31/20109
Name of Court or other tribunal	Miami-Dade County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil X Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	All Aboard Florida
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending X Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Buchanan Ingersoll & Rooney, PC., Margaret Z. Villella, Esq. Email: margaret.villella@bipc.com Telephone Number: 954-468-2300

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

X Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input type="checkbox"/> Defendant X
Case Number, Name, and Date Filed	2021-026302-CA-01 R&S Concrete South Inc. vs. A3 Development LLC., A3 North Development, LLC., A3 Amenities, LLC Filed 12/03/2021
Name of Court or other tribunal	Miami- Dade County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil X Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	Acqualina
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending X Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Shutts & Bowen LLP., Dario A. Perez, Esq. Email: dperez@shutts.com Telephone Number: 305-358-6300

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input checked="" type="checkbox"/> Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	CACE22010692 Suffolk Construction Company, Inc. v. KAR HALL 2000, LLC Filed 07/21/2022
Name of Court or other tribunal	Broward County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Contract & Indebtedness
Brief description of the Subject Matter and Project Involved	2000 Ocean
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Akerman, LLP., George W. Tate III, Esq. Email: trey.tate@akerman.com Telephone Number: 407-423-4000

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input type="checkbox"/> Defendant X
Case Number, Name, and Date Filed	2023-014521-CA-01 citizenM Miami Brickell Properties, LLC. V. Suffolk Construction Company, Inc. Filed 03/30/2023
Name of Court or other tribunal	Miami-Dade County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil X Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Declaratory Relief
Brief description of the Subject Matter and Project Involved	citizenM Miami Brickell
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending X Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Berger Singerman LLP., Christopher L. Barnett, Esq. Email: cbarnett@bergersingerman.com Telephone Number: 305-775-9500

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor: or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input checked="" type="checkbox"/> Defendant <input checked="" type="checkbox"/>
Case Number, Name, and Date Filed	2023-19228-CA-01 Shoma Village Apartments, LLC v. Suffolk Construction Company, Inc. Filed 07/06/2023 1:25-cv-22610 Suffolk Construction Company, Inc. v. Shoma Village Apartments, LLC Filed 06/09/2025 2025-014172-CA-01 Suffolk Construction Company, Inc. v. Shoma Village Apartments, LLC Filed 07/24/2025
Name of Court or other tribunal	Miami-Dade County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	Shoma Village Apartments
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Christopher Utrera, Esq., Utrera Law Email: cmu@utrerlaw.com Telephone Number: 786-543-2364

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input checked="" type="checkbox"/> Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	9:24-cv-80802 Suffolk Construction Company, Inc. v. DMBH Residential Investment, LLC and DMBH Residential Investment JV, LLC Filed 07/01/2024
Name of Court or other tribunal	US District Court Florida Southern District
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	Ritz Residences PGA
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input checked="" type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Taft Stettinius & Hollister LLP, Daniel Allen Thomas, Esq. Email: daniel.thomas@taftlaw.com Telephone Number: 561-472-2415

**UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF FLORIDA
WEST PALM BEACH DIVISION**

CASE NO. 24-80802-CIV-CANNON/McCabe

**SUFFOLK CONSTRUCTION
COMPANY, INC.,**

Plaintiff,

v.

**DMBH RESIDENTIAL INVESTMENT, LLC and
DMBH RESIDENTIAL INVESTMENT JV, LLC,**

Defendants.

FINAL JUDGMENT

THIS MATTER comes before the Court upon (1) the Court's Order Granting in Part and Denying in Part Defendants' Motion for Summary Judgment [ECF No. 130], filed on July 17, 2025; and (2) the Court's Post-Trial Findings of Fact and Conclusions of Law [ECF No. 170], issued on October 10, 2025. In the Court's Summary Judgment Order, the Court granted summary judgment to Defendant DMBH Residential Investment, LLC on Count II of Plaintiff's Second Amended Complaint [ECF No. 130]. In the Court's Post-Trial Order, the Court concluded that Plaintiff Suffolk Construction Company, Inc. established partial recovery on Count I against Defendant DMBH Residential Investment JV, LLC, in the amount of \$1,408,519.70 [ECF No. 170]. In accordance with Federal Rule of Civil Procedure 58, the Court hereby **ORDERS AND ADJUDGES** as follows:

1. Judgment on Count II is entered in favor of Defendant DMBH Residential Investment, LLC, and against Plaintiff Suffolk Construction Company, Inc.,

CASE NO. 24-80802-CIV-CANNON/McCabe

consistent with the Court's Order Granting in Part and Denying in Part Defendants' Motion for Summary Judgment [ECF No. 130].

2. Judgment is entered in favor of Plaintiff Suffolk Construction Company, Inc. on Count I, and against Defendant DMBH Residential Investment JV, LLC, in the reduced amount of **\$1,408,519.70**, consistent with the Court's Post-Trial Findings of Fact and Conclusions of Law [ECF No. 170].
3. The Clerk is directed to **CLOSE** this case.

ORDERED in Chambers at Fort Pierce, Florida, this 10th day of October 2025.

A handwritten signature in black ink, appearing to read 'Aileen M. Cannon', written over a horizontal line.

AILEEN M. CANNON
UNITED STATES DISTRICT JUDGE

cc: counsel of record

LITIGATION HISTORY FORM

Proposer Name: Suffolk Construction Company, Inc.

There are no material cases for the Developer/General Contractor (GC); or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, Name of Parent/Subsidiary/Predecessor:
	or No <input type="checkbox"/>
Party	Proposer is Plaintiff <input checked="" type="checkbox"/> Developer/GC is Defendant <input type="checkbox"/>
Case Number, Name, and Date Filed	CACE25000159 Suffolk Construction Company, Inc., v. Dania Beach Apts, LLC Filed 01/03/2025
Name of Court or other tribunal	Broward County Circuit Court
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input checked="" type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim/Cause of Action and Brief description of each Count	Breach of Contract
Brief description of the Subject Matter and Project Involved	Elevate Dania Beach
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Developer's Favor <input type="checkbox"/> Judgment Against Developer <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? Yes <input type="checkbox"/> No <input type="checkbox"/>
Opposing Counsel	Name: Greenberg Traurig, P.A., Michael Thomas, Esq. Email: Michael.thomas@gtlaw.com Telephone Number: 305-579-0506

The Proposer through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Juan Diaz, General Counsel-s / National Gaming & Asst. Secy

Proposer's Representative Signature: [Signature]

Date: November 07 2025

STATE OF FLORIDA
COUNTY OF Palm Beach

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 07 day of November, 2025, by

Juan Diaz (name of person) as General Counsel-s / National Gaming & Asst Secy (type of authority, . . . e.g. officer, trustee, attorney in fact)
for Suffolk Construction Company, Inc. (name of party on behalf of whom instrument was executed)

(SEAL)



ELLEN M. RAND
Notary Public
State of Florida
Comm# HH587096
Expires 9/14/2028

[Signature]

(Signature of Notary Public - State of Florida)

Notary Public, State of Florida

Ellen M. Rand

Name of Notary Typed, Printed or Stamped

My Commission Expires: 09/14/2028

Commission Number: HH587096

Personally Known OR Produced Identification

Type of Identification Produced

LITIGATION HISTORY FORM

Proposer Name: Zyscovich, LLC

There are no material cases for this Proposer.

On attached pages we have listed non-material cases for your review.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input type="checkbox"/> Defendant
Case Number: Name: Date Filed:	
Name of Court or other Tribunal:	
Type of Case:	<input type="checkbox"/> Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	
Brief description of the Subject Matter and Project Involved:	
Disposition of Case: (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

The Proposer, through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Zyscovich, LLC

Proposer's Representative Signature: *Grace Perdomo*

Grace Perdomo, V.P.

Date: November 6, 2025

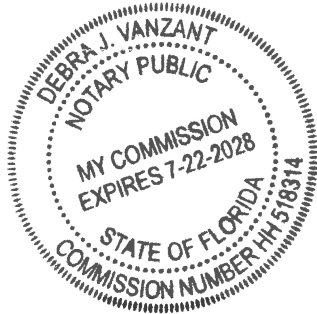
STATE OF FLORIDA
COUNTY OF
MIAMI-Dade

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 6th day of NOVEMBER, 2025, by

GRACE PERDOMO as V.P.
(name of person) (type of authority, e.g. officer, trustee, attorney in fact)

for ZYSCOVICH, LLC
(name of party on behalf of whom instrument was executed)

(SEAL)



Debra J. Vanzant
(Signature of Notary Public - State of Florida)

Notary Public, State of Florida

DEBRA J. VANZANT
Name of Notary Typed, Printed or Stamped

My Commission Expires: 7/22/2028

Commission Number: HH518314

Personally Known OR Produced Identification Type
of Identification Produced

Zyscovich 5 yr and 10 yr history prior to 10.31.25

Litigation 11.01.2015 – 10.31.2020 - 10 to 5 years ago

Scheck Hillel Community School v. Zyscovich

Suit filed: February 2019 Status: CLOSED

Claim No.: CNA - AEA07269-UU Case No.: 19-005386 (CA-01)

The Contractor failed to install vents specified by Zyscovich in roof resulting in some leaks for a newly constructed Gymnasium at Scheck Hillel Community School.

Litigation 11.01.2020 – 10.31.25 5 years ago to 10.31.25

Aventura Park Square (Commercial) v. Zyscovich

Suit Filed: December 19, 2021 Status: Closed

Claim No.: AIG- 6379333518US Case No.: 2021-026128

Commercial Condominium Association filed minor condominium defects relative to Zyscovich/Architecture. The Developer focused on their claim for MEP alleged defects. The MEP engineer consultant was Steven Feller PE, who is in bankruptcy. Zyscovich had retained the MEP.

***OHL v. SBBC v. Zyscovich* Suit Filed: June 15, 2022 Status: Open**

Claim No.: SOMPO-10583057 Case No.: CACE -22-008804 (02)

Contractor, OHL brought a delay claim against The School Board of Broward County, Florida (“SBBC”) for services at Falcon Cove Middle School. SBBC filed a third-party complaint against Zyscovich. Alleged delays relate to Zyscovich’s sub-consultants, Nutting Engineers of Florida, SGM Engineering and Flynn Engineering. Zyscovich filed Fourth Party Complaint against Nutting, seeking contractual indemnification with respect to the claims related to the unforeseen conditions associated with the sub-surface groundwater. Estimate settlement under \$75,000.

Ocean Reef Chapel v. Zyscovich Noticed: February 22, 2023 Status: Settled

Claim No.: Allied-2023005099 Case No.: N/A

Ocean Reef Chapel issued a demand letter relating to an air conditioning issue. Zyscovich’s sub-consultant MEP, “Fine Line Engineering” responded to and settled demand without involvement or contribution by Zyscovich.

Aventura Park Square (Residential) v. Zyscovich

Suit Filed: August 25, 2023 Status: Settled.

Claim No.: SOMPO-10504375 Case No.: 2023-21650-CA-01

High-rise residential condominium association filed defects claim. The Association’s claims for architectural design defects were minor. Developer filed a cross claim against Zyscovich for primarily MEP alleged defects. Zyscovich had retained the MEP engineer consultant, Steven Feller PE, who was in bankruptcy.

Oakland Park Dixie (SKYBUILDING) v. Zyscovich

Noticed: September 6, 2023 Status: Open

Claim No.: Allied-2023023804 Case No.: N/A

Project approaching completion. Owner is seeking recovery of change orders it paid the general contractor. Zyscovich asserts that the Owner retained Civil Engineer submitted/revised plans late which necessitated rework of preliminary plans causing delay and consequentially an escalation in concrete costs. Despite this standing issue, Zyscovich, Developer and Contractor have all worked well together to bring the Project to completion and will endeavor to resolve through mediation.

Lemark v. Zyscovich (Herbert A. Ammons Middle School)

Noticed: February 6, 2024, Status: Open

Claim No.: Allied- 2024003192 Case No.: N/A

The general contractor constructed a new building at an existing school using tilt wall panels. The tilt wall construction did not conform to the structural design prepared by Zyscovich's sub-consultant and had to be re-built. The general contractor claims that the design was modified in the shop drawings, and therefore it is entitled to the costs of reconstruction and extended general conditions.

It's Sugar, LLC v. Zyscovich

Noticed: May 15, 2024, Status: Closed.

Claim No.: Allied-2024012980 Case No.: N/A

Zyscovich was retained to provide architectural services connected with the design of It's Sugar's flagship store located in Bayside Marketplace in Miami, FL. It's Sugar claimed Zyscovich's services, caused delays and increased costs. Settled \$75,000.00 in exchange for full and final release without admission of liability.

Village of Bal Harbour v. Zyscovich

Suit filed: April 8, 2025, Status: Open

Claim No.: Allied-2024019338 Case No.: 2025-006332-CA-01

Village of Bal Harbour filed claim regarding the design and construction of the Village Waterfront Park and Community Center regarding scope of services provided by various Zyscovich's subconsultants. We have requested details of their claim and have upcoming meeting to review change order costs. General Contractor sued Village separately, settled and is minimally involved in warranty items. In good faith, Zyscovich continues to meet with the client to resolve warranty issues and remaining Scope in the project despite lack of Contractor involvement.

LITIGATION HISTORY FORM

ABM Industry Groups,

Proposer Name: LLC

As a large national company, ABM is frequently faced with a number of claims and disputes that it has to deal with in the ordinary course of its business. These claims are handled in the normal course of business by legal and risk management professionals employed by the company. Even large litigation matters involving millions of dollars would not have any impact on ABM's ability to provide timely services to any of ABM's other customers. Noteworthy litigation matters involving ABM Industries, Inc. and its various subsidiaries are set forth under Part 1, Item 3 of ABM's Annual 10-K Filing. Copies of ABM's most recent 10-K filings can be found at www.abm.com. Should you require further information, ABM will certainly provide more information upon request.

There are no material cases for this Proposer.
or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input type="checkbox"/> Defendant
Case Number: Name: Date Filed:	N/A
Name of Court or other Tribunal:	
Type of Case:	<input type="checkbox"/> Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	
Brief description of the Subject Matter and Project Involved:	
Disposition of Case: (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

The Proposer through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Kimberly McMahan

Proposer's Representative Signature: Kimberly Marie McMahan

Date: November 6, 2025

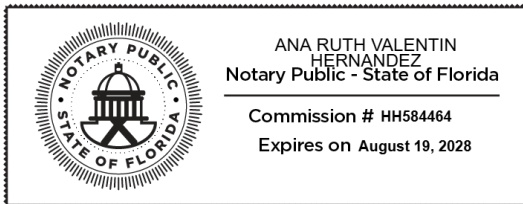
STATE OF FLORIDA
COUNTY OF BROWARD

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 6th day of November, 2025, by

Kimberly McMahan as Vice President Of Operations
(name of person) (type of authority, e.g. officer, trustee, attorney in fact)

for ABM Industry Group LLC
(name of party on behalf of whom instrument was executed)

(SEAL)



Ana R Valentin Hernandez

(Signature of Notary Public - State of Florida)

Notary Public, State of Florida

Ana Ruth Valentin Hernandez

Name of Notary Typed, Printed or Stamped

My Commission Expires: 08/19/2028

Commission Number: HH584464

Personally Known OR Produced Identification

Type of Identification Produced PASSPORT

1. **Litigation History**

A. All Proposers are required to disclose to the City all litigation, administrative proceedings, claims, or disputes filed, pending, or resolved during the last ten (10) years prior to the date of submission of their proposal for a qualified project, whether such matters were brought by or against the Proposer, any parent or subsidiary of the Proposer, or any predecessor organization. Additionally, all Proposers are required to disclose to the City all litigation or administrative cases filed, pending, threatened, or resolved against any principal of Proposer, regardless of whether the principal was associated with Proposer at the time of the litigation commenced against the principal, during the last five (5) years prior to the date of submission of their proposal for a qualified project. For the purpose of this document the term Proposer means any natural person, corporation, general partnership, limited liability company, limited partnership, joint venture, business trust, public benefit corporation, nonprofit entity, or other private business entity its affiliates, partners, subcontractors, subconsultants or any combination of the foregoing that submitted a proposal for a Qualified Project to the City pursuant to Fla. Stat. § 255.065. Litigation or administrative proceedings shall include but are not limited to the following:

i. List all instances in which litigation or administrative cases involving similar type of work that the Proposer is seeking to perform for the City under the current proposal;

ii. List all instances in which litigation or administrative cases involving an allegation of fraud, negligence, error or omissions, malpractice, misrepresentation, breach of contract, or professional misconduct against the proposer or any of its principals or agents who would be performing work under the current proposal;

iii. List all instances in which litigation or administrative cases involving a proposer's default, termination, suspension, claim for liquidated damages, failure to perform, or improper performance in connection with any contract;

iv. List all instances in which litigation or administrative cases involving the financial condition of the proposer, including any bankruptcy petition (voluntary and involuntary) or receivership, restructuring, or assignment for benefit of creditors;

v. List all instances of a criminal proceeding or hearing concerning business-related offenses in which the proposer or its principals (including officers) were/are defendants; or

vi. List all instances in which litigation or administrative cases involving the non-payment by the Proposer to subcontractors or suppliers.

vii. List all instances of arbitrations, administrative proceedings, or government investigations related to Proposer's performance or conduct.

- B. For each material case, the Proposer is required to provide all information identified in the Litigation History Form. Additionally, the Proposer shall provide a copy of any judgment or settlement of any material case during the last ten (10) years prior to the date of submission of their proposal for a qualified project. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by Proposer that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- C. The City will consider a Proposer's litigation history information in its review and determination of responsibility.
- D. If the Proposer is a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture.
- E. A Proposer is required to disclose to the City any and all cases(s) that exist between the City and any of the Proposer's subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the date of submission of their proposal for a qualified project.
- F. Failure to disclose any case in litigation or an administrative proceeding, including all requested information in connection with each such case, as well as failure to disclose the Proposer's subcontractors or subconsultants litigation history against the City, may result in the Proposer being deemed non-responsive, removal from consideration, termination of any resulting agreement, or both removal from consideration and termination of any resulting agreement.

LITIGATION HISTORY FORM

Proposer Name: Keith and Associates, Inc., dba KEITH

There are no material cases for this Proposer.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input checked="" type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input checked="" type="checkbox"/> Defendant
Case Number: Name: Date Filed:	CACE-18-026597 Claudia Dubois Plaintiff vs. Pompano Beach Community Redevelopment Agency, et al Defendant 11-13-2018
Name of Court or other Tribunal:	Broward County Central Courthouse
Type of Case:	<input type="checkbox"/> Bankruptcy <input checked="" type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	Neg - Premises Liability Commercial
Brief description of the Subject Matter and Project Involved:	Sidewalk near 44 NE 1st Street, Pompano Beach, FL
Disposition of Case: (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Fred Land Fulmer, PA Email: contact@fredfulmerlaw.com Telephone Number: 954-763-1052

LITIGATION HISTORY FORM

Proposer Name: Keith and Associates, Inc., dba KEITH

There are no material cases for this Proposer.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input checked="" type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input checked="" type="checkbox"/> Defendant
Case Number:	CACE21007979
Name:	Valerie Sears, et al Plaintiff vs. Metric Engineering Inc, et al Defendant
Date Filed:	4/20/2021
Name of Court or other Tribunal:	Broward County Central Courthouse
Type of Case:	<input type="checkbox"/> Bankruptcy <input checked="" type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	Neg - Premises Liability Commercial
Brief description of the Subject Matter and Project Involved:	Sidewalk located at 601-609 NW 27th Avenue, Fort Lauderdale, FL
Disposition of Case:	<input type="checkbox"/> Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed
(Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input checked="" type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Fred Land Fulmer, PA Email: contact@fredfulmerlaw.com Telephone Number: 954-763-1052

LITIGATION HISTORY FORM

Proposer Name: Keith and Associates, Inc., dba KEITH

There are no material cases for this Proposer.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input checked="" type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input type="checkbox"/> Defendant
Case Number: Name: Date Filed:	CACE23012494 Public Storage Plaintiff vs. Keith and Associates, Inc. Defendant 4/12/2023
Name of Court or other Tribunal:	Broward County Central Courthouse
Type of Case:	<input type="checkbox"/> Bankruptcy <input checked="" type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	Contract and Indebtedness
Brief description of the Subject Matter and Project Involved:	KEITH was named as a third-party defendant in a case between a client and a local resident.
Disposition of Case: (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Pending <input checked="" type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input checked="" type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Stuart Sobel Email: ssobel@siegfriedrivera.com Telephone Number: 305-442-3334

The Proposer through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Keith and Associates, Inc.

Proposer's Representative Signature: _____

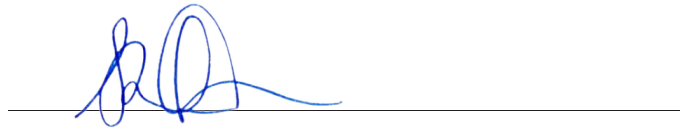
Date: 11/6/2025



STATE OF FLORIDA
COUNTY OF BROWARD

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 6th day of November, 2025, by
(day) (month) (year)
Paul Weinberg, PLA, ASLA as Chief Operating Officer
(name of person) (type of authority, . . . e.g. officer, trustee, attorney in fact)
for Keith and Associates, Inc.
(name of party on behalf of whom instrument was executed)

(SEAL)



(Signature of Notary Public - State of Florida)

Notary Public, State of Florida

Shekinah Weber

Name of Notary Typed, Printed or Stamped

My Commission Expires: 12/5/2026

Commission Number: HH338288



SHEKINAH WEBER
Notary Public
State of Florida
Comm# HH338288
Expires 12/5/2026

Personally Known OR Produced Identification

Type of Identification Produced

LITIGATION HISTORY FORM

Proposer Name: Dickey Consulting Services, Inc.

There are no material cases for this Proposer.

or

Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent <input type="checkbox"/> Subsidiary <input type="checkbox"/> Predecessor Firm	If Yes, Name of Parent/Subsidiary/Predecessor: or <input type="checkbox"/> No
Party:	Proposer is: <input type="checkbox"/> Plaintiff <input type="checkbox"/> Defendant
Case Number: Name: Date Filed:	
Name of Court or other Tribunal:	
Type of Case:	<input type="checkbox"/> Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory
Claim or Cause of Action and Brief description of each Count:	
Brief description of the Subject Matter and Project Involved:	
Disposition of Case: (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	<input type="checkbox"/> Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Proposer's Favor <input type="checkbox"/> Judgment Against Proposer If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

The Proposer through the undersigned duly authorized representative hereby specifically authorizes the City to consult with any person who may have information relating to Proposer's litigation history or any other matter reasonably bearing on the disclosure of all of the Proposer's litigation, administrative proceedings, claims, or disputes filed, pending, or resolved. This authorization includes inspecting and obtaining any writing that may be material to the City's evaluation.

The Proposer hereby acknowledges that the City may request information in connection with the matters listed on this Litigation History Form.

By executing this I certify that the information provided is true, accurate, and correct.

Proposer's Name: Dickey Consulting Services, Inc.

Proposer's Representative Signature: *Sheryl A Dickey*

Date: 11/6/2025

STATE OF FLORIDA
COUNTY OF

The foregoing instrument was acknowledged before me by means of physical presence or online notarization, this 6th day of November, 2025, by

Sheryl A Dickey as President
(name of person) (type of authority, e.g. officer, trustee, attorney in fact)

for Dickey Consulting Services Inc
(name of party on behalf of whom instrument was executed)

(SEAL)



CARLA HANKERSON
Notary Public
State of Florida
Comm# HH662180
Expires 5/12/2029

Carla Hankerson

(Signature of Notary Public - State of Florida)

Notary Public, State of Florida

Carla Hankerson

Name of Notary Typed, Printed or Stamped

My Commission Expires: May 12, 2029

Commission Number: HH662180

Personally Known OR Produced Identification

Type of Identification Produced



FORT
LAUDERDALE
CIVIC
PARTNERS