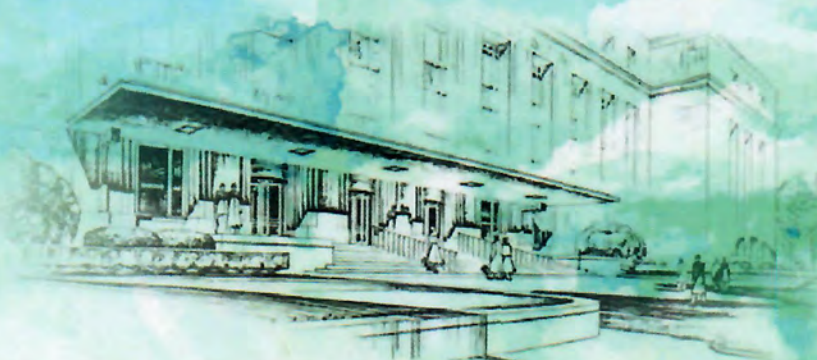


# HENRY J. DALY BUILDING



  
**DISTRICT  
INFRASTRUCTURE**  

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**GROUP**

Submitted by:  
**District Infrastructure Group**  
Point of Contact: John M. Dionisio  
Meridiam  
605 Third Avenue, 28th Floor  
New York, New York 10158  
Date of Submission: January 26, 2017

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**HENRY J. DALY  
BUILDING**

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# **TAB 1 - COVER LETTERS**

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**DISTRICT**  
**INFRASTRUCTURE**  
**GROUP**





January 26, 2017

Mr. Seth W. Miller Gabriel  
District of Columbia Office of Public-Private Partnerships  
1350 Pennsylvania Avenue, NW, 533  
Washington, DC 20004

Dear Mr. Miller Gabriel:

Meridiam and Walsh Investors, as joint developers, have formed District Infrastructure Group ("DIG"), a consortium dedicated to the redevelopment of the Daly Building. DIG includes renowned design-build and operations firms including Walsh Construction, Smoot Construction, AECOM, Beyer Blinder Belle, and Engie.

As further outlined in our unsolicited proposal, DIG combined the unique capabilities of development, design, construction, historic preservation and facility management to deliver decades of successful operation of the Daly Center as the headquarters for Metropolitan Police Department. We have envisioned a rehabilitation project that achieves many of the District's long-term goals for the Daly Building by balancing expedient delivery and efficient operations and energy management. The companies included in our consortium's proposal each have a significant presence in the District, and more importantly, many of our key personnel have lived in in the District – making the connection to rehabilitation of the Daly Building a personal endeavor. We feel strongly about this opportunity for the following reasons:

#### **Why this project**

The Daly Building role as MPD's headquarters provides a strategic, central location for operations. However, the current building conditions do not adequately support the mission-critical services provided by these men and women. Rehabilitating the Daly Building will provide an improved work environment, aid efficient delivery of criminal justice services, and enable MPD to focus on its core mission of cultivating relationships with the community in an ongoing effort to reduce crime.

#### **Why our team**

District Infrastructure Group is a team that has proven the capacity to deliver cost effective, technically innovative solutions to the public sector. The team realizes the key to longevity is a strong relationship with the District and the community over the long term. Our team is deeply committed to generating employment in the District, providing enhanced opportunities for DBE/MBE firms, and delivering the project on-time, on-budget and through an accelerated schedule.

#### **Why now**

With OP3 empowered within the District to lead the P3 effort, now is an ideal opportunity for the District to proceed with the Daly Building P3 project. Across the United States, P3 performance based projects have resulted in on-time, on-budget delivery essential government projects. P3 projects have afforded the public long-term visibility and cost certainty holding the private sector accountable to maintain critical infrastructure for generations to come. This is achieved through P3's whole-life



approach, providing design, construction, operations, maintenance and finance together in one comprehensive package.

The District Infrastructure Group can deliver the project with professionalism and through an accelerated schedule that will enable the District to achieve its goals while creating 4,000+ jobs in the Nation's Capital and providing the District with a state of the art facility for the DC Metropolitan Police, among others, who will occupy the new space. DIG looks forward to the opportunity to further collaborate with the District.

Sincerely,

**District Infrastructure Group**

A handwritten signature in cursive script, appearing to read "Jane Garvey".

Jane Garvey – Chairwoman, Meridiam

Dan Walsh – Co-Chairman, The Walsh Group



2 Wisconsin Circle, Suite 200  
Chevy Chase, MD  
20815

5335 Wisconsin Ave NW, Ste 940  
Washington, DC  
20015

January 26, 2017

Mr. Seth W. Miller Gabriel  
District of Columbia Office of Public-Private Partnerships  
1350 Pennsylvania Avenue, NW, 533  
Washington, DC 20004

**RE: Unsolicited Submission for Henry J. Daly Modernization**

Dear Mr. Miller Gabriel:

The Design-Build Joint Venture team of Walsh Construction Company II, LLC and Smoot Construction of Washington D.C., is pleased to submit our qualifications as the design-build team member of the District Infrastructure Group (DIG) team.

Drawing on more than 119 years of experience, Walsh is family owned is ranked by *Engineering News-Record* as the **8th largest Design-Build Firm** and the **13th largest U.S. National Contractor**. The Walsh Group employs over 7,500 professionals and tradesmen enabling our firm to grow and transition to the fourth generation of family ownership. Since its first project in the Washington area in 1967, Smoot Construction has been involved in building some of the **District's highest profile public projects** including those mentioned in our introduction, and other important local projects including the new **Dunbar High School** and the restoration of the **U.S. Capitol Building's historic dome**. Together, Walsh Smoot JV is successfully operating as a design-build joint venture at the Innovation Apartments on Purdue's Indiana campus, and will bring our successful working relationship as a benefit to the Daly Project.

Both Walsh Construction and Smoot Construction have a deep local commitment to the District of Columbia, and through their vast resume of highly relevant projects, they are well equipped to successfully navigate the technical challenges of this project. From Walsh's experience modernizing the **\$155 million GSA Headquarters Building at 1800 F Street**, to Smoot's experience renovating and modernizing **\$128 million Roosevelt High School**, our design-build team will bring their vast expertise to providing constructability, sequencing, and cost recommendations during design and construction. Furthermore, both companies have a strong commitment to the use of local companies, CBEs, and workforce engagement, and will bring their past successes to the project.

Walsh Construction and Smoot Construction were each started as **family-owned companies**, forever rooted in our commitment to the public and our local community. The Henry J. Daly Modernization project exemplifies the potential created by our industry to **bring new and innovative growth to the community**, and with both company's **offices less than 6 miles from the project**, we are committed to **providing the best local professionals** to execute this project, and positively engage with the community to create opportunity.

Delivering a project of this significance to the District of Columbia and the Metropolitan Police Department is a unique opportunity to preserve historic space while simultaneously revitalizing an influential landmark and improving the Metropolitan Police Department working conditions. Based on our team's experience and expertise in delivering successful projects, we are confident that DIG will exceed your expectations for success on the Henry J. Daly Building Project. We appreciate the opportunity to submit our credentials and look forward to further discussing how our team of talented professionals can help the District meet your goals for this project.

Sincerely,

Kevin Swain  
Vice President  
Walsh Construction Company II, LLC  
Phone: 301-347-4693  
kswain@walshgroup.com

Mark Cain  
President & CEO  
Smoot Construction of Washington D.C.  
Phone: 202-243-6688  
mcain@srsmoot.com

January 26, 2017

Mr. Seth Miller Gabriel, Director  
DC Office of Public-Private Partnerships  
John A. Wilson Building  
1350 Pennsylvania Avenue NW  
Suite 533  
Washington, DC 20004

**Re: Statement of Qualifications  
Henry J. Daly Building Modernization**

Dear Mr. Miller Gabriel:

We are pleased to present our credentials in response to requests for unsolicited proposals to modernize the Henry J. Daly building for the Washington Metropolitan Police Department and other District agencies or tenants. We look forward to the opportunity to continue working with The District on this challenging project. We believe that our team is an excellent fit for this project for the following reasons:

- **Proven expertise in the design of public safety facilities:** Our public safety design team is led by Steven Loomis, FAIA, a nationally recognized expert in the programming, planning, and design of public safety facilities. Mr. Loomis and our Design Project Manager, Mr. Woods, have successfully collaborated on over a dozen public safety facilities. They are both recognized for their presentations and publications related to law enforcement operations and best practices.
- **Depth of Experience with Historic Preservation:** AECOM has brought on Beyer Blinder Belle (BBB) to provide historic preservation services during the design and modernization of the Henry J. Daly building. BBB is an award winning architecture and planning firm located in the District. The firm has specialized in the contemporary adaptive reuse of historic landmarks for nearly 50 years and they have participated in some of the most prominent and important civic spaces in this country and at historic cities around the world. In DC, BBB has led dozens of major projects through compliance on behalf of the NHPA Section 106 and NEPA processes, and they are equally adept at garnering approvals and entitlements from various key agencies.
- **Depth of Experience with Project Phasing Coordination and Temporary Swing Areas:** Our Project Principal, Ms. Kristine Johnson, has a wealth of experience with managing justice and public safety projects with multiple phases in occupied facilities. Ms. Johnson has recently completed phased construction projects for GSA, Montgomery County, Maryland and other local jurisdictions. Our team understands the 24/7 demands of your facility and the sensitivities to its uninterrupted critical operations and will work with you to determine the most efficient path for project delivery.
- **Collaborative Team:** Our proven team is experienced in effectively collaborating with the District and each other. Our current experiences working on the Moultrie Courthouse located in Judiciary Square and next to the Daly site prepare us for the challenges and opportunities we may encounter on this landmark project.
- **District of Columbia experience:** Our leadership and design team has current work experience with the District through DGS, DC Courts, GSA, NPS and other agencies. The project team has first-hand experience with District deliverable requirements, permitting and project approval process that allow us to hit the ground running.

We appreciate our ongoing working relationship with The District government and look forward to the opportunity to continue our positive collaboration with the design and modernization of the Henry J. Daly Building to serve the Metropolitan Police Department and other District agencies.

Sincerely,



Tom Woods, AIA LEED AP  
Project Manager  
AECOM Services of DC, A Professional Corporation



Michael C. Wood, PE  
Vice President  
AECOM Services of DC, A Professional Corporation



January 26, 2017

Mr. Seth W. Miller Gabriel  
District of Columbia Office of Public-Private Partnerships  
1350 Pennsylvania Avenue, NW, 533  
Washington, DC 20004

Subject: Henry J. Daly Building Project

Dear Mr. Miller Gabriel

ENGIE Services Inc. ("ENGIE") has joined the District Infrastructure Group ("DIG") consortium as the Lead Operations & Maintenance Provider in its proposal for the redevelopment of the Daly Building.

ENGIE is a certified ISO 9001:2008 company and brings 25 years of hands-on, North American O&M experience providing facility management and energy efficiency solutions to over 500 commercial, industrial, transportation and institutional sites in the US and Canada. ENGIE is a division of the ENGIE group of companies which has operated for over 70 years world-wide and manages operations for over 90 Public-Private Partnerships. Together the ENGIE organization has the proven capacity to deliver effective and efficient facility operations and lifecycle plans tailored to the needs of the Daly building.

The ENGIE organization is also a global leader in Energy management. With 800 employees located throughout North America, it has both the structures and resources to carry-out technically and financially complex energy management projects. ENGIE is one of the few companies of its kind to guarantee energy consumption results that meet specific performance criteria. ENGIE designs, implements, operates and finances solutions that allow companies and municipalities to better use energy and optimize a facility's life cycle, while reducing their environmental impact. ENGIE will look to optimize the Daly Building's energy efficiency over the life of the project.

Throughout the development of this proposal, ENGIE has worked diligently to understand the many unique features, roles and needs of the Daly building, including the historical elements, environmental concerns, 24/7 mission critical availability and the various secure and sensitive areas within the facility. ENGIE has and will continue to work with DIG's Design-Build team and the District's stakeholders to influence the maintenance aspects of the re-development design and to build an optimal, long-term, operational solution that addresses the unique needs of this facility.

In planning the on-site team for the operational term, ENGIE is committed to generating local employment opportunities in the District, and to the provision of inclusive opportunities for DBE/MBE firms.

ENGIE is also committed to a high standard of quality control in the delivery of its operational mandate and will work closely with the District to define measureable performance targets that will be closely monitored with agreed performance metrics regularly reported to District stakeholders. Every effort will





be made to proactively address service issues before they become significant and impact the core operations, comfort and safety of the Daly Building staff.

ENGIE is proud to be associated with DIG and looks forward to the opportunity of working with the District, to deliver world-class operations and lifecycle services to this important, mission critical facility.

Yours truly,

A handwritten signature in blue ink, appearing to read "Pierre Loyer".

Pierre Loyer  
President  
ENGIE Services Inc.

**HENRY J. DALY  
BUILDING**

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# **TAB 2 - REQUIRED FORMS**

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**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**

**HENRY J. DALY  
BUILDING**

**TAB 2 - Required Forms**


## **a. Proposal Receipt Form**

**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**



## Unsolicited Proposal Receipt Form

**Instructions:** This form must be completed as part of any unsolicited proposal submitted to the DC Office of Public-Private Partnerships (DC OP3). It will be used to confirm that a proposal includes the necessary components described in Appendix E of the P3 Guidelines and serves as proof that DC OP3 received the proposal in full. If a proposal is mailed, OP3 will return a signed copy of the form to the proposer by mail. Following an initial review of the proposal, a separate letter will be sent to the proposer confirming the proposal meets baseline requirements for review and the preliminary evaluation process can begin.

Required Information		Proposer Submittal	
<b>Date Submitted</b>		January 26, 2017	
<b>Proposal Team Name</b>		District Infrastructure Group	
<b>Proposal Requirements Submitted (Must Check All Three to be Accepted)</b>			
1. Five (5) hard copies of the proposal			✓
2. One (1) electronic copy of the proposal in Portable Document Format (PDF)			✓
3. Check or money order for payment of the Preliminary Evaluation Review Fee			✓
<b>Method of Delivery (Must be by Mail or Hand Delivery; Check One)</b>			
<b>Mail:</b>		<b>Hand Delivered:</b>	✓
<b>Signature of Person Submitting Proposal</b>			
<b>Name of Person Submitting Proposal</b>		John M. Dionisio	
<b>All fields below to be completed by DC OP3</b>			
<b>Date and Time Received</b>			
<b>Signature of Person Receiving Proposal</b>			
<b>Name of Person Receiving Proposal</b>			



**HENRY J. DALY  
BUILDING**

**TAB 2 - Required Forms**

**b. Unsolicited Proposal  
Proposer Certification Form**

**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**



Unsolicited Proposal
Proposer Certification Form

Instructions: Please sign and date this form and include it when submitting an unsolicited proposal to certify that:

- I am authorized to make this proposal as an individual or legally authorized representative of the proposal team;
The information and documentation in this proposal are accurate and include sufficient detail and information for the DC OP3 to evaluate the proposal in an objective and timely manner under the comprehensive evaluation process outlined in section 6.5 of the P3 Guidelines;
This proposal is independently developed and drafted by the proposer without District supervision;
This proposal adheres to the format outlined in the P3 Guidelines, including that the proposal has an executive summary and identifies those aspects of the proposal that are confidential or proprietary;
I have reviewed and will adhere to the applicable laws, regulations and policies that will determine how this proposal will be evaluated and handled for procurement if the proposal is determined to be favorable, including the Public-Private Partnerships Act of 2014, effective March 11, 2015 (D.C. Law 20-228, D.C. Official Code § 2-271.01 et seq.) ("P3 Act"), Chapter 48 of Title 27 of the District of Columbia Municipal Regulations ("P3 Rules"), and the DC OP3 Guidelines and Procedures ("P3 Guidelines"); and
I understand that this proposal may be rejected at any stage of the procurement process for any reason at any time and neither the District of Columbia government, nor any agency, officer, employee, or agent of the District of Columbia government, shall be liable for, or reimburse, the costs that may be incurred by the proposing team in developing and submitting this proposal or any procurement process that may result if the proposal is determined to be favorable.

[Handwritten Signature]
Signature of Authorized Representative

January 26, 2017
Date

John M. Dionisio
Printed Name of Authorized Representative

District Infrastructure Group
Proposal Team Name

**HENRY J. DALY  
BUILDING**

**TAB 2 - Required Forms**

## **c. Executive Summary Form**

**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**



## Unsolicited Proposal Executive Summary Form

**Instructions:** This form must be completed as part of any unsolicited proposal submitted to the DC Office of Public-Private Partnerships (DC OP3). It will be made public along with all other non-confidential aspects of an unsolicited proposal as part of a fair, open and competitive procurement process if the proposal is determined to be favorable.

Required Information	Proposer Submittal
<b>Date Submitted</b>	1/26/2017
<b>Proposal Team Name</b>	District Infrastructure Group
<b>Address Line 1</b>	605 Third Avenue
<b>Address Line 2</b>	28th Floor
<b>City</b>	New York
<b>State</b>	New York
<b>Postal Code</b>	10158
<b>Primary Point of Contact</b>	John M. Dionisio, Meridiam
<b>Phone Number</b>	212-798-8683
<b>Email Address</b>	<a href="mailto:j.dionisio@meridiam.com">j.dionisio@meridiam.com</a>
<b>Name(s) of All Proposal Team Member Organizations</b>	Meridiam Walsh Investors, L.L.C. Walsh Construction Company II, LLC Smoot Construction of Washington D.C. AECOM Beyer Blinder Belle Architects & Planners LLP ENGIE North America Norton Rose Fulbright Scotiabank BTY Group Jones, Lang, LaSalle Tina Boyd and Associates





**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

<p><b>Address(es) of All Proposal Team Member Organizations</b></p>	<p><b>Meridiam</b> 605 Third Avenue, 28th Floor New York, NY 10158</p> <p><b>Walsh Investors L.L.C.</b> 929 West Adams St. Chicago, IL 60607</p> <p><b>Walsh Construction Company II, LLLC</b> 2 Wisconsin Circle #200 Chevy Chase, MD 20815</p> <p><b>Smoot Construction of Washington D.C</b> 5335 Wisconsin Avenue, Suite 940, Washington D.C. 20015</p> <p><b>AECOM Services of DC, a Professional Corporation</b> 2020 K Street NW, Suite 300 Washington, DC 20006</p> <p><b>Beyer Blinder Belle Architects &amp; Planners LLP</b> 3307 M Street, NW, Suite 301 Washington, DC 20007</p> <p><b>ENGIE North America</b> 1990 Post Oak Boulevard Suite 1900 Houston, Texas 77056-3831</p> <p><b>Norton Rose Fulbright LLP</b> 1301 Avenue of the Americas New York, New York 10019-6022</p> <p><b>The Bank of Nova Scotia</b> New York Agency 250 Vesey Street, 23<sup>rd</sup> Floor New York, New York 10281</p> <p><b>BTY Group</b> 17470 N. Pacesetter Way Scottsdale, Arizona 85255</p> <p><b>Jones, Lang, LaSalle</b> 1801 K Street, NW Suite 1000 Washington, DC 20016</p>
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**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p><b>Tina Boyd and Associates</b> 1346 Good Hope Road S.E. 2nd Floor Washington, DC 20020</p>
<p><b>Proposed Role(s) of All Proposal Team Member Organizations</b></p>	<p>District Infrastructure Group (“DIG”) has been formed with the following key team members:</p> <ul style="list-style-type: none"> <li>• Co-Developers/Equity Members: Meridiam and Walsh Investors, LLC</li> <li>• Construction Joint Venture: Walsh Construction and Smoot Construction</li> <li>• Lead Design Firm: AECOM</li> <li>• Lead Historical Architect: Blinder Beyer Belle</li> <li>• Lead Operations and Maintenance Provider: Engie</li> <li>• Legal Advisor: Norton Rose Fulbright</li> <li>• Financial Advisor: Scotiabank</li> <li>• Technical/Benchmarking Advisor: BTY Group</li> <li>• Real Estate Consultant : Jones Lang Lasalle (JLL)</li> <li>• Local Community Outreach Support: Tina Boyd &amp; Associates (CWBE)</li> </ul>
<p><b>Project Description (Including scope, location, and estimated timing)</b></p>	<p>The Project encompasses the comprehensive rehabilitation and modernization of the Henry J. Daly Building in Judiciary Square of Washington, DC under a Design, Build, Finance, Operate and Maintain (“DBFOM”) contract. The Daly Building has been plagued with antiquated systems, inefficient circulation, and dilapidated physical conditions for decades, and it remains a priority project for the District and is considered a candidate project for Public-Private Partnership (“P3”) development.</p> <p>The Daly Building, located at 300 Indiana Avenue, NW, functions as the headquarters for the Metropolitan Police Department. The building is a historic landmark that was built in 1941, and located within a block of Judiciary Square Metro Station, Pennsylvania Avenue, the US Department of Labor, and several local and federal courts. The building consists of six-stories plus a mechanical penthouse and a basement with single-level below-grade parking. The central section of the building consists of two-story construction with two interior courtyards. The building contains a gross floor area of 585,955 square feet. It was designed by Nathan C. Wythe, Municipal Architect, and developed by the District of Columbia Federal Emergency Administration of Public Works. Design commenced in June 1939 with first occupancy in May 1942.</p> <p>District Infrastructure Group (DIG) is a team that will be responsible for the full DBFOM scope working with the District as long-term partners pursuant to the P3 law of the District, D.C. Act 20-550. The</p>



**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p>team is confident, based on the commitment of the District and our history of working together, that an advanced design build phase can commence in late 2017 following a Development Phase culminating in the signing of a long-term performance based agreement (a “P3 Agreement”) and achieving financial close.</p> <p>The P3 approach will enable the full redevelopment and modernization of the Daly Building to take place over the period shown in the proposal, with a fixed date of completion and a fixed price. As described further in the Unsolicited Proposal, District Infrastructure Group has proposed two plans for the construction of the Project including a swing of most current bureaus as well as a partial swing option. Key functions such as mission-critical communications will remain in the building throughout construction made possible through DIG’s phasing plan.</p> <p>Following successful completion of construction certified by an independent technical expert, DIG will commence long-term operations, routine maintenance, and lifecycle rehabilitation (i.e. heavy maintenance) obligations for a period of 30+ years. All government related services including security, patrolling, and policing will remain the responsibility of the District, some of the world’s finest law enforcement professionals.</p> <p>The sophisticated P3/DBFOM contracting approach, with its benefits of full project phase integration, cost certainty, performance standards, and accountability of a long-term equity investor and developer will achieve a high-quality, lasting building for the Metropolitan Police Department (MPD), District Government Agencies, and day-to-day users of the building.</p>
<p><b>Description of the Purpose of this Project and Why it is Needed (Including references to the impacted DC government agencies and DC government documents that identify this need)</b></p>	<p>The purpose of the Henry J. Daly Building is to serve as a strategic, centrally located headquarters for MPD and other essential government agencies. However, the current building conditions do not adequately support the mission-critical services provided by the men and women who serve in District government. Inclusive of the poor existing conditions are hazardous materials present within the building, poor space layout, inefficient circulation, outdated building systems, and minimal consideration to health and wellness design, all of which have an adverse effect on current occupants.</p> <p>The team has studied the existing MPD organization and departments located within the building in conjunction with other agencies determined to reside in the building through information accessed on the DC.gov website. In addition to publicly available information the team has utilized source information from previous</p>



**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p>work within the municipal building and around Judiciary Square to inform its initial approach, facilitating the completion of 10% proposed project design.</p> <p>The purpose of the Project is to rehabilitate and modernize the Daly Building by reconstruction and designing an optimal and functional environment, promoting long-term energy efficiency, and operating and maintaining the facility for decades to come. In doing so, the Project will bring the Daly Building up to current code and standards.</p> <p>The efficient delivery of criminal justice services is an essential government function. A redeveloped and modernized Daly Building will enable MPD to focus on its core mission of cultivating relationships with the community in an ongoing effort to reduce crime. In addition, the redevelopment of the Daly Building will create new usable space that is currently underutilized or unoccupied due to physical conditions. This will allow the District to consolidate other government agencies into a redeveloped historic building in the heart of Washington D.C.</p>
<b>Impacted Ward(s)</b>	Ward 6
<b>Proposed Benefit to the Residents of the District</b>	<p>The Project benefits include an enhanced user experience inside the building, increased local employment opportunities, a high degree of sustainability, and a contractual approach that ensures long-term financial certainty for the District.</p> <p>The Daly Building serves as MPD’s headquarters as well as provides key public functions including the Department of Motor Vehicles Adjudication Services, DC Office of the Chief Technology Officer, DC Pre-Trial Services, DC Department of Corrections, Office of Corporate Communications, Credit Union and Court Services and Offender Supervision Agency, and certain Department of Corrections staff. The approach that District Infrastructure Group is promoting will modernize a historic cornerstone of the District which will benefit users including: better working environment for the building’s employees, improved experience for District residents and visitors engaging with stakeholders of the facility, optionality for event space for key local functions such as ‘town hall’ meetings, and a more comfortable/operational and energy efficient experience.</p> <p>In addition, residents will benefit from local employment opportunities during the construction and operations and maintenance phases. It is estimated that the project will create</p>



**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p>between 4,000 and 5,000 jobs during the construction phase alone. In order to promote local hiring, Tina Boyd and Associates will assist DIG as a key community outreach advisor.</p> <p>From a sustainability perspective, the Project strives to achieve environmentally conscious objectives.</p> <p>The P3 structure will afford the District with a clear, contractually certain, long-term payment regime that will ensure long-term quality. The Project, through its energy efficient approach and ability to consolidate government services into a single building, will minimize additional financial expense on the District compared to costs currently being expended on the facility. To prove that the initial design-build, operations and maintenance, and lifecycle figures are accurate, District Infrastructure Group engaged a third party technical advisor, BTY, for the purpose of benchmarking and verifying the pricing included within the proposal. DIG’s technical team provided BTY with a detailed breakdown of cost items which BTY then verified through analysis, including a shadow estimate of the DB price, that the pricing provided by DIG for this Unsolicited Proposal submission is within benchmark for projects of similar size and scope.</p>
<p><b>Justification for Using the P3 Method</b></p>	<p>The P3 method allows for the following:</p> <ul style="list-style-type: none"> <li>• On-time, date-certain, price-certain construction backed by financial security and contractual guarantees from the construction team.</li> <li>• Ability to, relying on precedents and the District’s commitment, deliver a complete solution when construction concludes.</li> <li>• Certainty of long-term quality of a historic building through a performance based contract that allows the District to penalize and ultimately terminate the P3 Agreement due to private sector underperformance or default. P3 projects keep the private sector accountable for performance.</li> <li>• Long-term cost, personnel, and quality certainty of operations, routine maintenance and lifecycle costs backed by strong financial guarantees reducing deferred maintenance risk for the District.</li> </ul>
<p><b>How Long is this Proposal Valid? (Provide a date certain)</b></p>	<p>The figures in the Proposal assume that contracting and financial close occur in Q3 2017 allowing the design-build phase to commence. While there is some float built into the schedule, District Infrastructure Group’s technical pricing (construction,</p>



**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p>operations and maintenance) must consider inflationary pressures if advanced design has not commenced by January 26, 2018, twelve months from the date of this Unsolicited Proposal. This assumption is based on the scope outlined in our proposal – changes or refinement to this scope would impact the cost of delivering the Project.</p> <p>Pricing provided for this Unsolicited Proposal is based on DIG’s assumptions included for the development of a 10% design. If selected as preferred bidder, DIG will work to further advance design and develop, negotiate, and confirm a firm fixed price prior to commercial close.</p> <p>DIG has responded to all items required for Unsolicited Proposals within section 6.0, Project Procurement – Unsolicited Proposal, of the District of Columbia Guidelines and Procedures For the Public-Private Partnership Act of 2014 (DC OP3 Guidelines). This Unsolicited Proposal reflects the level of detail and diligence comparable to proposals submitted on US based P3 projects, some material which is confidential. For this reason, DIG has taken precautionary measures to mark some of these additional items confidential. Pursuant to Section 6.5.15 of the DC OP3 guidelines, Confidential content provided within this unsolicited proposal is marked as Confidential, and a Confidential contents matrix providing rational for this denotation is provided in the appendix.</p>
<p><b>Comparable P3 Projects (if any) Inside or Outside the District</b></p>	<p>District Infrastructure Group welcomes the opportunity to work with the District. The team has based its proposal off of successful P3 developments in the United States and abroad. Most notably, Meridiam led the development of the Long Beach Courthouse Project in California. Long Beach Courthouse was the first social infrastructure P3 project delivered in the United States. The project succeeded in being designed and built under budget and ahead of schedule and is now in the operational phase. Walsh Investors and Walsh Construction led the Ohio River Bridge East End Crossing Project that achieved substantial completion in December 2016. While a different sector, the contractual, financial, and performance-based approach is similar to that being proposed for the Daly building. As detailed in the Proposal, all key team members have vast experience delivering P3 projects successfully.</p> <p>The P3 market in the United States and globally has developed exponentially over the past decade. In the United States alone, performance based P3 projects have accounted for approximately \$40BN of project construction since 2007. Projects with similar</p>



**DC Office of Public-Private Partnerships (DC OP3)  
Unsolicited Proposal Executive Summary Form**

	<p>contractual arrangements and site specific challenges that the team members have participated in include the following:</p> <ul style="list-style-type: none"><li>• LaGuardia Central Terminal Project, NY. The redevelopment and a modernization of an existing, outdated airport. Meridiam is the lead developer and Walsh is a prime contractor.</li><li>• Port of Miami Tunnel Project, FL. This DBFOM project developed by Meridiam included construction of access roads in a constrained environment and the delivery of a tunnel in environmentally challenged surface.</li><li>• Women’s College Hospital, ON, Canada. A development of a new hospital through a performance based regime. Walsh, as the design-build contractor, delivered this DBFM project on-time and on-budget.</li><li>• Etobicoke Hospital Redevelopment, ON, Canada. A rehabilitation and expansion of a Toronto general hospital completed under the DBFM procurement method. Walsh is the builder and Engie is the FM provider.</li><li>• Credit Valley Hospital Redevelopment ON, Canada. A reconstruction of a fully operational ambulatory care hospital in downtown Toronto. Walsh served as developer and builder.</li></ul>
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**HENRY J. DALY  
BUILDING**

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# **TAB 3 - PROPOSAL OVERVIEW**

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**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**




# PROPOSAL OVERVIEW

The Henry J. Daly Building Project (Project) represents a unique opportunity for the District of Columbia (the District) to improve the Metropolitan Police Department operations to the District, to modernize and efficiently update secondary tenant space, to provide future tenant opportunities for the District, and to restore the historic elements of this influential landmark. The project is proposed to be delivered using a Design, Build, Finance and Maintain (D/B/F/M) solution through a public-private partnership (P3) agreement. Pursuant to Washington DC's P3 Legislation, procuring the Henry J. Daly as a P3 will enable the unparalleled benefits in achieving successful long-term infrastructure solutions by drawing on the strengths of the public and private sectors. District Infrastructure Group (DIG) has assembled an exceptional team of firms and experts, with extensive experience working together, that will be highly capable of delivering on each one of The District's goals in a spirit of full collaboration and partnership.

DIG is a consortium composed of Meridiam Infrastructure North America (Meridiam), Walsh Investors LLC. (Walsh Investors), Walsh Construction Company II, LLC (Walsh), Smoot Construction, AECOM Services of DC a Professional Company (AECOM), and Engie Services, Inc.(Engie), and historic preservation architects Beyer Blinder Belle (BBB) - a team which has a longstanding relationship with both the District and each other. The team is being advised by BTY (technical), Scotiabank (financial), Norton Rose Fulbright (legal), Jones Lang LaSalle (real estate), and Tina Boyd and Associates (community outreach) who have considerable success in developing P3 projects in the U.S. with members of the consortium.

This unsolicited proposal demonstrates DIG's long-term community commitment, financial strength and technical capabilities to enable real risk transfer and to deliver the Project on-time and on-budget. The content and pricing herein are based off over a decade of U.S. P3 experience, with detailed benchmarks included to prove acceptability of approach and pricing. Our systematic and transparent approach to project development, in-depth understanding of the local environment, demonstrated expertise in renovation and law enforcement development and op-

erations, unparalleled experience in project finance and successful past teaming history, all made evident in this proposal, will prove to the District and all local stakeholders that DIG is the most qualified partner to deliver the best-value solution for the Project.

<b>PROPOSER</b>	
	
<b>EQUITY MEMBERS</b>	
	
<b>LEAD DESIGN-BUILDER</b>	
	
<b>DESIGN TEAM</b>	
	
<b>OPERATIONS &amp; MAINTENANCE MANAGER</b>	
	
<b>EXTERNAL ADVISORS</b>	
	
	
<b>LOCAL REAL ESTATE ADVISOR</b>	
	

## DISTRICT INFRASTRUCTURE GROUP



District Infrastructure Group is a consortium formed of leading firms in their respective fields. While this submission provides more details on each member’s depth of experience, the following includes brief descriptions of each major team member as well as the role each will assume on the Project.

### Meridiam Infrastructure North America – Developer/Equity Sponsor

As a leader in long-term, lasting P3 infrastructure development, Meridiam brings best-in-class development and asset management expertise. Meridiam is recognized for its true enduring strategy based on a 25-year investment horizon. Meridiam’s unrivaled success in the U.S. is evidenced by its nine P3 projects under development or in operation since 2009. Meridiam has also received numerous awards for its achievements in the development and closing of “ground-breaking” P3s, such as LaGuardia Central Terminal in New York and Long Beach Courthouse

in California, which is the first true equity at-risk Design/Build/Finance/Maintain social vertical infrastructure delivered in the U.S. Much of this success lies in Meridiam’s unique focus on taking a long-term partnership approach with the communities where it serves. Led in North America by Jane Garvey, the Meridiam team will contribute to the Project its unique experience of D/B/F/M courthouse development, its financial strength and its lasting asset management expertise.

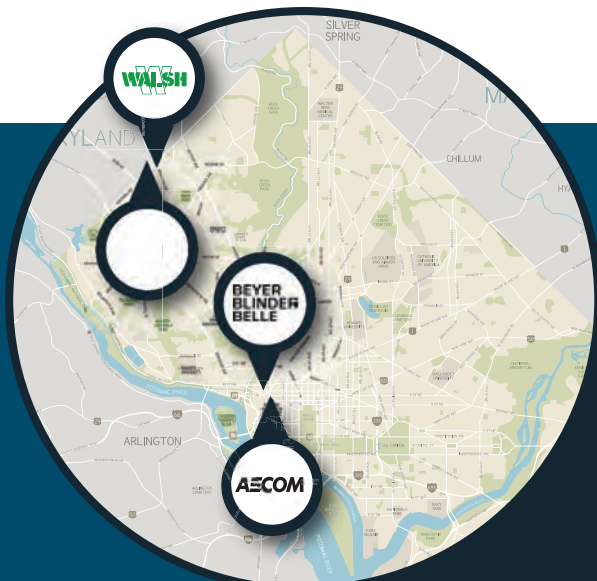
### Walsh Investors, L.L.C. – Developer/Equity Sponsor

Walsh Investors is the investment arm of the Walsh family, owners of The Walsh Group, Ltd. one of the largest general contracting companies in North America. Walsh Investors has a successful track-record of investing in numerous industrial, commercial, residential and transportation infrastructures projects. Walsh Investors was one of the equity members on the Ohio River Bridge East End Crossing Project for the Indiana Finance Authority. This complex transportation project was the first ever greenfield delivered using a P3 approach in the State of Indiana.

## RECENT U.S. EQUITY EXPERIENCE (MERIDIAM AND WALSH INVESTORS)



# LOCAL STRENGTH, NATIONAL RESOURCES



We are proud that each of our Design-Build team members has a vested interest in the DC community and continue to shape the fabric of the District through design and engineering excellence. Walsh, Smoot Construction, AECOM and BBB each have local offices in proximity to the Daly Building.

**WALSH CONSTRUCTION**  
DBJV JV PARTNER



Walsh Construction Company II, LLC (Walsh), an affiliate of The Walsh Group, will be the Design-Build Joint Venture's Lead Contractor for DIG. Walsh will be responsible for leading the complete design and construction of the Project. Walsh has a local office in Chevy Chase, Maryland, with over \$1 Billion of completed construction work in the local area, and is a member of The Walsh Group family of companies. The Walsh Group is a 115-year old company, and is headquartered in Chicago, Illinois. The Walsh Group is the 11th largest national contractor per Engineering News-Record, 2016 with \$4.9 billion of annual revenues. Walsh is one of the largest construction employers and brings local relationships with material suppliers and subcontractors to this Project.

**SMOOT CONSTRUCTION**  
DBJV PARTNER



Smoot Construction is one of the largest minority-owned construction firms in the country. From its office in Washington DC, Smoot Construction has developed a diverse portfolio that includes educational facilities, convention centers, healthcare, research/industrial facilities, commercial office buildings and sports facilities. Since its first project in the Washington area in 1967, Smoot Construction has been involved in building some of the District's most high profile public projects including those mentioned in our introduction, and other important local projects including the new Dunbar High School and the restoration of the US Capitol Building's historic dome. Three generations strong, we are steadfast in our dedication to integrity in all of our business practices.

**AECOM**  
LEAD DESIGNER



AECOM has had a DC presence since 1946, providing award-winning master planning, A/E design, interior design, landscape architecture, and program and construction management services for most federal agencies. AECOM has designed historic federal offices, public buildings, secure facilities, museums, libraries, SCIFs, and data centers. With a reputation for excellence in historic building rehabilitation and restoration for federal agencies, AECOM is recognized as one of the leading architecture, interiors and engineering firms in the nation. In 2016, ENR ranked the firm as the #1 designer of government offices. Much of this work has involved rehabilitation and restoration of major federal facilities primarily in the DC area. AECOM's leadership in justice multidisciplinary planning and design encompasses experience in hundreds of judicial and criminal justice projects including a full range of public safety and mission critical facilities to support 24/7/365 environments, including police headquarters, stations, and training facilities; 9-1-1 centers; communications centers; emergency operations centers; and command and control centers. Our DC Metro location is one of the centers of excellence for justice design within AECOM.

**BEYER BLINDER BELLE**  
HISTORIC PRESERVATION



Beyer Blinder Belle (BBB) was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. They pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people - their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connections to the surrounding physical fabric. Through our offices in Washington, DC and New York City, we have been fortunate to participate in some of the most prominent and important civic spaces in this country and at historic cities around the world.

## Engie

ENGIE Services is a facilities management solutions provider that prioritizes energy efficiency for private and public customers across North America. Engie's experts design, develop and manage smart, sustainable solutions for operations of customer facilities. World leading governments and organizations entrust ENGIE Services' tailored solutions to operate and maintain their office towers, airports, hospitals, recreational and industrial facilities. Part of the ENGIE Group, ENGIE Services has both the structure and resources to carry out technically and financially complex and long-term projects such as P3s. This capacity enables Engie to guarantee results and manage asset lifecycles to meet specific performance criteria with a focus to rationalize energy use and reduce operational costs.

## Scotiabank

Scotiabank ("Scotia") is serving in the role of Financial Advisor to the team. Scotia is a leading provider of financial advisory services for infrastructure projects in North America. Scotia acted as financial advisor to Meridiam and Walsh investors in the raising of over \$525 million of committed investments for the Marion County Justice Center P3. Scotia also previously served as Walsh Investors financial advisor on the Ohio River Bridges East End Crossing Project, and as Meridiam's Financial Advisor on the Presidio Parkway Project and the recent Southwest Calgary Ring Road Project. Scotiabank's experience includes completed infrastructure projects which have utilized many funding sources including taxable financing, tax exempt financing and direct government grants, ultimately helping to support over 8 P3 financial closes.

## Norton Rose Fulbright

Norton Rose Fulbright (NRF) will be the team's legal counsel. NRF has one of the most successful P3 practices in the world having closed more than 100 D/B/F/M and P3 project globally. NRF has a reputation for completing complicated infrastructure projects within demanding timeframes and have an excellent reputation for success because they understand their clients' businesses and industries.

## Jones Lang Lasalle

Jones Lang Lasalle (JLL) has been engaged as a tenant representative for DIG to help identify potential swing space in the District. JLL is a Fortune 500 company and

global professional services and investment management firm specializing in real estate. JLL has more than 60,000 employees and works in 80 countries from 280 corporate offices. JLL is an industry leader in property and corporate facility management, with a portfolio of 4 billion square feet worldwide. In 2015, JLL completed 35,500 transactions for landlord and tenant clients worldwide, representing 1.1 billion square feet of space.

## BTY

BTY is consistently ranked at the top of the U.S. league tables for DBFOM and P3 technical advisory services by both value and volume of transactions. BTY has worked with members of the DIG team on Indianapolis Justice Center, LaGuardia, Credit Valley Hospital, and other projects.

## Tina Boyd and Associates

Tina Boyd and Associates (TBA) will serve as our team's community liaison, to consult during the project development phase and specifically assist our team with community connection, local outreach, and CBE/DBE engagement. Since 2005, TBA has supported Washington DC's infrastructure projects with an impressive network of local professionals. TBA is staffed by Washingtonians with strong ties to their community, and they have both a vested interest in seeing their community succeed and the relationships necessary to do so.



**LAGUARDIA:** The \$3.9 billion project is currently the largest P3 to reach financial close in the U.S. and is the largest P3 financing in the U.S. The 34-year DBFOM project will create a new 1.3 million square foot 35-gate terminal building that is designed to accommodate 17.5 million passengers. Meridiam as lead developer and Walsh as a member of DBJV partnered together to bring this project to a successful financial close.

## RELEVANT EXPERIENCE

DIG believes that the key to the successful delivery of a Project is to draw from knowledge and experience acquired by our team members and key personnel on projects of comparable scope. DIG includes detailed case studies of our experience in this submission, below are highlighted projects from which our team will be able to transfer experience and lessons learned to the Daly Building.

### LONG BEACH COURTHOUSE

Meridiam completed the construction and commissioning for operations of the Long Beach Courthouse in August 2013. The first performance-based availability P3 social infrastructure project to reach financial close in the U.S. is a 545,000 SF state-of-the-art building maintained by Longbeach Judicial Partners, LLC (a Meridiam-owned company). The facility has transformed the way justice services are delivered to the citizens of Long Beach and has enhanced operational efficiencies for the client, the Judicial Council of California. The facility has improved security for staff and the public, as well. Since some of these objectives are similar to the goals pursued by The District by undertaking the Project, Long Beach Courthouse is one of the most comparable projects ever developed in the U.S.

### 1800 F STREET GSA HEADQUARTERS MODERNIZATION

Walsh Construction completed GSA Headquarters Modernization as part of a joint venture, which called for the renovation and expansion of the existing, historically significant GSA Central Office Building at 1800 F Street, NW in downtown Washington, DC. First constructed in 1917 and updated in 1935, the building covered approximately 665,000 gross square feet. The five year modernization was phased into two overlapping parts.



LONG BEACH COURTHOUSE - A Meridiam and AECOM project

One part of the facility remained occupied while the other was updated. The modernization included the demolition and replacement of the building systems including the HVAC, electrical, plumbing, communication, and the fire and life safety systems. In addition, Walsh was required to maintain live operations of the MEP/FP systems of the occupied portions of the building until new systems could be integrated.

### EISENHOWER EXECUTIVE OFFICE BUILDING

An AECOM project, the Dwight D. Eisenhower Executive Office Building (EEOB), designed in the French Second Empire style with a gilded classical interior, is one of the few buildings of this elaborate design and large size remaining in the United States. The EEOB provides offices for White House and Executive Office of the President staff.



1800 F STREET GSA HQ MODERNIZATION



EISENHOWER EXECUTIVE OFFICE BUILDING



OHIO RIVER BRIDGES EAST END CROSSING

AECOM was architect and engineer-of-record on this massive renovation and upgrade.

The project transformed the EEOB into a modernized facility, incorporating security enhancements to meet the needs of the executive branch of the federal government, while preserving the building's most important historic features. The modernization was performed in three phases:

- » Phase I: 17th Street Wing, completed in 2007
- » Phase II: State Place Wing, completed in 2009
- » Phase III: Pennsylvania Avenue Wing, completed in 2012

Each completed phase was delivered within an aggressive design and construction schedule.

### **OHIO RIVER BRIDGES, EAST END CROSSING**

Walsh Investors and a Walsh affiliate finished construction on this ground-breaking project which reached financial close in March 2013 following the first P3 procurement process by the State of Indiana. This very complex project with a capital cost of approximately \$760 million testifies to the ability of Walsh Investors to structure the development of challenging projects.

The project which is just completed construction advanced ahead of its proposal phase schedule. This experience is relevant to The Daly Project as it demonstrates our team's experience working with a public entity on their first P3 procurement. The project is substantially complete and open to traffic.

Other high profile law enforcement and governmental sector projects our team members have worked on include the Chesapeake FBI Field Office in Norfolk, VA, the renovation of NAVFAC's Washington Navy Yard Building 33 & Quadrangle, the Lafayette Building Modernization, Moultrie Courthouse, and the New Public Safety Building in Winnipeg, Canada. Team Members have also worked on a number of high profile D/B/F/M P3 projects in the US including the Ohio River Bridges East End Crossing P3, Port of Miami Tunnel P3, three managed lanes P3 projects in the Dallas-Fort Worth metroplex and the Presidio Parkway P3 project.



## **LONG-TERM ALIGNMENT OF INTEREST**

Successful P3s are founded upon continuous partnership at every stage of the project. Meridiam's 25-year infrastructure funds have, and continue to provide, certainty to Meridiam's public sector partners that Meridiam will be a long-term partner with the public sector from project inception through the end of operations. Meridiam and its investor base of long term pension plans and insurance companies including Maine Public Employees Retirement System and California State Teachers' Retirement System, believe that a long term focus as well as long term stable partnerships with the public sector are critical to providing high quality public infrastructure. With this long term strategy at the core of Meridiam's investment thesis, the District can be confident that Meridiam will take a hands on approach as an active stakeholder with goals aligned with the District throughout the life of the Project to ensure its success.

## **DISTRICT INFRASTRUCTURE GROUP: BENEFITS OF A P3**

As further outlined in this proposal, we believe the District should procure the rehabilitation of the Daly Building as a P3. Three key reasons to consider P3 include the following.

### **BEST VALUE**

P3s consider the cost of the project over its lifecycle, inclusive of all financing, development, design, construction, and O&M expenses. This long term view creates a reliable project, with consistent results. This approach will help prevent the historic Daly Building from falling into disrepair during the P3 lifecycle.

### **WHOLE-LIFE APPROACH**

Because P3s are best value over the project's lifecycle, the developer and its partners must consider whole-life costs from day 1. This encourages increased coordination, design development, and strategic decision making that is not prevalent on design-bid-build or design-build projects. The quality of the building will be of the highest caliber throughout the term of agreement and beyond, avoiding foregoing maintenance issues, similar to those experienced by some of The District's most iconic infrastructure. The District can



**BBB'S AWARD WINNING REHABILITATION and modernization of the historic courts buildings on Washington DC's Judiciary Square revives the original grandeur of the campus and provides additional space and enhanced facilities for the District of Columbia Courts.**

be assured there is an alignment of values - DIG has a long-term investor in Meridiam, a firm with 25-year funds. Both Meridiam and Walsh will earn return on investment over the life of the project at risk to performance.

**PERFORMANCE BASED**

P3 delivery requires the design-build and O&M partners to provide significant, enduring performance guarantees, in order to meet strict performance guarantees for completion of construction and O&M. This helps deliver high-quality work to the District and the Daly Building residences, especially MPD. The successful delivery of the Project will hinge on selection of the right partner.

**DISTRICT INFRASTRUCTURE GROUP: VALUE TO THE DISTRICT**

DIG has outlined its approach and qualification to beginning a partnership with the District in the concluding statement of this executive summary. This partnership and completion of the Daly Building rehabilitation represents a significant value to the District and the public at large, including:

- » **Improved MPD resources for staff benefit and operational improvement** – renovation of the Daly Building will create a professional work environment for the men and women of the Metropolitan Police Department. This marked improvement in facility condition is not only necessary for the con-

tinuing operation of the critical police function, but will also allow the staff of MPD to be more equipped and better focused on their core mission of cultivating relationships with the community in an ongoing effort to reduce crime.

- » **Comprehensive historic preservation** – the Daly Building occupies a unique part of Judiciary Square, just blocks away from Capitol Hill. DIG is committed to complete historic preservation work in partnership with the District’s Historic Preservation Review Board and all relevant historic preservation associations. In addition, DIG is familiar with incorporating modern conveniences and amenities into historic facilities, further enabling enhanced public interaction with the completed building.
- » **Community impact** – our team respects this opportunity as one to further our commitment to The District – both financially and through a positive interaction with the community workforce during project delivery. We believe the project offers a unique opportunity to invest in infrastructure development, both for it is immediate local workforce and CBE/DBE impact, but also for lasting job growth. DIG will work diligently to fulfill all workforce goals not only during the construction period, but also for the life of the P3 contract. Furthermore, the enhanced building will provide refreshed working space for District employees, MPD staff, and potentially outside tenants – further increasing employment.

**DISTRICT INFRASTRUCTURE GROUP: BENEFITS TO OUR APPROACH**

DIG was formed based on our shared history together in the local DC market and the national P3 industry. Our firms understand, respect and value the impact a project such as the Daly Building can have on the community. We believe this combination of cohesiveness and community involvement delivers the best project and best results, as further outlined below:

**PROVEN PAST WORKING RELATIONSHIPS**

As discussed earlier, DIG has a strong history of collaboration on past successful projects as well as working together in the development of bids for P3 projects. This will be a key element of our success for the Project since this common experience will greatly reduce the “learning curve” always required for any team starting to work together.



**US CAPITOL DOME RESTORATION:** On the US Capitol Dome Restoration Project, Smoot Construction as the General Contractor had to orchestrate the sequence and schedule of labor and material, quantity and location, daily and sometimes hourly, by level and zone, for a period of over two years, to enable 16 different trades to accomplish their work without overloading the scaffolding systems, that provided the only access to accomplish the restoration work. The project was successfully completed prior to this year’s presidential Inauguration as planned.

Many of the key personnel have worked well together in the past - this greatly reduces the risks of integration for this project. Another distinctive characteristic of our team is that the Design Build Joint Venture Majority partner, Walsh, will be fully aligned with the long-term interest of the Equity Members since Walsh is an affiliate with Walsh Investors.

**COMMITMENT TO THE COMMUNITY**

Our strong ties with the local community will be leveraged to assist us in reaching out to local, minority and disadvantaged businesses to make sure that we exceed the goals set by the District.

**FINANCIAL STRENGTH**

The firms leading the DIG team are top tier in their respective industries with the financial backing of enterprises like the Walsh Group and Engie, each with substantial revenues in 2016, and Meridiam which brings a significant portfolio commitment well in excess of the equity required for this project for investment in North American P3 projects. This is combined with the team’s reputation and strong relationships with the funding community which is exemplified by the team’s collective experience in raising non-recourse project financing for over 60 similar P3 project’s in North America and Europe. This is further evidenced by DIG’s financing

**DIG’S STRENGTHS AND VALUE**

- » Unrivalled experience in law enforcement facility development and D/B/F/M public private partnerships
- » Team members have experience working together as a team on similar high-profile projects
- » Personal and professional commitment to our local DC community
- » Strong financial fundamentals of the key team members
- » True commitment to real risk transfer
- » A long-term integrated approach to the Project’s success



**STRENGTHS & VALUE**



support letters. Together the strength of the firms combined with the access to funding provides the District with the confidence that the DIG team can not only finance the project but that all the key firms have the financial strength to back their obligations under the P3 agreement.

### **COMMITMENT TO REAL RISK TRANSFER**

The DIG team believes in the successful use of the P3 model for the procurement of public infrastructure in creating best value for the District. This best value approach is implemented through a clear assignment of risks - this assignment of risk to the private party, and its equity and debt funders, requires significant analysis to meet the due diligence requirements of the project investors during the development phase. It is DIG's and all of our lead firm's financial strength and willingness to underwrite the project's success by meeting the District's performance requirements that is the true test of a transfer of risk, with DIG accepting that poor performance leads to the potential loss of the investment in the project.

### **LONG-TERM INTEGRATED APPROACH**

The success of developing the Henry J. Daly modernization requires a high level of coordination of all phases of work from finalizing design through construction into commissioning and operations.

The historic success of this team is in ensuring that upfront coordination leads to an efficient delivery that stands the test of time. This is essential given the long-term view with which the Equity Members, Meridiam and Walsh Investors, are approaching the project. Together, with Engie as the long-term Facility Manager, DIG is committed to meeting the performance requirements and keeping the facility in good order throughout the 30+ year term and into handback.

DIG can deliver the rehabilitation of the Daly Building through an lasting P3 that achieves occupancy quickly, meets the District's historic preservation and community engagement objectives, and creates meaningful job opportunities. We look forward to the opportunity to continue our collaboration with the District on this important and lasting project.

**HENRY J. DALY  
BUILDING**

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# **TAB 4 - TECHNICAL CAPACITY**

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**DISTRICT  
INFRASTRUCTURE**  
GROUP

**HENRY J. DALY  
BUILDING**

**TAB 4 - Technical Capacity**

## **a. Meet the Team**







**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**

# MEET THE TEAM

District Infrastructure Group is comprised of firms recognized for their ability to deliver in the law enforcement and justice facilities sector as well as having strong experience in US and global P3 development. Each member is able to demonstrate this experience both independently and in working with other team members despite the unique and limited examples in these sectors. The team’s members and roles are set out below.

The extensive experience of the team, outlined in the table and on subsequent pages, shows the broad cross-section of projects the team members have developed with comparable characteristics to the Henry J. Daly Building project.

### TEAM MEMBER ROLES

Role	Team Member
<b>Development/Project Management/Financing</b>	 
<b>Design</b>	 
<b>Project Management</b>	 
<b>Construction</b>	 
<b>Advisory Team</b>	    
<b>Operations and Maintenance Manager</b>	

# PARTNER EXPERIENCE MATRIX



FACILITY SECTOR	Law Enforcement/Justice Facility	Public-Private Partnership	Construction Value >\$50M	Meridiam	Walsh Investors	Walsh Construction	Smoot Construction	AECOM	Beyer Blinder Belle	Engie	Subs or Advisor Involvement	Key Individual(s)
Long Beach Courthouse, CA	✓	✓	✓	✓				✓			✓	✓
Marion County Justice Center, IN	✓	✓	✓	✓				✓		✓	✓	✓
Montreal University Hospital Research Centre, Canada		✓	✓	✓								
LaGuardia Central Terminal, NY		✓	✓	✓		✓		✓				✓
Ohio River Bridges East End Crossing, IN		✓	✓			✓						✓
Purple Line, MD		✓	✓	✓				✓				✓
Port of Miami Tunnel, FL		✓	✓	✓				✓				
North Tarrant Express Segments 1 & 2, TX		✓	✓	✓				✓				✓
North Tarrant Express Segments 3A/3B, TX		✓	✓	✓				✓				✓
IH-635 (LBJ) Managed Lanes, TX		✓	✓	✓				✓				✓
Historic DC Courthouse and 410 E Street	✓		✓						✓			✓
Waterloo Light Rail, Canada		✓	✓	✓				✓				
Northeast Anthony Henday, Canada		✓	✓	✓				✓				
University of Hertfordshire Student Housing, UK		✓	✓	✓				✓				
GSA Headquarters Modernization 1800 F Street, Washington, DC			✓			✓						✓
Norfolk Consolidated Court, VA	✓					✓						✓
FBI Chesapeake, VA	✓	✓	✓			✓						✓
Women's College Hospital, Canada		✓	✓		✓	✓		✓				✓
Michigan Department of Transportation – Detroit Highway Lighting Project, MI		✓	✓							✓		✓
Saskatoon Civic Operations Center, Canada		✓	✓							✓		✓
Penticton Regional Hospital, Patient Care Tower, Canada		✓	✓							✓		✓
Etobicoke General Hospital, Canada		✓	✓			✓				✓		✓
Antwerp Courthouse, Belgium	✓		✓							✓		
Fleury-Margois Penetentiary, France	✓		✓							✓		
Credit Valley Hospital, Redevelopment		✓	✓		✓	✓						✓
Innovation Apartments at Purdue University, IN			✓			✓	✓					✓
Moultrie Courthouse Expansion, Washington, DC	✓		✓					✓	✓			✓

## EQUITY MEMBERS



Meridiam Infrastructure North America (Meridiam) will be an Equity Member in the Project Company. Meridiam is a leading equity investor, developer, manager and long-term partner backed by U.S. institutional investors including California State Teachers Retirement System. Meridiam specializes in developing and investing in design, build, finance and maintain public private partnership projects in North America, Africa and Europe. Meridiam will invest into the Project Company through Holding Company (Hold Co.), a Delaware limited liability company which is 100% owned by Meridiam Infrastructure North America Fund II, Meridiam's US investment fund headquartered in New York. Through this structure Meridiam will be an 80% Equity Member partner.

With an investment outlook to match Meridiam's 25 year funds, Meridiam develops projects by working closely with public authorities at every stage, from design through long-term management. This long-term view ensures an alignment of interest on D/B/F/M projects with Meridiam earning a return on up front equity investments over the life of the concession at risk to the performance of the project. This is instead of earning a return through an upfront or no-risk on-going fee structure seen on the lease/lease-back deals. Meridiam provides considerable expertise in

financing projects and work as an active shareholder throughout the life of the project. Meridiam promotes a hands-on approach with a strong focus on technical, environmental and social aspects as well as an active engagement with project stakeholders and all team members to achieve the goals set forth by the District.



**Meridiam** was the sole developer on the Long Beach Courthouse project, and became the **first developer to successfully close a P3 courthouse project in the U.S.**

Meridiam is dedicated to delivering an innovative, sustainable, environmentally responsible social infrastructure project that will enhance the District of Columbia community and the services provided by the Metropolitan Police Department. With committed funds under management of approximately \$5.7 billion, and involved in the capital construction of assets totaling in excess of \$40 billion, Meridiam has a distinct position in the infrastructure development industry. Meridiam believes that having a long-term focus, as well as, long-term stable partnerships with the public sector, are critical to providing high-quality public infrastructure. Meridiam has successfully closed or been named preferred bidder on 49 projects across North America and Europe (including six in the U.S.) in the transportation and social infrastructure sectors. Meridiam completed and is now operating the first social



**Montreal University Hospital Research Centre:** Meridiam is an Equity Member in the design, construction, financing, operation and maintenance of this new ultra-modern, state-of-the-art integrated research center.



**VA Loma Linda Healthcare Center:** Currently the Department of Veterans Affairs' largest leaseback project in their history, the VA Loma Linda Healthcare Center will be a 345,000 GSF building sitting on a 43 acre site.

infrastructure project in the U.S.; the new Long Beach Courthouse in California. This 545,000 SF state-of-the-art courthouse facility consists of 31 courtrooms, administrative offices, detention facilities, retail space and renovation of a 1,000 car parking structure. More recently, together with Walsh Investors, Walsh Construction (an Walsh affiliate), and Engie (formerly Cofley), Meridiam was selected as preferred proposer on the circa \$500 million Marion County Justice Center under a similar P3 Agreement.

Below lists a number of other projects in Meridiam's portfolio:

- » LaGuardia Terminal Replacement (NY)
- » Purple Line (MD)
- » Long Beach Courthouse (CA)
- » Marion County Justice Center (IN)
- » Montreal University Hospital Research Centre
- » University of Hertfordshire Student Housing (UK)
- » Port of Miami Tunnel (FL)



Walsh Investors, L.L.C. will be an Equity Member of DIG. Walsh Investors is an investment and development organization owned by the Walsh family, owners of The Walsh Group, Ltd, ("Walsh Group") which is a privately held company.

Walsh Investors, specializing in Design-Build operating services, through direct investment, various partnerships and joint ventures, has developed or invested in numerous industrial, commercial, residential, social and civil infrastructure projects throughout the United States and Canada. By exclusively investing in projects developed and/or constructed by affiliated Walsh entities, Walsh Investors demonstrates its financial commitment to the underlying project and its long-term clients.

Walsh Investor's guiding principle is to hold equity investments for the long term and remain one of the client's primary points of contact throughout the project term. Walsh Investors, vertically integrated along with its construction affiliate, recently reached financial close on Credit Valley Hospital, which requires the renovation of an operational facility without disruption.

Infrastructure investment projects for Walsh Investors include:

- » Ohio River Bridges East End Crossing (IN)
- » LaGuardia Terminal Replacement (NY)
- » Marion County Justice Center (IN)
- » VA Loma Linda Healthcare Center (CA)
- » GSA FBI Office Building (VA)
- » GSA FBI Office Building (HI)



**NORFOLK CONSOLIDATED COURTS:** Walsh is constructing this 315,000 SF facility that consolidates the Operations of the Circuit Court, General District Court, and Juvenile and Domestic Relations Court.

## DESIGN BUILD TEAM



DIG's team is further distinguished by the strength of its Majority Joint Venture member of the Design Build team. Walsh Constructoin II, LLC ("Walsh") brings local knowledge, proven track record of delivery, and an ability to perform work in a complex environment.

Walsh Construction, LLC, an affiliate of The Walsh Group, will be the Majority Joint Ventury Partner member for DIG. Walsh will be responsible for leading the complete design and construction of the Project. Walsh has a local, flagship location in Chevy Chase, MD, and is a member of The Walsh Group family of companies. The Walsh Group is a 116-year old company, and is headquartered in Chicago, Illinois.

The Walsh Group is the 11th largest national contractor per Engineering News-Record, 2016. Walsh is one of the largest construction employers in the DMV area, and brings local relationships with material suppliers and subcontractors to this Project.

Walsh offers superior experience with large-scale social infrastructure and transportation and provides local expertise and resources that will allow this team to achieve the most aggressive project goals. Currently, Walsh is engaged in delivering over \$1 billion construction projects across the region, at both the federal, state and municipal levels.

Walsh's project experience includes the following:

- » GSA Headquarters Modernizatoin 1800 F Street (DC)
- » Ohio River Bridges Project P3 (KY, OH)
- » Norfolk Consolidated Courts (VA)
- » GSA FBI Field Office P3 (VA)
- » GSA FBI Field Office (PR)
- » GSA FBI Field Office P3 (CA)
- » DLA Headquarters Facility (PA)
- » Headquarters for Alcohol, Tobacco, Firearms (DC)



To bring further value and expertise to our DIG team, our Design Build Joint Venture includes local construction firm, Smoot Construction. Performing with excellence since 1946, The Smoot Corporation provides comprehensive construction management, general contracting and design-build services. With a wide range of projects for both public and private clients, Smoot Company has expertise in building and managing construction of Aviation, Cultural, Civic/Government, Correctional, Healthcare, Higher Education, Hospitality, Industrial, K-12, Parking, Research, Residential, Retail and Sporting facilities.

Headquartered in Columbus, Ohio, Smoot has operations in Indiana and Washington, DC with projects in select U.S. markets. Smoot's leadership team determines the company's strategic direction and oversees the broad scope of our firm's operations. Three generations strong, we are steadfast in our dedication to integrity in all of our business practices. Our leaders are fully committed to our clients and to the communities in which we live and work.

Smoot's project experience includes the following:

- » Nationals' Ballpark (DC)
- » National Museum of African American History and Culture (DC)
- » Washington Navy Yard Building 33 & Quadrangle (DC)
- » National Museum of Natural History Infill (DC)
- » Roosevelt High School Modernization (DC)
- » Union Station Redevelopment (DC)



**NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY**  
Recently completed by Smoot Construction as part of a Joint Venture



## DESIGN TEAM

### AECOM

AECOM has had a local presence since 1946, providing award-winning master planning, A/E design, interior design, landscape architecture, and program and construction management services for most federal agencies. For the government, we have designed historic federal offices, public buildings, secure facilities, museums, libraries, SCIFs, and data centers.

AECOM has a reputation for excellence in all aspects of historic building rehabilitation and restoration for federal agencies. AECOM is recognized as one of the leading architecture, interiors and engineering firms in the nation. In 2016, Engineering News-Record ranked the firm as the #1 designer of government offices. Much of this work has involved rehabilitation and restoration of major federal facilities primarily in the Washington, DC area and across the nation. AECOM Services, Inc., (AECOM) offers a core team of professionals with the experience needed for projects of any magnitude. The team includes registered architects, professional engineers, National Council of Interior Design Qualifications certification (IIDA), Certified Information Systems Security Professional (CISSP), Cisco Certified Networking Associate (CCNA), Cisco Certified Design Associate (CCDA), Registered Communication Distribution Designers (RCDD), Certified Energy Manager (CEM), Commissioning Agents (CxA), Physical Security Professionals (PSP), Certified Construction Managers (CCM) and LEED Accredited Professionals.

Since AECOM first launched, they have become one of the largest and most respected providers of professional, technical, and management support services in the world. Their markets include government, facilities,



**THE LAFAYETTE BUILDING has been renovated to demonstrate sustainability, conform to environmental safety standards and preserve historical significance while meeting the spatial, technical and functional needs of the occupants.**

transportation, facilities, environmental, energy, and water. Today, AECOM has approximately 92,000 employees serving clients in more than 150 countries. AECOM's project experience includes.

- » Judiciary Square Master Plan (DC)
- » Dwight D. Eisenhower Memorial (DC)
- » Buzzard Point & DC Soccer Stadium Public Realm (DC)
- » Department of Transportation Headquarters (DC)
- » Natural History Museum South Entrance Rehabilitation (DC)
- » Long Beach Courthouse (CA)

### BEYER BLINDER BELLE

Beyer Blinder Belle (BBB) was founded in 1968, in the wake of the urban renewal movement in the United States, when the social fabric of cities, communities, and buildings was compromised by the prevailing attitudes about planning and architecture. We pioneered and defined a different approach to the design of the built environment that focused on architecture empowering people - their interaction with each other on streets and in neighborhoods, their pleasure in moving through the city, and their connections to the surrounding physical fabric.

As architects and planners who specialize in the contemporary adaptive reuse of historic landmarks, BBB expands the definition of preservation by creating new life in historic structures, respecting the spirit and context of the original, yet incorporating the material, operational and perceptual realities of the 21st century.

Through its offices in Washington, DC and New York City, BBB has participated in some of the most prominent and important civic spaces in this country and at historic cities around the world. BBB's notable projects include contemporary interventions at landmarks and cultural icons that demonstrate respect for the buildings' original character with deference to the context of the site. BBB has both ongoing and successfully completed projects in the immediate vicinity of Judiciary Square including:

- » Judiciary Square Redevelopment (Historic DC Courthouse, 410 E Street – Bldg. C Expansion, Moultrie Courthouse Addition) DC Courts
- » Walter E. Washington Convention Center Streetscapes, Events DC
- » Capitol Crossing Infill and Overbuild, PGP Developers
- » Jewish Historical Society (JHS) Synagogue Relocation, JHS
- » Washington Union Station - Master Redevelopment Plan, EIS & Section 106, Union Station Redevelopment Corporation

# MANAGEMENT STRUCTURE

District Infrastructure Group (DIG) brings together firms and individuals that understand the complexities of large-scale social infrastructure projects and bring vast experience in delivering design, build, finance and maintain Public-Private Partnership projects nationally and internationally. DIG includes leaders in the financing, design, construction and operations of social infrastructure projects. Meridiam, DIG's lead developer, delivered the first and the only operating performance-based P3 courthouse project in the U.S. so far, the Long Beach Courthouse.

DIG's team members' track record and experience should give the District the confidence that this team will be able to quickly and efficiently develop and execute the project delivery despite any complexities. District Infrastructure Group is fully committed to the development, delivery and long-term asset management of the Project in a manner that provides real risk-transfer and the best value to the District and improves the delivery of MPD and other agencies.

District Infrastructure Group encompasses a team capable of effectively managing the Project challenges of redeveloping a historic, essential, government building in an on-time and energy efficient manner. The team will implement a cohesive and integrated approach throughout each phase of the project from procurement and development, to construction, facilities operations and maintenance, and lifecycle considerations.

This approach will enable DIG to maintain continuity between project development and delivery elements bringing efficiencies such as integration of long-term operational considerations into the design, effective knowledge transfer, and understanding the decision making rationale between design/construction and operations. What will be of particular benefit is that DIG's team members have worked together on similar projects in the past and can therefore immediately engage in the process as a fully integrated team in order to develop the best solution for the Project in an efficient and expedient manor.



## SENIOR LEADERSHIP

### Jane Garvey - Meridiam

Meridiam North America Chairman whose distinguished public service career includes serving as the head of the FAA and deputy administrator of the FHWA. Jane currently serves on the bi-partisan policy commission and is on the board of United Airlines.

### Dan Walsh Sr. - Walsh

Co-Chairman of the Walsh Group, a 115 year old family business that is currently entering its fourth generation of leadership. Since Mr. Walsh assumed leadership of the firm with his brother in the early 1970s, the business has grown from annual revenues of \$8 million to nearly \$5 billion. Mr. Walsh is on multiple healthcare, education and charitable boards, including Misericordia Home and St. Ignatius.

**HENRY J. DALY  
BUILDING**

**TAB 4 - Technical Capacity**

## **b. Relevant Experience**

**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**

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# INTRODUCTION

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This section outlines the experience and the relevance of this experience for the different District Infrastructure Group members both together and separately on headquarters, law enforcement facilities, historically sensitive projects, and other P3 D/B/F/M projects.

The project examples show the breadth of experience our team has in the development of long-term P3 projects, with the inclusion of Long Beach Courthouse, the only D/B/F/M courthouse delivered in the US to date, and a broad range of other D/B/F/M projects in the US and around the world spanning in size from large \$760 million transportation projects like the Ohio River Bridges to comparably sized projects like Marion County Justice Center.

Members of the DIG team have been selected by public sector clients on the only two performance based social infrastructure projects in the United States including closing the original financing and the \$520 million private placement refinancing of the Long Beach Courthouse in California. In addition to this Meridiam and Walsh Investors have raised globally over \$20 billion in financing for D/B/F/M P3 projects.

DIG's AECOM-led architectural team has unparalleled experience in the renovation and enhancement of DC's premiere agencies, and with their local portfolio including premiere projects like the Eisenhower Executive Office Building, the Pentagon, the Lafayette Building Modernization and Moultrie Courthouse modernization, they will bring vital expertise to the .

To further strengthen our design team, the DIG design team includes local firm Beyer Blinder Belle, who's extensive historic preservation resume includes both the 410 E Street DC Courthouse, and the simultaneous reconstruction and expansion of the Moultrie Courthouse alongside AECOM. Both of these properties are located in the Judiciary Square complex, abutting the Henry J. Daly Building.

Leading the Design-Build effort is the Joint Venture of Walsh Construction and Smoot Construction (Walsh

Smoot JV), each have each individually completed a number of highly relevant projects within the District, and each of which featured complex phasing, historic preservation considerations, and modernization requirements. Walsh Smoot JV also has past experience working together as a design-build team, and is currently working together on the Design-Build Innovation Place Apartments at Purdue University in Indiana.

From Walsh's experience modernizing the \$155 million GSA Headquarters Building at 1800 F Street, to Smoot's experience renovating and modernizing \$128 million Roosevelt High School, our design-build team will bring their vast expertise to providing constructability, sequencing, and cost recommendations during design and construction.

Regarding the on-going management of the facility, the DIG team Engie (formerly Cofley) who will oversee and manage the day-to-day management and maintenance as well as lifecycle for the facility. They are currently managing 17 separate P3 assets including the Antwerp Courthouse in Belgium, and Fluery-Margois Penitentiary in Paris, France. Engie, as part of a team also featuring Walsh Construction, was awarded the Etobicoke General Hospital P3 project in Canada.

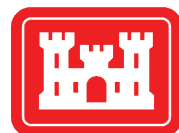
With our team's experience both on the P3 structuring and financing side as well as the technical design & construction and operations on a full spectrum of larger to smaller valued projects, it is clear DIG has the know-how to develop the Project. Regardless of size, this development includes a strong focus on the softer issues such as creating a sustainable public asset and building and maintaining relationships with the local community. With this team's leadership provided by established long-term asset managers, we know from experience the importance of this relationship and the importance of offering a true partnership with a project's stakeholders.

This section outlines project examples of our team working together and individually across the four competencies of design, construction, finance and maintenance.

# DELIVERING SUCCESS

## PARTNERSHIPS: District Agencies & Regulatory Agencies

Through the projects presented within this proposal, and countless others, our design-build team members, and presented management staff, have become well familiarized with the processes, needs and concerns of integral regulatory agencies. Our past experiences with these agencies, District clients, and Federal clients local to the District, have born strong relationships that will be a great benefit to this project. Below is a sampling of our past District clients, Federal clients, and integral regulatory agencies:





# DISTRICT INFRASTRUCTURE GROUP Team Honors and Awards

PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
General Honors	Global Fund of the Year	U GLOBAL	2015
	Grand Prize in America's Transportation Awards	America's Transportation Awards	2015
	Best Infrastructure Fund	U GLOBAL	2015
	North America Transport Investor of the Year	Infrastructure Investor Awards	215



PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
Women's College Hospital	Silver Award for Project Development	Canadian Council for PPP	2016
	Best Operational Project	P3 Awards	2016
Ohio River Bridges East End Crossing	Envision Platinum Sustainability Award	Institute for Sustainable Infrastructure	2016
Chicago Motor Club	Chicago Landmark Award for Preservation Excellence, Award for Adaptive Reuse	Department of Planning and Development, City of Chicago	2016
General Honors	Contractor of the Year	NAIOP	2016
	Top 25 Contractors Diversity Awards	Subcontractors USA	2016



PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
Roosevelt High School	DC Preservation League Award	DC Preservation League	2016
	2016 Vision Award	Committee of 100 on the Federal City	2016
	2016 American In-house Design Award (for the Atrium acoustical baffles)	Graphic Design USA	2016
	Award of Merit Renovation/Restoration	ENR Mid-Atlantic	2016
	Renovation/Restoration Project Over		
US Capitol Dome Restoration	2016 Project of the Year	DC Society of Professional Engineers	2016
General Honors	Best Project under \$100M	Associated General Contractors of Washington, DC	2016
	Best Minority Owned Prime Contractor of the Year	Maryland Washington Minority Companies Association	2015



PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
Eisenhower Executive Office Building	GSA Honor Award, Excellence in Design and Performance	GSA	2014
	Craftsmanship Award Winner, Special Construction, Historic Renovation	Washington Building Congress	2012
Air National Guard Readiness Center Expansion	Best Projects Award, Award of Merit, Government/Public Building Category	Engineering News Record - New York	2011



PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
Judiciary Square Historic DC Courthouse	AIA Justice Facilities Review Award	AIA	2011
	GSA Design Award	US General Services Administration	2011
	Outstanding Project Award of the Year	Structural Engineering Association of Metro Washington	201
	Best of the Best Award in Government/Public Category		2009
	Downtown BID Momentum Award for Landmark Development		2009
	Excellence in Historic Preservation Award	District of Columbia Historic Preservation Office	2009
Judiciary Square, 410 E Street, Building C	Project of the Year, Honorable Mention - New Construction	US Green Building Council	2013

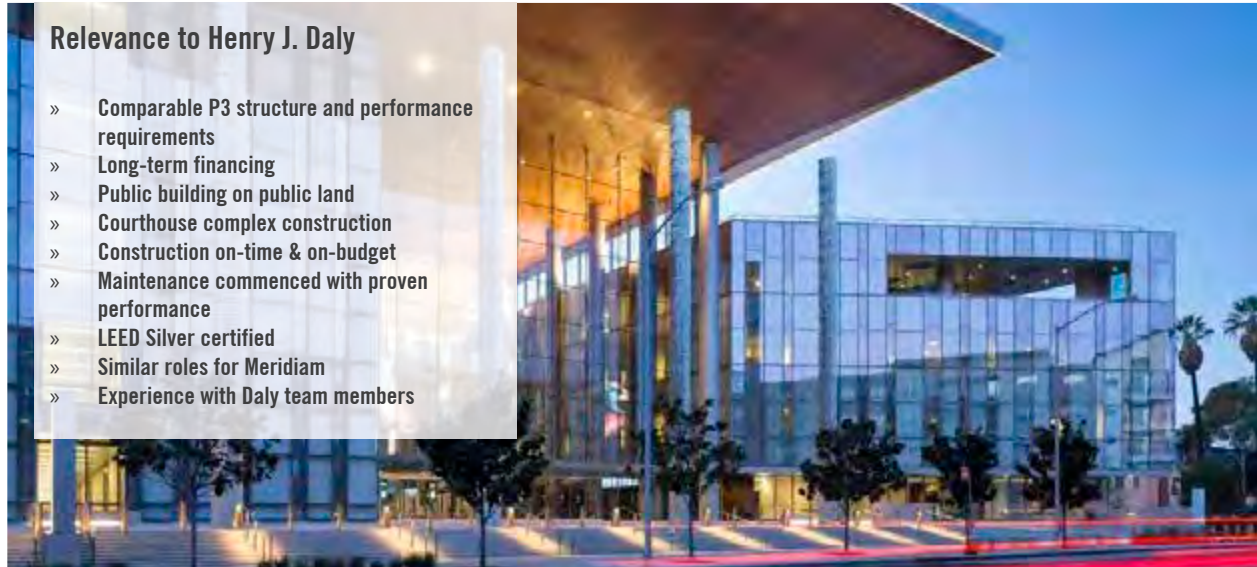


PROJECT	TYPE OF AWARD RECEIVED	AWARDED PRESENTED BY	DATE OF AWARD
General Honors	Partners Experience Service Award	Premises and Facilities Management Awards	2016
	Facilities Technology Innovation Award	Premises and Facilities Management Awards	2016



# LONG BEACH COURTHOUSE

## Long Beach, California



### Relevance to Henry J. Daly

- » Comparable P3 structure and performance requirements
- » Long-term financing
- » Public building on public land
- » Courthouse complex construction
- » Construction on-time & on-budget
- » Maintenance commenced with proven performance
- » LEED Silver certified
- » Similar roles for Meridiam
- » Experience with Daly team members

**Project Construction Value:** \$495,000,000

#### Project Schedule:

Construction: 12/2010-09/2013  
 Operations: 09/2013-08/2048

#### Financing Summary:

Equity Raised: \$49 Million  
 Finance Raised: \$520 Million  
 Finance Structure: Banks/  
 Refi: Private Placement Bond

#### Key Team Members Involved:

 Lead Equity Provider

 Lead Architect

**Project Description:** The Long Beach Courthouse (“LBC”) P3 project includes the design, construction, finance and operations and maintenance of a new 545,000 SF, 5-story court building that houses 31 civil and criminal courtrooms, jury assembly and deliberation rooms, judges’ chambers, a large detention facility, holding cells at courtrooms, administrative office and commercial retail space, as well as renovation and expansion of the existing 1,000 car parking facility. This courthouse is the first performance-based social infrastructure P3 project in the United States.

Similar to the role envisioned for the Daly Project, Meridiam acted as developer, equity investor and financial arranger for LBC. Meridiam as sole developer successfully spearheaded the procurement of this iconic P3 project for a first-time owner and in a unique asset class in the U.S. with the Owner maintaining ownership of the property and Meridiam developing, financing and maintaining the project for annual lease payments. Meridiam, as one of the few true long-term P3 investors, understood the objectives and concerns of the client, the California Administration Office of Courts (“AOC”), structured our bid accordingly, and continued to work very closely with the AOC during construction to address owner concerns as quickly as possible and to coordinate responses to public enquiries and questioning. During the construction phase, through its leadership role in the Project Company, Meridiam supervised the activities of the design-builder and now that the facility is in operations, Meridiam oversees the performance of the facility management services. Meridiam, through its contractual agreement, is also ultimately responsible for the overall asset management for the project. Under this role, Meridiam manages Johnson Controls as the lead sub-contractor responsible for facility management including providing financial guarantees for Operations & Maintenance, Life Cycle refreshment and Energy Consumption.

**Long- Term Financing:** The project was originally funded by a \$441.5 million mini-perm bank loan with a seven-year term, \$4.5 million of AOC



# LONG BEACH COURTHOUSE

## Long Beach, California

cost reimbursements and \$49 million of equity funds, 100% of which were provided by Meridiam at the time of Financial Close. The mini-perm bank loan was provided by BNP Paribas, Deutsche Bank, Royal Bank of Canada, BBVA Compass, Credit Agricole and Scotiabank. All financial solutions were considered, with the consortium using a two solution approach in parallel to provide the most cost efficient solution. The dual track approach included a rated bond, but at the time of financial close, given the financial crisis in Europe, it was not a suitable option even though the consortium's preference is always for long-term financing.

**Public Building & Contractual Requirements:** The Agreement is structured over a 38-year concession that included a 32-month construction period followed by a 35-year operating period. Revenues include availability-based service fees, subject to appropriation by State Legislature and necessitates meeting performance based indicators and County commercial lease payments, parking operator license payments and retail lease payments.

**Design and Construction:** The design and construction of the LBC placed careful consideration on the safety of the Judges, employees and general public. Some of the safety features focused on appropriate segregation of Judges and employees, inmates and the general public, including separate, restricted corridors for Judges and employees, with Judges Chambers and jury deliberation rooms located along the restricted corridors, enhancing the security of all of those present at the LBC.

The LBC consortium was also 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.

**On Time On Budget Delivery:** The Meridiam-led consortium was selected as successful proponent in June 2010, and achieved commercial and financial close in December 2010, with substantial completion achieved on June 21, 2013, 8 weeks ahead of schedule. Occupancy readiness of the LBC Project was achieved on August 20, 2013, 11 days ahead of schedule and within budget and court operations commenced on September 9, 2013. Final completion was achieved on December 18, 2013.

**Maintenance:** Johnson Controls Inc. is the lead maintenance firm for the LBC Project and has successfully operated the facility for over 18 months. To date, there has been minimal availability failures amounting to less than \$8,000 which considered non-material and indicates high quality service levels



are being maintained.

**Sustainability:** Sustainability played a key role in the design of the building as is reflected in the expected goal of becoming LEED® Silver certified. The orientation of the structure was designed to reduce energy demands, and the use of glass as the main exterior building material maximizes the use of natural light. More specifically, the State of California's Performance Standards stipulate that the Courthouse must reduce energy costs 15% lower than Title-24 2005. The new facility represents a good combination between minimizing thermal losses and maximizing solar heat gains, providing at the same time sufficient thermal mass and natural lighting. Energy reduction strategies incorporated into the Courthouse's design include the following: lighting controls for off hours; daylighting control and high efficiency air conditioning and heating systems.

# LAGUARDIA CENTRAL TERMINAL REPLACEMENT

## New York, NY



### Relevance Value to Henry J. Daly

- » Greenfield P3 project
- » DBFOM
- » Phased Renovation
- » Historic Sensitivities
- » Modernization of Systems and Layout
- » Hazardous Materials Abatement
- » Construction in an Urban Setting
- » Constrained Site Logistics
- » Occupied facility
- » Envelope Restoration and Modernization



**Project Construction Value:** \$3,900,000,000

#### Project Schedule:

Construction: 06/2016 - 07/2022

Operations: 07/2022-12/2050

#### Financing Summary:

Equity Raised: \$200 Million

Finance Raised: \$2.4B Million

Finance Structure: Tax Exempt/Taxable Bonds

#### Key Team Members Involved:



Equity Member



Design-Builder



Port Authority  
Advisor

**Project description:** The LaGuardia Central Terminal Replacement (“LaGuardia”) project demonstrates Meridiam’s ability to structure and mobilize funding for the largest and most complex projects. The project is currently the largest P3 to reach financial close in the United States and the largest P3 financing in the United States. The 34-year design, build, finance, operate and maintain (DBFOM) project will create a new terminal that is designed to accommodate 17.5 M passengers.

It includes an extensive capital program to create a new, 1.3 million square foot, 35-gate terminal building and its associated infrastructure while the terminal remains fully operational. The result will be a state-of-the-art terminal facility, one that reflects and celebrates LaGuardia’s importance as New York City’s airport, a key hub for domestic air travel and a major source of employment.

**Financing and Stakeholder Management:** The project is funded with equity, debt, milestone payments and retail and airline revenues. The project was debt financed through \$2.4B of long-term fully amortizing investment-grade tax-exempt PABs and \$150M of taxable long-term fully amortizing investment-grade PABs. The project achieved a rating of BBB and Baa3 from Fitch and Moody’s respectively. Meridiam will supply 33% of the \$200 million of equity required for the Project. Equity will be the last source of funds to be drawn during construction, and it will be secured until then by a letter of credit.

Meridiam led an initiative after being selected as preferred bidder to lower the project’s costs by competing the bond solution with a private placement solution. Even though the private placement solution would not cover all the debt requirements, the private placement solution competed for part of the financing to ensure that all bond providers put in their most competitive bids. Ultimately the PABs (which were 10x oversubscribed) reduced the all-in interest costs below the private placement option and it

# LAGUARDIA CENTRAL TERMINAL REPLACEMENT

## New York, NY

was not ultimately utilized. This demonstrates Meridiam’s private placement relationships and their hunt for cost savings that will benefit the public sector

Meridiam was a lead developer in the bid and continues post close with an equal majority interest of 33% in the project. Meridiam worked with the entire team including Walsh as partner in the Construction Joint Venture to meet the client’s needs. This continued post bid as scope adjustments from the client required changes to the complex project. Unique to this project was the number of stakeholders, including the client as well as all the airlines using the terminal being impacted by cost, financial structuring, schedule and design changes. Meridiam is capable of managing stakeholders and the Authority will benefit from this.

For this project, the scope continued to be adjusted post-bid due to the Port Authority changing requirements. Meridiam is capable of handling changing priorities and the uncertainty introduced by having a large number of stakeholders. Meridiam had a key role on LaGuardia Airport as it was successful in developing a strong relationship with the client and a number of key stakeholders. This proved to be critical in ensuring that the project reached financial close in a very sensitive political environment.

**Design and Construction:** Walsh is part of the design-build joint venture that is redeveloping LaGuardia Airport. The project includes a new 35-gate Terminal B, Central Hall, West Garage, related roadways and supporting infrastructure. The new LaGuardia Central Terminal B will feature dual pedestrian bridges spanning active aircraft taxi lanes - a first in the world - that connect the terminal to two island concourses. This islands and bridges design allows for improved airline circulation and gate flexibility, which will help reduce airport delays. From the western concourse bridge, a view of the Manhattan skyline epitomizes how the new terminal design uniquely reflects New York. The 1,300,000-square-foot Central Terminal B will be flooded with natural light at all levels, have short curb-to-gate walking distances, and have spacious and comfortable waiting areas with more seat capacity. Inside the new facility, there will be food, retail and beverage options that reflect regional and national offerings. The terminal will be flooded with natural light at all levels, have short curb-to gate walking distances, and have spacious and comfortable waiting areas with more seating capacity.

**Sustainability:** The more than 1.3 million square feet of the new Central Terminal B is expected to achieve LEED Silver certification for sustainable design, a designation of Leadership in Energy and Environmental Design (LEED) by the U.S. Green Building Council.



# PURPLE LINE LIGHT RAIL TRANSIT Maryland



## Relevance to Henry J. Daly

- » Meridiam significant equity position
- » Greenfield Construction
- » Availability based DBFOM
- » Financial Close Reached



**Project Construction Value:** \$495,000,000

### Project Schedule:

Construction: 6/2016 - 3/2021

Operations & Maintenance: 3/2021 - 3/2051

### Financing Summary:

Project Size: \$2.3B

Private Financing: \$1.4B

Equity Control: 70% Majority

Debt Source/Amount: PABs (\$313 M), TIFIA (\$925M)

### Key Team Members Involved:



Lead Equity Member



Client Program  
Manager

**Project Description:** The Purple Line LRT project demonstrates Meridiam’s ability to deliver a greenfield light rail DBFOM in an urban environment and is financed through a combination of public grants, long-term bonds, and equity. The project reached financial close in June 2016 as an availability-payment DBFOM for the 26 km, 21 station light rail transit Purple Line, which includes the supply and O&M for 26 light rail vehicles.

The transit way will be largely at-grade with one short tunnel section, three sections elevated on structures and several bridge structures. It will operate mainly in dedicated or exclusive lanes with partial embedded track on roadways with vehicular traffic as is common for urban light rail projects.

The new transit line will serve five major activity center’s just north of Washington, DC, and will provide connection to four branches of the Washington Metropolitan Metrorail system, as well as connections to three Regional Commuter rail lines plus Amtrak’s Northeast Corridor. The members of the construction JV had significant experience to address the usual challenges expected for the implementation of a new transit system, in particular with regard to utility relocations, traffic management and system integration.

**Financing and Project Development:** Meridiam with 70% of the equity led the bid development and the financial structuring. The project had available USDOT funding through TIFIA and the ability to access the tax-exempt Private Activity Bond (“PABs”) markets. These two sources of debt together with equity funding make up the \$1.4 billion of project financed private capital. The project was able to reach a BBB+ rating on the projects \$313 million spread over four tranches of short and long-term PABs as well as the \$875 million of TIFIA (and \$51 million of capitalized interest over construction). The debt was rated BBB+ by S&P and Fitch with DBRS rating the short-term A (Low) and long-term BBB(high). Meri-

## PURPLE LINE LIGHT RAIL TRANSIT Maryland

diam committed \$97 million of the \$138.5m of equity. The equity was secured at financial close by a letter of credit and will be the last source of funds to be drawn during construction.

Meridiam maintained the financing commitments of its underwriters as well as their own equity, when the client introduced changes post selection. These changes included technical changes and a new revenue stream which ultimately led to an adjusted financial structure (including a new debt tranche), increased equity commitments and funding shifts which required further rating undertakings. Despite the pressure this put on the schedule to close, Meridiam worked with the design-build team and lenders to bring the consortium to successful close within 6 months.

The Project had to go through a second round of governmental due diligence after the Gubernatorial election in November 2014 changed the composition of the Governor's authority. After significant delays, the project was determined to be of value subject to some changes to the funding sources; Meridiam and its partners were able to adapt to the schedules uncertainties and continue to deliver a valuable project integrating the required changes.



# MARION COUNTY JUSTICE CENTER

## Indianapolis, Indiana



### Relevance to Henry J. Daly

- » Comparable D/B/F/M P3 structure and performance requirements
- » Public building on public land
- » Judicial complex construction
- » Similar roles for Meridiam, Walsh Investors, Walsh Construction and Engie
- » Experience with Daly team members

**Project Construction Value:** \$408,000,000

**Project Schedule:** n/a, see below

**Financing Summary:** Did not reach financial close due to political risk

### Key Team Members Involved

 Lead Developer

 Developer, Contractor

 O&M Manager

**Project Description:** The Meridiam and Walsh Investors led development team was selected as the preferred proponent to finance, design, build, and maintain a new consolidated criminal justice campus for the City of Indianapolis. After selection of preferred proponent, the City-County Council in Indianapolis did not have sufficient votes to approve a financial close. Unfortunately, the project was subsequently terminated due to this political risk, due to the fallout between the outgoing Mayor and City-County Council, which was unrelated to the Project or our team. Even considering this failure to achieve close, our team is proud of the work done to create the most competitive proposal, appealing design, and efficient O&M solution. The lessons learned in procurement and award of the MCJC have shaped our team and will support our collaborative work together on the Daly Building.

The project scope is included relocation and consolidation of county jails, criminal courts and other related offices and agencies from disparate locations in the southeast quadrant of downtown Indianapolis. The P3 Agreement is structured over a 38-year concession with a 36-month construction period followed by a 35-year operating period. The project scope included:

- » 27 courtrooms and 10 hearing rooms
- » Offices for the Marion County Sheriff's Department.
- » 3,000-bed detention facility with an on-site medical and mental health facility.
- » Community Corrections Facility
- » 960-bed, minimum security community corrections facility.
- » Surface parking for staff and the public (2,184 spaces)

The construction team is led by Walsh Construction. The construction obligations passed down to the highly experienced and financially robust design-build joint venture under a fixed price, date certain contract, with industry standard performance security package.

# MARION COUNTY JUSTICE CENTER

## Indianapolis, Indiana

**Long-Term Financing:** Meridiam and Walsh Investors bid for the Marion County Justice Center, with committed financing which ensures the total funding of debt and equity of over \$580 million was fully underwritten with committed pricing. This financing package was possible due to the extensive track record of both Meridiam and Walsh Investors in their global portfolio of P3 projects and Walsh Construction's ability to consistently deliver quality construction projects. In addition, through the strong relationships Meridiam has with institutional investors as demonstrated in the Long Beach Courthouse private placement refinancing and on projects in Canada and Europe, the team was able to structure the first long-term private placement solution for a greenfield US P3 project, replicating much of the structure that Meridiam had utilized in other jurisdictions, including the Long Beach Courthouse Project refinancing.

**Public Building and Contractual Requirements:** This project represents the most recent social infrastructure P3 procurement project of a public building, and DIG's primary team members, Meridiam, Walsh Investors, Walsh Construction and Engie will bring this shared experience to achieving the best value-for-money for the District. The P3 Agreement is structured over a 38-year concession that includes a 3 year construction period followed by a 35-year operating period. Revenues include availability-based service fees, subject to appropriation by the City and necessitates meeting performance based indicators and commercial lease payments.

**Design and Construction:** Similar to the Daly Building, the team's long-term interests are vertically-aligned with Walsh participating in both an Equity Member role and as the Design-Build Lead Contractor.

**Maintenance:** Maintenance services included of ordinary maintenance, repair and replacement of the Facility to keep in good working order. The Developer will be responsible for preventive maintenance, scheduled maintenance, and demand maintenance of the Facility as required by the contract standards. Specific services will include janitorial, security, laundry, kitchen, medical, certain IT functions and parking. In accordance with the PPA, the City will make monthly service payments to the Developer pursuant to a public-private agreement. The majority of these FM services have been passed down to a FM provider, Engie, with significant global experience in maintaining justice facilities.

**Sustainability:** To achieve a sustainable, energy efficient solution the project team design renews the City of Indianapolis'



commitment to environmental stewardship by integrating both active and passive design strategies, which minimizes consumption of natural resources as well as the integration of sustainable maintenance and operations procedures. Sustainability and energy efficient measures include maximized use of natural light, sustainable landscape features, and plans for future consideration for alternative energy generation. In addition, the Meridiam / Walsh team provided an energy services guarantee, backed by Engie, to assure the City the efficiency of modern mechanical and electrical equipment would reduce energy expenses for the duration of the P3 agreement. DIG looks forward to exploring opportunities to institute a similar structure on the Daly Building, focused not only on sustainability, but consistency over the project lifecycle.

# MONTREAL UNIVERSITY HOSPITAL RESEARCH CENTER

## Montreal, Quebec



### Relevance to Henry J. Daly

- » P3 Structure with lease payments and performance requirements
- » Long-term financing
- » Public Building on Public Land
- » Construction on-time and on-budget
- » Maintenance commenced with proven performance
- » LEED Silver Certified
- » Local DBJV



**Project Construction Value:** \$586,000,000

**Project Schedule:**

Construction Completion Sept 30 / Opening October 1, 2013  
 Operations and Maintenance: 09/2013 - 09/2043

**Financing Summary:**

40% Equity Investor  
 Equity Raised: \$45M  
 Finance Raised: \$395M  
 Finance Structure: Long Term Bonds  
 Public Contribution: \$135M

**Key Team Members Involved:**



**Project Description:** The Montreal University Hospital Research Center (“CRCHUM”) includes the design, construction, financing, operation and maintenance (“DBFOM”) of a new ultra-modern, state-of-the-art integrated research center that offers care and technical services, teaching, research, evaluation of health-care technologies and intervention methods. This is the single largest centralization of health research experts in Quebec, housing more than 1,300 individuals and the financial resources of six research centers under a single roof. CRCHUM is an integrated clinical research Centre focused on innovation, non-invasive human exploration, and knowledge transfer applied to healthcare services, populations and teaching.

CRCHUM is a comparable social infrastructure P3 project. Meridiam is a co-lead equity member of the concession company similar to their role on the Daly Building. Meridiam had the lead role in the financing and bid management of the project and continues to have a leading role in the asset management of the project.

The project company has also been involved in meeting with the general public, to provide updates on the progress of the project, with those meetings taking place on a semi-annual basis. The project company won Infrastructure Investment Award for Best Social Project (2012) – World Finance Magazine and the Award for Excellence in Real Estate (2014) - Best Commercial Real Estate Project Category, from the Urban Development Institute of Quebec (“UDI Quebec”). Meridiam’s experience as a lead equity member, developer and financial lead on the CRCHUM project will provide valuable experience to the Daly building.

**Long- Term Financing:** Meridiam playing a lead role in the financing of the project and evaluated various financing solutions. Meridiam acted as a developer, equity member and financial lead and will play a similar role on the Daly project. The project is financed by \$135 million in public sec-



# MONTREAL UNIVERSITY HOSPITAL RESEARCH CENTER

## Montreal, Quebec

tor contribution through three milestone payments, \$60 million of short-term bonds to bridge the fourth and final milestone payment, \$334 million of long-term amortizing bonds to be repaid by availability payments during the operating period, \$14 million of interest income, and \$44 million of equity funds, provided by Meridiam and Fiera Axium. Both the short-term and the long-term bonds were widely distributed among 17 investors and rated “A3” by Moody’s and “A” (low) by DBRS.

**Public Building and Contractual Requirements:** The project is structured over a 33-year concession with a construction period of 40 months, a maintenance period fixed at 30 years and availability based revenues. The University of Montreal Hospital is the contracting entity for the project agreement, with its payments guaranteed by the Ministry of Health and the Province of Quebec.

The construction was sub-contracted under a lump sum, fixed price, and design build contract. The Consortium was selected as successful proponent in March 2010, and achieved commercial and financial Close in May 2010. Substantial completion was completed on time in September 2013 and Final completion was reached March 2014 as expected. The project extensively utilized local construction firms and was completed on schedule and within budget. Meridiam participated in the Accès Recherche consortium.

**Design & Construction:** The Construction period lasted approximately 40 months. The project had an added layer of complexity in that it was built over a subway station that was also adjacent to an underground roadway. The project utilized two strong local firms, Pomerleau and Verault to form the design build joint venture. The project company also utilized minority and local subcontractors. In accordance with LEED Silver certification standards, 20% of the materials used in construction were sourced from the region of Montreal. Most of the suppliers involved were based in the Province of Quebec.

During the construction phase given the project company took extra measure to minimize noise to the densely populated surrounding urban population including the installation of a monitoring system. All project vehicles and construction machinery were fitted with noise abatement systems. A hotline was set up for local residents to register complaints if noise exceeds acceptable levels.

**On Time On Budget Delivery:** The consortium was selected as successful proponent in March 2010, and achieved commercial and financial close in May 2010. CRCHUM achieved substantial completion, on September 30, 2013, which was on target to the schedule substantial completion. Final comple-



tion was reached in March 2014, as expected.

**Maintenance:** Similar to the Daly team, the majority of these FM services have been passed down to a FM provider with significant global experience in maintaining justice facilities.

**Sustainability:** The CRCHUM project did not have directive environmental or sustainable project responsibilities. Even though there were no specific building requirements in this regard, the consortium took extra measures to make sure that the facility was built environmentally and sustainably responsibly.

The concessionaire has set exacting system certification targets focused on ISO 9001 quality management, ISO 14001 environmental management and LEED Silver status standards, imposing the requirements on all organizations involved in the project. An environmental process was implemented by the project company: for example 75% of the construction waste was diverted from the construction site and 15% of the material produced on site was recycled. A 30% water consumption reduction plan is operational on site, as well as a 50% cut in the use of water for landscaping.

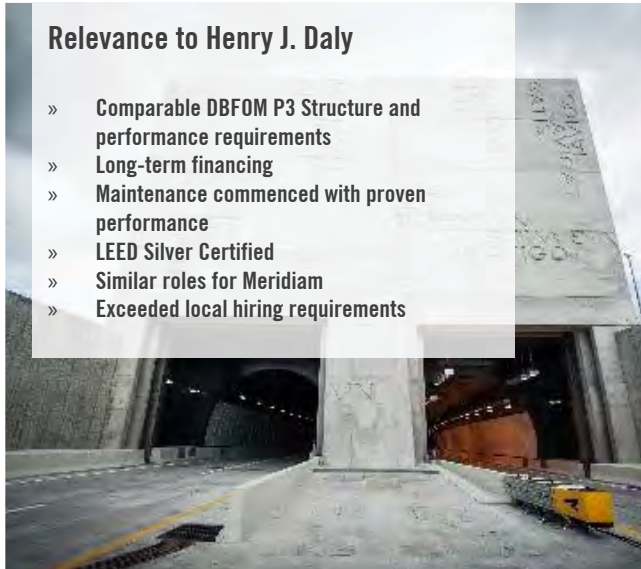
# PORT OF MIAMI TUNNEL

## Miami, Florida



### Relevance to Henry J. Daly

- » Comparable DBFOM P3 Structure and performance requirements
- » Long-term financing
- » Maintenance commenced with proven performance
- » LEED Silver Certified
- » Similar roles for Meridiam
- » Exceeded local hiring requirements



**Project Construction Value:** \$900,000,000

#### Project Schedule:

Construction: 10/2009- 08/2014

O&M: 08/2014 - 10/2024

[Testing, safety checks in between construction completion and opening to public traffic.]

#### Financing Summary:

90% Equity Investor

Equity Raised: \$80,300,000

Finance Raised: \$341,500,000

Finance Structure: Bank and TIFIA

#### Key Team Members Involved:

 Lead Developer

 Designer

**Project Description:** The Port of Miami Tunnel (“POMT”) project will provide direct access between the seaport and highways I-395 and I-95 by connecting SR A1A/MacArthur Causeway to Dodge Island. The concession agreement includes the design, construction and financing of new 3/4-mile twin tunnels under Government Cut, widening of the MacArthur Causeway Bridge from 3 to 4 lanes in each direction, access roadway renovation and expansion and also operations and maintenance of the tunnel. The goal of the project is to create another entry to the Port of Miami besides the Port Bridge.

The Project Company actively engaged the community throughout the bid, construction and operations phases of the project. To date the Project Company has worked with over 50 local organizations with mentoring programs, internships, volunteering and donations. As a tribute to the Project Companies active engagement with the Community, the President of the United States recognized the project site for being a mirror of community and diversity.

Over \$200 million has been committed to local Miami Dade Contractors and Vendors through “Operation 305”. More than 600 businesses have done business with the Port of Miami Tunnel project, and more than 60% of those have been local/Miami-Dade County businesses. The Project’s Disadvantaged Business Enterprise contact goal of 8.1% (\$26.4M) has been met and surpassed, with the contractor committing a total of \$31.3M.

**Long- Term Financing:** The project is funded by \$341.5M in commercial bank loans, \$341M subordinated long-term TIFIA loan, \$40.1M capitalized TIFIA interest, \$80.3M of equity funds, and \$100M in FDOT construction milestone payments. Despite TIFIA not being initially identified as a source of long-term financing in the winning bidder’s financial plan, Meridiam successfully searched for this cost efficient debt opportunity.

## PORT OF MIAMI TUNNEL

### Miami, Florida

ty. Regardless of the challenging capital market and at the height of the financial crisis of 2008/9, Meridiam was able to successfully reach financial close using TIFIA and commercial debt utilizing its global relationships with banks to commit a 10-bank club deal.

This was Florida's first P3 and the first true availability payment P3 in the United States, Meridiam worked closely with a multitude of public sector partners (FDOT, City of Miami, Miami-Dade County) to bring this market "first" to a successful close, and is currently delivering on all of the requirements of the contract and exceeding expectations.

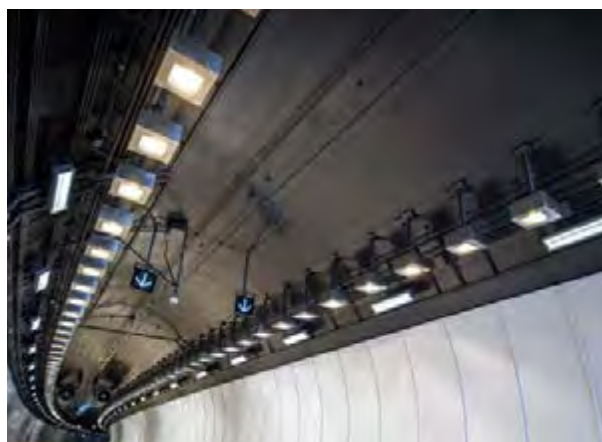
**Design and Construction:** Meridiam did not perform any Design or Construction for the project. The Facility was constructed by Bouygues. During the construction phase the project company worked diligently to control noise level for the surrounding communities. In order to manage noise levels the project company hired an acoustical engineer to prepare noise control plans, engineer noise certification, monitor construction and complaint response noise monitoring. A very close monitoring of the air quality is in place to ensure the safety of the visitors, with frequent checks of the carbon monoxide concentration levels in the tunnels and watering of the rods to control dust emissions. Measure to prevent the emission of greenhouse gases have been implemented by selecting concrete mixes with high fly ash proportions.

**Public Building / Contractual Structure:** The project is structured over a 35-year concession with a construction period of 4.5 years and availability-based revenues. As a complex transportation project involving two immersed tube tunnels in a geotechnical sensitive area, POMT used P3 delivery to achieve the most effective risk sharing mechanism between FDOT and the concessionaire.

Meridiam is the leader of the consortium and has 90% stake in the concession company with the capital commitments of US \$72.3 million. Meridiam had the leading role in the bid management and the finance structuring of the Port of Miami Tunnel Project.

**On-Time and Budget Delivery:** The Miami Access Tunnel consortium was selected as best value proposer in February 2008, achieved Commercial close in June 2009 and Financial close on October 15, 2009, just four months after the Commercial close. Construction began on May 24, 2010, and opened to the Public in August 2014. Meridiam, as leading equity member completed the project on budget.

**Maintenance:** Similar to the CCP team, the majority of these FM services have been passed down to a FM provider with sig-

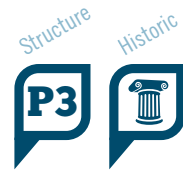


nificant global experience in maintaining justice facilities.

**Sustainability:** As on all of its projects, Meridiam will follow a comprehensive Sustainable Development Charter that sets out strict environmental, social, and governance ("ESG") guidelines for all of its investments. The Location of the construction site, predominately between the Biscayne National Park and the Biscayne Bay Aquatic Preserve, has necessitated the adoption of specific procedures during construction including a nationwide permit, a water use permit, an environmental resource permit and the necessary NEPA approval for the construction works, in order to preserve the tranquility of numerous protective native species including, amongst others, bottlenose dolphins, Florida manatees, sea turtles and small tooth sawfish.

# OHIO RIVER BRIDGES EAST END CONTROL PROJECT

## Jeffersonville, Indiana



### Relevance to Henry J. Daly

- » Comparable P3 structure and performance requirements
- » P3 structure with short and long-term PABs
- » Long-term financing
- » Public structure on public land
- » Similar role for Walsh Investors
- » Greg Ciambone served as Deputy Project Manager to deliver Financial Close
- » Walsh Construction as the Design-Builder

**Project Construction Value:** \$763,000,000

#### Project Schedule:

Construction: 3/2013 - 12/2016  
 Operations: 12/2016 - 12/2046

#### Financing Summary:

Equity Raised: \$78,000,000  
 Finance Raised: \$780,496,000  
 Finance Structure: Short and Long-Term Private Activity Bonds

#### Key Team Members Involved:

**WALSH** Equity Member  
 Design Builder

**Project Description:** The Ohio River Bridges East End Crossing, the first P3 project to date in the state of Indiana, includes the financing, design, construction, and 35 years of operation and maintenance for a 2,510 foot main span, twin tower cable-stayed bridge across the Ohio River that will link Louisville, Kentucky to Southern Indiana. The Project also includes a twin bore tunnel on the Kentucky approach of approximately 1,800 feet in length and 19 additional bridges, as well as associated roadway improvements and other related infrastructure work. The Ohio River Bridges East End Crossing was the first greenfield P3 in the Midwest. The project includes numerous technical challenges, environmental considerations, and Project Co. installation (but not operation) of new tolling system infrastructure. Walsh Investors, L.L.C. is a 33.3% Equity Member of the Project Co. responsible for all aspects of the project including the self-performance of operations and maintenance work. Further, Walsh Construction (an Archer Western affiliate within The Walsh Group family of companies) is the managing member of the design-build joint venture.

**Long-Term Financing:** The financing structure for this 35-year term, P3 project is a combination of Private Activity Bonds (“PABs”) and equity. The project has a debt/equity ratio of 90/10. The PABs issuance consists of a short-term tranche, the first of its kind in the U.S. P3 market, and a long-term tranche. The short-term bonds are structured to coincide with milestone payments which will be paid by the IFA during the construction term. The long-term bonds have a 35 year maturity coinciding with the underlying concession term. This financial structure was chosen to align long-term interests and deliver best value for money. Of particular note, the project went from preferred bidder status to financial close in 4 months, satisfying the IFA’s aggressive timeline.

The Ohio River Bridge East End Crossing P3 Project has won 7 major awards including 2013 “Deal of the Year” by The Bond Buyer, recognizing its significance in successful financing of a North American road

# OHIO RIVER BRIDGES EAST END CONTROL PROJECT

## Jeffersonville, Indiana

and bridge P3 project. Furthermore, the project was the first new-construction P3 project procured by the Indiana Finance Authority, demonstrating Walsh's ability to reach close with a client working on its initial P3 financial close as a team.

**Design and Construction:** From a design-build standpoint, the project requires design and construction of a greenfield highway in an urban corridor, requiring careful maintenance of traffic planning and project scheduling. The project included numerous permit requirements, coordination on environmental considerations, and compliance with Federal oversight. Archer Western (dba Walsh Construction) is leading the design-build efforts as the managing member of the construction joint venture team.

Before beginning the project, our team identified a number of alternative construction methods to reduce schedule risks. Our design-build team coordinated these alternative construction methods during design, to ensure designs and plans could be implemented accordingly. Schedule strategies included the construction of large precast concrete cofferdams, and the erection of steel girders on falsework, to facilitate additional work not on the schedule's critical path.

Bald eagle protection area was on the Kentucky side of the bridge so this needed to be worked around. Schedule focused on doing certain work during certain times of the year as to not disturb the eagles.

**Public Building / Contractual Structure:** The project's D/B/F/O/M Agreement is structured over a 35-year availability payment concession that includes a 42-month design and construction period. The Project Co. is responsible for coordinating with numerous interconnected governmental agencies during operations, including INDOT, KYTC and the Indiana Finance Authority.

**On-Time and Budget Delivery:** Walsh Investors and Walsh Construction proudly completed the ORB East End Crossing Project on time, with a successful substantial completion (and bridge naming) in December 2016. This nearly four-year project achieved this impressive feat by working side-by-side with the State of Indiana to minimize the impact of weather related delays, as well as accelerating construction through innovative means and methods. Walsh and its partners greatly appreciated the spirit of partnership that Indiana officials showed from the start of the project, allowing this 2,500-foot main span bridge and twin tunnel project to finish on time.

**Maintenance:** The Project Company will operate, maintain and rehabilitate the portion of the Ohio River Bridges East End Crossing located within the O&M limits throughout the 35



year concession period, with the operating period commencing on the construction substantial completion date. The routine maintenance strategy is structured around self-performing proactive preventative maintenance. Capital improvements will be staggered, and workforce shall be supplemented with subcontractors to ensure that rehabilitation work is performed efficiently and safely. The Project Company provides 24/7 monitoring of the project within the O&M limits with onsite vehicle patrols.

**Sustainability:** Safety, environmental sensitivity and sustainability of the asset are high priorities across all phases of the Project. The SPV and O&M teams were involved throughout the design development process to maximize their awareness of, and input into, all decisions made at this time, including environmental matters.

**Historic Preservation:** A unique consideration for the Ohio River East End crossing project was the historic limestone kilns that were in the vicinity of bridge construction. Walsh was responsible for monitoring vibrations by implementing blasting and vibration restrictions to protect the historic kilns from compromise; this was executed without issue.

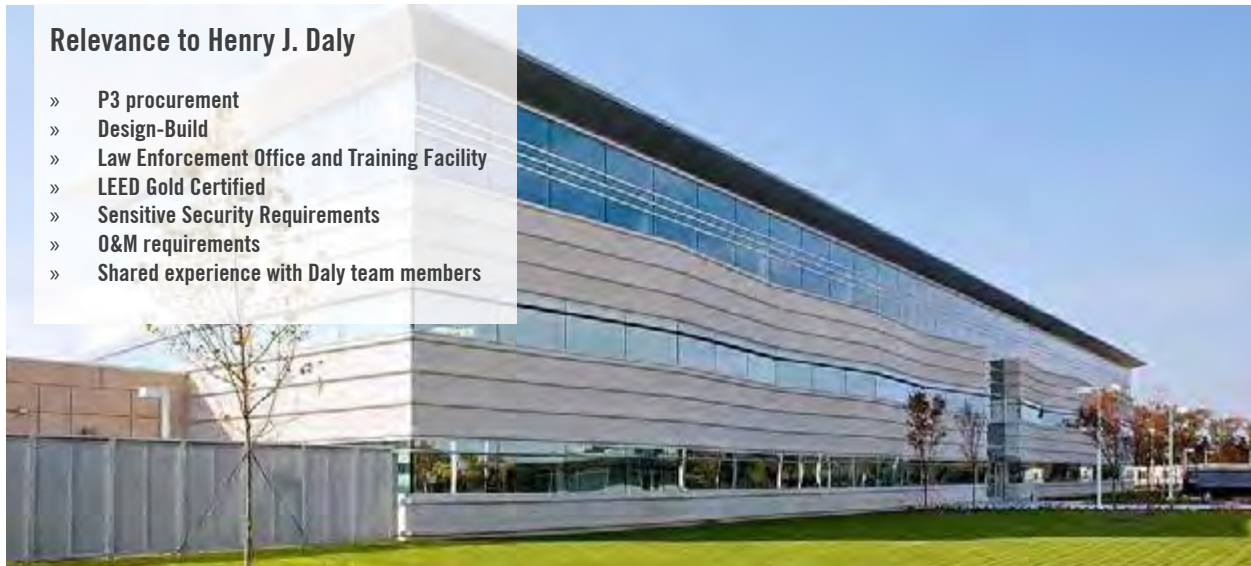
# CHESAPEAKE FBI FIELD OFFICE

## Chesapeake, VA



### Relevance to Henry J. Daly

- » P3 procurement
- » Design-Build
- » Law Enforcement Office and Training Facility
- » LEED Gold Certified
- » Sensitive Security Requirements
- » O&M requirements
- » Shared experience with Daly team members



**Project Construction Value:** \$36,236,500

#### Project Schedule:

Construction: 11/2011 - 11/2013

Operation and Maintenance: 11/2013-2033

#### Financing Summary:

Equity Raised: \$5M

Financing Raised: \$45M

Finance Structure: Construction to long term loan, fully underwritten at Financial Close by a major pension fund

#### Key Team Members Involved:



Lead Developer, Design-Builder

**Project description:** The General Services Administration (GSA) is Leasing 131,463 rentable square feet of space. The rentable space, in all non-parking structures, shall yield approximately 122,000 ANSI/BOMA Office Area (ABOA) square feet, available for use by tenant for personnel, furnishings, and equipment. The new building and location also allows for the Norfolk division's future growth, creating more than 100 new jobs, further demonstrating The Walsh Group's active participation in social infrastructure public-private partnership transactions.

This project consisted of a design/build contract for a develop/lease-back of a new 145,000 SF FBI field office, consisting of a main office building, parking garage, visitor screening facility, and vehicle maintenance shop. This LEED Gold facility was progressive collapse, steel-framed with pre-cast cladding, and blast curtainwall system. There were multiple security provisions constructed to allow this to be a secure facility including, but not limited to, hydraulic vehicle barriers, k-rated fencing, RF film on windows, foil envelope behind drywall, manbars in ductwork/sewer system.

The building is highlighted by a beautiful aluminum composite cornice adorning the top of the roof line and a 25' red marble wall at the main lobby along with a 10' FBI seal to accent the wall. To achieve the mandated 24/7 operation of this facility, there was a 1000 kW backup generator and redundant mechanical systems. Additionally, there is a secured enclosed 61,000 SF pre-engineered parking structure situated at the back of the building to allow sheltered employee parking. Parking spaces are non-tandem (no stacked) and capable of accommodating full-size passenger vehicles, utility vehicles, light trucks, and a multitude of specialty vehicles. The ground floor of the garage maintains a clear ceiling height of 14'-0" from the finished floor to the lowest ceiling or wall mounted obstruction for the oversized vehicle parking areas. The tenant agency required a maximum of 280 parking spaces for all Government vehicles, visitor parking, and general parking uses surface parking areas within the secure perimeter fenced site.

# CHESAPEAKE FBI FIELD OFFICE

## Chesapeake, VA

**Long-term Financing:** The project is owned by an affiliate of The Walsh Group, Walsh FBI Chesapeake Investors, LLC. The 20-year, fixed lease financing was arranged by Walsh Investors, LLC, which includes the use of a construction/permanent loan made by a large U.S. insurance company.

**Design and Construction:** The programming needs of the FBI were defined in a Room Data Matrix provided during the RFP phase. In addition to mandating a minimum net usable square footage for the project and each department, the GSA also mandated a maximum gross square footage. This required the team to work diligently to use space efficiently. Multiple design charrettes were held early in design with as many stakeholders as possible to layout the building. Drawings were modified in the meetings, and decisions were made quickly to expedite the process. The team took a partnering approach to the project, and with the GSA, FBI, Hill International, and the other internal development personnel, open communication was encouraged to aid in additional collaborative efforts.

The site security measures included a K-rated anti-ram perimeter at the appropriate standoff distances from the building as well as hydraulic vehicle barriers at both entrances. The site security included extensive video camera security and sufficient site lighting to support the system.

The building was designed in accordance with the applicable anti-terrorism force protection requirements including blast protection exterior systems and progressive collapse protection. The parking garage was enclosed to screen parking for the employees from adjacent sites. The exterior of the building included RF shielding and several sections of the building had additional anti-eavesdropping measures.

**On Time, On Budget Delivery:** The project was delivered on time, which was the first field office to be delivered on time in 20 years, and due to the lump sum design-build nature of the project, the final construction values were very close to the initial prescribed value.

**Maintenance:** The Norfolk FBI building while only three stories offer large floor plates for squad flexibility with a first floor Link and connecting Annex building. The facility provides for covered parking for 220 government and employee vehicles. Parking spaces are non-tandem (no stacked) and capable of accommodating full-size passenger vehicles, utility vehicles, light trucks and a multitude of specialty vehicles. The ground floor of the garage maintains a clear ceiling height of 14'-0" from the finished floor to the lowest ceiling or wall mounted obstruction for the oversized vehicle parking areas. The tenant agency required a maximum of 280 parking spaces for all



Government vehicles, visitor parking and general parking uses surface parking areas within the secure perimeter fenced site.

Facility details include a K-rated fenced perimeter and 100-foot building set back.

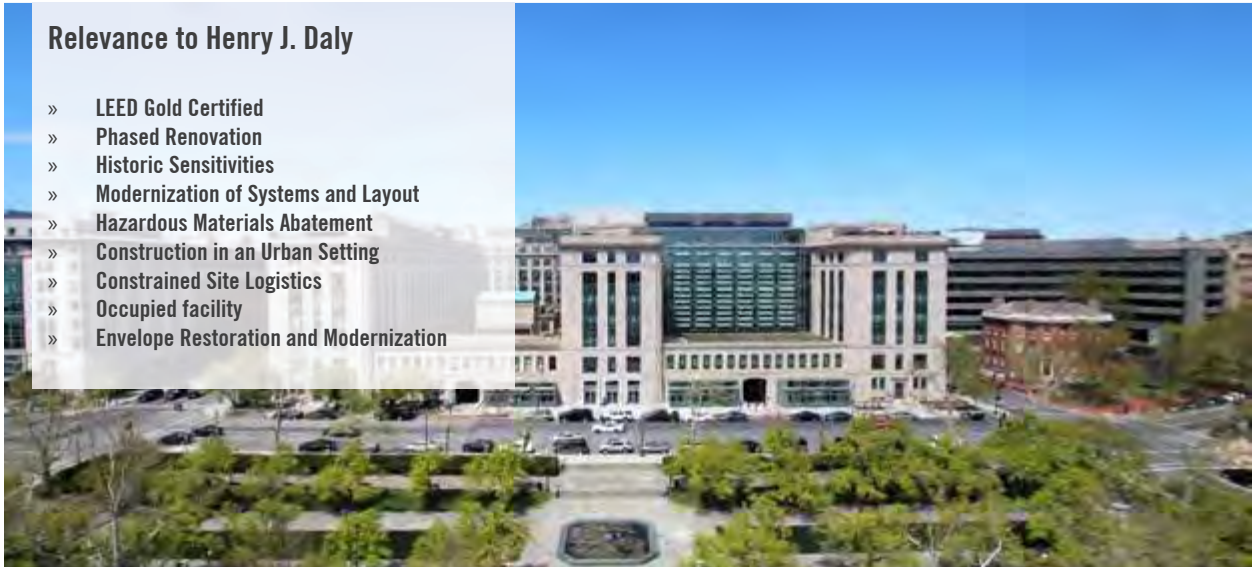
**Sustainability:** The building achieved a LEED Gold certification from USGBC. The safety record and program for this project was outstanding no major losses were recorded.

# 1800 F STREET GSA HEADQUARTERS MODERNIZATION Washington, DC



## Relevance to Henry J. Daly

- » LEED Gold Certified
- » Phased Renovation
- » Historic Sensitivities
- » Modernization of Systems and Layout
- » Hazardous Materials Abatement
- » Construction in an Urban Setting
- » Constrained Site Logistics
- » Occupied facility
- » Envelope Restoration and Modernization



**Project Construction Value:** \$150,000,000

**Project Schedule:** 10/2010 - 08/2013

**Financing Summary:** n/a; D/B/B contract

### Key Team Members Involved:



Lead Contactor

**Project description:** The modernization program calls for the renovation and expansion of the existing, historically significant GSA Central Office Building (COB) at 1800 F Street, NW in downtown Washington, DC. The scope of work completed is very similar to the Henry J Daly Building project requirements.

The GSA Headquarters structure, first constructed in 1917 and updated in 1935, covered approximately 665,000 gross square feet (GSF). The five (5) year modernization was phased into two overlapping parts. One part of the facility will remain occupied while the other is updated. The modernization included the demolition and replacement of the building systems including the HVAC, electrical, plumbing, communication, and the fire and life safety systems. Walsh was required to maintain live operations of the MEP/FP systems of the occupied portions of the building until new systems could be integrated. All of the hazardous materials accessible at the time of construction were extracted. Demolition also included the razing of existing structures in the courtyard. The existing elevator bays were replaced, and the number was increased by additional public and freight and service elevators. The design included not only a majority of open-spaced office plans but also a child development center, an auditorium, a cafeteria, a conference center, and a fitness center. As part of the new construction, the atriums in the courtyards were enclosed, adding 134,000 GSF of space to the building.

Additionally, Walsh overcame an extremely, limited site due to the occupied nature of the building and the project being located in a downtown, congested setting. To accomplish this, Walsh performed detail project and site logistic planning to receipt and install material and eliminate disruption to neighboring tenants and the public. Walsh also put in place protocols to maintain security between the construction operations and the existing tenants.



# 1800 F STREET, GSA HEADQUARTERS MODERNIZATION

## Washington, DC

**Cost Control:** Numerous changes made Cost Control challenging, but constant communication between the Whiting-Turner Walsh JV, GSA, and Heery (CM) alleviated significant impacts to the cost. When it was determined that Phase 2 of the project was not going to happen under this contract, changes to the fire alarm system were needed so that the newly installed system in Phase 1 could communicate with the existing system in Phase 2. The team met twice a week to discuss changes and prioritized changes that effected schedule and cost the most, as well as those that required a quick decision.

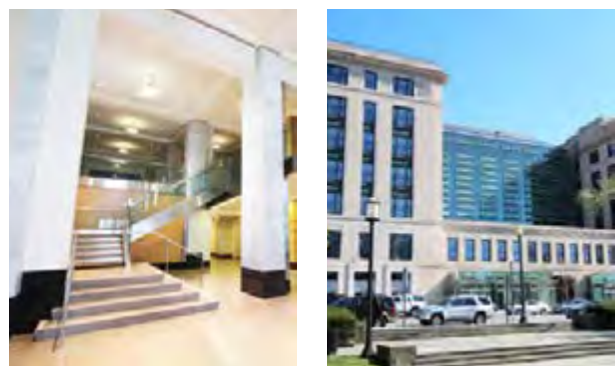
**Design and Construction:** The project included a three-year modernization totaling 373,000 SF of renovation and 67,000 SF of new construction. The project scope includes:

- » Complete abatement and demolition of hazardous materials
- » Complete renovation of two wings of existing office space to satisfy new program needs
- » New construction of office spaces for future tenant use and retail space
- » Addition of a glass atrium to connect the building to a new wing
- » Full window refurbishment to maintain the building's historic character
- » High security blast and ballistic windows and curtainwall
- » Structural improvements to support new mechanical equipment
- » Full replacement of MEP and Fire Protection systems

The GSA Headquarters, first constructed in 1917 and updated in 1935, covers approximately 665,000 gross square feet (GSF) and is listed on the National Register of Historic Places. The modernization will be phased into two overlapping parts with one part of the facility remaining occupied while the other is updated.

**On Time, On Budget Delivery:** The size and schedule of this project required construction to be executed in multiple shifts, including off work hours, to ensure critical milestones and dates were met. Dozens of subcontractors were managed through Pull Planning, which prepared contractors for work sequencing. Working closely with the GSA and the design partners also ensured direction was promptly translated to the project team, thus enabling the project to be delivered on time.

**Logistics:** This project was built one block away from the White House. The modernization building is on the National Registry of Historic Places which meant additional complexities to logistics and modernization activities. The density of the sur-



rounding site required certain lane closures and just-in-time deliveries to maximize our use of a small amount of space. Work within an urban or campus-environment with existing, proximate, on-going operations and/or construction.

**Sustainability:** This LEED Gold, Design-Bid-Build historic renovation project included open-spaced office plans, auditorium, cafeteria, conference center, and a fitness center – all while half of the building was operational. The project was a way for GSA to showcase their commitment to sustainability, so elements such as green roofs, photovoltaic installations, radiant floors in the atria, daylight harvesting, energy recovery, monitoring and controls, and greywater and condensate capture and use were incorporated into the building. The Modernization project transformed the building into a high performance “green” building through the American Recovery and Reinvestment Act (ARRA). Sustainable building features include green roofs, photovoltaic installations on the roof and skylights, radiant floors in the atrium, daylight harvesting, energy recovery, additional monitoring and controls, and greywater and condensate capture and reuse.

# ROOSEVELT HIGH SCHOOL

## Washington, DC



**Relevance to Henry J. Daly**

- » LEED Platinum Certified
- » Phased Renovation
- » Occupied Facility
- » Modernization
- » Design-Build
- » Historic Preservation
- » Envelope Restoration and Modernization
- » Constrained Site
- » Coordination with multiple review and regulatory agencies in DC: NCPD, HPRB, CFA, and DC SHPO



**Project Construction Value:** \$128,00,000

**Project Schedule:** 09/2013 - 10/2015

**Financing Summary:** n/a, Design-Build

**Key Team Members Involved:**

 Design-Builder

**Project description:** This project renovated and modernized Roosevelt High School to 21st century DCPS standards for 800-900 daytime students and up to 600 part-time evening students. The renewed Roosevelt campus is centered on a new enclosed, central atrium that serves as the “heart” of the modernized school. Approximately 30,000 square feet of the 1977 addition was demolished which significantly improved the quality of the learning spaces in the existing building. A new 3,200 square-foot pavilion was built as a dedicated entrance for both the evening school program and the community. This modernization involved replacing or upgrading all building systems and components to new condition and modifying space to meet programmatic requirements. The goal of the renovation was to make Roosevelt High School a 21st-century school that provided technology-enhanced classrooms and laboratories, and to create a high performance school that both conserves resources and creates an environment conducive to learning.

**Design and Construction:** The renewed Roosevelt campus is centered around a new enclosed, central atrium, which serves as the “heart” of the modernized school, is our endeavor to create a great 21st-century school for Roosevelt’s students, staff and community, this design will:

- » Provide technology-enhanced classrooms and laboratories that stimulate disciplinary exploration.
- » Nurture a sense of civic pride in the students by renovating and re-opening the historic, prominent 13th Street main entrance.
- » Promote proactive and subtle security by providing dedicated zones for the school and the public, and by distributing spaces for faculty and staff throughout the campus.
- » Reduce the perceived scale of the school for the users by streamlining the circulation through the building, and by creating identifiable “neighborhoods” of classrooms and support spaces based around the school’s academy structure.
- » Create a “high performance” school that both conserves resources and creates an environment conducive to learning.

# ROOSEVELT HIGH SCHOOL

## Washington, DC

This project centered on the full modernization to upgrade existing facility to 21st century learning environment for 1030 high school students (grades 9-12), 800-night school students (adults), special needs students (autism and behavioral), school and community health clinic (including dental), school and community athletic center (including pool) and daycare center (including tot lot).

In the modernization process the existing building was also fully upgraded to meet current ADA requirements. New accessible ramp was incorporated into hillside at front of school to allow historic entrance to be reopened after 25 years. Existing elevators were replaced and new elevators were added in 1970's additional to allow for accessible access to the pool level for the first time.

Smoot's Preconstruction Team provided 'over-the-shoulder' cost and schedule information and direct feedback to the design professionals as the design progressed, as well as orchestrated the milestone estimates.

This allowed us to answer questions about cost and schedule while the design team was trying to make decisions about materials or building systems. Many times, these conversations were over the phone or in person at the Preconstruction Design Team Meetings. This collaboration proved to be very beneficial as it helped the design team fine tune or modify their documents in order to remain on schedule and within budget in between design deliverable milestones.

During construction, the building was not occupied, but swing space for the school was immediately adjacent to the construction site. Construction activities and access had to be closely coordinated with adjacent swing space to minimize impacts to educational environment.

**On Time, On Budget Delivery:** Throughout the completion of the project, phasing and construction schedule was closely coordinated with all stakeholders. This project was delivered on time in October of 2015, and on budget, and suffered no major scheduling issues during execution.

**Historic Preservation:** A major goal of the project was to celebrate the historic features of the building, which had been lost or hidden prior to the modernization. Key features include:

- » Historic lobby: Restoration of marble flooring, wood doors and casing, historic pendant light fixtures, etc.
- » Cupola: Ornament that was stripped from the cupola during the 1970's was replicated base off original drawings and reinstalled to bring cupola back to former glory.
- » Auditorium: Plaster walls and ceilings, wood seating, pendent light fixtures were restored to celebrate original design and detailing.



- » Murals from the 1930's were uncovered in the cafeteria behind layers of paint. They were removed using the Strappo technique, and were painstakingly restored. They are now a feature at main entrance to celebrate the history of the place.

**Sustainability:** Roosevelt featured D.C.'s largest geothermal system - a 482 kW photovoltaic array that powers enough energy on a sunny day to power all classroom lights for eight hours; two 20,000-gallon cisterns and low-flow fixtures that help save more than 1.4 million gallons of potable water per year; energy efficient low-E glass and low-VOC materials; sustainably harvested wood products; stormwater quantity and quality controls; and 95 percent construction waste diversion.

Electro-chromic glass - a "smart" glass that automatically adjusts its shading based on the amount of day light present - was used on the roof of the atrium. This reduced the amount of cooling required as well as the building's energy consumption and helped the building achieve LEED Platinum.

# WASHINGTON NAVY YARD BUILDING 33 & QUADRANGLE

Washington, DC



## Relevance to Henry J. Daly

- » Phased Renovation
- » Historic Sensitivities
- » Modernization of Systems and Programs
- » Construction in Urban Setting
- » Public Client
- » Constrained Site



**Project Construction Value:** \$55,00,000

**Project Schedule:** 06/1996 - 07/1998

**Financing Summary:** n/a; D/B/B contract

### Key Team Members Involved:



Lead Contractor

**Project description:** Smoot Construction was awarded a contract to renovate a 140 year old building at the commands – Naval Facilities Engineering Command (NAVFAC) and Office of the Judge Advocate General (OJAG). The project, completed in July 1998, included complete renovation of four existing historic industrial structures and construction of one new linking structure for office, conference and supporting spaces. The project consists of an “L” shaped main building linked to a cluster of three smaller courtyard buildings, providing approximately 156,000 gross square feet of office and conference space:

The L-shaped Building 33, built in 1850, was originally a 45 foot high open bay munitions factory building. General office space, a building within a building, had to be constructed within this space, providing three levels of offices and library, storage and mechanical space within the roof trusses.

The three smaller courtyard buildings, Building 37, Building 39 and Building 109, were renovated to provide additional office space, conference rooms, restrooms, locker rooms and storage.

Finally, the new Link Building was constructed as a three-story open atrium providing a ground level multi-use area, stairs to three levels, and connecting walkways on three levels between buildings. The atrium serves as a fully functional and flexible work environment that accommodated spatial and organizational change. In addition, the atrium served to maximize visual access to the natural light afforded by the historic, large windows that served the building for 150 years.

The existing buildings had been large open manufacturing facilities, so extensive remodeling was required. The innovative design called for flexibility in office arrangement infrastructure and connectivity. Built in 1850, Building 33 was originally a 45-foot high open bay factory building. Now, it is essentially a building within a building: a four-story structure providing general office space on three floors, with the fourth floor constructed

# WASHINGTON NAVY YARD BUILDING 33 & QUADRANGLE

## Washington, DC

**Design and Construction:** Building 33 was selected for modernization in order to reduce government expenditures by eliminating rental space requirements, and fully utilizing government owned properties in accordance with Base Realignment and Closure (BRAC) legislation. The new space would be used to house two Navy commands- Navy Office of the Judge Advocate General and Naval Facilities Engineering Command Headquarters- in a building originally constructed for a gun factory. The design intent was to maintain a consistent architectural appearance respecting the historic nature of the building shell, and the overall congruency of the Washington Navy Yard on the outside while the interior was designed to reflect a modern, high quality level of office appearance and function.

**On Time, On Budget Delivery:** Due to the diligence and dedication of all team members involved on this project, escalation of the project schedule was not necessary to deliver on time and on budget.

**Historic Preservation:** In order to adapt this 1850's manufacturing facility to a modern office facility, a radical change to the internal systems was necessary so the outward character was the sole focus of the preservation efforts. The goals focused on historic masonry, window and roof integrity, allowing roof skylight penetrations to occur on the courtside only so that the new construction never touched the original historic enclosure.

The fact that this project primarily involved the adaptive reuse of existing historic structures established some constraints. First, the character of the exterior was to be preserved, which meant that the existing single-pane windows had to remain in place, and whatever space was to be placed in the building had to fit within the existing shell. Second, the design had to meet requirements of the Historic Preservation Office, National Capitol Planning Commission, and Commission of Fine Arts as well as the Navy Design Criteria. This project protected and preserved the historic considerations without issue.

**Sustainability:** Building 33 was a pilot project for "green" building design and construction for the U.S. Navy. A goal was to incorporate as many of the strategies of sustainable design that had been identified at the time of design and were affordable by the established budget. The ultimate goal was to reduce life cycle costs, waste and pollution generation while enhancing the work environment for greater employee health and productivity. While this building was designed and constructed prior to the advent of the USGBC LEED program, the "green" strategies incorporated in this project set a course for the design and construction of a Navy project with one million



square feet of office complex on the Navy Yard that included adaptive reuse of two more industrial buildings. Sustainable design is now mandated in all NAVFAC building projects. The Office of the Environmental Executive (OFEE) recognized the valuable contributions of these projects and awarded the Naval District Washington the 2003 Closing the Circle Award for "Sustainable Design/Green Buildings in Adaptive Reuse". Green elements included maximizing day lighting, direct lighting, and heat recovery systems. The demolition waste was recycled to the fullest extent possible. The ultimate goal was to reduce life cycle costs, waste and pollution generation while enhancing the work environment for greater employee health and productivity. The result: the HVAC equipment load was reduced by over 300 tons and energy usage was reduced by over 30 percent.

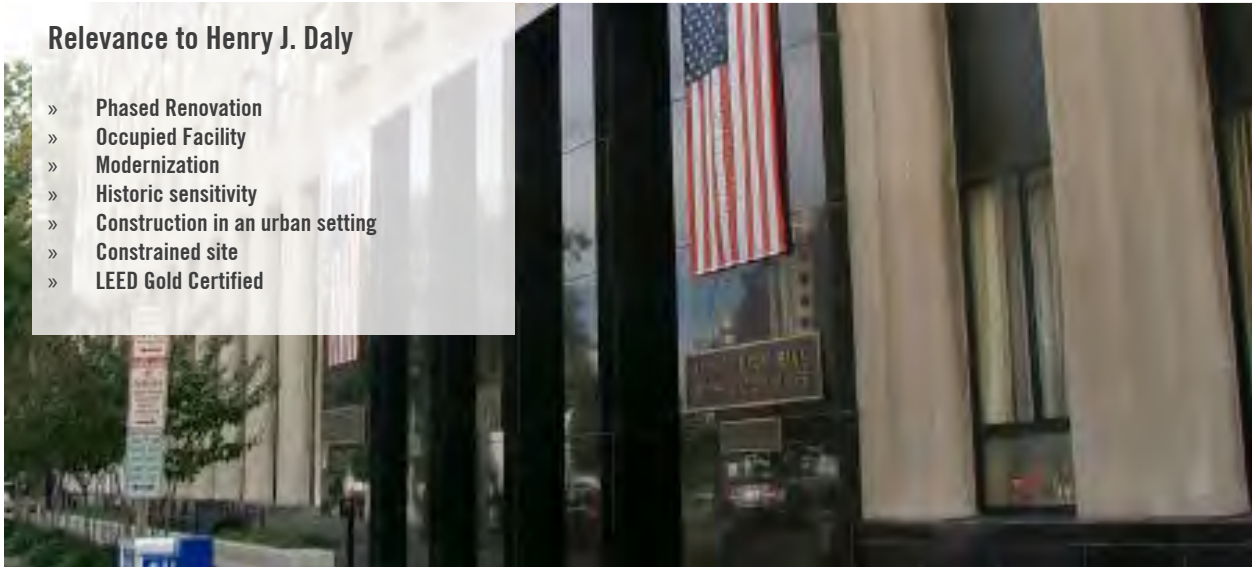
# LAFAYETTE BUILDING MODERNIZATION

## Washington, DC



### Relevance to Henry J. Daly

- » Phased Renovation
- » Occupied Facility
- » Modernization
- » Historic sensitivity
- » Construction in an urban setting
- » Constrained site
- » LEED Gold Certified



**Project Construction Value:** \$170 M

#### Project Schedule:

- Phases 1a & 1b simultaneously ran from December 2012 through May 18, 2012.
- » Phase 1c began officially on May 21, 2012 and was completed approximately 2 years from that date.
- » Phase 1d is was completed in 2 years.
- » Phases 2a & 2b – This work began upon completion of Phase 1c and is complete.
- » Phase 3 is currently underway and will be completed in Spring of 2017

#### Key Team Members Involved:

**AECOM** Lead Designer

**Project description:** AECOM is providing architectural and interior design, structural engineering and project management services for the modernization of the 540,000-square foot historic Lafayette Building. Part of the General Service Administration's (GSA) Design Excellence Program, the \$170 million modernization will be phased over six years.

Historic preservation requirements for this National Historic Landmark presented challenges. The original floorplate is narrow, with central corridors that are inconsistent with modern office design and functions. AECOM engaged in meetings with the US Commission of Fine Arts, the National Capital Planning Commission, and the District of Columbia State Historic Preservation Office (SHPO) for the modernization. Designs were presented successfully to the SHPO and both commissions, with approval gained for the treatment of historic windows, roofscape, façade restoration, and interior restoration. Built in 1940 in the stripped classical style, the building's historic areas targeted for preservation include: the entire exterior; the first floor with main entrance lobby; the fourth floor preserving the original layout and marble-clad corridors; elevator cores on all floors; and the 11th and 12th floors with the original office suite of Jesse Jones, the chairman of the Reconstruction Finance Corporation (RFC) under Franklin D. Roosevelt; and the original RFC two-story conference room and boardroom. The restoration was based on original Holabird & Root drawings, analysis of historic materials to determine their original colors and contemporary photographs.

For the building's interior, AECOM created contemporary concept designs that interplay with the building's original 1940s appearance, meeting the spatial, technical and functional needs of the occupants. For the tenant floors, our design team restored the lobbies and bathrooms to their historic character and opened the rest of the floor space to feature contemporary, spacious offices. The modernization includes an estimated \$7 million package to implement the furniture, fixtures and interior signage

# LAFAYETTE BUILDING MODERNIZATION

## Washington, DC

program of requirements. In addition, AECOM developed the entire building's infrastructure.

To meet federal blast criteria for the windows and for improved thermal performance, AECOM conducted a study over the winter of 2005-2006 to test an interior storm on an original window versus a replacement window. The interior storm window with blast resistance was chosen for superior thermal performance while maintaining the original exterior windows.

**Innovation:** The façade was examined for assessment prior to repairs. For the first time, the AECOM team collected existing conditions field data on a Tablet PC instead the traditional method of marking up drawings by hand and putting the information into CAD later. For the Lafayette Building façade, actual condition assessment drawings were created in CAD while team members were on the scaffolding. To meet federal blast criteria for the windows and for improved thermal performance, a study was conducted over the winter of 2005-2006 to test an interior storm on an original window to improve thermal performance and provide blast resistance versus a replacement window closely matching the original windows appearance.

**Design and Construction:** AECOM reprogrammed the EXIM Bank space for both the interim and permanent locations, and developed the interiors concept and finish pallets for the permanent space. In addition, AECOM developed the entire building's infrastructure, along with key components of the interiors, to allow for maximum flexibility. If either tenant's space needs increase or decrease, the concept will be consistent throughout the building, and significant infrastructure redesign will not be necessary.

For the building's interior, we created contemporary concept designs that interplay with the building's original 1940's appearance. The fourth floor will be designed to preserve the historic character of the building. For the remaining 11 floors, our interior designers will restore the lobbies and bathrooms to their historic character and will open the rest of the floor space to feature contemporary, spacious offices.

The modernization includes an estimated \$7 million package to implement the furniture, fixtures and interior signage program of requirements. As part of the phased renovation, the FF&E design will be procured in three separate packages: a package for interim locations; a package for permanent locations; and a signage package for permanent locations.

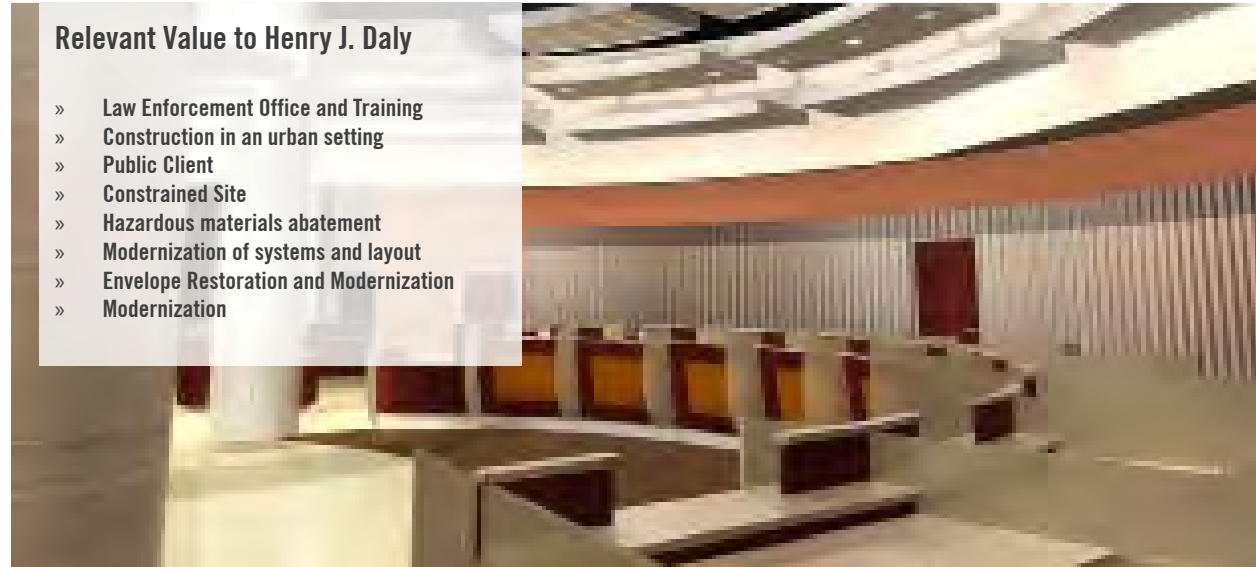
**On Time, On Budget Delivery:** The project was originally awarded in 2005, and went on hold in 2007 for two years. The project was re-awarded in 2009.



**Sustainability:** When GSA awarded the Lafayette Renovation to AECOM, LEED-NC Silver certification was mandated. The delay in initial funding for construction allowed the sustainability industry to innovate and mature. In turn, this allowed AECOM to design a more energy-efficient facility and take advantage of more efficient mechanical, electrical and lighting systems. The building has solar hot water, a green roof and photovoltaics on the roof. The project is on track to attain LEED-NC Gold certification.

# WINNIPEG POLICE SERVICE HEADQUARTERS

## Winnipeg, Manitoba, Canada



### Relevant Value to Henry J. Daly

- » Law Enforcement Office and Training
- » Construction in an urban setting
- » Public Client
- » Constrained Site
- » Hazardous materials abatement
- » Modernization of systems and layout
- » Envelope Restoration and Modernization
- » Modernization

**Project Construction Value:** \$170 M

**Project Schedule:** 09/2009 - 11/2011

**Key Team Members Involved:**

**AECOM** Lead Designer

**Project description:** AECOM is providing police facility programming, planning and design, architecture, interior design, building engineering (civil, mechanical, electrical, plumbing, structural), as well as fire protection, telecommunications, IT, audio-visual design, security, and acoustical consulting.

Upon completion of the feasibility study by AECOM for the Winnipeg Police Services Headquarters/Public Safety Building, AECOM was retained to provide architectural and engineering for the final design.

Design involves the conversion of the existing Canada Post Building into a new 635,000 square foot facility for the Winnipeg Police Services. The City of Winnipeg is consolidating nearly all of its police service functions into this new location. The redevelopment will include specialized areas such as Emergency Dispatch (9-1-1), Forensic Lab, Computer Data Centre, Arrest Processing and Detention Unit, evidence control and surveillance units.

The size of this existing facility allows the centralizing of many functions. Locating the Police headquarters in downtown Winnipeg will help promote an accessible and approachable image. The new headquarters allows the design to accommodate functional operational changes and this is an essential component of a responsive facility plan.

The new headquarters will be state-of-the-art and include all aspects required by police functions. It will have all “front of house” functions that can be accessed by the public on a walk-in basis. A controlled entry and reception point is provided and all non-police individuals will be escorted to their appointments from that entry point. Travel routes within the facility will be secure and restricted to authorized personnel. “Back of house” functions will include the Communications Center (E- 9-1-1), Forensic Identification Labs, Computer Data Centre, Arrest Processing Unit and other police specialty elements.

The office areas for the Winnipeg Police Service are divided into their



# WINNIPEG POLICE SERVICE HEADQUARTERS

## Winnipeg, Manitoba, Canada

respective units; however it was encouraged by the design to have collaborative work spaces wherever possible. Opportunities for casual interaction, which can lead to information sharing and collaborative sessions, are designed into the work spaces. This includes:

- **Shared lunch and break areas on each floor.**
- **Widened corridors for staff interaction**
- **Open office spaces are utilized throughout the design**
- **Two story high spaces in offices give a light and airy feeling to the work spaces**

The 61,000-square foot Evidence Control Unit is comprised of a drug processing lab, public evidence retrieval counter, high bay racking units, and secure, climate controlled separate evidence areas for guns and video archiving.

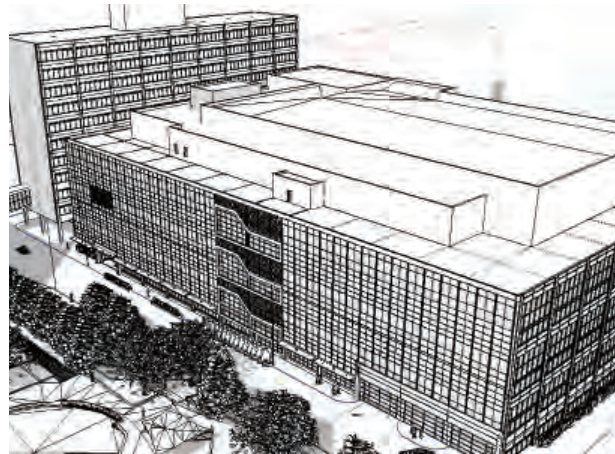
### Winnipeg Police Academy/Training Facilities

The police service facility includes an extensive training unit that will include a full size gymnasium, fitness gym, boxing ring and a padded “combat room”. In addition to these main spaces there are numerous classrooms and multipurpose spaces for training activities. Specialized spaces for training include mock interview and holding rooms that will be fully fitted out, and mock scenario rooms which can be further divided or modified to create specific types of environments such as an apartment, convenience store, or workshop setting. A mock up communications centre live training area is located with the 9-1-1 centre so that it can serve as overflow for the actual communications center.

### Firearm Training Facility and Specialty Unit Training Master Plan

The Headquarters project was originally intended to include a new firearms training range which would have been located on the roof of the existing facility. After careful analysis, it was determined that the Firearms Training Facility should be constructed outside the city on the grounds of the municipal waste water treatment facility. The initial phase of the facility is a 50 meter 25 lane outdoor un baffled range with multiple firing lines. Earthen berms with a sand ballistic trap comprise the containment enclosure of the range. An 8,000 square foot instructional and administrative building is located adjacent to the outdoor range. A future indoor 50 yard by 20 lane range is planned on the same site as well as other police service special purpose facilities including a “bomb unit” facility and an emergency vehicle training course.

**Sustainability:** The project is not planned for LEED certification.



# U.S. PARK POLICE FACILITIES

## Poplar Point, Washington, DC



### Relevance to Henry J. Daly

- » Law Enforcement Office and Training
- » Construction in an urban setting
- » Local
- » Public Client
- » LEED
- » Sustainability



**Project Construction Value:** \$90.2 M

**Project Schedule:** 02/2008 - 10/2010

#### Key Team Members Involved:

**AECOM** Lead Designer

“Your firm has provided a well-orchestrated project from inception, especially since you have been dealing with a ‘bunch of cops’. You have developed a building that addresses the secure nature of our facilities and the unique needs that each of our police units in the Anacostia Operations Facility presently has from Criminal Investigations to SWAT to our Aviation Section and District 5 Station ... I would especially like to thank Tom Woods and Steve Loomis... who have spent many hours on this project”

- **Jeanne O’Toole, Chief (Retired),  
National Park Service,  
United States Park Police**

### National Capital Parks East Headquarters

Housing the National Capital Parks East Headquarters (administrative functions) as well as the Visitor Center for the Anacostia Park, this 21,000-square foot facility will serve as the gateway for the redevelopment of the Poplar Point Area along the Anacostia River. Its secured offices will serve the members of the National Park Service (NPS) executive team, human resource records, the information technology department, and the museum curator.

This campus-style facility includes buildings for law enforcement, training, and aviation activities.

### NPS United States Park Police Anacostia Operations Facility

The 68,460-square foot United States Park Police (USPP) Anacostia Operations Facility (AOF) will house the Special Forces Branch, Criminal Investigations Branch (CIB), Technical Services Branch, the Forces Training Branch, Icon Security Unit, and the Patrol Branch that includes the District 5 Patrol Operations. The first floor of the facility will be operable 24/7 and will have maximum security requirements. The CIB also will be operable 24/7 and contain audio/visual-capable office space. The second floor will serve support personnel, the patrol branch, and the rest of the CIB.

The Special Forces Operations facility will have office and administrative spaces, a weight room and locker rooms, and indoor training facilities with a cushioned floor for combat training. There will be high-tech A/V equipment in the classrooms, communications areas, conference rooms, and in the 166-seat auditorium. Adjacent to the main facility, there will be a motorcycle shed with a gasoline island and two ammunition bunkers.

Operations training spaces include a 16-lane, multi-position small arms firing range, a judgment pistol room, and support areas. The range will have a separate HVAC system to circulate contaminated air.

This facility has a communication dispatch center and security units that

# U.S. PARK POLICE FACILITIES

## Poplar Point, Washington, DC

will also serve as the local command center for major events occurring on the National Mall. The detention areas are designed to accommodate the processing of mass arrests from illegal demonstrations.

### Outdoor Training Spaces

In addition to the indoor facility, an outdoor training space for regular civil obedience training, special forces training sessions, K-9 training, and helicopter rappelling training will occupy 16 acres. It also will be used for explosive breaching and ordnance training, field movements, and vehicle assaults training.

### NPS USPP Aviation Unit

The 22,000-square foot Aviation Unit will house three helicopters and provide a bay for maintenance as well as support equipment within the hangar area. Aircraft operations support, including a flight-ready room, training, and administration functions, will be located within the facility adjacent to the hangar bays.

**Sustainability:** This project was not considered for LEED certification.



# HISTORIC DC COURTHOUSE AND 410 E STREET

## Washington, DC



### Relevant Value to Henry J. Daly

- » Located in Judiciary Square Complex
- » National Landmark Building within the Pennsylvania Avenue National Historic Site
- » Restoration, renovation and modernization of a National Register Historic Landmark
- » Constrained urban site
- » Designed to LEED Gold
- » Conformance to Secretary of Interior's Standards and P-100
- » Coordination with multiple review and regulatory agencies in DC: GSA RPO, NCPG, US CFA, and DC SHPO
- » Modernization including full systems replacement, physical/technical security upgrades
- » Stringent physical and technical security requirements



**Project Construction Value:** \$116,000,000 (DC Courthouse)  
\$18,000,000 (410 E Street)

**Project Schedule:**  
4/2003 - 1/2010 (DC Courthouse)  
1/2010 - 2/2012 (410 E Street)

#### Key Team Members Involved:

**BEYER BLINDER BELLE** Historic Preservation Specialist

"[BBB] has supported the Courts with its collective talent, ability, and strict adherence to the highest standards of quality achieving local and nationally recognized success in a historically significant Courts project...[BBB's] design and historic preservation expertise has been successfully executed and manifested in the most complex and technical project ever undertaken by the Courts... It is indeed my pleasure to recommend [BBB] as an architectural firm that will serve the client in all aspects of design, construction administration, and project completion to the highest level of mandated quality standards."

- **Joseph E. Sanchez, Jr. Director, Capital Projects/Contracting Officer (retired 2016) District of Columbia Courts**

**Project description:** BBB's award winning rehabilitation and modernization of the historic DC Courthouse and former Juvenile Court building (410 E Street) on Washington DC's Judiciary Square revives the original grandeur of the campus and provides additional space and enhanced facilities for the District of Columbia Courts.

**Long-term Financing:** Initially, due to budget constraints by the DC Courts due to their dependence on timely Federal funding, BBB was directed to divide the construction documents into three separate sets of documents representing three construction phases. It was the Courts' intent to bid each phase separately for construction depending on available funding. The documents were delivered to the Courts divided into Phases A, B and C as directed. However, once these documents were completed, the Courts received full funding for construction so that the Courts then directed BBB to revise the construction documents into a single volume representing a single phase.

**Design and Construction:** The first phase encompassed work on the centerpiece of the campus, the 135,000 SF Historic DC Courthouse, an 1820's George Hadfield building that originally served as the city hall. For over two centuries it underwent multiple minor renovations and expansions. BBB's analysis of historic significance and architectural integrity on the interior led to the creation of a hierarchy of restoration, rehabilitation, and renovation zones which informed the scope of recommendations for upgrade and restoration. In response to the GSA Design Excellence criteria, features include a new entrance pavilion on the north façade, to replace a portico designed by Edward Clark that was removed during the early 20th century. This grand pavilion serves as the main entrance, reorienting the building to address Judiciary Square to the north, as envisioned by the original architects. The contemporary design harmonizes with the historic structure. It also serves as the ADA-accessible main entrance. Its previous entrance, on the building's

# HISTORIC DC COURTHOUSE AND 410 E STREET

## Washington, DC

Inside, the building features enhanced facilities – a new ceremonial courtroom, administrative facilities, reception and kitchen areas, attorney conference rooms, and public workrooms – most of which are below grade, to minimize impacts to the historic interiors above and to the exterior views of the historic building. All of this accomplished the client’s goal to have this historic building function within contemporary parameters.

By nature of its function as a courthouse, stringent security was required. BBB addressed physical and technical security requirements by integrating the screening equipment into the design of the new lobby, minimizing its appearance and distraction in the historic space. BBB also designed the circulation system on the upper floors to separate the Judge’s Chambers and prisoners pursuant to DC Courts specifications. The programming for the interior renovation makes a clear distinction between public access areas and private areas, with most public functions on the lower levels.

BBB designed mechanical systems to be “invisibly” modernized by creatively installing most equipment either in the existing attic or in a new mechanical room below grade. By nature of its function as a courthouse, stringent security was also required. BBB addressed physical and technical security requirements by integrating the screening equipment into the design of the new lobby, minimizing its appearance and distraction in the historic space. BBB also designed the circulation system on the upper floors related to separate the Judge’s Chambers and prisoners pursuant to the DC Courts specifications.

The next phase of the project renovated the historic former Juvenile Court at 410 E Street. The 49,000 SF renovated building accommodates the DC Courts’ central IT function and the Dispute Resolution Division. The design approach focused on conserving the original 1939 design and construction while addressing the changing functional, technological, and security needs of the court and others in this building.

In addition to the sensitive technology and building systems integration, the limestone and granite exterior was fully restored, the copper roof was replaced and the existing wood windows were restored. Interior limestone clad vestibules, interior and exterior lighting and a wood paneled historic courtroom and judge’s chamber on the second floor were restored as well.

The building successfully obtained multiple agency approvals from the Historic Preservation Review Board (HPRB), DC State Historic Preservation Office (SHPO), the Commission of

Fine Arts (CFA) and the National Capital Planning Commission (NCPC).

**On Time, On Budget Delivery:** Design was completed on time and within budget and construction is currently on schedule and within budget.

**Sustainability:** BBB designed the Historic Courthouse to achieve LEED Gold; however, the client decided to forgo certification. Sustainable design features included replacement of paving with permeable surfaces, efficient water/wastewater management systems, and maximum daylight for heat recovery.

# DC COURTS MOULTRIE COURTHOUSE EXPANSION & RECONSTRUCTION

Washington, DC



## Relevant Value to Henry J. Daly

- » Located in Judiciary Square Complex
- » National Landmark Building within the Pennsylvania Avenue National Historic Site
- » Restoration, renovation and modernization of a National Register Historic Landmark
- » Constrained urban site
- » Designed to LEED Gold
- » Conformance to Secretary of Interior's Standards and P-100
- » Coordination with multiple review and regulatory agencies in DC: GSA RPO, NCPC, US CFA, and DC SHPO
- » Modernization including full systems replacement, physical/technical security upgrades
- » Stringent physical and technical security requirements



**Project Construction Value:** \$70,000,000

**Project Schedule:** 10/2012 - 10/2017

### Key Team Members Involved:

**BEYER  
BLINDER  
BELLE** Historic Preservation

**AECOM** Lead Designer

**Project description:** The H. Carl Moultrie Courthouse, located in the Judiciary Square neighborhood of Washington, DC, is a seven-story, limestone clad courthouse originally completed in 1976 and is home to the Superior Court of DC. The building includes over 50 courtrooms, chambers for active and senior judges, as well as administrative offices and jury rooms. There are two holding facilities within the building where defendants are kept before being carried to the courtroom holding cells for trial; a large adult holding facility as well as a significantly smaller juvenile holding facility.

**Long-term Financing:** Multi-phased approach to allow for legislative/congressional funding as needed.

**Design and Construction:** BBB is the AOR for the 111,700 GSF expansion and reconstruction of 64,100 GSF of the H. Carl Moultrie Courthouse, District of Columbia Superior Court. The project is primarily for the design and construction of the core and shell, but also includes the prisoner movement areas and the judges' chambers within the AOR scope of work. The expansion is supported by new mechanical systems, air handling units and cooling tower, as well as its own fire command room. The project also includes all exterior site work associated with the expansion. New below grade storm water management, utility connections, fire water service and implementation of a new site design for the landscape surrounding the addition which is along the entire south façade of the existing building are a part of the new site work. Realignment of the adjacent street back to its historic alignment to allow for the expansion is also included in the site work. The construction is being phased to permit construction while the Court remains fully operational.

BBB also renovated the US Marshals Adult Holding Facilities within the H. Carl Moultrie Courthouse. As the DC Courts' largest and busiest building in the historic Judiciary Square campus complex, the project created

# DC COURTS MOULTRIE COURTHOUSE EXPANSION & RECONSTRUCTION

## Washington, DC

a safer, more accessible and cleaner environment for the US Marshals, the public, and prisoners. The improvements extended from the main holding area, to the Courthouse's holding passage corridors, to the courtroom holding cells as the central circulation spine and critical functioning core of the building. Through complex phasing and sub-phasing of construction, BBB met the client objectives of upgrading the infrastructure to meet current US Marshals holding facility standards while improving security and accessibility within this maximum security public building facility. The solutions were evaluated and vetted as it was critical that the facility remained fully operational throughout the renovation.

The addition at the Moultrie is supported by new mechanical systems, air handling units and cooling tower, as well as its own fire command room. New below grade storm water management, utility connections, fire water service and implementation of a new site design for the landscape surrounding the addition are also included in the scope. The adjacent street back is being realigned to its historic position to allow for the expansion. BBB integrated a phased construction plan in the design documentation, incorporating a complex series of enabling projects which allow the Court to remain fully operational and were required to be completed to facilitate this project within the Courts Complex. Mid project, the DC Courts added comprehensive IT upgrades to project scope for the Moultrie Building, which serves as the data center of the entire Courts campus. These upgrades include the purchase and installation of new IT equipment such as servers. BBB found cost effective uninterrupted means by which to reach back into all the buildings of the DC Courts campus to install this secure system without interruption.

BBB developed the design schedule with the timeframe outlined in the RFP. The project was divided into six phases. Five of the phases addressed the renovation and upgrades to the Adult Holding Facility while a sixth phase addressed the renovations to the courtroom holding cells. The scope of services was for the construction documents phase through construction administration services.

**On Time, On Budget Delivery:** Design was completed on time and within budget and construction is currently on schedule and within budget.



**Sustainability:** The project is registered with USGBC's LEED Online and is expected to achieve a LEED Platinum rating at the completion of construction.

Client Testimonial: "Another complex, multi-phased project BBB has underway for the Courts is the renovation of the Adult Holding Cellblock. Though initially thought to be outside their normal type of work, BBB convinced the selection committee that their plan was viable and would meet the needs of the U. S. Marshals Service (USMS) and the Court. BBB is proving to be correct. The project, aided by BBB's construction administration services, is progressing smoothly and the upgraded design to meet USMS publication 64 requirements is remarkable. The Marshals and the Court are once again pleased with the performance of the Beyer Blinder Belle team. Everyone I have interacted with at BBB is a true professional. I would rank Beyer Blinder Belle as one of the best architectural firms in the area. The firm's attitude of designing quality architecture while keeping the client's interest at the foreground is exemplary."

- Joseph E. Sanchez, Jr. Director, Capital Projects/Contracting Officer (retired 2016)  
District of Columbia Courts

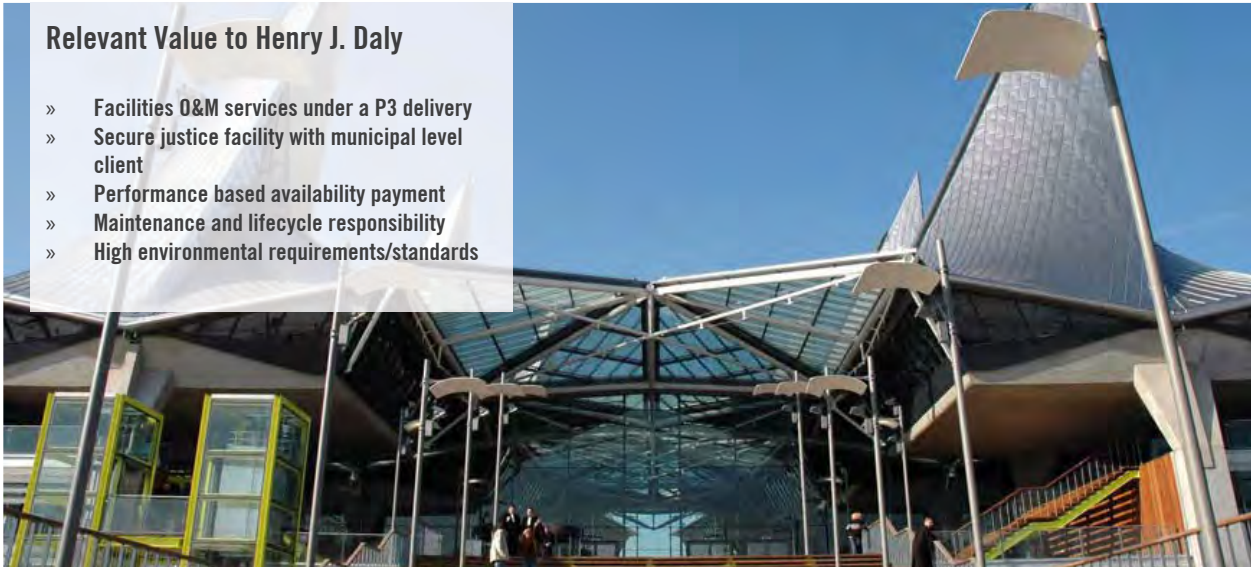
# ANTWERP COURTHOUSE

## Brussels, Belgium



### Relevant Value to Henry J. Daly

- » Facilities O&M services under a P3 delivery
- » Secure justice facility with municipal level client
- » Performance based availability payment
- » Maintenance and lifecycle responsibility
- » High environmental requirements/standards



**Project Construction Value:** \$26,000,000

**Project Schedule:** 10/2007 – 11/2024 (O&M Concession Term)

**Financing Summary:** n/a

**Key Team Members Involved:**



O&M Management

**Project description:** The Flemish region in Belgium decided in 1999 to organize an international architectural competition for the building of the new courthouse. The winning team, Richard

Rogers Partnership in association with the offices of VK studio and Ove Arup, proposed a subtle, efficient, transparent and powerfully symbolic building. The building has a floor area of 839,585 SF and fully utilizes its orientation for maximum use of ventilation and natural light to respond to harsh conditions and achieve durable development objectives.

The central hall, all in glass, not only links the 6 wings that connect to it, but also provides an urban link between the square and the park, in the extension of the urban boulevard. Each wing comprises six floors, including a basement. The first three levels are occupied by offices, the fourth is a technical floor and the top level is used to house the different courtrooms, covered with roofing that imitates the sails of a boat.

**Long-term Financing:** Contract value is approximately \$351 million over 17 years

**Design and Construction:** N/A – No ENGIE involvement in Design and Construction

**On Time, On Budget Delivery:** N/A – This is an on-going Facility Operations and Maintenance contract

**Maintenance:** This project highlights ENGIE’s experience in providing FM Services under a P3 model in a secure justice facility. Project objectives included a commitment to the environment through a LEED designation. ENGIE and their in-house lifecycle management team provided lifecycle and refurbishment support to the onsite operations team. The operations team is continually challenged to maintain the high environmental and efficiency standards required by the client and the local municipality.

For over 30 years, ENGIE has been delivering services under a model



# ANTWERP COURTHOUSE

## Brussels, Belgium

known as the Total Warranty or Total Guarantee where clients enjoy a fixed price performance based long term contract with guaranteed results. These models have been successfully applied to P3 projects around the world including the Antwerp Courthouse and in some cases have been extended beyond the original term to include an additional period of both O&M and Lifecycle Services.

The Total Warranty Concept at the Antwerp Courthouse is based on the following terms:

- » Performance based output specifications: Through this type of contract ENGIE is responsible for the services and guarantees performance.
- » Output guarantee: All activities are carried out according to output parameters including light levels, environmental conditions, repair times and overall systems performance.
- » Responsibility: ENGIE is subject to a penalty regime in the event that services are not delivered in accordance with the specifications.

Lifecycle and O&M responsibility for the following systems are included in the contract.

- » HVAC including all building management and control systems
- » Electricity (high voltage, low voltage, and control voltage)
- » Plumbing systems including water, wastewater and storm water
- » Window washing equipment and systems
- » Fire protection and smoke exhaust systems

Formal performance management includes an independent audit every six months to verify equipment condition, maintenance activities and overall systems performance measured to output specifications.

### Value Provided to the Henry J. Daly Facility

ENGIE brings a combination of P3 experience and direct secure facility operations expertise to the Henry J. Daly facility. Their experience includes undertaking services under strict performance contracts with detailed reporting requirements. ENGIE also has experience working in jurisdictions around the world with some of the strictest legal framework that impact building and facility operations.

Beyond facility operations, ENGIE is also experienced in working with Design-Build teams on P3 projects to assess building construction types, mechanical and electrical systems,



fixtures and finishes and the overall durability of lifecycle elements. Their databases of equipment performance based on experience of complete P3 contracts from beginning to end make them a global leader in P3 FM services. This provides a low risk option for the team and the Henry J. Daly facility.

**Sustainability:** This project's objectives included a commitment to the environment through a LEED designation. ENGIE and their in-house lifecycle management team provided lifecycle and refurbishment support to the onsite operations team. The operations team is continually challenged to maintain the high environmental and efficiency standards required by the client and the local municipality.

# FLUERY-MÉRGOIS PENITENTIARY

## Paris, France



### Relevance to Henry J. Daly

- » Secure mission critical facility
- » Staged mobilization – multiple transitions
- » Full facilities O&M responsibility
- » Lifecycle responsibilities

**Project Construction Value:** \$400,000,000

**Project Schedule:** 07/2011 – 06/2017 (O&M Concession Term)

**Financing Summary:** n/a, O&M Contract only

### Key Team Members Involved:



O&M Management

**Project description:** Fluery-Mérigois Penitentiary built in 1968, is over 1,830,000 SF on a 400 acre site and is the largest prison in Europe. It provides accommodation for 3,500 to 4,000 inmates: young offenders, men and women, as well as inmates categorized as particularly dangerous (terrorists, organized crime's identified leaders). Due to its size, a major public bid was launched in 2011 for the maintenance and cleaning of this prison by the French Government. This is the largest of over 22 penitentiaries operated by ENGIE in France.

**Long-term Financing:** Contract value is approximately \$542 million over 6 years

**Design and Construction:** N/A – No ENGIE involvement in Design and Construction

**On Time, On Budget Delivery:** N/A – This is an on-going Facility Operations and Maintenance contract

**Maintenance:** ENGIE's scope of work includes the following services:

- » General management services
- » Facility maintenance and preventative maintenance of:
  1. Structure and building envelope
  2. HVAC and mechanical Systems
  3. Locking systems
  4. CCTV and equipment
  5. Biometrics and intercom
- » Roads, grounds maintenance and landscaping
- » Prisoner transport and inmate supervision
- » Help desk services
- » Utility management services
- » Waste management and recycling services
- » Pest control services
- » Inmate rehabilitation
- » Lifecycle maintenance

# FLUERY-MÉRGOIS PENITENTIARY

## Paris, France

This project is unique in that it involves a total of seven buildings on one site and a staged reconstruction of the entire facility. ENGIE provides Facilities O&M Services for buildings when they have been reconstructed. To date, two of the seven buildings have been completed and these are operating under a Facilities O&M Services contract. The challenge here is to provide a seamless transition to operations for each facility which requires flexibility from the FM Team and requires close coordination with the Authority, prison administration and guards.

Service level standards were developed and incorporated into the procurement process as part of the draft operating agreement. ENGIE has worked closely with the Authority and the prison staff to refine and implement these service levels that are applied to each new building as it returns to operation. This unique situation requires careful management because the service levels only apply to the reconstructed buildings operated by ENGIE. Their success has been attributed to their orientation and training programs for the operations team and prison guards and administration developed and delivered by ENGIE. To date, no major penalties have been applied.

### Value Provided to the Henry J. Daly Facility

ENGIE has proven experience in the mobilization of secure facilities and has the resources and systems to deliver these services to the Henry J. Daly Building.

As phased reconstruction of the facility is achieved, ENGIE assumes operational responsibilities of each such phase. The evolving scope of this contract requires an important reactivity and a strong partnership with the Administration. The Henry J. Daly building will benefit from this staged mobilization experience as the facility's various building components are completed by our construction team.

The delivery of services for the Henry J. Daly facility must include a performance monitoring program that will be incorporated into the project agreement. ENGIE has significant experience in monitoring performance in secure, mission critical facilities through performance metrics that cover every element of service from the hiring and security screening of their employees to the measurement of service performance through auditable reporting and performance data.

Performance is measured on a day-to-day basis through a specific website developed by ENGIE. It allows the Administration to submit service requests. The web-based platform allows real-time monitoring of requests for the prison administration.

The performance is measured through more than 50 indica-



tors. Each indicator matches a specific default and is associated to a resolution delay. Each month, the Administration and ENGIE meet to evaluate operational performance. Over 450 requests are managed each month by the local team to resolve maintenance issues. As a result of the team's dedication, a high-level of performance satisfaction has been achieved since the beginning of the contract.

**Sustainability:** N/A – no sustainability KPIs are included in this contract

**HENRY J. DALY  
BUILDING**

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## **TAB 5 - PROPOSED PROJECT CONCEPTS**

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**DISTRICT  
INFRASTRUCTURE**  
  
**GROUP**

**HENRY J. DALY  
BUILDING**

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**a. Providing Best Value & Project Benefits**

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# — BEST VALUE AND PROJECT BENEFITS —

DIG is dedicated to working collaboratively with The District and its stakeholders, to meet the goals and objectives of the project and The District. This section of the proposal outlines DIG’s goals, approach to key risks, schedule, assurance of Best Value, and public benefits of our potential collaboration.

## GOALS

DIG has identified preliminary project goals and risks, detailed in this section. These will be further refined during in-depth discussions of programming, project, and financial goals with The District and its stakeholders necessary early in the development phase. Of the various project goals our team identified during 10% design, the goals here are met by the project solution proposed in this submission.

## RISKS

During the development of this proposal, we have also identified various risks unique to the project. Through our extensive expertise on P3 projects, projects within the District, and experience together as a team, we have developed mitigation strategies to ensure a successful experience.

<b>DEVELOPMENT SCHEDULE AND UNCERTAINTY OF PROGRESSION THROUGH DESIGN</b>	We have assembled a proven team, who have completed over 50 P3 projects worldwide, including 12 in the U.S. Additionally, our prior P3 experience as a team will bring further expertise to best navigate any hurdles encountered during development.
<b>AVAILABILITY AND QUALITY OF SWING SPACE</b>	Our team, including Jones Lang LaSalle, possesses a wealth of local knowledge of the local real estate market, and through local partnerships, we can find the appropriate amount of space for the best value that provides full function to MPD.
<b>UNDERSTANDING PARAMETERS OF HISTORIC SIGNIFICANCE</b>	Each of our team members has experience important to the protection and preservation of the historic components of this building. Our team also includes Beyer Blinder Belle, a local expert on the requirements and management of historic preservation, who not only has relevant experience at the Courthouse complex adjacent to the Daly Building, but a number of significant structures in the District.
<b>HAZARDOUS MATERIALS</b>	Our Design-Build team has extensive experience with hazardous materials identification and abatement. At the start of the design process, our entire Design-Build team will conduct surveys and constructability analysis of executing safe, expeditious removal of hazardous materials, which will then be presented to the District for consideration and approval.
<b>SEQUENCING AND PHASING</b>	As constructors and designers, AECOM, Walsh and Smoot have extensive experience within the District on complex phasing of historic renovations. Through our experience we will be able to apply past lessons learned, successful techniques, and make recommendations during design.
<b>LONG-TERM VARIABILITY IN LIFECYCLE AND O&amp;M COSTS</b>	Typical of a P3 structure, the O&M provider will be responsible for meeting key performance requirements as defined by an industry standard P3 agreement. Encapsulated in the Firm Fixed Price provided will be the necessary Operations and Maintenance costs to meet those requirements, which removes the risk of potential cost overruns from the District and its stakeholders.
<b>COST CERTAINTY OF OFFEROR’S PRICE</b>	Our team is highly qualified through past experience and market knowledge, to make recommendations of cost for design, construction, and facilities management. During the development of this submission, our team invested in the creation of a 10% design to facilitate a detailed Design Build cost developed by Walsh Smoot JV. Additionally, we tasked a third party consultant to conduct preliminary benchmarking of costs to compare against the detailed cost estimate developed by our team. Please reference the section titled “Benchmarking” within this narrative for additional details on cost verification.

## BENCHMARKING

DIG understands the importance of value for money and has approached the project with a whole-life mindset promoting long-term quality, reliability, and risk-transfer from the District to DIG.

The design & construction, operations & maintenance, and the lifecycle cost figures were prepared based off of preliminary design led by the AECOM team. The pricing is highly informed and represents a viable solution to modernize the Daly Building. However, we have made certain assumptions in developing our initial price. The final price estimates to renovate the Daly Building will be advanced through collaborative design refinement, risk transfer management, and best practice value engineering for lifecycle cost during the Development Phase.

To prove reasonableness of this pricing, DIG has engaged BTY to perform an initial benchmarking analysis. BTY is an independent technical firm that has served as Lenders' Technical Advisor on various P3 pursuits in the US and Canada. BTY is consistently ranked at the top of the U.S. league tables for DBFOM and P3 technical advisory services by both value and volume of transactions. BTY has worked with members of the DIG team on Marion County Justice Center, LaGuardia, Credit Valley Hospital, and other projects.

## VALUE FOR THE DISTRICT

District Infrastructure Group is a team of seasoned local

infrastructure professionals who have proven their ability to deliver cost effective, technically innovative packages. This proposal reflects an opportunity for the District to move forward with a critically important project in an expedient manner without compromising on the following principles innate in any successful P3:

- 1. A Procurement that Proves Best Value:** As noted above, DIG's approach and process will ensure that OP3 and the taxpayers of DC are offered a project that has been fully vetted and is consistent with recent pricing on all major components.
- 2. A Whole-Life Approach:** The proposed solution provides a design, build, operate, maintain and finance solution for the District. The quality of the building will be of the highest caliber for 35 years and beyond avoiding foregoing deferred maintenance issues that have created quality issues with some of the nation's most important infrastructure.
- 3. Strong Guarantees:** the P3 approach is supported by strong financial and contractual guarantees from all the parties involved, most notably Walsh and Smoot who will committed to deliver the project on-time and on-budget.

District Infrastructure Group can provide the District with a state of the art facility for the DC Metropolitan Police, among others, who will occupy the new space. DIG looks forward to the opportunity to further collaborate with the District.



**LAGUARDIA:** The \$3.9 billion project is currently the largest P3 to reach financial close in the U.S. and is the largest P3 financing in the U.S. The 34-year DBFOM project will create a new 1.3 million square foot 35-gate terminal building that is designed to accommodate 17.5 M passengers. Meridiam as lead developer and Walsh as a member of DBJV partnered together to bring this project to a successful financial close.

**HENRY J. DALY  
BUILDING**

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## **b. Design-Build Solution**

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# DESIGN-BUILD SOLUTION

The proposed 10% design, project approach and concepts outlined herein are based on information extrapolated from research, previous experience working in the municipal complex and on surrounding project sites. Our approach is rooted in collaboration and consensus building. We welcome the opportunity to meet with the Department of General Services, the Metropolitan Police Department, and current and future building stakeholders to discuss project vision and goals as well as confirm operational functions and building conditions outlined in this proposal.

## ASSET OVERVIEW

The Daly Building, located at 300 Indiana Avenue, NW, functions as the headquarters for the Metropolitan Police Department. The building is a historic landmark that was built in 1941 and located within a block of Judiciary Square Metro Station, Pennsylvania Avenue, the US Department of Labor, and several local and federal courts. The building consists of six-stories plus a mechanical penthouse and a basement with single-level below-grade parking. Portions of the central section of the building are of two-story construction with two interior courtyards. The building contains a gross floor area of 585,955 square feet. It was designed by Nathan C. Wythe, Municipal Architect and developed by the District of Columbia Federal Emergency Administration of Public Works. Design commenced in June 1939 with first occupancy in May 1942.

## SITE

The Daly Building is prominently located on a 3.4 acre site near Judiciary Square. Indiana Avenue is located to the

north of the building. A police Memorial Fountain is located to the west end of the site along Indiana and the Civil War General Albert Pike Memorial to the east. To the south side of the site is C Street. Approximately 50 spaces of angled parking are located along C Street in front of the building. The Department of Labor is located to the east of the site. A green landscaped space containing an art installation separates Daly from the Department of Labor Building. The Daly building basement resides under this landscaped plaza. Entry to the Daly Building basement occurs under the Department of Labor building along 3rd Street. This is the main access for in-custody transfer, staff parking and service functions for the building. The H. Carl Moultrie Courthouse is located to the west. There are bas reliefs located at the sides of the exterior steps to the building. The John Marshall Place Park separates the two buildings. The Daly building basement extends toward the Moultrie Courthouse under the John Marshall Park plaza. There are two main entrances into the Daly Building. A second floor entrance, located above a below grade first floor is on the north, Indiana Avenue side the other at the south, C street side which enters on the first floor level.

## EXISTING TENANT COMPOSITION

The building is currently composed of multiple tenants. The largest tenant is the Metropolitan Police Department. Additional agencies occupying the building include but are not limited to the following: Department of Motor Vehicles Adjudication Services, DC Office of the Chief Technology Officer, DC Pre-Trial Services, DC Department of Corrections, Office of Corporate Communications, Credit Union and Court Services and Offender Supervision Agency.

- |   |  |  |
|---|--|--|
| » Title 12 District of Columbia Municipal Regulations | » 2013 District of Columbia Energy Conservation Code | » 2012 Energy Conservation Code  |
| » Green Building Act of 2006                          | » 2013 District of Columbia Fire Code                | » 2012 Green Construction Code   |
| » 2013 District of Columbia Building Code             | » 2013 District of Columbia Mechanical Code          | » ASHRAE Standard 189.1-2011, Standard 90.1-2010, Standard 62.1-2010, and Standard 55-2010 |
| » 2013 District of Columbia Property Maintenance Code | » 2013 District of Columbia Plumbing Code            | » USGBC Leadership in Energy and Environmental Design (LEED) v4                            |
| » 2013 District of Columbia Green Construction Code   | » 2012 International Mechanical Code                 | » National Fire Protection Association (NFPA) Standards                                    |

### Applicable Codes and Standards





“It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our City’s motto *Justitia Omnibus* -- Justice for All.”

## PROPOSED PROJECT VISION

### DC METROPOLITAN POLICE DEPARTMENT MISSION

The vision for this project is to elevate the stature of this historically significant building providing a safe, efficient, transparent, community facing headquarters for the DC MPD to achieve their mission.

### POLICE PLANNING AND DESIGN PRINCIPLES

Police Headquarters require specialized planning and design incorporating many of the following planning and design principles that are quite different from typical office buildings or other similar facilities.

- » Facilities need to include **provisions for force protection** which are not glaringly obvious. Security and separation begin with site planning.
- » Law Enforcement planning should **maximize efficiency of operations** in the overall layout. All movements within a proposed structure must be mapped out including access to files, evidence handling, salyport and in custody detainees access to interview rooms or processing.
- » These facilities must include **separate and distinct zones** for public, police and civilian employees and in custody occupants.
- » **Flexibility** is highly important in long range planning and design for law enforcement facilities. This includes internal and external expansion. Facilities must be structured to incorporate changes in technology, automation and future trends in law enforcement practices.
- » These facilities are planned for **ample staff spaces** for breaks, physical training/workouts and locker rooms. Casual interaction spaces promote commu-

nication between staff allowing for sharing of information on cases and situations.

- » **Critical building systems** are designed for redundancy and continuous operations. Communication systems are an integral part of the design from the very beginning. Technology integration is essential as the deployment is pervasive throughout the facility.
- » **Interior design** to create durable, safe, calming and comfortable environments. This is particularly important in operations centers where personnel can have considerable stress from the nature of their work. Natural light is essential.

Expanding on the principles above our approach is one that will maximize efficiency of operations by consolidating police functions within the building. Staff support spaces and major meeting and conference spaces are placed together to encourage interaction of police personnel throughout their daily routine.

We envision the modernization of the Henry J. Daly Building will not only provide the Metropolitan Police Department with a safe, secure, operationally efficient, and technologically advanced headquarters facility that will all the Department to achieve their mission. A modernized facility will provide an uplifted sense of community amongst law enforcement personnel and the community reflecting the values of transparency, leadership, community policing, and engagement.

In addition to providing a state of the art facility to support the mission of MPD and as you will see illustrated in the narratives that follow, the modernization of this building will improve operational efficiencies for tenants and citizens that interface in this facility. Benefits to health, morale and user experience will be realized through energy efficient, sustainably relevant building systems and approach to operations and maintenance.

## STORM WATER MANAGEMENT

### REGULATIONS

Stormwater management for the Henry J. Daly Building must meet the requirements of the current District Stormwater Regulations.

## HISTORIC SIGNIFICANCE

\*Please refer to elevations on Page 06

The building and site is both on the National Register of Historic Places and is a contributing building to the National Historic Site. National Historic Sites are historic locations that “possess exceptional value in commemorating or illustrating the history of the United States.” The building has been identified as the Henry P. Daly building since 1995, prior to this time it was recognized as the District of Columbia Municipal Center. There are many historically significant features within the building and around the site including bas reliefs, wall murals, tiled floors, statues and fountains. Our approach will be one of preservation and restoration for spaces and materials of significance.

### ENTITLEMENT PROCESS

The historic preservation review process is multi-faceted and can involve many interested parties with sometimes conflicting goals. The ability to navigate the process is not limited to architectural and technological expertise; it requires creating close working relationships with clients, representatives of reviewing agencies, local community and civic groups, land use lawyers, and other consultants. Dexterity in working with all of these various entities is paramount to attaining successful approvals, and is a competency our team is proud to have achieved.

Our team has worked continuously with the regulatory agencies within the monumental core of Washington D.C. such as the U.S. Commission of Fine Arts, D.C. State Historic Preservation Office, National Park Service, Advisory Council on Historic Preservation, and the National Capital Planning Commission, on a variety of planning and design projects in historically sensitive areas. Our team is skilled at balancing the concerns of historic preservation commissions while advancing designs for complex renovation, new construction, and master planning projects and has recently facilitated the design approvals process and participated in the Section 106 and National Environmental Policy Act compliance for several projects on behalf of the Smithsonian Institution, National Park Service, General Services Administration, the Department of State, and District of Columbia Court of Appeals.

The Daly Building will require coordinated reviews with slightly differing approach due to the definition of the historical significance of the building and its location

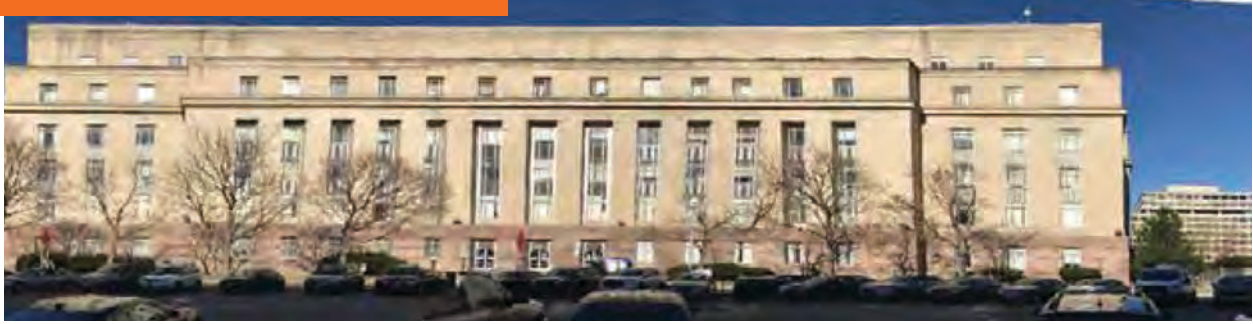
within the Historic Site. The Daly Building, as a building on the historic register, will require coordinated reviews from the National Capital Planning Commission (NCPC), the US Commission of Fine Arts (CFA), and the DC SHPO for Section 106 Compliance and for confirmation that the proposed design concepts do not create any finding of Adverse Effect based on the Memorandum of Agreement and the Historic Covenant. The Historic Covenant will require a federal review process compliant with 36 CFR 800.5 (a)(2) (vii). The project will require review with DC Zoning for compliance with the established Zoning Codes.

For the Daly Building, the purview of these agencies overlaps and coordinates, there are many issues related to historic preservation and additions to buildings where there are slight differences in requirements for the reviews. NCPC has a focus on the compatibility with the Comprehensive Plan and the Pennsylvania Avenue Plan. CFA has accountability to focus on design as this project is seen to relate to the architectural development of Washington, D.C. The DC SHPO review will address the issues related to Section 106 of the National Historic Preservation Act. The team’s experience in all three reviews includes projects directly submitted and presented by the design team and, as will be required in this project, the preparation of packages for presentations by representing agencies and authorities.

The team is proposing an initial planning session to coordinate review materials needed, determine submission and meeting dates, and to propose an option of kicking off the reviews with a collective meeting of all three reviewing entities. The collective meeting has worked well in the past to ensure the agencies have a shared understanding of the project intended timeline and it is an opportunity to address specific review topics where there may be differing direction from the three based on the purview of each. This collective meeting facilitates the coordination for the team to move through overlapping review periods.

Because of the scale and design intent of the scope of work (SOW) on the Daly Building, the team anticipates preparing the materials for two submissions to NCPC: a preliminary submission and a final submission. Often the NCPC submission is the first prepared due to the required lead times for materials in advance of the meetings.

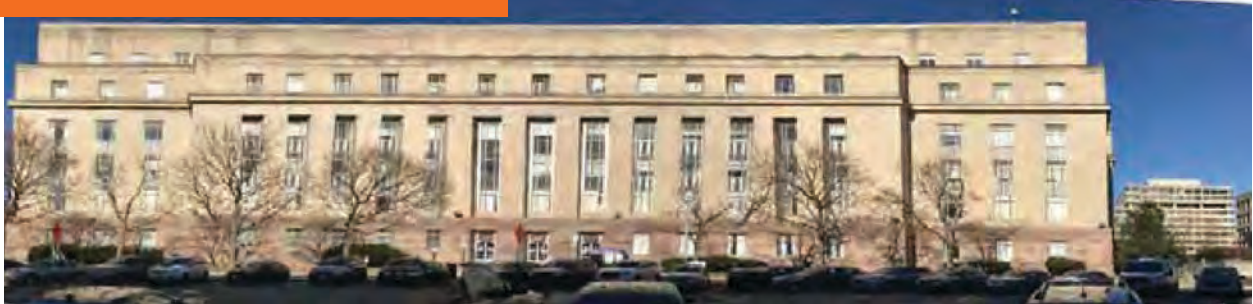
**HENRY J. DALY BUILDING: NORTH ELEVATION**



**HENRY J. DALY BUILDING: SOUTH ELEVATION**



**HENRY J. DALY BUILDING: WEST ELEVATION**



**HENRY J. DALY BUILDING: EAST ELEVATION**



The team intends to prepare the submissions for CFA and DC SHPO concurrent to the NCPC reviews. Following the NCPC reviews, the team will provide a copy of the contract documents for the final NCPC requirements.

The CFA submission is anticipated to include a concept and final review. Similar to NCPC, the team will provide a copy of the contract documents for the CFA to review and sign. Materials submitted to the CFA will focus more detail on design expression and durability of materials though materials will continue to include documentation of compatibility with the historic landmark in the case of the Daly Building.

The submission requirements are slightly different and the timing for meetings is more flexible with the DC SHPO for the S106 compliance. The submission includes the site plan and documents required for the NCPC submission and a plan that documents the Area of Potential Effect (APE). Within the APE, the team will identify the contributing buildings and reservations to provide statements about any effects within the S106 established APE. If there are any adverse effects determined, the team will propose options for mitigation or reversing the impact. The submission will also include documentation that demonstrates compliance with 36 CFR Part 800, Appendix A to Part 800 and the Secretary of Interior Standards for Rehabilitation. The concurrence from the DC SHPO and approvals from NCPC and CFA in the phases noted above will serve as the demonstrated compliance for the following required regulatory reviews from DC Zoning, DCRA, and DOEE to identify a few.

A preservation plan will be established identifying the steps for reviews and the potential conflicts so that the team can meet with the reviewing parties in advance to establish a consensus on approach. The preservation plan will serve to act as a component of the project management plan. The Project Management Plan (PMP) will be the guideline for all of the work on the project performed by the design team and outlines the commitments required from the consulting and reviewing parties necessary to support the progress. The PMP includes the following items: Team Organization, Project Roles, Project Organization, Project Communication, Coordination Approach, and Administrative Items. The PMP is complemented by several component documents that describe certain tasks and processes with more specificity: Project Work Plan, Project Schedule, Pre-Construction Project Plan, Constituency Communication Plan, and Regulatory and Advisory Reviews and Communication Plan.

## **HAZARDOUS MATERIALS**

The hazardous material (HazMat) scope of work will consist of the removal of building HazMats in the building prior to the planned demolition of its interior.

## **SUSTAINABILITY**

The LEED rating tool appropriate for the project is LEED for New Construction and Major Renovation version 4 (building projects registered after October 2016 must use the v4 version of LEED). We understand the Certification level targeted for the project would be LEED Silver.

LEED v4 is significantly different and more stringent than the previous revisions of LEED. Two new sustainability categories have been introduced (IP-Integrative Process and LT-Location and Transportation) and credits have been rearranged. Some new credits and prerequisites have also been introduced. To get certified the project would have to demonstrate compliance with the LEED Minimum Program Requirements (MRPs) and the LEED Prerequisites.

## **EXTERIOR ENVELOPE**

### **WALLS**

The Daly Building is constructed of load bearing, outer exterior walls consisting of a combination of limestone or granite with a structural clay tile back-up. The exterior wall system surrounding the interior courtyards consists of exposed multi-wythe brick construction. Glass blocks form part of the windows of the courtyard.

### **WINDOWS**

The building's windows consist of operable casement windows containing single glazed units placed within aluminum framing members. Framing members have a brushed finish. The connection between the outside perimeter of the window frames and the masonry wall system are sealed with sealant.

### **DOORS**

There are a total of eight exterior pedestrian doors. The north façade has two revolving doors and a pair of doors, and the south has three pair of doors. The east and west have one pair of doors each.

## ROOF

There are two primary roofing areas the upper and lower roofs.

## PLAZA ROOFING

The basement extends past the building foot print at the east and west ends forming plazas between the Daly Building and its neighboring buildings.

## STRUCTURAL

The construction Type is IB. Building structure consists of riveted structural steel columns and girder beams. Fire proofing was accomplished by enclosing or encasing in concrete, brick or clay tile. Floor and roof decks consist of cast-in-place conventionally reinforced flat concrete slabs.

## INTERIOR ARCHITECTURE

The original partitions consist of 8" thick structural clay tile covered with painted plaster. Some partitions have marble, granite or ceramic tiles. Other partitions are gypsum wallboard on steel studs. Portions of the original ceiling systems have been removed and replaced with 2' x 2' or 2' x 4' suspended acoustical ceiling tiles placed within a prefinished steel grid.

## CIRCULATION

### ELEVATORS

The building contains eleven passenger elevators and two freight elevators.

### STAIRS

The building contains four primary stairwells at the NE, SE, SW and NW corners. The stairs are metal construction with either concrete or terrazzo treads. The landings are generally finished in terrazzo.

## FIRE PROTECTION

### FIRE SUPPRESSION

The existing facility is not wholly protected by an automatic fire sprinkler system and/or provided with a system that does not comply with applicable codes.

## DESIGN CONDITIONS

### VENTILATION

Ventilation rates will be determined for all spaces based on the requirements of ASHRAE standard 62.1, Ventilation for Acceptable Indoor Air Quality.

## LOAD CALCULATION PARAMETERS

HVAC cooling loads will be based on a combination of building envelope, lighting, people, and equipment plug loads. The building envelope will be modeled per the existing building construction, and occupancy counts will be based on workstation counts in office areas and chair counts in conference areas.

## EQUIPMENT PLUG LOADS

Heat gains from electrical equipment, including computers, monitors, and printers will be based on the values indicated in Chapter 18 of the 2013 ASHRAE Fundamentals Handbook.

## MECHANICAL SYSTEM

Ductwork will be designed and installed in accordance with the latest edition of SMACNA, "HVAC Duct System Design."

## PLUMBING

The plumbing systems in the Daly Building consist of domestic cold water, a circulating domestic hot water system, sanitary waste and vent system, and rainwater/storm drainage systems.

## ELECTRICAL

### LIGHTING

Illumination levels will comply with NFPA 101 Life Safety Code and ASHRAE Lighting Handbook recommendations.

The design team will work closely stakeholders to determine their requirements for accommodation of their A/V equipment in the various spaces so that appropriate infrastructure may be designed. Once the design plans are created the A/V devices will be placed on the drawings illustrating the exact locations and elevations. This will allow the stakeholders confirm the positioning of the equipment pertaining to their operations. It will also allow the A/V design engineer to coordinate with the architect and MEP engineers so their plans accommodate the A/V devices for items such as sight lines, wall blocking, floor boxes, electrical power receptacles, heat and power loads, etc. Acoustical design will also be included in the A/V design process for the rooms.

The A/V design engineers shall be responsible for coor

dinating design requirements with all stakeholders. As part of the design service, we will provide detailed design documents and equipment specifications which will be utilized for the procurement and installation of the Audio-visual (AV) equipment. The A/V design engineer will also provide an evaluation of the client equipment selection and provide advantages, disadvantages and recommendations for the operation in each of the design options.

The team will work closely with security personnel to determine their requirements for the buildings ESS so that appropriate systems and infrastructure may be designed to mitigate risks associated with the MPD's design basis threat.

### **AECOM AND BBB**

Our team has a long legacy of working for the District and other local Federal agencies. Our work is distinguished by a contemporary interpretation of context, scale, and form. Modifications and additions to existing buildings respect the principles and concepts of the originals, but rightfully incorporate the evolutionary passage of time through designs that clearly belong to the present. This approach has led to a wide spectrum of project types and the successful merging of existing buildings and new construction. With each project, our process starts with a rigorous inquiry into the morphology of a building or site, which informs our approach to design in plan, form, and materials.

Most of our projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of local and federal agencies.

In the District, our team has completed numerous projects in the Monumental Core and neighborhoods that are tied directly to key components of the historic L'Enfant Plan, whether nodes along contributing streets or signature elements of preservation. Through our ongoing preservation work with federal agencies, District government, and private developers, we have forged a positive working relationship with the Old Georgetown Board (OGB), Historic Preservation Office (HPO), Commission of Fine Arts (CFA), and Historic Preservation and Review Board (HPRB).

We are energized to begin to further explore your build-

ing and understand the goals and values of your team and the building stakeholders. We bring to bear unprecedented experience in law enforcement design, building renovation, modernization and historic preservation in a local, award winning, established team. We see ourselves as an extension of your team and welcome the opportunity to collaborate and realize your vision for the Henry J. Daly building.

**HENRY J. DALY  
BUILDING**

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## **c. Operations and Maintenance Solution**

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# O & M SOLUTION

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## UNDERSTANDING THE NEEDS OF THE DALY BUILDING

The Daly Building is a unique facility with specific requirements that need to be considered in a prudent operating solution. ENGIE's approach is to manage the services as a single team to realize maximum value and efficiency while at the same time focusing on addressing the specific aspects and needs of the facility.

## TRANSITION OF O&M RESPONSIBILITY

ENGIE will work collaboratively with the Daly Building Stakeholders during the start-up and transition phase. It is proposed that ENGIE takes over building-wide responsibility for O&M at the end of the Construction Phase. The proposed approach will allow an efficient one-time transfer of responsibility with ENGIE taking full accountability for the new building.

Throughout the Start-up and Transition ENGIE will work closely with the Daly Building to develop effective operating plans and to ensure that the building occupants understand the O&M process and can effectively prepare for physical relocations and the impacts of the operational transition.

ENGIE's on-site O&M Manager will be the single point of contact for Cleaning and Housekeeping Services at the Daly Building. In this role, the O&M Manager will work collaboratively with Housekeeping supervisor on all contract related issues and any issues related to contract performance.

The O&M Manager will also work collaboratively to resolve major issues, changes in scope or ongoing performance or quality issues with the Daly Building to ensure quick resolution.

## MAINTENANCE AND RENEWAL SERVICES

ENGIE provides Maintenance and Renewal (M&R) services to mission critical facilities around the world and

understands the importance of the M&R services to maintaining Daly Building Operations.

## PREVENTATIVE MAINTENANCE

Developing the preventative maintenance program for the Daly Building will begin with setting up the facility as a client in the CMMS with a site specific database, unique access protocols and basic functionality including Call Center, work order management including planned and corrective and asset inventory and management.

ENGIE's O&M Manager will be the single point of contact for Landscaping Maintenance and Snow / Ice Removal Services at the Daly Building. In this role, the O&M Manager will work collaboratively with the grounds maintenance subcontractors to ensure services are delivered as specified and exceptional customer service remains a focus at all times.

The O&M Manager will be the single point of contact for the Daly Building Stakeholders on any service issues, changes in scope or ongoing performance and quality deficiencies with the Daly Building.

## PARKING MANAGEMENT

ENGIE plans to deliver Parking Management Services for the Daly Building parking garage with their onsite O&M Services team supported by subcontractors for execution of maintenance activities including annual sweeping, striping, and repairs to curbs and asphalt surfaces. The parking areas will be monitored by maintenance staff daily with a schedule for routine inspections at varying times of the day. Maintenance of access gates will be handled by the On-site O&M Technical Team.

**HENRY J. DALY  
BUILDING**

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# **TAB 6 - PROJECT MANAGEMENT**

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**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**

**HENRY J. DALY  
BUILDING**

**TAB 6 - Project Management**

## **a. Communication Plan**



# COMMUNICATIONS PLAN

A long-term partnership between District Infrastructure Group (DIG) and the District is key to the successful delivery of the Project that achieves the District's mission, vision, and core values.

DIG is committed to supporting the District's mission of developing a modern and efficient environment with one overarching vision, a complete Project where all elements are interconnected, thoughtfully designed, and aesthetically pleasing by using basic design elements and a common palette throughout the Project site. Central to achieving these ideas is identifying and upholding the District's core values from design through operations and maintenance.

The graphic below depicts the DIG/District Partnership as the central component in achieving the core values of the District. The goals of the District will be evaluated and communicated by all members in order to verify they are met. Through creating a working partnership and accomplishing the District's goals, the mission, vision, and core values will also be realized.

## PARTNERSHIP

To develop a successful long-term partnership with the District, the DIG approach is guided by the following partnership principles throughout the development of the Project:

- » Continuing an open dialogue with the District and Stakeholders to fulfill the Project's mission, vision, and core values
- » Establishing efficient frequent communication protocol within the District's guidelines for interacting with the District, Stakeholders, current end users and all applicable third parties
- » Bringing lessons learned from previous projects to the attention of the District to avoid errors and develop improved solutions and optimized operations
- » Integrating the objectives for safety, workplace quality, security, sustainability and efficiency in the technical, commercial and financial solutions put forward

Ultimately, DIG's partnering approach will be centered on transparent, frequent and open communication, and

achievement of win-win solutions. The partnership will recognize the strengths of each team member in order to construct the highest quality project while achieving the District's vision, mission and core values.

## FOSTERING AND PROMOTING A POSITIVE RELATIONSHIP

The central themes to DIG's approach for promoting a positive relationship with the District and Stakeholders is Open Communication. This relationship will be created to benefit all parties involved by fostering the relationship through the design-build work and operation and maintenance phases.

Collaboration between DIG, the District, and Key Stakeholders, including Metropolitan Police, additional tenants, and facility administrations will be in accordance with the needs and goals of the District. Involvement from the Key Stakeholders will be collaborative, allowing specific user preferences to be identified and addressed during design development. Critical to the success of this Project will be the initial understanding of the operational requirements of the District with minimal disruption to the DC community and the environment.

## MAXIMIZE INTEGRATION

Integration of all activities from the design-build work to the operating phase is key to this project's success. Our team recognizes the importance of a seamless transition from design and construction to long-term operations of the Project through the integration of all activities.

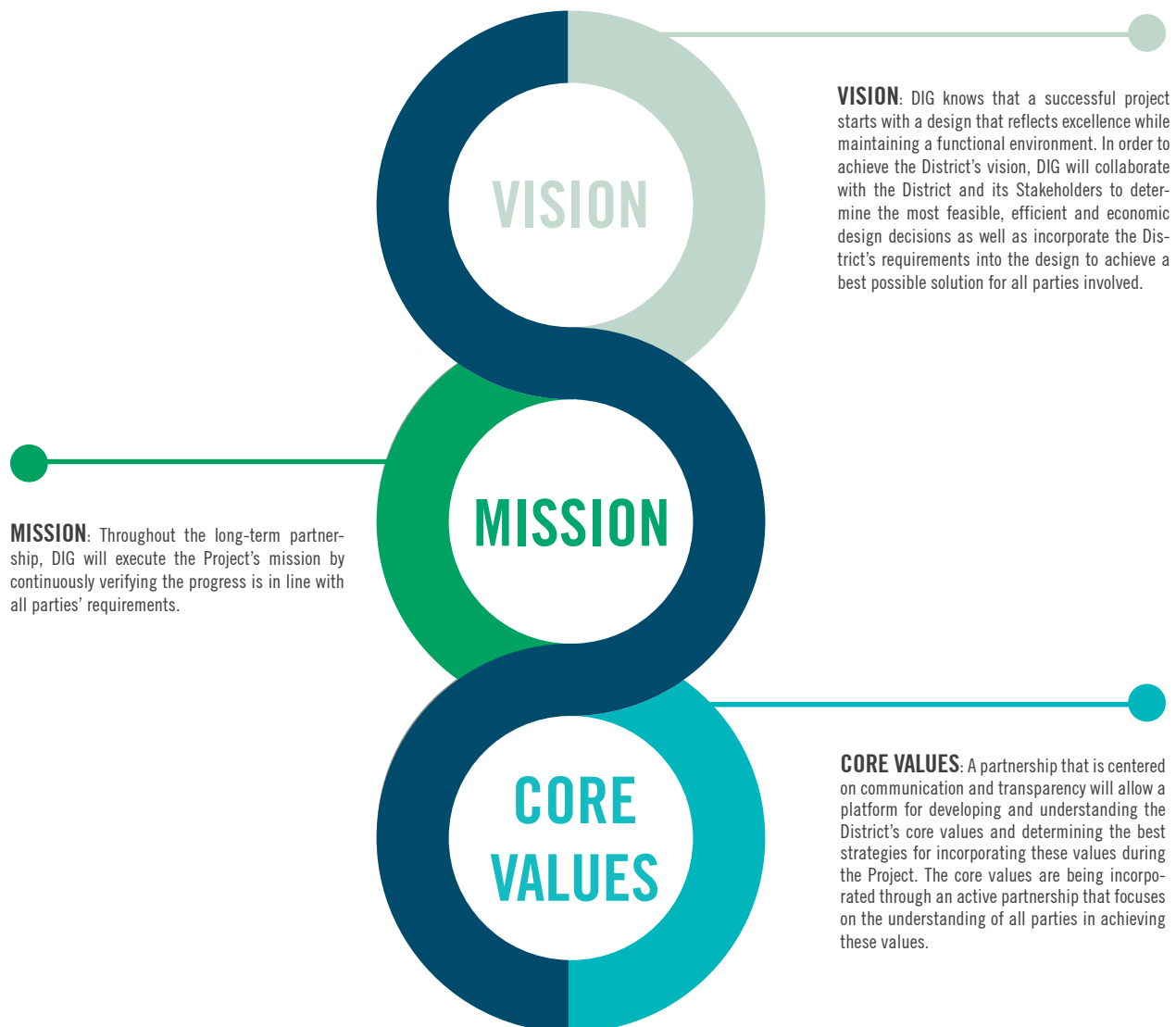
The integration of all DIG parties will start early in the design process so that project objectives are fully defined, well understood, and consistently reinforced. Our integrated approach will continue through the construction and operations and maintenance of the Project. DIG's Integrated Approach spreadsheet describes each DIG entity's contribution to the integration of various activities for Project phases.

## MONITOR AND MEASURE SUCCESS AND MITIGATION

DIG recognizes the importance of success in the partnering, communications, and integration efforts of the Project. DIG's Project Management Plan puts in place efficient and cost effective procedures while providing solutions to issues that arise. The table, at right, discusses methods for monitoring and measuring partnering, communication, and integration efforts as well as mitigation strategies should issues be discovered.

## INTERFACE METHODS

DIG believes continuous engagement with all parties is crucial to the success of the Project and therefore aims to establish positive relationships and clear interface arrangements with each of them so that their participation has a valuable impact on the development of the Project. To clarify communication with external parties, DIG establishes methods with a single point of contact for each key interface. Through experience on recent District of Columbia projects, DC's local team members Walsh Construction, Smoot Construction, AECOM, and BBB have established relationships with many third parties and agencies. These initial relationships improve coordination as many of the protocols, permitting processes and practices are known and understood.



**HENRY J. DALY  
BUILDING**

**TAB 6 - Project Management**

## **b. Design Management**



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# DESIGN APPROACH

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## DESIGN PHILOSOPHY

We pride ourselves on the resources and breadth of experience that our design team offers, but our overriding core values are focused on integrity, our clients' satisfaction, excellence, innovation, agility, and listening.

## SPECIAL CONSIDERATIONS

### RENOVATION, ALTERATION, REPAIR, AND MAINTENANCE

AECOM has achieved national prominence in rehabilitation and renovation design and, having renovated some of the area's largest and most significant buildings, has a successful track record of transforming older facilities into environments that are functionally innovative, aesthetically rich, and in compliance with applicable code and accessibility requirements. We have assigned team members specifically trained to develop innovative solutions that address the existing conditions of older buildings. We address the issues of innovation, function, efficiency, and code compliance and extending the useful life of important resources. Our team does this by evaluating your existing conditions, both in terms of physical space and in terms of intangibles like culture and processes.

On multi-discipline renovation projects, it is crucial to coordinate the technical engineering requirements with the functional and aesthetic architectural requirements. The success of the engineering design often defines the success of a renovation project as a whole. For instance, there is a myriad of engineering issues that can impact the project overall: the building's structural type, location of mechanical spaces, and ceiling heights and sprinkler clearance. Because AECOM provides an integrated team approach, our multi-discipline efforts are coordinated from the very beginning of a task - and throughout its life cycle and serve to minimize risk to the Owner.

### EXCELLENCE IN ENGINEERING RENOVATIONS

AECOM's engineering excellence provides uniquely coordinated A/E design solutions. Having achieved recognition as the number one MEP Firm by Consulting-Specifying Engineer magazine, the firm's building systems engineering design

expertise is widely accepted as preeminent in the Washington, DC area. This reputation stems from a deep knowledge of the critical interface issues among program requirements, the architecture, and the supporting infrastructure and base building systems. While we possess a great body of large-scale work with notable local, state and federal clients, we have also completed countless smaller-scale tasks like accessibility upgrades, HVAC replacements, roof repairs, and interior finish redesigns.

Innovative MEP design is often integral to achieving architectural goals. On sensitive, historic projects like the Pentagon, Eisenhower Executive Office Building, and the Smithsonian's National Museums of Natural History and American History, our engineers' innovative MEP designs have been integral to achieving rigid goals for architectural aesthetics. Having both the architectural and engineering teams in-house, working together on a daily basis, will help to provide a seamless coordination of disciplines.

### EXPERIENCE WORKING ON HISTORIC PRESERVATION PROJECTS

In a portfolio that spans nearly 50 years, our work is distinguished by a contemporary interpretation of context, scale, and form. Modifications and additions to existing buildings respect the principles and concepts of the originals, but rightfully incorporate the evolutionary passage of time through designs that clearly belong to the present. This approach has led to a wide spectrum of project types and the successful merging of existing buildings and new construction. With each project, our process starts with a rigorous inquiry into the morphology of a building or site, which informs our approach to design in plan, form, and materials.

Most of our projects require public agency reviews, and we have established good working relationships with, and well understand the submittal and review requirements of local and federal agencies.

In the District, we have completed numerous projects in the Monumental Core and neighborhoods that are tied directly to key components of the historic L'Enfant Plan, whether nodes along contributing streets or signature elements of preservation. Through our ongoing preservation work with federal agencies, District government, and private developers, we

have forged a positive working relationship with the Old Georgetown Board (OGB), Historic Preservation Office (HPO), Commission of Fine Arts (CFA), and Historic Preservation and Review Board (HPRB). Some recent DC projects that required review by the CFA, HPO, and HPRB include:

- » Old Post Office Redevelopment, Washington, DC
- » Restoration of the Historic Carter G. Woodson Home, Washington, DC
- » Washington Monument, New Visitor Screening Facility, Washington, DC
- » US Diplomacy Center & Museum, Washington, DC

The design team includes architects, landscape architects, historic preservationists, engineers, and other support disciplines that are qualified to successfully undertake the potential tasks under this contract. From renovating several wedges of the Pentagon to modernizing the historic Lafayette and Eisenhower Executive Office Buildings (EEOB), to providing full A/E renovation services on multiple IDIQ contracts for many federal agencies, we understand the critical issues and are experienced in designing historic renovation projects and we have demonstrated experience in how to work together to create innovative solutions to complex renovation challenges.

## PROGRAM CONFIRMATION AND DESIGN DEVELOPMENT

### LOCATION OF DESIGN TEAM

The AECOM justice team has a long history of working together across jurisdictions and disciplines to deliver successful public safety projects. We routinely develop teams by calling on the local knowledge and delivery of our regional offices with the nationally recognized expertise of our public safety programming, planning and design team. Early programming and planning workshops bring our collective teams together with your stakeholders to build a strong working relationship and bring thought leadership to the project. This service delivery model has proven to be highly successful in developing creative and workable design solutions for each situation.

Since the 1940s, AECOM Services of DC, A Professional

Corporation (AECOM) has provided planning, architecture, and engineering services in the District of Columbia to design office buildings, embassies, communications centers, federal buildings, jails, and police facilities. We offer the District the broad service capabilities and ample capacity of a large firm, with the quality of service and responsiveness that you expect and deserve.

The Washington, DC and Arlington, Virginia offices are two of 19 offices that comprise the DC Metro region of AECOM. The Arlington office is an AECOM center of excellence for justice work. The DC Metro region encompasses professionals from Maryland, The District, and Virginia. We pride ourselves in having the largest concentration of architecture, engineering, and construction services professionals across AECOM right here in your region. The AECOM team not only includes core personnel proposed for your project, but also additional capacity of over 2000 professionals available throughout DC Metro and even more throughout the country to expedite and accelerate the project if required.

AECOM and Beyer Blinder Belle (BBB) have been working together for years. BBB will act as a sub-consultant to AECOM and provide services associated with historic preservation for this significant project. The team has most recently joined forces working on projects throughout Judiciary Square such as the Moultrie Courthouse.

### THOUGHT LEADERSHIP

Organizations face unprecedented pressures to respond quickly to unpredictable and rapid changes in virtually every aspect of their business. Agility has become more a matter of survival than choice. Police departments experience similar circumstances where new strategies and initiatives are implemented to fight crime. The dilemma is balancing the competing goals of reducing capital and operating costs, increasing flexibility and adaptability over time in the face of uncertain change, while creating a workplace that helps attract and retain the highest quality of staff and enables them to work to their fullest potential.

### WORKPLACE SOLUTIONS

We understand the District's desire to take a fresh look at all operations and work place strategies, the Strategy+ practice at AECOM is a strategic business consultancy



focused on the changing nature of work and its impact on people, places, and performance. Our expertise is in forecasting the future of work and delivering measurable business benefit to our clients. We do this by integrating research, strategy, and design, while thinking about the changing nature of work place, learning, and living environments.

New ways of working - conceiving innovative work environments and mobility programs - involves the collaborative efforts of integrated teams to devise new ways of re-utilizing buildings and managing the change in behavior needed for a successful result. We apply the latest research about how organizations and technologies are changing to enable our clients to manage their space and time with unprecedented effectiveness and efficiency.

### DESIGN APPROACH/WORK PLAN

It is important to conduct a transparent design process - one that invites and takes seriously the input of not only project stakeholders, but also the special interest groups and individuals concerned with the project's quality and impact.

Given the critical location of the project, it will be of significant interest to many groups and individuals representing disparate concerns and opinions. The District and these various groups and individuals want this project to have the most beneficial, value-added impact on the District as possible.

AECOM's significant portfolio of public facilities has evolved a procedure for successfully conducting a transparent planning and design process and engaging both stakeholders and public interests in eliciting, evaluating, and implementing input. For decades we have effectively practiced the charette method (intensive, client/public-interactive design workshop) of interaction, and we plan to use the same methodology on your project at several levels - each engaging categorical interest groups and exchanging ideas specific to the areas of their interest and expertise.

Our processes are designed to inform, gather, and vet useful ideas and, most important, to develop consensus support for the project during the planning and design phases through construction.

## DESIGN IMPLEMENTATION

The design, and documentation of the renovated Henry J. Daly building requires a systematic approach to project development that focuses consultant and client resources on achieving a common goal "realizing the vision for the future" established in the initial planning phase. This project is visionary in its focus on public service through the development of a shared facility developed through an alternative delivery procurement model that best meets the needs of the Police and the District. Our overall project methodology includes several key elements:

- » **Understanding the Challenges/Key Issues:** an understanding of the key issues and considerations affecting the successful development of the Project.
- » **Design Philosophy:** an overview of key principles that guide our efforts in the planning and design of public safety facilities.
- » **Design Team:** the assembly of a complementary, cohesive design team for the project with defined roles that provides the District with the best talent in all disciplines required for project development.
- » **Project Organization + Management:** an organizational and management approach designed to optimize the strengths and integrate the resources of all members of the Design Team.
- » **Owner/User Involvement:** a structured approach that solicits and encourages client involvement in project development, fosters consensus-building as a basis for project decision-making.
- » **Preliminary Work Plan:** a summary of our approach to the project and major activities to be addressed by phase.
- » **Quality Control:** a proven program for monitoring both the quality of products delivered and services provided to the District through AECOM's Design Excellence Program.

**HENRY J. DALY  
BUILDING**

**TAB 6 - Project Management**

## **c. Construction Management**



# CONSTRUCTION APPROACH

## CAPACITY TO IMPLEMENT & MANAGE: CONSTRUCTION MANAGEMENT

### CONSTRUCTION PHILOSOPHY

DIG (District Infrastructure Group) will commit an experienced Design-Build team that will collaborate with the District, Metropolitan Police (MPD), its Stakeholders, regulatory agencies, District consultants and the subcontractor community, to facilitate the successful design and construction of the project.

The construction team will be led by Walsh Smoot Joint Venture (Walsh Smoot JV), which brings a wealth of past experience critical to understanding the program requirements, District goals and schedule requirements to deliver a lasting modernized, efficient, and sustainable facility to the MPD and future tenants of the building.

Walsh Smoot JV also understands the sensitivity and connection to the surrounding community and will be a proactive leader providing transparency and open communications to develop a cohesive building team throughout the construction process.

Our team is committed to delivering a lasting, durable, landmark facility that provides a new space for the District, currently operating in the existing outdated facility.

Our commitment to implement the best construction practices and sustainable features is demonstrated through our proven track record of delivering high quality design-build projects for numerous clients implementing efficient, sustainable design for building configurations in an urban campus setting.

Additionally, Walsh Smoot JV will incorporate design and construction excellence principles as a central theme in our construction quality control and safety programs while delivering projects that incorporate the latest construction techniques, completed on-time, on-budget, while mitigating risk to the District and associated Stakeholders. Our team believes in partnering and collaboration to achieve the Project objectives.

## COORDINATION OF DESIGNERS, SUBCONTRACTORS, O&M

Walsh Smoot JV's team approach will advocate extensive open lines of communication, transparency, subcontractor integration and collaboration of all Stakeholders from project start-up to project close-out to ensure the successful completion of the Project. The on-site management team will drive all aspects of the Project to reinforce that the design features and construction objectives are understood and that there is a clear understanding of the schedule, quality control and safety expectations.

Furthermore, Walsh Smoot JV, subcontractors and O&M personnel will devote resources to assist the District to plan, scope, coordinate, schedule and resolve construction issues promptly and efficiently.



**“The Walsh Group design-build development team delivered exceptional value to the Government. Your management team ... assured that the resulting facility would meet all expectations of the Government. We are very pleased that this facility was delivered on-time, meeting all established quality standards.” - Charles A Hearn III, PE, GSA Region 3**

## PRECONSTRUCTION/ESTIMATING

Successful construction execution starts before award with a thorough understanding of the preliminary design to prepare a production based estimate with detailed scope of work coordination that confirms the requirements of each trade. Walsh/Smoot JV's professional estimating staff performs detailed takeoffs to verify quantities and scope of work comparisons with the subcontractor quotations to ensure that all aspects of the project are understood, coordinated and there are no gaps or quantity mistakes. Furthermore, Walsh/Smoot JV thoroughly interviews every subcontractor and confirms each company's financial strength, safety record, manpower resources, present commitments, references and past performance experience. Our detailed underwriting process is a first step in vetting the capabilities and risks for each subcontract contemplated.

This disciplined process is particularly valuable when determining the capabilities and capaDistrict of small businesses and is critical to understanding current market conditions. Our estimating process is integral to our "Springboard Approach" to pricing and planning, which ensures and effective and efficient use of effort during the preconstruction phase. Please reference the "Preconstruction Methodologies" section for additional details.

## PLANNING & SCHEDULING

Upon award, our on-site project management team, consisting of the Project Manager, Construction Manager, Superintendent(s) and QC staff, will further refine the preliminary project schedule from our preconstruction schedule. The schedule is a critical component of the overall construction coordination, as it defines the activities by which our subcontractors and material suppliers will be paid and measured for quantifiable progress. The Project will engage the entire on-site management staff to prepare the initial schedule in Primavera P6, then continuously monitor, enhance, revise, detail and submit updates as required to keep the District, Stakeholders, subcontractors and O&M Service Providers updated. Our scheduling efforts will also include preparation of a short-term schedule reflecting a look-ahead window. Our team will use it in weekly meetings to coordinate work between project management team members, the District, our field superintendents and subcontractors, to prioritize critical elements, activities and milestones.

## WEEKLY CONSTRUCTION MEETINGS

During construction, Walsh Smoot JV will conduct weekly contractor meetings to review upcoming schedule activities, coordination issues and submittals to establish priorities, discuss construction issues, and review schedule activities for each facility within the campus. This will allow District representatives, stakeholders, subcontractors and O&M Service Provider, Engie, to fully engage in the construction process, giving all team members a broader perspective of the project.

Subcontractor involvement in our weekly progress meetings are mandatory and provide a continuous update of actual progress vs. planned progress. If it appears that activities on the critical path are not progressing satisfactorily and could jeopardize timely project completion, corrective action will be addressed with our subcontractors and an action plan implemented.

## QUALITY CONTROL

Walsh Smoot JV will utilize a building specific Quality Management Plan (QMP) to input, track and electronically share information with the District for quality administration and monitoring. The QMP system will be an integral part of our quality control program and subcontractor management. Walsh Smoot JV will track implementation of the quality control plan, schedule and document all required tests and inspections, prepare daily reports, identify and record deficiencies, submittal management and document progress of work.



## **SAFETY TRAINING**

Walsh Smoot JV will coordinate and ensure that all subcontractor employees receive safety training in accordance with a project specific Accident Prevention Plan. All field and subcontractor foremen will be required to complete the OSHA 10-hour safety course and will be informed of the specific site hazards prior to being admitted on the site. Walsh Smoot JV will emphasize safety reporting and define features of work to address task hazard analysis and job hazard analysis. Weekly safety meetings or “tool box meetings” will be conducted by our Safety Manager to reinforce safe work practices and discuss upcoming activities.

## **COORDINATION OF OFF-SITE RESOURCES**

Walsh Smoot JV has extensive resources, which can be accessed at all phases of the new Project in order to meet or exceed all personnel, schedule, and cost requirements. Walsh Smoot JV’s executive management staff will provide support in the form of corporate oversight, estimating/preconstruction, accounting, executive management, and administration. Walsh Smoot JV commits an active participation of our home office resources to assist and ensure a disciplined project management approach with transparent reporting and an open line of communication. Our executive leadership will ensure that corporate resources are available to assist and conduct quality control and safety oversight. Our national presence and supplier network provides immediate response without administrative or contractual delays.

## **LABOR RESOURCES**

Walsh Smoot JV has developed extensive self-perform work capabilities and has the labor resources and local affiliations to mobilize a work force and self-perform work in the DC marketplace. More specifically, Walsh individually employs over 7,500 salaried professionals, thousands of tradesmen nationwide. The ability to self-perform a wide range of activities gives our on-site management staff the in-depth knowledge of means and methods, safety concerns and quality issues that affect our subcontractors and material suppliers.

## **MATERIALS PROCUREMENT**

Walsh Smoot JV can rely on its network of national and regional material suppliers. In acquiring equipment and materials, we intend to identify local suppliers of raw

materials and construction equipment, and direct the majority of our purchasing and rental needs to these sources. Should materials or equipment not be readily available, the construction team has national “reach-back” capabilities to source products.

## **SCHEDULE DEVELOPMENT**

Our Project schedule will reflect events and activities through preconstruction to project close-out, including submittals and procurement, with key milestone dates identified. The schedule will provide a level of detail necessary to define clear interfaces and sequences of work activities and enable reliable analysis of the critical path.

## **PROCUREMENT**

DIG will carefully control procurement operations to ensure that subcontract awards are well timed, in support of early purchasing of long-lead items and scheduled work performance. Walsh Smoot JV will assist in the development of subcontractor schedules and will ensure that all contracts incorporate agreement to adhere to scheduled submittals, commencement, production and completion. A contributing factor to our project management success concerning long-lead item issues is our relationships with national equipment and materials suppliers for both facilities and systems. These relationships allow Walsh Smoot JV to streamline delivery coordination, track delivery against the CPM schedule and proactively mitigate any potential delivery conflicts.

## **SUBMITTAL MANAGEMENT**

Walsh Smoot JV will coordinate the scheduling, sequencing, preparation, QMP review and processing of submittals with the performance to verify that subcontractor work will not be delayed by submittal processing. To prevent delay, our Quality Manager, in conjunction with the Quality Specialists, will be responsible for monitoring the performance of prompt, correct, and complete submittals prior to the start of any segment of work.

## **CONSTRUCTION PHASE METHODOLOGY**

### **PARTNERSHIP AND TEAM BUILDING**

Collaborative teamwork will be fostered through the creation and maintenance of good working rapport, effective communication, coordination and partnership building.

Open communication and collaborative relationships among our project team, suppliers and subcontractors will quickly resolve issues and not allow them to develop into schedule-disrupting problems.

### **CONSTRUCTION INSPECTION**

Walsh Smoot JV will perform continuous inspections throughout construction to validate that the performance of subcontractor work conforms to contract requirements and to take corrective actions. We will inspect the subcontractor's quality of construction and workmanship, safety policy discipline, environmental compliance, material storage management, daily housekeeping and overall job cleanup.

### **COST CONTROL**

Cost and schedule control requires an effective progress measurement and monitoring, a cost trending and forecasting system, and a change management system. Control of the design and engineering schedule and cost will not be absolute or independent of each other.

The design phase of the project is part of the project definition process, and as such, has some variability in the work to be performed. However, using a disciplined approach proven on our previous construction projects, will provide better project control and minimize the potential for "surprises" that might have a negative impact on the project.

### **CHANGE MANAGEMENT**

Unless directed by the District after award, change is the responsibility District Infrastructure Group. Regardless, proactive change management begins in the planning stage to foresee potential changes before there is a change.

During the preconstruction meetings with subcontractors, we feel it is imperative to discuss the change order process. In addition to discussing the generic project specifications, the process includes the following items:

- » Lines of Authority - Who can approve what and for how much?
- » Deadlines - What timeframes are established for resolving change order issues? This will avoid the never ending change order cycle and puts in place mechanisms to quell contentious items early.

- » Escalation - If change orders cannot be resolved at the jobsite, what are the levels at which issues are escalated. Within the timeframes allotted, when should issues be raised to the next level?

When the change order process is discussed proactively within the context of other standard operating procedures such as invoicing, quality control and schedule management, it becomes less controversial and more about finding solutions. Careful scrutiny of the plans and specifications during the Pre-Construction phase is one mechanism to prevent costly delays and therefore mitigate change.

### **CONSTRUCTABILITY REVIEW**

The project manager and superintendent, working with the preconstruction staff during design development, examine the plans, specifications, and overall construction process before the project is put out to bid and again prior to mobilization. The purpose of these reviews is to identify the following five items;

- » Design errors, in either material selection or dimensions.
- » Ambiguous specifications.
- » Project features that will be difficult or exceedingly costly to construct as designed.
- » Project features that exceed the capability of the industry to properly build.
- » Project features that are difficult to interpret and will be hard to accurately bid.

It is equally important for the Project Manager and Superintendent to review the subcontracts, purchase orders, permits and site, carefully utilizing the table below for potential "Job Constructability" issues.

### **STAGING**

Given its location and current occupancy, the Henry J. Daly building poses particular complexities for material staging and construction logistics. Developing detailed site plans and logistical coordination plans will help manage expectations on storage, deliveries and exit strategies. Simply laminate a site plan and use scale models to represent material bundles, access roads, critical utility ties-ins, trailers, crane swing radii, etc. Map on paper the utilization of before it costs money to relocate materials and labor. This best practice not only protects against presumptive change orders relating to



**MLK JR MEMORIAL LIBRARY MODERNIZATION PROJECT:** Smoot performed plan and specification reviews at design milestones for constructability, budget and value engineering ideas. As part of our constructability review of the 50% CD drawings we found discrepancies between the historic preservation intent and the structural demolition drawings. Core stairway and elevator quadrants are to be removed but the brick walls around them were scheduled to remain because they were deemed historic fabric by the DC Historic Preservation Office. In review of the structural demolition plans, we picked up that demo of the slabs and beams indicated would have removed the slab that supported the historic walls. Once the conflict was identified, the structural demolition drawings were revised to reflect the proper support of the historic fabric construction elements.

logistics and handling but also guides the project team to strategically managing the site.

### **SUBCONTRACTOR SCHEDULE REVIEW**

Review all assumptions regarding schedule milestones and ensure both production schedules and procurement schedules support the overarching project goals. The benefit is this can then be used in the modification of master schedules and expose differences in interpretation sooner rather than when work is progressing in the field.

### **CHANGES ARE INEVITABLE**

Changes are inevitable, even with the greatest preparation and planning. The Request for Information (“RFI”) originates the vast majority of work in process change orders. Many problems lie in the verbiage of the question. More often than not, the subcontractor knows the right answer but poses the question in some convoluted and tortuous fashion. RFI’s become documents seemingly proving designer incompetence and offer one-upmanship for subcontractors with an axe to grind. Identification of changes, errors and omissions as part of Pre-Job Planning leads to asking the question in a professional and goal oriented manner.

Therefore, we require a well-crafted RFI to include the following in order to facilitate an expeditious and well-crafted response:

- » Location - Where on the site does this occur? Where on the plans does this occur? Including a sketch, cut sheet and photographs makes it easier to visualize the problem and potential solution.
- » Potential Solutions - What are the options available? By no means are subcontractors assuming the risk, but by posing options, precious time investigating solutions can be saved.
- » Magnitude - Does this change have an impact? Schedule? How is the cost quantified? Receiving clarification on wall colors has minimal impact. Resolving plenum conflicts with trade contractors may have some impact on schedule and project cost. Finding a satisfactory answer requires knowing all of the factors.

This same strategy is employed in drafting change orders. Timely approval of change orders can often be traced to the presentation of the change order. Therefore,

during construction Walsh Smoot JV will manage the change process. We will be responsible to identify potential changes and assign a Cost Event to that item and notify the team members.

## SCHEDULING METHODOLOGY

One of the key steps in developing an efficient construction schedule is defining what it is to be used for early on in its development. We will approach the schedule development for Henry J. Daly building with a focus on:

- » Ensuring adequate planning, staffing, scheduling and reporting;
- » Ensuring coordination of the work among all affected parties;
- » Assisting in the preparation, evaluation, and acceptance of monthly progress payments;
- » Assisting in monitoring the progress of the work, and evaluating of proposed changes/or requests for additional time to the Project completion;
- » Establishing dates for commissioning for commissioning activities and executing those activities in a systematic manner that is least disruptive to ongoing operations; and
- » Establishment dates for the furniture, fixtures and equipment (“FF&E”) and move-in sequence.

Schedule planning starts with translating work package scope into manageable activities and determining the manner and sequence (i.e., logic) in which these activities are best performed. The means, methods, and resources used for accomplishing the activities are then identified, alternatives evaluated, and the responsibility and accountability for each activity assigned. Schedule planning concludes with estimating the duration of the sequenced activities based on adequate resources being available and planned means and methods. Planning is a continuously iterative process. The result of schedule planning is a schedule model of a project’s execution plan used to monitor and control for successful completion.

Schedule planning puts an emphasis on the work, means and methods, and tapping the knowledge and experience of those responsible for performance of that work. Multi-skilled practitioners tasked with the schedule planning work interactively with the project team members. Effec-

tive planning is contingent on the whole team-reaching consensus on the desired sequence of workflow.

Schedule development allocates the available resources (e.g., labor, material, equipment, etc.) to activities in the schedule model in accordance with cost and resource planning and alternative allocation criteria while respecting project constraints affecting the schedule (e.g., milestone dates, phasing requirements, etc.). Schedule development generally includes iteratively refining the schedule planning (i.e., planned durations, means and methods, workflow sequence or preferential logic) in a way that realistically, if not optimally, achieves project objectives for time (e.g., milestones), cost (e.g., cash flow), and other performance requirements. The primary outcome of the schedule development process is an as-planned schedule model that becomes the schedule control baseline for project control implementation.

As-planned schedule models are approximations based upon initial assumptions and interpretations of scope and plans. At the close of schedule development, the basis of the planned schedule will be thoroughly documented and communicated to the project team. The schedule basis is also used in the change management process to help understand changes, deviations and trends.

### DEVELOP AN INTEGRATED SCHEDULE BASELINE

The baseline schedule is the benchmark, or target to measure the project by, as it progresses. This will be submitted at the bid stage and will be refined and submitted with the final 100% construction documents. The baseline will be updated with each approved change.

Greater detail is included in the baseline schedule through the integration of contractor and subcontractors’ schedules. This results in a schedule with many thousands of activities. This will be partially submitted for each construction stage thirty (30) calendar days prior to work, commonly referred to as a “Thirty Day Look-Ahead Schedule.”

### SCHEDULE CONTROL

Our approach to design schedule and construction schedule control is rooted in the belief that project scheduling is an integral element of an effective project control system. Design and construction schedule control involves



the effective use of schedules to plan, execute, measure, and report on the progress of a construction project. Schedule control is instrumental to the success of a construction project as it provides one of the most important and critical vital signs on the health of a project.

Well-structured, developed, and controlled schedules provide key statistics that allow trending for outcome, as well as analysis and identification of problem areas. To maximize the impact from the schedule control, the team will apply lessons learned from other projects and ensure it is well-integrated with the other control systems, including cost and change.

## SUBCONTRACTOR MANAGEMENT

### SUB-TRADE MANAGEMENT AND COORDINATION

DIG believes that successful subcontractor management starts with a sound subcontractor selection process. Walsh/Smoot JV maintains a strong commitment of subcontracting to small and disadvantaged businesses, with resources used to meet small and disadvantaged business subcontracting goals used by estimating teams during the bidding phase of a project, and by project managers writing subcontracts on their projects.

Walsh/Smoot JV's methodologies to prequalify our subcontractors, solicit bids, and maintain the highest level of craftsmanship on scheduled work is based on the following principles:

- » Attract the best eligible subcontractors in the marketplace, utilizing our extensive national and local relationships, and effective outreach efforts
- » Small businesses are provided maximum opportunities to compete and participate
- » Prequalify subcontractors to validate the necessary financial strength, technical expertise, experience, satisfactory record of past performance, and commitment to safety and quality to effectively perform their specialty
- » Encourage competitive subcontractor bids and quality work through the preparation of subcontract bid packages targeted to the expertise and capacity of qualified subcontractors
- » Obtain accurate and complete bids through a clear definition and communication of scope, schedule and quality requirements

- » Foster collaborative teamwork, through the creation and maintenance of good working rapport, effective communication, coordination and partnership building
- » Plan, educate, train, execute, measure performance, and continuously improve
- » Prevent work injury and incidents through active safety leadership, personal responsibility, training, planning, communication, control and reinforcement
- » Build lasting relationships by treating subcontractors and suppliers with integrity and fairness
- » Assuring Local Participation

### SUBCONTRACTOR DEFAULT

In preparing for a bid package solicitation, DIG's relevant team members will only use subcontractors and suppliers with a proven history of quality work, with an experienced workforce in the region and with the required expertise to address the challenges presented by constructing in the area. These subcontractors and suppliers will also have to meet all Federal compliance rules and the E-Verify requirements. DIG's team members will verify the current financial strength and safety records of the respective subcontractor and supplier firms, ensuring they have the resources to start and safely complete work this Project.

### CONSTRUCTION CONSTRAINTS

DIG will hold weekly construction constraint meetings during which, the team will look three months in advance for all possible constraints. A constraint can be any information, equipment, material or resource that is needed to start and/or complete a specific task on the project to allow for make ready work to happen. Decision makers from relevant companies will be required to attend these meetings.

The general idea is that any constraint that is identified in advance will give the team enough time to react and keep the schedule on track. When constraints are identified, commitments are obtained from individuals to remove those constraints further holding them accountable.

### SAFETY

DIG's approach to safety is to achieve Zero Mishaps, No One Gets Hurt! We realize it is ambitious, but achievable, because all injuries are preventable. Our Safety Culture involves everyone from company ownership to our newest

apprentice to every tier of subcontractor; it is based on a continuum of classes, seminars, training and on-site reviews. Our safety management of this project includes a full time Site Safety and Health Officer that reports directly to senior management.

Our health, safety, and environmental program exceeds the most stringent regulations between OSHA Standards (29 CFR Parts 1910 and 1926), USACE Safety and Health Requirements Manual (EM 385-1-1), Governmental Safety Requirements (UFGS 01-35-26), Safety and Occupational Health Requirements for Design-Build (UFGS 01 35 29.05 20) where applicable, FAR 52,246-13, and with all other federal, state and local codes and regulations.

**SAFETY PERFORMANCE EVALUATION OF SUBCONTRACTORS AT ALL LEVELS**

During the pre-construction phase of the project, as part of the prequalification process, Walsh requests EMR and DART rates of all subcontractors who we anticipate will be able to submit pricing on the project. This helps us ensure that pricing at bid time is reflective of contractors who have a safe history of performing work. After contract award, our team performs a detailed prequalification process for each potential subcontractor. To evaluate safety, we consider upward and downward trends while favoring those subcontractors with lower safety ratings.

This subcontractor evaluation includes analyzing the safety performance of subcontractors at all tiers. In addition to DART and EMR rates for the past 5 years, our team obtains information about a subcontractor’s safety culture and best practices to ensure they hold the highest standards for safety. No subcontractor will be selected for the project unless they have proven an exemplary safety culture/program and Safety data/rates which support it. Upon awarding a subcontract, Walsh requests a copy of the subcontractor’s site-specific safety manual, a certificate of insurance, a work plan or job hazard analysis, along with the credentials of the competent person leading the operation. The safety manual details the company’s safety rules and regulations required, in addition to rules outlined in our site-specific plan.

**ENHANCED SAFETY PLANNING AND TRAINING**

A work plan is the most vital portion of successfully starting a project. Each subcontractor formulates a plan



JV PARTNERS' EMR	
WALSH - 2016	0.58
2015	0.80
2014	0.97
SMOOT - 2016	0.84
2015	0.84
2014	0.83

that is reviewed by Walsh to ensure each scope of work is detailed for flawless execution. During the Preconstruction Meeting, we discuss the scope of work and review additional site specific requirements with the subcontractor’s personnel.

Each tradesmen working on the project is required to attend the new employee indoctrination prior to the start of work. During the indoctrination, each employee learns the site-specific rules, as well what to do in the event of emergency, and emergency contact information. The education process continues throughout the project. Each week, the team holds a Tool Box Talk that each subcontractor attends. An array of topics are discussed including upcoming critical activities, weather forecasts and general safety.

Our team requires each trade contractor to prepare and submit a daily job hazard analysis to insure that the leader and the crew have planned their daily work with safety first and foremost.

**HENRY J. DALY  
BUILDING**

**TAB 6 - Project Management**

## **d. Operations and Maintenance Management**

**DISTRICT  
INFRASTRUCTURE**  
  
**G R O U P**

# O&M APPROACH

## CAPACITY TO IMPLEMENT AND MANAGE: O&M MANAGEMENT

In order to deliver a robust and efficient Operations and Maintenance (O&M) program for the Henry J. Daly Building (Daly Building) District Infrastructure Group (DIG) has entered into an agreement with ENGIE Services Inc. (ENGIE) to carry out these services. As echoed throughout this proposal, our team believes in a collaborative approach and philosophy to the delivery of services to the Daly Building occupants and all Project Stakeholders. ENGIE will be fully transparent with the District Stakeholders (Stakeholders) and be sensitive to the core responsibilities of the Daly Building. All O&M work will be performed around the overarching goal of minimizing disruption to the core operation of the Daly Building. The contractual arrangement between DIG and ENGIE passes down the O&M obligations, and our approach is to partner with all Stakeholders and provide whatever support is necessary to meet obligations in the operation and maintenance of the Daly Building.

### GENERAL DESCRIPTION OF THE O&M OFFER

DIG's approach to O&M is to involve ENGIE in all stages of the development, from the proposal stage through handback. As depicted in Table 1 below, ENGIE will be fully involved in all areas of the project development to allow a seamless transition into the O&M period. ENGIE has worked and will continue to work diligently to understand the objectives of each of the Project stakeholders. At the time of scheduled occupancy, the Daly Building and Stakeholders will have benefitted from the detailed involvement of ENGIE. The approach to O&M is influenced by ENGIE's 20 years of delivering O&M Services to the global market. ENGIE understands that maximizing client satisfaction with the delivery of O&M services requires a solid understanding of the operational needs not only of the Daly Building as a whole, but of the unique needs specifically required by the various departments and special use areas including public reception area, police staff and locker areas, secure prisoner detention areas, interview / interrogation rooms, evidence storage and laboratory analysis areas, administrative offices, and exterior parking access and grounds areas.

Throughout the pursuit and design & construction phases of this project, ENGIE will be actively developing its O&M solution based on careful consideration of these varied operational needs, while utilizing its vast corporate experience

with the management of similar secure, mission-critical facilities. For the operational term, ENGIE has developed the organizational chart above depicting the solution for delivering the full O&M scope across the Project.

ENGIE is committed to hiring local CBE, MBE, WBE, and SBE companies. Our team understands the importance of creating local labor opportunities and is committed to local employment and subcontracting to minority businesses. Engie would be supportive of discussing employment opportunities with existing building operations staff, if they are interested in joining the Engie team.

### ON-SITE TEAM

ENGIE will establish an on-site office where the day-to-day management of services will be administered. Electronic and paper filing systems will be set up for the overall administration of services. Finance, procurement and subcontract records will be kept in dedicated filing systems and made available to the Daly Building stakeholders on request. The office will also provide ENGIE's link to their financial system, maintenance management system, reporting forms and other corporate services through a server connection to their corporate office.

The Operations & Maintenance Manager, will manage the operations and maintenance services and personnel and will report to DIG's Site Director on contract performance and client satisfaction. The O&M Manager will have the authority for all decisions, matters of quality, performance, safety and management of personnel. The O&M Manager will also be a liaison to the greater ENGIE organization, having ultimate authority to engage corporate support and resources. This approach provides the optimal level of ENGIE's corporate resources to the Consortium and the Daly Building.

### CORPORATE SUPPORT SERVICES

A central team of corporate shared resources provides discipline specific service, policy direction and industry best practices for several specialized areas. Among these areas are Human Resources and Payroll Support, Finance and Accounts Payable, Environmental Management, Health and Safety, and Strategic Procurement. ENGIE's central team will also provide start-up mobilization support, energy management, lifecycle project management security clearances and Computerized Maintenance Management System (CMMS) setup and support.

ENGIE's corporate team provides quality assurance over-

sight to the on-site team. In addition, the resources and expertise of ENGIE's mechanical construction division will assist with major mechanical maintenance, repair and refurbishment over the term of the contract.

### **SERVICE DELIVERY ORGANIZATION**

ENGIE's approach is to bring the most efficient and effective solution available and collaboratively work with the Daly Building to develop a plan for general management services that achieves the Daly Building's goals and objectives aligned to their vision and mission. ENGIE has assembled an O&M team that will deliver services that maintain the Daly building Stakeholders' core areas of responsibility.

### **UTILIZATION OF SUBCONTRACTORS**

ENGIE's strategy for delivery of certain specialized services is to subcontract locally those services that can be more efficiently delivered with a better utilization of resource. Through the subcontracting strategy ENGIE will encourage local businesses and suppliers to participate in the procurement and selection process. ENGIE has an established set of policies and procedures which govern all aspects of subcontracting including the following:

- » Subcontractor Agreements: Customized contracts with mandatory flow-down terms that inform and obligate subcontractors to perform in accordance with established guidelines
- » Compliance Tracking: requirements will be put in place to ensure such things as training and certification, insurance coverage, security clearances and professional licenses and permits are on file with ENGIE's procurement department
- » Performance Monitoring: Post service surveys and internal and external audits which verify transparency and effectiveness of all service provision activities, and compliance with all terms and conditions.

### **LIAISON, COMMUNICATION AND MANAGEMENT**

ENGIE will continuously monitor its performance through Key Performance Indicators (KPIs). Based on successful practices on similar projects in the United States and Canada, a management approach has been developed to identify, monitor, mitigate risks and where appropriate correct all O&M Service related issues. Critical to the success of the operational phase is regular and frequent communication with the Daly Building Stakeholders. Table 4 outlines the meeting schedules envisioned for the Project.

The management of O&M services begins through establishing an Operations & Maintenance Committee comprised of representatives from the Daly Building and

ENGIE. This committee will be the main conduit for providing formal two-way communications of performance status and airing issues and concerns on the delivery of O&M and lifecycle services to the Daly Building. Regular meetings will be led by ENGIE who, supported by the Consortium's Project Director, will develop agendas, run the meetings and issue minutes. These meetings will provide an opportunity for ENGIE to present reports, upcoming maintenance activities, plans or any other event that may impact the facility's operations. These meetings will also provide an opportunity for ENGIE to learn about upcoming events or activities that may impact O&M services or otherwise require coordination. This will allow ENGIE to quickly identify and manage issues that arise.

ENGIE will participate with Consortium Project Director and the Daly Building Designate(s) to conduct periodic Joint Technical Reviews (JTR) to assess the status of the scheduled maintenance and lifecycle works. The review gives the opportunity for a detached assessment of the Project and identify opportunities for improvement in work processes and risk mitigation in addition to identifying any deficiencies. Preparation for a JTR will begin at an agreed number of days in advance of the scheduled review date. The O&M Manager will assemble the required information that documents the performance of the scheduled maintenance and lifecycle for the review period.

Soon after receipt of the JTR, ENGIE will develop a remediation plan to deal with any deficiencies identified in the report. A meeting of the O&M Committee will be convened shortly thereafter to review the findings.

### **OPERATIONAL PLANS AND PROCEDURES**

During the construction phase, the operational plans and procedures will be developed by the O&M Manager. This will be done in collaboration with and approval of the Daly Building Stakeholders. Development of the plans will be built around ENGIE's Standard Operating Procedures (SOPs) and policies and the requirements of the Stakeholders. The proposed plans will be submitted with appropriate and agreed advanced timing for review and approval. Once approved the plans will be implemented and thereafter reviewed and updated annually by the O&M Manager.

### **REPORTING**

ENGIE will work with the Daly Building Stakeholders to develop an appropriate suite of reports that will be produced periodically (monthly or annually) throughout the operational term. ENGIE has significant experience in providing periodic reporting and aims to produce reports through an automated process wherever possible.

