



YATES-BIRD

in association with AECOM and Hill International

**GOVERNMENT OF PUERTO RICO
DEPARTMENT OF EDUCATION**

**PROGRAM
MANAGEMENT
SERVICES
PRDE (ER)-2019-02**

**APRIL 22, 2019
ORIGINAL PROPOSAL**

PROPOSER CONTACT

Yates-Bird, L.L.C.
1307 San Alfonso Avenue
San Juan, PR 00921-3622
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01

Cover Letter



Yates-Bird does quality work and stands by their work; they also have good supervision skills and knowledge of construction works. They have retained over 85 subcontractors to handle the workload, ensuring that each comply with the standards of quality set forth for the program.

*D-Samir El Hage-Arocho, Oversight Manager
Puerto Rico STEP Program*

YATES-BIRD

April 22, 2019

Oswaldo Guzmán
Undersecretary of Administration
Puerto Rico Department of Education
150 Calle Federico Costas 2nd Floor
Undersecretary of Administration's Office
Urbanización Industrial Tres Monjitas
San Juan, PR 00918

Subject: Yates-Bird, L.L.C.'s Proposal Response RFP No: PRDE (ER)-2019-02

Dear Oswaldo Guzmán:

Yates-Bird, L.L.C. (Yates-Bird) appreciates the opportunity to respond to the Puerto Rico Department of Education's RFP No: PRDE (ER)-2019-02 for Program Management Services. We understand the importance of this program to the communities in Puerto Rico and Yates-Bird has assembled a qualified team of local and international firms to assist in the recovery efforts in response to the damage sustained from Hurricanes Irma and Maria.

The Yates-Bird team is composed of multiple local firms and strong international firms that have extensive experience in K-12 schools and disaster recovery. Yates-Bird is the prime (proposer) and has the following exclusive subconsultants as key team members: AECOM, Hill International, Alvarez-Diaz & Villalón, Interlink Construction, and Winsor Consult Group. Each team member brings unique capabilities and expertise that will ensure this program is a tremendous success and the PRDE, including its stakeholders, staff, and the children you educate receive the absolute best facilities possible upon completion. Following is a summary of our team's experience and capabilities to provide the services requested:

Proven Team – our group is composed of financially strong program management leaders that have over 20 years of experience working together. We know each other and have a great working relationship with the team members.

Local Partner – with the dedicated commitment of our local partners, Bird Group, Alvarez-Diaz & Villalón, and Interlink Construction, we are ensuring Puerto Rico-based firms are significantly involved in this recovery program and we are providing jobs and growth opportunities for local citizens and businesses.

Delivery Method Experts – our team members include industry leaders in program management services having completed over \$500 billion in facilities with this delivery method over more than 50 years of performance. Our project management plan will be comprehensive and address all the aspects of a successful approach and project execution.

YATES-BIRD

K-12 Program Managers – one of our strengths includes experience in managing over \$80 billion in K-12 program execution. Our dedicated Core Team members were involved in many of these projects and we will bring lessons learned and past successes as part of our approach and implementation plan in delivering the services for PRDE.

FEMA/HUD Compliance Experience – our team has been working in disaster recovery for over 25 years and has experience on over \$15 billion in federally funded storm recovery projects. We understand the compliance requirements, have 500+ staff trained in FEMA/HUD accounting and reporting, and will ensure the accounting and reporting is in full compliance with the funding requirements.

Depth of Resources in Puerto Rico – we have over 50 years of experience working in Puerto Rico, a deep bench of professionals, and access to over 3,500 resources on the island. All team members of Yates-Bird have experience working in Puerto Rico which gives us the ability to assign the right staffing and mobilize rapidly to perform the services requested and provide the responsiveness PRDE deserves.

Yates-Bird believes our team of industry and local leaders provides the right mix of program management, K-12, disaster recovery, FEMA/HUD, and local Puerto Rico experience to ensure PRDE has a partner that is aligned with the goal of restoring your facilities in a safe and effective manner. We look forward to working with the Puerto Rico Department of Education. Yates-Bird is committed to providing the services described in our proposal and agree to enter into a written contract with the Department for the proposed equipment and services, if selected. Thank you in advance for your consideration and if you should have any questions, please contact me at jfuller@wgyates.com or at 228-324-1890.

Sincerely,



Jared Fuller
Vice President



02

**Proposal
Signature Page**



Escuela Francisco (Prisco) Fuentes San Juan, Puerto Rico
*(Services for Autoridad del Financiamiento de la Infraestructura,
based on the Qualified Zone Academy Bonds program for PRDE)*

PROPOSAL SUBMITTAL FORM 1 – PROPOSAL SIGNATURE PAGE

EACH PROPOSER IS REQUIRED TO SUBMIT A PROPOSAL SIGNATURE PAGE WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO DELIVER THE PROPOSAL SIGNATURE PAGE IS AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD

PROPOSER: Yates-Bird, L.L.C.

ADDRESS: 1307 San Alfonso Ave., San Juan, PR 00921

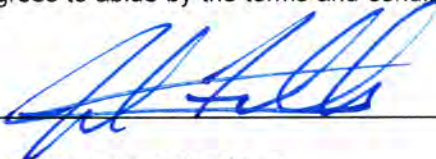
PHONE: (787) 721-6630

The undersigned, doing business under the full and complete legal name as set forth above, proposes to provide the services described in the Proposer proposal to the Puerto Rico Department of Education, for the prices set forth in the Proposer's Price Proposal. The Proposer makes the following certifications with regard to its service and pricing proposals:

1. Proposer is presenting its proposal for the RFP No. **PRDE (ER)-2019-02**.
2. Proposer certifies that it has filed all its income tax forms and paid all its taxes (including property taxes), unemployment insurance, disability, and chauffeurs social security, in all applicable cases; or, that it has a payment plan for payment of those obligations and is complying with such plan.
3. Proposer certifies that there is no conflict of interest in the contract and provisioning of the proposed services and items to the PRDE.
4. Proposer agrees that its service proposal and price proposal shall remain valid for 180 days from the date of submission.
5. Proposer certifies that none of the employees of the Department or any of its sub-departments or agencies has a pecuniary interest in their offer.
6. Proposer certifies that its proposal has been prepared and developed without collusion with any of the Department's officials or other Proposers and without effort to preclude the Department from obtaining the best competitive proposal.
7. Proposer certifies the Proposer nor any person or entity associated who is partnering with the Proposer has been the subject of any adverse findings that would prevent PRDE from selecting the respondent. Such adverse findings include but are not limited to the following:
 - a. Negative findings from a federal Inspector General or from the US Government
 - b. Accountability Office (GAO), or from an Inspector General in another state;
 - c. Pending or unresolved legal action from the US Attorney General or from an

-
- d. Attorney General in Puerto Rico or another state;
 - e. Pending litigation with the Government of Puerto Rico, or any other state;
 - f. Arson conviction or pending case;
 - g. Harassment conviction or pending case;
 - h. Puerto Rico, federal, or private mortgage in arrears, default, or foreclosure proceedings;
 - i. In rem foreclosure;
 - j. Sales tax lien or substantial tax arrears;
 - k. Fair Housing violations or current litigation;
 - l. Defaults under any federal or Puerto Rico sponsored program;
 - m. A record of substantial building code violations or litigation against properties owned and/or managed by respondent or by any entity or individual that compromises the respondent;
 - n. Past or pending voluntary or involuntary bankruptcy proceedings; or
8. Conviction for fraud, bribery, or grand larceny or any felony listed in the PR Anticorruption Code of 2017. The undersigned, hereby acknowledges receipt of (a) RFP# PRDE (ER)-2019-02 and including all appendices, Correction dated 03-20-19, Addenda 1 dated 03-28-19, Addenda 2 dated 04-01-19, Addenda 2 - Updated dated 04-01-19, Addenda 3 dated 04-02-19, Addenda 4 dated 04-05-19, and Addenda 5 dated 04-09-19. The undersigned also hereby certifies that the Proposer has read and agrees to abide by the terms and conditions of the RFP including all appendices and addenda.

Signature: _____



Name/Title: Jared Fuller, Vice President

Date: April 22, 2019



03

Service Requirements



It is hard to believe that the District and W. G. Yates have been doing business together now for over ten years. While I have come to routinely expect on time and on budget, our construction management team and contractors have done an unbelievable job in meeting next to impossible time lines this summer!

Dr. Ronnie McGehee, Superintendent, Madison County School District, Mississippi

3 Service Requirements

3.1 General Experience

Yates-Bird has joined with AECOM and Hill International to offer PRDE an unrivaled resource to meet your needs across multiple regions to make this program management engagement a success. Our team, combining a leader in construction in the region with two of the largest, most trusted program management firms in the world offers:

A Commitment to a Better Puerto Rico

Puerto Rico has been home to our team firms since the early 1960s. We are invested and personally committed to Puerto Rico and its recovery and growth. We will ensure that the investment of federal funds remains on the island to be reinvested in the local economy. We also offer PRDE world-class capabilities and expertise through our global internal networks, which will provide invaluable lessons learned, training and knowledge transfer.

Industry-leading qualifications

Our team members have demonstrated their expertise on major billion-dollar construction programs, including K-12 school systems and disaster recovery efforts, as well as having proven track records securing and managing the required funding. Our approach to these services is based on lessons learned from these experiences, which will be applied to ensure full compliance and maximum value on PRDE's program.

Leadership with the right credentials

Our core team is a group that has excelled at delivering K-12 programs throughout the U.S., as well as construction programs for disaster recovery, including the most recent events in Puerto Rico. Juan Alfonso is a leading program manager with a record of success on several K-12 programs. Juan and his highly qualified core team are immediately available to deliver for PRDE.

Depth of local knowledge and resources

We have a history on the island and the resources to support the Puerto Rico government in the monumental task of rebuilding after the events of 2017. Our 56+ uninterrupted years of partnering with local agencies and communities have given us the local insight, relationships and resources to deliver a program of this magnitude. We are confident of our full capacity to support PRDE in this endeavor.

A
power-
house
team to
deliver
for
PRDE



Firm Financial Strength and Solvency



YATES-BIRD

\$2B+
combined
annual revenue

8,500+
employees

53+
combined
years in
Puerto Rico

Team Qualifications and History

A Powerhouse Team

Our team is composed of established industry leaders in program and construction management — Yates-Bird, AECOM and Hill International are the primary members of our proposed program management team.

Yates-Bird, LLC is a limited liability company formed by two leaders in the construction industry: W. G. Yates & Sons Construction Company (Yates Construction) and Bird Group LLC.

Yates Construction is privately owned by The Yates Companies, Inc. who ranks among the top construction services providers in the nation. With annual revenues of approximately \$2 billion and over 8,500 employees, the firm has the capabilities to provide a full range of construction services to clients nationally and internationally. **Yates has performed over \$2 billion in FEMA/HUD and state-funded disaster recovery projects in conjunction with hurricanes, tornadoes or other disaster events, as well as the construction of many K-12 projects throughout the U.S.** Yates has ranked among the top 50 construction service providers in all delivery methods (construction management, program management, general contracting, and design/build) in recent years. These attributes make Yates one of the largest and most well-respected corporations in the construction industry today.

Bird Group is an organization created to continue the successful trajectory of providing top notch construction services in Puerto Rico started by Bird Construction Company Inc. (BCC) 53 years ago. Bird Group, LLC was formed by BCC key personnel, all committed to maintaining the same culture of quality, excellence, and responsibility that distinguished BCC since 1964. As a renowned construction company in Puerto Rico, Bird has had the fortune to work on many important projects that have transformed the landscape of the island.



Yates does quality work and stand by their work; they also have good supervision skills and knowledge of construction works. They have retained over 85 subcontractors to handle the workload, ensuring that each comply with the standards of quality set forth for the program.

Samir El Hage-Arocho, Oversight Manager, STEP Program



Yates-Bird has completed home repairs in the Tu Hogar Renace through the STEP (Sheltering and Temporary Essential Power) Program for the Department of Housing of Puerto Rico and FEMA.

AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public and private-sector clients.

The firm is a leader in all of the key markets that it serves — including disaster recovery, general building, water, transportation, facilities, environmental, energy, oil and gas, high-rise buildings and government — and provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of its clients' projects.

While its official founding was in 1990, some of the legacy firms had distinguished histories dating back more than 110 years. Since April 6, 1990, when AECOM was established as an independent company, more than 50 companies have joined AECOM and, in 2007, we became a publicly traded company on the New York Stock Exchange (NYSE: ACM).

AECOM is the world's #1-ranked program management firm by revenue, according to Engineering News-Record magazine, a ranking the firm has held for the past three years, and is a leader in disaster recovery work funded by FEMA and HUD.

In 2015, AECOM was recognized by *Fortune* magazine for the first time as a World's Most Admired Company, and has retained the honor in every subsequent year. Today, listed on the Fortune 500 as one of America's largest companies, AECOM's talented employees — including program managers, project controls managers, architects, engineers, designers, planners, scientists and management professionals — now serve clients in more than 150 countries around the world.

AECOM

\$60B+
in school
facilities

#1 PM firm
(*ENR* 2018
ranking)

20+ years
\$3.5B

Yates and
AECOM's
experience
together

“ AECOM's broad expertise and quality of services has helped ensure our \$20.1 Billion Program was not only successful but became a nationwide model for all large public building programs. *Guy Mehula, Chief Facilities Executive, Los Angeles Unified School District*



On the \$21B Los Angeles Unified School District (LAUSD) Program, AECOM is providing program and construction management services and has maintained an exemplary record of completing projects within schedule and budget while also maintaining the highest safety standards.



Hill International

\$500B+
in construction
projects

#8
PM firm
(*ENR* 2018
ranking)

#1 PM firm
(*Building
Design*
magazine)

15+ years
Hill and
AECOM
working
together

Hill International is one of the largest construction consulting firms in the world providing program management and construction management services to clients worldwide.

A publicly-traded company, Hill provides program and project management, construction management, cost engineering and estimating, quality assurance, inspection, scheduling, risk management and claims avoidance to clients involved in major construction projects worldwide. Hill has participated in over 10,000 project assignments with a total construction value of more than \$500 billion. Hill is ranked as the 8th largest construction management firm in the United States according to *Engineering News-Record* magazine.

Hill's portfolio of K-12 projects includes new construction, modernizations, technological retrofits and expansions for school districts from New York City to Afghanistan. Examples of Hill's experience include extension of staff services to New York City School Construction Authority's project management group, which oversees the 1,200 public schools in NYC and targeted \$10 billion dollars to be spent over five years; and the \$900M program for the Clark County School District, the fifth largest school district in the United States, as well as one of the nation's fastest-growing.

Hill has experience providing and managing storm recovery efforts, encompassing work across the country for both public and private sector clients. They have provided construction oversight services for multiple clean-up projects and rebuilding projects. Hill has been extensively involved in disaster response and recovery efforts in New York through a variety of critical programs. For example, within hours after Superstorm Sandy ravaged New York City, Hill's professionals were assisting public agencies with damage assessments and restoring basic services as well as assisting in re-establishing the City's transportation and energy infrastructure.



There is no way the school would be open without Hill's efforts. Every effort you have made has born fruit on this project.

*Joey Kociolek,
Assistant Project Officer,
New Jersey Schools
Construction Corporation*



Hill supported the New Jersey Schools Construction Corporation on its \$436M reconstruction and renovation program.

EVALUATION CRITERIA	THE YATES-BIRD/AECOM/HILL TEAM ADVANTAGE	DETAILS PAGE/TAB	BENEFIT TO PRDE
A Qualifications and Experience	<ul style="list-style-type: none"> + A powerhouse team, composed of financially strong and solvent industry and program management leaders: Yates-Bird: leading CM firm in Puerto Rico; AECOM and Hill: Top ENR ranked PM firms4 of 50 + \$500B+ in program management, including disaster recovery funded by FEMA/HUD 11 of 50 + Demonstrated management of \$80B+ worth of similar K-12 programs throughout the U.S.38 of 50 + Depth of resources to facilitate immediate staffing and rapid mobilization37 of 50 + Proof of performance: references for major disaster recovery and K-12 engagements in the past 10 yearsTAB 8 		Proven, local team with the financial strength, skills and capacity to achieve your goals for the program
B Approach and Methodology	<ul style="list-style-type: none"> + A proven, effective program approach that focuses on seamless integration with PRDE — “one team under PRDE’s banner” 18 of 50 + Demonstrated leadership ability in the key roles and key executives: Juan Alfonso with 23 years of K-12 PM experience; Luis Torres, PR-registered senior manager with in-depth knowledge of the island 13 of 50 + A project plan with the end in mind — includes a 90-day fast start deployment as well as performance management, reporting and measurement to achieve cost and schedule as well as FEMA/HUD compliance 18 of 50 		Best in industry experts applying lessons learned from past successes
C Compliance	<ul style="list-style-type: none"> + Experience with FEMA and HUD regulations, gained through rapid assistance after every major disaster for the past 25 years.....38 of 50 + 500+ staff trained in federal accounting and reporting (FEMA/HUD) that has accounted for over \$15B in storm recovery federal funds over the last 15 years 39 of 50 		Based on past experience no clawback of funds anticipated
D Local Integration	<ul style="list-style-type: none"> + Local, recognized leaders in PR as teaming partners: Bird Group LLC, Alvarez-Diaz & Villalón and Interlink Construction9 of 50 + Yates-Bird and AECOM already have a local presence in Puerto Rico: over 50 years on the island; and over 3,500 people and 100+ contractors working with us last year..... 12 of 50 		Local team with insight into Puerto Rico — its communities, culture and practices
E S/W/MBE Plan	<ul style="list-style-type: none"> + Local minority/small business teaming partners already in place: Winsor and Alvarez-Diaz & Villalón8 of 50 + Plan to engage local contractors and labor as project scope is developed 16 of 50 		Plan in place for local contracting opportunities and knowledge transfer
F Electronic Platform	<ul style="list-style-type: none"> + AECOM Digital Solutions system — single platform designed to support the program and project management life cycle – Planning through Closeout29 of 50 + Proven history of successfully supporting requirements related to program and construction management, demonstrated experience29 of 50 		Proven integrated delivery system that meets all the program needs
G Cost	<ul style="list-style-type: none"> + Cost-efficient staffing plan to maximize the use of fundingTAB 4 + Local workforce development that offers growth opportunities for Puerto Rican citizens and communities..... 16 of 50 		Best value and investment in Puerto Rico

A Team that Meets Your Criteria and Brings Added Value





PRIME CONTRACTOR

YATES-BIRD, LLC

- Program management
- Contract administration
- Safety, security & risk management
- Program planning
- Regional project management
- Field management
- Project controls
- Compliance

in association with

PRIMARY SUBCONTRACTORS

AECOM TECHNICAL SERVICES, INC.

- Program management
- Program planning
- Project controls
- Compliance
- Regional project management

HILL INTERNATIONAL, INC.

- Project controls
- Regional project management
- Field management

SPECIALTY SUBCONTRACTORS

Winsor Consult Group SBE

- Project controls
- Compliance

Interlink Construction

- Field management

Alvarez-Diaz & Villalón

- Design management
- Permitting

Our team is complemented by firms with which we've worked before on similar disaster recovery engagements arising from the recent hurricane events. They include:



\$1B+
in major
disaster
recovery
programs

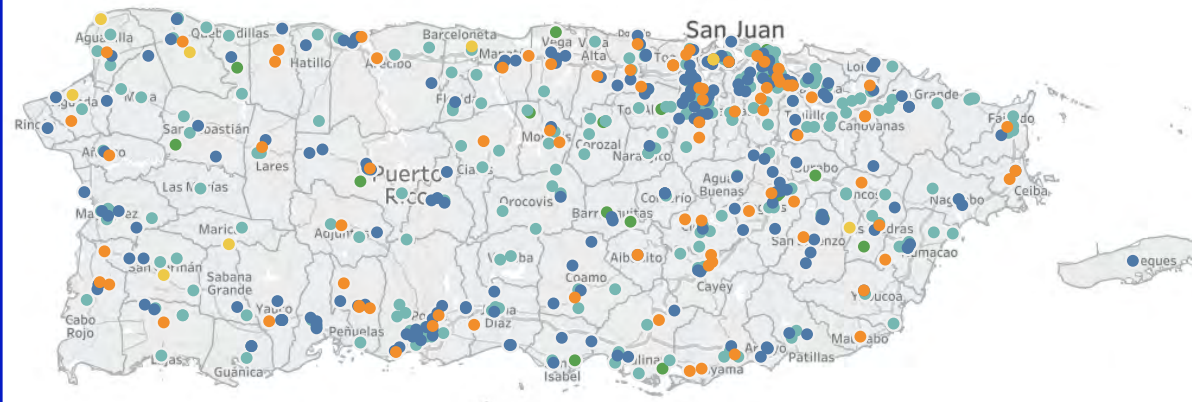
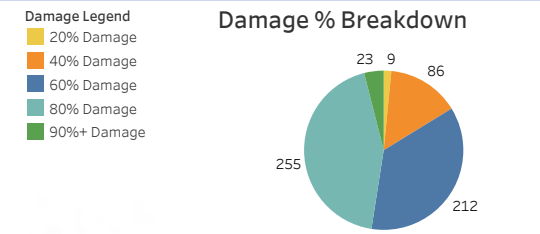
6+ years
working
with AECOM
in disaster
recovery

Winsor Consult Group, a professional project management services corporation, specializes in the providing of program, construction and contract project management services to CDBG and FEMA-funded public agencies throughout the U.S. Winsor has worked closely with various state and territorial agencies to deliver major disaster recovery programs. This experience includes the Puerto Rico Governor's storm recovery program, the Restore Louisiana Homeowner Assistance Program, and the New York Governor's Office of Storm Recovery, and more than 10 other capital improvement programs exceeding \$1 billion over 25 years.

For the last four years, Winsor has served as the principal program manager for the State of New York's Governor's Office of Storm Recovery (GOSR), a CDBG disaster recovery funded program, successfully providing planning, program design, audit support, construction management, financial controls and invoice processing. Winsor is responsible for providing quality assurance, policy guidance, reviews for construction estimates and job site progress monitoring on the Restore LA program in Louisiana, a CDBG disaster recovery funded program.

Winsor recently assisted the Governor of Puerto Rico in open source research, Army Corps of Engineers damage assessment modeling, housing program(s) un-met need assessment, and critical facilities damage assessment evaluation and modeling.

Winsor was instrumental in assisting Puerto Rico in development, quality assurance, production, background data collection and communication of its recent congressional request for \$94 billion.



Supporting Local Businesses

Major infrastructure programs like yours benefit immeasurably from the direct involvement of local firms. There is simply no substitute for the immersion in Puerto Rican social, political and cultural life represented by our team members' long-standing presence on the island. In addition to our local staff already on the ground in Puerto Rico, our major local subconsultants will play a key role in the contract and help in the procurement of additional local resources for execution of the work. In addition to Winsor Consult Group, the local business team members we have engaged for this effort are Interlink Construction and Alvarez-Diaz & Villalon®.

Interlink Construction is a leading full-service real estate firm founded in 1977 based in Puerto Rico with inhouse capabilities in development, construction, and property and asset management. Interlink has been responsible for some of the largest and most complex residential and commercial developments in Puerto Rico and has fostered an unparalleled reputation for building superior products with unmatched attention to details.

Interlink has earned a reputation for excellence in building with the highest standards proven track record of over 40 years. Signature projects carried out by Interlink Construction include: the 503-key Sheraton Puerto Rico Convention Center Hotel & Casino, serving as construction manager for the hotel guestroom tower, and general contractor for the casino, the property's interior common areas, chilled water plant, and all FF&E; Bahia Beach Resort & Golf Club and the 139-key St. Regis Bahia Beach, as the General Contractor for all projects and infrastructure developed on the property; and the 233-key AC Hotel San Juan, a complete fast-track renovation in less than 14 months.

Most recently, Interlink has been involved in the Emergency Housing Repairs Program in the Virgin Islands, a USVI Government contract with FEMA, performing emergency repairs to approximately 300 homes, which were damaged by Hurricane Maria.

Local
Integration &
S/M/WBE
Plan



 Interlink

40+ years
in construction
in Puerto Rico



Since 2013, in a joint venture with AECOM, Interlink has performed over \$120 million in renovation works at Luis Munoz Marin International Airport, including recovery services at the airport to get it back in operation after damage from Hurricane Maria.



10+
years
collaborating
with **AECOM**
and **Interlink** in
Puerto Rico

Alvarez-Diaz & Villalón® (AD&V) is the largest architecture, planning and interior design firm in San Juan. The firm provides a wide range of services to support every stage of new or existing projects. AD&V engages in user-centric communication and community engagement and coordination and has significant expertise in a wide range of project types including institutional and education facilities, multi-family developments, affordable housing, commercial, retail, entertainment, and hospitality projects. AD&V is an industry leader in resiliency strategy, environmentally sustainable and energy efficient design and consulting.

AD&V has provided consulting planning services to PRDE for the relocation of their headquarters. This pilot project repurposed the existing building of a former school into a new office use for the PRDE instead of impacting greenfield sites with new construction. AD&V prepared an assessment, which included flow diagrams with steps to be taken for the project including a preliminary program, code analysis, schedule, project description and cost estimates. For its repurposed headquarters, AD&V coordinated all efforts with the PRDE and the Puerto Rico Infrastructure Financing Authority (AFI). AD&V has worked with the Public Building Authority in the planning and on services during construction for the San Isidro Vocational School in Canovanas. AD&V was also involved with the preparation of assessments and scope of works for the RFP of several existing facilities remodeling as part of the 21st Century School Modernization projects.



The 21st Century School Modernization project was part of a collaboration with the Puerto Rico Public-Private Partnership Authority and AFI to modernize schools in dire need.

AD&V has an extensive collaborative work history of over 10 years with both Interlink and AECOM. AD&V is currently working with Interlink in several hospitality and residential projects, including a new Marriott Residence Inn, Sheraton Convention Center Lease spaces, the University of Mayaguez Student Life Project, among others. AD&V is also part of a joint venture with Interlink and AECOM on the Bahia Urbana project, a large development of the waterfront for mixed use of commercial, hospitality and residential components, passive and active recreational uses and other amenities.

Previous Experience with Similar Roles

Our team's experience implementing major K-12 schools programs and federally funded recovery programs gives us the capacity, insight and expertise that few other firms have—we are confident we are the right partner to assist PRDE in getting maximum value for Puerto Rico schools.



The Yates-Bird/AECOM/Hill team brings a long, proven PM track record globally. We have completed thousands of major program, project and construction management assignments, and have a network of experts across the country successfully serving clients on some of the nation's largest programs.

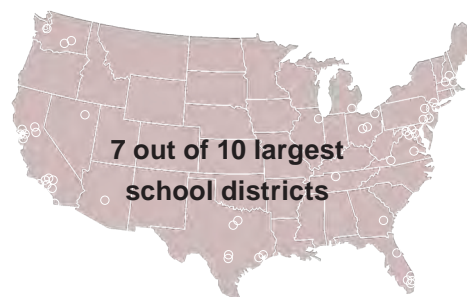
➔ Yates-Bird, LLC is currently carrying out FEMA disaster recovery home repairs in the Tu Hogar Renace (Your Home Reborn) Program, often called the STEP (Sheltering and Temporary Essential Power) Program for the Department of Housing in Puerto Rico. They have completed over 22,000 single-family home repairs. The contract started at over 11 territories, is currently at 47 territories and has involved 3,000 workers at peak, 85%+ of whom are local. Yates has completed in excess of 130 K-12 projects utilizing the PM/CM delivery method.



Worked in 47 territories in Puerto Rico.

➔ AECOM has earned its status as the #1 provider of program management services in the U.S (per *Engineering News-Record* magazine)

through an approach emphasizing industry best practices. The education facilities market is a core business of AECOM – our PM/CM portfolio encompasses more than \$60 billion of school facilities for hundreds of school districts, including seven of the 10 largest school districts in the country. In addition, Hill International offers an unparalleled depth of experience managing programs of similar size, scope and complexity to that of the work planned per your RFP.



\$60 billion of school facilities

➔ Our team member firms have supported the delivery of disaster recovery program and construction management projects that in total have exceeded \$500 billion. Our combined team provides PRDE with the right experience and expertise required to manage multi-billion-dollar educational facilities programs, the ability to create the necessary program controls to monitor and manage costs and schedules, and the confidence to ensure compliance with federal agencies so that the full extent of funding is



Managed funding of \$24B+ in disaster grant projects

available to rebuild and enhance the Puerto Rico school system. AECOM and Winsor staff have responded to more than 400 disasters while completing more than 1,000 project assignments. Additionally, AECOM has successfully executed the concurrent management of more than 100 task orders in multiple locations for agencies such as FEMA, USACE, and HUD funded grant programs.

Puerto Rico is our home too — 56+ years on the island

➔ **Yates-Bird, AECOM and Hill bring unmatched experience working in Puerto Rico.** We know your current infrastructure, your vision for the future and — perhaps most importantly — understand the intricacies of social and political life that need to be considered for this program to be successful. **Bird Group LLC and AECOM have maintained permanent offices on the island for over 50 years; Interlinke and AD&V are based there.**

Our team members have successfully completed a wide variety of challenging projects in Puerto Rico. These include schools, public housing modernization and rehabilitation, transportation systems, water and wastewater treatment facilities and pump stations, hazardous waste landfill facilities, power generation systems, and electronics and pharmaceutical facility expansions. Yates-Bird has been provided rapid response on the CDBG-DR funded STEP Program for Puerto Rico’s Housing Authority. AECOM and Hill have also assisted FEMA with the recovery efforts across Puerto Rico after Hurricanes Irma and Maria. The successful performance of these firms over the past 56 years has earned them a reputation for successful delivery in Puerto Rico.

Our team members have managed some of the largest projects on the island...



Tren Urbano Rail System



Luis Muñoz Marín Intl. Airport



PMO for PR Transit Recovery



Hogar Seguro Program



PR STEP Housing



Schools for the 21st Century

A detailed summary of our team’s experience providing the proposed services, as well as representative relevant projects, is presented in Tab 20: Proposer Experience History.

Key Personnel and Proposed Workforce

Our team brings PRDE unmatched technical resources with an ideal blend of local and industry-leader expertise in comprehensive community-focused solutions.

Approach
and
Methodology



On the next page is our team's organization chart showing the core team personnel, supporting resources, and their reporting relationships.

→ **We have strategically built a project team that knows their way around the required services**, is aligned with PRDE's expectations of the PMO as specified in the RFP, has worked with the communities and regulatory stakeholders, and is experienced in providing program management services to rebuild and enhance K-12 school systems.

→ **Our core team is aligned with local firms** to enhance our resources and bring the technical skills and depth of staffing required to meet program requirements.

→ **We are committed to supporting HUD and FEMA funding policies and obligations**, as well as the regulatory requirements of local authorities and municipalities to successfully implement this important recovery effort.

**Leaders
you
can
count
on to
deliver!**

Proven Leadership: Proposed Core Team

A program of this scale and complexity requires expert leadership to successfully guide the team. Our core team leaders were selected for their specific capabilities delivering complex projects and programs, starting with a proven program manager, Juan Alfonso, who has delivered multibillion-dollar K-12 programs. Juan will be supported by proven professionals, experienced in program planning, execution and controls, and who are local and available immediately to support PRDE.

Program Manager **Juan Alfonso, AIA, NCARB, RID**

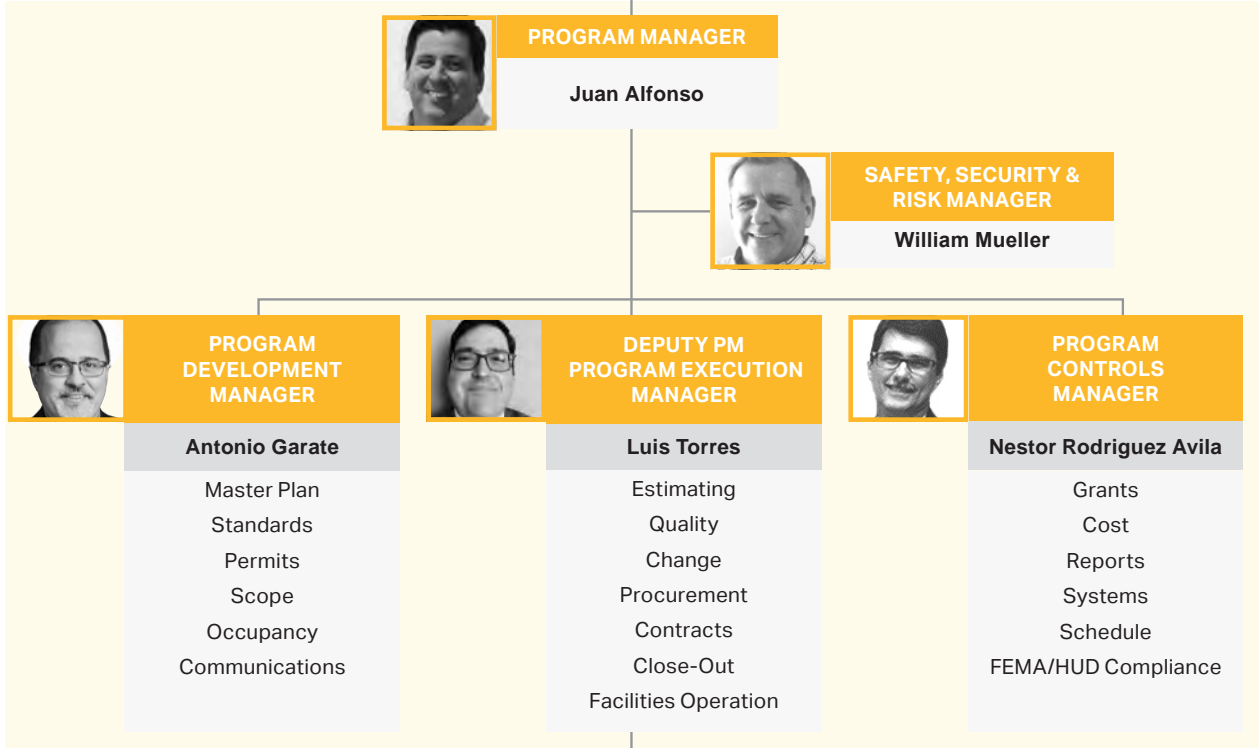
Juan has more than 23 years of substantial experience in program/project management and controls, construction management, scheduling, estimating, value engineering, claim, and design development. His extensive experience in managing large facility programs and clients encompasses major programs throughout Florida and abroad. Juan specializes in educational facilities programs — he has successfully managed program management services for K-12, higher education and municipal clients for more than \$11 billion worth of construction over the last 21 years. He maintains a high level of client satisfaction through his leadership abilities and commitment to quality.



Juan will oversee the core team of key staff as shown on the organization chart, interfacing with PRDE and the team's Executive Committee to make sure that all the program requirements are addressed, the necessary qualified resources are deployed, and compliance is monitored and verified throughout the life of the program.

EXECUTIVE COMMITTEE
Eduardo Pardo
Chet Nadolski

CORE TEAM



REGIONAL ASSETS

Regional Project Managers						
Arecibo	Bayamón	Caguas	Humacao	Mayagüez	Ponce	San Juan
Ezra Garcia	Gabriel Alcaraz	Kristen Cowell	Ruben Vargas	Garrett Tapper	Larry Mize	Drew Chance
Cost Engineering Permitting/Expediting Compliance	Community Relations Procurement Contracts	Design Oversight Reporting Inspection	Assessment Safety Quality			

DPM Program Execution **Luis Torres, PE**

For 20+ years, Luis has been involved in construction management, quality control, inspections and managing multidisciplinary projects from the public and private markets. Since 2010, he has directed the AECOM PM/CM group in Puerto Rico, allowing him to continue his involvement with public, private and federal projects. A Puerto Rico-licensed professional engineer, Luis has extensive experience working with multiple agencies and communities in Puerto Rico, including serving as project director for construction of public housing projects (over 800 units) and the design, rehabilitation, demolition and construction of new low-income housing (over 1,500 houses) under the Department of Housing's "Comunidades Especiales" Program. Having worked in various types of projects, from start to finish, Luis has been exposed to all aspects of the construction process and project administration of multidisciplinary projects.

Luis will support Juan in program oversight and will be responsible for program execution, coordinating all contracting and monitoring activities with the field work.

Program Planning Manager **Antonio L. Gárate, AIA**

Antonio Gárate is senior team member at Álvarez-Díaz & Villalón®. He is a Registered Architect licensed in Puerto Rico and Florida with over 20 years of experience in housing, commercial, institutional, and industrial design and management. He also has managed all phases of design and contract administration for major building programs in Puerto Rico, including Renaissance Square, Bayshore Villas and Jose Gautier Benitez, the first and only mixed financing projects on the island, including HUD funds and mixed-income community developments. He was also in charge of the largest local government green design, LEED certification and energy retrofit initiative in Puerto Rico. He was involved in all phases of energy performance contracting, from the initial stages of the RFP, contract negotiations, investment grade audits, implementation, commissioning, and measurement and verification.

Antonio will lead the team in program development, leveraging the resources of the Yates-Bird team to make sure a cost-effective, efficient and sustainable program is set up to satisfy and comply with PRDE, community and federal requirements.

Program Controls Manager **Nestor Rodriguez Avila, PE**

Nestor is a project controls manager with 32 years of experience and is responsible for the development and generation of program controls; assisting the Department Head in the development and updating of various types of project schedules, site staging and logistic plans, preliminary cash flows and presentation graphics for use by both corporate departments and project sites. He interfaces daily with members of the scheduling department, research department, corporate executives and field personnel for Yates-Bird. A Puerto Rico-licensed professional engineer, Nestor has been serving in a similar capacity on Yates-Bird's contract for the Puerto Rico STEP Housing Program, and the Bird Group's design-build construction services for AFI involving the new construction and renovations to four schools in the San Juan region of Puerto Rico.

Resumes of our key staff for our proposed core team are provided at the end of this section.

Safety, Security & Risk Manager **William Mueller, CHST**

William has more than 28 years of experience providing managerial, supervisory, consulting, and technical advisory services to support occupational Health, Safety, and Environment (HSE) in both domestic and international capacities. He develops and promotes organizational safety ethics that translates into practice through program planning, leadership, education, coordination, and system-wide oversight. He is an industry expert in directing activities to support the highest possible quality, functional efficiency, and safety of physical and operational environments while interacting with HSE programs to achieve goals and resolve issues of mutual concern as they arise. William has led the primary coordination for interactions with federal, state, and local agencies including Occupational Safety and Health Administration, Environmental Protection Agency, and the Department of Health. His areas of safety program management comprise employee occupational health and safety programs, emergency management/preparedness, hazardous materials, and hazardous waste management.

Local Integration & S/M/WBE Plan



Attracting Top Talent in Puerto Rico

The Yates-Bird team recognizes the importance of supporting workforce and economic development to close the skills gap that presents staffing obstacles for many of our clients. In addition to our workforce based in Puerto Rico, we have a workforce development initiative that has been developed to focus on recruiting and succession planning. This initiative ensures the transfer of technical skills knowledge to the local workforce. Education and training must continuously evolve to provide the workforce with the knowledge, skills and abilities to do its job competently and effectively. Our team will establish a skilled workforce pipeline that will supply anticipated industry demand for all career levels from entry level through management.

Our team's associated goals are to:

- Enhance the skills of the current workforce in the municipal infrastructure industry
- Plan for the future workforce to meet employment opportunities
- Facilitate the connection between business and the workforce to align skills and interests with real work opportunities
- Foster the development of small businesses with a trained workforce



We have held job fairs in Puerto Rico to recruit local workers, and also in the U.S. to get U.S. citizens of Puerto Rico back to the island. In December 2017, we were able to find 162 qualified personnel, for various positions out of the 202 that attended the Job Fair.

Our plan develops a legacy of Puerto Ricans with the knowledge and experience to locally sustain large-scale projects and programs.



AECOM's successful technology transfer/ internship program for Tren Urbano was the largest in Puerto Rico.

As the owner's representative and program management consultant on the \$2.5 billion Tren Urbano contract, AECOM developed a highly successful technology transfer/internship program. This program involved college students and non-technical personnel from the local community during all phases. The highly praised technology transfer element of the program was particularly notable, as it trained and educated thousands of local, community residents during the life cycle of the program and became a model for engaging the community and fostering education and job growth.

Depth of Available Resources, Ready to Mobilize Now

Our team has extensive resources we can deploy rapidly to fast start the program. We have access to approximately 400 personnel in Puerto Rico, and more than 85,000 worldwide. For all the disaster recovery projects in our experience, our team has deployed staff to the affected state either before the disaster, or shortly thereafter.



*For Bay St. Louis/Waveland Schools damaged by Hurricane Katrina, Yates assessed damage, removed debris, arranged a supply of manpower, purchased the proper materials quickly and competitively, and had the materials expedited to our job sites. **The school district was able to open its doors to students 41 days after the contract was awarded to Yates.***



For the Louisiana Shelter at Home Program a 40-person call center and intake database was operational within 48 hours of contract award.

As we are on the ground here in Puerto Rico, we will be able to transition and position our staff with efficiency and speed.



.....
The Yates-Bird team has a deep understanding of the damage done by the hurricanes, and we have the knowledge and resources to address PRDE's needs on this program.
.....

3.2 Implementation Plan Proposed for Work

Understanding of the Program

The Puerto Rico Department of Education (PRDE) is the Central Government of Puerto Rico's agency responsible for managing state-operated schools, as well as its education system and curricula. Because of the devastation from hurricanes Irma and Maria throughout Puerto Rico, PRDE facilities sustained significant damages and associated impacts to operations throughout its jurisdictional area. All or portions of its facilities are covered by one or more of the following Presidential Declarations: EM-3391, EM-3384, DR-4336, and DR-4339. The affected facilities operate as critical, and all are believed to be eligible for Public Assistance funding under the Stafford Act. The PRDE is reviewing all options available to it under the Federal Public Assistance Program, including funding for emergency protective measures and permanent repair/replacement of eligible facilities.

Unlike in most states, the PRDE acts both as a State Educational Agency (SEA), and as a Local Educational Agency (LEA). The PRDE has 1,109 schools, of which 856 are presently in use. As part of this program, work may be conducted on all 1,109 schools, distributed among the seven PRDE Educational Regions. Due to the hurricanes, the PRDE must perform repairs to schools and facilities throughout the seven regions to continue providing its essential services in a safe manner and to protect its assets from further damage. PRDE is seeking to complement its current staff with the creation of a contract Program Management Office (PMO) under the PRDE's Recovery Office.

The contract will be financed in whole with FEMA's Public Assistance Program (PA) funds (FEMA-4339-DR-PR-001) and the HUD Community Development Block Grant (CDBG) Program. As such, the funds are governed by FEMA and HUD rules and regulations, including CDBG regulations under 24 CFR 570, local, state and federal laws, regulations and directives, and 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

PMO Objectives

To successfully implement the funding and requirements to rebuild its schools, PRDE created a centrally managed PMO and is seeking to complement its current staff and assist in executing the work. The volume of work identified in the Request for Proposal documents includes rebuilding up to 1,109 schools that educate more than 300,000 students on a daily basis across the seven regions.

Our team members mobilized highly trained staff in the immediate aftermath of the storms to assess damage, and have had success delivering recovery programs in response to storms since 2006. This knowledge transfer will be invaluable in getting PRDE back into new or restored facilities quickly.

The program management team will provide consulting services and technical assistance to the PRDE in project management, grants management, development and implementation of administrative controls and the coordination with stakeholders. In addition, it is to include damage assessments, cost estimating, FEMA and HUD grant applications and management, FEMA and HUD reimbursements, procurement and management of all necessary professional services including all construction and restoration services. The scope also includes the closeout of contracts and FEMA/HUD grants.

The needs of this program align well with our team's expertise. We are leaders in:



✓ K-12 Program Management
(Palm Beach Schools District)



✓ Recovery Program Management
(Louisiana Shelter at Home)



✓ Building local teams and relationships
(Project safety training/briefing)



✓ Developing local hires for long-term careers industry
(North Carolina STEP training)



✓ Rapid staffing and mobilization for projects in PR, USVI and Florida



✓ Managing FEMA and HUD funds
(various publications on FEMA/ HUD policy and procedures)

PMO Organization

Implementation of the PRDE PMO efforts will begin from the centralized PMO Office, staffed with PRDE personnel, management and subject matter experts, and supported by high-performing associates and appropriate contract/consultant resources. This small, cohesive office is supported at the Commonwealth level by PRDE leadership and Yates-Bird team personnel. Together, this PMO will assist in developing overall program strategies and priorities, approving changes to the Program Budget, and addressing PRDE and stakeholder concerns.

.....
Our core team is led by a seasoned program leader and supported by a team of professionals skilled in all facets of the program.
.....

The Yates-Bird team will be led by a core team located in the San Juan Central PMO office. This team will provide direct support to PRDE Executives and serve as the central point of program management, data collection, analysis, and reporting for the seven Regional teams located in the Regional PMO Field Offices in Arecibo, Bayamón, Caguas, Humacao, Mayagüez, Ponce, and San Juan.

The Core Team will be led by a seasoned program manager and supported by a team of professionals skilled in all facets of the program including communications, safety, security and risk management, project development, project execution, and project controls. As shown in the organization chart provided in the previous section, each operational area will be led by a manager and staffed by a team of professionals capable of meeting tight deadlines with a high degree of accountability and transparency.

Primary roles and responsibilities for the Yates-Bird leadership team include the program manager, his deputy and our executive committee:



Juan Alfonso
Program Manager



Luis Torres
Deputy PM for program execution



Eduardo Pardo and Chet Nadolski
Executive Committee



As program manager, Juan will be responsible for the oversight of the Yates-Bird PMO staff and regional project staff. Luis, as his deputy, will be responsible for program execution. All requests for information will be directed to Juan Alfonso and copied to Luis Torres. The Executive Committee will provide oversight of the team's performance and ensure a rapid and quality response to PRDE's needs on this program.

The overriding objective of the program management team is: to make sure that projects are delivered on time, within budget and within the specified scope while delivering the best value to PRDE. Yates-Bird team regional project managers will monitor and report regional project and regional summary status in support of the regional PRDE executives and ultimately the overall program.

In addition, Yates-Bird team regional project managers will quickly identify problem areas and mobilize the right team and resources to address issues without delay.

Our team will work collaboratively with other contractors hired to support other functions of the PMO. This includes but is not limited to project data collection and reporting, input into governmental databases, and data compilation to comply with reporting requirements.

The regional project managers will be located in the regional offices. They will report problems or potential problems affecting the performance of the program. They will provide verbal reports to be followed with written reports to Yates-Bird PMO team. The overall goal of the regional offices is to assist PRDE, and ensure their respective regional program is executed successfully, complies with the overall program goals, and maintain an open line of communication for the community.

The primary functions of the regional project managers will be to coordinate, facilitate, manage and report on the status of the regional projects. Our regional project managers are responsible for updating schedules regularly and assisting the regional PRDE executives. In addition to scheduling assistance, the regional project managers are responsible for regional data calls and data input.

We will communicate daily with key stakeholders within the PMO and regions. The primary point of contact for the regional staff will be with an assigned PRDE executive. Additionally, there may be interface with other ancillary stakeholders, including FEMA and HUD. At regularly agreed to intervals, we will perform formal presentations/briefings to the above-mentioned stakeholders. Yates-Bird senior team members will lead the oversight and support of these services.

We appreciate the importance of building a seamless team with our clients as quickly as possible. Immediately upon arrival, our staff will begin working closely with their counterparts in the PRDE. We will encourage the staff on all levels to establish reasonable expectations and to hold themselves and their mirror teammates accountable to the program's success.

.....
Our goal is to become “one team” under the PRDE banner within 90 days.
.....

Scope of Work and Execution Strategy

To effectively assist PRDE, our team must have a strong understanding of the projects and provide resources as necessary to implement those projects on time and within budget. These resources include the personnel, tools and technology to monitor the program and provide timely, usable information to the PMO as specified in the scope of work.

The First 90 days – Development Tasks and Deliverables

Our core team will deploy and establish baseline systems, procedures, and guidelines within the first 90 days of the program including:

- Perfecting the contract and transmitting all required contract deliverables
- Stationing key staff on the island
- Beginning hiring and training local staff
- Mapping current and proposed procedures and processes
- Developing a master program schedule and master budget
- Developing the first draft of the program execution plan
- Identifying requirements for management information systems
- Developing the FEMA/HUD compliance protocols

Activity	1	2	3	4	5	6	7	8	9	10	11	12
Program Kickoff	█											
Stationing key staff on the island	█	█										
Perfecting the contract and transmitting all required deliverables		█	█	█	█	█	█	█	█	█		
Initial Assessment of Program Status		█	█	█								
Program Validation			█	█	█							
Start Program Management Execution Plan (PXP)			█	█	█	█						
Developing a master program schedule and master budget			█	█	█	█						
Developing the FEMA/HUD compliance protocols			█	█	█	█						
Identifying requirements for management information systems				█	█	█	█					
First draft of the PXP						█						
Finalize master program schedule and master budget							█	█	█			
Finalize PXP							█	█	█			
Beginning hiring and training local staff								█	█	█		
Mapping current and proposed procedures and processes										█	█	█
Weekly Progress Meeting with PMO	█	█	█	█	█	█	█	█	█	█	█	█

The First 90 days – Area Execution Plans

Each operational area manager will be responsible for uniting their staff into a seamless team. To facilitate this team-building, each team will be responsible for the development of their respective section of the execution plan and be held accountable for the development of their procedures and processes.

Our Six Sigma Black Belt leader will integrate the different areas content into a cohesive plan that recognizes best practices, leverages technology and focuses on the critical transitions as projects move through the life-cycle.

Our Lean Six Sigma Black Belt professionals are well versed in the Lean Six Sigma Methodology, including a high-level of competence in the subject matters contained within the phases of Define, Measure, Analyze, Improve and Control (DMAIC).

*At Jackson Health (right), we used DMAIC to outline the schedule. Process reviews included Six Sigma statistical analysis along with lean value versus non-value added considerations to improve the quality of the process outcomes. **The invoice process from submission to payment was reduced from over 120 days to 13 days.***



After the development of each area’s initial draft documents, the staff from the respective operational area will establish expectations for the successful transition of work products from one team to the next. Establishing these expectations between the expanded cross-functional teams is essential for the continued development of the team culture and subsequently for the development of successful projects.

Throughout the development of the execution plan, staff from the PRDE will be identified to contribute based on their subject matter expertise on a wide range of topics from the local politics, initial damage assessment and usability, to preferred products and systems. Staff from our team will bring expertise and evolving trends in building design, operations and learning environments. Together we will synergize models and owner project requirements to drive consistency for the duration of the program.

Regional Team Planning and Prioritizing

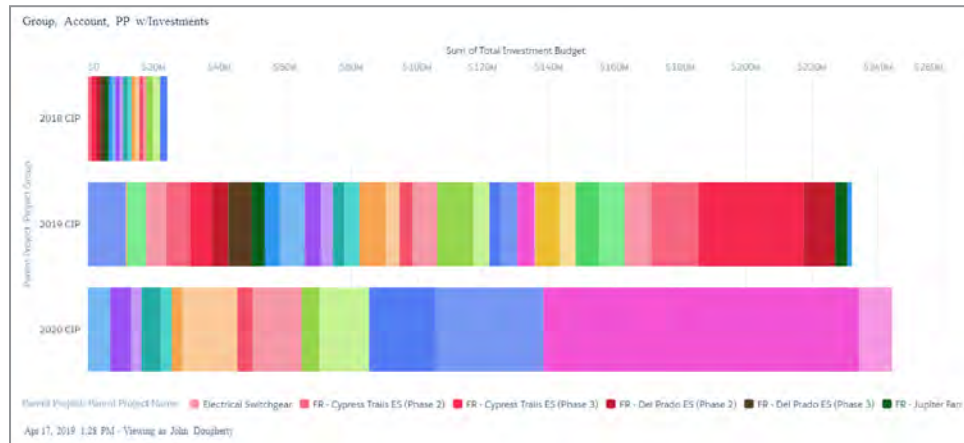
Armed with the program’s execution plan and initial deliverables, and energized by the newly established confidence in teamwork and camaraderie, we deploy a manager for each of the seven regions. These regional managers will similarly lead the building of their respective teams and assume the responsibility for the planning, management and execution of the work for each region. Supporting the regional managers are regional teams who staff up and down as needed based on tasks and schedule. For example, during the construction phase, a field manager and construction coordinator will be enlisted and as soon as the construction phase is finalized and the closeout process ends, those staff resources will either relocate to a new assignment or go back to his/her respective company.

We can’t stress enough that we appreciate the need to begin executing work as quickly as possible.

Each regional manager will engage with the local PRDE subject matter experts to identify and document the priorities in the region ensuring that the local voice is considered in all decision making. Prioritization of financial and staff resources are essential and allow us to support the completion of assessments, ongoing project’s development or execution, and any mitigation work to stabilize salvageable facilities.

.....
**Our approach
builds on the
hard work
already started
by the PRDE.**
.....

In nearby Palm Beach County Florida, the tenth largest school district in the country, the district passed a sales tax surcharge referendum to address deferred maintenance.



The graphic above shows the 10X increase in workload AECOM began delivering, **with Juan Alfonso as Program Executive**, immediately following the notice to proceed.

Contingency Planning

Experience tells us that every plan needs a contingency plan. We propose to facilitate a planning process through a series of work sessions that identify the following minimum data points for each school in the PRDE inventory. This data will allow us to keep momentum on any combination of projects while barriers and dependencies are resolved.

- Facilities that can be quickly restored to an operational state
- Facilities that can be used as swing space for unusable or under construction facilities
- Facilities with similar damage suited for bundling of design or construction
- Facilities with capacity challenges suited for closure, consolidation, or expansion
- Facilities that are educationally inadequate requiring more extensive remodeling or replacement
- Potential barriers or risks to project schedules or budgets

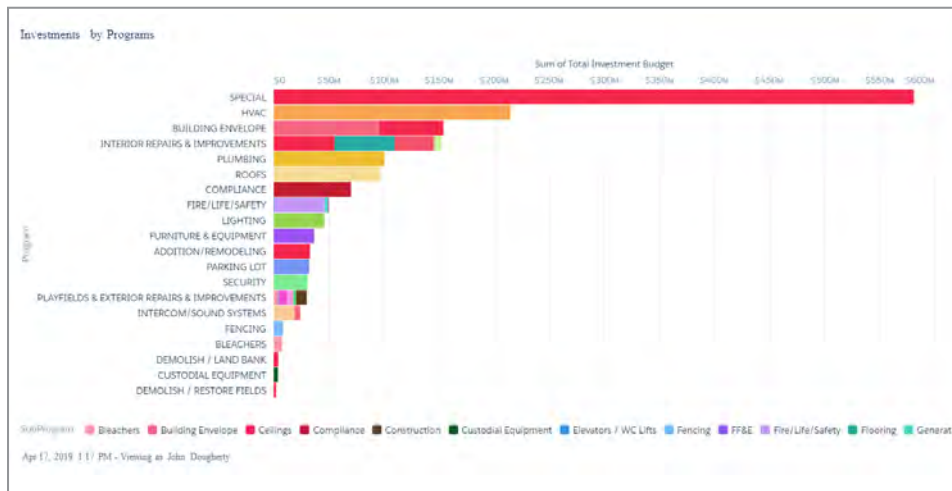
From the “form stage” into the “perform stage”

Teams and relationships are now established in the home and regional offices, procedures and processes are documented, a master schedule is illustrating the work sequence, and staff is guided by the master specifications, design requirements, facilities assessments and facilities master plans. Department leadership has been invited to review and approve the execution plan, and representatives from all agencies having jurisdiction know not only the plan but also how their work affects the success of the plan. Said another way, the program is moving out of the “form stage” and into the “perform stage.”

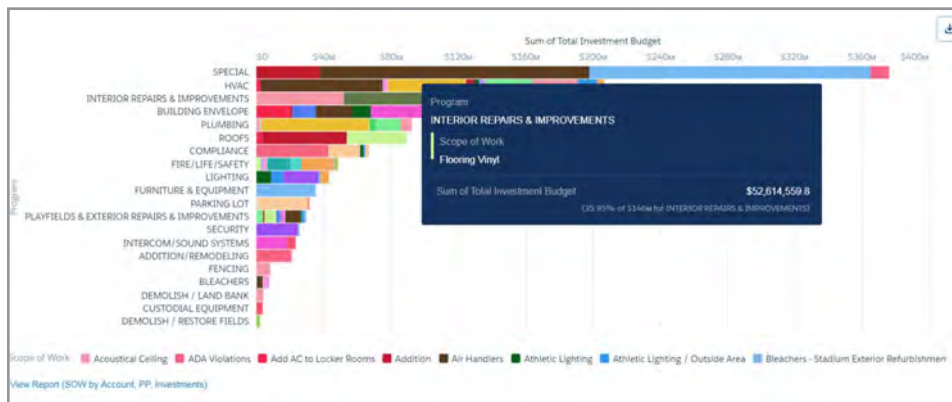
Performance Measurements and Reporting

Our team has developed measurements, dashboards and reports for all aspects of program management. This content can be delivered live via web browser or delivered to your email on a schedule of your choosing.

The following examples illustrate how that data is adding value on **Juan Alfonso's Palm Beach Schools program**, and how we will use it to drive similar value on your program.



Assessment data allows us to visualize the scope of work in dashboards. Informed by this data, we can engage the market as partners. For example, local design and construction firms can prepare to design and execute the work, interested individuals can seek training and certifications for well-paying construction jobs and suppliers can keep us informed of delivery lead times and potential interruptions to the supply chain so we can impose countermeasures before projects are impacted.



Our system has the capability to drill deeper into the assessment data to reveal opportunities for developing prototypical design solutions.

Our reporting capabilities allow us to track work at the most granular level. The image below shows how we can track the HVAC work on each individual project. This type of information will be critically important to PRDE because you will have literally hundreds of projects under warranty simultaneously. This data can also drive life-cycle management systems, including the PRDE maintenance management, asset management, or facilities condition assessment systems.

Program	Scope of Work	Account	Parent Project: Parent Project Name	Parent Project: Project Number	Parent Project: Stage	Total Investment Budget	Budgeted Hard Costs
HVAC	All Hardware	Acagee Pines Elementary	FR - Acagee Pines ES	21417100	Construct	\$523,420.56	\$418,736
		Alexander W. Dreyfoos Jr. School of the Arts	FR - A. Dreyfoos SQA	39673100	Future	\$1,046,277.44	\$837,022
			FR - A. Dreyfoos SQA	89573100	Future	\$1,046,277.44	\$837,022
		Bargan Creek Elementary	FR - Bargan ES	18947100	Future	\$1,222,473.06	\$977,978
		Bear Lakes Middle	FR - Bear Lakes MS (Phase A)	19817100	Construct	\$1,877,844.00	\$1,342,275
		Belle Glade Elementary	FR - Transportation (Belle Glade)	2401100	Future	\$542,743.24	\$434,195
		Belvedere Elementary	FR - Belvedere ES	0531100	Future	\$433,153.98	\$346,533
			FR - Belvedere ES	0531100	Future	\$417,111.24	\$333,689
		Calusa Elementary	FR - Calusa ES	19117100	Construct	\$760,296.00	\$668,213
		Carver Community Middle	FR - Carver MS	20417100	Construct	\$695,818.46	\$556,653
		Christa McAuliffe Middle	FR - Christa McAuliffe MS	18217100	Future	\$1,568,910.00	\$995,128
		Citrus Cove Elementary	FR - Citrus Cove ES	20717100	Construct	\$462,603.15	\$370,083
		Compton Community Middle	FR - Compton MS	54173100	Construct	\$659,872.20	\$527,898
		Coral Sunset Elementary	FR - Coral Sunset ES	1811100	Future	\$500,362.00	\$400,290

Our management information systems support advanced benchmarking and data analytics. Knowing the cost and value of work early in the program and reporting on it with consistency throughout the program brings several advantages to the PRDE including the confidence that FEMA reimbursements will be maximized, and that our estimates are reliable because they are constantly compared to recent bid results.

Our estimating staff will have the required context to accurately forecast cost based on the facilities master plan, assessment data, master schedule and a market analysis that considers market capacity as the program workload increases. Our team will develop the estimating assemblies and cost models needed to validate the master budget and develop cash commitment and cash flow models. Throughout the life of the program we use reports and dashboards to monitor and benchmark our models compared to actuals to ensure both the accuracy of the models and the effectiveness of any contract awards or negotiations.

Because the work will be executed by a diverse pool of firms managed by regional teams, our PMO monitors and benchmarks all metrics, including payment turnaround, contingency use, change order percent, cost per square foot, cost per student station, and closeout turnaround by region, contractor, designer, etc., to ensure all teams are managing their projects responsibly. It's through this type of financial diligence that we sustain the confidence of the public, market and FEMA auditors.



.....

We have successfully delivered over 10,000 projects for LAUSD using this strategic approach to schedule and budget planning and control.

.....

For LAUSD, the largest K-12 school district in California, our team regularly manages multiple contractors, subcontractors and vendors across hundreds of projects at any given time. We focus on implementation of the district's requirements and schedule and budget objectives while proactively managing the expectations of students, teachers and other stakeholder groups.

Our experience working on projects in Puerto Rico makes us ever mindful of the lead time of materials. We are frequently asked to bulk purchase materials and systems to reduce costs associated with the sales tax, contractor markups, and, most importantly, to improve maintainability by standardizing and reducing the number of SKUs of parts needed for repairs.

REPORT: INVESTMENTS WITH PARENT PROJECT
Bulk Purchasing Opportunities

Parent Project: Project Group		2019 CIP			2020 CIP		
Program	Scope of Work	Sum Total Investment Budget	Sum Budgeted Hard Costs	Average Soft Cost Reduction Factor	Sum Total Investment Budget	Sum Budgeted Hard Costs	Average Soft Cost Reduction Factor
HVAC	Add AC to Locker Rooms	\$510,000.00	\$510,000	0.000%	\$1,620,000.00	\$816,000	20.000%
	Air Handlers	\$21,266,970.57	\$17,935,114	17.600%	\$11,310,888.88	\$9,048,711	20.000%
	Chilled Water Piping	\$857,876.00	\$740,801	16.000%	\$430,120.00	\$344,096	20.000%
	Coating Towers	\$0.00	\$0	0.000%	\$1,284,000.00	\$1,027,200	20.000%
	EMS Controls	\$8301,940.00	\$6,640,768	18.824%	\$2,899,660.00	\$2,319,728	20.000%

Details (146 Rows) [Click an intersection in the table above to filter details.](#)

Account	Parent Project: Project Name	Parent Project: Project Number	Parent Project: Stage	Total Investment Budget	Budgeted Hard Costs	Soft Cost Reduction Factor	Investm
1	Palm Beach Lakes Community High	FR - Palm Beach Lakes HS	18517100	Construct	\$510,000.00	\$510,000	- 1.00118
2	Spanish River Community High	FR - Spanish River HS	16817100	Design	\$510,000.00	\$408,000	20.000% 1.00118
3	Wellington Community High	FR - Wellington HS	21917100	Design	\$510,000.00	\$408,000	20.000% 1.00119
4	Acreage Pines Elementary	FR - Acreage Pines ES	21417100	Construct	\$523,420.56	\$418,736	20.000% 1.00135
5	Bear Lakes Middle	FR - Bear Lakes MS (Phase 4)	19817100	Construct	\$3,677,844.00	\$3,342,275	20.000% 1.00135
6	Think First Elementary	FR - Think First ES	30717100	Forecast	\$4,740,114	\$3,791,083	20.000% 1.00135

The report from a school program shown above illustrates over 200 HVAC bulk purchasing opportunities, including the school, project and year of the purchase.

.....
A similar approach has been successful on the Palm Beach Schools Program.
.....



For Palm Beach Schools Program, our team member AECOM, under the leadership of Juan Alfonso, established an initial core team working directly from the client's office, and developed a similar implementation plan like the one proposed for PRDE. The plan's objectives are to complete three key functions:

- Program validation
- Program Management Plan
- Incorporate the program management team with the existing Palm Beach core team

This enabled the initial core team to focus on the initial program stand-up and to deliver early wins. **The team was able to plan and execute the implementation of approximately \$200 million of work that begins in the summer of 2019. While doing that, the full program team laid the groundwork for the next \$200 million in facility renewal projects and \$130 million of new and modernization facilities work that starts in 2020.**

Our project plan, including dependencies and contingencies, and estimated timeframes are described in Tab 16, in accordance with your Request for Proposals.

3.3 Performance Measurement and Reporting

Our team will use the AECOM Digital Solutions suite of tools to manage the program from a client-centric and collaborative perspective. This software suite is a proven, cutting edge solution customized for large capital improvement programs and used in multiple K-12 programs in the U.S. It includes integrated tools that provide capital planning, document control, schedule control, cost control, contract origination and administration, design management, change management and field process control and reporting. All these modules are managed in a manner to allow us to report and dashboard the status of PRDE's Schools Recovery program at various levels and depth of detail.

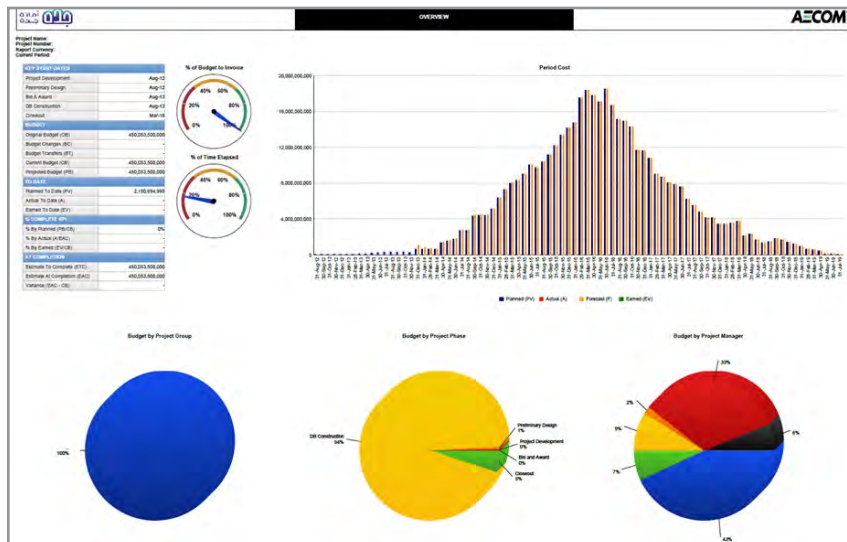
The Digital Solutions suite facilitates project collaboration and workflow via the cloud with robust security. It manages both documents and data, within one central database for all project information, concerning any aspect of PRDE's School Recovery program. We can procure materials and services, manage project budgets and contracts, track project control data and documents, review and log drawings, collaborate with our projects team via the cloud (internet), and analyze overview information all from one central database.

Dashboard and Reporting to PRDE

The Digital Solutions system includes management dashboards to communicate complex information about the program. They translate information from various corporate systems and program data into visually rich presentations using gauges, maps, charts, and other graphical elements to show multiple results together strengthening PRDE's decision-making.

The integrated nature of Digital Solutions allows us to report information related to cost, schedule, budget and other performance factors through easily created lists, tabular reports and action item trackers, providing the PMO easy access to information needed daily to move the program forward to successful completion.

.....
We propose to use the AECOM Digital Solutions suite — a proven solution used in multiple K-12 programs, such as Palm Beach Schools' Sales Tax program and DeKalb County, Georgia's capital improvement program.



Digital Solutions uses Cognos reporting and dashboard system by IBM and the Microsoft Power BI system, both are best-in-class leaders in business intelligence.

As described above, our system is an integrated suite of tools. It uses as its integration engine the Proliance program management tool from Meridian (Trimble). Several of the key functions required to manage large complex programs are native to Proliance, as shown in the table below.

Area of Management	Examples of Inclusions	Technology Used
Capital Planning	Preliminary Project Estimates	Proliance Global Unite
Cost Estimating	Progressive Design Estimates Engineers Estimates at Bid Change Order Review Pricing	WinEst Modelogix
Procurement	Invitations, Bid Packages, Addenda, Locked Responses, Bid Analysis	Proliance
Budget & Cost Management	Cost Accounts, Budgets, Changes, Transfers	Proliance
Contract & Change Control	Contracts, Change/Variations, Invoicing, Cost Events, Risk Events, Early Warning Notices, Claim Tracker	Proliance
Communications	Correspondence, Email Capture, Meeting Minutes	Proliance MS Outlook MS Word
Documents Management	RFI, Issues, Submittal and Packages, Drawings and Packages, Redline, and Review	Proliance ProjectWise
Field	Daily Reports, Non-Conformance Reports, Safety and Quality Notices, Punch list, Logistics, Activities, Inspection Requests and Observations	Proliance ProjectWise
Schedule	Schedules, Resources, Calendars, Activity Documents	Primavera P6 Proliance MS Project

For the Georgia DeKalb School District, the AECOM Digital Solutions team established electronic systems that provide seamless control of the programs, reporting key metrics such as initial budget, budget changes, estimate at completion, funding sources, change orders and key metrics to track the turnaround time of transactions against the established benchmarks.



3.4 Billing Dispute Resolution

Our team members have 75+ years of experience working on federal government contracts — the team’s systems have been built to adhere to the many requirements of federal programs and funding. We administer billions of dollars of Federal funds annually and are intimately familiar with Federal draw down processes for requesting payment, setting up, monitoring subrogation agreements and reconciling program budgets.

On each of our similar contracts, our project accounting team has complied with and even led the development of federal and grantee accounting practices. Under our HUD and FEMA contracts, we routinely perform the reconciliation of federal funds against benefits awarded by other entities. For the New York City and North Carolina disaster recovery programs, our team developed the data transfer protocols between insurance agencies and our client to track applicant benefits.

With the implementation of AECOM Digital Solutions for program management services, the Yates-Bird team will develop a series of workflow procedures specific for billings where the ultimate goal is to streamline the process and ensure timely processing. Part of the Project Plan will address specific procedures for resolving billing issues and the required escalation process. The program controls lead, in conjunction with the program lead and the PRDE will develop issue resolution tracking process with regards to billing issues and escalation. The billing issues will be handled in collaboration with the finance team and the escalation will be measured against current trends and offset by a QA/QC manager who will provide an independent assessment of the escalation and render an opinion to the team.

3.5 Problem Escalation Process

The entire program management process is rooted in the experience of the Yates-Bird team, which means upholding our commitment to our clients in delivering compliant programs that make the most efficient and eligible use of the funding provided to the affected citizens of Puerto Rico. We specialize in internal and external auditing, tracking of potential issues, investigations into suspected misuse of program funding, and reporting.

Problem Escalation Process Steps

- A. **Initial problem identification** – If we come across a problem, we immediately identify it, through our chain of command starting with our program manager. The communications protocol will already be established on the Program Management Plan, so the PRDE, as well as all program members will know the proper chain of communications dependent on the nature of the issue.
- B. **Determination of priority and severity of problem** – Upon determination of the problem, and proper communications, a priority review will be conducted by the program manager and a severity factor will be established.

- C. **Steps for resolving problem** – Steps taken to resolve the issue will require the program manager to gather the proper parties and quickly develop an action plan. The action plan will be agreed to by all parties prior to execution. If the matter needs to be escalated, the program manager, in conjunction with PRDE or others as needed, will gather and reach out to the executive level of the PMO for guidance or further assessment, depending on the severity of the problem.
- D. **Problem escalation for situations when resolution is not forthcoming or an implemented solution is unsatisfactory** – The Yates-Bird team executive leadership will provide further guidance to problems that require escalation and are moreover committed to a quick resolution and most importantly, zero disruptions.

For example, on a K-12 program in South Florida, an issue arose where one of the general contractors providing services on a Learning Center employed an assistant project manager who was not allowed to work on site due to non-compliance with Jessica Lunsford Act regulations. The issue was escalated and resolved within 24 hours. The individual was removed from the team, and a replacement was immediately put in place. This change required immediate communications, swift action and mitigation to protect operations.



Resumes of Core Team

Juan Alfonso, AIA, NCARB, RID

Program Manager



Specializing in program management of large-scale educational facilities capital programs, Mr. Alfonso has successfully managed K-12 school programs similar to the PRDE program. His experience over the course of his 23-year career has also included higher education programs, and leadership roles for municipal clients with construction projects totalling more than \$11 billion. Specific expertise also includes controls, construction management, scheduling, estimating, value engineering, claims, and design development. He maintains a high level of client satisfaction through his leadership abilities and commitment to quality.

Representative Experience

School District of Palm Beach County Capital Improvement Program, Palm Beach County, FL. Program executive for the \$1.2 billion 2017 Sales Tax Program. The School District of Palm Beach County, the nation's 10th largest school district, chose AECOM to manage this capital improvement program, which includes new construction projects, the renovation of existing schools and support facilities, technology upgrades, cutting-edge equipment, and infrastructure improvements.

Miami-Dade County Public Schools, Capital Improvements Projects, Miami, FL. Program Controls Manager responsible for leading a team of professionals in program tasks such as facility assessment, programming, budgeting, cost estimating, market studies, value analysis, schedule reviews, constructability reviews, site/facility assessments, change order reviews, claims/time analysis reviews, and GMP reviews for various projects at the district totaling over \$2 billion in construction.

School District of Palm Beach County, Capital Improvements Projects, Palm Beach County, FL. Deputy Program Controls Manager responsible for leading a team of project controls personnel assisting the district with cost estimating, change management, database management, value engineering and other program controls tasks for various projects totaling over \$100 million in construction costs.

Years of Experience
23

Education

M.S., Construction Management, Florida International University

B. Arch, University of Miami

A.A., Architecture, Miami-Dade Community College

Registrations

Certified Uniform Building Code (UBC)

American Institute of Architects (AIA)

NCARB Certified

Registered Architect (FL)

Registered Interior Designer (FL)

Affiliations

AACE International

American Society of Healthcare Engineers (ASHE)

American Institute of Architects (AIA)

Greater Miami Chamber of Commerce

Florida Chamber of Commerce

National Council of Architectural Review Boards (NCARB)

Fluent in Spanish

Juan Alfonso (cont.)

Miracle-Building Bond Program, Jackson Health System, FL. Program Executive for Jackson Health System's \$1.5-billion Miracle-Building Bond Program. One of the nation's largest public health systems, Jackson Health System chose AECOM to manage their capital plan that includes new construction projects, the renovation of existing facilities, technology upgrades, cutting-edge equipment, and infrastructure improvements. This program is transforming Jackson into a modernized, patient-centered healthcare system. Jackson's capital plan, which is partially supported by an \$830-million voter-approved bond, includes renovations at every Jackson hospital, the opening of multiple urgent care centers across Miami-Dade County, a new Jackson West Medical Center campus in the City of Doral, and a new Christine E. Lynn Rehabilitation Hospital for The Miami Project to Cure Paralysis at UHealth/Jackson Memorial.

Greater Orlando Aviation Authority, New South Terminal, Orlando, FL. Program Executive in charge of project operations. AECOM was selected as part of the team providing program management services for the first phase of Orlando International Airport's new South Terminal Complex. Spanning 300 acres, the \$1.8 billion complex will help to address the steady rise in overall passenger traffic at the airport.

School Board of Broward County, Capital Improvements Projects, Broward County, FL. Program Controls Manager responsible for leading a team of project controls personnel in budgeting, cost estimating, market studies, value analysis, schedule reviews, constructability reviews, site/facility assessments, change order reviews, claims/time analysis reviews, and other program controls tasks for various projects totaling more than \$300 million in construction costs.

Florida International University, Medical Building, Miami, FL. Program Controls Manager responsible for developing detailed cost estimate and review of construction manager's GMP proposal for the 100% design documents. This project involved a parking garage and a 6,200-gross-square-foot medical office facility build-out.

Florida International University, Parkview New Housing Complex, Miami, FL. Program Controls Manager responsible for developing detailed cost estimates for design development documents. This project involved a 249,000-square-foot facility, designed for LEED certification, with more than 600 student dorms and general areas such as meeting rooms, assembly halls, and game rooms. The project also included a 108,000-square-foot precast parking garage.

Eduardo Pardo, P.E.

Principal-in-Charge/Executive Committee



With extensive experience with Puerto Rico construction projects, Mr. Pardo has executive responsibility for the operations and management of the program. He is focused on client satisfaction, making sure the Yates-Bird team provides the necessary resources to deliver a quality project. Through his additional oversight, factors including goals, budget, production schedule, safety, and quality are reviewed, monitored and measured at the executive level.

Representative Experience

Puerto Rico Department of Education, Design-Build CM Services, San Juan area, PR. Principal-in-Charge for design-build construction services for Autoridad del Financiamiento de la Infraestructura (AFI). Based on the Qualified Zone Academy Bonds (QZAB) program for the Department of Education, the scope of work included new construction and renovations to four schools in the San Juan region of Puerto Rico:

- Escuela Superior Ángel P. Millán Rohena - Renovations to the existing facilities and 7,565 SF of new construction. The school is a public high school.
- Escuela Rene Marques - Renovations to the existing facilities and 4,834 SF of new construction. The school is a public Intermediate School.
- Escuela Juana A. Méndez - Renovations to the existing facilities and 7,820 SF of new construction. The school is a public Elementary School.
- Escuela Francisco (Prisco) Fuentes - Renovations to the existing facilities and 11,518 SF of new construction. The school is a public Elementary School.

Department of Housing Puerto Rico and FEMA Disaster Recovery Program, Puerto Rico Housing STEP Program, PR. Principal in Charge for this program involving sheltering and temporary essential power for Puerto Rico, for over 22,000 single-family home repairs. Successful program execution has relied upon the ability to quickly assemble mass labor, material, and subcontractor resources, manage program controls through in-house software and field devices, and use out-of-the-box thinking and logistics. The program requires a quick response and significant resources in a very constrained, challenging environment.

Years of Experience
32

Education
B.S., Civil Engineering,
University of Puerto Rico, Mayagüez

Registrations
Colegio de Ingenieros y Agrimensores de PR

AGC - Puerto Rico Chapter

Puerto Rico Home Builder Association

Tau Beta Pi, National Engineering Honor Society

Fluent in Spanish

Eduardo Pardo (cont.)

Vanderbilt Towers & Hotel (formerly Condado Beach Hotel), New Build & Refurbishment, San Juan, PR. Principal-in-Charge for this \$115 million project which consisted of the construction of two condominium/hotel towers, underground parking, and renovation of the existing historic hotel.

Condominio Bristol, Condado, San Juan, PR. Principal-in-Charge for this \$30-million project consisting of the construction of a 19-story residential building with 31 luxury apartments. This project received the “Outstanding Construction Project Award” from the Colegio de Ingenieros y Agrimensores de P.R. in 2007.

Condado Palm Inn and Suites, Condado, San Juan, PR. Principal-in-Charge for this project which included interior renovations in the North and South Towers.

Various Housing Projects, Various Locations in Baltimore area, MD, and Norfolk, VA. Assistant Site Manager involved in the site work for 200 low-income houses in The Center Baltimore. Assisted in the turnover and finishes of townhouses at the Naval base in Norfolk, VA and assisted in the construction of a four-story senior housing apartment complex in Bowie, MD. The senior housing Pin Oak Village Apartments received the “Award of Excellence” by Associated Builders and Contractors.

Additional Puerto Rico Experience:

- Mall of San Juan
- Millennium Park Plaza - Metro Office Park, Guaynabo
- San Patricio Office Center, Guaynabo
- Dave & Buster - Plaza del Sol Mall, Bayamón
- VET Center, Guaynabo
- Walgreen's, San Juan

Chet Nadolski

Principal-in-Charge/Executive Committee



Mr. Nadolski's 27 years of experience have included K-12 school construction programs and disaster relief programs. He has executive responsibility for the operations and management of Yates' commercial division. As Principal-in-Charge, Chet is focused on client satisfaction and ensuring the Yates-Bird team provides the necessary resources to deliver a quality program. Through his additional oversight, factors including goals, budget, production schedule, safety, and quality are reviewed, monitored and measured at the executive level.

Representative Experience

Bossier Parish School District, Modernizations and Renovations Program, Bossier Parish, LA. Principal in Charge for a program consisting of a ground-up new high school, middle school, elementary school, and tech school; and 20 wing additions/renovations for existing schools. It also includes drainage improvements, paving and roadway improvements, electrical improvements, and land procurement services.

Department of Housing Puerto Rico and FEMA Disaster Recovery Program, Puerto Rico Housing STEP Program, PR. Principal in Charge for a sheltering and temporary essential power program for Puerto Rico for over 22,000 single-family home repairs. Successful program execution has relied upon the ability to quickly assemble mass labor, material, and subcontractor resources, manage program controls through in-house software and field devices, and use out-of-the-box thinking and logistics. The program requires a quick response and significant resources in a very constrained, challenging environment.

Port of Gulfport, Hurricane Katrina Restoration Program, Biloxi, MS. Principal in Charge for the re-establishment of a sustainable port facility which involved coordinating 10+ architectural/engineering firms and multiple specialty contractors. The program included the restoration of the electrical power supply, roads, water, sewer, rail, small craft harbor fender systems, navigational aids, and lighting and security systems.

Years of Experience
27

Education
M.S. Civil Engineering,
University of Missouri
U.S. Army Corps of Engineer Basic and Advance Course
B.S. United States Military Academy (West Point)

Certification
OSHA 30-Hour

Chet Nadolski (cont.)

Madison County School District, Construction Management Services, Madison County, MS.

Principal in Charge for this K-12 schools program involving construction management services to Madison County Schools' capital improvement program, for more than 17 years. The Yates team partnered with the district and with multiple architects on planning and constructing the new buildings in a phased program. A sampling of the schools follows:

- Germantown Middle School | Madison, MS: The 84,700 SF project houses the sixth, seventh, and eighth-grade students. The project features 36 classrooms with wings for each grade level, three courtyards, choir and band rooms, cafeteria, gymnasium, and administrative offices.
- Germantown High School | Madison, MS: The 155,000 SF two-story academic complex features 50 classrooms and labs, administration, media center, band hall, and cafetorium for grades 9-12. The athletic complex provides an athletic fieldhouse, football stadium, baseball field, softball field, and practice fields.
- Mannsdale Elementary | Flora, MS: This 66,844 SF school houses K-5 classes and features a multipurpose room with play surfaces, three classroom wings, administrative offices, library, gymnasium, cafeteria, and an outside playground.
- Madison Crossing | Canton, MS: The 116,200 SF school houses kindergarten through eighth-grade, and includes classrooms, administration offices, library, computer lab, cafeteria, and a gymnasium.
- Camden Elementary | Camden, MS: This 46,150 SF elementary school features classrooms, administration offices, library, cafeteria, and an outside playground.
- Madison Station Elementary | Madison, MS: This 112,000 SF elementary school features six wings housing multiple classrooms. The project also includes administration offices, library, cafeteria, a gymnasium, and an outside playground.

Biloxi Public Schools, Construction Management Services, Biloxi, MS.

Principal in Charge for a program which included construction management services for four new schools, and improvements and renovations to five existing schools.

Clinton Public Schools, Construction Management Services, Biloxi, MS.

This 151,000-SF project featured two schools combined into one building. The schools consist of 88 classrooms, two music rooms, two art rooms, a science lab, a media library, gym, cafeteria, and an administration area.

William Mueller, CHST

Safety, Security & Risk Manager



Throughout his construction career, Mr. Mueller has provided managerial, supervisory, consulting, and technical advisor services to support occupational Health, Safety, and Environment (HSE) in both domestic and international capacities. He develops and promotes an organizational safety ethic that translates into practice through program planning, leadership, education, coordination, and system-wide oversight. He is an industry expert in directing activities to support the highest possible quality, functional efficiency, and safety of physical and operational environments while interacting with HSE programs to achieve goals and resolve issues of mutual concern as they arise.

Mr. Mueller has led the primary coordination for interactions with federal, state, and local agencies including Occupational Safety and Health Administration (OSHA), Environmental Protection Agency (EPA), and the Department of Health (DPH). His areas of safety program management comprise employee occupational health and safety program development and management; emergency management/preparedness; construction safety; hazardous materials and waste management including lead abatement; remedial, civil, and environmental site assessment (ESA); baseline environmental assessment (BEA); facility management; decontamination and demolition; remediation subsurface investigations, and installation of remediation systems.

Mr. Mueller supervises a staff of occupational health, safety and environmental professionals. He leads all HSE initiatives and emergency management, provides leadership and support

Years of Experience
28

Education
Coursework, Occupational Safety and Health, Columbia Southern University, Orange Beach, AL
Coursework, Camden County College, NJ
Coursework, Hazardous Materials, Gloucester County Community College, NJ

Registrations
Construction Health and Safety Technician

Registrations
New Jersey Lead Supervisor

OSHA 500 Construction Standards

Instructor First Aid, CPR, AED

Fluent in Portuguese;
intermediate knowledge of Spanish

William Mueller (cont.)

at assigned areas for meeting HSE regulatory compliance, and facilitates strategic operational initiatives while acting as liaison with senior and executive leadership for similar areas.

Representative Experience

Hill International, Inc, HSE Projects, Philadelphia, PA. Corporate HSE Manager responsible for the development, implementation and administration of Hill's corporate HSE Management System. Senior advisor to the CEO, COO, President, Corporate Vice Presidents, and Senior Regional Managers.

Construction Management Company, Technical Services, Trinidad and Tobago. HSE Manager, acting as engineer's representative for \$7.8 billion highway construction project based in San Fernando, Southern Trinidad. Direct management of safety and health inspectors and the environmental engineering team; principal oversight to the contractor's HSE unit responsible for a workforce of 1,800 staff.

Groundwater Treatment and Technology, Various Projects, Denville, NJ. As Director of Health and Safety, reported directly to the President and CEO. Managed managed safety and health initiatives for multi-divisional operations and projects. His divisions included oversight of construction, operations and maintenance, rentals, and the fabrication shop.

URS Corporation, Environmental and Infrastructure Division Projects, Houston, TX and São Paulo, Brazil. Senior EH&S Technical Advisor and Project Manager serving the division's supporting business operations in Brazil and Colombia for international and multi-national clients; responsible for planning and program development; project auditing; technical safety oversight for high-risk projects.

URS Corporation, Remediation and Operations Services Group, Wayne, NJ and Ft Washington, PA. Regional EH&S Coordinator. Implemented corporate HSE program, including conducting regional staff training, developing project safety plans and JSAs, regional project auditing, and overseeing technical safety for multiple projects, including the USEPA Superfund Landfill Remediation project under the US Army Corps of Engineers.

Antonio Gárate, AIA, NCARB, CAAPPR, LEED AP

Program Development Manager



Mr. Gárate is a senior team member at Álvarez-Díaz & Villalón® | Architecture & Interior Design. He has recently worked in large mixed finance and mixed income community developments, large government green building projects, and energy retrofits. His experience encompasses a wide variety of building types and spans all aspects of project development from master planning to close out. His research has included design of integrated building systems (HVAC, lighting, power/data/voice networking, interior systems and layouts), life cycle cost analysis for building subsystems, building performance studies and energy in building studies.

Representative Experience

Renaissance Square and Bayshore Villas (Residential Developments), San Juan, PR. Mr. Gárate managed the design and contract administration for these mixed financing projects, formerly known as Las Gladiolas and Puerta de Tierra, respectively. He was responsible for the design, coordination with all the engineering consultants, managing the permitting, meeting with the government agencies, implementing green measures in the design, following the parameters of Energy Star for Homes, quality control and quality assurance of the design documents, ensuring zoning, IBC, ADA, UFAS, ANSI 117.1 and FHA, federal, state and local code compliance, cost control, project scheduling, review of submittals, RFI and change orders, among others, for these developments with over 300 units, comprising approximately 350,000 square feet of building construction. Mr. Gárate worked on both project concurrently, from project inception up to project completion and close out.

Jose Gautier Benítez Revitalization, Caguas. Mr. Gárate managed the design and contract administration for this mixed financing project. Mr. Gárate was responsible for the design; coordination with all engineering consultants; permitting; meeting with the government agencies; implementing green measures in the design, following the parameters of Energy Star for Homes; quality control and assurance of the design documents; ensuring zoning; IBC, ADA, UFAS, ANSI 117.1, FHA, federal, state and local code compliance; cost

Years of Experience
22

Education
M.S., Building Performance and Diagnostics, Carnegie Mellon University, Pittsburgh, PA

B. Arch. with Minor in Industrial Management, Carnegie Mellon University, Pittsburgh, PA

Registrations
Puerto Rico Architect, License #20221
CAAPPR

Florida Architect, License #AR94743

NCARB Certificate #69104

AIA #30137491

USGBC - LEED AP BD+C #10308486

Fluent in Spanish

Antonio Gárate (cont.)

control; project scheduling; and review of submittals, RFI and change orders. The project encompassed a 200-unit building serving elderly residents and 238 multi-family developments, with approximately 500,000 square of gross building construction. Mr. Gárate worked on this project from its inception, and is currently involved in the contract administration.

Roberto Sanchez Vilella Government Center, Santurce, PR. Mr. Gárate was in charge of the Minillas Verde Government Building Project, the largest local government green design and energy retrofit initiative in Puerto Rico. He helmed the Energy Performance Contracting from the initial stages of the RFP through contract negotiations, Investment Grade Audits, implementation, commissioning and measurement & verification of the North and South Towers and the GDB Building. The project included the remodeling of approximately 335,000 square feet of office space in the 18-story North Tower. He was responsible for the design; coordination with all engineering consultants; permitting; meeting with government agencies; implementing green measures; quality control and assurance of the design documents; ensuring ADA compliance; cost control; project scheduling; review of submittals; RFI; and change orders. Mr. Gárate developed and coordinated the programming and design requirements of the project with each of the existing and new agencies that would occupy the building and collaborated in the relocation plan for each agency. He optimized the use of space and energy conservation measures in the design of each floor, per tenant and owner project requirements, to reduce the owner's operating expenses.

United States Passport Offices, San Juan, PR. Mr. Gárate managed the design and contract administration for this federal project with the local Public Building Authority, the GSA and the Department of State. He was responsible for the design; coordination with all the engineering consultants; permitting; meeting with government agencies; coordinating the fundamental and enhanced commissioning; preparing all required documentation and certifying the project LEED with USGBC; quality control and assurance of the design documents; ensuring compliance with ABAAS, ADA, the International Existing Building Code and other codes and regulations; cost control; project scheduling; review of submittals; RFI; and change orders. The project achieved LEED Gold certification, surpassing the client's expectations.

Various Residential Projects, Cabo Rojo, PR. Design and Construction Manager and Project Administrator overseeing design and construction management including master planning; design; permitting; project scheduling; coordination of on-site and off-site work; contract negotiation; and coordination with contractors.

Luis P. Torres-Pesaresi, P.E.

Deputy Program Manager/Program Execution Manager



For over 20 years, Mr. Torres has been involved in construction management, quality control, inspections, and managing multidisciplinary projects for both public and private markets. He has been the Project Director for several construction management public housing projects and the Project Coordinator for the program and construction management for the design, rehabilitation, demolition and construction of new low-income housing (more than 1,500 projects) under the “Comunidades Especiales” Program for the PR Department of Housing. Since 2010, Mr. Torres has directed AECOM Caribe’s Construction Management and Project Management Department.

Representative Experience

Puerto Rico Public Housing Administration, Public Housing Modernization Projects, Various Locations, PR. Project Manager/Project Director for a program consisting of the rehabilitation of public housing facilities that include existing conditions assessment, site improvements, modernization of dwelling units and design and/or modernization of community, recreational and ancillary facilities. Total construction cost \$90.5 million. Modernizations include:

- Vista Alegre Public Housing Project, Aguas Buenas, PR; 74 units, \$9M
- Jardines de Judely Public Housing Project, Las Piedras, PR; 32 units, \$3.5M
- Ext. Sábalo Gardens Public Housing Project, Mayagüez, PR; 300 units, \$29M
- Práxedes Santiago Public Housing Project, Cidra, PR; 124 units, \$15M
- Jardines de Cupey Public Housing Project, San Juan, PR; 308 units, \$34M

Puerto Rico Housing Department, Proyecto de Comunidades Especiales Zone 1, San Juan, PR. Project Coordinator providing construction management services for the design, rehabilitation, demolition, and construction of new houses at the Municipalities of Adjuntas, Arecibo, Barceloneta, Camuy, Ciales, Florida, Hatillo, Jayuya, Lares, Manatí, Orocovis, and Utuado. The approximate project cost (for all Puerto Rico) is \$1 billion.

Years of Experience
21

Education
B.S., Civil Engineering,
University of Puerto Rico, Mayagüez, PR

Registrations
Professional Engineer/PR #15932
Professional Engineer/USVI #1202E
AECOM Certified Project Manager

Affiliations
Colegio de Ingenieros y Agrimensores de Puerto Rico

Fluent in Spanish

Luis P. Torres (cont.)

Puerto Rico Housing Department, Modernization of Puerto Real Housing Project, Fajardo, PR. Resident Engineer overseeing rehabilitation of 100 dwelling units as part of the Modernization Program from the Public Housing Administration.

Army and Air Force Exchange Services, New Design-Build Community Center, Fort Buchanan, PR. Quality Control Manager for construction of a 220,000 sq. ft. community center building. The building includes commissary, post exchange, food court, shopping mall, and warehouse facilities.

Puerto Rico Highway and Transportation Authority, (PRHTA) Bridge Load Capacity Rating Project, Various Locations, PR. Project Manager performing load capacity evaluation of more than 350 bridges located at the east side of Puerto Rico, as part of the Federal Highway Administration bridge rehabilitation program. Includes existing plans' evaluation, bridge inspections, and non-destructive testing.

Public Buildings Authority, Magnolia Gardens Housing Project, Bayamón, PR. Resident Engineer overseeing rehabilitation of 104 dwelling units as part of the Modernization Project from the Public Housing Administration and Housing Urban Development.

Shell Oil, Yabucoa Refinery Asset Sale, Removal, Remediation and Closure, Yabucoa, PR. Project Manager providing local support to the AECOM (legacy URS) Houston office performing CM oversight during the demolition, decommissioning, dismantlement/selling of assets and remediation activities on the refinery.

Shell Oil, Guayanilla Terminal Demolition, Guayanilla, PR. Project Manager providing local support to the AECOM (legacy URS) Houston office performing CM oversight of a Shell Oil contractor during the removal of all aboveground and underground storage tanks, piping, soil sampling and remediation, and lead and asbestos abatement.

Rincón Health Center, Building Assessment, Rincón, PR. Project Manager responsible for construction services and resident inspection of an existing building conversion to a health care facility. Work also considered the cost estimating for rehabilitation, equipment, and medical supplies.

Nestor Rodriguez Avila, P.E.

Project Controls Manager



Mr. Rodriguez is a Project Controls Manager with 32 years of experience, and is experienced in the development and generation of detailed project health metrics and for supporting the program with maintenance and oversight of budgets, various types of project schedules, site staging and logistic plans, preliminary cash flows, and reporting. His particular expertise with estimation guides his ability to implement rigorous budget controls.

Representative Experience

Puerto Rico Department of Education, Design-Build CM Services, San Juan area, PR. Project Controls Manager. Design-build construction services for Autoridad del Financiamiento de la Infraestructura (AFI). Based on the Qualified Zone Academy Bonds (QZAB) program for the Department of Education, the scope of work included new construction and renovations to schools in the San Juan region of Puerto Rico. For all projects, Mr. Rodriguez was responsible for the estimates, schedule, contract negotiations, subcontracting, and material procurement.

- Escuela Superior Ángel P. Millán Rohena: The project scope included renovations to the existing facilities and 7,565 SF of new construction. The school is a public High School.
- Escuela Rene Marques: The project scope included renovations to the existing facilities and 4,834 SF of new construction. The school is a public Intermediate School.
- Escuela Juana A. Méndez: The project scope included renovations to the existing facilities and 7,820 SF of new construction. The school is a public Elementary School.
- Escuela Francisco (Prisco) Fuentes: The project scope included renovations to the existing facilities and 11,518 SF of new construction. The school is a public Elementary School.

FEMA/Puerto Rico Housing STEP Program, PR. Project Controls Manager on Department of Housing of Puerto Rico and FEMA Disaster Recovery Program,

Years of Experience
32

Education
B.S., Civil
Engineering (Magna
Cum Laude),
University of Puerto
Rico, Mayagüez

Registrations
Colegio de Ingenieros
y Agrimensores de
PR
AGC - Puerto Rico
Chapter
Puerto Rico Home
Builder Association
Tau Beta Pi, National
Engineering Honor
Society

Fluent in Spanish

Nestor Rodriguez (cont.)

responsible for estimates, contract negotiations, and procurement of materials. Sheltering and temporary essential power program for Puerto Rico for over 22,000 single-family home repairs. Successful program execution has relied upon the ability to quickly assemble mass labor, material, and subcontractor resources, manage program controls through in-house software and field devices, and use out-of-the-box thinking and logistics. The program requires a quick response and significant resources in a very constrained, challenging environment.

Vanderbilt Towers & Hotel (formerly Condado Beach Hotel), Refurbishment, San Juan, PR. Project Controls Manager responsible for estimate, schedule, procurement of materials, and subcontracting. The \$115 million project consists of the construction of two condominium/hotel towers, underground parking, and renovation of the existing historic hotel.

Plaza del Condado Condominium Project, San Juan, PR. Project Engineer. This \$6 million project included the construction of a 15-story apartment and parking building in San Juan, PR.

Acquamarina at Ashford 1315 Residential Project, San Juan, PR. Project Manager. This \$30 million project included the construction of a residential apartment building and parking building in San Juan, PR.

Private Residences at Coco Beach, Rio Grande, PR. Project Manager for the \$42 million construction of a residential apartment building in Rio Grande, PR.

Ciudadela Phase III, Santurce, PR. Project Controls Manager responsible for estimation, schedule, materials procurement, and subcontracting. This \$80 million project included the construction of a residential building in Santurce, PR.

Other Puerto Rico Experience:

- Assistant Project Manager, Plaza Las Americas Parking Building Expansion, San Juan
- Assistant Project Manager, Plaza Las Americas Office Tower, San Juan
- Assistant Project Manager, Plaza Las Americas North Deck Parking Expansion, San Juan
- Assistant Project Manager, JC Penney Flagship Store at Plaza Las Americas, San Juan
- Project Manager, Centro Internacional de Mercadeo, Guaynabo

Esdras “Ezra” Garcia

Regional Project Manager (Arecibo)

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Mr. Esdras “Ezra” Garcia is a construction project manager experienced in contract administration, cost engineering and estimating services for variety of building types. Mr. Garcia specializes in scheduling, program and project management, value engineering, safety engineering, equipment rental and tenant build-out. He is fluent in Spanish, and his skills include Microsoft Project, Primavera P6 and Prolog.
.....

Representative Experience

Patricia and Phillip Frost Museum of Science, Patricia and Phillip Frost Museum of Science Project, Miami, FL. Project Manager for construction of a \$300-million science museum in downtown Miami. The 250,000 SF structure, which holds a 250-seat planetarium and a 500,000-gallon aquarium, was designed to be LEED Gold certified. In addition to managing the cost control, design, permitting and project coordination aspects of the project, he performed takeoffs for change orders, including mechanical, electrical and plumbing trades. He reviewed pay applications for monthly draws; conducted budget analysis and forecasting for owner direct consultants; and supervised the design team throughout construction change directives, field changes, work coordination and permit drawings. His duties also comprised overseeing permitting from coordination with the design team through to submission of applications to various municipalities; arranging work with contractors and municipalities at Museum Park; and preparing a cost analysis of work split between science, art and the City.

Brickell Financial Centre, Miami, FL. As Project Manager working for both the construction developer and construction manager at-risk, Mr. Garcia was responsible for cost control, design management, permitting and project closeout during the development of a 40-story commercial building, valued at \$600 million. He reviewed proposals, performed takeoff for change orders and new contracts submitted by vendors/subcontractors and the general contractor, conducted cost analysis for tenant build-out work and evaluated pay applications for monthly draws. In addition to managing the design team for coordination of construction change directives and permit drawings, Mr. Garcia reviewed requests for information to make certain the owner’s interest and design intent were met.

Years of Experience
14

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Education
M.B.A., Florida International University, Miami, FL
B.S., Construction Management, Florida International University, Miami, FL
A.A., General, Harper College, Palatine, IL
.....

Certifications
OSHA-30

Fluent in Spanish

Ezra Garcia (cont.)

He oversaw the permitting process from coordination with the design team to submission to various municipalities, as well as met with the City of Miami, Miami-Dade County Department of Environmental Resources Management, and Miami-Dade County Water and Sewer Department to clarify questions regarding design intent and gain approvals. He was in charge of project closeout, including subcontractor closeout, punch list walk-throughs, and cost analysis. To gain LEED Platinum rating for the project, Mr. Garcia also managed design professionals, the LEED consultant and the general contractor.

Miami Dolphins Corporate Headquarters, Miami, FL. Project Manager for a company specializing in preconstruction consulting, general construction and construction management. Mr. Garcia managed cost control, document control and drawings during the fast-track addition of approximately \$10 million, 40,000 SF of office space to an existing sports stadium. His duties comprised reviewing quotes; performing takeoffs for change orders and new contracts; preparing estimates, subcontractor/owner change orders and subcontracts; evaluating pay applications; and submitting pay requisitions to the owner. Mr. Garcia compiled, assessed and distributed submittals and requests for information, as well as reviewed, logged and distributed project drawings.

Private Residential Development, Sunny Isles Beach, Miami, FL. Project Manager. Mr. Garcia managed construction progress, cost control and design for a 40-story condominium building valued at \$116 million. He arranged for weekly progress meetings, coordination meetings and temporary certificate of occupancy meetings; coordinated work among various trades; and maintained the project schedule. In addition to requesting and reviewing quotes, Mr. Garcia performed takeoffs for change orders and new contracts; prepared estimates, subcontractor/owner change orders and subcontracts; and reviewed pay applications. His support helped resolve coordination and design issues among the trades and the design team.

Beach Club Project, Phase II, Hallandale Beach, FL. As Assistant Project Manager, Mr. Garcia was responsible for document control, drawings, cost control, project coordination, quality control and project completion and closeout for a \$92 million, 54-story residential building. He drafted, reviewed and distributed submittals and requests for information, and evaluated, updated, logged and distributed drawings. In addition to requesting and assessing quotes, Mr. Garcia performed takeoffs for change orders and new contracts and developed an estimate for an interior design package.

Gabriel D. Alcaraz Emmanuelli, P.E.

Regional Project Manager (Bayamón)

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Mr. Alcaraz's project and construction management background includes projects for the Department of Transportation and Public Works and the Puerto Rico Highways and Transportation Authority, as well as the Tren Urbano project. His specialized computer software skills include Microsoft Project, Primavera SureTrak, SAP2000, ETABS, AutoCAD, ADAPT, and EnerCalc.

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Representative Experience

Department of Transportation and Public Works (DTPW), San Juan, PR.

DTPW/DTOP Secretary for this Governor's Cabinet-level position which required the Senate's consent. Mr. Alcaraz managed a \$1.25-billion annual budget at a 7,500-employee government agency in charge of Puerto Rico's transportation infrastructure. The agency was responsible for maintenance of 15,000 lane-kilometer of roads, administration of all state-owned real properties, and the database containing information for the Division of Motor Vehicles.

Mr Alcaraz also chaired the Board of Directors for the Ports Authority, the Metropolitan Bus Authority, the Maritime Transportation Authority, Road/Highway Safety Commission, and the Highway and Transportation Authority. In addition, he served as a member of the Board of Directors for the Puerto Rico's Electric Power Authority, Puerto Rico Land Administration and Public Building Authority.

Puerto Rico Highways and Transportation Authority, San Juan, PR.

Responsible for the day-to-day administration of more than 235 miles of tollroads and a 17km/16-station metro system serving eight million passengers per month, Mr. Alcaraz led a team of professionals in the implementation of \$2.2-billion, five-year Capital Improvement Program encompassing more than 100 projects. He was also responsible for the financing and re-financing of debt through \$3.7-billion municipal bond issuances, including a \$2.2-billion issuance, which was the largest single municipal bonds transaction in Puerto Rico at that time.

Puerto Rico Highways and Transportation Authority, Tren Urbano Project

San Juan, PR. As Project Director and Manager for San Juan's \$2.25-billion heavy rail metro system capable of handling 120,000 passengers a day, Mr. Alcaraz led a team of world-caliber professionals during the final civil construction stages and installation, testing, commissioning, and start-up of system-wide

Years of Experience

15

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Education

Ph.D., Civil
Engineering,
University of Florida,
Gainesville, FL

B.S., Civil
Engineering,
University of Puerto
Rico Mayaguez

.....

Registrations

Professional
Engineer, Puerto Rico

Professional
Engineer, Florida

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Memberships

American Concrete
Institute

Prestressed Concrete
Institute

CIARP

College of Engineers
and Land Surveyors

Fluent in Spanish

Gabriel Alcaraz (cont.)

elements including rails, traction power, SCADA, communication-based automatic train control and protection, escalators and elevators.

Puerto Rico Highways and Transportation Authority, Tren Urbano Project San Juan, PR. As Senior Structural Engineer on behalf of GMAEC (DMJM-Harris-B&H) architects, engineering and management consultants for this transit project, Mr. Alcaraz performed design review to Tren Urbano's Stations and Guideways design drawings and specifications submitted by the Alignment Section contractors. He also reviewed repair procedures, field design memos, and design changes. In addition, Mr. Alcaraz provided support to Tren Urbano Organization's (TUO's) QA/QC Division.

Estructuras AE PSC, San Juan, Puerto Rico. As principal of his own firm, in addition to project and construction management, Mr. Alcaraz provided construction schedule adherence support and/or Resident Inspector services to his clients on the following projects:

- Central-American Games Stadium (project management, claim management, concrete placement coordination and scheduling)
- Calaf 55 Parking Lot (inspection services)
- Mayagüez Bravo Elderly

Mr. Alcaraz provided structural engineering design for the following:

- Wilson Plaza (a 14-story, post-tensioned floor residential building).
- Prototype School (four-classroom steel module that straddled the existing structure with insulated concrete floor/wall panels)
- Beachfront Multi-Family Housing

Mr. Alcaraz provided structural/forensic engineering for the following:

- Army Terminal RORO Ramps and Pier (structural/damage assessment and structural rehabilitation/strengthening)
- Puerto Rico Department of Justice Witness Protection Center (structural/damage assessment following the Capeco fire and explosion)
- Bridge over River Duey (structural evaluation of deep foundations)
- Mayagüez Transit Mall. Served as consultant to the Municipality of Mayagüez in the Corridor and preliminary engineering of a public transit system, a Downtown Circulator, and a bus rapid transit (BRT) line.
- Mayagüez CAC Games Transportation Plan. Responsible for design and operation of a public transit system for the general public attending the Central American and Caribbean Regional Olympic Games.

Kristen Cowell

Regional Project Manager (Caguas)

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Ms. Cowell is a construction project manager with expertise in large-scale program management. Her project experience includes public clients such as the Virgin Islands Housing Finance Authority (Emergency Home Repair Virgin Islands, Hurricanes Irma and Maria) and the Colorado Division of Homeland Security and Emergency Management (FEMA Assistance, September 2013 Flood).
.....

Representative Experience

Virgin Islands Housing Finance Authority, Emergency Home Repair Virgin Islands, St. Croix, USVI. As Project Manager, lead preconstruction estimating for 650 roofing projects per FEMA guidelines, resulting in more than \$75 million of approved construction work. Managed change orders for active roofing projects, including thorough review for compliance with design scope and program policies. Developed systems for document and process control for robust management reporting and quality assurance.

McCarthy Building Companies, San Francisco, CA. Senior Project Engineering and Trade Manager for over \$20 million in contracts, managing subcontractor scope, performance, and schedule per contractual commitments. Coordinated with owner, designers, and subcontractors to avoid \$250,000 in costs by implementing innovative design and construction solutions in the field. Managed task orders, requests for information, cost issues, and contract documents for successful scope delivery.

Los Angeles Community College District, Bond Capital Improvement Program, Los Angeles, CA. Project Manager. Evaluated and reviewed program budgets, project schedules, procurement policies and project controls to assess performance for large capital projects. Prepared detailed assessment of the program's IT improvements. Analyzed construction documents to develop cost estimates and access design alternatives.

Los Angeles Metro Rail, Sustainability Plan and Green Construction Program Los Angeles, CA. Assistant Project Manager. Managed the program as a liaison between the owner and contractors to implement Air Resources Board (ARB) and CALGreen compliance. Developed debris removal tracking

Years of Experience
6

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Education
MS, Construction Management, Arizona State University
BA, Urban Planning and Economics, University of California, San Diego
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Registrations
LEED Accredited
Professional BD+C

Fluent in Spanish

Kristen Cowell (cont.)

system to account for carbon emissions associated with haul distances. Conceived, developed and deployed a project implementation dashboard for project managers to establish, track, and prioritize the Metro's environmental compliance and sustainability projects.

State of Colorado, FEMA Flood Recovery Program, Boulder County, CO.

Applicant Assistant for the reimbursement process for municipal projects and public works in the County.

Hickling & Associates, La Jolla, CA. As Consultant, performed process flow analytics and mapping for campus-wide facilities management and capital improvement projects. Provided recommendations for cost management through program management analyses, including internal project scheduling program software recommendations. Compared capital depreciation rates of existing construction as a function of age, usage and square footage using statistical regressions derived from construction documents and owner cost data

Rubén Vargas-Cruz, MSCE, P.E.

Regional Project Manager (Humacao)

Rubén Vargas has more than 21 years of experience and has directed and managed construction support services for two major projects in Puerto Rico totalling \$40 million in construction costs, the Las Marías Water Filter Plan and the Las Marías Water Distribution System (Phase 2A).

Representative Experience

Puerto Rico Planning Board (PRPB), Risk MAP, Discovery Phase Project, Rio Grande de Loiza Watershed, PR. As Project Manager, responsible coordination of tasks between offices participating and all meetings with the Puerto Rico Planning Board (PRPB). He also provided support to the AECOM Germantown office with stakeholder identification, stakeholder engagement, outreach meetings, and discovery meetings.

Puerto Rico Highways and Transportation Authority (PRHTA), Bridge Scouring Evaluations Project, Various Locations, PR. Project Manager and Project Engineer responsible for overseeing all activities of the job including project budget and schedule. Responsible for coordinating work for subcontractor for all tasks related to surveying and geotechnical. Also in charge of management internal contracts with two other offices collaborating with the data collection, analysis and report preparation. The evaluation included a data collection and qualitative analysis (Phase 1), hydrologic-hydraulic study and scour analysis (Phase 2), geotechnical and structural stability analysis based upon the scour study (Phase 3), and a Plan of Action to be implemented to address the findings for each bridge (Phase 4). More than 200 bridges from the east region were assigned to the SJU office with an aggregate project value of \$12 million.

Puerto Rico Aqueduct and Sewer Authority (PRASA), Toa Vaca Sanitary Sewer System and Off-site, PR. Project Manager responsible for the coordination of all trades including coordination of all meeting with Puerto Rico Aqueduct and Sewer Authority (PRASA), Puerto Rico Planning Board (PRPB), and other pertinent agencies. He also was instrumental for the justification of the project to the Federal Agency, EPA, for designation of funds under the CWSRF Program and inclusion to the priority list of the PRPB/EPA. The job consisted of the planning, conceptual, and design of a sanitary sewer system for approximately 760 families in the Toa Vaca Community. This project when

Years of Experience
21

Education
M.S., Civil Engineer-
Water Resources
Engineering, Texas
A&M University

B.S., Civil
Engineering,
Polytechnic
University of PR

Associate Degree,
Civil Engineering
Construction
Technology,
University of PR

Associate Degree,
Civil Surveying
and Highway
Construction,
University of PR

Registrations
P.E., Puerto Rico,
#15555

AECOM Project
Manager

Affiliations
American Society
of Civil Engineers
(ASCE)

American Water
Works Association
(AWWA)

Water Environment
Federation (WEF)

Fluent in Spanish

Rubén Vargas (cont.)

constructed will provide the families with a connection to the PRASA sewer system, eliminating the use of septic tanks or cesspools currently seeping sewerage towards nearby water bodies such as the Guayabal Lake and its tributaries.

United States Coast Guard, Storm Water Master Plan, San Juan, PR. Project Manager. The project consisted of the development of the Storm Water Master Plan (SWMP) and offer recommendations on flooding and inadequacies of storm sewers within the study area. AECOM produced a SWMP for each facility that contained maps of the existing storm water system, surveying information, updated storm water maps (as-built), modeling outputs, maps of the proposed and recommended solution to each issued identified in the system and a cost estimate for each presented alternative or solution.

Puerto Rico Aqueduct and Sewer Authority (PRASA), Las Marias Potable Water System and Treatment Plant, Las Marias, PR. Project Manager and Project Engineer for this project involving the planning and design of the potable water system for the Las Marias municipality. The project consisted of two systems: the 2.5 MGD water filter plant and the distribution system, which consists of 52 kilometers of pipeline ranging in size from four inches to 16 inches in diameter. The new water supply system included 29 water storage tanks and 22 pump stations, and a data transfer (SCADA) system from the sites to the water filter plant. As designer of record, AECOM provided Construction Support Services to the owner, PRASA.

FEMA, High Water Marks, South Region of PR. Project Engineer and Task Coordinator, assisted FEMA in the collection of field data in the South Region for the municipalities of Guayanilla, Yauco, San German, Cabo Rojo and Mayagüez. Physically identified and measured high water marks on structures, ground, fences left by the flood level occasioned by the nearby water body in these municipalities. Collected, organized, and entered data into a software developed for FEMA. The information collected will be used to rectify, calibrate and revise FEMA flood maps for that region impacted by extraordinary rainfall events.

Fajardo Regional Wastewater System, (FRWS), Design-Build of Fajardo Wastewater System and Treatment Plant, Fajardo, PR. Project manager for this project that consisted of the design and construction of a conveyance system of approximately eight kilometers of piping, three pump stations, and a 9-MGD waste water treatment facility for Phase 1. As part of the FRWS design team, responsibilities include construction and design meeting participation, document control, and submittal review, coordination of work between disciplines during the design phase of the project, identification and attention to design and construction issues, among others.

Garrett Tapper

Regional Project Manager (Mayagüez)

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Mr. Tapper is a Project Manager with 24 years of experience providing project management services for school institutions, disaster recovery programs, manufacturing facilities, and office buildings. He will serve as a regional project manager and lead the in-house and field team for Yates-Bird. He specializes in submittal reviews, accurately tracking the budget, and executing the schedule.

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Representative Experience

Jefferson Davis County School District, Recovery/Reconstruction Management Services, Prentiss, MS. Project Manager for recovery and reconstruction after Hurricane Katrina. The scope of work included new construction and renovations to schools affected by the hurricane.

Bossier Parish School District Modernizations and Renovations Program, Bossier Parish, LA. Program Manager for a program consisting of a ground-up new high school, middle school, elementary school, and tech school; and 20 wing additions/renovations for existing schools, including drainage improvements, paving and roadway improvements, electrical improvements, and land procurement services.

Pearl River Community College, Recovery Construction Management Services, Poplarville, MS. Project Manager providing construction management services for recovery and reconstruction after Hurricane Katrina. The scope of work included new construction and renovations to Huff Hall, Crosby Hall, Moody Hall, a Technology Center, and the Nursing and Wellness Center.

Pearl River Central School District, Recovery CM Services, Carriere, MS. Project Manager for recovery and reconstruction after Hurricane Katrina. The scope of work included new construction and renovations to schools affected by the hurricane.

Beaumont Independent School District, Hurricane Ike Recovery Services, Beaumont, TX. Project Manager for post-Hurricane Ike recovery and reconstruction. Construction management services included consulting and managing federal funding through FEMA, grant management of \$23.6 million, reviewing and driving resolution of all eligibility issues, and developing an

Years of Experience
24

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Education
B.S., Business Administration, University of Southern Mississippi
A.A., Pearl River Community College, Prentiss, MS

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Registrations
OSHA 30-Hour
Licensed Residential Contractor
IICRC Smoke & Odor Restoration Certification
IICRC Fire Restoration Certification
National Flood Insurance Program Certification
Hydro-Stop Water Proofing Systems Certifications

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Garrett Tapper (cont.)

approach to filing and tracking costs.

State of North Carolina/FEMA, Sheltering and Temporary Essential Power (STEP) Program – Hurricane Florence, Carteret County, NC. Project Executive overseeing rapid repairs for homes damaged by Hurricane Florence. Repairs scope comprises tasks that made homes safe, secure and clean so that residents could “shelter in place” while more extensive, longer-term repairs were undertaken. FEMA identified more than 15,000 households in twelve counties that were eligible for STEP assistance.

State of Texas General Land Office, Partial Repair & Essential Power for Sheltering (PREPS) Program, Nederland, TX. Project Executive for post-Hurricane Harvey recovery on the Texas Gulf Coast. Once Notice to Proceed was received, the team was in Texas, ready for inspections, the next morning. Our team was assigned 300 single-family homes to repair in 60 days, and completed them in less than the time allotted.

CenturyLink, Technology Center of Excellence, Monroe, LA. Project Manager for 300,000 SF center which includes technology research and development labs, a network operations center and office and meeting space. The project also contains a three-story mechanical plant and a five-story, 1,050-car precast parking garage. The project has achieved LEED Silver certification.

Nissan Motor Company, DOPS Canopy & FLOS Building Shell at Canton Vehicle Assembly Plant, Canton, MS. Project Manager for the construction of a 9,720 SF non-conditioned canopy on the former test track along with a 5,000 SF apron. It also included the construction of a 15,830 SF conditioned FLOS building adjacent to the end of the final vehicle assembly line.

Larry Mize

Regional Project Manager (Ponce)

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Mr. Mize is a Project Manager with 42 years of experience which encompasses project management services for educational institutions, commercial and residential buildings, federal correctional institutions, manufacturing facilities, office buildings, and medical facilities. His experience includes shop drawings, submittal reviews, accurately tracking the budget, and executing the schedule with all trades.
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Representative Experience

Madison County School District, Construction Management Services, Madison County, MS. Senior Project Manager providing construction management services to Madison County Schools for more than 17 years. The school district's capital improvement program called for building multiple schools simultaneously. The Yates team partnered with the District and coordinated with multiple architects on planning and constructing the new buildings in a phased program. A partial listing of schools follows:

- Germantown Middle School | Madison, MS
- Germantown High School | Madison, MS
- Mannsdale Elementary | Flora, MS
- Madison Crossing | Canton, MS
- Camden Elementary | Camden, MS
- Madison Station Elementary | Madison, MS
- Highland Elementary | Ridgeland, MS
- Madison Middle School | Madison, MS
- North Madison Middle School | Madison, MS
- Ridgeland High School Expansion | Ridgeland, MS
- Ridgeland High School Auditorium | Ridgeland, MS
- Madison Avenue Upper Elementary | Madison, MS
- Velma Jackson Renovations | Camden, MS
- Velma Jackson Auditorium | Camden, MS
- Madison Career & Technical Center | Madison, MS
- Madison Central Auditorium | Madison, MS

Years of Experience
42

.....
Education
B.S., Construction
Engineering
Technology,
University of
Southern Mississippi

.....
Registrations
OSHA 30-Hour

Larry Mize (cont.)

Beau Rivage Resort & Casino, Hurricane Katrina Reconstruction, Biloxi, MS. Senior Project Manager for the reconstruction of Beau Rivage Resort & Casino post-Hurricane Katrina, a \$371 million fast-track project completed within eight months. It encompassed 3,200,000 SF, including 1,740 guest rooms, casino space, a six-level parking deck, 12 restaurants, four lounges and bars, and 12 retail venues.

Shreveport Convention Center, Construction Management Services, Shreveport, LA. Senior Project Manager for this 350,000 SF project, a state-of-the-art, multipurpose events and convention facility. The main exhibit hall has 95,000 column-free SF that can be divided into three sections. The Captain Shreve Ballroom on the second level has a total of 18,000 SF and can be subdivided into four rooms, ranging from 2,500 SF to 7,000 SF. It accommodates groups of up to 2,000 with theater-style seating and up to 1,500 for banquets. The ten meeting rooms each have approximately 1,600 SF and are located on the second floor across from the ballroom.

CenturyLink Technology Center of Excellence, Monroe, LA. Senior Project Manager for this 300,000 SF center which includes technology research and development labs, a network operations center and office and meeting space. The project also contains a three-story mechanical plant and a five-story, 1,050-car precast parking garage. The project has achieved LEED Silver certification.

Federal Correctional Institution, Construction Management Services, Aliceville, AL. Senior Project Manager for this \$196 million, 543,577 SF design-build medium security institution, which is LEED Silver certified. The project consists of living units and support facilities for approximately 1,100 –1,500 inmates.

Toyota Motor Manufacturing, Construction Management Services, Blue Springs, MS. Senior Project Manager for this greenfield facility, which includes four buildings totaling almost 1.4 million SF. The project scope included site work, a 440,000 SF assembly building, a 200,000 SF weld building and 80,000 SF in shop offices.

Drew Chance

Regional Project Manager (San Juan)

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Mr. Chance is a Project Manager experienced in K-12 and disaster recovery projects throughout the Southeastern U.S., including Puerto Rico. He manages all aspects of his projects from preconstruction through final owner sign-off. His specific experience includes project controls including budgets, scheduling, reporting and submittals. He effectively works with local government officials regarding permitting and inspections, and with subcontractors in providing leadership in quality and safety.

.....

Representative Experience

Department of Housing Puerto Rico and FEMA Disaster Recovery Program, Puerto Rico Housing STEP Program, PR. Senior Project Manager for the sheltering and temporary essential power program for Puerto Rico, serving more than 22,000 single-family homes with repairs. Successful program execution has relied upon Mr. Chance’s team’s ability to quickly assemble mass labor, material, and subcontractor resources, manage program controls through in-house software and field devices, and use out-of-the-box thinking and logistics. The program requires a quick response and significant resources in a very constrained, challenging environment.

Neshoba Central High School, Philadelphia, MS. Cost Control Manager providing construction management services on a new 125,000-square-foot, two-story high school. The project features classrooms, science and computer labs, choir and band hall, a cafeteria, gymnasium, and administrative offices.

State of Texas General Land Office, Partial Repair & Essential Power for Sheltering Program, Nederland, TX. Cost Control Manager/Project Manager overseeing work for the Hurricane Harvey repair and mitigation program in the Houston and Texas Gulf Coast area. Mr. Chance’s team was assigned 300 single-dwelling homes to repair in 60 days, which the team then completed ahead of schedule.

Years of Experience
16

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Education
BS, Construction Engineering, Technology, University of Southern Mississippi

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Registrations
OSHA 30-Hour Certification
CM-Lean
First-Aid/CPR

.....

Drew Chance (cont.)

Disaster Recovery for the Winston Medical Center Campus, Louisville, MS.

Cost Control Manager for disaster recovery construction management services for a 26-acre complete campus replacement and expansion for a facility which was devastated by a tornado. The 26-acre campus includes a state-of-the-art 62,000 SF hospital; 16,200 SF medical office building and rehabilitation center; a 9,300 SF administration building; three community homes totaling 51,000 SF; and renovations to a 62-patient existing operational nursing home.

Residential Projects, Various Locations. As Project Manager/Superintendent, Mr. Chance managed multiple single-family residential projects for eight years.

The Outlets of Mississippi, Pearl, MS. Project Manager for a design-build \$43.5 million open-air retail village.

Ole Miss Parking Garage, Oxford, MS. Cost Control Manager for a \$19.8 million, five-level, precast deck featuring approximately 800 parking spaces, three elevator banks, and two stairwells. Connected to the new baseball arena, the lower level of the garage is used for deliveries to the stadium and as a tie-in to the communications network for sporting events.

Mississippi Arts & Entertainment Center, Meridian, MS. Cost Control Manager for this two-story, 58,000 SF facility which houses a new state-of-the-art entertainment and art center. It has an open foyer housing the "Walk of Fame" and consists of an outdoor stage and amphitheater, roof terrace, fully interactive exhibit spaces, and high-end finishes.

Retail Facility, Memphis, TN. Cost Control Manager. This project included renovating an existing pyramid-shaped building into a 535,000 SF retail space, with a 100-room hotel. At the time of construction, it was one of the largest retail stores in the world.

First Baptist Church Children's Weekday Ministry Building, Philadelphia, MS. Cost Control Manager. The project includes the design-build of a children's weekday ministry building including demo, site work, utility relocation, foundations, PEMB, and various-use rooms.



04

Price Proposal



Escuela Juana A. Mendez, San Juan, Puerto Rico
*(Services for Autoridad del Financiamiento de la Infraestructura,
based on the Qualified Zone Academy Bonds program for PRDE)*

4 Price Proposal

Proposal Submittal Form 2

CATEGORY (Core Team)	Total Hours	Billable Rate	Total Price	Investment %
Program Manager	6,000	\$ 275.00	\$ 1,650,000.00	*
Deputy Program Manager / PEM	6,000	\$ 222.20	\$ 1,333,200.00	*
Program Development Manager	6,000	\$ 222.20	\$ 1,333,200.00	*
Program Controls Manager	6,000	\$ 203.50	\$ 1,221,000.00	*
Safety Security & Risk Manager	6,000	\$ 176.00	\$ 1,056,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
Regional Project Manager	6,000	\$ 181.50	\$ 1,089,000.00	*
TOTALS	72,000		\$ 14,216,400.00	*

Total Proposal Pricing (Core Team):

\$ 14,216,400.00

Total Pricing After Investment Percentage (To be determined by Board as stated):

*

Tax Percentage Breakout	Note
Federal Tax Percentage	
- Personal Income	Included in Billable Rate
- Social Security	Included in Billable Rate
- Medicare	Included in Billable Rate
- Employer Portion	Included in Billable Rate
- Tax Equalization	Included in Billable Rate
State Taxes	
- Personal Income	Included in Billable Rate
- Tax Equalization	State Tax Equalization will be State Specific
Fees	None
Surcharges	None

The above form is Yates-Bird, L.L.C.'s revised price proposal dated 05-05-2020. Please see the following page for Price Proposal Clarifications.

Price Proposal Clarification

As requested, we have provided an hourly rate schedule and Total Proposal Price for the delivery of services by category of the personnel for the Yates-Bird, L.L.C. Core Team that will be assigned to the PMO. The hourly rates include overhead and profit. The billing rate information presented herein supports the anticipated Scope of Services contained in REQUEST FOR PROPOSALS NO: PRDE (ER)-2019-02. The rates are guaranteed for the performance period of the three-year contract.

The hourly rates include fair and reasonable, customary costs related to office materials, photocopies, scanners, stamps, messengers, fax transmissions, and telephone calls. Federal and state taxes, fees and surcharges that apply to the proposed services are noted.

Other Direct Costs (ODCs) / Reimbursable Expenses are not included in the hourly rate such as living expenses, per diem, and travel expenses including but not limited to air travel, lodging, per diem, car rental and mileage. No systems hardware, software or license costs are included in the rates. Our team looks forward to negotiating reimbursement of identified ODCs after selection.

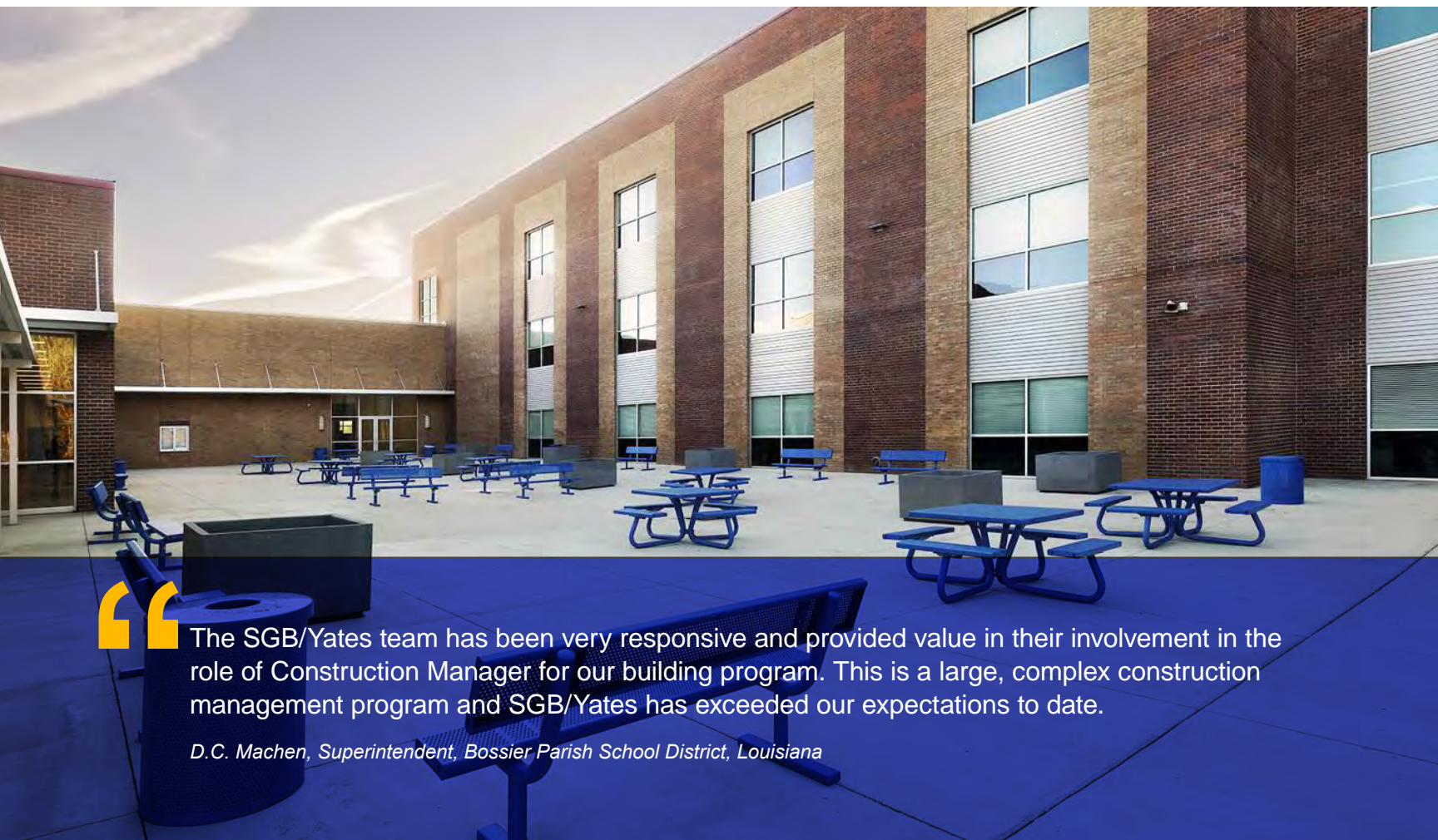
Pricing shall remain firm and effective for 180 days from the date of proposal submission. These rates assume a 40-hour work week.

With the understanding that the scope of work has not yet been defined and the agreement will be negotiated, we are providing the pricing for the senior management team and we have assumed that additional personnel will need to be added for each task order to include management, technical support, and administrative personnel. Once the scope of work is defined by PRDE and the senior management team, we will augment the team with the necessary personnel as required to implement the individual task orders subject to PRDE Owner approval and modification to the Agreement.



05

**Non-Collusion
Affidavit**



The SGB/Yates team has been very responsive and provided value in their involvement in the role of Construction Manager for our building program. This is a large, complex construction management program and SGB/Yates has exceeded our expectations to date.

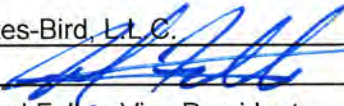
D.C. Machen, Superintendent, Bossier Parish School District, Louisiana

PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

EACH PROPOSER IS REQUIRED TO SUBMIT A NON-COLLUSION AFFIDAVIT WITH ITS PROPOSAL. ANY PROPOSER THAT FAILS TO SUBMIT A NON-COLLUSION AFFIDAVIT SHALL BE AUTOMATICALLY DISQUALIFIED FROM CONSIDERATION FOR AN AWARD.

I, the undersigned, am the Vice President of Yates-Bird, L.L.C. (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Yates-Bird, L.L.C.
Signature: 
Name: Title: Jared Fuller, Vice President
Date: April 17, 2019

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 17th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the Senior Vice President of AECOM Technical Services, Inc. (Subconsultant to Proposer Yates-Bird, L.L.C.) (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: AECOM Technical Services, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)
Signature: *Srini Krishnaswamy*
Name: Title: Srini Krishnaswamy, Executive Vice President
Date: April 15, 2019

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 15th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

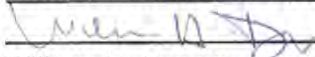


PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the Executive Vice President & Hill International, Inc.
Chief Administrative Officer of (Subconsultant to Proposer Yates-Bird, L.L.C.) (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

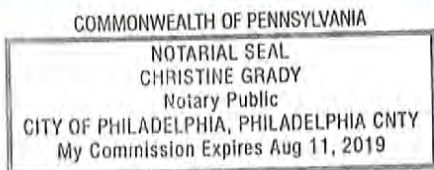
I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Hill International, Inc. (Subconsultant to Proposer Yates-Bird, L.L.C.)
Signature: 
Name: Title: William H. Dengler, Executive Vice President & Chief Administrative Officer
Date: April 10, 2019

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 10th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

*Commonwealth of PA
County of Phila*



Christine Grady

PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the CO FOUNDER & PRESIDENT of Álvarez-Díaz & Villalón (ADVISIÓN, PSC) (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to PRDE (ER)- 2019-02 is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Álvarez-Díaz & Villalón (ADVISIÓN, PSC)
Signature: [Signature]
Name: Title: RICARDO ALVAREZ-DIAZ
Date: CO FOUNDER & PRESIDENT
4/5/2019

NOTARY PUBLIC SEAL

Aff. No. 8302

Sworn to and subscribed before me on this 5th day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



Héctor F. Márquez Somoza
NOTARY PUBLIC




PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the authorized representative _____ of Interlink Construction, Inc (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Interlink Construction, Inc.
Signature: 
Name: Title: Hermand Mendez
Date: April 3, 2019

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 3 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.

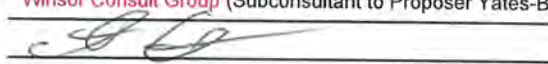


PROPOSAL SUBMITTAL FORM 3 - NON-COLLUSION AFFIDAVIT

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I, the undersigned, am the Chief Operating Officer of Winsor Consult Group (Subconsultant to Proposer Yates-Bird, L.L.C.) (the "Proposer"), and being duly sworn, declare that the proposal submitted by the Proposer in response to **PRDE (ER)- 2019-02** is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the proposal is genuine and not collusive or sham; that the proposer has not directly or indirectly induced or solicited any other proposer to put in a false or sham proposal, and has not directly or indirectly colluded, conspired, connived, or agreed with any proposer or anyone else to put in a sham proposal; that the proposer has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the proposal price of the proposer or any other proposer, or to fix any overhead, profit, or cost element of the proposal price, or of that of any other proposer, or to secure any advantage against the Government of Puerto Rico or the Puerto Rico Department of Education; that all statements contained in the proposal are true; and, further, that the Proposer has not, directly or indirectly, submitted its proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, proposal depository, or to any member or agent thereof to effectuate a collusive or sham proposal.

I certify (or declare) under penalty of perjury under the laws of Puerto Rico that the foregoing is true and correct.

NAME OF PROPOSER: Winsor Consult Group (Subconsultant to Proposer Yates-Bird, L.L.C.)
Signature: 
Name: Title: Michael Kuehn, COO
Date: 4/12/19

NOTARY PUBLIC SEAL

Sworn to and subscribed before me on this 12 day of April, 2019, proved to me on the basis of satisfactory evident to be the person who appeared before me and signed this Affidavit.



EDWARD K. XU
NOTARY PUBLIC-STATE OF NEW YORK
No. 01XU5038275
Qualified in New York County
My Commission Expires 01-23-2023



06

Proposal Bid Bond

AIA® Document A310™ – 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)

Yates-Bird, LLC
1307 San Alfonso Ave.
San Juan, PR 00921

SURETY:

(Name, legal status and principal place of business)

Fidelity and Deposit Company of Maryland
1299 Zurich Way, Schaumburg, IL 60196

OWNER:

(Name, legal status and address)

Puerto Rico Department of Education
PO Box 190759
San Juan, PR 00919-0759

Zurich American Insurance Company
1299 Zurich Way, Schaumburg, IL 60196

Travelers Casualty and Surety Company America
One Tower Square, Hartford, CT 06183

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

BOND AMOUNT: Two Hundred Fifty Thousand Dollars and 00/100—(\$250,000.00)

PROJECT:

(Name, location or address, and Project number, if any)

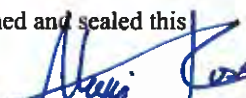
PRDE (ER)-2019-02 Program Management Services.

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 1ST day of MAY, 2020


(Witness) Alexia Rosa


(Witness) Angel A. Morey


Yates-Bird, LLC
(Principal)

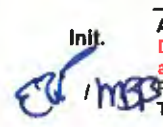
Authorized Representative
(Title)

Fidelity and Deposit Company of Maryland
(Surety) Zurich American Insurance Company
Travelers Casualty and Surety Company of America


(Title) Maria A. Bras - Attorney in Fact



CAUTION: You should sign an original AIA Contract Document, on which this text appears in RED. An original assures that changes will not be obscured.

Init.


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

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

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

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND, this 31st day of October, A.D. 2019.



ATTEST:

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

By: *Robert D. Murray*
Vice President

By: *Dawn E. Brown*
Secretary

**State of Maryland
County of Baltimore**

On this 31st day of October, A.D. 2019, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **Robert D. Murray, Vice President and Dawn E. Brown, Secretary** of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

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



Constance A. Dunn, Notary Public
My Commission Expires: July 9, 2023

EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies, this 1ST day of MAY, 2020.



Brian M. Hodges

Brian M. Hodges, Vice President

TO REPORT A CLAIM WITH REGARD TO A SURETY BOND, PLEASE SUBMIT A COMPLETE DESCRIPTION OF THE CLAIM INCLUDING THE PRINCIPAL ON THE BOND, THE BOND NUMBER, AND YOUR CONTACT INFORMATION TO:

Zurich Surety Claims
1299 Zurich Way
Schaumburg, IL 60196-1056
www.reportsfclaims@zurichna.com
800-626-4577



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY


KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **MARIA A BRAS BENITEZ** of **SAN JUAN** Puerto Rico, their true and lawful Attorney-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this 17th day of January, 2019.



State of Connecticut

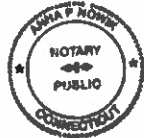
City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the 17th day of January, 2019, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the 30th day of June, 2021




Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 1ST day of MAY, 2020




Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney-in-Fact and the details of the bond to which this Power of Attorney is attached.**



Commonwealth of Puerto Rico
OFFICE OF THE COMMISSIONER OF INSURANCE

Certificate of Authority

This is to certify that

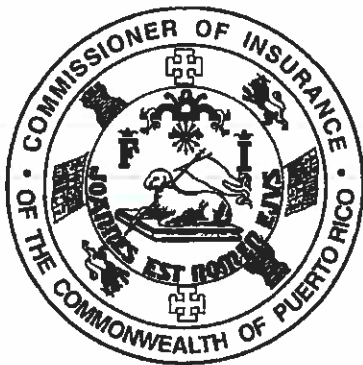
Fidelity And Deposit Company of Maryland

1400 American Lane
Schaumburg IL 60196

has complied with the corresponding requirements of the Insurance Code of Puerto Rico and is therefore granted authority to transact, within Puerto Rico Property, Surety insurance.

This authorization shall be in force from July 01, 2019 to June 30, 2020 unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

In witness whereof, I hereunto subscribe my name and affix my official seal at Guaynabo, Puerto Rico, this 17th day of May, 2019.



A handwritten signature in black ink, appearing to read "Javier Rivera Ríos".

Javier Rivera Ríos
Commissioner of Insurance

Company #: 3116760



Commonwealth of Puerto Rico
OFFICE OF THE COMMISSIONER OF INSURANCE

Certificate of Authority

This is to certify that

Zurich American Insurance Company

4 World Trade Center
150 Greenwich Street
New York NY 10007

has complied with the corresponding requirements of the Insurance Code of Puerto Rico and is therefore granted authority to transact, within Puerto Rico Casualty, Disability, Marine and Transportation, Property, Surety, Vehicle insurance.

This authorization shall be in force from July 01, 2019 to June 30, 2020 unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

In witness whereof, I hereunto subscribe my name and affix my official seal at Guaynabo, Puerto Rico, this 11th day of June, 2019.



A handwritten signature in black ink, appearing to read "Javier Rivera Ríos".

Javier Rivera Ríos
Commissioner of Insurance



Commonwealth of Puerto Rico

OFFICE OF THE COMMISSIONER OF INSURANCE

Certificate of Authority

This is to certify that

Travelers Casualty and Surety Company of America

One Tower Square
Hartford CT 06183

has complied with the corresponding requirements of the Insurance Code of Puerto Rico and is therefore granted authority to transact, within Puerto Rico Casualty, Marine and Transportation, Property, Surety, Vehicle insurance.

This authorization shall be in force from July 01, 2019 to June 30, 2020 unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

In witness whereof, I hereunto subscribe my name and affix my official seal at Guaynabo, Puerto Rico, this 20th day of May, 2019.



A handwritten signature in black ink, appearing to read "Javier Rivera Ríos".

Javier Rivera Ríos
Commissioner of Insurance

Maria A Bras Benitez
PO BOX 19555
SAN JUAN PR 00919

License No: 12576 Commonwealth of Puerto Rico NPN: 6883801
OFFICE OF THE COMMISSIONER OF INSURANCE
Maria A Bras Benitez
250 PONCE DE LEON AVE.
SUITE 405
SAN JUAN PR 00918

This is to certify that pursuant to requirements of the Insurance Code of Puerto Rico the above named is qualified to do business in Puerto Rico with the authority listed below.

POWER OF ATTORNEY	EFFECTIVE DATE	EXPIRATION DATE	MAXIMUM AMOUNT	DATE OF POWER
Greenwich Insurance Company	03/01/2020	02/28/2022	UNLIMITED	07/28/2003
St. Paul Fire & Marine Insurance Company	03/01/2020	02/28/2022	UNLIMITED	08/03/2006
XL Reinsurance America Inc.	03/01/2020	02/28/2022	\$ 20,000,000.00	04/08/2005
Travelers Casualty and Surety Company	03/01/2020	02/28/2022	UNLIMITED	08/03/2006
R L I Insurance Company	03/01/2020	02/28/2022	\$ 25,000,000.00	09/13/2012
XL Specialty Insurance Company	03/01/2020	02/28/2022	UNLIMITED	08/21/2001
Zurich American Insurance Company	03/01/2020	02/28/2022	UNLIMITED	07/12/2006
Fidelity And Deposit Company of Maryland	03/01/2020	02/28/2022	UNLIMITED	07/12/2006
Argonaut Insurance Company	03/01/2020	02/28/2022	\$ 25,000,000.00	07/05/2012
United States Fidelity And Guaranty Company	03/01/2020	02/28/2022	UNLIMITED	08/03/2006
Western Surety Company	03/01/2020	02/28/2022	UNLIMITED	12/09/2010
The Guarantee Company of North America USA	03/01/2020	02/28/2022	UNLIMITED	02/23/2013
Continental Casualty Company	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
Travelers Casualty and Surety Company of America	03/01/2020	02/28/2022	UNLIMITED	03/30/2012
Atlantic Specialty Insurance Company	03/01/2020	02/28/2022	\$ 50,000,000.00	08/05/2013
National Fire Insurance Company of Hartford	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
American Casualty Company of Reading, Pennsylvania	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
North American Specialty Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Washington International Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Westport Insurance Corporation	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Liberty Mutual Insurance Company	03/01/2020	02/28/2022	UNLIMITED	01/15/2013
Aspen American Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
The Continental Insurance Company	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
Endurance Assurance Corporation	03/01/2020	02/28/2022	UNLIMITED	04/24/2017
Great American Insurance Company	03/01/2020	02/28/2022	\$ 10,000,000.00	07/17/2017
Berkley Insurance Company	03/01/2020	02/28/2022	\$ 25,000,000.00	12/10/2019

This qualification shall remain in effect until the expiration date, when applicable, unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

To validate the accuracy of this license you may review the same at <https://sbs.naic.org/solar-external-lookup/>

Rafael Cestero
Rafael Cestero
 Chief Deputy Commissioner

License No: 12576 Commonwealth of Puerto Rico NPN: 6883801
OFFICE OF THE COMMISSIONER OF INSURANCE
Maria A Bras Benitez
250 PONCE DE LEON AVE.
SUITE 405
SAN JUAN PR 00918

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R L I Insurance Company	03/01/2020	02/28/2022	\$ 25,000,000.00	09/13/2012
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Fidelity And Deposit Company of Maryland	03/01/2020	02/28/2022	UNLIMITED	07/12/2006
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Continental Casualty Company	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
Travelers Casualty and Surety Company of America	03/01/2020	02/28/2022	UNLIMITED	03/30/2012
Atlantic Specialty Insurance Company	03/01/2020	02/28/2022	\$ 50,000,000.00	08/05/2013
National Fire Insurance Company of Hartford	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
American Casualty Company of Reading, Pennsylvania	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
North American Specialty Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Washington International Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Westport Insurance Corporation	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
Liberty Mutual Insurance Company	03/01/2020	02/28/2022	UNLIMITED	01/15/2013
Aspen American Insurance Company	03/01/2020	02/28/2022	UNLIMITED	04/18/2015
The Continental Insurance Company	03/01/2020	02/28/2022	UNLIMITED	07/10/2014
Endurance Assurance Corporation	03/01/2020	02/28/2022	UNLIMITED	04/24/2017
Great American Insurance Company	03/01/2020	02/28/2022	\$ 10,000,000.00	07/17/2017
Berkley Insurance Company	03/01/2020	02/28/2022	\$ 25,000,000.00	12/10/2019

This qualification shall remain in effect until the expiration date, when applicable, unless previously suspended, revoked or terminated pursuant to the law and regulations in force.

To validate the accuracy of this license you may review the same at <https://sbs.naic.org/solar-external-lookup/>

Rafael Cestero
Rafael Cestero
 Chief Deputy Commissioner



Escuela Rene Marques, San Juan, Puerto Rico
*(Services for Autoridad del Financiamiento de la Infraestructura,
based on the Qualified Zone Academy Bonds program for PRDE)*



07

Proposer Questionnaire



Escuela Superior Ángel P. Millán Rohena, San Juan, Puerto Rico
*(Services for Autoridad del Financiamiento de la Infraestructura,
based on the Qualified Zone Academy Bonds program for PRDE)*

PROPOSAL SUBMITTAL FORM 4 - PROPOSER QUESTIONNAIRE

ANSWER ALL QUESTIONS THAT APPLY; IF A QUESTION DOES NOT APPLY, MARK N/A.

Business Name: Yates-Bird, L.L.C.

Telephone Number: (787) 721-6630; Fax Number: (787) 721-6635; www.wgyates.com

E-mail Address: jfuller@wgyates.com. Web Site Address: www.birdgroupllc.com

Business Address: 1307 San Alfonso Ave. City: San Juan, PR 00921;

BUSINESS INFORMATION

Years in Business: 2

Check the following as it applies to your Business:

Public Corporation Privately Held Corporation Limited Partnership

Sole Proprietorship Limited Liability Company

Manufacturer Distributor Service Proposer

Are you a subsidiary of another Company: Yes No; If Yes, name of parent: W.G. Yates & Sons Construction Company and Bird Group L.L.C.

List all companies with whom you have partial or complete ownership:
N/A

Check the following Business Classifications that apply to your firm, if any: N/A

Small Business Concern Minority owned business Woman owned business

OTHER OPERATIONAL INFORMATION

Number hourly employees: Direct * ~7,500; Indirect NA

Number salary employees: Direct * ~900; Indirect NA

Normal work days: Monday - Friday; Normal work hours: 8 AM - 5 PM;

*Employee numbers provided are for the entities involved in the L.L.C.



08

**Proposer
References**



AECOM's broad expertise and quality of services has helped ensure our \$20.1 billion program was not only successful but became a nationwide model for all large public building programs. The expertise of AECOM's project manager, construction managers and development managers has added value to our program and delivered quality schools to these stakeholders.

Guy Mehula, Former Chief Facilities Executive, Los Angeles Unified School District

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer’s ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1 Reference for W.G. Yates & Sons Construction Company

CLIENT NAME:	Bossier Parish Schools
CONTACT NAME/TITLE:	Keith Norwood P.E., Supervisor
ADDRESS:	2719 Airline Drive Bossier City, LA 71111
CONTACT EMAIL:	Keith.Norwood@bossierschools.org
CONTACT PHONE:	(318) 549-7215
SERVICE DATES:	May 2012 – May 2022
DESCRIPTION OF WORK PERFORMED/PERFORMING:	The program consists of a new high school, middle school, elementary school, technical school, and 20 wing additions/renovations to the existing schools. The project will also include drainage improvements, paving and roadway improvements, electrical improvements, and land procurement services.
CONTRACT AMOUNT (\$):	\$210.0 Million

CLIENT REFERENCE NO. 2 Reference for W.G. Yates & Sons Construction Company

CLIENT NAME:	Madison County School District
CONTACT NAME/TITLE:	Dr. Ronnie McGehee, Superintendent
ADDRESS:	117 Fourth Street Madison, MS 39071
CONTACT EMAIL:	mcgeheeronnie@outlook.com
CONTACT PHONE:	(601) 832-4768
SERVICE DATES:	December 2000 – May 2016
DESCRIPTION OF WORK PERFORMED/PERFORMING:	Our team partnered with the school district and multiple architects to plan and construct the new buildings in a phased program. The building program included over 60 projects with individual projects ranging from an entirely new campus with supporting school facilities to a single elementary school.
CONTRACT AMOUNT (\$):	\$200.0 Million

CLIENT REFERENCE NO. 3 Reference for Yates-Bird, L.L.C.

CLIENT NAME:	Department of Housing Government of Puerto Rico
CONTACT NAME/TITLE:	Eng. Dennis G. Gonzalez Ramos, P.E. MEM, Deputy Secretary
ADDRESS:	PO Box 21365 San Juan, Puerto Rico 00928-1365
CONTACT EMAIL:	DGGonzalez@vivienda.pr.gov
CONTACT PHONE:	(787) 274-2527 ext. 6404
SERVICE DATES:	January 2018 – May 2019
DESCRIPTION OF WORK PERFORMED/PERFORMING:	The team was assigned the southeast corner of the island where the storm made landfall and completed over 22,000 single-family home repairs during this 11-month program.
CONTRACT AMOUNT (\$):	\$250.0 Million

CLIENT REFERENCE NO. 4 Reference for Bird Group LLC

CLIENT NAME:	Autoridad del Financiamiento de la Infraestructura (AFI) (Escuela Superior Ángel P. Millán Rohena and Escuela Juana A. Méndez)
CONTACT NAME/TITLE:	José E. Basora, Engineering Director
ADDRESS:	PO Box 41207 San Juan, Puerto Rico 00940
CONTACT EMAIL:	Jose.basora@afi.pr.gov
CONTACT PHONE:	(787) 763-5757
SERVICE DATES:	April 2012 – September 2012
DESCRIPTION OF WORK PERFORMED/PERFORMING:	<i>Escuela Superior Ángel P. Millán Rohena:</i> The project scope included renovations to the existing facilities and 7,565 SF of new construction. The school is a public High School for grades 9th through 12th and consists of classrooms, a lunchroom, and a courtyard area. <i>Escuela Juana A. Méndez:</i> The project scope included renovations and lead abatement to the existing facilities and 7,820 SF of new construction. The school is a public Elementary School for Kindergarten through 6th grade and consists of classrooms, a lunchroom, and a courtyard area.
CONTRACT AMOUNT (\$):	\$3.8 Million

CLIENT REFERENCE NO. 5 Reference for Bird Group LLC

CLIENT NAME:	Autoridad del Financiamiento de la Infraestructura (AFI) (Escuela Rene Marques and Escuela Francisco (Prisco) Fuentes)
CONTACT NAME/TITLE:	José E. Basora, Engineering Director
ADDRESS:	PO Box 41207 San Juan, Puerto Rico 00940
CONTACT EMAIL:	Jose.basora@afi.pr.gov
CONTACT PHONE:	(787) 763-5757
SERVICE DATES:	April 2012 – September 2012
DESCRIPTION OF WORK PERFORMED/PERFORMING:	<i>Escuela Rene Marques:</i> The project scope included renovations to the existing facilities and 4,834 SF of new construction. The school is a public Intermediate School for grades 7th through 9th and consists of classrooms, a lunchroom, and a courtyard area. <i>Escuela Francisco (Prisco) Fuentes:</i> The project scope included renovations and lead abatement to the existing facilities and 11,518 SF of new construction. The school is a public Elementary School for Kindergarten through 8th grade and consists of classrooms, a lunchroom, and a courtyard area.
CONTRACT AMOUNT (\$):	\$3.7 Million

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1

Reference on behalf of AECOM Technical Services, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: Los Angeles Unified School District, Program Support Services, FSD
333 South Beaudry Avenue, 23rd Floor, Los Angeles, CA 90071

CONTACT NAME/TITLE: Ms. Socorro Leano, Staffing Contracts Administration

CONTACT EMAIL: SERVICE DATES: socorro.leano@lausd.net / 1997 (legacy URS + AECOM) to present

CONTACT PHONE: (213) 241-4159

SERVICE DATES: 1997 (legacy URS + AECOM) to present

DESCRIPTION OF WORK PERFORMED /PERFORMING: Program management and construction management for multiple bond programs, with construction valued at \$25 billion+. Services also include safety, schedule management, estimating, constructability reviews, value engineering, design management, claims resolution, financial controls.

CONTRACT AMOUNT (\$): \$350 million over multiple contracts, inception to present

CLIENT REFERENCE NO. 2

Reference on behalf of AECOM Technical Services, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: School District of Palm Beach County
3661 Interstate Park Road N, Suite 200, West Palm Beach, FL, 33404

CONTACT NAME/TITLE: Mr. David Dolan, Deputy Chief, Facilities Management

CONTACT EMAIL: SERVICE DATES: david.dolan@palmbeachschools.org / 2017 to present

CONTACT PHONE: (561) 662-5755

SERVICE DATES: 2017 to present

DESCRIPTION OF WORK PERFORMED /PERFORMING: Program management services for the \$1.2-billion capital improvement program, which includes five new schools and renovations/repairs at 100+ schools. Cost models and tracking identified deficiencies for all projects enabling early implementation and scope adjustments, and maximum local market participation.

CONTRACT AMOUNT (\$): \$26.4 million

CLIENT REFERENCE NO. 3

Reference on behalf of AECOM Technical Services, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:	Austin Independent School District 1111 W. Sixth Street, Austin, TX 78703
CONTACT NAME/TITLE:	Mr. Zack Pearce, Director of Project Management
CONTACT EMAIL: SERVICE DATES:	zack.pearce@austinisd.org / 05/2016 to present
CONTACT PHONE:	(512) 245-2561
SERVICE DATES:	05/2016 to present
DESCRIPTION OF WORK PERFORMED /PERFORMING:	Initial assignment Facility Condition Assessment; followed by serving as Bond Program Manager for AISD's Capital Improvement Program. All vendor (architects; contractors; etc.) management, schedule management, estimating, constructability reviews, value engineering, design management, claims resolution, financial controls.
CONTRACT AMOUNT (\$):	Approximately \$7 million annually

CLIENT REFERENCE NO. 4

Reference on behalf of AECOM Technical Services, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:	NC Department of Public Safety, Division of Emergency Management 4105 Reedy Creek Road, Raleigh, NC 27607
CONTACT NAME/TITLE:	Joseph Stanton, Assistant Director/Recovery
CONTACT EMAIL: SERVICE DATES:	joe.stanton@ncdps.gov / 2018 to present
CONTACT PHONE:	Office (919) 825-2349; Cell (919) 218-6325
SERVICE DATES:	2018 to present
DESCRIPTION OF WORK PERFORMED /PERFORMING:	Program management for FEMA-compliant STEP Program following Hurricane Florence, including program planning, field management, outreach, reporting/monitoring program development and implementation, and grant management.
CONTRACT AMOUNT (\$):	\$100 million

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1 Reference on behalf of Hill International, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: Ohio Facilities Construction Commission,
30 West Spring Street, 4th Floor, Columbus, OH 43215

CONTACT NAME/TITLE: Kim Magovac / Project Manager

CONTACT EMAIL: SERVICE DATES: Kimberly.Magovac@ofcc.ohio.gov

CONTACT PHONE: (614) 728-8296

SERVICE DATES: 2008 - Present

DESCRIPTION OF WORK PERFORMED /PERFORMING: CM as Agent, Owner's Agent, Regional Program Consultant providing construction management services for several school districts in the Ohio region, which are part of OFCC's \$1.5 billion statewide school construction program.

CONTRACT AMOUNT (\$): \$9.5 million

CLIENT REFERENCE NO. 2 Reference on behalf of Hill International, Inc.
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: City of Philadelphia, Philadelphia International Airport, Terminal D-E,
3rd Floor, Philadelphia, PA 19153

CONTACT NAME/TITLE: Tracy Borda / Chief Financial Officer

CONTACT EMAIL: SERVICE DATES: Tracy.Borda@phl.org

CONTACT PHONE: 215-937-5482

SERVICE DATES: Current Contract: 7/2017 - Present (7th consecutive contract)

DESCRIPTION OF WORK PERFORMED /PERFORMING: Financial Program Governance, Controls and Administration of Capital Program, including task orders and various support services

CONTRACT AMOUNT (\$): \$10.04 million

<u>CLIENT REFERENCE NO. 3</u>	Reference on behalf of Hill International, Inc. (Subconsultant to Proposer Yates-Bird, L.L.C.)
CLIENT NAME: ADDRESS:	University of Texas Medical Branch, 301 University Blvd, Galveston, TX 77555
CONTACT NAME/TITLE:	Nilesh Shah, AIA, CHC / Program Director, Capital Projects
CONTACT EMAIL: SERVICE DATES:	nilshah@UTMB.edu
CONTACT PHONE:	409-772-1323
SERVICE DATES:	2009 - Present
DESCRIPTION OF WORK PERFORMED /PERFORMING:	Construction management, project management, master planning, space assessments, and inspection services for for miscellaneous projects on the UTMB Galveston Island and UTMB League City campuses, including hurricane recovery, campus planing, and education facilities.
CONTRACT AMOUNT (\$):	\$5.3 million

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1

Reference on behalf of Álvarez-Díaz & Villalón (ADVision, PSC)
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:

CONTACT NAME/TITLE:

CONTACT EMAIL:

CONTACT PHONE:

SERVICE DATES:

DESCRIPTION OF WORK PERFORMED

/PERFORMING:

CONTRACT AMOUNT (\$):

CLIENT REFERENCE NO. 2

Reference on behalf of Álvarez-Díaz & Villalón (ADVision, PSC)
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:

CONTACT NAME/TITLE:

CONTACT EMAIL:

CONTACT PHONE:

SERVICE DATES:

DESCRIPTION OF WORK PERFORMED

/PERFORMING:

CONTRACT AMOUNT (\$):

CLIENT REFERENCE NO. 3

Reference on behalf of Álvarez-Díaz & Villalón (ADVision, PSC)
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:

CONTACT NAME/TITLE:

CONTACT EMAIL:

CONTACT PHONE:

SERVICE DATES:

DESCRIPTION OF WORK PERFORMED
/PERFORMING:

CONTRACT AMOUNT (\$):

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1

CLIENT NAME: ADDRESS:	<u>Puerto Rico Science, Technology, and Research Trust</u>
CONTACT NAME/TITLE:	<u>Jerry Melendez</u>
CONTACT EMAIL: SERVICE DATES:	<u>jmelendez@prsciencetrust.org</u>
CONTACT PHONE:	<u>787-360-1292</u>
SERVICE DATES:	<u></u>
DESCRIPTION OF WORK PERFORMED /PERFORMING:	<u>Design- Build services for the rehabilitation and conversion of the State Penitentiary Security Staff dormitories building into the new Science City Business Incubator Laboratories.</u>
CONTRACT AMOUNT (\$):	<u>\$2,500,000.00</u>

CLIENT REFERENCE NO. 2

CLIENT NAME: ADDRESS:	<u></u>
CONTACT NAME/TITLE:	<u></u>
CONTACT EMAIL: SERVICE DATES:	<u></u>
CONTACT PHONE:	<u></u>
SERVICE DATES:	<u></u>
DESCRIPTION OF WORK PERFORMED /PERFORMING:	<u></u>
CONTRACT AMOUNT (\$):	<u></u>

CLIENT REFERENCE NO. 3

CLIENT NAME: ADDRESS: _____
CONTACT NAME/TITLE: _____
CONTACT EMAIL: SERVICE DATES: _____
CONTACT PHONE: _____
SERVICE DATES: _____
DESCRIPTION OF WORK PERFORMED
/PERFORMING: _____

CONTRACT AMOUNT (\$): _____

PROPOSAL SUBMITTAL FORM 5: PROPOSER REFERENCES (3 Required)

Proposer is required to provide a minimum of three (3) customer references for similar scope and magnitude of work that Proposer has performed within the past three (3) years. Please include only references for services that are similar enough to demonstrate Proposer's ability to perform the services requested in the above-referenced RFP.

CLIENT REFERENCE NO. 1

Reference on behalf of Winsor Consult Group
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: Emergency Home Repair Virgin Islands- Virgin Islands
CONTACT NAME/TITLE: Thaline Tarpinian/Program Manager
CONTACT EMAIL: SERVICE DATES: thaline.tarpinian@ehrvi.com
CONTACT PHONE: (340) 201-6189
SERVICE DATES: 2018 - ongoing
DESCRIPTION OF WORK PERFORMED /PERFORMING: STEP Residential Hurricane Repair Program) Winsor created an Inventory tracking management and workflow system in Salesforce for the over 10,000 applications processed in the EHRVI system. This system drove the primary reporting and operational functions of the Closeout QA team working with Case Management, Contractors, Inspectors, Roofing Estimators and the Finance.
CONTRACT AMOUNT (\$): \$6 million

CLIENT REFERENCE NO. 2

Reference on behalf of Winsor Consult Group
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS: Governor's Office of Storm Recovery - New York
CONTACT NAME/TITLE: Arden Sokolow/NYCHA Chief of Staff
CONTACT EMAIL: SERVICE DATES: 2014 - ongoing
CONTACT PHONE: 212-542-7800
SERVICE DATES: 2014 - ongoing
DESCRIPTION OF WORK PERFORMED /PERFORMING: (HUD CDBG-DR Funded Housing Hurricane Recovery Program) Winsor's experience with GOSR involves case management oversight, expert policy and regulatory consulting services, such as "as needed", or on-call expert advisory services and analysis regarding the applicability of federal regulations for funded activities to GOSR.
CONTRACT AMOUNT (\$): \$60 million

CLIENT REFERENCE NO. 3

Reference on behalf of Winsor Consult Group
(Subconsultant to Proposer Yates-Bird, L.L.C.)

CLIENT NAME: ADDRESS:	<u>Emergency Home Repair Virgin Islands - Virgin Islands</u>
CONTACT NAME/TITLE:	<u>Lissa Metoyer/Project Director</u>
CONTACT EMAIL: SERVICE DATES:	<u>Lissa.Metoyer@aptim.com</u>
CONTACT PHONE:	<u>213.663.8081</u>
SERVICE DATES:	<u>2018 - ongoing</u>
DESCRIPTION OF WORK PERFORMED /PERFORMING:	<u>STEP Residential Hurricane Repair Program) Winsor created an Inventory tracking management and workflow system in Salesforce for the over 10,000 applications processed in the EHRVI system. This system drove the primary reporting and operational functions of the Closeout QA team working with Case Management, Contractors, Inspectors, Roofing Estimators and the Finance.</u>
CONTRACT AMOUNT (\$):	<u>\$1.2 million</u>



09

**Designation of
Subcontractors**



AVALON CENTER FOR TECHNIC



Based on my experience working with them in this program, it is without reservation that I would recommend the [AECOM] team to K-12 educational clients seeking program management services.

*J. David Torbert, AIA, Partner, Schenkel Shultz Architecture
Architects on the Orange County Public Schools Building Program*

PROPOSAL SUBMITTAL FORM 6: DESIGNATION OF SUBCONTRACTORS

PROPOSER NAME: Yates-Bird, L.L.C.

SUBCONTRACTOR NO. 1:
Proposed Subcontractor Services: Program management, program planning, project controls, compliance, regional project management
Percentage (%) of Total Work: ~25%
Subcontractor Name: AECOM Technical Services, Inc.
Address: 954 Ponce de León Ave, San Juan, PR 00907
Contact Person/Title: Srinivas Krishnaswamy, Executive Vice President
Phone: (813) 636-2123
Email Address: srini.kris@aecom.com

SUBCONTRACTOR NO. 2:
Proposed Subcontractor Services: Project controls, regional project management, field management
Percentage (%) of Total Work: ~20%
Subcontractor Name: Hill International, Inc.
Address: 80 S.W. 8th Street, Suite 2220, Miami, FL 33130
Phone: Office: (305) 468-4915
Contact Person/Title: Eladio Castrodad, PE, PMP, CGC, Vice President
Phone: Mobile: (786) 302-5201
Email Address: ecastrodad@hillintl.com

SUBCONTRACTOR NO. 3
Proposed Subcontractor Services: Design management, permitting
Percentage (%) of Total Work: ~10%
Subcontractor Name: Alvarez-Díaz & Villalón
Address: 1509 Ponce de León Ave, Suite 4, San Juan, PR 00909
Contact Person/Title: Ricardo Álvarez-Díaz, Co-Founder & CEO
Phone: (787) 754-1381
Email Address: ralvarezdiaz@aldivi.com & cijgonzalez@aldivi.com

ADD ADDITIONAL PAGES IF NEED

PROPOSAL SUBMITTAL FORM 6: DESIGNATION OF SUBCONTRACTORS

PROPOSER NAME: Yates-Bird, L.L.C.

SUBCONTRACTOR NO. 4:

Proposed Subcontractor Services: Field management
Percentage (%) of Total Work: ~10%
Subcontractor Name: Interlink Construction
Address: 89 De Diego Ave, Suite 201, San Juan, PR 00927
Contact Person/Title: Hermand Méndez, PE, Executive VP & Partner
Phone: (787) 753-8455
Email Address: hermand.mendez@interlinkpr.com

SUBCONTRACTOR NO. 5:

Proposed Subcontractor Services: Project controls, compliance
Percentage (%) of Total Work: ~10%
Subcontractor Name: Winsor Consult Group
Address: 85 Broad Street, 27th Floor, New York, NY 10004
Contact Person/Title: James Sohn, President
Phone: (510) 910-1265
Email Address: james.sohn@winsorconsult.com

SUBCONTRACTOR NO. 6:

Proposed Subcontractor Services: _____
Percentage (%) of Total Work: _____
Subcontractor Name: _____
Address: _____
Contact Person/Title: _____
Phone: _____
Email Address: _____

ADD ADDITIONAL PAGES IF NEED



10

Certificate of Insurance Coverage



AECOM has proven to be a collaborative and helpful partner in our 2011 bond program. Their on-site presence and focus on the program's day-to-day needs, as well as program-wide needs has been an added asset in our continued success in the timely execution of large bond programs.

*Maureen Shelton, AIA, LEED AP, Director of Construction
San Francisco Unified School District*

April 9, 2019

No.

REVISED PROPOSAL SUBMITTAL FORM 7: CERTIFICATE OF INSURANCE COVERAGE

PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL.

PROPOSER NAME: Yates-Bird, L.L.C.

PROPOSER ADDRESS: 1307 San Alfonso Avenue, San Juan, Puerto Rico 00921-3622

NAME OF SURETY: Fidelity and Deposit Company of Maryland, Zurich American Insurance Company and Travelers Casualty and Surety Company of America

NAME OF AGENT: RiskOne Solutions, LLC / Eduardo Marti

AGENT'S PHONE: 787-237-1010

The undersigned hereby certifies that Yates-Bird, L.L.C. (the "Proposer") and its subcontractor(s) has or will have the following insurance coverage, respectfully:

TYPE OF COVERAGE	MINIMUM LIMITS	POLICY OR BINDER NO.	ACTUAL LIMITS PROVIDED	EXPIRATION DATE
COMMERCIAL/GENERAL LIABILITY OCCURRENCE /AGGREGATE	As per Part VII of RFP Refer to Tab 10	*	\$3,000,000/ \$6,000,000	**
PRODUCTS AND COMPLETED OPERATIONS LIABILITY	As per Part VII of RFP REFER TO TAB 10	*	\$3,000,000/ \$6,000,000	**
AUTOMOBILE LIABILITY	As per Part VII of RFP REFER TO TAB 10	*	\$2,000,000	**
EMPLOYERS' LIABILITY	As per Part VII of RFP REFER TO TAB 10	*	\$1,000,000/ \$1,000,000/ \$1,000,000	**
WORKER'S COMP	CONTRACTOR'S STATE & PUERTO RICO MINIMUM COMPENSATION	*	\$3,000,000/ \$6,000,000	**
PROFESSIONAL LIABILITY	As per Part VII of RFP REFER TO TAB 10	*	\$3,000,000/ \$6,000,000	**
BID BOND	\$250,000	Provided in	Tab 6 as requested	

*Note - all policy or binder numbers will be provided upon award of the project and when the policies are in place.

**Note - all policies shall be consistent with the contract terms and coverage shall be in place during the full contract term.

Addenda #5

April 9, 2019

PAYMENT BOND	100% OF THE CONTRACT PRICE	Yates-Bird, L.L.C. will provide upon contract award as requested.
--------------	----------------------------	---

PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE PROPOSER PROPOSAL. This can be done by one of the two following methods:

1. Complete form "CERTIFICATION OF INSURANCE COVERAGE" *or*
2. Submit a Certificate of Insurance on a form provided by your Insurance Agent. This form must include the following clauses:
 - (a) The Commonwealth of Puerto Rico, the Department of Education, all Commonwealth Departments, Agencies, Municipalities, Boards and Commissions, its officers, agents, servants, employees and volunteers are hereby named as Additional Insured.
 - (b) The policy(s) cannot be reduced or canceled without at least ninety (90) days' prior written notice to the Puerto Rico Department of Education.
 - (c) The insurance company is prohibited from pleading government function in the absence of any specified written authority from the Puerto Rico Department of Education.
 - (d) The policy(s) will automatically include and cover all phases of work, equipment, persons, et cetera which are normally covered while performing work under the above contract, whether specifically written therein or not.

Regardless of the method used, the form **MUST** be totally complete, **MUST** show that all Limits of Insurance are or will be met, and **MUST** be signed by the Agent.

The successful Proposer will be required to provide insurance coverage as shown in General Conditions of RFP and Contract, prior to providing any services. This insurance coverage must be maintained throughout the term of the contract.

Signature: 

Name: Eduardo Marti

Title: Managing Member

Date: 04-16-19

Addenda #5

11

**Copy of Filed
Letter of Intent**



FTA PMO Program - Puerto Rico Department of Transportation
(Task Order Assignment for Tren Urbano, storm damage assessments)

PROPOSAL SUBMITTAL FORM 8: LETTER OF INTENT TO SUBMIT A PROPOSAL

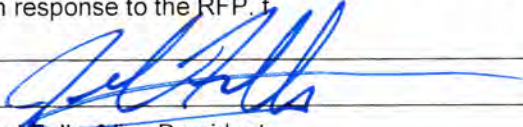
PROPOSERS ARE REQUIRED TO SUBMIT A LETTER OF INTENT NO LATER THAN 4:00 P.M., April 15, 2019. FAILURE TO DELIVER A LETTER OF INTENT BY THE DEADLINE SHALL RESULT IN AUTOMATIC DISQUALIFICATION FROM PARTICIPATION IN THE COMPETITIVE PROCESS.

Yates-Bird, L.L.C. (the "Proposer") has received a copy of **RFP NO. PRDE(ER)-2019-02 for program management services** (the "RFP") issued by the Puerto Rico Department of Education. I, the undersigned, in my capacity as Vice President of the Proposer, am duly authorized to submit this Letter of Intent on behalf of Proposer, and to designate the following person to act on behalf of the Proposer as its principal contact in connection with the RFP.

PRINCIPAL CONTACT:

Name: Jared Fuller
Title: Vice President
Address: 115 Main Street
Biloxi, MS 39530
Office Phone: 228-436-7305
Cell Phone: 228-324-1890
Email: jfuller@wgyates.com

I hereby acknowledge receipt of the RFP and any addenda thereto, and certify that it is the intent of the Proposer to submit a proposal in response to the RFP. f

Signature: 
Name/Title: Jared Fuller/Vice President
Date: 03/28/2019

LETTERS OF INTENT ARE TO BE ADDRESSED AND EMAILED TO

Oswaldo Guzmán
Undersecretary of Administration
recovery@de.pr.gov

12

Disclosure of Recent Legal Actions



Town of Lexington (MA)
(Owner's Project Management Consultant)

YATES-BIRD

RFP NO: PRDE (ER)-2019-02

Disclosure of Recent Legal Actions

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Yates-Bird, L.L.C. in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Yates-Bird, L.L.C.'s ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Signature: _____



Name: Jared Fuller

Title: Vice President

Date: 04/17/19



RFP NO: PRDE (ER)-2019-02

Disclosure of Recent Legal Actions

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against W.G. Yates & Sons Construction Company in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect W.G. Yates & Sons Construction Company's ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Signature: 

Name: Jared Fuller

Title: Vice President

Date: 04/17/19



Bird Group, LLC

RFP NO: PRDE (ER)-2019-02

Disclosure of Recent Legal Actions

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Bird Group L.L.C. in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Bird Group L.L.C.'s ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Signature: 

Name: Eduardo Pardo

Title: President

Date: 04/17/19



TAB 12: Disclosure of Recent Legal Actions

Yates Construction's Statement:

Yates Construction, like most companies its size, has suits or proceedings pending against it including miscellaneous general liability claims (i.e. auto and personal injury claims), contractual disputes, and labor and worker's compensation claims. None of these claims threaten the long-term stability of the company; however, Yates prides itself in avoiding litigation, especially with clients, and has only had a handful of formal proceedings with clients in over 50 years in business and literally thousands of projects.

Bird Group's Statement:

Bird Group, LLC, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, material claim, or investigation pending or threatened against Bird Group, LLC. This includes any court, or by any federal, state, municipal, or other governmental departments, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Bird Group's ability, or the ability of its subcontractor(s), to perform the services described within RFP No. PRDE (ER) -2019-02.

PRDE (ER)-2019-02

L. Tab 12: Recent Legal Actions

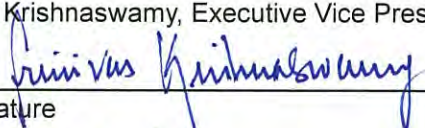
AECOM Technical Services, Inc. is a wholly owned subsidiary of AECOM, which is an organization comprised of approximately 120 operating companies and affiliates having a total current employment of 80,000 persons worldwide that perform design, engineering, planning and related professional services and execute thousands of projects annually. As with any large service company, from time to time, it is unavoidably involved in claims, litigation, and alternative dispute resolutions which may allege third party personal injury, property damages or breach of contract. Further, in the ordinary course of business, AECOM Technical Services, Inc. may be subject to, and resolves, state and federal regulatory proceedings regarding its services, such as Department of Building and OSHA violations.

As instructed by counsel, AECOM Technical Services, Inc. does not voluntarily comment on pending or past claims, litigation, or arbitration or other alternative dispute resolution matters for a number of reasons, including, but not limited to, a desire and need to maintain the attorney-client privilege, the protections of the attorney work product doctrine, and the private and confidential nature of settled claims and litigation, and mediation, arbitration and other alternative dispute matters, which often are associated with confidentiality and non-disclosure agreements.

In the opinion of management, AECOM Technical Services, Inc. is adequately insured to address any pending or threatened claims and litigation. AECOM Technical Services, Inc. strives to avoid litigation and has a risk management program in place that includes early recognition of situations that might give rise to a claim, open lines of communication and proactive dispute resolution. None of our current litigation could reasonably be expected to have a material adverse effect on AECOM Technical Services, Inc. or its ability to perform under this or any other contract. If you require additional information, please contact Lusanna Ro, Region Chief Counsel, at lusanna.ro@aecom.com or (804) 515-8567.

"The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against AECOM Technical Services, Inc., in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect AECOM Technical Services, Inc.'s ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal."

Srini Krishnaswamy, Executive Vice President



Signature

Date

4/17/19



Hill International

TAB 12: DISCLOSURE OF RECENT LEGAL ACTIONS

As you might expect with an international company the size of Hill International, Inc., we are often made a party to litigation arising from projects to which we are involved but indirectly related to the issues that are the subject of the litigation. At this time, Hill International, Inc. is not involved in litigation that would affect the performance of services required to be performed by us on this assignment.

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Hill International, Inc. in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Hill International, Inc.'s ability to perform the services described in the proposal at the prices set forth in the price proposal.

Signed by: William H. Dengler, Executive Vice President and Chief Administrative Officer

Dated: April 4, 2019



DISCLOSURE OF RECENT LEGAL ACTIONS

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Álvarez-Díaz & Villalón (ADVision, PSC) in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Álvarez-Díaz & Villalón (ADVision, PSC)'s ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.



Ricardo Álvarez-Díaz

Co Founder & CEO

Álvarez-Díaz & Villalón (ADVision, PSC)

4/8/2019

Date



RECENT LEGAL ACTIONS

There is no pending Legal Proceeding (i) that has been commenced by or against Parent or any of its Subsidiaries or that otherwise relates to or may affect the business of, or any of the assets owned or used by, Parent or any of its Subsidiaries, except for such Legal Proceedings as are normally incident to the business carried on by Parent and its Subsidiaries and could not reasonably be expected to, individually or in the aggregate, result in a Material Adverse Effect on Parent and its Subsidiaries, (ii) that challenges, or that may have the effect of preventing, delaying, making illegal, or otherwise interfering with, any of the Contemplated Transactions, or (iii) against any director or officer of Parent or any of its Subsidiaries.

A handwritten signature in blue ink, appearing to read "H. Méndez", written over a horizontal line.

Hermand Méndez, PE
EVP

Disclosure of Recent Legal Actions

List, and briefly describe, any and all legal actions and any judgments entered in the past three (3) years in which the Proposer has been a debtor in bankruptcy, a defendant in a lawsuit for deficient performance under a contract or agreement; a party in an administrative action for deficient performance or a defendant in a criminal action. Proposers must also identify any lawsuits or other legal proceedings and any judgments against them, which directly or indirectly relate to any of the products or services included in their corresponding proposal in the past five (5) years. Indicate N/A if Proposer has not been involved in any legal actions described above.

N/A

The Proposer disclosure statement should be dated and signed by an authorized Proposer representative, and include the following representation:

The undersigned, after reasonable inquiry and investigation, has no knowledge of any action, suit, proceeding, or material claim or investigation pending or threatened against Winsor Consult Group (Winsor) in any court, or by or before any federal, state, municipal, or other governmental department, commission, board, bureau, agency, or instrumentality, domestic or foreign, or before any arbitrator of any kind, that, if adversely determined, would materially affect Winsor's ability, or the ability of its subcontractor(s), to perform the services described in its proposal at the prices set forth in its price proposal.

Winsor Consult Group



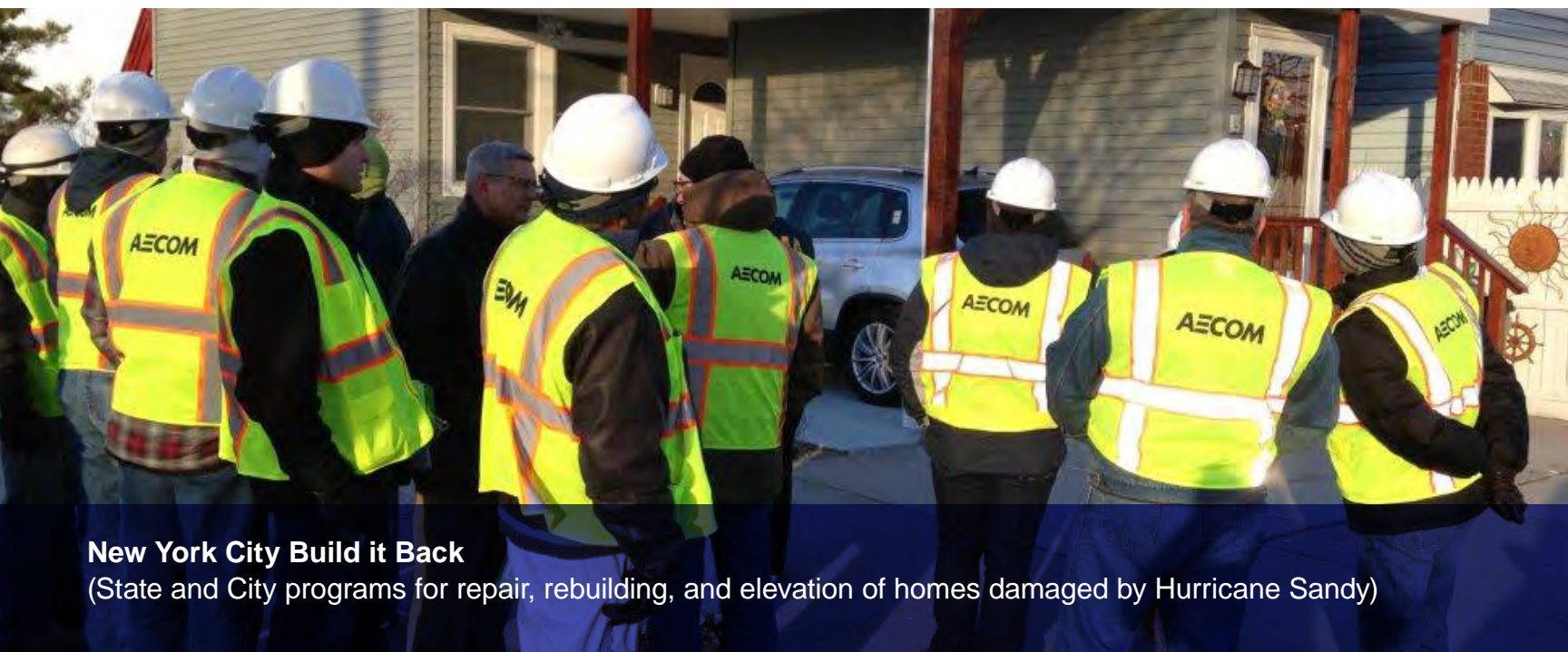
Michael Kuehn, COO

April 5, 2019



13

Hold Harmless and Indemnification Agreement



New York City Build it Back

(State and City programs for repair, rebuilding, and elevation of homes damaged by Hurricane Sandy)

YATES-BIRD

RFP NO: PRDE (ER)-2019-02

Hold Harmless and Indemnification Agreement

The _____ Yates-Bird, L.L.C. _____ {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of _____ Yates-Bird, L.L.C. _____ {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by _____ Yates-Bird, L.L.C. _____ {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

_____ Yates-Bird, L.L.C. _____ {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Signature: _____ 

Name/Title: Jared Fuller, Vice President

Date: April 22, 2019

PRDE (ER)-2019-02

M. Tab 13: Hold Harmless and Indemnification Agreement

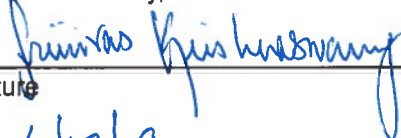
The **AECOM Technical Services, Inc.** {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of **AECOM Technical Services, Inc.** {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by **AECOM Technical Services, Inc.** {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

AECOM Technical Services, Inc. {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Srini Krishnaswamy, Executive Vice President

Signature

Date


4/18/19



Hill International

TAB 13: HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

Hill International, Inc. {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Hill International, Inc. {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Hill International, Inc. {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Hill International, Inc. {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

A handwritten signature in blue ink, appearing to read "William H. Dengler".

Signed by: William H. Dengler, Executive Vice President and Chief Administrative Officer


Dated: April 4, 2019



HOLD HARMLESS AND INDEMNIFICATION AGREEMENT

The Álvarez-Díaz & Villalón (ADVISION, PSC) {Contractor} agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Álvarez-Díaz & Villalón (ADVISION, PSC) {Contractor}, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred by Álvarez-Díaz & Villalón (ADVISION, PSC) {Contractor} as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Álvarez-Díaz & Villalón (ADVISION, PSC) {Contractor} agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.



Ricardo Álvarez-Díaz
Co Founder & CEO
Álvarez-Díaz & Villalón (ADVISION, PSC)

4/5/2019

Date



HOLD HARMLESS

The contractor and its insured shall save and hold harmless to Puerto Rico Education Department from and against any and all claims, demands and/or suits, whether judicial or extra judicial for any cause whatsoever arising out or related to the execution of this contract, and the contractor and its insurer shall defend the client from such claims, demands and/or suits and shall bear all the expenses for such defense.

A handwritten signature in blue ink, appearing to read "Hermand Méndez", written over a horizontal line.

Hermand Méndez, PE
EVP

Hold Harmless And Indemnification Agreement

The Winsor Consult Group (Winsor) agrees to protect, defend, indemnify, save, and hold harmless, the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers, from and against any and all claims, damages, expenses, and liability arising out of injury or death to any person or the damage, loss or destruction of any property which may occur, or in any way grow out of, any act or omission of Winsor, its agents, servants, and employees, or any and all costs, expenses and/or attorney fees incurred Winsor as a result of any claims, demands, suits or causes of action, except those claims, demands, suits, or causes of action arising out of the negligence of the Government of Puerto Rico, the Puerto Rico Department of Education, all State Departments, Municipalities, Agencies, Boards and Commissions, its officers, agents, servants, employees, and volunteers.

Winsor agrees to investigate, handle, respond to, provide defense for and defend any such claims, demands, suits, or causes of action at its sole expense and agrees to bear all other costs and expenses related thereto, even if the claims, demands, suits, or causes of action are groundless, false or fraudulent. The Government of Puerto Rico and/or the Puerto Rico Department of Education may, but is not required to, consult with the Contractor in the defense of claims, but this shall not affect the Contractor's responsibility for the handling of and expenses for all claims.

Winsor Consult Group



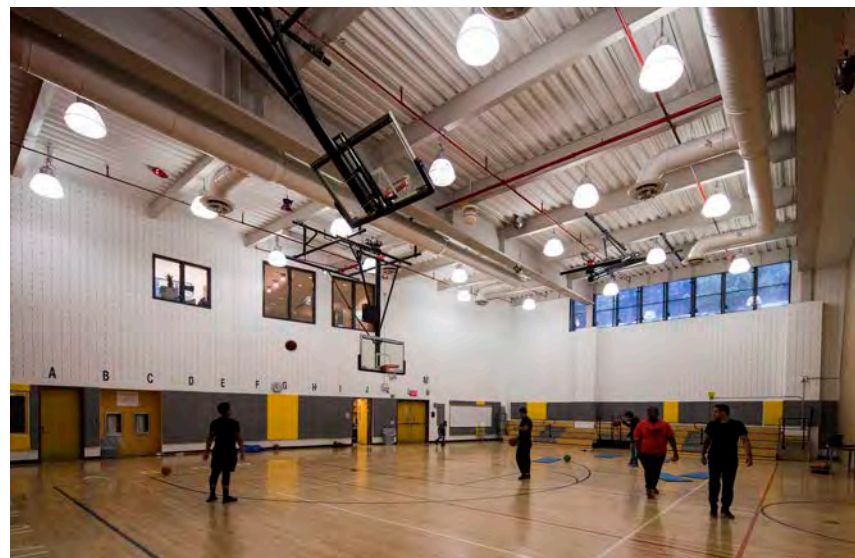
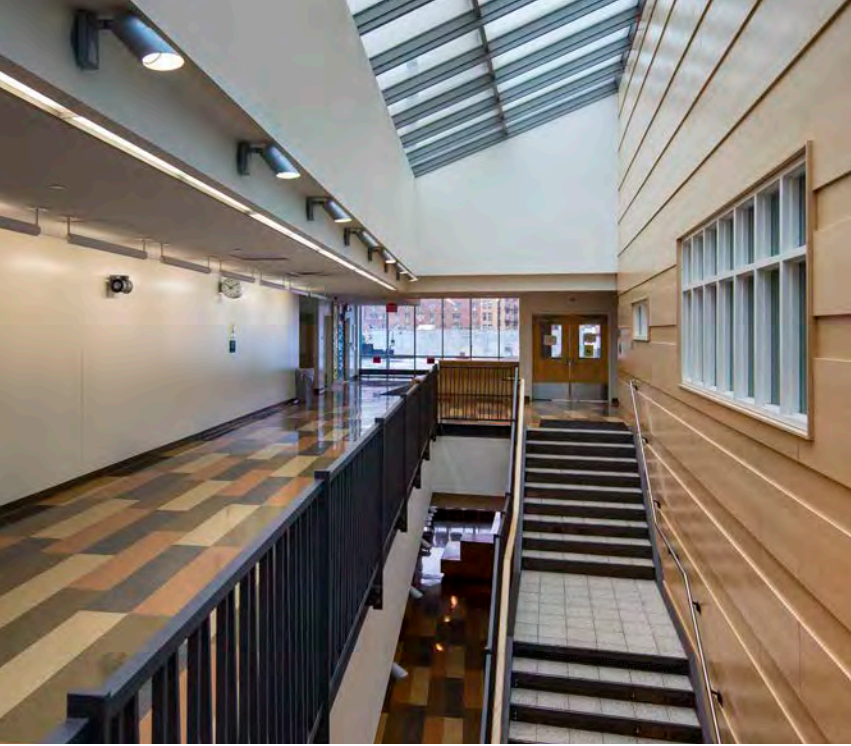
Michael Kuehn, COO

April 5, 2019



14

W-9 Taxpayer Identification and Certification (IRS)



New York City Schools
(part of NYC School Construction Authority's \$10 billion Capital Improvement Program)

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Yates-Bird, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

Individual/sole proprietor or single-member LLC C Corporation S Corporation Partnership Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ **P**

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
Exempt payee code (if any) _____
Exemption from FATCA reporting code (if any) _____
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
P O Box 456, 1 Gully Avenue

6 City, state, and ZIP code
Philadelphia, MS 39350

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

				-					
--	--	--	--	---	--	--	--	--	--

or

Employer identification number

6	6	-	0	8	9	0	0	2	7
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person ▶

Melanie Jenkins, Corp Acctg Mgr

Date ▶

4/16/19

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. W G Yates & Sons Construction Company		
	2 Business name/disregarded entity name, if different from above		
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>	
	5 Address (number, street, and apt. or suite no.) See instructions. P O Box 456, 1 Gully Avenue	Requester's name and address (optional)	
	6 City, state, and ZIP code Philadelphia, MS 39350		
	7 List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
or										
Employer identification number										
6	4	-	0	4	2	9	7	6	6	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person ▶

Melanie Jenkins, Corp Acctg Mgr Date ▶ *4/16/19*

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following,

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
 See Specific Instructions on page 3.

	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. BIRD GROUP, LLC	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
	5 Address (number, street, and apt. or suite no.) See instructions. 1307 SAN ALFONSO AVE. URB. ALTAMESA	Requester's name and address (optional)
	6 City, state, and ZIP code SAN JUAN PR 00921-3622	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
6	6	0	-	7	7	-	1	5	2	9
or										
Employer identification number										
			-							

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	OMAR LOPEZ	Date ▶	4/16/19
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General Instructions

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Purpose of Form

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- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. AECOM TECHNICAL SERVICES, INC.</p> <p>2 Business name/disregarded entity name, if different from above</p> <p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p> <p>5 Address (number, street, and apt. or suite no.) See instructions. 1178 PAYSHERE CIRCLE</p> <p>6 City, state, and ZIP code CHICAGO, IL 60674</p> <p>7 List account number(s) here (optional)</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) <u>5</u></p> <p>Exemption from FATCA reporting code (if any) <u>D</u></p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p> <p>Requester's name and address (optional)</p>
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Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
				-			-		
or									
Employer identification number									
9	5	-	2	6	6	1	9	2	2

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶ <i>Mingzhen 2 Claudio</i>	Date ▶ 01/11/2019
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

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- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
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- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.	See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Hill International, Inc</p>	
		<p>2 Business name/disregarded entity name, if different from above</p>	
		<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC</p> <p><input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
		<p>5 Address (number, street, and apt. or suite no.) See instructions. 2005 Market Street - 17th Floor</p>	<p>Requester's name and address (optional)</p>
		<p>6 City, state, and ZIP code Philadelphia PA 19103</p>	
		<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
2	0	-	0	9	5	3	9	7	3

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	<p>Signature of U.S. person ▶ </p>	<p>Date ▶ <u>1/10/19</u></p>
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General Instructions

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Purpose of Form

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- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

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If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.</p> <p>ADVISION, PSC</p>	
	<p>2 Business name/disregarded entity name, if different from above</p> <p>Alvarez-Díaz & Villalón</p>	
	<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC</p> <p><input checked="" type="checkbox"/> C Corporation</p> <p><input type="checkbox"/> S Corporation</p> <p><input type="checkbox"/> Partnership</p> <p><input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
	<p>5 Address (number, street, and apt. or suite no.) See instructions.</p> <p>1509 Ponce de León Second Floor, Suite 4</p>	<p>Requester's name and address (optional)</p> <p>Puerto Rico Department of Education 150 Federico Acosta Street 2nd Floor Urb Industrial Tres Monjitas, Hator Rey, PR</p>
	<p>6 City, state, and ZIP code</p> <p>San Juan, PR 00909</p>	
	<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
6	6	-	0	8	3	5	4	0	2

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ 04/04/2019
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
requester. Do not
send to the IRS.**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Interlink Construction LLC	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(Applies to accounts maintained outside the U.S.)</small>
<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small> <input type="checkbox"/> Other (see instructions) ▶ _____	
5 Address (number, street, and apt. or suite no.) See instructions. PO Box 363529	Requester's name and address (optional)
6 City, state, and ZIP code. San Juan, PR 00936	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number													
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or													
Employer identification number													
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: 1px solid black; width: 20px; height: 20px; text-align: center;">66</td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> <td style="border: 1px solid black; width: 20px; height: 20px;"></td> </tr> </table>	66												
66													

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶ M. and R. Jones VP	Date ▶ 4-4-19
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)
Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

Request for Taxpayer Identification Number and Certification

**Give Form to the
 requester. Do not
 send to the IRS.**

Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Winsor Consult Group Corporation	
	2 Business name/disregarded entity name, if different from above	
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input checked="" type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶ _____	
	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>	
	5 Address (number, street, and apt. or suite no.) 85 Broad St, Floor 27	
	6 City, state, and ZIP code New York, NY 10004	
	7 List account number(s) here (optional)	
Requester's name and address (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Social security number									
or									
Employer identification number									
4	6		5	1	1	4	2	7	3

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here	Signature of U.S. person ▶	Date ▶ 1/17/19
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding? on page 2.

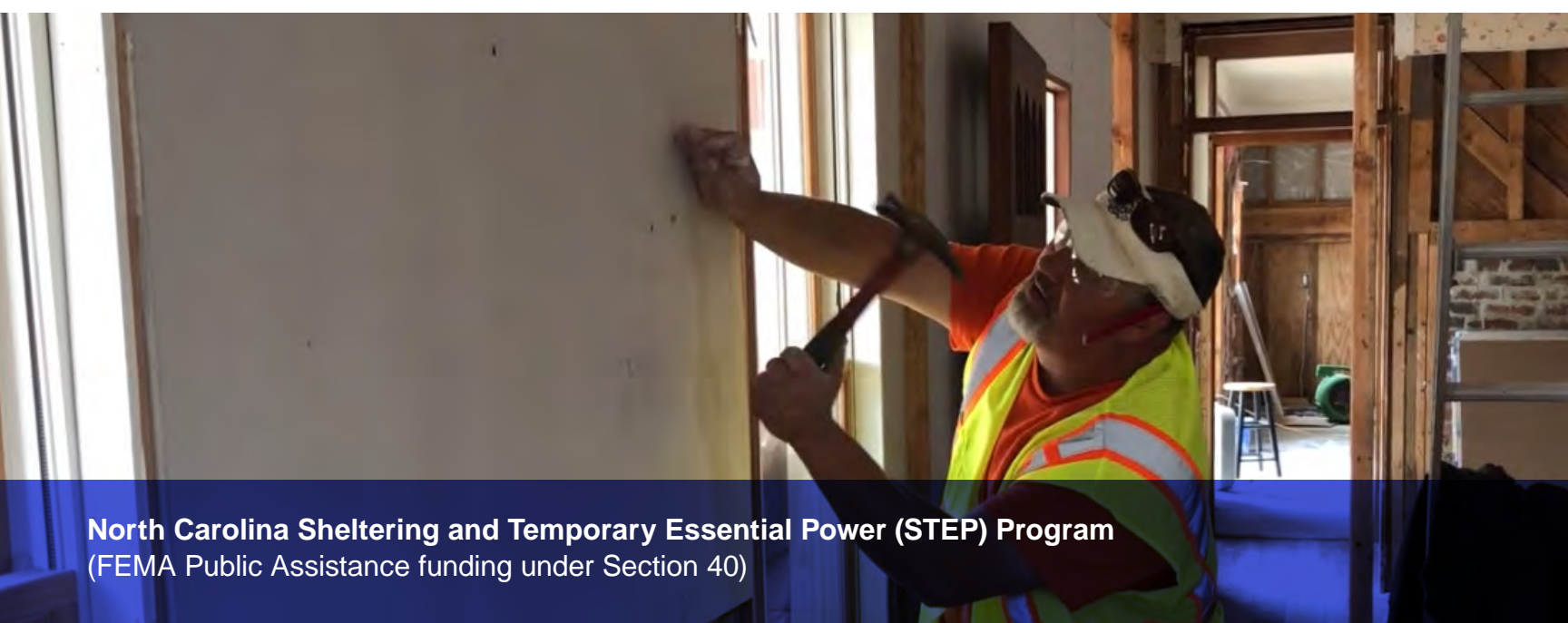
By signing the filled-out form, you:

- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
- Certify that you are not subject to backup withholding, or
- Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
- Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.



16

Project Plan and Deployment Schedule



North Carolina Sheltering and Temporary Essential Power (STEP) Program
(FEMA Public Assistance funding under Section 40)

16 Project Plan and Deployment Schedule

Upon award of the contract, the Yates-Bird team's Project Plan will document our overall strategy for program management delivery. The purpose of the Project Plan is to define and standardize the process and procedures for management of the PRDE PMO. It is a program-level guide for those involved with day-to-day program and project activities. The Project Plan responds to the mandate of program transparency and is based on the PRDE contract scope of work and Yates-Bird's best practice management plans.



The Project Plan will define consistent project procedures resulting in predictable, repeatable results by establishing appropriate metrics, performance measurement systems, and communication processes. It will also establish the responsibility and accountability for management and delivery of projects for the PMO and other key stakeholders at all phases of the program. The resultant metrics and key performance indicators (KPIs) will enable data-based decision making for the PMO.

The Project Plan will be organized as follows:

Section 1. Executive Summary – will provide an overview of the PMO, including background information on the ARRA, PRDE regional structure and the regionalized zone and funding distributions.

Section 2. Introduction – will provide an overview of the PMO objectives, purpose, and organization of the Project Plan.

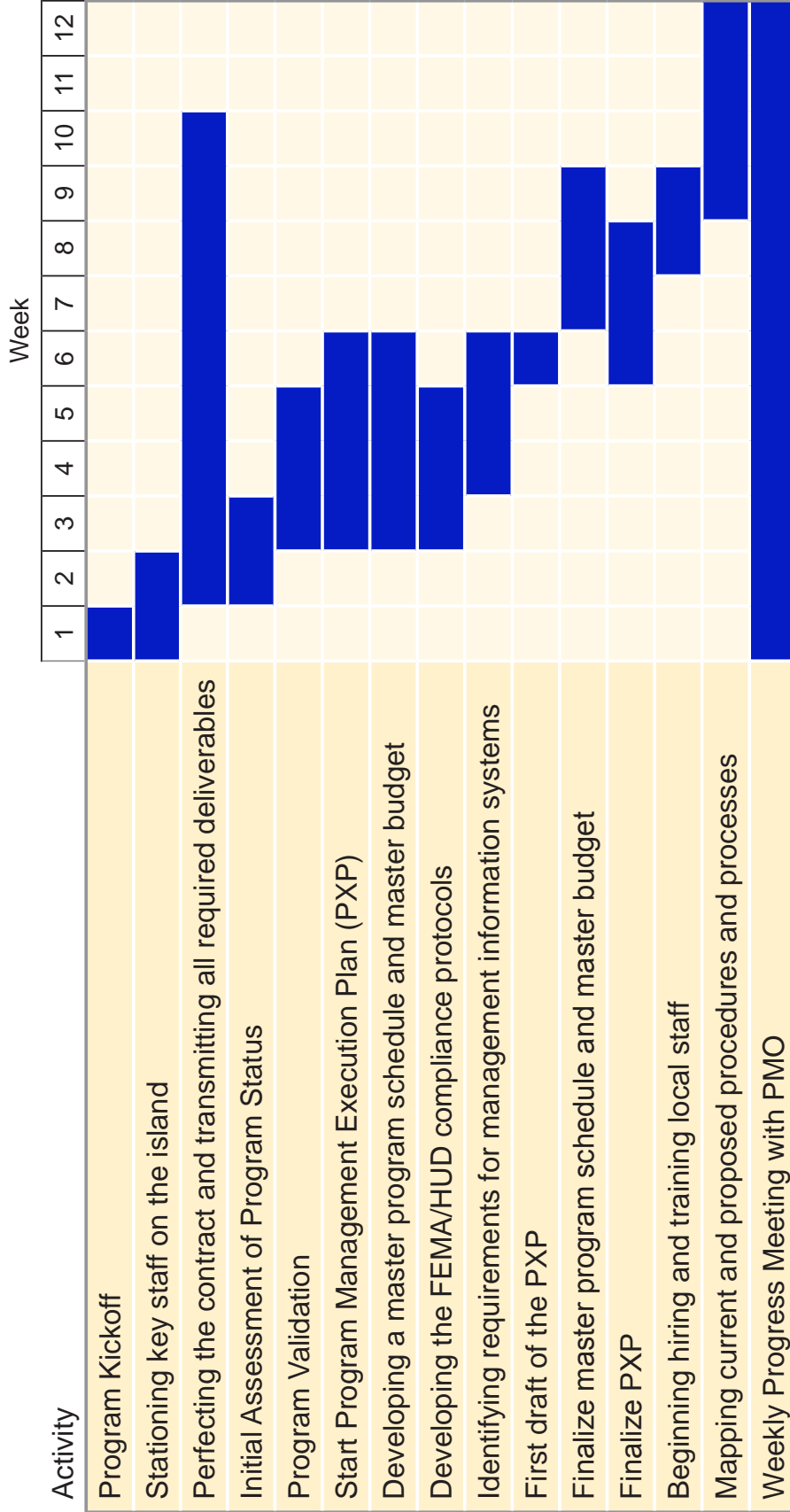
Section 3. Management Organization – will illustrate the PMO organization, the PRDE/Yates-Bird organization, and the Yates-Bird core team organization and outline roles and responsibilities together with communication protocols.

Section 4. Scope of Work and Execution Strategy – will provide an overview of the Yates-Bird scope of work for the PRDE PMO contract and the Yates-Bird execution and management strategy for the project.

Section 5. Project Procedures – will outline program level procedures, including mobilization plan, controls, accounting, meetings, technology and controls, safety, quality, administration, and resource management.

The following page shows our preliminary 90-day deployment schedule and associated activities.

90-day Deployment Schedule





17

**Financial
Statements**



I want to thank you all for working so hard over that last few months to make this a very successful start of school. I appreciate your dedication to the children of Dallas ISD.

*Ms. Wanda Paul, Chief of Operations, Operation Services Division
Dallas Independent School District (in a letter to the AECOM team)*

Tab 17 – Financial Statements

Shared Document Link Copy

Financial Statements are Confidential and
Excluded from this Version

Yates-Bird, L.L.C.

Proposal

PRDE (ER)-2019-02



19

Corporate Resolution



San Diego Unified School District
(\$1.6 billion Capital Improvement Program)

**RESOLUTION
OF
YATES-BIRD, L.L.C.**

The undersigned, constituting all the members of **YATES-BIRD, L.L.C.**, a limited liability company organized under the laws of Puerto Rico (the "Company"), and acting by written consent, do hereby consent to and adopt the following resolutions and take the following actions.

RECITALS

WHEREAS, the Company desires to undertake and perform services relating to a certain project in Puerto Rico awarded by the Government of Puerto Rico Department of Education ("Owner") for PRDE Program Management Services for RFP NO: PRDE (ER)-2019-02 (the "Project"); and

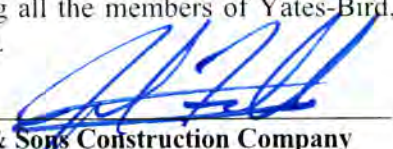
WHEREAS, the members of the Company desire to designate its Eduardo Pardo, Nestor Rodriguez, William Yates, Chet Nadolski, Justin McDonald, and Jared Fuller (the "Authorized Representatives") as officers of the Company to approve, execute and deliver in the name of and on behalf of the Company itself the bid proposal and any and all other documents as may be necessary, desirable or appropriate in connection with the Company's submission in response to the Request for Proposal for the Project; and


NOW, THEREFORE, BE IT RESOLVED, that each of the Authorized Representatives shall be, and hereby are, authorized, empowered and directed to approve, execute, attest and deliver, or to accept delivery of, either in the name of or on behalf of the Company, as the case may be, any and all other agreements, contracts, documents, written requests and other writings, whether or not mentioned herein, which such Authorized Representative shall deem necessary, desirable or appropriate in order to consummate and/or effectuate the Company's submission in response to the Request for Proposal, and any other requests for the Project;

RESOLVED, that this Resolution may be executed in one or more separate counterparts, and all such counterparts shall be deemed to have the same force and effect as one, single document as if the signatures hereby and thereto were upon the same instrument.

IN WITNESS WHEREOF, the undersigned, being all the members of Yates-Bird, L.L.C., have executed this Resolution as of the 4th day of April 2019.

MEMBERS:

Signature: 
W. G. Yates & Sons Construction Company
By: Jared Fuller
Title: Vice President

Signature: 
Bird Group, L.L.C.
By: Eduardo Pardo
Title: President



20

**Proposer
Experience History**

A photograph of the entrance to Boynton Beach Community High School. The building is a large, white, two-story structure with a prominent archway at the top. The archway contains the text "BOYNTON BEACH COMMUNITY HIGH SCHOOL" in large, dark, sans-serif capital letters. Below the archway, there are three large, arched doorways. Each doorway has a set of blue, double doors with a white lattice pattern. Above the doors, there is a balcony with a white lattice railing. The building is set against a blue sky with scattered white clouds. A tree is visible on the left side of the frame, and a paved walkway leads to the entrance. The overall scene is bright and sunny.

BOYNTON BEACH COMMUNITY
HIGH SCHOOL

School District of Palm Beach County, Florida
(\$1.2 billion Capital Improvement Program)

20 Proposer Experience History

Yates-Bird as prime contractor in association with AECOM and Hill International brings a team with a long, proven PM track record globally.



The Right Experience to Deliver for PRDE

→ Our team members have completed thousands of major program, project and construction management assignments, and have a network of experts across the country successfully serving clients on some of the nation's largest programs. Indeed, our team includes the #1 provider of program management services in the U.S (per *ENR* magazine) through an approach emphasizing industry best practices.

→ Our disaster recovery experience includes assignments associated with many named storms across the U.S. since 2006. We have supported the delivery of program and construction management projects that in total have exceeded \$500 billion. This disaster recovery expertise is needed for programs of the magnitude of the PRDE's program, but this program's success also requires expertise in the management of large-scale schools capital programs involving many concurrent projects. **We have both!**

→ We have provided similar services to almost all the major school systems in the U.S. Our combined team provides PRDE with the right experience and expertise required to manage multi-billion-dollar educational facilities programs, the ability to create the necessary program controls to monitor and manage costs and schedules, and the confidence to ensure compliance with federal agencies so that the full extent of funding is available to rebuild and enhance the Puerto Rico school system.


We've managed large K-12 programs in the last 10 years

Our team has provided similar services for nearly all the nation's largest school districts, including seven of the 10 largest in the U.S. Through more than two decades providing similar program management services for K-12 school district construction and repair/modernization programs, our portfolio of similar projects encompasses more than \$60 billion of school facilities for hundreds of school districts.

Our experience is unmatched. We specialize in large, multi-project programs for educational facilities clients, and our staff also serves as project managers on single-school projects. Our resume includes thousands of projects for K-12 school districts. In addition, we have the benefit of the Puerto Rico schools experience that Yates-Bird and Alvarez-Diaz & Villalon bring to our team. Both Bird and AD&V have been involved in the 21st Century School Modernization projects for the Puerto Rico Infrastructure Financing Authority (AFI).

The table and the figures on the following pages demonstrate our experience with these programs throughout the U.S.

**Experts
in K-12
and
disaster
recovery,
and
#1 in PM
services**

Projects/ Programs within the last 10 years 	Total Program Value	Number of Projects	New Schools	Renovations/ modernizations	Capital Planning and Budgeting	Programming and Design Management	Quality Control	Project Controls	Construction Management	Change Management	Closeout
Bossier Parish Schools	\$210 Million	24	✓	✓	✓	✓	✓	✓	✓	✓	✓
Madison County School District	\$200 Million	64	✓	✓	✓	✓	✓	✓	✓	✓	✓
Autoridad para el Financiamiento de la Infraestructura de P.R.	\$7.6 Million	4		✓	✓	✓	✓	✓	✓	✓	✓
Los Angeles Unified School District	\$27.5B	20,200	✓	✓	✓	✓	✓	✓	✓	✓	✓
New York City Schools Construction Authority	\$13B	500+	✓	✓	✓		✓	✓	✓	✓	✓
Chicago Public Schools	\$5B	2,000	✓	✓	✓	✓	✓	✓		✓	✓
Dallas Independent School District	\$4.32B	322+	✓	✓	✓	✓	✓	✓	✓	✓	✓
Houston Independent School District	\$3.75B	90	✓	✓	✓	✓	✓	✓	✓	✓	✓
Orange County (FL) Public Schools	\$3.5B	120+	✓	✓	✓	✓	✓	✓	✓	✓	✓
School District of Philadelphia	\$2.7B	400		✓	✓	✓	✓	✓	✓	✓	✓
San Diego Unified School District	\$1.6B	3,000	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fort Worth Independent School District	\$1.08B	270	✓	✓	✓	✓	✓	✓	✓	✓	✓
San Francisco Unified School District	\$1B	14	✓	✓	✓	✓	✓	✓		✓	✓
DeKalb County (GA) Schools	\$534M	154	✓	✓	✓	✓	✓	✓	✓	✓	✓
School District of Palm Beach County	\$1.2B	16	✓	✓	✓	✓	✓	✓	✓	✓	✓
Miami-Dade County Public School District	\$200 Million	54		✓	✓	✓	✓	✓	✓	✓	✓
Broward County (FL) Public Schools	\$100 Million	47		✓	✓	✓	✓	✓	✓	✓	✓
Ohio Facilities Construction Commission	\$1.5B	15	✓	✓	✓	✓	✓	✓	✓	✓	✓
New Jersey Schools Development	\$12B	15	✓	✓	✓	✓	✓	✓	✓	✓	✓
Town of Lexington (MA)	n/a	7	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wenatchee School District (WA)	\$82 Million	5		✓	✓	✓	✓	✓	✓	✓	✓

Detailed descriptions of a few of these programs are provided at the end of this section.

From coast to coast, clients rely on us for the successful delivery of their K-12 programs.

\$80B+ in K-12 construction

Los Angeles Unified School District, Los Angeles, California
Program and construction management

San Francisco Unified School District, San Francisco, California
Program planning, design management and construction management

Willoughby-Eastlake City School District, Willoughby, Ohio
Construction management-at-risk

New York City School Construction Authority, New York City, New York
Construction management

Richmond Public Schools, Richmond, Virginia
Design management, construction management and commissioning

Madison County School District, Madison County, Mississippi
Construction Management

Dallas Independent School District, Dallas, Texas
Program Management

DeKalb County School District, DeKalb County, Georgia
Programming, design management and construction management

San Diego Unified School District, San Diego, California
Program management and professional services

Austin Independent School District, Austin, Texas
Facility condition assessment and educational suitability analysis

Bossier Parish Schools, Louisiana
Program/Construction Management

School District of Palm Beach County, Palm Beach County, Florida
Program management

AFI Schools Program, San Juan, Puerto Rico
Design-build construction services for new construction and renovation

21st Century School Modernization, Puerto Rico
Assessment and design services

“ Yates assembled and fielded a first rate management and workforce team, focused on quality, and readily adapted to the program’s workflow system.

*Nell Rogers
Bureau Manager,
Mississippi
Development
Authority*

“ The benefit of [AECOM’s] experience and leadership is evident in hundreds of projects successfully delivered over the years.

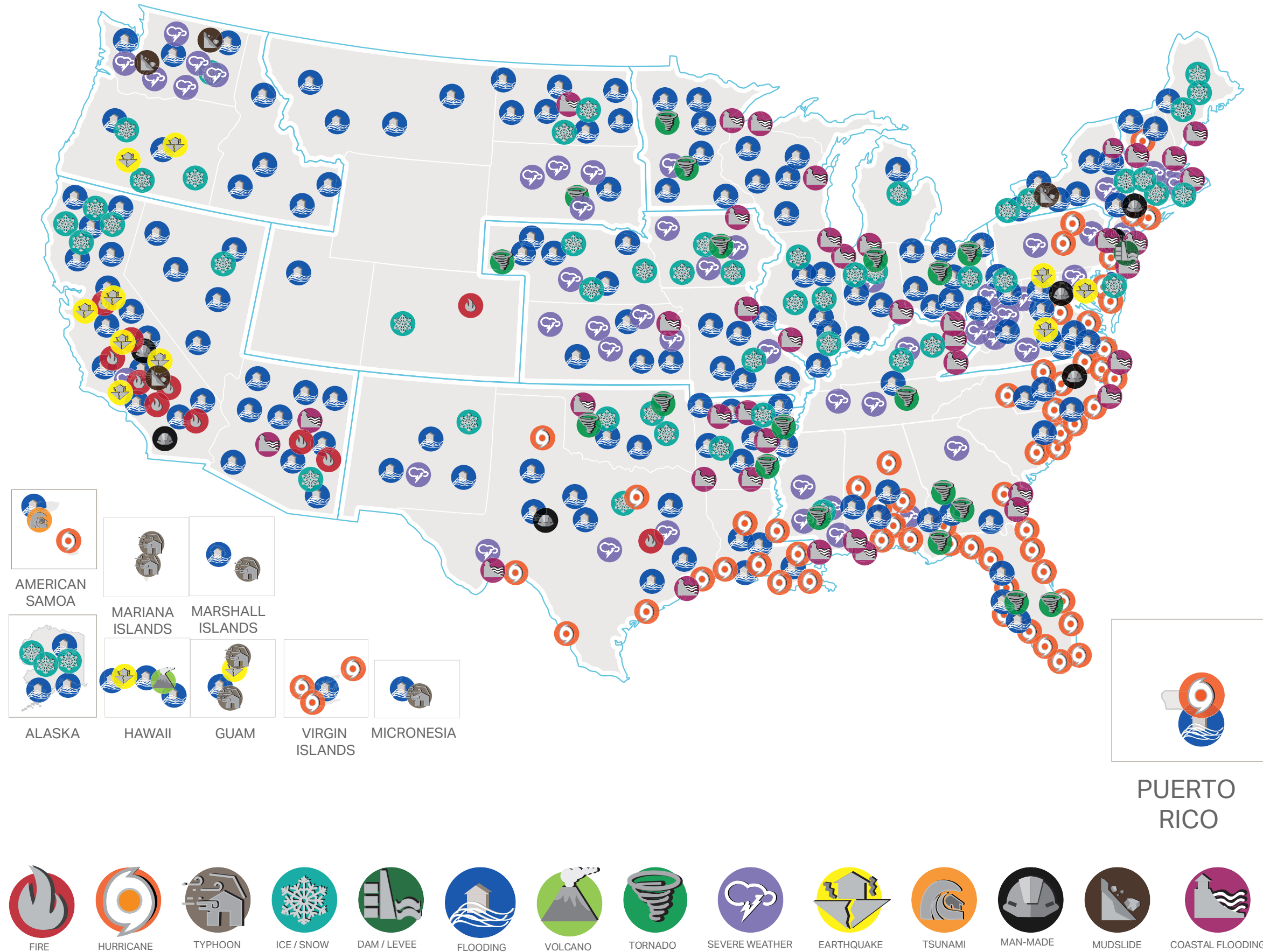
*Interim Executive
Director,
Dallas ISD
Construction
Services*

“ Hill International worked with the District and the design team to develop a cash flow model that allowed us to calculate the project funding requirements to support the timing and budget of each phase of the program.

*Dr. Sandra Sheldon, Superintendent
Warden School District*

Rapid response to major storms since 2006

2018	Hurricane Florence
2017	Hurricane Harvey, Maria and Irene
2016	Louisiana Flooding, Hurricanes Joaquin/Patricia
2013	Hurricane Sandy
2012	Flooding in southern states
2010 2009	TN, KY, MS Severe Flooding
2008	Hurricanes Ike, Gustav & Dolly; Midwest Flooding; Supplemental to Louisiana Homeowner Assistance
2006	Hurricanes Katrina, Rita and Wilma



We've supported recovery efforts for major storms since 2006.

Our recovery experience includes assignments associated with many named storms in the U.S. since 2006. We have long-term, close working relationships with EPA, HUD, and FEMA. **We have supported FEMA in recovery efforts for more than 400 disasters, and our work has enabled billions of dollars in grant aid** for Individual Assistance Programs, Temporary Housing and Mass Care, Public Assistance and Infrastructure Recovery, Hazard Mitigation and Long-Term Recovery.

➔ Yates-Bird is currently carrying out FEMA disaster recovery home repairs in the Tu Hogar Renace (Your Home Reborn) program, often called the STEP (Sheltering and Temporary Essential Power) Program for the Department of Housing in Puerto Rico. The government program is established to restore a safe and functioning environment for families within their existing home, reducing or eliminating the demand for shelters, and allowing families to return to their jobs and schools quickly. The contract started in over 11 territories and is currently in 47 territories, with 3,000 workers at its peak, 85%+ of whom are local.

Additionally, Yates-Bird has performed over \$2 billion in federal, state, and disaster recovery projects in conjunction with hurricanes, tornadoes, or other disaster events. Yates' storm experiences resulted in the creation of the Yates "Emergency Entry Pass" procedure. This pass enables all management staff employed with Yates along the coast entry back into a city/town/county to begin the immediate stabilization, documentation and recovery process of their project(s). An example of Yates' disaster recovery work is Hurricane Katrina. Immediately after the storm, Yates mobilized 30+ pieces of equipment and over 60 men within 24 hours to help with assigned tasks within a 70-working-hour window for the City of Biloxi. Along with the work crews and equipment, Yates also mobilized the necessary logistical support, including food, water, shelter, and showers for these crews and the additional staff needed in our Biloxi offices.

➔ **AECOM is FEMA's largest contractor providing disaster recovery assistance, and we have provided rapid assistance for disasters over the past 30 years.** AECOM has implemented over 40 major disaster recovery programs across North America, successfully overseeing over \$500 billion in improvements, including eight of the past 11 HUD CDBG-DR programs. Our experience will give PRDE a distinct advantage in accessing program funding. We also know how to administer the funding and oversee the related financial reporting to prevent later clawback of funds. Our team has 500+ staff trained in federal accounting and reporting that has accounted for over \$15B in storm recovery federal funds over the last 15 years. Our program management processes and procedures drive and support transparency and accountability.

➔ **Hill has successfully managed a large portfolio of federally funded programs—including both CDBG-DR and FEMA—from program design to implementation and closeout.** As PMO in charge of overseeing the federal government's investment in Tren Urbano and following Hurricane's Irma and Maria, Hill deployed teams to Puerto Rico to conduct storm damage assessments which led to the issuance of over \$250 million in federal funding for the recovery and reconstruction of transit, bus and ferry systems

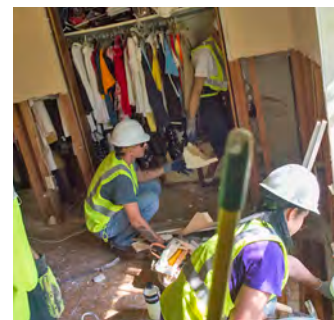
30 years
providing
rapid response
on federal
programs



PR STEP: Completed 22,000+ single-family home repairs



Hurricane Katrina: rapid mobilization of equipment and manpower



Louisiana Shelter at Home Program: 12,109 work orders issued for construction



Tren Urbano PMO:
\$250M in federal funding

affected by these hurricanes. Today Hill is providing PM/CM services to U.S. Government Services Agency for the construction of the new FBI building in San Juan, close to \$100 million in construction. Hill is also working for C-III Asset Management, a private sector company, for whom they are overseeing the reconstruction of hurricane-damaged commercial properties in Puerto Rico.

Detailed descriptions of a few of these programs are provided at the end of this section.

A Record of Performance on Similar Engagements

The following projects are described in more detail in accordance with the requirements of RFP No. PRDE(ER)-2019-02:

Program	Page
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Yates has done exceptional work in the most highly professional manner and with expertise of the highest level.

Larry Drawdy, ED, D, Superintendent, Biloxi Public School District

Puerto Rico Housing STEP Program

Puerto Rico

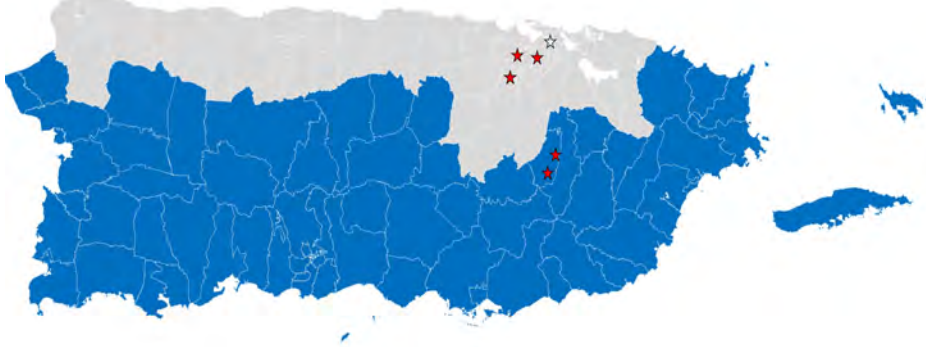


Yates-Bird has completed home repairs in the Tu Hogar Renace through the STEP (Sheltering and Temporary Essential Power) Program for the Department of Housing of Puerto Rico and FEMA. Yates-Bird’s involvement came in the wake of Hurricane Maria in 2017, which devastated much of the island. The team was assigned the southeast corner of the island where the storm made landfall.

Yates-Bird completed over 22,000 single-family home repairs during this 11-month program. The ability to quickly assemble mass labor, material, and subcontractor resources, manage through in-house software and field devices, and out-of-the-box thinking and effective logistics management have allowed the team to make the recovery program a great success. The program requires a quick response and significant resources in a very constrained environment that can be very challenging.

Highlights of the program include:

- Contract started in over 11 territories, currently in 47 territories
- Exceeded owner’s goal by 400 in September
- 3,000 workers at peak, over 85% are local
- Developed and implemented software



★ Current Office and Warehouse Locations
■ Work Performed in last 12 Months
☆ Future Office Location

RELEVANCE TO PRDE PROGRAM

- ⇒ Major disaster recovery program in Puerto Rico
- ⇒ HUD funded program
- ⇒ 47 territories covered
- ⇒ 22,000+ repair projects in 11 months
- ⇒ Workforce 85% local

.....
Client:
 Puerto Rico Department of Housing

Services:
 Program/construction management, schedule/cost control, contracting and procurement.....

Contact:
 Eng. Dennis Gonzalez Ramos, Deputy Secretary
 Department of Housing
 787.274-2527 ext. 6404
 DGGonzalez@vivienda.pr.gov.....

Start/End Dates:
 2017 - 2019.....

Contract Value:
 \$250 million

RELEVANCE TO PRDE PROGRAM

- ⇒ K-12 schools in Puerto Rico
- ⇒ Program for PRDE
- ⇒ New construction and renovation

Puerto Rico Schools

San Juan, Puerto Rico



The Bird Group provided design-build construction services for Autoridad del Financiamiento de la Infraestructura (AFI). Based on the Qualified Zone Academy Bonds (QZAB) program for the Department of Education, the scope of work included new construction and renovations to four schools in the San Juan region of Puerto Rico.

Client:
 Autoridad del Financiamiento de la Infraestructura (AFI)

Services:
 Design-build services, renovation of school facilities

Contact:
 José E. Basora
 Engineering Director
 787. 763.5757
 jose.basora@afi.pr.gov

Start/End Dates:
 April 2012 – September 2012

Contract Value:
 \$7.6 million



Escuela Superior Ángel P. Millán Rohena: The project scope included renovations to the existing facilities and 7,565 SF of new construction. The school is a public High School for grades 9th through 12th and consists of classrooms, a lunchroom, and a courtyard area.



Escuela Rene Marques: The project scope included renovations to the existing facilities and 4,834 SF of new construction. The school is a public Intermediate School for grades 7th through 9th and consists of classrooms, a lunchroom, and a courtyard area.



Escuela Juana A. Méndez: The project scope included renovations to the existing facilities and 7,820 SF of new construction. The school is a public Elementary School for Kindergarten through 6th grade and consists of classrooms, a lunchroom, and a courtyard area.



Escuela Francisco (Prisco) Fuentes: The project scope included renovations to the existing facilities and 11,518 SF of new construction. The school is a public Elementary School for Kindergarten through 8th grade and consists of classrooms, a lunchroom, and a courtyard area.

Madison County School District

Madison County, Mississippi



Yates provided construction management services to Madison County Schools for 16 years. The school district's construction program called for building multiple schools simultaneously using one construction manager. Yates partnered with the school district and multiple architects to plan and construct the new buildings in a phased program.

The building program included over 60 projects, with individual projects ranging from an entirely new campus with supporting school facilities to a single elementary school. All of the facilities kept consistent architectural elements prevalent in Madison's community. The distinctive red brick, white columns, high-pitched roofs and manicured lawns allow these new buildings to blend with the community.

Case Study: Madison County School District Career and Technical Center

To meet the scheduled opening date, the Yates team worked with the design team to compress the design schedule. They determined the final building footprint and proceeded with a rough grading package to perform a seven-foot undercut. While the rough grading package was under construction, the final building design was completed and bid. Notice to proceed was issued within days of the completed building pad. This approach enabled the building to be opened on time allowing the school district to utilize the facility to conduct summer school.



RELEVANCE TO PRDE PROGRAM

- ⇒ Large-scale K-12 program
- ⇒ Program and construction management services for 16 years
- ⇒ 60+ projects
- ⇒ Educational facilities planning
- ⇒ Partnering with multiple architects

Client:
Madison County School District

Services:
Program planning, construction management, schedule/cost control, educational facilities planning,.....

Contact:
Ronnie McGehee
Superintendent
601.832.4768
mcgeheeronnie@outlook.com

Start/End Dates:
2000 - 2016

Contract Value:
\$200 million

**RELEVANCE
TO PRDE
PROGRAM**

- ⇒ K-12 schools in Puerto Rico
- ⇒ Managed the entire program including design and construction
- ⇒ 20 Wing additions/renovations

Bossier Parish Schools

Bossier Parish, Louisiana



Client:
Bossier Parish School District

Services:
Program management for school additions/renovations, including drainage improvements, paving and roadway improvements, electrical improvements, and land procurement services...

Contact:
Keith Norwood,
Supervisor
318.549.7215

Start/End Dates:
May 2012 – May 2022

Contract Value:
\$210 million

Yates, as managing partner of a joint venture, is providing program management services for Bossier Parish Schools in Bossier Parish, Louisiana. The program consists of a new high school, middle school, elementary school, technical school, and 20 wing additions/renovations to the existing schools. The project will also include drainage improvements, paving and roadway improvements, electrical improvements, and land procurement services.

Case Study: Bossier Parish School District

Using a collaborative approach, BIM technology and the lean process has created an interconnected design and estimating process, which provides continuous feedback and options to the owner throughout the preconstruction process. This process allows for the most valuable cost savings options to be identified early in the process without impact to the project's cost, schedule, or quality. Because of this early collaboration among the owner, design team, and contractor, Our team was able to save Bossier Parish Schools \$2.4 million. The school district was able to reinvest this savings into the building program to fund additional project scopes.



Los Angeles Unified School District (LAUSD)

Los Angeles, California



Since 1997, AECOM has provided program and construction management services to LAUSD under multiple bond programs, with an aggregate total construction value in excess of \$25 billion. Throughout this time, bond funds have been used to build new schools to reduce overcrowding and to modernize existing campuses throughout the district. More recent efforts have focused on investing in capital projects that improve and transform aging and deteriorating school facilities into safe, healthy and functional places to learn. To date, more than 19,000 school modernization projects and 600 new construction projects have been delivered.

The largest K-12 school district in California, LAUSD's bond program is one of the largest in the country. AECOM's experience at LAUSD is unlike that of any other firm, as we are the only firm to have served as the original program manager under Proposition BB (\$2.4 billion), while also continuing to provide services as an agency CM and a CM staff augmentation partner to the district.

The AECOM team regularly manages multiple contractors, subcontractors and vendors across hundreds of projects at any given time. We understand the importance of clear, organized and consistent interface with various community groups, department heads, school boards and other stakeholders to develop realistic objectives and budgets for each project. Our professionals build consensus among these groups regarding budget expectations for each project and focus on the implementation of the district's requirements and schedule and budget objectives while proactively managing the expectations of students, teachers and other stakeholder groups.

AECOM's work with LAUSD has spanned the full construction life cycle, from planning and design through closeout. The team has consistently met or exceeded the district's small business enterprise participation goals. Actively engaged in outreach initiatives and mentoring techniques, AECOM conducts job fairs, training seminars and small business "boot camps" to recruit, inform, train and prepare local small businesses for assignments on large-scale construction programs.

RELEVANCE TO PRDE PROGRAM

- ⇒ Major K-12 program
- ⇒ PM services since 1997 and ongoing
- ⇒ 19,000+ projects to date
- ⇒ Management of multiple contractors
- ⇒ Mentoring and workforce development

.....
Client:
 Los Angeles Unified School District (LAUSD)

Services:
 Program management, on-site construction management, estimating, value engineering, design management, lease and real estate negotiation assistance, constructability review, schedule management, claims and dispute resolution, financial controls

Contact:
 Socorro Leano, Staffing Contracts Administration Manager
 213.241.4159
 socorro.leano@lausd.net

Start/End Dates:
 1997 to present

Contract Value:
 \$350 million to date

RELEVANCE TO PRDE PROGRAM

- ⇒ Large-scale K-12 program
- ⇒ Program management services for 15 years
- ⇒ 120+ new and renovated schools, and hundreds of capital renewal projects
- ⇒ Innovative approaches and VE solutions to reduce cost/schedule
- ⇒ Management of multiple contractors

Client:

Orange County Public Schools (OCPS)

Services:

Program management, estimating, value engineering, design management, lease and real estate negotiation assistance, schedule/cost control, educational facilities planning, asset management

Contact:

John Morris
 Chief Facilities Officer
 407.317.3700
 john.morris@ocps.net

Start/End Dates:

1999 - 2015

Contract Value:

\$3.5 billion

Orange County Public Schools New/Renovation Program

Orange County, Florida



AECOM provided in-house program and project management support for the OCPS Capital Improvement Program, helping to lead the Program to success over the course of 15 years. The team helped build the systems to efficiently manage this Program, putting effective processes and controls in place. AECOM’s project managers were responsible for executing projects from design to completion, and turnover to maintenance.

To transform the various program elements into educational specifications, on-site planners developed quantitative criteria and generated a set of alternative solutions to meet the criteria. Each operation was then evaluated with OCPS on a cost/benefit basis, analyzing and balancing functional relationships, curriculum goals, special characteristics, and public image within the limitations of budget constraints.

AECOM documented program/project activities on more than 200 separate schools from site acquisition through design, construction, and final audit. The AECOM team also provided project and planning support to OCPS in the execution of its \$340 million Capital Renewal Program, which focused on many smaller upgrade/renovation projects. These were typically life-safety, building envelope and/or HVAC-related. The project managers were geographically based to support the three maintenance regions for the District, and they oversaw a resource pool of six architects, five construction managers and five general contractors.

AECOM was able to consistently deliver substantial completion of the elementary school prototype in less than 12 months, instead of the originally scheduled duration of 14 months. Middle school prototypes reached substantial completion in 12 to 13 months in lieu of the originally scheduled 15 to 16 months. High school prototypes were originally scheduled to reach substantial completion in three years; subsequently, it was two years to achieve substantial completion. Through innovative approaches and VE solutions, our team consistently decreased contract time on the projects. AECOM completed more than 120 projects on time and within budget while managing a team of up to six subconsultants.

Palm Beach County School District Capital Improvement Program

Palm Beach County, Florida



AECOM is serving as program manager for the School District of Palm Beach County’s (SDPBC) \$1.2 billion capital improvement program. The fifth largest school district in Florida and 10th largest in the country, SDPBC encompasses over 180 schools and serves more than 190,000 students. The CIP includes the design and construction of five new schools as well as renovations and repairs at more than 100 campuses. Safety and security projects will take our team to virtually all campuses during the course of the contract term.

Funding for the SDPBC program comes from a variety of sources, including sales tax, mileage and grants, each with its specific reporting requirements. SDPBC requested that the AECOM team track over 12,000 facility condition assessment (FCA) deficiencies and nearly 80,000 other identified scope items. This level of tracking is not available on most management systems, so AECOM developed a new generation of program controls software to meet the program’s unique needs. Now the district can track safety inspections and asset attributes on any project using our tools.

Our team has already leveraged AECOM’s depth of reach-back resources many times during the course of the program. We helped advance a state-mandated survey of the district’s facilities and their capacity and use while teams of architects and planners helped develop concepts to test assumptions before hiring designers or other consultants. AECOM developed siting and phasing concepts for three new elementary schools, a middle school and an adult education facility. Our transportation designers developed master plans for each transportation center, and our environmental engineers surveyed properties to develop scopes of work for the district’s environmental consultants to execute.

In addition, as we studied the district’s FCA data, we determined that the market was escalating at significantly higher rates than the FCA carried. AECOM estimators developed cost models for all the projects in the program, enabling early implementation of scope adjustments that will ultimately promote the delivery of promises made throughout the program’s life.

RELEVANCE TO PRDE PROGRAM

- ⇒ Major K-12 program
- ⇒ PM services
- ⇒ 5 new schools, 100+ school renovations and repairs
- ⇒ Management of multiple contractors
- ⇒ Master planning, siting and phasing

.....
Client:
 School District of Palm Beach County

Services:
 Program management, planning, design management, contracting, construction administration, project closeout, project controls

Contact:
 David Dolan
 Deputy Chief, Facilities Management
 561.662.5755
 david.dolan@palmbeachschools.org ..

Start/End Dates:
 2017 to present

Contract Value:
 \$1.2 billion

**RELEVANCE
TO PRDE
PROGRAM**

- ⇒ Disaster recovery program
- ⇒ FEMA funded
- ⇒ Multiple counties
- ⇒ Management of multiple contractors
- ⇒ SBE mentoring and workforce development

North Carolina STEP Program

Statewide, North Carolina



As Hurricane Florence made landfall on September 14, 2018, it forever changed North Carolina. The Category 1 hurricane brought torrential rain along the Carolina coast, displacing residents and causing significant flooding and destruction throughout the area. The President of the United States declared North Carolina an emergency disaster in FEMA-EM-3401 and an expedited major Disaster Declaration in FEMA-4393-DR. FEMA quickly approved Public Assistance funding under Section 403 for the Sheltering and Temporary Essential Power (STEP) Program. There were nearly 16,000 applicants eligible for public assistance in the 12 impacted counties of the state, and a deadline of March 14, 2019 was established for the completion of the work. This STEP program provided quick relief to impacted residents by repairing critical damage and restoring power, allowing residents to return to their homes.

AECOM administered the STEP program for the State of North Carolina under guidelines recently established by FEMA for eligible victims of Hurricane Florence. We worked with NCEM to develop policies and procedures, provided outreach and communications services, received and processed program applications, determined applicant and dwelling eligibility, and managed the STEP contractors and VOADs performing the STEP program.

AECOM has exceeded contract performance objectives established by NCEM.

Since AECOM, FEMA and NCEM kicked off the NC STEP Program, AECOM has:

- Worked with NCEM and FEMA to make more than 100 policy decisions.
- Established a call center to provide applicants with the ability to sign the ROEs virtually with DocuSign.
- Facilitated open houses in each of the 12 declared counties to field questions, educate the community on the program and collect ROEs when possible.
- Set up the existing state disaster resource centers for walk-in applicants.
- Made over 600 calls a day to inform the community about the opportunity available to them.
- Provided in-person access to an experienced, innovative and dedicated project management team.

Client:

North Carolina
Emergency
Management (NCEM),
a division of North
Carolina Department of
Public Safety

Services:

Program management,
program planning, field
management, outreach,
reporting/monitoring
program development
and implementation,
grant management

Contact:

Joseph Stanton
919.825.2349

Start/End Dates:

2018-2019

Contract Value:

\$100 million

New York City Build it Back Program

New York, New York



AECOM and Hill have provided extensive project management services in support of the New York City Mayor’s Housing Recovery Office (HRO) initiative to assist to 33,000+ single family and multi-family homeowners with solutions in the wake of Hurricane Sandy, including repairs, rebuilds, elevation, reimbursement and acquisitions. Funding for the Build it Back program (BiB) program was provided through HUD CDBG-DR funds.

Our BiB team became the principal case manager working with the applicants one-on-one and reaching out to the impacted communities to help people move forward in the process. Starting in June 2013, spanning two mayoral administrations and several different Action Plan updates, AECOM provided extensive project management and applicant delivery support to the Mayor’s Housing Recovery Office.

AECOM designed and provided construction management and oversight of the BiB Program. This support included full operational and staffing responsibilities for processing all BiB applicants, policy and regulatory consulting services, and data and information systems support. The operation, staffed by an AECOM team of 100+ case management representatives and several tiers of supervisors across multiple field locations, was responsible for the design, operationalization and compliance of the detailed CDBG-DR application life cycle.

Hill provided program, project and construction management and related support to the New York City Department of Design and Construction (NYCDDC) and the HRO in the repair, rebuilding and elevation of homes damaged by the storm. Through the BiB program, residents and owners of the more than 11,000 residences impacted by Sandy have been able to return to their homes.

Program management tasks and services included CDBG-DR and HUD compliance management, QA/QC and Environmental Health and Safety. Staff augmentation and inspection services were led by job order contractors (JOCs) in each of the affected regions. Each JOC was supported by assistant task leaders, document control technicians, safety professionals, call center representatives, and contract administrators to maintain the program goals.

RELEVANCE TO PRDE PROGRAM

- ⇒ Disaster recovery program
- ⇒ HUD funded
- ⇒ PM services
- ⇒ Multiple districts
- ⇒ Management of multiple contractors

.....
Client:
 New York City
 Department of Design
 and Construction

Services:
 Program management,
 on-site construction
 management,
 estimating, value
 engineering, design
 management, lease
 and real estate
 negotiation assistance,
 constructability review,
 schedule management,
 claims and dispute
 resolution, financial
 controls

Contact:
 Kenneth Petrocca, RLA
 Program Executive
 718.391.1133
 petroccke@
 ddc.nyc.gov

Start/End Dates:
 2013 - ongoing

Contract Value:
 \$1.4 billion

RELEVANCE TO PRDE PROGRAM

- ⇒ PMO role in Puerto Rico
- ⇒ Hurricane Maria disaster recovery
- ⇒ 78 municipalities in Puerto Rico
- ⇒ Federal funding compliance

Program Management Oversight for Tren Urbano Disaster Recovery

San Juan, Puerto Rico



.....
Client:
Federal Transit Administration (FTA) / Puerto Rico Department of Transportation
.....

Services:
Program management oversight, damage assessments, federal reporting
.....

Contact:
Juan Maldonado Oficina del Asesor Legal ACT/ Deputy Director
787.903.4221
jumaldonado@dtop.pr.gov
.....

Start/End Dates:
2017
.....

Contract Value:
confidential

Hill International performed damage assessment work throughout the 78 municipalities of Puerto Rico for FTA-funded projects, which included Tren Urbano, AMA (the bus system), ATM (the ferry boats system) and multiple other FTA funded projects.

As PMO in charge of overseeing the federal government’s investment in Tren Urbano, Hill deployed teams to Puerto Rico to conduct storm damage assessments and following Hurricane’s Irma and Maria. The teams submitted reports that led to the issuance of over \$250 million in federal funding for the recovery and reconstruction of transit, bus and ferry systems affected by these hurricanes.



21

Lobbying Certification



Saint John School, San Juan, Puerto Rico

(featured in the 2014 interior design book titled *The Best of Education and Culture*; part of the 21st Century School Modernization projects)

PROPOSAL SUBMITTAL FORM 10

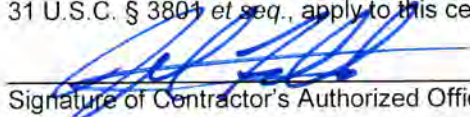
LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

The Contractor, Yates-Bird, L.L.C., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Jared Fuller, Vice President

Name and Title of Contractor's Authorized Official

April 22, 2019

Date

PROPOSAL SUBMITTAL FORM 10

LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

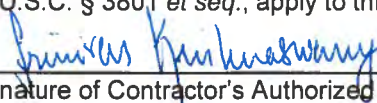
The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

AECOM Technical Services, Inc. (Subconsultant to Proposer

The Contractor, Yates-Bird, L.L.C., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Srini Vishnaswamy, Executive Vice President
Name and Title of Contractor's Authorized Official

April 15, 2019
Date

PROPOSAL SUBMITTAL FORM 10

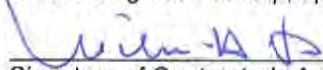
LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
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The Contractor, Hill International, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

William H. Dengler, Executive Vice President & Chief Administrative Officer
Name and Title of Contractor's Authorized Official

April 4, 2019
Date

PROPOSAL SUBMITTAL FORM 10

LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

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The Contractor, ADVISION, PSC, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.


Signature of Contractor's Authorized Official

RICARDO ALVAREZ-DIAZ | CO-FOUNDER & PRESIDENT
Name and Title of Contractor's Authorized Official

4/5/2019
Date

PROPOSAL SUBMITTAL FORM 10

LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS


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- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
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Interlink Construction,

The Contractor, Inc, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.* apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Hermand Mendez, EVP/Partner

Name and Title of Contractor's Authorized Official

April 4, 2019

Date

PROPOSAL SUBMITTAL FORM 10

LOBBYING CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

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- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
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Winsor Consult Group

The Contractor, _____, certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the Contractor understands and agrees that the provisions of 31 U.S.C. § 3801 *et seq.*, apply to this certification and disclosure, if any.



Signature of Contractor's Authorized Official

Michael Kuehn, COO

Name and Title of Contractor's Authorized Official

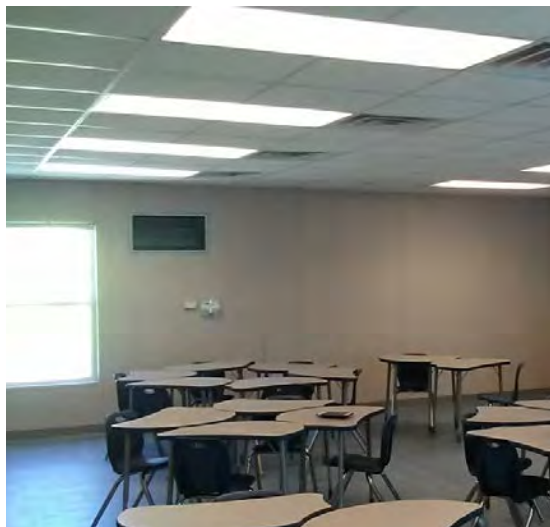
April 5, 2019

Date



22

**Acknowledgment of
Receipt of Addenda
Form**



U.S. Virgin Islands Schools Program (FEMA funded program involving more than 240 new temporary classrooms and 19 new Sprung structures covering 16 school and other sites in two school districts on three islands)

22 Addenda Acknowledgment

The Yates-Bird team hereby acknowledges receipt of the following documents:

Correction dated 3/20/2019

Addenda 1 dated 3/28/2019

Addenda 2 dated 4/1/2019

Addenda 2 - Updated dated 4/1/2019

Addenda 3 dated 4/2/2019

Addenda 4 dated 4/5/2019

Addenda 5 dated 4/9/2019

Signature: _____

Name/Title: Jared Fuller / Vice President

Date: 4/17/19

