

Evaluation Committee Meeting
April 25, 2017

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

EVALUATION COMMITTEE MEETING
WEST VILLAGES IMPROVEMENT DISTRICT

SARASOTA COUNTY GOVERNMENT COMPLEX
1001 SARASOTA CENTER BOULEVARD
SARASOTA, FLORIDA 34240

TUESDAY, APRIL 25, 2017
9:11 a.m. to 11:31 a.m.

COMMITTEE MEMBERS:

- DAVID KOON, WEST VILLAGES IMPROVEMENT DISTRICT
- KIM HUMPHREY, PROJECT MANAGER SARASOTA COUNTY
- ERIC PERESTUK, VICE PRESIDENT OF FACILITY OPERATIONS
ATLANTA BRAVES

STAFF MEMBERS:

- LEN LINDAHL, SPECIAL DISTRICT SERVICES, INC.
- JERE EARLYWINE, ESQUIRE
HOPPING, GREEN & SAMS, P.A.
119 SOUTH MONROE STREET
SUITE 300
TALLAHASSEE, FLORIDA 32301
(850) 222-7500

MIKE KENNEDY, STANTEC, DISTRICT ENGINEER

STENOGRAPHICALLY REPORTED BY:
FRANCES CHIPPENDALE, F.P.R.
Florida Professional Reporter

1 MR. EARLYWINE: All right. Well, welcome to
2 this morning's meeting. I think I've met most of
3 y'all in the room. Again, my name is Jere
4 Earlywine, I'm with Hopping, Green & Sams. My law
5 partner is Jonathan Johnson, who serves as the
6 District Counsel to the West Villages Improvement
7 District.

8 As you-all are aware, we're here today for the
9 purpose of holding our Evaluation Committee Meeting
10 and the first thing I'd like to do is just call the
11 meeting to order.

12 That having been done, I would announce that
13 we do have on file our Affidavit of Publication,
14 which shows that this meeting was publically
15 noticed and is being held pursuant to Florida
16 Sunshine Laws in accordance with Chapter 286 of the
17 Florida Statutes.

18 Just a few opening comments to get us started.
19 This process is being undertaken pursuant to
20 Section 255.103 of the Florida Statutes, which
21 authorizes the local district essentially to retain
22 a Construction Manager at Risk Services and using
23 the process that's set forth in the Consultant's
24 Competitive Negotiation Act, the CCNA.

25 Under that statute, it's a two-step process.

1 The first step is essentially Respondents provide
2 their proposals to us. In response, there are a
3 few documents this Committee will sit as an
4 Evaluation Committee to review and score and rank
5 those proposals and make recommendation to the
6 District Board, who will ultimately either decide
7 to accept or reject or modify that recommendation.

8 And then the second stage is actually to
9 negotiate a contract with the first ranked
10 Respondent. The contract terms, to include price
11 and all the rest of it, would be discussed at that
12 point. So today's meeting does not involve that
13 second step. We won't be negotiating price or any
14 of the contract terms, we're simply evaluating the
15 qualifications of the Respondents at today's
16 meeting.

17 That's what this committee has been charged
18 with doing and that recommendation will come back
19 to the District's Board on May 10 and they can
20 review that determination at that time.

21 In terms of the agenda for today, it's pretty
22 straightforward. We've called the meeting to
23 order, we've read off the Proof of Publication. We
24 have with us our three Evaluation Committee
25 members, we've got David Koon here, Kim Humphrey

1 and Eric Perestuk with our Committee who's been
2 appointed by our District's Board to serve as the
3 Evaluation Committee.

4 We also have our court reporter at the back
5 end and Len Lindahl, who is here with Special
6 District Services, he's the District Manager. Mike
7 Kennedy back here with Stantec, he's our District
8 Engineer. And so, that's our staff on hand.

9 We obviously have a number of individuals here
10 from the audience and from the response teams, as
11 well as from the Atlanta Braves organization.

12 If you haven't signed in, I think it's -- you
13 know, please be sure that you do so we have a
14 complete record of who's here attending today. The
15 sign-in sheet is obviously the entrance sheet when
16 you walk up to that window and sign in up front.
17 We want to make sure we have a complete record of
18 that.

19 Please be sure to turn off your phones so we
20 don't have that interference.

21 I think that establishes our quorum and I
22 think we're, more or less, ready to begin.

23 Just for the Committee's purposes, I've got a
24 few opening comments that will be helpful, too, in
25 making your scoring determinations, and then we'll

1 talk a little bit about how the process will work
2 in terms of the presentations and whatnot.

3 Florida Law essentially gives the Committee
4 broad discretion in making your scoring
5 determinations. What you're supposed to do is
6 review the qualifications and information that's in
7 your packages, as well as the information you hear
8 today, and score the proposals based on those
9 criteria that are set forth in your RFQ packages.

10 The Florida Supreme Court has said that there
11 is a lot of discretion, a public body has wide
12 discretion in soliciting and accepting bids for
13 public improvements, and its decision when based on
14 an honest exercise of this discretion will not be
15 overturned by a court even if it may appear
16 erroneous and even if reasonable persons may
17 disagree. So it gives you-all a lot of latitude in
18 making those scoring determinations.

19 Again, it's worth reiterating that price is
20 not among the criteria in the RFQ, nor are any of
21 the contract terms, so we won't be discussing that
22 today. If that comes up, let's push that to a
23 later time.

24 I would point out that this is a public
25 record, we've got our court reporter who's keeping

1 a record here today and, you know, if you're
2 concerned about making any comments today because
3 it does create a record that can be used against
4 you, you know, feel free to let the staff know you
5 have a question or have a concern and we can take a
6 recess and address that off line if you'd like to
7 do that.

8 In terms of the minimum requirements in the
9 RFQ, there are only three minimum requirements to
10 qualify. First, the Respondents have to hold all
11 required local, state and federal licenses in good
12 standing. Second, they have to be authorized to do
13 business in Sarasota County and the State of
14 Florida. And, third, they have to have previously
15 worked on at least one spectator sport facility
16 worth at least \$30 million.

17 Staff has preliminarily reviewed the responses
18 and finds that both Respondents meet those
19 criteria.

20 Again, in terms of the agenda, we've gotten
21 through most of our preliminary discussion so far.
22 What we're going to do next is probably take some
23 audience comment, we'll then have some committee
24 discussion of how you'd like to handle the
25 presentations and any other thoughts you have.

1 We'll then conduct the presentation sessions.

2 We'll come back after that, have further
3 Committee discussion of the presentations and take
4 some more audience comment, and then we will
5 receive your rank and make your recommendation to
6 the Board.

7 Are there any questions on the agenda at this
8 point?

9 (No verbal response.)

10 Okay. For the audience's benefit, this is a
11 public meeting, so it's, again, open to the
12 Sunshine. The Committee does have the option to
13 close the session, at least with respect to the
14 presentations and the Q and A. We do have a room
15 set aside if you want to voluntarily step out or,
16 you know, if the Committee makes that
17 determination.

18 Again, we are not encouraging you to step out,
19 this is a public meeting, you have the right to be
20 here if you'd like to.

21 And I think Brad was actually finding a room,
22 it's Room No. 3; is that right?

23 MR. BRAD: Room No. 3. I'll direct you if
24 anybody wants to go out, just see me, I'll be
25 sitting right here.

1 MR. EARLYWINE: Okay. So we do have space
2 available if you would like to step out or if it's
3 declared to be a confidential session.

4 With that said, any audience comments at this
5 point?

6 (No verbal response.)

7 All right. Hearing none, we'll be going to
8 Committee discussion about the process or any
9 questions you might have at this point.

10 All right. With that being the case, would
11 the Committee -- what is the Committee's pleasure
12 in terms of the confidentiality of the sessions,
13 would y'all like to have those held on a
14 confidential basis, would you like to maintain it
15 in the Sunshine?

16 And then, also, the other questions that we
17 have related to the presentation sessions is, you
18 know, these can be conducted in a lot of different
19 ways. Right now what we have on the agenda is Team
20 1 would go first with a 15-minute presentation, you
21 would come back and do some Q and A with that team.
22 Then you'd do the Team 2 presentation and the Q and
23 A.

24 We can change that arrangement. I think if we
25 do have people who are stepping out, we should

1 probably set some parameters, time parameters, so
2 that people know when to come back in and things
3 like that, but I'll leave it up to you how you'd
4 like to structure that portion of the meeting.

5 MR. PERESTUK: Well, I'd like to know if
6 anybody is going to step out.

7 MR. MOSER: Yeah, we'll step out.

8 MR. LEAVER: Yeah, we'll step out, let them do
9 their presentation.

10 MR. PERESTUK: Okay.

11 MS. HUMPHREY: So I think in the Sunshine is
12 our preference.

13 MR. EARLYWINE: Okay.

14 MR. KOON: I agree.

15 MR. EARLYWINE: Okay. So, again, you have
16 every right to be here and participate publically
17 and we'll continue to keep a record. There is a
18 room we'll make available to you.

19 In terms of the presentations themselves, do
20 you-all want to set some time parameters right now?
21 I think we've given them the expectation they would
22 have 15 minutes for their presentation. We have
23 timers and we'll hold up a card when we get close
24 to the end so y'all can see where you are in terms
25 of progress.

1 What about the Q and A, do you want to set
2 some time parameters on that so people know when to
3 come back?

4 MS. HUMPHREY: Perhaps maybe another 15.

5 MR. KOON: I just have a question.

6 MR. EARLYWINE: Sure.

7 MR. KOON: Are we going to have both firms
8 here together for the Q and A?

9 MR. EARLYWINE: Again, you-all can maintain
10 that on a confidential basis if you'd like. I
11 think there's some indication that they would step
12 out for the presentation and the Q and A, is my
13 understanding, but, again, I'm not encouraging that
14 or discouraging that.

15 MR. KOON: I would just offer up, you know,
16 it's a public meeting, it's open to everyone here
17 and it doesn't bother me at all if both firms
18 decide to stay. I've got a handful of questions
19 that I'm going to want to answer -- or that I'm
20 going to want to ask and would like the response of
21 both firms to those questions and, you know, give
22 you a chance to rebut or whatever.

23 So it doesn't in any way prejudice my view
24 toward your firm if you choose to remain, that's
25 entirely up to you.

1 MR. LEAVER: Okay.

2 MR. EARLYWINE: So 15 minutes for the
3 presentation, 15 minutes for the Q and A to start
4 with, and then, obviously, if y'all have more
5 follow-up, we can address that at that point.

6 MR. PERESTUK: Q and A is together, is that
7 what we agreed?

8 MR. EARLYWINE: You can do them back-to-back
9 or however you'd like to structure them.

10 MR. PERESTUK: I thought that's what you said.

11 MR. KOON: I would just assume have them
12 together so everybody can hear what's said, but
13 that's one point of view.

14 MS. HUMPHREY: I was sort of thinking the Q
15 and A may be more specific to what I did or didn't
16 see in the presentation for that specific firm, so
17 I sort of felt like presentation, Q and A,
18 presentation, Q and A.

19 MR. PERESTUK: I was thinking --

20 MR. KOON: That's fine.

21 MR. PERESTUK: -- that's the way I would have
22 preferred it.

23 MR. KOON: Okay. I'm good with that.

24 MR. PERESTUK: Okay. Although you're right,
25 they're generally the same questions.

1 MS. HUMPHREY: Well, there could be some
2 different ones, too.

3 MR. PERESTUK: Right.

4 MR. EARLYWINE: We have not determined who
5 would actually go first. I don't know if the
6 Respondents have a preference as to who would like
7 to go first, that might help guide us.

8 MR. DWYER: It's on the agenda.

9 MR. LEAVER: The agenda was sent out earlier
10 and had Brasfield Gorrie going first.

11 MR. EARLYWINE: Okay.

12 MR. LEAVER: That's what we saw.

13 MR. DWYER: That's what we saw, too.

14 MR. TAYLOR: We're good. It doesn't matter to
15 us.

16 MR. EARLYWINE: Okay. Are you-all comfortable
17 with that?

18 MR. DWYER: Yes, sir.

19 MR. TAYLOR: Yeah.

20 MR. EARLYWINE: Okay. All right. With that
21 said, why don't y'all -- I don't know if -- I
22 imagine you're already set up and ready to present,
23 is that the case?

24 MR. DWYER: We probably would need a few
25 minutes to get set up.

1 MR. EARLYWINE: A few minutes to fire it back
2 up?

3 MR. DWYER: Literally, a couple, three minutes
4 and that would be it.

5 MR. EARLYWINE: Very good. Thank you.

6 (A brief recess was taken.)

7 MR. EARLYWINE: All right. Are you-all ready?
8 And I don't mean to rush anyone, but if y'all are
9 ready, you're welcome to proceed.

10 MR. SESSIONS: We were just waiting for the
11 cue to start, so...

12 MR. EARLYWINE: Okay.

13 MR. PERESTUK: Oh, okay, well that works.

14 MR. EARLYWINE: Absolutely.

15 MR. PERESTUK: That wasn't three minutes.

16 MS. HUMPHREY: You weren't paying attention.

17 MR. PERESTUK: Are you trying to beat the
18 schedule?

19 MR. DWYER: That's what we do.

20 MR. EARLYWINE: Please proceed. We will hold
21 up cards at 5 minutes and 1 minute so you can see
22 when we're getting close to being done with your
23 15-minute presentation.

24 MR. SESSIONS: That would be very helpful.

25 MR. EARLYWINE: Okay.

1 MR. SESSIONS: Good morning. I'm David
2 Sessions, I'm President of Willis Smith
3 Construction, and when we first learned about the
4 new Braves spring training facility, we thought,
5 what a wonderful opportunity for the City of North
6 Port and the community. In fact, we were really,
7 really excited.

8 And as we began to look into the program, we
9 quickly realized that this project is a significant
10 undertaking. In fact, this is not your typical
11 project. Logistically, in fact, it's one of the
12 most challenging projects that we have seen in a
13 long time. Mainly because of the scheduled and the
14 fact that you have to build so many components of
15 this project all at the same time.

16 And so, really, reality set in very quickly.
17 Willis Smith Construction is one of the larger
18 construction managers in the region and we did not
19 feel comfortable to -- with respect to our
20 resources and our experience to pursue this project
21 on our own. We knew we needed a partner.

22 We needed a partner that had the resources,
23 had the processes and had the experience to
24 successfully deliver this project. And after doing
25 a little research, we -- the decision to basically

1 partner with Brasfield Gorrie was a very logical
2 decision. There's a lot of similarities between
3 the firms and we knew that between our firms
4 teaming together, that we could successfully
5 deliver your project.

6 MR. DWYER: Good morning. I'm Tim Dwyer. I'm
7 the Regional President for Brasfield & Gorrie in
8 Florida and, although I might talk slow, we don't
9 build slow. We'll go fast, so -- and we'll stay on
10 schedule.

11 So, you know, coming off the Atlanta Braves
12 ballpark in -- for SunTrust in SunTrust Park as a
13 Managing Partner of that facility, we were
14 extremely excited about this, the spring training
15 coming to Sarasota. You know, being from Orlando
16 and living in the State of Florida, we're really
17 proud of that fact.

18 When we started thinking about partners in
19 Sarasota, just one name just jumped off the list to
20 us. And we looked at depth of resources and we
21 looked at the jobs they had done in Sarasota County
22 and really what they had given back to the
23 community and that's how we got partnered up with
24 Willis Smith.

25 It was equal values, same values, that's how

1 we run our companies, both privately held. We have
2 80 percent repeat client work. I mean, that's very
3 important to us and you earn that, that's not given
4 to you.

5 And, you know, with regards to the spring
6 training facility, we like to build products that
7 really make a difference in the community and we
8 feel like this one will.

9 So without further ado, I'm going to really
10 turn it over to our team that's going to actually
11 be doing all the work, we're the show ponies here,
12 and that's Chris Britton, who was our Project
13 Director at the Atlanta Braves ballpark.

14 MR. BRITTON: Yeah, so I was the Project
15 Director at SunTrust Park, the new home of the
16 Atlanta Braves, and on this particular project I'm
17 going to be the principal in charge.

18 This is Mark Granger, he's going to be your
19 Project Director for this project. He was also on
20 SunTrust Park with us.

21 We're not going to spend a lot of time talking
22 about introductions, those are going to happen
23 naturally through this presentation, but what we do
24 want to talk to you about is the unlimited amount
25 of resources we have that we're going to dedicate

1 to this project.

2 Many of the people that are on this
3 organizational chart, and it may be hard to see,
4 but it's also in your book, are coming right off of
5 the SunTrust Park project and are ready to move
6 onto this job.

7 One thing to note about SunTrust Park is from
8 the time that it started from a design standpoint,
9 to the time it was completed, it's the fastest
10 completed ballpark in the nation. From the time
11 that it started from the design standpoint, which
12 is something that we're really, really proud of.

13 We don't want you to be intimidated by the
14 number of people that we do have identified on this
15 particular project, but we feel that it's important
16 to point it out because of the time frame that you
17 want this thing to be constructed in, all right, so
18 a pretty fast schedule.

19 And if you take a deep dive into the resués
20 of each one of these individuals on here, you'll
21 find that 14 of the key people on this project
22 represent \$1.6 billion worth of construction
23 experience that we're putting on this particular
24 project.

25 This project is not going to be easy by any

1 stretch of the imagination. It's got several,
2 several challenges, even though it's in a wide open
3 site, but what we want to tell you guys today is
4 we've got the knowledge, we've got the experience,
5 we've got the relationships and we've got the
6 resources to be able to make this project a success
7 and everybody involved in this project successful.

8 MR. GRANGER: I'm Mark Granger, I'll be your
9 Project Director on the job. I'll be involved from
10 day one of pre-construction on the job. We worked
11 on a lot with Eric and the Braves and there's some
12 things that Eric and the Braves are very passionate
13 about what they want in their ballparks, and so, we
14 know to work with him and the design team and get
15 those incorporated into the project.

16 And then, from a construction standpoint, I
17 will be committed to be down here several days each
18 week to make sure the job is going well.

19 As Chris said, this is going to be a tough
20 project, so when we selected our team, we selected
21 a team that was -- has a proven track record of
22 working on fast-track jobs, with meeting their
23 completion dates and meeting their schedules. We
24 want to build this job for you guys.

25 Since we are true builders, we know that we

1 have to push the schedule on this job. It is a
2 very complex job, we'll be working on a lot of
3 different areas at the same time, and Dino will
4 talk a little bit about that later.

5 As the Managing Partner at SunTrust Park, you
6 know, we provided all of the craft labor and
7 equipment for all of the self-performed concrete,
8 we did over 1.1 million square feet. So we have
9 the resources to bring to this project.

10 And then, due to our experience and our
11 resources, we're able to complete these complex
12 jobs with zero or very minimal punch list left at
13 the end, like we did at SunTrust Park.

14 And then, just the resources themselves, so
15 when you get ready for the first game and the first
16 pitch, I think Eric can attest to this, you know,
17 we've got people there that are doing things that
18 are not necessarily part of our scope, but what can
19 we do to help the Braves and help the county make
20 this be a successful opening.

21 And Chris will touch a little bit more on
22 that.

23 MR. BRITTON: Yeah. So Eric has made --
24 flashback a few memories, what does that look like,
25 what does the unlimited amount of resources look

1 like in this project? Well, it could be, you know,
2 helping a subcontractor finish up a scope of work
3 that they may be struggling to the finish line,
4 right, so we can jump in and we can help them get
5 across the finish line successfully.

6 It may be adding a key sign that was requested
7 just weeks before that opening ball game and happy
8 to get that in in time for that opening pitch and
9 be able to make that happen.

10 It could look like making adjustments for
11 Major League Baseball when they come through the
12 ballpark and say, hey, we got to change up a few
13 things, removing a glass rail, replacing it with
14 padding so that a player doesn't get injured out in
15 the outfield, or cutting off the through-wall
16 flashing above the -- below the chalk right there
17 to make sure the ball doesn't hit that outside wall
18 and create damage to the baseball that could affect
19 your game.

20 Those types of things is what success looks
21 like when we jump in. It could even look like
22 having several members of our team out there the
23 day of the opening game wiping down pollen off of
24 seats just to make sure that that ballpark is
25 absolutely spotless for that opening day.

1 And I'm just going to say, I'm pretty good at
2 wiping down pollen.

3 So that's what we do. I mean, that's who we
4 are as a company and that success -- you know, I
5 just kind of summarized the last maybe 30 days of
6 the ballpark, but that success really starts early
7 on in the process in the pre-construction phase,
8 where Mark, myself, Greg, Robbie, we're all going
9 to lock arms, get together with the architect and
10 work through that.

11 So, from a pre-construction standpoint, I'm
12 going to turn it over to Greg and let Greg talk to
13 you about our processes there.

14 MR. HUNSBERGER: Thanks. My name is Greg
15 Hunsberger. I'd be the Pre-Construction Director
16 on this job and, you know, really feel like the key
17 to the success of this project is a swift and
18 seamless pre-construction phase.

19 Y'all don't have time for surprises and we
20 don't have time for a learning curve among the
21 various parties. And, really, that's the crux of
22 why we think we're uniquely suited to be your
23 partner.

24 We've got deep pre-construction resources
25 between Brasfield & Gorrie and Willis Smith

1 available right now to get started working on the
2 job. We've got extensive knowledge of this product
3 type and, as Mark and Chris talked about, we've got
4 a strong working relationship with the Braves and
5 this allows us to anticipate early on the
6 components that are going to part of the project.

7 So we give you those early budgets, they're
8 accurate, they're reliable, and y'all can use those
9 for the decision-making on your end.

10 I want to take just a couple of minutes to
11 walk through our pre-con plan. And, again, there's
12 a lot of information up here and in an interest of
13 time I'm just going to summarize a couple key
14 points, but probably one of the most important
15 things we're going to do is that early control
16 budget.

17 You know, we show that in May right after
18 Award, you know, that's our opportunity to learn
19 the details of your job, give you a baseline
20 budget, be able to compare back to the target
21 budget and give the architect time to make any
22 design adjustments that they need to.

23 Early on in the pre-con phase is also the
24 opportunity to do some early release packages,
25 things like site work, deep foundations, get that

1 process started and maybe take a little bit of
2 pressure off the tail end of the schedule.

3 The last thing I want to touch on here is
4 real-time pricing and, you know, this is not going
5 to be the kind of job where we're sitting around
6 waiting on the design to be done, we're pricing and
7 Fawley Bryant is on pause while doing the pricing.

8 You know, all that's going to be happening
9 simultaneously and I just want to make sure that
10 y'all hear that we're committed to getting the
11 architect the information they need so they can
12 keep the design schedule on track.

13 The last thing I want to leave you with from a
14 pre-construction standpoint is our focus on value
15 and making sure that we're getting you the best
16 bang for your buck. And I really think that the
17 biggest part of that is the engagement of the local
18 subs and local vendors, and I'll let Robbie talk a
19 little bit about that.

20 MR. GRONBACH: Thanks, Greg.

21 My name is Robbie Gronbach and my role on this
22 team is going to be Senior Estimator. You know,
23 Tim mentioned it, Greg mentioned it, we've got 22
24 pre-construction professionals within the State of
25 Florida to make this project successful.

1 With our 45-year history in this community, we
2 were around when Fawley Bryant opened their offices
3 20 years ago and we've been working with them ever
4 since. There is no learning curve.

5 We've been developing relationships with our
6 subcontractors and our suppliers that go back years
7 and, in most cases, decades. Why is this important
8 to you? Well, we get the best coverage on our
9 bids, we get the best workmanship on our projects
10 and we get the best pricing. This is unmatched by
11 our competitors.

12 With over 2,000 subcontractors and suppliers
13 within the Sarasota -- the majority of those in the
14 Sarasota area, you can count on us to get proven
15 results for your project.

16 Let's look at the results. These are five
17 large-scale projects local to our area that are
18 currently under construction and scheduled to be
19 completed this year. They range in value from 12
20 million to \$33 million.

21 Those percentages represent the cost of that
22 construction that was achieved with a minimum of
23 three bids and, in most cases, five, six, seven
24 bids. That's our trade partners' commitment to our
25 firm and this team and we're going to extend that

1 commitment to you and your project and make it a
2 huge success and I look forward to working with
3 you.

4 Now Dino is going to talk to us about the
5 construction.

6 MR. ZEVAS: Thanks, Robbie.

7 Real quick, obviously, we've said this is a
8 complicated project. It's got a real tight
9 scheduled and, you know, we've thought through it
10 and are prepared to do that and really the key to
11 it right now is the ballpark itself and starting at
12 home plate, which is really the spine of the job,
13 it feeds everything. Everything is fed out of
14 there.

15 So we're going to need multiple crews working
16 from this direction and coming out, and so, that
17 would be two crews, one going that way and one
18 going that way around the ballpark.

19 Meanwhile, we got to build the clubhouse at
20 the same time. You know, that's a complicated
21 structure in itself and it's going to take some
22 time, as well, so we got to start it almost at the
23 same time with another crew. So now we're up to
24 three crews.

25 And we also have the complex fields, the site

1 work and the balance of the ancillary buildings.
2 So now we're up to five crews that are going to be
3 on the job at the same time.

4 So we've got to work a lot of places, all at
5 the same time and being in charge of the field
6 operations for Florida, I feel good about bringing
7 all of our resources here to be able to do this
8 job. With the experience we have from the Braves,
9 from the O'Dome, from all those jobs that we've
10 done similar to this, we know what to do and we
11 have the resources to it.

12 And with that, I'd like to turn it over to my
13 partner for about the last 15 years doing these
14 kind of jobs, George.

15 MR. PAULSON: I'm George Paulson, I'll be the
16 Operations Director for the project and in the
17 interest of time, I just want you to know that I'm
18 going to be here every day, I'm going to be the
19 person in the trenches, I'm going to be the person
20 getting my hands dirty and solving the problems
21 that make this -- to make this project successful
22 for all of the stakeholders involved.

23 MR. TAYLOR: I know we've got to wrap it up
24 and we're on a quick clock. I'm Rob Taylor and I'm
25 President of Brasfield & Gorrie and I just want you

1 to remember, before we move into questions, a
2 couple of things.

3 One is, this team, it is the best team we've
4 got. It's the best we have in the company. You've
5 got eight of the members that are coming off
6 SunTrust. The leadership is from SunTrust Park. I
7 got a tremendous amount of confidence in them.
8 They've got a proven track record and I'm excited
9 to have them here today.

10 The second thing is, we've talked a lot about
11 our resources. Well, let me define that for you.
12 When we're talking about resources, we're talking
13 about management and supervision resources, but
14 we're also talking about skilled labor.

15 And skilled labor is critical to complete a
16 job like this. It takes a lot of horsepower to get
17 it to the finish line. This is a tough job. Don't
18 let anybody fool you. You've got five critical
19 paths that you've got to get done at the same time.

20 So I'm committing the resources from both the
21 local, regional and national level for us, all
22 2,000 people, that this team has what they need to
23 get to the finish line. Just like we've done for
24 you at SunTrust, just like we did at the O'Dome.

25 The last thing I want to say is, we're not

1 going to be the flashiest guys you see in here
2 today, I can assure you of that, but that's not
3 what gets these types of jobs done. Flash doesn't
4 do it, hard work does, and I commit to you we're
5 going to out work our competitors.

6 It's the foundation of our reputation. It's a
7 nonnegotiable with me. When we put a team on a
8 job, they're going to work hard and they're going
9 to get you to the finish line in the right way so
10 we all can enjoy that first pitch.

11 So, with that, I think we might have slid in
12 under schedule.

13 MR. BRITTON: Safe.

14 MR. DWYER: We grabbed the bag as we went by.

15 MR. EARLYWINE: We're going to go ahead and
16 start the clock, then, for the Q and A, but if
17 y'all have anything else?

18 MR. KOON: Well, there are a number of
19 questions that I had and, actually, you've done a
20 pretty good job addressing most of them, but let me
21 just say from the outset what my concern is with a
22 project like this.

23 All of the firms that are involved here today
24 are very well-known, very respected in the
25 industry, but from years of experience and

1 construction and a number of other professional
2 service type enterprises, the result you get on
3 your job is going to be based on the people out of
4 that large firm that get assigned to your job.

5 I mean, the name of the firm is great, but it
6 serves only as good as the people you get. And so,
7 sort of following through that vein, Mr. Granger,
8 it sounded like you're the one who would be the
9 on-site person for this project; is that correct?

10 MR. GRANGER: George will be the day-to-day
11 guy, I will be there every week for several days.

12 MR. KOON: Okay.

13 MR. GRANGER: I'm in Atlanta, if there's any
14 issues, I can get with Eric, come in their offices
15 or -- it's 10 minutes apart and --

16 MR. KOON: Okay. So what was your involvement
17 on SunTrust, which seems to be a --

18 MR. GRANGER: I was the Operations Director.
19 Chris was the Project Director and I was the
20 Operations Director, I was on site full-time.

21 MR. TAYLOR: Mark ran the whole operation. He
22 was the lead operations person for all \$583 million
23 dollars.

24 MR. KOON: And were you involved throughout
25 the duration of the project?

1 MR. GRANGER: Every day.

2 MR. TAYLOR: And he will be involved a hundred
3 percent through pre-con, too, because we feel
4 that's extremely critical to the success of the
5 job, just like he was at SunTrust Park.

6 MR. PERESTUK: You know, that led me into --
7 Dave, that led me right into one of my questions,
8 it wasn't the first, but who exactly is here
9 full-time on the job? That would be you, Dino?

10 MR. ZEVAS: Yes.

11 MR. PERESTUK: And, I'm sorry?

12 MR. PAULSON: George.

13 MR. PERESTUK: George and Dino?

14 MR. PAULSON: And Dino, yes, sir.

15 MR. PERESTUK: So, Mark, you would be as
16 needed?

17 MR. GRANGER: I'll be there weekly.

18 MR. PERESTUK: Flat out, I mean --

19 MR. GRANGER: I'll be there weekly, I won't be
20 there every day.

21 MR. PERESTUK: You said weekly, and then you
22 said -- so I wasn't really clear what that meant.
23 Is that once a week --

24 MR. TAYLOR: No, he would be here for --

25 MR. PERESTUK: -- pre-con?

1 MR. TAYLOR: All the way through pre-con, and
2 then he would be here on a weekly basis, one, for
3 our staff or team meetings; two, for your owner
4 meetings, so that's two days right there, and
5 probably a day on the other side, anyway, to make
6 sure that --

7 MR. PERESTUK: What if I had him every day?

8 MR. TAYLOR: That probably adds up to about
9 that.

10 MR. PERESTUK: Chris, what does that mean for
11 you?

12 MR. BRITTON: Well, as the principal in
13 charge, I live in Atlanta, right, so I'll be in
14 Atlanta. What I will do is I will commit, and I'm
15 going to make this commitment to you and I'm going
16 to make this commitment to you, Chip, because of
17 the past three years that we've lived together, I
18 will be down here whenever you need me to be down
19 here.

20 And if you need me to fly down here and stay
21 all week, I will fly down here and I will be here
22 all week.

23 MR. PERESTUK: All right.

24 MR. KOON: Can -- trying to understand a
25 little bit better the depth of the organization,

1 can you give me an idea of between the two firms
2 about how many people do you have that are in the
3 State of Florida?

4 And where I'm coming from is, you know,
5 sometimes things go sideways. I mean, we have all
6 kinds of issues, you have people, you know, that
7 quit suddenly and I'm trying to understand the
8 depth of the resources that you could bring to bear
9 on this project.

10 MR. TAYLOR: Why don't you answer that.

11 MR. DWYER: Yes. I'm Tim Dwyer, Brasfield &
12 Gorrie. From a field side, we have roughly -- or
13 craft labor, if you will, 350 with Brasfield &
14 Gorrie. Then with management side with Willis
15 Smith, we have another 150 or so, so 500-ish type
16 people in the State of Florida.

17 And I can tell you firsthand experience just
18 literally finishing the O'Dome at University of
19 Florida, we came in there -- Dino and George could
20 probably tell the story better than I, but we came
21 in there, we had some key subs basically fall down
22 on us, one being the ceramic tile and flooring guy.

23 And we went in there with our own people and
24 got into the flooring business and we finished that
25 job, it was a \$55 million, roughly, contract, we

1 had \$4 million worth of design and owner changes
2 and not one extra day to the schedule and we
3 finished it on time and in time for graduation.

4 MR. PERESTUK: You have self-perform
5 capabilities on all levels?

6 MR. DWYER: Yes, sir.

7 MR. PERESTUK: Well, I know you do, but even
8 here in Florida?

9 MR. DWYER: We are a carbon copy -- we're the
10 same -- we run the same way, you know, really
11 nationally or southeast.

12 MR. PERESTUK: So tell me what you're able to
13 self-perform.

14 MR. DWYER: Concrete. Hanging doors. Steel.
15 Ceramic tile. Carpet. Wood. Site work. We have
16 our own utilities group.

17 MR. PERESTUK: And 150 Willis employees is
18 what you're --

19 MR. DWYER: Yes.

20 MR. PERESTUK: Trades --

21 MR. DWYER: No, 350 Brasfield & Gorrie trades
22 people --

23 MR. PERESTUK: Let me -- well --

24 MR. DWYER: Yes, sir.

25 MR. PERESTUK: Well, now I'm looking to the

1 Willis --

2 MR. SESSIONS: Willis Smith Construction has
3 approximately 80 employees that are all based right
4 here in Sarasota County.

5 MR. PERESTUK: And are those certain -- in
6 some levels trades?

7 MR. SESSIONS: Yes. Part of it is management,
8 but we also have carpenters in the field and we
9 self-perform in certain areas, miscellaneous
10 concrete and carpentry, where it would benefit the
11 client.

12 MR. PERESTUK: And then at Brasfield & Gorrie,
13 I'm just not familiar with how -- what you have
14 locally here. I know you have it there.

15 MR. DWYER: That would be Dino.

16 MR. ZEVAS: I've got people --

17 MR. PERESTUK: And your offices are where?

18 MR. ZEVAS: -- all over the state that travel
19 from job-to-job doing self-perform work. And, I
20 mean, just to go in depth, hopefully not too much,
21 but I hold all the licenses we have in Florida and
22 they included general contractor, mechanical
23 contractor, plumbing contractor, underground
24 utility contractor and fire sprinkler contractor.
25 So we --

1 MR. PERESTUK: Well, you know, just -- so the
2 -- you know, for the Willis guys, again, ballparks
3 are different and there are unique circumstances
4 that go with a ballpark. Unless you have
5 experience building a ballpark, I don't care if you
6 built 100 hotels or 100 office buildings, we have
7 excessive moving, we have excessive concrete, we
8 have --

9 MR. ZEVAS: Yes, sir.

10 MR. PERESTUK: -- we're outside, we're inside,
11 we're all these -- all the problems you can have
12 all rolled into one Spanish omelet.

13 It's difficult and the challenges are hard, so
14 we find that the ability to get the right subs --
15 and subs do walk off and they will walk off.

16 MR. ZEVAS: Yes, sir.

17 MR. PERESTUK: Or they will get in trouble,
18 and then they will walk off, so can you
19 self-perform and is the ability so I can go to your
20 local -- do you have the resources internal locally
21 to pull that together to meet that time schedule?

22 MR. TAYLOR: Yeah, we do. And I think what I
23 was trying to say to you a little bit ago, Eric,
24 is, so you've got a concrete formwork crew, like we
25 had at SunTrust, Dino's got it here, but we always

1 send the lead foreman or the lead assistant
2 superintendent down that ran that concrete crew
3 just for the knowledge of, hey, these are some of
4 the issues, and let them be a part of the processes
5 if we were to self-perform the work.

6 That's the flexibility that we have that I
7 think is an asset to the job to create a pace and
8 to keep on pace.

9 MR. DWYER: And that same area, the same thing
10 you're talking about, the ballpark being different,
11 you know, we did the Jaguars edition, renovation,
12 and Dino and his crew did the same thing. We went
13 into that, outdoor, indoor, total renovation of the
14 end zone area and we did that self-performed, as
15 well.

16 MR. BRITTON: They have the same operation we
17 have in Atlanta.

18 MR. PERESTUK: Not exactly, but -- not
19 exactly, but it was an operation. I get -- I get a
20 little concerned -- well, by the way, you guys are
21 a partnership or a joint venture?

22 MR. DWYER: Partnership.

23 MR. SESSIONS: Partnership.

24 MR. PERESTUK: It's a partnership, okay. I
25 get a little concerned, quite frankly, that you

1 guys are going to be able to pull the certain
2 people you say in the Atlanta team that will be
3 available out there and without flipping that
4 around on me or us.

5 Experience is the key, as David said. You
6 know, it's all about relationships and what we can
7 expect. We're not living here, either. We're
8 building right in the middle of our season, so I'm
9 not down here all the time and, I'll be frank, it
10 was a little concerning, Mark, if you're not going
11 to be here all the time, or Chris.

12 You were kind of key, and so, I'm not -- it's
13 nothing against you fellows, you know, I'm sure
14 you're great, you know, it has nothing to do with
15 that, but it is a -- you think you can do
16 everything until you build ballparks, but, you
17 know, the reality is you guys built one ballpark.

18 One hell of a damn ballpark, by the way, you
19 know, and a pretty darn -- at record time and a
20 great number, no questions, no doubt, absolutely
21 beautiful, thrilled to death on it, but we need to
22 keep that going and we don't want to, you know -- I
23 don't want to say cut corners, because I know you
24 wouldn't do that, but are we not -- you know,
25 lessons learned kind of a thing, so...

1 MR. BRITTON: You've got the commitment from
2 us to make sure that it happens. It will happen.

3 MR. GRANGER: The relationship is to
4 important.

5 MR. BRITTON: Yeah, to important.

6 MR. PERESTUK: Okay. You get where I'm coming
7 from --

8 MR. BRITTON: Absolutely.

9 MR. PERESTUK: -- because the two guys who are
10 sitting in front of me, if I were to give you this,
11 are the same two guys I would be wanting to call.

12 MR. BRITTON: Yes, sir.

13 MR. PERESTUK: You know, nothing against you,
14 you could actually take their place, I'm all for
15 it, you know, whoever is the best.

16 MR. DWYER: Dino and Granger have the same
17 barber.

18 MR. ZEVAS: You can call them any time you
19 want.

20 MR. PERESTUK: I don't have time for a
21 haircut.

22 MR. BRITTON: Could be a Sunday afternoon on
23 Easter Sunday.

24 MR. PERESTUK: And, of course, the Willis team
25 having their resources.

1 MR. SESSIONS: We have 45 years here in this
2 community, we know the best subcontractors and
3 suppliers. We treat them like partners, we pay
4 them well and we get performance.

5 MR. PERESTUK: And you're -- run by just a
6 couple of the ballpark related things you guys have
7 done.

8 MR. SESSIONS: Well, that's primarily why we
9 teamed --

10 MR. PERESTUK: Teamed with them, okay.

11 MR. SESSIONS: -- with Brasfield because we
12 don't have significant ballpark experience.

13 MR. PERESTUK: You guys plan on breaking up
14 this any at all, like, primarily the Willis team,
15 or are you-all just going to --

16 MR. GRANGER: No, it will be like American
17 Builders, where we just take two people --

18 MR. PERESTUK: Where you're just all over the
19 place, it could be either/or, you're not --

20 MR. BRITTON: You won't be able to tell the
21 difference.

22 MR. GRANGER: That's right. Everybody has got
23 a role and responsibility to the team, regardless
24 of the work.

25 MR. PERESTUK: It wouldn't have bothered me

1 being the other way, just so you knew that it was
2 just -- you know, certain people can grab certain
3 areas to hold.

4 Okay. All right. I'm going to let him talk
5 about that. People. Self-performed. New people.
6 I think I'm good.

7 MS. HUMPHREY: I had one question. So someone
8 had mentioned the most bang for the buck and I have
9 yet to hear about your approach to value
10 engineering.

11 MR. HUNSBERGER: You know, I think the biggest
12 part of value engineering is when I was talking
13 earlier about doing that early control budget and
14 seeing where we -- the time to do value engineering
15 is early, is understand -- get an accurate budget
16 together very soon, and then be able to track back
17 to what the target budget is, and then start
18 looking at value analysis opportunities.

19 And the time to do VE or value analysis is not
20 at the end of the job where you're having to change
21 things like finishes. It's time to do it early
22 when you can effect the systems that don't affect
23 the user experience.

24 You know, if we need to look at different
25 foundation systems out there to save some value, to

1 me those are the kind of things you want to look at
2 soon, that you can get a lot of bang for your buck,
3 to use that term again, but it doesn't change what
4 the user sees and feels when they come to see a
5 game there.

6 So, I mean, to answer your question, it's to
7 do it early. And then, we also -- like we said,
8 we've got a lot of experience with this type of job
9 not only with the Braves ballpark, but we've built
10 a lot of complex fields like that out at a place
11 called Lake Point in Atlanta and we know what
12 works, what doesn't, and what ideas to throw out
13 there so that we're constantly giving you guys
14 solutions.

15 You know, we're not just here to deliver
16 numbers to you. We're here to deliver solutions
17 and, you know, we've got the experience to come up
18 with ideas that are out of the box and in a time
19 that you can really use them and change the design
20 without anybody getting behind.

21 MR. PERESTUK: You know, on the -- on the VA,
22 which I still prefer VE, by the way.

23 MR. HUNSBERGER: Yeah, we all do.

24 MR. PERESTUK: I'm just old, took me forever
25 to get used to that.

1 You know, part of the problem I have with that
2 process is it's almost inevitable with every big
3 project you do, somehow we're never in front of
4 that when we're looking at that, we're always
5 playing catch up with the architect, so that --
6 sort of that design build sort of teamwork is
7 really key to avoid that because inevitably you
8 make mistakes when you do that and the worst thing
9 that could happen is we do the VA, and then we end
10 up putting it back at twice the cost for some other
11 reason as we go down along.

12 So when you're on a rush project, it's
13 difficult. So it's almost like what happens -- and
14 I'm not saying it happened here, it's just the
15 approach to this would be a partnership between --

16 MR. HUNSBERGER: One of the things that I've
17 been thinking about, Eric, is that -- and I
18 mentioned it with the idea of real-time pricing, is
19 that I see Fawley Bryant calling us and saying,
20 hey, look, we're in the middle of designing the
21 skin on the clubhouse, I need to run some options
22 by you right now --

23 MR. PERESTUK: That's exactly it, how do you
24 do that knowing you're probably going to have to do
25 that?

1 MR. HUNSBERGER: I mean, that's weird. I
2 mean, we understand that this is going to be a very
3 intensive pre-con process and we've got the
4 resources to do it and that's what we've got to do.
5 I mean, we got to establish this line of
6 communication between us and the relationship that
7 Willis Smith already has with Fawley Bryant and be
8 there for them all the time.

9 This not going to be on again, off again, on
10 again. It's going to be on again all the way until
11 construction is well underway. There's no doubt.

12 MR. GRANGER: I mean, we won't have time to
13 get a set of construction drawings, price it, and
14 then find out we're over budget.

15 MR. PERESTUK: Well, then you make mistakes
16 and that's why we'll need all the pre-con guys to
17 be in front of that as best as we can because of
18 this project schedule.

19 MR. HUNSBERGER: Absolutely.

20 MR. PERESTUK: Just because of that.
21 Typically, you wouldn't want to do that or it does
22 help to do it, but we have to spend that much more
23 time on the front end on this one or we're going to
24 be really biting it at the end.

25 MR. HUNSBERGER: Yeah.

1 MR. DWYER: The effort it's going to take, we
2 have 22 full-time pre-construction people in
3 Florida, 22 that can -- that we can dedicate as
4 much time as we need with Greg's guidance. That's
5 not counting Atlanta, that's just between Willis
6 Smith and Brasfield locally.

7 MR. SESSIONS: And our offices --

8 MR. GRANGER: And at that same time, Chris and
9 I are going to be involved in that same process
10 with Greg and with his team.

11 MR. PERESTUK: And you got time for this,
12 y'all are not really, really busy? How many
13 projects you got going?

14 MS. HUMPHREY: I thought it was, like, five
15 sheets I saw.

16 MR. GRANGER: I got zero.

17 MR. PERESTUK: Well, that was actually a real
18 question, how busy are you?

19 MR. EARLYWINE: Well, just before we do that,
20 we're at the end of our 15-minute period.

21 MR. PERESTUK: Okay.

22 MR. EARLYWINE: If y'all want to continue the
23 Q and A, certainly, this is an important discussion
24 to have, this is your time to ask the questions.
25 Would you like to continue the time?

1 MR. PERESTUK: I just wanted that last
2 question from me answered.

3 MR. KOON: I do have a couple more.

4 MR. EARLYWINE: Would y'all like us to just
5 let them know that we're going to be another 15, 30
6 minutes or -- I'm sure they'll wait as long as
7 we'll need them to.

8 MR. KOON: Maybe another 10 minutes.

9 MR. EARLYWINE: Another 10 minutes, okay,
10 we'll let them know. Thank you. Sorry to
11 interrupt.

12 MR. BRITTON: So what was --

13 MR. KOON: I'm trying to understand the depth
14 of your involvement in the SunTrust Park project
15 and I'm --

16 MR. TAYLOR: Let me see if I can clarify it
17 for you.

18 MR. KOON: Well, let me finish my question
19 first, if I may.

20 I know here we've got Brasfield & Gorrie
21 partnering with Willis Smith, and so, two part
22 question, one, did you have a partner in the
23 SunTrust project and, if so, if you can help me as
24 sort of a nonconstruction layperson understand what
25 percentage of that was Brasfield & Gorrie versus

1 your partner?

2 MR. TAYLOR: All right. We had a four way
3 joint venture at SunTrust Park, which I will
4 probably not ever recommend any other contractor
5 trying to do that. That would be the first answer.

6 The second part, we were the Managing Partner,
7 our managing percentage was 37 percent, Mortenson
8 was at 33 percent, and then New South and Barton
9 Malow were around 15 percent.

10 We ended up providing almost 60 percent of the
11 staffing for the job. Chris Britton stepped in, it
12 wasn't originally set up that way, one of our
13 partners was supposed to provide the Project
14 Director, but Chris ended up stepping in that role
15 for Brasfield & Gorrie.

16 Mark Granger -- we had two contracts, we had a
17 site contract and a ballpark contract, he ran both
18 of those for us from a Operations Manager/Project
19 Director.

20 I was the Managing Principal for the Managing
21 Partner of the joint venture and I guess I ended up
22 spending 60 percent of my time out there over the
23 last three years.

24 That's basically how we were set up, but then
25 we had other members of the teams -- well, we led

1 the pre-con process, as well, particularly on the
2 site piece -- or the site contract and played a
3 major role in the structural pre-con process for
4 the state of the ballpark.

5 MR. GRANGER: We had some senior management
6 who ran all the MEP, who ran all the structure. We
7 had a senior superintendent out there. So we had
8 -- I'm very proud of the role that Brasfield &
9 Gorrie took on that project.

10 MR. TAYLOR: We ended up running also your
11 food service component and a large portion of the
12 finishes, as well.

13 MR. BRITTON: There's actually a quote in the
14 RFP and on some place mats that we can pass out,
15 too, from the Program Manager that -- I can't
16 remember exactly what it says, but it came from the
17 Program Manager at JLL on the project, Mike Hall,
18 the head guy there, that actually comments on
19 Brasfield & Gorrie during the project.

20 MR. KOON: Were there any -- I'm just kind of
21 always curious about good stories. One of you made
22 a comment earlier about the ability to self-perform
23 and I believe it was a project -- I don't believe
24 it was SunTrust, but --

25 MR. GRANGER: It was SunTrust.

1 MR. KOON: -- were there any major problems on
2 SunTrust and, if so, I'm just curious what -- what
3 did you do about it, because there are always
4 issues --

5 MR. BRITTON: Oh, yeah.

6 MR. KOON: -- it's a big project.

7 MR. GRANGER: Well, there was a couple of
8 logistics things.

9 There was three main gas lines that ran right
10 through the middle of the field, couldn't have been
11 in a worse spot, and there was a lot of rock, so we
12 did not have the contract to relocate the gas
13 lines, but until they came out, you know, we really
14 couldn't start.

15 You know, like Dino says, we start at the
16 spine, which is home plate, and go both ways. We
17 actually had to start our structure out in the
18 outfield where it was just one level because it was
19 the only place that we could work.

20 And then, as we came around there, while we're
21 still blasting all this, we ran into some bad dirt
22 that we had a surcharge for 60 days, which really
23 slowed us down.

24 When we finally got the home plate area down,
25 where we could start doing the work there, we got

1 into some foundations and walls at the batting
2 tunnel and there was a design change that cost us a
3 lot of time.

4 Through all of that, I mean, this was an
5 event-driven schedule, we worked together with the
6 Braves and JLL and we resequenced, added crews, we
7 were able to overcome every one of those options
8 and get done on time.

9 So we understand that on an event-driven
10 schedule, it doesn't matter if it rains every day,
11 the date doesn't change, you have to come up with a
12 way to get the job done.

13 MR. KOON: My last question and I'll get off
14 of it, but are there any other projects of this
15 sort or of this magnitude that you guys are in
16 charge of today ongoing?

17 MR. GRANGER: Not personally.

18 MR. TAYLOR: From my standpoint or from their
19 standpoint?

20 MR. KOON: Well, Brasfield & Gorrie, so I'll
21 ask you.

22 MR. TAYLOR: Yeah, we've got some large
23 projects going on. We're a \$3 billion a year
24 company, so we have some very large projects. This
25 is our only, what I would call, minor league or

1 spring training facility that we have going on at
2 this point.

3 MR. BRITTON: We only have one other project
4 from a sports-driven project that is probably going
5 to be financially challenged of getting started up
6 in Atlanta, Georgia, it's Atlanta Sports City, but
7 it's mostly wide open fields, not a lot of
8 structure tied into that particular project and I
9 don't foresee that job starting, especially when it
10 starts to get into the later part of it, it's
11 stretched over a three-year period, so I don't see
12 that being an issue at all.

13 This is the only thing that we've got from a
14 ballpark standpoint, that's why we're going to
15 dedicate our resources to this project.

16 MR. KOON: Okay.

17 MS. HUMPHREY: Are we out of time?

18 MR. EARLYWINE: We still have a few more
19 minutes if y'all have more questions.

20 MS. HUMPHREY: I have one more, yes. So I'd
21 like to hear about how you plan to engage the owner
22 in the decision-making and priority process.

23 MR. GRANGER: So was that relative to, like,
24 the drawings and things? Like, Eric has got some
25 things that he's very passionate about, he does not

1 want water ponding on the concourses, everything
2 has got to slope to the drains.

3 When you get down into the seating bowl, you
4 cannot have ponding at the bottom there, so you
5 have to resolve those issues. You've got to have
6 good expansion joints that don't leak. You got to
7 have access to mechanical equipment so you can get
8 to it and maintain it.

9 He don't like paint on block walls, things
10 like that. I mean, these are a lot of the things
11 -- before we even stepped foot doing any
12 construction on SunTrust Park, we went down to
13 Turner Field and Eric walked myself, John Owen and
14 Randy Schneiders around, pointed to things, I don't
15 want this to happen on SunTrust Park.

16 And through that, we worked with the
17 structural engineer, the architects, and got these
18 things incorporated into the design. If you get
19 them incorporated into the design and bid it out
20 that way, there's really not any cost, it just
21 needs to be designed that way, the right way, and
22 then we have to build it per the design documents
23 to make sure we don't have those issues.

24 MR. TAYLOR: I think the biggest part for us
25 is to make sure, and Greg will tell you, that from

1 a pre-construction standpoint on, we're going to be
2 totally transparent with you. You're going to be
3 able to see anything you need to see because you
4 can only make good decisions if you have all the
5 facts.

6 And the flip side of that is, we're going to
7 make some mistakes, too, and we need to be able to
8 tell you right up front we've made some mistakes,
9 and then we'll go handle them. That to me is a big
10 deal for us, is to be transparent to you in every
11 aspect of the business.

12 MR. HUNSBERGER: The only thing I'll add onto
13 that is that SunTrust Park was an arrangement of
14 the Braves, the county and private developers, very
15 similar to what -- you know, that is a arrangement
16 that we're used to, it's not something that is a
17 learning curve for us to try to figure out how
18 that's supposed to work, and it's just all about
19 communication and making sure all the parties are
20 getting the right kind of information and have a
21 chance to give their input.

22 So then you're not going to find that that's
23 something we can't figure out or don't understand
24 how the -- who to talk to, we're familiar with that
25 arrangement and are ready to do it again.

1 MR. BRITTON: And, Eric, we want to go through
2 those drawings with you over and over and over and
3 over and over again to make sure that everything
4 that you want in the job is incorporated in the
5 drawings before they're priced.

6 MR. TAYLOR: I know we're about to run out of
7 time here, but just let me close with this. You
8 know, I think it was, whatever, three years ago,
9 not much longer than three years ago I sat in a
10 room in Cobb County making a presentation on
11 SunTrust Park as the Managing Partner and the
12 Managing Principal.

13 I was scared to death, for a lot of reasons,
14 but I told y'all then that we wouldn't let you down
15 and we would do everything we could to get there
16 and I gave you my word. I don't think we did, you
17 know, we battled with you step-for-step to get
18 there and I'm telling you that again today. We're
19 not going to let you down and we'll battle with you
20 step-for-step.

21 You know, we had some great relationships
22 develop on that job, but Eric, Chip, Greg, Brian,
23 Mike, Derek, now those have gone passed
24 relationships, those are friendships, and when you
25 get my age, you realize those don't last -- or you

1 don't have that many and there is nothing better
2 than to build a job for your friend and be able to
3 say, hey, we got there and we were able to be a
4 part of your success.

5 And that's what I'm committing to you here
6 today is, we will be there with you, we're not
7 going to let you down, and we'll get to 2019 first
8 pitch and maybe we can all look back and say, hey,
9 it's another job well done.

10 MR. PERESTUK: Then why aren't my friends on
11 the job full-time?

12 MR. TAYLOR: I'll get you what you need there,
13 they will be, okay.

14 MR. PERESTUK: Again, no offense to anybody,
15 but just to be flat out here, what worries me the
16 most is the people that I know and are comfortable
17 because I know their personalities, I know their
18 strengths, I know their weaknesses, I know I can
19 trust, again, no offense to anybody, but some of
20 the key people are not full-time and spot on to
21 solve decisions quick because, unfortunately, we
22 also have -- in order to build this, we do
23 something else 700 miles North, you know, and that
24 is a little bit of a concern.

25 I'm making a lot of new friends, and that's

1 fine, I like new people and I get that, too, but,
2 you know, about these relationships is a big thing.

3 MR. TAYLOR: We will do what you need to do to
4 get there, okay?

5 MR. PERESTUK: Okay.

6 MR. BRITTON: Yes.

7 MR. TAYLOR: However it needs to work.

8 MR. PERESTUK: That was my last point.

9 MR. TAYLOR: We can do that.

10 MR. EARLYWINE: Any other questions from the
11 Committee?

12 (No verbal response.)

13 Okay. With that said, we will take the next
14 presentation.

15 MR. DWYER: Thank y'all.

16 MR. EARLYWINE: Thank you-all very much.

17 (A recess was taken from 10:05 a.m. to 10:12
18 a.m.)

19 MR. EARLYWINE: Is the Committee ready to
20 proceed?

21 MS. HUMPHREY: Yup.

22 MR. PERESTUK: Good to go.

23 MR. EARLYWINE: All right. So, appreciate
24 y'all obviously being here to make the
25 presentation. We have a 15-minute presentation

1 from y'all. Len will hold up 5 and 1 minute cue
2 cards when we get close to the end --

3 MR. LEAVER: Great.

4 MR. EARLYWINE: -- and then we'll take Q and A
5 after that.

6 MR. LEAVER: Fantastic.

7 MR. EARLYWINE: So, with that, feel free to
8 proceed.

9 MR. LEAVER: Great. Thank you.

10 So, good morning, thank you for having us
11 here. We are very excited to have the opportunity
12 to present to you today. We're actually going to
13 start that off with a video for you guys to watch.

14 MR. MOSER: As you're watching, these are
15 facilities that have been built by either Tandem or
16 Barton Malow.

17 (Video played.)

18 THE NARRATOR: Building people, projects and
19 communities, it's what we do. With over 90 years
20 of building experience and over 120 sports
21 facilities in our heritage, our expertise is
22 evident.

23 Tandem and Barton Malow are builders of choice
24 for universities and professional teams throughout
25 the country. We have earned the reputation as

1 industry leaders and leaders, like champions, are
2 powered by the passion of high performing teams.

3 People who strive for greatness with every
4 opportunity. People who foster partnerships that
5 realize collective triumph. People who recognize
6 that innovations transform generations and build
7 enduring memories.

8 We deliver the colosseums where warriors
9 battle and history is made. Built for people for
10 whom going the distance is a way of life. We craft
11 immersive habitats and intense experiences for a
12 nation's wildlife. Where moments become magical
13 across the country and right next door.

14 To say that the Tandem and Barton Malow team
15 is just a builder is like calling America's pastime
16 just a game.

17 We are elated by the opportunity to put our
18 passionate people to work for you on this exciting
19 spring training sports complex. We are Tandem and
20 Barton Malow.

21 (Video ended.)

22 MR. LEAVER: So thank you for letting us show
23 that to you. And as Len said, those are all
24 projects that we have built, either Tandem or
25 Barton Malow.

1 But to start off, I'm Brian Leaver, Principal
2 at Tandem Construction, and I'll be the team leader
3 today for the presentation, as well as the lead
4 person and single point of contact on site for the
5 project.

6 So what we've got today is, you know, a lot of
7 questions. We have a short amount of time, we're
8 going to get through as much of it as we can.
9 Hopefully you'll ask us questions at the end.

10 The big thing is, is why a partnership and why
11 this partnership. And it was pretty evident to us
12 quickly on that Barton Malow was the leader in
13 sports and baseball in the country. And, quite
14 honestly, what you've got today is you've got
15 Tandem Construction plus Barton Malow and that plus
16 was put there for a reason. You've got the local
17 leaders in sports construction, Tandem
18 Construction, and you've got the plus, and that
19 plus is Barton Malow, that stadium expertise that
20 we're bringing together today.

21 And we think that's a powerful team and what
22 we realized was, we could individually go after
23 this project, both companies qualify for the
24 project, but, in the end, we're stronger together
25 and we're going to provide to the West Villages, to

1 the City of North Port, to Sarasota County and the
2 Braves, you know, a fantastic facility.

3 MR. MOSER: And we spent a lot of time
4 together and we've been following your project for
5 quite a while, both separately and now
6 collectively, and this is just an awesome
7 opportunity for both our teams.

8 What we learned is we've got a lot of the same
9 kind of culture, same kind of working
10 relationships, our CEO spent time with Brian, with
11 Peter in their office, they came out to a project,
12 we've had a lot of good interaction that I think is
13 going to help present to you and get off on the
14 right foot on your project.

15 MR. LEAVER: So one of the things, you know,
16 in that video that you saw was there were some key
17 words, people. These are the people that are going
18 to build for you, these are the people that are
19 going to do the pre-construction for you, people is
20 important.

21 One of the other key things in there was
22 partnership, and the last one, and it's the --
23 unfortunately, it's the three P's, it's passion.
24 And we have passion for what we do. We love
25 construction. I love Sarasota County, you know,

1 this is my home, this is where we live. I mean,
2 this is a passionate adventure for us. So it's
3 going to be great.

4 MR. MOSER: Yeah, these are -- the individuals
5 that you see here are going to be collectively on
6 your project, whether it be in pre-construction and
7 through construction. And the guys are, you know,
8 Doug, Forrest, Donnie, I mean, Brandon, not just --
9 not just SunTrust Park experience, but experience
10 that goes back 20 years and we're going to talk
11 about that a little bit, experience right here in
12 Donnie and Luke, right here at IMG and with your
13 design team, we're going to touch on that, too,
14 quick.

15 MR. LEAVER: Yup.

16 MR. MOSER: We'll go through our org chart,
17 there's a lot of horsepower we're going to bring to
18 the table, but rather than spend our 15 minutes
19 there, we'd love some questions on our
20 organizational charts, but there's a lot of detail,
21 you've got them, as well, in your book and please
22 ask us questions, though, on the Q and A.

23 This slide I'm very proud of. We've been
24 fortunate to have a lot of baseball experience, but
25 what does that mean to you? This is our cost

1 certainty slide. We haven't just done a project in
2 Florida or in Georgia or in the Carolinas, we've
3 been across the country, we've got a great
4 database.

5 I know Brian and Donnie have a great database
6 locally. We can collectively put that together and
7 give you cost certainty a lot sooner than I believe
8 anyone that you're going to talk to.

9 And then spring training. Spring training is
10 different. It's not a SunTrust Park, this isn't a
11 major league facility. There's a lot of components
12 that are similar, but you got to know where the
13 issues are with spring training facilities and the
14 good news is with Brian and Tandem's work here
15 locally with IMG, understanding clubhouses and
16 fields, coupled with our stadium experience,
17 coupled with Tim Ferris, who just finished up the
18 Tigers facility, spring training, the Orioles,
19 we've got two -- this team together has done two of
20 the three last spring training facilities in
21 Florida and I think that's important.

22 And then our relationship with the Braves, I'm
23 very proud of that personally, you know, and that
24 just speaks for itself. It's not just the last
25 three or four years of a big project, it's a

1 relationship over 20 years and that's what makes me
2 -- that's what gets me fired up.

3 MR. LEAVER: So like the relationship that Len
4 has with the Braves, we've got that same
5 relationship with your design team, Fawley Bryant.
6 We've been working with Fawley Bryant now for
7 almost 30 years. We've had such a great experience
8 working in sports-related fields with them, but
9 we've had a project with them consistently for the
10 last almost 30 years.

11 We're connected with that team. You know,
12 their office is right above us. I get to look out
13 my window and see if Steve is in the office and
14 make sure that he is and when I make sure that he
15 is, I make sure that he's working on your project,
16 not someone else's project.

17 And then, Len --

18 MR. MOSER: Yeah, I mean, we know you've got
19 them on the team for their stadium expertise and I
20 think, as Brian said, that's why this team makes
21 sense, you've got the local builder, with the local
22 expertise, and the stadium expertise, so we're
23 lining up very well with your design team, as well.

24 MR. LEAVER: So local participation,
25 obviously, you know, from our side of it, we are,

1 you know, in my opinion, the leader in sports
2 construction in Southwest Florida and very
3 specifically in this area.

4 We've gotten to build for some of the most
5 brightest and future stars in the country, as well
6 as some of the international companies, like Under
7 Armor and Gatorade and other things like that, so
8 we've had the opportunity to build some pretty
9 fantastic facilities right here in our backyard, so
10 we know the subcontractors, we know the marketplace
11 and we know those people.

12 So quite a -- by the way, that's a high school
13 gym, if anybody was wondering. So, yeah, pretty --
14 a lot of fun stuff for us to build.

15 The other thing is creating a buzz. You know,
16 I've been getting the newspaper here for 40 years,
17 you know, I'm hoping to see that headline, you
18 know, that we're creating the buzz around this
19 project.

20 And now, when you talk about creating buzz,
21 it's not about us going out and trying to hit
22 social media or doing any of those things. We're
23 not your PR firm, we're your construction firm, and
24 what we're going to do is we're going to create the
25 buzz for the subcontractor base.

1 Whether that's going from south county to
2 north county, whether that's going out of county,
3 we're going to create that buzz. It's our job to
4 make sure that we have competitive pricing, that we
5 bring everybody to the table that makes sense for
6 your project. The quality has to be there and
7 that's our job, so we're going to be creating buzz.

8 Now, if you want us to help you with PR, we'll
9 do it, but we're not PR guys. We're construction
10 guys.

11 MR. MOSER: Cost certainty, here's our cost
12 guys.

13 MR. SIEGERT: My name is Donnie Siegert. I'll
14 be full-time on-site Project Manager for the
15 clubhouse and the complex fields.

16 Here you can see, basically, a pie chart to
17 let you guys know we understand the scope of work,
18 each structure and the costs associated with that.
19 We were very proactive in going ahead and doing a
20 cost analysis and we feel very comfortable that
21 these numbers are achievable.

22 And then, just for an example, we did a
23 comparative analysis on the complex fields and here
24 you see we broke that down even further to make
25 sure these numbers are in line with our budget.

1 And what's great is, I've had the opportunity
2 to work with Steve and Fawley Bryant on very
3 similar projects like this, over a hundred million
4 dollars, from concept, pricing, to DD, to final
5 GNP, construction, CO, all within budget, all on
6 time and meeting the end users program, which I can
7 probably say nobody else has that experience.

8 MR. THORNTON: Hi, I'm Mick. I'll be working
9 hand-in-hand with Donnie on the cost side of the
10 project. While he's focused on the fields with
11 Fawley Bryant, I'm going to be working with
12 Pendulum on the stadium.

13 So, as you can see, Barton Malow, we've done a
14 lot of stadiums this size. Minor league stadiums
15 are very similar to spring training stadiums, they
16 have the same number of seats, approximately, they
17 have a lot of the same features, fan amenities and
18 whatnot.

19 The differences really are that this stadium
20 will take a unique architectural style and,
21 obviously, the site is a little bit different, but
22 you can see from a cost standpoint, this is a very
23 achievable budget and we're going to work with
24 Pendulum and Fawley Bryant and you folks to make
25 sure we deliver a world class stadium within your

1 budget.

2 And we're going to keep everyone apprised of
3 where we are along the way. We don't want to wait
4 three months, and then say, wow, here's the number.
5 We're going to update every week, so every week
6 you'll get -- this is what we call our trend log,
7 and we're going to send out a notice to everybody,
8 all of the stakeholders, to say, here's where we
9 are from a cost standpoint based on the design
10 today, and we're going to track that throughout the
11 design process so, again, everybody is on the same
12 page.

13 MR. BREWER: You know, one of the key things
14 is communication. You know, we've heard you talk
15 about communication, transparency, collaboration.
16 You know, one of the ways we do that is with this.
17 Construction isn't anymore a set of rolled
18 drawings, carrying them around and lugging them
19 around, it's this.

20 Real time information both in smart boards in
21 the plan rooms, out here all the superintendents
22 carries these, we've done this the last eight or
23 nine years.

24 While I'm doing work on these things here,
25 Eric, Chip, Mitch, you guys can be looking at

1 something in Atlanta and say, hey, we want you to
2 pay attention to this, we can make this. Steve, we
3 got an issue in the field, we've got to deal with
4 something, we take a picture of it, we highlight it
5 on it, we send it off to you, we get real time
6 information.

7 We can also look at budgets, everything else.
8 There's a lot of collaboration that can be done on
9 iPads. This is how we live in our environment.

10 The other key thing is, it helps us drive
11 schedule. Tim?

12 MR. FERRIS: Yes, I talk about schedule. This
13 is just a quick preliminary project schedule, it
14 shows some of the main components of the overall
15 project itself. You know, with our experience, and
16 more specifically my most recent experience on the
17 Tigers spring training facility, the clubhouse is
18 not just a quick move in, obviously. This is a
19 brand new building, there's going to be time for
20 acclamation, set up with owner furnishings and that
21 sort of thing to get folks comfortable with the
22 spaces there, as well.

23 Also, prior to spring training starting, there
24 is a move in, typically, with the trucks that come
25 from, I'm assuming, Atlanta to get set up. So, you

1 know, we want to make sure that the folks are in
2 that space, using it to their fullest extent as
3 spring training comes on.

4 You know, in the next 30 days here, we took
5 some of the more critical items that we would need
6 to work with as a team here to get this project
7 going in a successful direction and, you know, to
8 be quite honest with you, I'm ready to work on it
9 right now if you guys want to take a little time
10 afterwards and look at it.

11 So I appreciate it. Thank you.

12 MR. LEAVER: Thank you, Tim.

13 So 15 minutes is a short amount of time to try
14 to get across a lot of information. We did the
15 best we could. Hopefully you guys will ask us some
16 great questions, but a couple of the key things
17 just to kind of reiterate from the start was,
18 people, and it's the people in this room that are
19 going to be working for you, and that's, I think,
20 important for you to understand.

21 It's passion. We have passion about what we
22 do. We want this project. We want to be your
23 constructor, it is important to us.

24 And then, finally, you know, talking about
25 partnerships, we're in this together. We all have

1 the same common goal. We're going to be successful
2 together and that's what we've got with Barton
3 Malow, that's why you have Tandem plus Barton Malow
4 in front of you today. Thank you.

5 MR. FERRIS: Thank you.

6 MR. KOON: Well, I'll lead off, then. Same
7 comment I made to the earlier group, obviously, all
8 the firms that are present here today are
9 well-known, well-respected firms, there's no
10 question about that.

11 MR. MOSER: Sure.

12 MR. LEAVER: Agreed.

13 MR. KOON: In dealing with large construction
14 firms or whatever the case may be, what really
15 matters to us is going to be the people who are
16 assigned to work on our project.

17 MR. LEAVER: Correct.

18 MR. KOON: And so, I'd like to hear you speak
19 to that and in doing that, I also want to sort of
20 throw in something we talked to the other group
21 about. One common element here is SunTrust Park, I
22 guess everybody involved here today worked on it.
23 Obviously, it's a major project for the Braves.
24 I'm curious about how many people are going to be
25 on our team who worked on that project and what was

1 your involvement?

2 MR. LEAVER: Great question. We have with you
3 -- with us today five people that worked on that
4 project that are allocated to your staff. Do you
5 want to raise your hands? So each one of you guys
6 go ahead and -- Forrest, go ahead.

7 MR. BREWER: My name is Forrest Brewer. I've
8 been building stadiums straight since 1988. I'm
9 the stadium sports specialist in the company and I
10 was the Structural Superintendant on that project,
11 handled the entire structure, both the seating
12 bowl, the building and everything else.

13 I worked with John, he and I partnered
14 together on a lot of other things, areas and
15 specialty areas within the project. And I travel
16 around the country and I'm going to be on this
17 project. I'm available right now to start.

18 MR. SCOTT: My name is Brandon Scott. I was
19 also a Project Manager overseeing the entire food
20 service scope of work, in addition to all the
21 digital fixed signage.

22 In addition to that, I was also the daily
23 liaison, excuse me, to the Braves and to the
24 ownership on an as-needed basis.

25 MR. STELLJES: And I'm Doug Stelljes, Senior

1 Project Manager on the SunTrust Park. What I
2 oversaw was the building of the skin of the
3 building, so all the precast that you see and brick
4 and the glasswork and the roof up above. Those
5 were things that I oversaw on that project. And
6 I'll be on this project full-time as soon as we
7 start here.

8 MR. MATTESSICH: My name is John Mattessich.
9 I was the Superintendent at the Braves stadium. I
10 was in charge of the exterior, the precast, the
11 curtain wall, the hard scape and the landscaping.
12 And I will be on this project full-time.

13 MR. LEAVER: So you've got a lot of horsepower
14 in the room that has that stadium expertise, and
15 then you've got our guys that will be working the
16 clubhouse and the complex and fields, which that's
17 also a scope of work that we have continued to
18 build here locally.

19 So we've got Donnie Siegert. Go ahead,
20 Donnie.

21 MR. SIEGERT: Project Manager. Again, been
22 working at IMG for the past three years, built over
23 a hundred million dollars worth of sports complex
24 buildings, student union, dorms.

25 We're about to start a new five-story

1 resort-style pool, which has nothing do with this
2 job, but the performance building, which housed
3 10,000 square foot of space for GSSI. I'm sure you
4 guys are all familiar with that. The football
5 stadium, as well as the fieldhouse.

6 MR. SHORTALL: Hi, I'm Luke Shortall,
7 Superintendent. I've had the privilege of working
8 at IMG for about five years now. Worked closely
9 with Donnie for three of them, closely with Brian
10 for all five and, obviously, with Fawley Bryant the
11 entire time. I'll be running the clubhouse complex
12 and the fields.

13 I don't think it's just me on that one
14 building. I think as a team we're going to join
15 together on a daily basis, we're going to have
16 meetings, it's all of our site. Thanks.

17 MR. SIEGERT: Just one more thing. I'll be
18 heavily involved in the pre-construction process
19 and cost control, all the way through construction.

20 MR. PERESTUK: All right. I got a couple that
21 lead right into that, if it's okay?

22 MS. HUMPHREY: Yeah.

23 MR. PERESTUK: With Tandem being the lead on
24 this, I'm just curious why that -- I'll start off
25 with that, why would that be? Did you feel you had

1 the better resources than Barton Malow?

2 MR. LEAVER: We feel like --

3 MR. PERESTUK: I'm kind of curious.

4 MR. MOSER: They're better looking.

5 MR. PERESTUK: Everybody is better looking
6 than me, so...

7 MR. LEAVER: You know what, we thought that we
8 know the local market and when you're building a
9 spring training facility in a local market like
10 this, we have to understand the subcontractor base
11 and who's capable and who's not capable.

12 And these guys are fantastic and they do, you
13 know, amazing work around the country, they don't
14 know Sarasota and they need to know Sarasota. We
15 bring that local knowledge and local cost base to
16 the project.

17 MR. PERESTUK: All right. Let me -- again,
18 I'll be frank, no offense with anything, for the
19 people in this room, and I hear a lot of people say
20 I'll be on this project, dedicated to this project,
21 what does that mean to me? Does that -- are you
22 just saying that or are some of the people I'm
23 looking at going to be on this project or are we
24 going to do -- this is not a major league ballpark,
25 so you don't have just the skin, you don't have

1 just the field, you don't have just the concrete,
2 who's going to be on this project beginning to end?

3 MR. BREWER: Right here.

4 MR. SIEGERT: I am.

5 MR. FERRIS: Right here.

6 MR. PERESTUK: Is that a commitment?

7 MR. SIEGERT: That's a commitment.

8 MR. FERRIS: Oh, yeah.

9 MR. BREWER: It is.

10 MR. MOSER: Yeah.

11 MR. PERESTUK: I'm going to look at you, Len.

12 Are you sure? Because there were a few changes,
13 you know, there were some changes at SunTrust Park
14 and this is a commitment from you guys to have
15 these folks --

16 MR. MOSER: Absolutely.

17 MR. PERESTUK: -- there throughout?

18 MR. LEAVER: Yeah, we heard --

19 MR. MOSER: Let me talk about this. We
20 definitely heard feedback and we had a piece of
21 SunTrust Park and we weren't -- you know, and I
22 think you probably figured it out, but there were
23 four firms involved in the construction.

24 MR. PERESTUK: I got it. And I don't need to
25 go into detail. For me, it's just who -- are you

1 guys committing some of the faces I'm seeing in
2 here?

3 MR. FERRIS: Yes.

4 MR. BREWER: Yes.

5 MR. SIEGERT: Starting tomorrow.

6 MR. MOSER: So what I was saying is, from the
7 feedback we got from SunTrust Park, from the
8 feedback we got as we were putting our team
9 together, we said, hey, we can't -- there needs to
10 be no question about what role we have, not just as
11 companies, but also individuals.

12 So Forrest is going to be -- I'll just go
13 through the org chart again. Forrest will be on
14 site for you guys.

15 MR. PERESTUK: Yeah, I'm having a little hard
16 time with your org chart. Who is the guy?

17 MR. LEAVER: The book will be a better guide.

18 MR. PERESTUK: Yeah, okay.

19 MR. MOSER: Let me explain the organization.
20 So, as Brian said, Tandem is going to focus on the
21 clubhouse, the fields, all the site development.

22 MR. PERESTUK: Okay. Which led to my third
23 question. So Tandem is going to do the fields and
24 more the --

25 MR. MOSER: Clubhouse.

1 MR. LEAVER: The clubhouse.

2 MR. PERESTUK: -- traditional type,
3 non-baseball things.

4 MR. SIEGERT: The towers, the batting tunnels,
5 all the auxiliary buildings, maintenance.

6 MR. LEAVER: And Barton Malow will be the --

7 MR. MOSER: We'll focus on the stadium.

8 MR. LEAVER: -- do what their expertise is and
9 that's build the stadium.

10 MR. PERESTUK: On the ballpark?

11 MR. MOSER: Right.

12 MR. LEAVER: That's correct.

13 MR. MOSER: So Forrest will focus on the
14 structure. Doug will be more the overall Project
15 Manager for the stadium. Brandon will continue to
16 handle the specialty systems, the scoreboards, the
17 AV, all the local food service.

18 So we're treating it like a major project. I
19 mean, it is a --

20 MR. PERESTUK: So, Doug, you're ballpark; is
21 that right?

22 MR. STELLJES: Right. And the thing, too,
23 Eric, is that this team, too, is also committed to
24 the pre-con phase, too. So when we go from pre-con
25 to construction, it's the same people.

1 MR. PERESTUK: And who's running pre-con?

2 MR. SIEGERT: That would be my myself and
3 Mick.

4 MR. LEAVER: Yeah. So I'm --

5 MR. STELLJES: Well, there's different people
6 doing different parts.

7 MR. LEAVER: Right. Yeah.

8 MR. SIEGERT: I think we had a pre-con
9 organizational chart in there.

10 MR. LEAVER: Yeah. So all the pre-con will be
11 done out of our office here in Sarasota. Mick and
12 Donnie will lead the two separate teams, the
13 complex and clubhouse, and then Mick will be
14 leading the stadium team. And then we'll be
15 getting support, obviously, as we need it from
16 Forrest, from Doug, but all of that will be done
17 through the Sarasota office.

18 MR. PERESTUK: Somebody mentioned
19 relationships and I'm sorry if I look to other
20 people, it's because I know so many folks and I
21 just gravitate to them. It doesn't mean anybody
22 else can't do that and become my new best friend.

23 MR. LEAVER: Right.

24 MR. PERESTUK: That's fine.

25 MR. LEAVER: Donnie is planning on it, by the

1 way.

2 MR. SIEGERT: Yes.

3 MR. PERESTUK: Donnie is planning on it?

4 MR. LEAVER: Donnie is planning on it, yeah.

5 MR. PERESTUK: Well, that's good.

6 All right. So the -- two of the last spring
7 training facilities you guys were involved in, that
8 was who?

9 MR. MOSER: Orioles and Tigers.

10 MR. PERESTUK: On your side, right?

11 MR. MOSER: We're the Tigers.

12 MR. LEAVER: Tigers, and then we worked on the
13 Orioles facility here locally.

14 MR. PERESTUK: You worked on them together?

15 MR. LEAVER: We worked on the minor league
16 complex.

17 MR. PERESTUK: On any of these together?

18 MR. LEAVER: Nope.

19 MR. PERESTUK: All separately?

20 MR. LEAVER: All separately.

21 MR. PERESTUK: Sole source, non-partnerships?

22 MR. LEAVER: That's correct.

23 MR. PERESTUK: Okay. And let's talk a little
24 bit -- I don't mean to --

25 MS. HUMPHREY: I'm listening to your

1 questions.

2 MR. PERESTUK: All right. The -- you know,
3 another thing that we have is -- that I look at in
4 this market, everybody is busy, there's a lot of
5 things going on, a lot of people have a lot of
6 projects. I'm assuming you guys have a lot of
7 projects going on and trouble with subs, ability to
8 source internally, what's your bandwidth on that?
9 If we run into trouble, a guy can't lay the brick,
10 you know, just doesn't show up, whatever.

11 MR. LEAVER: Right. First thing is, is we're
12 going to dive in right away in pre-construction and
13 make sure that we've got the right products for
14 this facility that we can get, take advantage of
15 the local market as best we can.

16 As an example, we might be looking at Tiltwall
17 as an exterior skin and not brick, because brick is
18 not, you know, heavily used in our area, so to get
19 a bunch of brick masons is not going to be easy.
20 So we'll be advising you of those types of things
21 along the way.

22 The second thing is, is we know the local
23 market, we know who can handle the work and who
24 can't. And I think that that's important in that
25 we need to put the right people in play for you and

1 we're going to put the right person, we're going to
2 get the qualified subcontractors from this region
3 to do that.

4 And we know the market and we know the sports
5 market. So, you know, locally, we know the guys
6 that have been a part of the sports market. We
7 know the local Musco reps, we know the local, you
8 know, sports field reps, we know all of those
9 people. We know the guys who install that here
10 locally. So I think that's what we brought to
11 them.

12 MR. PERESTUK: How many employees do you guys
13 have outside of your key management?

14 MR. LEAVER: Are you asking Tandem?

15 MR. PERESTUK: Yeah. Yeah.

16 MR. LEAVER: We're roughly 40.

17 MR. PERESTUK: Forty?

18 MR. LEAVER: Yeah.

19 MR. SIEGERT: And I can tell you on the
20 subcontractor side, you know, I mean, word of
21 mouth, everybody knows the Braves facility is
22 coming. We've been getting phone calls, everybody
23 has been getting phone calls and we've kind of been
24 proactive as far as their schedules and projecting
25 out, where are you at in 2018, end of '17, and what

1 does it look like.

2 You know, we've been proactive on that
3 approach all the way down to Fort Myers. So we've
4 been doing our homework, you know, to check
5 workloads, who's available, you know, the subs in
6 particular we're looking at and who we can trust.

7 MR. PERESTUK: You know, sometimes, just to be
8 out there, you know, self-perform is sometimes I've
9 found a necessary part as we get into the project
10 and it's a help, but --

11 MR. LEAVER: Yup.

12 MR. MOSER: We have that capability. We would
13 -- you know, just like at SunTrust, we would
14 compete for it and --

15 MR. PERESTUK: I only mention that because I
16 know you're busy, I know what you're doing right
17 now, and I can appreciate that affects cost, that
18 affects time. Mine's more important, so we look at
19 all of those things.

20 You know, I'm going to go into, you know,
21 something Dave brought up with the last group and
22 I'll jump into that because it is relevant to me,
23 is the VA process.

24 Or was that you, Kim? I'm sorry.

25 MS. HUMPHREY: No, don't be.

1 MR. PERESTUK: I just thought it was a
2 terrific question.

3 MS. HUMPHREY: Thank you.

4 MR. PERESTUK: How that goes about, it's
5 always been on a fast-track project, that's your
6 risk --

7 MR. LEAVER: Right.

8 MR. PERESTUK: -- from what I just call flat
9 out a mistake. Actually, I stole that from Chip.
10 Mistakes are money, because time is money, and so,
11 we want to be -- you know, give me a rundown on
12 your approach to that, how we could look at it,
13 because it's going to be inevitable in every
14 project, and it will be in this one, too.

15 MR. LEAVER: Sure. So starting out, I think
16 what we bring uniquely to the conversation is the
17 fact that we've worked with your design team in
18 setting budgets, and then achieving those budgets
19 on similar project types.

20 So I think that we know that Fawley Bryant
21 doesn't have time to draw this one, two, three
22 times. We have to give them real time information
23 on cost as they're drawing.

24 And one of the things we put in our
25 presentation is that weekly update. You know,

1 we're not going to get a set of schematics and wait
2 three-and-a-half weeks and, you know, give you a
3 report and say we did our job. Our job is daily
4 and our job is keeping pulse with Steve daily.

5 And so, I think that from a value engineering
6 perspective, we're hoping that we're going to put
7 together documents for you, helping the design
8 process with cost simultaneously.

9 MR. FERRIS: I would like to throw in my two
10 cents on that, too, Brian.

11 MR. LEAVER: Okay.

12 MR. FERRIS: I mean, with all that said, I
13 mean, we definitely need to do that, but I think
14 what we're saying is, we've got to get to a
15 program, you know, as quickly as possible. I mean,
16 the plan needs to be kind of figured out as we
17 proceed forward.

18 You know, there's nothing more frustrating
19 then getting into it hot and heavy, and then, you
20 know, seeing that we've got to implement something
21 additional to the program. Obviously, that does
22 happen, but we want to minimize that as much as
23 possible.

24 So, you know, with all the cost analysis and
25 whatnot, we hope we can, you know, steer and get

1 everybody bought in on what exactly we're going to
2 do and as quickly as possible.

3 MR. MOSER: That's the kick off meeting, it
4 will be important.

5 MR. PERESTUK: And your approach in working
6 sort of a design build sort of thing on this fast
7 track, your relationship with Fawley Bryant and the
8 architects, no offense to the Fawley Bryant guys,
9 but they tend to -- architects tend to take a
10 little bit of control and they look for their ways
11 to do things.

12 MR. LEAVER: All right. So no offense to the
13 architect in the room, but --

14 MR. PERESTUK: I love architects. I think you
15 build exactly what the architects say, but you just
16 got to control the architect.

17 MR. LEAVER: You know, the relationship that
18 we have, very specifically with the people, meaning
19 Donnie, Steve and I, is, hey, Steve, you're going
20 the wrong way, buddy, you can't do that, you're not
21 going to draw that, and we have those hard
22 conversations.

23 We've had those hard conversations with Steve
24 and with our client, you know, listen, you guys
25 want this, that's a great thing to want, what can

1 we change somewhere else that you want less. And
2 then we have to -- because we're working towards a
3 budget, we've got a number that we have to nail and
4 you can't have everything, so where's the
5 compromise.

6 Is there some compromise in back of house
7 things, is there some compromise in number of
8 lockers in locker rooms, maybe there's not, you
9 know, but we have to explore all of those items
10 through the process.

11 MR. EARLYWINE: If I could, and, again, I'm
12 sorry to interrupt, just for consistency purposes,
13 I think we had a 15-minute session last time for
14 the Q and A and we decided to extend that. I'm
15 assuming y'all would like to extend this one, as
16 well, for another 10, 15 minutes; is that correct?

17 MR. PERESTUK: Yeah.

18 MR. SIEGERT: And, again, it goes back to
19 collaboration with Steve and, again, they're
20 upstairs. So if I look at something --

21 MR. PERESTUK: Yeah, I think that's good and
22 bad.

23 MR. SIEGERT: I mean, he's down just as much
24 as we're up there, so --

25 MR. PERESTUK: I love it, it's all fun when

1 we're all on tune with what we're all doing. I'm
2 not going to get into those, I just wanted to see
3 what your reaction to that close a relationship
4 would be.

5 You know, the client is the county and the
6 Braves --

7 MR. SIEGERT: Yeah, it's our --

8 MR. PERESTUK: -- not the architect, you know,
9 so, again, no offense guys, but that -- controlling
10 that process for, you know, we're not building a
11 major league park, we'54 building a minor league
12 park.

13 MR. LEAVER: They have fantastic ideas and
14 sometimes we just have to say --

15 MR. PERESTUK: I think they're awesome.

16 MR. LEAVER: -- we have to say, hey, that idea
17 is great, but, unfortunately, not for this budget.

18 MR. SIEGERT: And we want to maintain your
19 program as an end user and keep everything in there
20 and our pricing and our experience with them and
21 working and vetting that out, end results have been
22 successful.

23 MR. HAYES: I'd like to add one thing. I'm
24 Peter Hayes, I'm the President of Tandem
25 Construction, and I would tell you from my

1 perspective one of the great things -- and I try to
2 look at everything objectively, and I do, when you
3 look at the history and experience of Barton Malow
4 in terms of stadium construction and sports
5 construction, the database and the current database
6 that's there is significant.

7 And I think the same thing goes with us and
8 our local and regional knowledge of subcontractors
9 and sports construction.

10 And what I would say to you is that from the
11 very beginning when you start to take and budget
12 the project and compartmentalize all the
13 components, you identify value for every single
14 component in the project, which is one of the
15 things that Donnie talked about earlier that will
16 help start from a very good starting point.

17 Your beginning point is going to be very
18 accurate, and from that point the balance that has
19 to take place to decide how to spend those dollars
20 that are available for the project is then the next
21 challenge to make sure it matches the scope in
22 terms of what your expectations are, managing those
23 expectations, and I think because of that
24 experience, both locally and stadium building and
25 sports building, it is significant in this

1 discussion, in my opinion. Significant.

2 Controlling costs from day one.

3 MR. PERESTUK: No question.

4 MR. LEAVER: Thank you.

5 MR. PERESTUK: I think I've said a mouthful.

6 MS. HUMPHREY: He took most of my questions.

7 MR. PERESTUK: I'm so good.

8 MR. LEAVER: He stole them from the first one.

9 MR. KOON: I do have a few other things I
10 wanted to follow-up on.

11 I'm trying to understand the -- sort of the
12 depth of the respective organizations and I think
13 one of you mentioned you have, I think, 40
14 employees here in Florida?

15 MR. LEAVER: Correct. All local, Sarasota and
16 Manatee.

17 MR. KOON: Okay. And --

18 MR. MOSER: Barton Malow has almost 300
19 employees out of Orlando, that is our southeast
20 region headquarters.

21 MR. KOON: Okay. And Eric kind of touched on
22 it a little bit, but if a project like this begins
23 to drift sideways, sometimes you got to get in
24 there and get it done and that means you have to
25 self-perform. Can you speak to the firm's ability

1 to do that?

2 MR. LEAVER: I'll let Len speak to that.

3 MR. MOSER: Sure. Yeah, we have 80 craft
4 workers right now in Central Florida. I'd say the
5 closest project we're doing to yours right now is
6 in Tampa, but these are both carpenters, laborers
7 and supervision out of Orlando that's worked the
8 Florida market and they would be -- you know, as we
9 talked about, that would be an option we would look
10 at based on the timing, based on their availability
11 and based on the local subcontractors.

12 Our preference would be to use local
13 subcontractors for that work, but, to your point,
14 if the availability wasn't there, if there were
15 some other resources that weren't available, then
16 we would be able to supplement and do the concrete
17 work ourselves.

18 MR. KOON: Okay.

19 MR. THORNTON: I'd just like to add, we did
20 all the concrete work in the Orlando MLS stadium
21 that was just completed, and we also did the
22 concrete work on the National Sounds ballpark in
23 Nashville.

24 MR. KOON: Okay.

25 MR. MOSER: Out of our Orlando office.

1 MR. THORNTON: Out of the Orlando office, yes.

2 MR. KOON: Another issue that has been touched
3 on off and on is, you know, staying on track,
4 staying on budget and, you know, even residential
5 construction and land development, which is what I
6 really do, one absolute key to that is the pre-con
7 process.

8 And somebody asked the question, who's running
9 the pre-con, at least three hands went up. So can
10 y'all talk about your approach to that process at
11 the beginning and how you are involved throughout?

12 MR. MOSER: Yeah. There's running versus
13 involved and I think maybe that was where a little
14 bit of that confusion was.

15 MR. KOON: Yeah, that's fine.

16 MR. MOSER: We want to have involvement from
17 construction and pre-con so there's a smooth
18 transition. Hopefully that clarifies --

19 MR. LEAVER: Why there were hands going up.

20 MR. MOSER: -- why there were a lot of hands
21 up.

22 MR. LEAVER: But the pre-con is going to run
23 through the Sarasota office and will run through
24 me, so I'm going to be kind of the lead during that
25 time. These two guys, Donnie and Mick, are going

1 to be respectively running kind of their divisions,
2 meaning complex fields and clubhouse, and then
3 stadium piece.

4 So they have many resources within both of our
5 organizations to call on, but, ultimately, that
6 pre-construction will run through our office.

7 MR. KOON: Okay.

8 MR. MOSER: If we need a -- you know, if we
9 have some kind of -- and this happens all the time,
10 we did it a lot in Lakeland, where we have a need
11 for some constructability during pre-construction,
12 the good news, we'll be able to call on Forrest,
13 we'll be able to call on Luke, so there's
14 availability of those resources, they can help
15 these guys make sure their numbers make sense and
16 it's not we get through pre-construction and we
17 throw the estimate over the fence and say, okay,
18 you guys are on your own.

19 That's just not the way we work and that's not
20 the way we'll be successful on your project.

21 MS. HUMPHREY: No, really, he took all my
22 questions.

23 MR. EARLYWINE: Any other questions from the
24 committee?

25 MR. PERESTUK: Yeah, I got just a couple more.

1 What's anybody's experience with Pendulum?

2 MR. MOSER: Yeah, we put the Pendulum slide
3 up. We're doing a study right now with Pendulum on
4 a Triple-A ballpark in New England, so we're
5 sharing cost data with them on the stadium there.

6 I personally worked with Jonathan and with
7 Devon Case on Louisville Slugger Field. So prior
8 to Pendulum, I think Devon and Jonathan were with
9 another firm, but we worked together at Louisville
10 Slugger and Baseball Grounds of Jacksonville, which
11 is the Double-A team for the Jumbo Shrimp now. It
12 used to be the Jacksonville Suns, but you got to
13 love the minor leagues.

14 MR. PERESTUK: When was that?

15 MR. MOSER: So we opened Jacksonville 2003.

16 MR. PERESTUK: Okay.

17 MR. MOSER: And then Coors Field and Philips
18 Arena, they were involved with HOK Sport at the
19 time and we made some interface.

20 MR. PERESTUK: And they were part of that?

21 MR. MOSER: Yes. So they were with another
22 firm, but it's about individuals who build the
23 projects. The companies, you know, we all have
24 resumé's, but the actual people are building the
25 project.

1 So I would say if you talk to Jonathan or
2 Devon and ask, you know, what's your experience
3 with Barton Malow, they wouldn't necessarily say
4 Barton Malow, they'd say, well, I know Len from
5 this project, or I know Forrest from that project.
6 So we have individual relations with them.

7 MR. PERESTUK: Just give me a quick lessons
8 learned from all your spring training facilities,
9 things that went wrong, lessons learned.

10 MR. MOSER: I'd say probably a big one over in
11 -- we had waterproofing in Florida is a big deal.

12 MR. FERRIS: Waterproofing, you know, the
13 owner's responsibilities, you know, you've got to
14 understand and know who's providing what, that's a
15 big thing. The owner needs to understand their
16 cost responsibilities on their side.

17 Also, another big thing, and Brandon will be a
18 great help with this, especially on the concession
19 side, how that's going to want to be laid out is
20 very critical because it's always very difficult
21 and very expensive after the fact to implement your
22 plan.

23 MR. PERESTUK: I know.

24 MR. SCOTT: We had some experience with that
25 at SunTrust.

1 MR. BREWER: Boxing out a slab isn't fun.

2 MR. SCOTT: Excuse me. We had an experience
3 at SunTrust under the food services, whereas the
4 concessionaire or the operator was brought in at a
5 later time where they implemented some changes that
6 ultimately affected a lot of the construction that
7 was already in place.

8 So I would say the lesson learned there is to
9 bring your operator in as early on as possible to
10 help alleviate some of those conditions.

11 MR. PERESTUK: Yeah, that was a lesson learned
12 for us. It was a lesson I already knew, but nobody
13 listened to me. Nobody ever heard, do the menu
14 first.

15 Let me ask one more thing. Fast-pace
16 projects, lesson learned for me, sub coordination,
17 one sub is ahead of the other sub, and that caused
18 me significant dollars in cost to catch up. The
19 drywall guy is in front of the electrician, so I
20 got exposed conduits or don't have a base for a
21 sign or something like that, it just becomes
22 absolutely frustrating.

23 MR. LEAVER: Yeah, communication amongst our
24 team I think is really key. We've been on, as I
25 know they have, many fast-track projects that

1 deadlines are real, you know, the pitchers and
2 catchers are coming, we got to hit the dates, and
3 we have to push that schedule and that's part of
4 our job is to push that schedule and make sure that
5 it's coordinated correctly.

6 And, you know, with this team, I feel very
7 confident that we'll be able to do that for you.

8 MR. MOSER: I think the bidding process is
9 going to help that, too, so we can communicate
10 those details to the subs. And to your point, you
11 know, sometimes a guy gets out ahead, you know,
12 actually, in some cases that's probably not a bad
13 thing because we know we got a guy that really
14 wants to make hay, so we love when the electrician
15 is pushing the drywall guy.

16 MR. PERESTUK: Except when it's the --

17 MR. LEAVER: In the opposite, it's not as
18 good.

19 MR. SIEGERT: Some of the big things that I
20 like to do personally on our projects is, we have
21 the owner, the AE, even though the inspector came
22 in, signed off on everything, walked the site,
23 checked conduit locations, data locations, and then
24 we also provide in-wall photos that way, you know,
25 future-wise when you want to go in to make changes,

1 you know where the conduits are, but we like the
2 owners and the AE's to come in, walk it, before we
3 hang drywall every time.

4 So that pretty much guarantees there shouldn't
5 be any surface mounted access control, things like
6 that.

7 MR. PERESTUK: I think you avoid that when you
8 stick to your original team. I think some of our
9 problems is we moved folks around too much and one
10 wasn't keeping up with the other, and then you
11 worry about your end, which causes me problems on
12 the back end, which causes problems on that end.

13 MR. MOSER: Operational, right.

14 MR. PERESTUK: Having this stuff, I like to
15 just hear myself say it and you'll hear me say it
16 again, but that sub coordination, again, falls back
17 to that original, who those players are and who
18 owns that.

19 MR. SIEGERT: Right.

20 MR. MOSER: Part, too, I think just to make
21 the connection between the fast track and our team,
22 part of why we have a lot of horsepower in the
23 room, and I know you're saying, hey, are these guy
24 committed, these are serious horsepower guys with a
25 lot of experience, is because we know your

1 scheduled is aggressive.

2 I mean, the first time we sat down with Brian
3 and we talked about when does this project deliver,
4 and he said 2019, I said, where are the drawings;
5 well, we're still programming; I said, we need to
6 put some horsepower on this team to make sure we
7 can deliver.

8 And I think that's the connection we made
9 between having senior people in the room and
10 available for your project and what looks to be a
11 very robust organization and we're looking forward
12 to putting those people on the project and working
13 through all the things that we need to do with
14 general conditions and all that kind of stuff.

15 MS. HUMPHREY: So perhaps you said this and I
16 missed it. Tell me who from Barton Malow is local?
17 I know Tandem is very local, I've worked with them
18 before, but from the rest of the team, who's here?

19 MR. MOSER: I live in Florida. John is an
20 Orlando resident.

21 MR. MATTESSICH: I live in Orlando.

22 MS. HUMPHREY: And you're planning on being
23 here on this project full-time?

24 MR. MATTESSICH: I'm going to move here.

25 MR. FERRIS: Yeah, we would move here and work

1 here.

2 MR. SCOTT: I already got permission from the
3 wife.

4 MS. HUMPHREY: You can bring her along, it's a
5 great place to visit.

6 MR. FERRIS: Matter of fact for me, I
7 suggested it.

8 MR. MOSER: We have a mix of local, and then
9 I'd say Central Florida, and then Atlanta I think
10 is probably where we're covering all of our
11 resources from.

12 MR. KOON: Directed to Tandem, how many other
13 sports-related projects are you guys currently
14 involved in?

15 MR. LEAVER: We are currently involved in I
16 guess two right now, one at IMG Academy and one in
17 pre-construction at Premier Sports Complex on State
18 Road 70.

19 MR. KOON: Are you the lead firm?

20 MR. LEAVER: Yes.

21 MR. KOON: And same question for Barton
22 Marlow.

23 MR. MOSER: Locally here in Florida, we've got
24 -- we just finished the spring training, that's the
25 reason Tim is available. We just started

1 pre-construction on two minor league ballparks in
2 Carolina, out of our Charlotte office. So those
3 are projects that are just getting through
4 pre-construction.

5 MR. FERRIS: The arena.

6 MR. MOSER: Pardon?

7 MR. FERRIS: The arena up in Detroit.

8 MR. MOSER: Oh, yeah, our Detroit office is
9 working on a large arena for the Detroit Red Wings,
10 but none of the people -- no one involved here is
11 involved in that project.

12 So I would say the Carolinas are probably our
13 most closest projects that are relevant to your
14 project.

15 MR. KOON: And who working on the team
16 actually works for Tandem?

17 (Hands raised.)

18 Okay. And Barton Marlow?

19 (Hands raised.)

20 MR. SIEGERT: Now, there's a few other people
21 on the organizational chart that are not here.

22 MR. LEAVER: In the room today, that's what we
23 brought.

24 MR. KOON: Okay.

25 MR. LEAVER: When we looked at the project and

1 looked at how to split it up, we looked at the
2 clubhouse and the complex and fields and the fact
3 that we've got experience in building those types
4 of facilities was kind of a natural sense for us to
5 take on that. That is roughly about half of the
6 budget when you look at the way this thing breaks
7 out.

8 But the stadium component is one big component
9 and it's about roughly half of the budget. And so,
10 you'll see the expertise in the room to do that
11 stadium piece.

12 MS. HUMPHREY: I think we're -- are we done?

13 MR. EARLYWINE: It looks like we reached the
14 end of the second period. Are there any other
15 questions from the Committee?

16 MS. HUMPHREY: No.

17 MR. EARLYWINE: All right. With that said, do
18 we want to take a short recess, and then we'll
19 reconvene here in about 5 minutes or 10 minutes?

20 MS. HUMPHREY: Sure.

21 MR. EARLYWINE: We'll recess and come back at
22 11:10.

23 MR. LEAVER: Okay. Thank you.

24 MR. EARLYWINE: Thank you very much.

25 MR. LEAVER: Appreciate it.

1 MR. MOSER: Thank you.

2 (A recess was taken from 10:59 a.m. to 11:10
3 a.m.)

4 MR. EARLYWINE: All right. It is 11:10 and at
5 this time we would reconvene the Evaluation
6 Committee of the West Village Improvement District.

7 What I thought we might do next, according to
8 the agenda, is have the Committee have an
9 opportunity to discuss the presentations and the
10 proposals, have one more opportunity for public
11 comment after that, and then proceed to actually
12 score and rank the proposals and make a
13 recommendation at that time.

14 Is the Committee in agreement with that
15 process?

16 MS. HUMPHREY: Yes.

17 MR. KOON: Yeah.

18 MR. EARLYWINE: All right. With that said,
19 I'll turn it over to y'all to have your discussion.

20 MS. HUMPHREY: Well, I mean, I'll say the same
21 thing among my Committee members I've said and
22 that's, you know, whichever way we vote, we are
23 still blessed with the turn out that we have and
24 either team would do a magnificent job, so this is
25 always very difficult for us.

1 We almost start picking at hairs to find
2 differences and it's very difficult to do, but it's
3 our job.

4 And, to be honest, when I reviewed the
5 proposals and even through the presentations, I'm
6 torn still as to who -- I think your approaches are
7 different, but you're still both amazing firms, so
8 I just want to get that out of the way.

9 Do you want to share something before --

10 MR. PERESTUK: I think you said it perfectly,
11 it's a -- to me, having to say no to either one of
12 you firms is extraordinarily difficult. So I'm
13 going to use the term friends, many of you I am
14 friends with, like y'all, some of you I know a very
15 long time, some of you I know a short amount of
16 time, but I consider you equally in the same
17 esteem.

18 Everybody can do this. This is not easy.
19 This is hard. I'll tell you the hardest part is
20 saying no. Sure you can't fit four?

21 It's a tough job, but somebody has to get it,
22 but, you know, it was like looking -- you almost
23 have to reach into the pile and look for that -- of
24 a thousand little white pebbles, looking for the
25 little tan one, and that's the one you're trying to

1 grab as a point just to try to get to that, but
2 it's incredibly difficult.

3 You both did a great job and I tried to
4 stumble people, I did, and I couldn't so you know
5 your stuff, so that's it.

6 MR. KOON: Yeah, I would echo that, I do think
7 both firms, you obviously spent a lot of time on
8 your presentations and were very professional. As
9 I've said to each of you separately, we're
10 fortunate to have firms of your caliber that are
11 here today presenting and, you know, over the
12 course of the presentations I've got some, you
13 know, thoughts that I've -- and impressions that,
14 you know, I've begun, you know, to form and I guess
15 we'll get into that here in a moment.

16 MS. HUMPHREY: So one difference that I did
17 notice between the two was really pushing the local
18 participation and it was something -- and it was
19 more so in the proposals than it was in the
20 presentations, but there was a different feel for
21 the team I think in each and a different focus.

22 It seemed to me that the Tandem team's focus
23 was more about working with the owner and setting
24 priorities and a lot of -- and recognizing the
25 entire team. I liked at the bottom that they

1 included the county, the West Villages, the
2 architecture firm, and I didn't really see that so
3 much in the Willis team, although the experience
4 overall for large projects seemed heavier in that
5 team.

6 MR. KOON: I would agree with that. In terms
7 of -- in terms of the overall experience for a
8 project that we're trying to accomplish, I felt
9 more comfortable -- you know, given that both of
10 these are sort of joint venture approaches, I felt
11 more comfortable with the first presentation,
12 Brasfield & Gorrie and Willis Smith, and I'll tell
13 you why.

14 As I listened to the two presentations, one
15 thing -- and I questioned both of you and what
16 happens when things go sideways, what's your
17 ability to self-perform, because having been
18 involved even in just construction of a 10, \$15
19 million amenity building, you see something that
20 begins to go and you know that the president or the
21 owner or whoever is going to show up, you
22 personally are invested in that project and with
23 the Tandem/Barton Marlow presentation, even at the
24 end, I was a little confused about who's absolutely
25 in charge here, because it seemed like the people

1 who are in the room today presenting mostly are
2 Barton Marlow, but it sounds like the boots on the
3 ground are primarily Tandem. I'm not completely
4 sure who I would call if I know that Mattamy's
5 shareholders are flying in this weekend and things
6 aren't up to snuff.

7 On the Brasfield & Gorrie side and Willis
8 Smith, whether this is right or not, Mr. Taylor,
9 your phone would be ringing. I feel like in that
10 case there was clearly a go-to person --

11 MR. TAYLOR: Yes, sir.

12 MR. KOON: -- which gives me a little bit
13 higher level of comfort.

14 I was also -- you know, we talked about the
15 ability to self-perform and kind of the same issue
16 comes up with -- with Tandem. You've got, you
17 know, 300, 350 employees in the State of Florida, I
18 believe, but they weren't really the ones who were
19 represented here today, or at least that's my
20 impression.

21 With Brasfield & Gorrie, you give me the
22 impression of being the ones who are taking the
23 lead on this project and it's your people that if
24 we begin to have a problem, you're going to have to
25 bring your resources to bear and we would, of

1 course, expect you to do that.

2 I was also -- and part of it maybe is just the
3 way the presentations flowed with hearing from each
4 individual who's a key part of the team in terms of
5 who's going to do what and I got a little bit
6 better feel on the B & G side in terms of, I know
7 that you got 22 full-time people that are involved
8 in pre-con work here in the State of Florida.

9 I'm not sure who said that. Did I get that
10 right?

11 MR. TAYLOR: Yes.

12 MR. KOON: Okay. So it gives me comfort that
13 you've got the depth in your organization to bring
14 to bear on what I think is the most -- in a project
15 of this magnitude, it has to be -- I think it has
16 to be viewed in totality.

17 Now, I've never been involved in building a
18 sports complex, but I'm not sure you can -- you can
19 split it out between the field, the clubhouse, the
20 stadium, without running into problems down the
21 line if there's not a 100 percent aligned approach,
22 and that -- I got a better feeling about that,
23 frankly, in the first presentation than I did the
24 second.

25 MS. HUMPHREY: I would tend to agree.

1 MR. PERESTUK: I concur.

2 MS. HUMPHREY: Also, the value engineering
3 question, I liked the response of the first
4 proposing firm, and sometimes that's unfortunately
5 what it comes down to, where can you save money
6 that folks that are using the facility don't feel.
7 And that's, you know, maybe not necessarily the
8 best thing for operations or for maintenance, but
9 the overall owner is usually more satisfied with
10 those kind of decisions.

11 So the other answer that we got was, well,
12 we'll team with Fawley Bryant and, you know, that's
13 such a close relationship. What I didn't hear is
14 where the owner is weighing in on those decisions.
15 It's almost as if they're being made blindly or
16 without the knowledge of the owner.

17 I would also mention that Brasfield & Gorrie
18 and the Willis Smith team talked about releasing
19 early construction packages and that wasn't
20 something that I heard the other team propose.

21 MR. KOON: Yeah, I know Barton Malow had a
22 very impressive presentation in terms of the
23 projects they've been involved in, you know, across
24 the country, a very interesting video, no question
25 about, you know, the team's ability to execute

1 because I think you've proven that, but, again, my
2 concern, as I said to both firms, is who's going to
3 be involved in our particular project.

4 One of the things about the three of us who
5 make up this panel is for our own reasons we have a
6 very key interest in the success. I mean, Kim
7 representing the good people of the State of
8 Sarasota, you know, Eric working for the Atlanta
9 Braves and, you know, I appear on behalf of
10 Mattamy, which is the owner of the property, and we
11 are very excited about this facility being really a
12 center piece of roughly 25,000 homes that we have
13 entitled for our West Villages project.

14 So we're very enthusiastic about that and, you
15 know, for me it really comes down to your approach
16 to the project, to the people that are going to be
17 specifically involved on our project, you know, for
18 the ability to respond and turn on a dime when
19 things begin to go sideways.

20 And I just can't imagine a project -- and I
21 know this is not a major league ballpark, but on
22 projects of this size, which it's still a big
23 project, things are going to happen and I want to
24 know that there is -- that there is one person,
25 it's probably not going to be me, it's going to be

1 Eric, who's going to pick up the phone and say, I'm
2 standing here, we got a problem, what are you going
3 to do about it.

4 And that's -- I was just a little bit more
5 comfortable from the first proposal that there is a
6 clear go-to person, clear lines of authority.

7 MR. EARLYWINE: Any other Committee discussion
8 at this point? And I'm not -- obviously you'll
9 have a chance to talk again when you do your
10 scoring and ranking, as well.

11 If not, I thought we'd -- I don't know that we
12 have any audience or public comments, but if y'all
13 wanted to take additional audience comments, we can
14 do that at this point, and then move into the
15 actual scoring based on the criteria and the
16 ranking.

17 Okay. With that said, are there any audience
18 comments? If there is any, I would ask that you
19 limit your comments to three minutes per person.

20 (No verbal response.)

21 Hearing none, let's proceed onto moving down
22 through the different scoring criteria. You-all
23 have your scoring sheets, there are weights
24 assigned to each of the eight criteria set forth in
25 the Request for Qualifications. We need to go down

1 through and score those based on the information
2 that we had.

3 You're certainly welcome to discuss each of
4 the categories and score them individually.
5 Collectively, they will be added together and that
6 will serve to allow for a ranking of the two
7 Respondents.

8 Any questions on the scoring or ranking
9 process?

10 MS. HUMPHREY: I have one. Did you evaluate
11 the Certified Minority Business Enterprise and they
12 each achieved a 5?

13 MR. EARLYWINE: We did. I actually did not
14 see any evidence of the Certified Minority Business
15 Enterprise from either of the proposals, so I think
16 for practical purposes it's probably a zero for
17 each proposal.

18 MR. KOON: And the same question with regard
19 to volume and previous District work, it may have
20 been in there and maybe I missed it.

21 MR. EARLYWINE: Neither one has done any work
22 for the District itself. I did see some Sarasota
23 County work, but I don't know that that's
24 particularly applicable to this category and this
25 context.

1 That particular category is designed to
2 incentivize governmental entities to provide work
3 to different sources and make the field more
4 competitive, because they have not done work for
5 the District in the past, so we both gave them 5's.

6 MS. HUMPHREY: Are you tallying?

7 MR. EARLYWINE: We can certainly tally if
8 y'all are complete.

9 All right. So we have received the scoring
10 sheets from our Evaluation Committee members. The
11 totals that we have here is Brasfield & Gorrie
12 scored 269 total points and Tandem scored --
13 Tandem/Barton Malow scored 242 points.

14 With that being the case, Brasfield & Gorrie
15 would be ranked first and Tandem/Barton Malow would
16 be ranked second. If that is the direction of the
17 Committee, we would ask for a motion to accept that
18 ranking and authorize staff to make that
19 recommendation to the District Board that that is,
20 in fact, the ranking, and then we can proceed with
21 step two of the process.

22 MR. KOON: So moved.

23 MS. HUMPHREY: Second it.

24 MR. EARLYWINE: All good?

25 MR. PERESTUK: All good.

1 MS. HUMPHREY: Third it, I guess.

2 MR. EARLYWINE: Very good. That concludes the
3 Evaluation Committee. If there is no further
4 discussion, we'd ask for a motion to adjourn.

5 MR. KOON: So moved.

6 MR. EARLYWINE: Is there a second?

7 MS. HUMPHREY: Second.

8 MR. EARLYWINE: All in favor?

9 MR. PERESTUK: Yes.

10 MR. EARLYWINE: Very good. Thank you very
11 much.

12 Thank you all for your participation and thank
13 you Committee members for your service.

14 (The meeting adjourned at 11:31 a.m.)

15

16

17

18

19

20

21

22

23

24

25

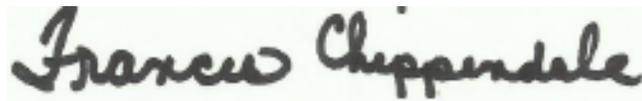
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE OF REPORTER

STATE OF FLORIDA
COUNTY OF SARASOTA

I, FRANCES CHIPPENDALE, Florida Professional Reporter, do hereby certify that I was authorized to and did report the foregoing proceedings; and that the transcript, Pages 1 through 112, is a true record of my stenographic notes.

DATED this 28th day of April, 2017.



FRANCES CHIPPENDALE, FPR
Florida Professional Reporter

| | | | |
|----------------------|----------------------|----------------------------------|-------------------------------------|
| \$ | 2 | 6 | 104:8 |
| \$1.6 17:22 | 2 8:22 | 60 46:10,22 | accordance 2:16 |
| \$15 104:18 | 2,000 24:12 | 48:22 | accurate 22:8 40:15 87:18 |
| \$3 49:23 | 27:22 | | achievable 64:21 65:23 |
| \$30 6:16 | 20 24:3 60:10 | 7 | achieved 24:22 110:12 |
| \$33 24:20 | 62:1 | 70 98:18 | achieving 82:18 |
| \$4 33:1 | 2003 92:15 | 700 54:23 | Act 2:24 |
| \$55 32:25 | 2018 80:25 | | actual 92:24 109:15 |
| \$583 29:22 | 2019 54:7 | 8 | add 52:12 86:23 89:19 |
| | 97:4 | 80 16:2 34:3 | added 49:6 110:5 |
| 1 | 22 23:23 | 89:3 | adding 20:6 |
| 1 8:20 13:21 | 44:2,3 106:7 | 9 | addition 70:20,22 |
| 56:1 | 242 111:13 | 90 56:19 | additional 83:21 109:13 |
| 1.1 19:8 | 25,000 108:12 | | address 6:6 11:5 |
| 10 3:19 29:15 | 255.103 2:20 | A | addressing 28:20 |
| 45:8,9 85:16 | 269 111:12 | a.m. 55:17,18 | adds 31:8 |
| 100:19 104:18 | 286 2:16 | 101:2,3 | adjustments 20:10 22:22 |
| 10,000 72:3 | | ability 35:14,19 | ado 16:9 |
| 100 35:6 | 3 | 47:22 79:7 | advantage 79:14 |
| 106:21 | 3 7:22,23 | 88:25 104:17 | adventure 60:2 |
| 10:05 55:17 | 30 21:5 45:5 | 105:15 107:25 | advising 79:20 |
| 10:12 55:17 | 62:7,10 68:4 | 108:18 | AE 95:21 |
| 10:59 101:2 | 300 88:18 | absolute 90:6 | AE's 96:2 |
| 11:10 100:22 | 105:17 | absolutely 13:14 20:25 | affect 20:18 40:22 |
| 101:2,4 | 33 46:8 | 37:20 38:8 | affected 94:6 |
| 12 24:19 | 350 32:13 | 43:19 74:16 | affects 81:17,18 |
| 120 56:20 | 33:21 105:17 | 94:22 104:24 | Affidavit 2:13 |
| 14 17:21 | 37 46:7 | Academy 98:16 | |
| 15 9:22 10:4 | | accept 3:7 111:17 | |
| 11:2,3 26:13 | 4 | accepting 5:12 | |
| 45:5 46:9 | 40 63:16 | access 51:7 96:5 | |
| 60:18 68:13 | 80:16 88:13 | acclamation 67:20 | |
| 85:16 | 45 39:1 | accomplish | |
| 15-minute | 45-year 24:1 | | |
| 8:20 13:23 | | | |
| 44:20 55:25 | 5 | | |
| 85:13 | 5 13:21 56:1 | | |
| 150 32:15 | 100:19 110:12 | | |
| 33:17 | 5's 111:5 | | |
| 17 80:25 | 500-ish 32:15 | | |
| 1988 70:8 | | | |

| | | | |
|---|--|---|--|
| afternoon 38:22 | anybody's 92:1 | assistant 36:1 | |
| age 53:25 | anymore 66:17 | assume 11:11 | B |
| agenda 3:21 6:20 7:7 8:19 12:8,9 101:8 | applicable 110:24 | assuming 67:25 79:6 85:15 | back 3:18 4:4,7 7:2 8:21 9:2 10:3 13:1 15:22 22:20 24:6 40:16 42:10 54:8 60:10 85:6,18 96:12,16 100:21 |
| aggressive 97:1 | appointed 4:2 | assure 28:2 | back-to-back 11:8 |
| agree 9:14 104:6 106:25 | apprised 66:2 | Atlanta 4:11 15:11 16:13, 16 29:13 31:13,14 36:17 37:2 41:11 44:5 50:6 67:1,25 98:9 108:8 | backyard 63:9 |
| agreed 11:7 69:12 | approach 40:9 42:15 81:3 82:12 84:5 90:10 106:21 108:15 | attending 4:14 | bad 48:21 85:22 95:12 |
| agreement 101:14 | approaches 102:6 104:10 | attention 13:16 67:2 | bag 28:14 |
| ahead 28:15 64:19 70:6 71:19 94:17 95:11 | approximately 34:3 65:16 | attest 19:16 | balance 26:1 87:18 |
| aligned 106:21 | architect 21:9 22:21 23:11 42:5 84:13,16 86:8 | audience 4:10 6:23 7:4 8:4 109:12,13,17 | ball 20:7,17 |
| alleviate 94:10 | architects 51:17 84:8,9, 14,15 | audience's 7:10 | ballpark 15:12 16:13 17:10 20:12, 24 21:6 25:11,18 35:4,5 36:10 37:17,18 39:6,12 41:9 46:17 47:4 50:14 73:24 76:10,20 89:22 92:4 108:21 |
| allocated 70:4 | architectural 65:20 | authority 109:6 | ballparks 18:13 35:2 37:16 99:1 |
| amazing 73:13 102:7 | architecture 104:2 | authorize 111:18 | bandwidth 79:8 |
| amenities 65:17 | area 24:14,17 36:9,14 48:24 63:3 79:18 | authorized 6:12 | bang 23:16 40:8 41:2 |
| amenity 104:19 | areas 19:3 34:9 40:3 70:14,15 | authorizes 2:21 | barber 38:17 |
| America's 57:15 | arena 92:18 99:5,7,9 | auxiliary 76:5 | Baron 58:15 |
| American 39:16 | Armor 63:7 | AV 76:17 | Barton 46:8 56:16,23 57:14,20,25 58:12,19 |
| amount 16:24 19:25 27:7 58:7 68:13 102:15 | arms 21:9 | availability 89:10,14 91:14 | |
| analysis 40:18,19 64:20,23 83:24 | arrangement 8:24 52:13, 15,25 | avoid 42:7 96:7 | |
| ancillary 26:1 | as-needed 70:24 | Award 22:18 | |
| announce 2:12 | aspect 52:11 | aware 2:8 | |
| anticipate 22:5 | asset 36:7 | awesome 59:6 86:15 | |
| | assigned 29:4 69:16 109:24 | | |

| | | | |
|---|--|---|--|
| 65:13 69:2,3 73:1 76:6 87:3 88:18 93:3,4 97:16 98:21 99:18 105:2 107:21 base 63:25 73:10,15 94:20 baseball 20:11,18 58:13 60:24 92:10 based 5:8,13 29:3 34:3 66:9 89:10,11 109:15 110:1 baseline 22:19 basically 14:25 32:21 46:24 64:16 basis 8:14 10:10 31:2 70:24 72:15 batting 49:1 76:4 battle 53:19 57:9 battled 53:17 bear 32:8 105:25 106:14 beat 13:17 beautiful 37:21 began 14:8 begin 4:22 105:24 108:19 beginning 74:2 87:11,17 90:11 begins 88:22 104:20 begun 103:14 behalf 108:9 benefit 7:10 34:10 | bid 51:19 bidding 95:8 bids 5:12 24:9,23,24 big 42:2 48:6 52:9 55:2 58:10 61:25 93:10,11,15, 17 95:19 100:8 108:22 biggest 23:17 40:11 51:24 billion 17:22 49:23 bit 5:1 19:4, 21 23:1,19 31:25 35:23 54:24 60:11 65:21 78:24 84:10 88:22 90:14 105:12 106:5 109:4 biting 43:24 blasting 48:21 blessed 101:23 blindly 107:15 block 51:9 Board 3:6,19 4:2 7:6 111:19 boards 66:20 body 5:11 book 17:4 60:21 75:17 boots 105:2 bother 10:17 bothered 39:25 bottom 51:4 103:25 bought 84:1 bowl 51:3 70:12 | box 41:18 Boxing 94:1 Brad 7:21,23 brand 67:19 Brandon 60:8 70:18 76:15 93:17 Brasfield 12:10 15:1,7 21:25 26:25 32:11,13 33:21 34:12 39:11 44:6 45:20,25 46:15 47:8,19 49:20 104:12 105:7,21 107:17 111:11,14 Braves 4:11 14:4 15:11 16:13,16 18:11,12 19:19 22:4 26:8 41:9 49:6 52:14 59:2 61:22 62:4 69:23 70:23 71:9 80:21 86:6 108:9 breaking 39:13 breaks 100:6 Brewer 66:13 70:7 74:3,9 75:4 94:1 Brian 53:22 58:1 59:10 61:5,14 62:20 72:9 75:20 83:10 97:2 brick 71:3 79:9,17,19 brightest 63:5 bring 19:9 32:8 60:17 | 64:5 73:15 82:16 94:9 98:4 105:25 106:13 bringing 26:6 58:20 Britton 16:12,14 19:23 28:13 31:12 36:16 38:1,5,8,12, 22 39:20 45:12 46:11 47:13 48:5 50:3 53:1 55:6 broad 5:4 broke 64:24 brought 80:10 81:21 94:4 99:23 Bryant 23:7 24:2 42:19 43:7 62:5,6 65:2,11,24 72:10 82:20 84:7,8 107:12 buck 23:16 40:8 41:2 buddy 84:20 budget 22:16, 20,21 40:13, 15,17 43:14 64:25 65:5,23 66:1 85:3 86:17 87:11 90:4 100:6,9 budgets 22:7 67:7 82:18 build 14:14 15:9 16:6 18:24 25:19 37:16 42:6 51:22 54:2,22 57:6 59:18 63:4,8,14 71:18 76:9 84:6,15 92:22 |
|---|--|---|--|

| | | | |
|---|--|---|--|
| builder 57:15 62:21 | capability 81:12 | challenge 87:21 | clarify 45:16 |
| builders 18:25 39:17 56:23 | capable 73:11 | challenged 50:5 | class 65:25 |
| building 35:5 37:8 56:18,20 67:19 70:8,12 71:2,3 72:2, 14 73:8 86:10,11 87:24,25 92:24 100:3 104:19 106:17 | carbon 33:9 | challenges 18:2 35:13 | clear 30:22 109:6 |
| buildings 26:1 35:6 71:24 76:5 | card 9:23 | challenging 14:12 | client 16:2 34:11 84:24 86:5 |
| built 35:6 37:17 41:9 56:15 57:9,24 71:22 | cards 13:21 56:2 | champions 57:1 | clock 26:24 28:16 |
| bunch 79:19 | care 35:5 | change 8:24 20:12 40:20 41:3,19 49:2, 11 85:1 | close 7:13 9:23 13:22 53:7 56:2 86:3 107:13 |
| business 6:13 32:24 52:11 110:11,14 | Carolina 99:2 | charged 3:17 | closely 72:8, 9 |
| busy 44:12,18 79:4 81:16 | Carolinas 61:2 99:12 | Charlotte 99:2 | closest 89:5 99:13 |
| buzz 63:15, 18,20,25 64:3,7 | carpenters 34:8 89:6 | chart 17:3 60:16 64:16 75:13,16 77:9 99:21 | clubhouse 25:19 42:21 64:15 67:17 71:16 72:11 75:21,25 76:1 77:13 91:2 100:2 106:19 |
| <hr/> <p style="text-align: center;">C</p> <hr/> | carpentry 34:10 | charts 60:20 | clubhouses 61:15 |
| caliber 103:10 | Carpet 33:15 | check 81:4 | Cobb 53:10 |
| call 2:10 38:11,18 49:25 66:6 82:8 91:5,12, 13 105:4 | carries 66:22 | checked 95:23 | collaboration 66:15 67:8 85:19 |
| called 3:22 41:11 | carrying 66:18 | Chip 31:16 53:22 66:25 82:9 | collective 57:5 |
| calling 42:19 57:15 | case 8:10 12:23 69:14 92:7 105:10 111:14 | choice 56:23 | collectively 59:6 60:5 61:6 110:5 |
| calls 80:22, 23 | cases 24:7,23 95:12 | choose 10:24 | colosseums 57:8 |
| capabilities 33:5 | catch 42:5 94:18 | Chris 16:12 18:19 19:21 22:3 29:19 31:10 37:11 44:8 46:11,14 | comfort 105:13 106:12 |
| | catchers 95:2 | circumstances 35:3 | comfortable 12:16 14:19 54:16 64:20 67:21 104:9, 11 109:5 |
| | categories 110:4 | City 14:5 50:6 59:1 | comment 6:23 7:4 47:22 69:7 101:11 |
| | category 110:24 111:1 | clarifies 90:18 | |
| | caused 94:17 | | |
| | CCNA 2:24 | | |
| | center 108:12 | | |
| | Central 89:4 98:9 | | |
| | cents 83:10 | | |
| | CEO 59:10 | | |
| | ceramic 32:22 33:15 | | |
| | certainty 61:1,7 64:11 | | |
| | Certified 110:11,14 | | |
| | chalk 20:16 | | |

| | | | |
|--|---|---|--|
| <p>comments 2:18 4:24 6:2 8:4 47:18 109:12, 13,18,19 commit 28:4 31:14 commitment 24:24 25:1 31:15,16 38:1 74:6,7,14 committed 18:17 23:10 76:23 96:24 committee 2:9 3:3,4,17,24 4:1,3 5:3 6:23 7:3,12, 16 8:8,11 55:11,19 91:24 100:15 101:6,8,14,21 109:7 111:10, 17 Committee's 4:23 8:11 committing 27:20 54:5 75:1 common 69:1, 21 communicate 95:9 communication 43:6 52:19 66:14,15 94:23 communities 56:19 community 14:6 15:23 16:7 24:1 39:2 companies 16:1 58:23 63:6 75:11 92:23 company 21:4 27:4 49:24</p> | <p>70:9 comparative 64:23 compare 22:20 compartmentali ze 87:12 compete 81:14 competitive 2:24 64:4 111:4 competitors 24:11 28:5 complete 4:14,17 19:11 27:15 111:8 completed 17:9,10 24:19 89:21 completely 105:3 completion 18:23 complex 19:2, 11 25:25 41:10 57:19 64:15,23 71:16,23 72:11 77:13 78:16 91:2 98:17 100:2 106:18 complicated 25:8,20 component 47:11 87:14 100:8 components 14:14 22:6 61:11 67:14 87:13 compromise 85:5,6,7 concept 65:4 concern 6:5 28:21 54:24 108:2 concerned 6:2</p> | <p>36:20,25 concession 93:18 concessionaire 94:4 concourses 51:1 concrete 19:7 33:14 34:10 35:7,24 36:2 74:1 89:16, 20,22 concur 107:1 conditions 94:10 97:14 conduct 7:1 conducted 8:18 conduit 95:23 conduits 94:20 96:1 confidence 27:7 confident 95:7 confidential 8:3,14 10:10 confidentialit y 8:12 confused 104:24 confusion 90:14 connected 62:11 connection 96:21 97:8 consistency 85:12 consistently 62:9 constantly 41:13 constructabili ty 91:11 constructed 17:17</p> | <p>construction 2:22 14:3,17, 18 17:22 18:16 24:18, 22 25:5 29:1 34:2 43:11,13 51:12 58:2, 15,17,18 59:25 60:7 63:2,23 64:9 65:5 66:17 69:13 72:19 74:23 76:25 86:25 87:4,5, 9 90:5,17 94:6 104:18 107:19 constructor 68:23 Consultant's 2:23 contact 58:4 context 110:25 continue 9:17 44:22,25 76:15 continued 71:17 contract 3:9, 10,14 5:21 32:25 46:17 47:2 48:12 contractor 34:22,23,24 46:4 contracts 46:16 control 22:15 40:13 72:19 84:10,16 96:5 controlling 86:9 88:2 conversation 82:16 conversations 84:22,23</p> |
|--|---|---|--|

| | | | |
|--|--|--|---|
| coordinated 95:5 | coverage 24:8 | database 61:4,5 87:5 | deep 17:19 21:24 22:25 |
| coordination 94:16 96:16 | covering 98:10 | date 49:11 | define 27:11 |
| Coors 92:17 | craft 19:6 32:13 57:10 | dates 18:23 95:2 | deliver 14:24 15:5 41:15,16 57:8 65:25 97:3,7 |
| copy 33:9 | create 6:3 20:18 36:7 63:24 64:3 | Dave 30:7 81:21 | depth 15:20 31:25 32:8 34:20 45:13 88:12 106:13 |
| corners 37:23 | creating 63:15,18,20 64:7 | David 3:25 14:1 37:5 | Derek 53:23 |
| correct 29:9 69:17 76:12 78:22 85:16 88:15 | crew 25:23 35:24 36:2,12 | day 18:10 20:23,25 26:18 30:1,20 31:5,7 33:2 49:10 88:2 | design 17:8, 11 18:14 22:22 23:6,12 33:1 41:19 42:6 49:2 51:18,19,22 60:13 62:5,23 66:9,11 82:17 83:7 84:6 |
| correctly 95:5 | crews 25:15, 17,24 26:2 49:6 | day-to-day 29:10 | designed 51:21 111:1 |
| cost 24:21 42:10 49:2 51:20 60:25 61:7 64:11,20 65:9,22 66:9 72:19 73:15 81:17 82:23 83:8,24 92:5 93:16 94:18 | criteria 5:9, 20 6:19 109:15,22,24 | days 18:17 21:5 29:11 31:4 48:22 68:4 | designing 42:20 |
| costs 64:18 88:2 | critical 27:15,18 30:4 68:5 93:20 | DD 65:4 | detail 60:20 74:25 |
| Counsel 2:6 | crux 21:21 | deadlines 95:1 | details 22:19 95:10 |
| count 24:14 | cue 13:11 56:1 | deal 52:10 67:3 93:11 | determination 3:20 7:17 |
| counting 44:5 | culture 59:9 | dealing 69:13 | determinations 4:25 5:5,18 |
| country 56:25 57:13 58:13 61:3 63:5 70:16 73:13 107:24 | curious 47:21 48:2 69:24 72:24 73:3 | death 37:21 53:13 | determined 12:4 |
| county 6:13 15:21 19:19 34:4 52:14 53:10 59:1,25 64:1,2 86:5 104:1 110:23 | current 87:5 | decades 24:7 | Detroit 99:7, 8,9 |
| couple 13:3 22:10,13 27:2 39:6 45:3 48:7 68:16 72:20 91:25 | curtain 71:11 | decide 3:6 10:18 87:19 | develop 53:22 |
| coupled 61:16,17 | curve 21:20 24:4 52:17 | decided 85:14 | developers 52:14 |
| court 4:4 5:10,15,25 | cut 37:23 | decision 5:13 14:25 15:2 | developing 24:5 |
| | cutting 20:15 | decision- making 22:9 50:22 | development 75:21 90:5 |
| | D | decisions 52:4 54:21 107:10,14 | Devon 92:7,8 93:2 |
| | daily 70:22 72:15 83:3,4 | declared 8:3 | |
| | damage 20:18 | dedicate 16:25 44:3 50:15 | |
| | damn 37:18 | dedicated 73:20 | |
| | darn 37:19 | | |
| | data 92:5 95:23 | | |

| | | | |
|--|---|---|---|
| difference 16:7 39:21 103:16 | 109:7 | due 19:10 | effort 44:1 |
| differences 65:19 102:2 | distance 57:10 | duration 29:25 | either/or 39:19 |
| difficult 35:13 42:13 93:20 101:25 102:2,12 103:2 | district 2:6, 7,21 3:6 4:6, 7 101:6 110:19,22 111:5,19 | Dwyer 12:8, 13,18,24 13:3,19 15:6 28:14 32:11 33:6,9,14,19, 21,24 34:15 36:9,22 38:16 44:1 55:15 | elated 57:17 electrician 94:19 95:14 element 69:21 else's 62:16 employees 33:17 34:3 80:12 88:14, 19 105:17 |
| digital 70:21 | District's 3:19 4:2 | | encouraging 7:18 10:13 |
| dime 108:18 | dive 17:19 79:12 | E | end 4:5 9:24 19:13 22:9 23:2 36:14 40:20 42:9 43:23,24 44:20 56:2 58:9,24 65:6 74:2 80:25 86:19,21 96:11,12 100:14 104:24 |
| Dino 19:3 25:4 30:9,13, 14 32:19 34:15 36:12 38:16 48:15 | divisions 91:1 | earlier 12:9 40:13 47:22 69:7 87:15 | ended 46:10, 14,21 47:10 57:21 |
| Dino's 35:25 | documents 3:3 51:22 83:7 | early 21:6 22:5,7,15,23, 24 40:13,15, 21 41:7 94:9 107:19 | enduring 57:7 engage 50:21 engagement 23:17 |
| direct 7:23 | dollars 29:23 65:4 71:23 87:19 94:18 | Earlywine 2:1,4 8:1 9:13,15 10:6, 9 11:2,8 12:4,11,16,20 13:1,5,7,12, 14,20,25 28:15 44:19, 22 45:4,9 50:18 55:10, 16,19,23 56:4,7 85:11 91:23 100:13, 17,21,24 101:4,18 109:7 110:13, 21 111:7,24 | engineer 4:8 51:17 engineering 40:10,12,14 83:5 107:2 England 92:4 enjoy 28:10 Enterprise 110:11,15 enterprises 29:2 enthusiastic 108:14 entire 70:11, 19 72:11 |
| Directed 98:12 | Donnie 60:8, 12 61:5 64:13 65:9 71:19,20 72:9 77:12,25 78:3,4 84:19 87:15 90:25 | | |
| direction 25:16 68:7 111:16 | door 57:13 | | |
| Director 16:13,15,19 18:9 21:15 26:16 29:18, 19,20 46:14, 19 | doors 33:14 dorms 71:24 Double-a 92:11 | | |
| dirt 48:21 | doubt 37:20 43:11 | | |
| dirty 26:20 | Doug 60:8 70:25 76:14, 20 77:16 | | |
| disagree 5:17 | drains 51:2 | | |
| discouraging 10:14 | draw 82:21 84:21 | | |
| discretion 5:4,11,12,14 | drawing 82:23 | | |
| discuss 101:9 110:3 | drawings 43:13 50:24 53:2,5 66:18 97:4 | | |
| discussed 3:11 | drift 88:23 | earn 16:3 | |
| discussing 5:21 | drive 67:10 | earned 56:25 Easter 38:23 easy 17:25 79:19 102:18 | |
| discussion 6:21,24 7:3 8:8 44:23 88:1 101:19 | drywall 94:19 95:15 96:3 | echo 103:6 edition 36:11 effect 40:22 | |

| | | | |
|----------------------|----------------------|-----------------------|----------------------|
| 103:25 | evident 56:22 | explore 85:9 | fast 15:9 |
| entities | 58:11 | exposed 94:20 | 17:18 84:6 |
| 111:2 | excessive | extend 24:25 | 96:21 |
| entitled | 35:7 | 85:14,15 | Fast-pace |
| 108:13 | excited 14:7 | extensive | 94:15 |
| entrance 4:15 | 15:14 27:8 | 22:2 | fast-track |
| environment | 56:11 108:11 | extent 68:2 | 18:22 82:5 |
| 67:9 | exciting | exterior | 94:25 |
| equal 15:25 | 57:18 | 71:10 79:17 | fastest 17:9 |
| equally | excuse 70:23 | extra 33:2 | Fawley 23:7 |
| 102:16 | 94:2 | extraordinaril | 24:2 42:19 |
| equipment | execute | y 102:12 | 43:7 62:5,6 |
| 19:7 51:7 | 107:25 | extremely | 65:2,11,24 |
| Eric 4:1 | exercise 5:14 | 15:14 30:4 | 72:10 82:20 |
| 18:11,12 | expansion | | 84:7,8 107:12 |
| 19:16,23 | 51:6 | F | features |
| 29:14 35:23 | expect 37:7 | | 65:17 |
| 42:17 50:24 | 106:1 | faces 75:1 | fed 25:13 |
| 51:13 53:1,22 | expectation | facilities | federal 6:11 |
| 66:25 76:23 | 9:21 | 56:15,21 | feedback |
| 88:21 108:8 | expectations | 61:13,20 63:9 | 74:20 75:7,8 |
| 109:1 | 87:22,23 | 78:7 93:8 | feeds 25:13 |
| erroneous | expensive | 100:4 | feel 6:4 |
| 5:16 | 93:21 | facility 6:15 | 14:19 16:8 |
| essentially | experience | 14:4 15:13 | 17:15 21:16 |
| 2:21 3:1 5:3 | 14:20,23 | 16:6 50:1 | 26:6 30:3 |
| establish | 17:23 18:4 | 59:2 61:11,18 | 56:7 64:20 |
| 43:5 | 19:10 26:8 | 67:17 73:9 | 72:25 73:2 |
| establishes | 28:25 32:17 | 78:13 79:14 | 95:6 103:20 |
| 4:21 | 35:5 37:5 | 80:21 107:6 | 105:9 106:6 |
| esteem 102:17 | 39:12 40:23 | 108:11 | 107:6 |
| estimate | 41:8,17 56:20 | fact 14:6,10, | feeling |
| 91:17 | 60:9,11,24 | 11,14 15:17 | 106:22 |
| Estimator | 61:16 62:7 | 82:17 93:21 | feels 41:4 |
| 23:22 | 65:7 67:15,16 | 98:6 100:2 | feet 19:8 |
| evaluate | 86:20 87:3,24 | 111:20 | fellows 37:13 |
| 110:10 | 92:1 93:2,24 | facts 52:5 | felt 11:17 |
| evaluating | 94:2 96:25 | fall 32:21 | 104:8,10 |
| 3:14 | 100:3 104:3,7 | falls 96:16 | fence 91:17 |
| Evaluation | experiences | familiar | Ferris 61:17 |
| 2:9 3:4,24 | 57:11 | 34:13 52:24 | 67:12 69:5 |
| 4:3 101:5 | expertise | 72:4 | 74:5,8 75:3 |
| 111:10 | 56:21 58:19 | fan 65:17 | 83:9,12 93:12 |
| event-driven | 62:19,22 | fantastic | 97:25 98:6 |
| 49:5,9 | 71:14 76:8 | 56:6 59:2 | 99:5,7 |
| evidence | 100:10 | 63:9 73:12 | field 26:5 |
| 110:14 | explain 75:19 | 86:13 | 32:12 34:8 |

| | | | |
|--|---|--|---|
| 48:10 51:13 67:3 74:1 80:8 92:7,17 106:19 111:3 fieldhouse 72:5 fields 25:25 41:10 50:7 61:16 62:8 64:15,23 65:10 71:16 72:12 75:21, 23 91:2 100:2 figure 52:17, 23 figured 74:22 83:16 file 2:13 final 65:4 finally 48:24 68:24 financially 50:5 find 17:21 35:14 43:14 52:22 102:1 finding 7:21 finds 6:18 fine 11:20 55:1 77:24 90:15 finish 20:2, 3,5 27:17,23 28:9 45:18 finished 32:24 33:3 61:17 98:24 finishes 40:21 47:12 finishing 32:18 fire 13:1 34:24 fired 62:2 firm 10:24 11:16 24:25 29:4,5 63:23 | 92:9,22 98:19 104:2 107:4 firm's 88:25 firms 10:7, 17,21 15:3 28:23 32:1 69:8,9,14 74:23 102:7, 12 103:7,10 108:2 firsthand 32:17 fit 102:20 five-story 71:25 fixed 70:21 Flash 28:3 flashback 19:24 flashiest 28:1 flashing 20:16 flat 30:18 54:15 82:8 flexibility 36:6 flip 52:6 flipping 37:3 flooring 32:22,24 Florida 2:15, 17,20 5:3,10 6:14 15:8,16 23:25 26:6 32:3,16,19 33:8 34:21 44:3 61:2,21 63:2 88:14 89:4,8 93:11 97:19 98:9,23 105:17 106:8 flowed 106:3 fly 31:20,21 flying 105:5 focus 23:14 75:20 76:7,13 | 103:21,22 focused 65:10 folks 65:24 67:21 68:1 74:15 77:20 96:9 107:6 follow-up 11:5 88:10 food 47:11 70:19 76:17 94:3 fool 27:18 foot 51:11 59:14 72:3 football 72:4 foreman 36:1 foresee 50:9 forever 41:24 form 103:14 formwork 35:24 Forrest 60:8 70:6,7 75:12, 13 76:13 77:16 91:12 93:5 Fort 81:3 fortunate 60:24 103:10 Forty 80:17 forward 25:2 83:17 97:11 foster 57:4 found 81:9 foundation 28:6 40:25 foundations 22:25 49:1 frame 17:16 frank 37:9 73:18 frankly 36:25 106:23 free 6:4 56:7 friend 54:2 77:22 | friends 54:10,25 102:13,14 friendships 53:24 front 4:16 38:10 42:3 43:17,23 52:8 69:4 94:19 frustrating 83:18 94:22 full-time 29:20 30:9 44:2 54:11,20 64:14 71:6,12 97:23 106:7 fullest 68:2 fun 63:14 85:25 94:1 furnishings 67:20 future 63:5 future-wise 95:25 |
| <hr/> G <hr/> | | | |
| | | | game 19:15 20:7,19,23 41:5 57:16 gas 48:9,12 Gatorade 63:7 gave 53:16 111:5 general 34:22 97:14 generally 11:25 generations 57:6 George 26:14, 15 29:10 30:12,13 32:19 Georgia 50:6 61:2 |

| | | | |
|---|--|--|--|
| give 10:21 22:7,19,21 32:1 38:10 52:21 61:7 82:11,22 83:2 93:7 105:21 | 17,19 38:3,16 39:16,22 43:12 44:8,16 46:16 47:5,25 48:7 49:17 50:23 | 38:9,11 39:6, 13 41:13 43:16 49:15 56:13 60:7 64:9,10,12,17 66:25 68:9,15 70:5 71:15 72:4 73:12 74:14 75:1,14 78:7 79:6 80:5,9,12 84:8,24 86:9 90:25 91:15, 18 96:24 98:13 | happy 20:7 hard 17:3 28:4,8 35:13 71:11 75:15 84:21,23 102:19 hardest 102:19 hay 95:14 Hayes 86:23, 24 head 47:18 headline 63:17 headquarters 88:20 hear 5:7 11:12 23:10 40:9 50:21 69:18 73:19 96:15 107:13 heard 66:14 74:18,20 94:13 107:20 hearing 8:7 106:3 109:21 heavier 104:4 heavily 72:18 79:18 heavy 83:19 held 2:15 8:13 16:1 hell 37:18 helpful 4:24 13:24 helping 20:2 83:7 helps 67:10 heritage 56:21 hey 20:12 36:3 42:20 54:3,8 67:1 75:9 84:19 86:16 96:23 high 57:2 63:12 |
| giving 41:13 glass 20:13 glasswork 71:4 GNP 65:5 go-to 105:10 109:6 goal 69:1 good 6:11 11:23 12:14 13:5 14:1 15:6 21:1 26:6 28:20 29:6 40:6 47:21 51:6 52:4 55:22 56:10 59:12 61:14 78:5 85:21 87:16 88:7 91:12 95:18 108:7 111:24,25 Gorrie 12:10 15:1,7 21:25 26:25 32:12, 14 33:21 34:12 45:20, 25 46:15 47:9,19 49:20 104:12 105:7, 21 107:17 111:11,14 governmental 111:2 grab 40:2 103:1 grabbed 28:14 graduation 33:3 Granger 16:18 18:8 29:7,10, 13,18 30:1, | gravitate 77:21 great 29:5 37:14,20 53:21 56:3,9 60:3 61:3,5 62:7 65:1 68:16 70:2 84:25 86:17 87:1 93:18 98:5 103:3 greatness 57:3 Green 2:4 Greg 21:8,12, 14 23:20,23 44:10 51:25 53:22 Greg's 44:4 Gronbach 23:20,21 ground 105:3 Grounds 92:10 group 33:16 69:7,20 81:21 GSSI 72:3 guarantees 96:4 guess 46:21 69:22 98:16 103:14 guidance 44:4 guide 12:7 75:17 guy 29:11 32:22 47:18 75:16 79:9 94:19 95:11, 13,15 96:23 guys 18:3,24 28:1 35:2 36:20 37:1,17 | gym 63:13 <hr/> H <hr/> habitats 57:11 haircut 38:21 hairs 102:1 half 100:5,9 Hall 47:17 hand 4:8 hand-in-hand 65:9 handful 10:18 handle 6:24 52:9 76:16 79:23 handled 70:11 hands 26:20 70:5 90:9,19, 20 99:17,19 hang 96:3 Hanging 33:14 happen 16:22 20:9 38:2 42:9 51:15 83:22 108:23 happened 42:14 happening 23:8 | |

| | | | |
|----------------------|----------------------|----------------------|----------------------|
| higher 105:13 | 100:12,16,20 | impressive | install 80:9 |
| highlight | 101:16,20 | 107:22 | intense 57:11 |
| 67:4 | 103:16 106:25 | Improvement | intensive |
| history 24:1 | 107:2 110:10 | 2:6 101:6 | 43:3 |
| 57:9 87:3 | 111:6,23 | improvements | interaction |
| hit 20:17 | hundred 30:2 | 5:13 | 59:12 |
| 63:21 95:2 | 65:3 71:23 | in-wall 95:24 | interest |
| HOK 92:18 | Hunsberger | incentivize | 22:12 26:17 |
| hold 6:10 | 21:14,15 | 111:2 | 108:6 |
| 9:23 13:20 | 40:11 41:23 | include 3:10 | interesting |
| 34:21 40:3 | 42:16 43:1, | included | 107:24 |
| 56:1 | 19,25 52:12 | 34:22 104:1 | interface |
| holding 2:9 | | incorporated | 92:19 |
| home 16:15 | I | 18:15 51:18, | interference |
| 25:12 48:16, | | 19 53:4 | 4:20 |
| 24 60:1 | idea 32:1 | incredibly | internal |
| homes 108:12 | 42:18 86:16 | 103:2 | 35:20 |
| homework 81:4 | ideas 41:12, | indication | internally |
| honest 5:14 | 18 86:13 | 10:11 | 79:8 |
| 68:8 102:4 | identified | individual | international |
| honestly | 17:14 | 93:6 106:4 | 63:6 |
| 58:14 | identify | individually | interrupt |
| hope 83:25 | 87:13 | 58:22 110:4 | 45:11 85:12 |
| hoping 63:17 | imagination | individuals | intimidated |
| 83:6 | 18:1 | 4:9 17:20 | 17:13 |
| Hopping 2:4 | imagine 12:22 | 60:4 75:11 | introductions |
| horsepower | 108:20 | 92:22 | 16:22 |
| 27:16 60:17 | IMG 60:12 | indoor 36:13 | invested |
| 71:13 96:24 | 61:15 71:22 | industry | 104:22 |
| 97:6 | 72:8 98:16 | 28:25 57:1 | involve 3:12 |
| horsepowers | immersive | inevitable | involved |
| 96:22 | 57:11 | 42:2 82:13 | 18:7,9 26:22 |
| hot 83:19 | implement | inevitably | 28:23 29:24 |
| hotels 35:6 | 83:20 93:21 | 42:7 | 30:2 44:9 |
| house 85:6 | implemented | information | 69:22 72:18 |
| housed 72:2 | 94:5 | 5:6,7 22:12 | 74:23 78:7 |
| huge 25:2 | important | 23:11 52:20 | 90:11,13 |
| Humphrey 3:25 | 16:3 17:15 | 66:20 67:6 | 92:18 98:14, |
| 9:11 10:4 | 22:14 24:7 | 68:14 82:22 | 15 99:10,11 |
| 11:14 12:1 | 38:4,5 44:23 | 110:1 | 104:18 106:7, |
| 13:16 40:7 | 59:20 61:21 | injured 20:14 | 17 107:23 |
| 44:14 50:17, | 68:20,23 | innovations | 108:3,17 |
| 20 55:21 | 79:24 81:18 | 57:6 | involvement |
| 72:22 78:25 | 84:4 | input 52:21 | 29:16 45:14 |
| 81:25 82:3 | impression | inside 35:10 | 70:1 90:16 |
| 88:6 91:21 | 105:20,22 | inspector | ipads 67:9 |
| 97:15,22 98:4 | impressions | 95:21 | |
| | 103:13 | | |

| | | | |
|--|---|---|--|
| issue 50:12 67:3 90:2 105:15 | joints 51:6 | 23 28:18 | 98:19 105:23 |
| issues 29:14 32:6 36:4 48:4 51:5,23 61:13 | Jonathan 2:5 92:6,8 93:1 | 29:12,16,24 31:24 45:3,8, 13,18 47:20 48:1,6 49:13, 20 50:16 69:6,13,18 88:9,17,21 89:18,24 90:2,15 91:7 98:12,19,21 99:15,24 101:17 103:6 104:6 105:12 106:12 107:21 110:18 111:22 | leader 58:2, 12 63:1 |
| items 68:5 85:9 | Jumbo 92:11 | | leaders 57:1 58:17 |
| | jump 20:4,21 81:22 | | leadership 27:6 |
| | jumped 15:19 | | leading 77:14 |
| | | | league 20:11 49:25 61:11 65:14 73:24 78:15 86:11 99:1 108:21 |
| | K | | leagues 92:13 |
| J | keeping 5:25 83:4 96:10 | | leak 51:6 |
| Jacksonville 92:10,12,15 | Kennedy 4:7 | | learn 22:18 |
| Jaguars 36:11 | key 17:21 20:6 21:16 22:13 25:10 32:21 37:5,12 42:7 54:20 59:16,21 66:13 67:10 68:16 80:13 90:6 94:24 106:4 108:6 | | learned 14:3 37:25 59:8 93:8,9 94:8, 11,16 |
| Jere 2:3 | | L | learning 21:20 24:4 52:17 |
| JLL 47:17 49:6 | kick 84:3 | labor 19:6 27:14,15 32:13 | leave 9:3 23:13 |
| job 17:6 18:9,10,18,24 19:1,2 21:16 22:2,19 23:5 25:12 26:3,8 27:16,17 28:8,20 29:3, 4 30:5,9 32:25 36:7 40:20 41:8 46:11 49:12 50:9 53:4,22 54:2,9,11 64:3,7 72:2 83:3,4 95:4 101:24 102:3, 21 103:3 | Kim 3:25 81:24 108:6 | laborers 89:6 | Leaver 9:8 11:1 12:9,12 56:3,6,9 57:22 58:1 59:15 60:15 62:3,24 68:12 69:12,17 70:2 71:13 73:2,7 74:18 75:17 76:1,6,8,12 77:4,7,10,23, 25 78:4,12, 15,18,20,22 79:11 80:14, 16,18 81:11 82:7,15 83:11 84:12,17 86:13,16 88:4,8,15 89:2 90:19,22 94:23 95:17 98:15,20 99:22,25 |
| job-to-job 34:19 | kind 21:5 23:5 26:14 37:12,25 41:1 47:20 52:20 59:9 68:17 73:3 80:23 83:16 88:21 90:24 91:1,9 97:14 100:4 105:15 107:10 | laid 93:19 | |
| jobs 15:21 18:22 19:12 26:9,14 28:3 | kinds 32:6 | Lake 41:11 | |
| John 51:13 70:13 71:8 97:19 | knew 14:21 15:3 40:1 94:12 | Lakeland 91:10 | |
| Johnson 2:5 | knowing 42:24 | land 90:5 | |
| join 72:14 | knowledge 18:4 22:2 36:3 73:15 87:8 107:16 | landscaping 71:11 | |
| joint 36:21 46:3,21 104:10 | Koon 3:25 9:14 10:5,7, 15 11:11,20, | large 29:4 47:11 49:22, 24 69:13 99:9 104:4 | |
| | | large-scale 24:17 | |
| | | larger 14:17 | |
| | | latitude 5:17 | |
| | | law 2:4 5:3 | |
| | | Laws 2:16 | |
| | | lay 79:9 | |
| | | layperson 45:24 | |
| | | lead 29:22 36:1 58:3 69:6 72:21,23 77:12 90:24 | |

| | | | |
|---|---|--|---|
| market 73:8,9 79:4,15,23 80:4,5,6 89:8 | 42:18 77:18 88:13 | 82:10 | Myers 81:3 |
| marketplace 63:10 | menu 94:13 | Mitch 66:25 | |
| Marlow 98:22 99:18 104:23 105:2 | MEP 47:6 | mix 98:8 | <hr/> N <hr/> |
| masons 79:19 | met 2:2 | MLS 89:20 | nail 85:3 |
| matches 87:21 | Mick 65:8 77:3,11,13 90:25 | modify 3:7 | NARRATOR 56:18 |
| mats 47:14 | middle 37:8 42:20 48:10 | moment 103:15 | Nashville 89:23 |
| Mattamy 108:10 | Mike 4:6 47:17 53:23 | moments 57:12 | nation 17:10 |
| Mattamy's 105:4 | miles 54:23 | money 82:10 107:5 | nation's 57:12 |
| matter 12:14 49:10 98:6 | million 6:16 19:8 24:20 29:22 32:25 33:1 65:3 71:23 104:19 | months 66:4 | national 27:21 89:22 |
| matters 69:15 | Mine's 81:18 | morning 14:1 15:6 56:10 | nationally 33:11 |
| Mattessich 71:8 97:21,24 | minimal 19:12 | morning's 2:2 | natural 100:4 |
| meaning 84:18 91:2 | minimize 83:22 | Mortenson 46:7 | naturally 16:23 |
| means 88:24 | minimum 6:8,9 24:22 | MOSER 9:7 56:14 59:3 60:4,16 62:18 64:11 69:11 73:4 74:10, 16,19 75:6, 19,25 76:7, 11,13 78:9,11 81:12 84:3 88:18 89:3,25 90:12,16,20 91:8 92:2,15, 17,21 93:10 95:8 96:13,20 97:19 98:8,23 99:6,8 101:1 | necessarily 19:18 93:3 107:7 |
| meant 30:22 | minor 49:25 65:14 78:15 86:11 92:13 99:1 | motion 111:17 | needed 14:21, 22 30:16 |
| mechanical 34:22 51:7 | Minority 110:11,14 | mounted 96:5 | negotiate 3:9 |
| media 63:22 | minute 13:21 56:1 | mouth 80:21 | negotiating 3:13 |
| meet 6:18 35:21 | minutes 9:22 11:2,3 12:25 13:1,3,15,21 22:10 29:15 45:6,8,9 50:19 60:18 68:13 85:16 100:19 109:19 | mouthful 88:5 | Negotiation 2:24 |
| meeting 2:2, 9,11,14 3:12, 16,22 7:11,19 9:4 10:16 18:22,23 65:6 84:3 | miscellaneous 34:9 | move 17:5 27:1 67:18,24 97:24,25 109:14 | news 61:14 91:12 |
| meetings 31:3,4 72:16 | missed 97:16 110:20 | moved 96:9 111:22 | newspaper 63:16 |
| members 3:25 20:22 27:5 46:25 101:21 111:10 | mistake 82:9 | moving 35:7 109:21 | non-baseball 76:3 |
| memories 19:24 57:7 | mistakes 42:8 43:15 52:7,8 | multiple 25:15 | non- partnerships 78:21 |
| mention 81:15 107:17 | | Musco 80:7 | nonconstructio n 45:24 |
| mentioned 23:23 40:8 | | | nonnegotiable 28:7 |
| | | | north 14:5 54:23 59:1 64:2 |
| | | | note 17:7 |

| | | | |
|---|---|---|--|
| <p>notice 66:7 103:17 noticed 2:15 number 4:9 17:14 28:18 29:1 37:20 65:16 66:4 85:3,7 numbers 41:16 64:21,25 91:15</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>O'DOME 26:9 27:24 32:18 objectively 87:2 offense 54:14,19 73:18 84:8,12 86:9 offer 10:15 office 35:6 59:11 62:12, 13 77:11,17 89:25 90:1,23 91:6 99:2,8 offices 24:2 29:14 34:17 44:7 omelet 35:12 on-site 29:9 64:14 ongoing 49:16 open 7:11 10:16 18:2 50:7 opened 24:2 92:15 opening 2:18 4:24 19:20 20:7,8,23,25 operation 29:21 36:16, 19</p> | <p>Operational 96:13 operations 26:6,16 29:18,20,22 46:18 107:8 operator 94:4,9 opinion 63:1 88:1 opportunities 40:18 opportunity 14:5 22:18,24 56:11 57:4,17 59:7 63:8 65:1 101:9,10 opposite 95:17 option 7:12 89:9 options 42:21 49:7 order 2:11 3:23 54:22 org 60:16 75:13,16 organization 4:11 31:25 75:19 97:11 106:13 organizational 17:3 60:20 77:9 99:21 organizations 88:12 91:5 original 96:8,17 originally 46:12 Orioles 61:18 78:9,13 Orlando 15:15 88:19 89:7, 20,25 90:1 97:20,21 outdoor 36:13</p> | <p>outfield 20:15 48:18 outset 28:21 overcome 49:7 oversaw 71:2, 5 overseeing 70:19 overturned 5:15 Owen 51:13 owner 31:3 33:1 50:21 67:20 93:15 95:21 103:23 104:21 107:9, 14,16 108:10 owner's 93:13 owners 96:2 ownership 70:24 owns 96:18</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P's 59:23 pace 36:7,8 packages 5:7, 9 22:24 107:19 padding 20:14 paint 51:9 panel 108:5 parameters 9:1,20 10:2 Pardon 99:6 park 15:12 16:15,20 17:5,7 19:5, 13 27:6 30:5 45:14 46:3 51:12,15 52:13 53:11 60:9 61:10 69:21 71:1 74:13,21 75:7 86:11,12</p> | <p>part 19:18 22:6 23:17 34:7 36:4 40:12 42:1 45:21 46:6 50:10 51:24 54:4 80:6 81:9 92:20 95:3 96:20,22 102:19 106:2, 4 participate 9:16 participation 62:24 103:18 parties 21:21 52:19 partner 2:5 14:21,22 15:1,13 19:5 21:23 26:13 45:22 46:1,6, 21 53:11 partnered 15:23 70:13 partnering 45:21 partners 15:18 39:3 46:13 partners' 24:24 partnership 36:21,22,23, 24 42:15 58:10,11 59:22 partnerships 57:4 68:25 parts 77:6 pass 47:14 passed 53:23 passion 57:2 59:23,24 68:21 passionate 18:12 50:25 57:18 60:2</p> |
|---|---|---|--|

| | | | |
|--|---|---|---|
| past 31:17 71:22 111:5 | 12:3 13:13, 15,17 30:6, 11,13,15,18, 21,25 31:7, 10,23 33:4,7, 12,17,20,23, 25 34:5,12,17 35:1,10,17 36:18,24 38:6,9,13,20, 24 39:5,10, 13,18,25 41:21,24 42:23 43:15, 20 44:11,17, 21 45:1 54:10,14 55:5,8,22 72:20,23 73:3,5,17 74:6,11,17,24 75:15,18,22 76:2,10,20 77:1,18,24 78:3,5,10,14, 17,19,21,23 79:2 80:12, 15,17 81:7,15 82:1,4,8 84:5,14 85:17,21,25 86:8,15 88:3, 5,7 91:25 92:14,16,20 93:7,23 94:11 95:16 96:7,14 102:10 107:1 111:25 | person 26:19 29:9,22 58:4 80:1 105:10 108:24 109:6, 19 personalities 54:17 personally 49:17 61:23 92:6 95:20 104:22 persons 5:16 perspective 83:6 87:1 Peter 59:11 86:24 phase 21:7,18 22:23 76:24 Philips 92:17 phone 80:22, 23 105:9 109:1 phones 4:19 photos 95:24 pick 109:1 picking 102:1 picture 67:4 pie 64:16 piece 47:2 74:20 91:3 100:11 108:12 pile 102:23 pitch 19:16 20:8 28:10 54:8 pitchers 95:1 place 38:14 39:19 41:10 47:14 48:19 87:19 94:7 98:5 places 26:4 plan 22:11 39:13 50:21 66:21 83:16 93:22 | planning 77:25 78:3,4 97:22 plate 25:12 48:16,24 play 79:25 played 47:2 56:17 player 20:14 players 96:17 playing 42:5 pleasure 8:11 plumbing 34:23 point 3:12 5:24 7:8 8:5, 9 11:5,13 17:16 41:11 50:2 55:8 58:4 87:16, 17,18 89:13 95:10 103:1 109:8,14 pointed 51:14 points 22:14 111:12,13 pollen 20:23 21:2 ponding 51:1, 4 ponies 16:11 pool 72:1 Port 14:6 59:1 portion 9:4 47:11 powered 57:2 powerful 58:21 PR 63:23 64:8,9 practical 110:16 pre-con 22:11,23 30:3,25 31:1 43:3,16 47:1, |
| pastime 57:15 | | | |
| paths 27:19 | | | |
| Paulson 26:15 30:12,14 | | | |
| pause 23:7 | | | |
| pay 39:3 67:2 | | | |
| paying 13:16 | | | |
| pebbles 102:24 | | | |
| Pendulum 65:12,24 92:1,2,3,8 | | | |
| people 8:25 9:2 10:2 17:2,14,21 19:17 27:22 29:3,6 32:2, 6,16,23 33:22 34:16 37:2 39:17 40:2,5 44:2 54:16,20 55:1 56:18 57:3,4,5,9,18 59:17,18,19 63:11 68:18 69:15,24 70:3 73:19,22 76:25 77:5,20 79:5,25 80:9 84:18 92:24 97:9,12 99:10,20 103:4 104:25 105:23 106:7 108:7,16 | | | |
| percent 16:2 30:3 46:7,8, 9,10,22 106:21 | perfectly 102:10 | | |
| percentage 45:25 46:7 | performance 39:4 72:2 | | |
| percentages 24:21 | performing 57:2 | | |
| Perestuk 4:1 9:5,10 11:6, 10,19,21,24 | period 44:20 50:11 100:14 | | |
| | permission 98:2 | | |

| | | | |
|---|--|--|--|
| <p>3 76:24 77:1, 8,10 90:6,9, 17,22 106:8</p> <p>pre- construction 18:10 21:7, 11,15,18,24 23:14,24 44:2 52:1 59:19 60:6 72:18 79:12 91:6, 11,16 98:17 99:1,4</p> <p>precast 71:3, 10</p> <p>prefer 41:22</p> <p>preference 9:12 12:6 89:12</p> <p>preferred 11:22</p> <p>prejudice 10:23</p> <p>preliminarily 6:17</p> <p>preliminary 6:21 67:13</p> <p>Premier 98:17</p> <p>prepared 25:10</p> <p>present 12:22 56:12 59:13 69:8</p> <p>presentation 7:1 8:17,20, 22 9:9,22 10:12 11:3, 16,17,18 13:23 16:23 53:10 55:14, 25 58:3 82:25 104:11,23 106:23 107:22</p> <p>presentations 5:2 6:25 7:3, 14 9:19 101:9 102:5 103:8, 12,20 104:14</p> | <p>106:3</p> <p>presenting 103:11 105:1</p> <p>president 14:2 15:7 26:25 86:24 104:20</p> <p>pressure 23:2</p> <p>pretty 3:21 17:18 21:1 28:20 37:19 58:11 63:8,13 96:4</p> <p>previous 110:19</p> <p>previously 6:14</p> <p>price 3:10,13 5:19 43:13</p> <p>priced 53:5</p> <p>pricing 23:4, 6,7 24:10 42:18 64:4 65:4 86:20</p> <p>primarily 39:8,14 105:3</p> <p>principal 16:17 31:12 46:20 53:12 58:1</p> <p>prior 67:23 92:7</p> <p>priorities 103:24</p> <p>priority 50:22</p> <p>private 52:14</p> <p>privately 16:1</p> <p>privilege 72:7</p> <p>proactive 64:19 80:24 81:2</p> <p>problem 42:1 105:24 109:2</p> | <p>problems 26:20 35:11 48:1 96:9,11, 12 106:20</p> <p>proceed 13:9, 20 55:20 56:8 83:17 101:11 109:21 111:20</p> <p>process 2:19, 23,25 5:1 8:8 21:7 23:1 42:2 43:3 44:9 47:1,3 50:22 66:11 72:18 81:23 83:8 85:10 86:10 90:7,10 95:8 101:15 110:9 111:21</p> <p>processes 14:23 21:13 36:4</p> <p>product 22:2</p> <p>products 16:6 79:13</p> <p>professional 29:1 56:24 103:8</p> <p>professionals 23:24</p> <p>program 14:8 47:15,17 65:6 83:15,21 86:19</p> <p>programming 97:5</p> <p>progress 9:25</p> <p>project 14:9, 11,15,20,24 15:5 16:12, 14,16,19 17:1,5,15,21, 24,25 18:6,7, 9,15,20 19:9 20:1 21:17 22:6 23:25 24:15 25:1,8 26:16,21</p> | <p>28:22 29:9, 19,25 32:9 42:3,12 43:18 45:14,23 46:13 47:9, 17,19,23 48:6 50:3,4,8,15 58:5,23,24 59:4,11,14 60:6 61:1,25 62:9,15,16 63:19 64:6,14 65:10 67:13, 15 68:6,22 69:16,23,25 70:4,10,15, 17,19 71:1,5, 6,12,21 73:16,20,23 74:2 76:14,18 81:9 82:5,14, 19 87:12,14, 20 88:22 89:5 91:20 92:25 93:5 97:3,10, 12,23 99:11, 14,25 104:8, 22 105:23 106:14 108:3, 13,16,17,20, 23</p> <p>projecting 80:24</p> <p>projects 14:12 24:9,17 44:13 49:14, 23,24 56:18 57:24 65:3 79:6,7 92:23 94:16,25 95:20 98:13 99:3,13 104:4 107:23 108:22</p> <p>Proof 3:23</p> <p>property 108:10</p> <p>proposal 109:5 110:17</p> |
|---|--|--|--|

| | | | |
|--|---|--|--|
| proposals 3:2,5 5:8 101:10,12 102:5 103:19 110:15 | 83:6 92:2 97:6 | quote 47:13 | reasonable 5:16 |
| propose 107:20 | putting 17:23 42:10 75:8 97:12 | <hr/> R <hr/> | reasons 53:13 108:5 |
| proposing 107:4 | <hr/> Q <hr/> | rail 20:13 | rebut 10:22 |
| proud 15:17 17:12 47:8 60:23 61:23 | qualifications 3:15 5:6 109:25 | rains 49:10 | receive 7:5 |
| proven 18:21 24:14 27:8 108:1 | qualified 80:2 | raise 70:5 | received 111:9 |
| provide 3:1 46:13 58:25 95:24 111:2 | qualify 6:10 58:23 | raised 99:17, 19 | recent 67:16 |
| provided 19:6 | quality 64:6 | ran 29:21 36:2 46:17 47:6 48:9,21 | recess 6:6 13:6 55:17 100:18,21 101:2 |
| providing 46:10 93:14 | question 6:5 10:5 40:7 41:6 44:18 45:2,18,22 49:13 69:10 70:2 75:10,23 82:2 88:3 90:8 98:21 107:3,24 110:18 | Randy 51:14 | recognize 57:5 |
| public 5:11, 13,24 7:11,19 10:16 101:10 109:12 | questioned 104:15 | range 24:19 | recognizing 103:24 |
| publically 2:14 9:16 | questions 7:7 8:9,16 10:18, 21 11:25 27:1 28:19 30:7 37:20 44:24 50:19 55:10 58:7,9 60:19, 22 68:16 79:1 88:6 91:22,23 100:15 110:8 | rank 3:4 7:5 101:12 | recommend 46:4 |
| Publication 2:13 3:23 | quick 25:7 26:24 54:21 60:14 67:13, 18 93:7 | ranked 3:9 111:15,16 | recommendation 3:5,7,18 7:5 101:13 111:19 |
| pull 35:21 37:1 | quickly 14:9, 16 58:12 83:15 84:2 | ranking 109:10,16 110:6,8 111:18,20 | reconvene 100:19 101:5 |
| pulse 83:4 | quit 32:7 | reach 102:23 | record 4:14, 17 5:25 6:1,3 9:17 18:21 27:8 37:19 |
| punch 19:12 | quorum 4:21 | reached 100:13 | Red 99:9 |
| purpose 2:9 | | reaction 86:3 | regard 110:18 |
| purposes 4:23 85:12 110:16 | | read 3:23 | region 14:18 80:2 88:20 |
| pursuant 2:15,19 | | ready 4:22 12:22 13:7,9 17:5 19:15 52:25 55:19 68:8 | regional 15:7 27:21 87:8 |
| pursue 14:20 | | real 25:7,8 44:17 66:20 67:5 82:22 95:1 | reiterate 68:17 |
| push 5:22 19:1 95:3,4 | | real-time 23:4 42:18 | reiterating 5:19 |
| pushing 95:15 103:17 | | reality 14:16 37:17 | reject 3:7 |
| put 28:7 57:17 58:16 61:6 79:25 80:1 82:24 | | realize 53:25 57:5 | related 8:17 39:6 |
| | | realized 14:9 58:22 | relations 93:6 |
| | | reason 42:11 58:16 98:25 | relationship 22:4 38:3 43:6 61:22 62:1,3,5 |

| | | | |
|---|--|---|--|
| 84:7,17 86:3 107:13 | research 14:25 | result 29:2 | 91:6 |
| relationships 18:5 24:5 37:6 53:21,24 55:2 59:10 77:19 | resequenced 49:6 | results 24:15,16 86:21 | rundown 82:11 |
| relative 50:23 | resident 97:20 | resumés 17:19 92:24 | running 47:10 72:11 77:1 90:8,12 91:1 106:20 |
| release 22:24 | residential 90:4 | retain 2:21 | rush 13:8 42:12 |
| releasing 107:18 | resolve 51:5 | review 3:4,20 5:6 | |
| relevant 81:22 99:13 | resort-style 72:1 | reviewed 6:17 102:4 | <hr/> s <hr/> |
| reliable 22:8 | resources 14:20,22 15:20 16:25 18:6 19:9,11, 14,25 21:24 26:7,11 27:11,12,13, 20 32:8 35:20 38:25 43:4 50:15 73:1 89:15 91:4,14 98:11 105:25 | RFP 47:14 RFQ 5:9,20 6:9 | Safe 28:13 Sams 2:4 Sarasota 6:13 15:15,19,21 24:13,14 34:4 59:1,25 73:14 77:11,17 88:15 90:23 108:8 110:22 |
| relocate 48:12 | respect 7:13 14:19 | ringing 105:9 | sat 53:9 97:2 |
| remain 10:24 | respected 28:24 | risk 2:22 82:6 | satisfied 107:9 |
| remember 27:1 47:16 | respective 88:12 | Road 98:18 | save 40:25 107:5 |
| removing 20:13 | respond 108:18 | Rob 26:24 | scape 71:11 |
| renovation 36:11,13 | Respondent 3:10 | Robbie 21:8 23:18,21 25:6 | scared 53:13 |
| repeat 16:2 | Respondents 3:1,15 6:10, 18 12:6 110:7 | robust 97:11 | schedule 13:18 15:10 17:18 19:1 23:2,12 28:12 33:2 35:21 43:18 49:5,10 67:11,12,13 95:3,4 |
| replacing 20:13 | response 3:2 4:10 7:9 8:6 10:20 55:12 107:3 109:20 | rock 48:11 | scheduled 14:13 24:18 25:9 97:1 |
| report 83:3 | responses 6:17 | role 23:21 39:23 46:14 47:3,8 75:10 | schedules 18:23 80:24 |
| reporter 4:4 5:25 | responsibiliti es 93:13,16 | rolled 35:12 66:17 | schematics 83:1 |
| represent 17:22 24:21 | responsibility 39:23 | roof 71:4 | Schneiders 51:14 |
| represented 105:19 | rest 3:11 97:18 | room 2:3 7:14,21,22,23 9:18 53:10 68:18 71:14 73:19 84:13 96:23 97:9 99:22 100:10 105:1 | school 63:12 |
| representing 108:7 | | rooms 66:21 85:8 | scope 19:18 20:2 64:17 |
| reps 80:7,8 | | roughly 32:12,25 80:16 100:5,9 108:12 | |
| reputation 28:6 56:25 | | run 16:1 33:10 39:5 42:21 53:6 79:9 90:22,23 | |
| Request 109:25 | | | |
| requested 20:6 | | | |
| required 6:11 | | | |
| requirements 6:8,9 | | | |

| | | | |
|---|--|--|--|
| 70:20 71:17 87:21 score 3:4 5:8 101:12 110:1, 4 scoreboards 76:16 scored 111:12,13 scoring 4:25 5:4,18 109:10,15,22, 23 110:8 111:9 Scott 70:18 93:24 94:2 98:2 seamless 21:18 season 37:8 seating 51:3 70:11 seats 20:24 65:16 Section 2:20 sees 41:4 selected 18:20 self-perform 33:4,13 34:9, 19 35:19 36:5 47:22 81:8 88:25 104:17 105:15 self-performed 19:7 36:14 40:5 send 36:1 66:7 67:5 senior 23:22 47:5,7 70:25 97:9 sense 62:21 64:5 91:15 100:4 separate 77:12 | separately 59:5 78:19,20 103:9 serve 4:2 110:6 serves 2:5 29:6 service 29:2 47:11 70:20 76:17 services 2:22 4:6 94:3 session 7:13 8:3 85:13 sessions 7:1 8:12,17 13:10,24 14:1,2 34:2,7 36:23 39:1,8, 11 44:7 set 2:23 5:9 7:15 9:1,20 10:1 12:22,25 14:16 43:13 46:12,24 66:17 67:20, 25 83:1 109:24 setting 82:18 103:23 share 102:9 shareholders 105:5 sharing 92:5 sheet 4:15 sheets 44:15 109:23 111:10 short 58:7 68:13 100:18 102:15 Shortall 72:6 show 16:11 22:17 57:22 79:10 104:21 shows 2:14 67:14 Shrimp 92:11 | side 31:5 32:12,14 52:6 62:25 65:9 78:10 80:20 93:16,19 105:7 106:6 sideways 32:5 88:23 104:16 108:19 Siegert 64:13 71:19,21 72:17 74:4,7 75:5 76:4 77:2,8 78:2 80:19 85:18, 23 86:7,18 95:19 96:19 99:20 sign 4:16 20:6 94:21 sign-in 4:15 signage 70:21 signed 4:12 95:22 significant 14:9 39:12 87:6,25 88:1 94:18 similar 26:10 52:15 61:12 65:3,15 82:19 similarities 15:2 simply 3:14 simultaneously 23:9 83:8 single 58:4 87:13 sir 12:18 30:14 33:6,24 35:9,16 38:12 105:11 sit 3:3 site 18:3 22:25 25:25 29:20 33:15 46:17 47:2 58:4 65:21 | 72:16 75:14, 21 95:22 sitting 7:25 23:5 38:10 size 65:14 108:22 skilled 27:14,15 skin 42:21 71:2 73:25 79:17 slab 94:1 slid 28:11 slide 60:23 61:1 92:2 slope 51:2 slow 15:8,9 slowed 48:23 Slugger 92:7, 10 smart 66:20 Smith 14:2,17 15:24 21:25 32:15 34:2 43:7 44:6 45:21 104:12 105:8 107:18 smooth 90:17 snuff 105:6 social 63:22 Sole 78:21 soliciting 5:12 solutions 41:14,16 solve 54:21 solving 26:20 sooner 61:7 sort 11:14,17 29:7 42:6 45:24 49:15 67:21 69:19 84:6 88:11 104:10 sounded 29:8 sounds 89:22 105:2 |
|---|--|--|--|

| | | | |
|---|--|---|---|
| source 78:21 79:8 | 98:17 106:18 | 65:22 66:9 | stepping 8:25 46:14 |
| sources 111:3 | sports-driven 50:4 | Stantec 4:7 | Steve 62:13 65:2 67:2 83:4 84:19,23 85:19 |
| south 46:8 64:1 | sports-related 62:8 98:13 | stars 63:5 | stick 96:8 |
| southeast 33:11 88:19 | spot 48:11 54:20 | start 11:3 13:11 25:22 28:16 40:17 48:14,15,17, 25 56:13 58:1 68:17 70:17 71:7,25 72:24 87:11,16 102:1 | stole 82:9 88:8 |
| Southwest 63:2 | spotless 20:25 | started 2:18 15:18 17:8,11 22:1 23:1 50:5 98:25 | stories 47:21 |
| space 8:1 68:2 72:3 | spring 14:4 15:14 16:5 50:1 57:19 61:9,13,18,20 65:15 67:17, 23 68:3 73:9 78:6 93:8 98:24 | starting 25:11 50:9 67:23 75:5 82:15 87:16 | story 32:20 |
| spaces 67:22 | sprinkler 34:24 | starts 21:6 50:10 | straight 70:8 |
| Spanish 35:12 | square 19:8 72:3 | state 6:11,13 15:16 23:24 32:3,16 34:18 47:4 98:17 105:17 106:8 108:7 | straightforward 3:22 |
| speak 69:18 88:25 89:2 | stadium 58:19 61:16 62:19, 22 65:12,19, 25 70:9 71:9, 14 72:5 76:7, 9,15 77:14 87:4,24 89:20 91:3 92:5 100:8,11 106:20 | statute 2:25 | strengths 54:18 |
| speaks 61:24 | stadiums 65:14,15 70:8 | Statutes 2:17,20 | stretch 18:1 |
| Special 4:5 | staff 4:8 6:4,17 31:3 70:4 111:18 | stay 10:18 15:9 31:20 | stretched 50:11 |
| specialist 70:9 | staffing 46:11 | staying 90:3, 4 | strive 57:3 |
| specialty 70:15 76:16 | stage 3:8 | Steel 33:14 | strong 22:4 |
| specific 11:15,16 | stakeholders 26:22 66:8 | steer 83:25 | stronger 58:24 |
| specifically 63:3 67:16 84:18 108:17 | standing 6:12 109:2 | Stelljes 70:25 76:22 77:5 | structural 47:3 51:17 70:10 |
| spectator 6:15 | standpoint 17:8,11 18:16 21:11 23:14 49:18,19 50:14 52:1 | step 3:1,13 7:15,18 8:2 9:6,7,8 10:11 111:21 | structure 9:4 11:9 25:21 47:6 48:17 50:8 64:18 70:11 76:14 |
| spend 16:21 43:22 60:18 87:19 | | step-for-step 53:17,20 | struggling 20:3 |
| spending 46:22 | | stepped 46:11 51:11 | student 71:24 |
| spent 59:3,10 103:7 | | | study 92:3 |
| spine 25:12 48:16 | | | stuff 63:14 96:14 97:14 103:5 |
| split 100:1 106:19 | | | stumble 103:4 |
| sport 6:15 92:18 | | | style 65:20 |
| sports 50:6 56:20 57:19 58:13,17 63:1 70:9 71:23 80:4,6,8 87:4,9,25 | | | subcontractor 20:2 63:25 73:10 80:20 |
| | | | subcontractors 24:6,12 39:2 63:10 80:2 87:8 89:11,13 |

| | | | |
|---|--|---|---|
| subs 23:18 32:21 35:14, 15 79:7 81:5 95:10 | superintendent 36:2 47:7 71:9 72:7 | talking 16:21 27:12,14 36:10 40:12 68:24 | 11,19,20,23 68:6 69:25 72:14 75:8 76:23 77:14 82:17 92:11 94:24 95:6 96:8,21 97:6, 18 99:15 101:24 103:21,25 104:3,5 106:4 107:12,18,20 |
| success 18:6 20:20 21:4,6, 17 25:2 30:4 54:4 108:6 | superintendent s 66:21 | tally 111:7 | team's 103:22 107:25 |
| successful 18:7 19:20 23:25 26:21 68:7 69:1 86:22 91:20 | supervision 27:13 89:7 | tallying 111:6 | teamed 39:9, 10 |
| successfully 14:24 15:4 20:5 | supplement 89:16 | Tampa 89:6 | teaming 15:4 |
| suddenly 32:7 | suppliers 24:6,12 39:3 | tan 102:25 | teams 4:10 46:25 56:24 57:2 59:7 77:12 |
| suggested 98:7 | support 77:15 | Tandem 56:15, 23 57:14,19, 24 58:2,15,17 69:3 72:23 75:20,23 80:14 86:24 97:17 98:12 99:16 103:22 105:3,16 111:12 | teamwork 42:6 |
| suited 21:22 | supposed 5:5 46:13 52:18 | Tandem's 61:14 | telling 53:18 |
| summarize 22:13 | Supreme 5:10 | Tandem/barton 104:23 111:13,15 | tend 84:9 106:25 |
| summarized 21:5 | surcharge 48:22 | target 22:20 40:17 | term 41:3 102:13 |
| Sunday 38:22, 23 | surface 96:5 | Taylor 12:14, 19 26:23,24 29:21 30:2,24 31:1,8 32:10 35:22 45:16 46:2 47:10 49:18,22 51:24 53:6 54:12 55:3,7, 9 105:8,11 106:11 | terms 3:10, 14,21 5:2,21 6:8,20 8:12 9:19,24 87:4, 22 104:6,7 106:4,6 107:22 |
| Suns 92:12 | surprises 21:19 | team 8:19,21, 22 16:10 18:14,20,21 20:22 23:22 24:25 27:3,22 28:7 31:3 37:2 38:24 39:14,23 44:10 57:14 58:2,21 60:13 61:19 62:5, | terrific 82:2 |
| Sunshine 2:16 7:12 8:15 9:11 | swift 21:17 | | thing 2:10 17:7,17 23:3, 13 27:10,25 36:9,12 37:25 42:8 50:13 52:12 55:2 58:10 63:15 67:10,21 72:17 76:22 79:3,11,22 84:6,25 86:23 87:7 93:15,17 94:15 95:13 |
| Suntrust 15:12 16:15, 20 17:5,7 19:5,13 27:6, 24 29:17 30:5 35:25 45:14, 23 46:3 47:24,25 48:2 51:12,15 52:13 53:11 60:9 61:10 69:21 71:1 74:13,21 75:7 81:13 93:25 94:3 | systems 40:22,25 76:16 | | |
| Superintendant 70:10 | table 60:18 64:5 | | |
| | tail 23:2 | | |
| | takes 27:16 | | |
| | taking 105:22 | | |
| | talk 5:1 15:8 16:24 19:4 21:12 23:18 25:4 40:4 52:24 60:10 61:8 63:20 66:14 67:12 74:19 78:23 90:10 93:1 109:9 | | |
| | talked 22:3 27:10 69:20 87:15 89:9 97:3 105:14 107:18 | | |
| | T | | |

| | | | |
|---|--|--|---|
| 100:6 101:21 104:15 107:8 things 9:2 18:12 19:17 20:13,20 22:15,25 27:2 32:5 39:6 40:21 41:1 42:16 48:8 50:24,25 51:9,10,14,18 59:15,21 63:7,22 66:13,24 68:16 70:14 71:5 76:3 79:5,20 81:19 82:24 84:11 85:7 87:1,15 88:9 93:9 95:19 96:5 97:13 104:16 105:5 108:4, 19,23 thinking 11:14,19 15:18 42:17 THORNTON 65:8 89:19 90:1 thought 11:10 14:4 25:9 44:14 73:7 82:1 101:7 109:11 thoughts 6:25 103:13 thousand 102:24 three-and-a- half 83:2 three-year 50:11 thrilled 37:21 through-wall 20:15 throw 41:12 69:20 83:9 | 91:17 tied 50:8 Tigers 61:18 67:17 78:9, 11,12 tight 25:8 tile 32:22 33:15 Tiltwall 79:16 Tim 15:6 23:23 32:11 61:17 67:11 68:12 98:25 time 3:20 5:23 9:1,20 10:2 14:13,15 16:21 17:8,9, 10,16 19:3 20:8 21:19,20 22:13,21 25:20,22,23 26:3,5,17 27:19 33:3 35:21 37:9, 11,19 38:18, 20 40:14,19, 21 41:18 43:8,12,23 44:4,8,11,24, 25 46:22 49:3,8 50:17 53:7 58:7 59:3,10 65:6 66:20 67:5,19 68:9,13 72:11 75:16 81:18 82:10,21,22 85:13 90:25 91:9 92:19 94:5 96:3 97:2 101:5,13 102:15,16 103:7 timers 9:23 times 82:22 timing 89:10 | today 2:8 3:21 4:14 5:8,22 6:1,2 18:3 27:9 28:2,23 49:16 53:18 54:6 56:12 58:3,6, 14,20 66:10 69:4,8,22 70:3 99:22 103:11 105:1, 19 today's 3:12, 15 told 53:14 tomorrow 75:5 torn 102:6 total 36:13 111:12 totality 106:16 totally 52:2 totals 111:11 touch 19:21 23:3 60:13 touched 88:21 90:2 tough 18:19 27:17 102:21 towers 76:4 track 18:21 23:12 27:8 40:16 66:10 84:7 90:3 96:21 trade 24:24 trades 33:20, 21 34:6 traditional 76:2 training 14:4 15:14 16:6 50:1 57:19 61:9,13,18,20 65:15 67:17, 23 68:3 73:9 78:7 93:8 98:24 | transform 57:6 transition 90:18 transparency 66:15 transparent 52:2,10 travel 34:18 70:15 treat 39:3 treating 76:18 tremendous 27:7 trenches 26:19 trend 66:6 Triple-a 92:4 triumph 57:5 trouble 35:17 79:7,9 trucks 67:24 true 18:25 trust 54:19 81:6 tune 86:1 tunnel 49:2 tunnels 76:4 turn 4:19 16:10 21:12 26:12 101:19, 23 108:18 Turner 51:13 two-step 2:25 type 22:3 29:2 32:15 41:8 76:2 types 20:20 28:3 79:20 82:19 100:3 typical 14:10 typically 43:21 67:24 |
|---|--|--|---|

| U | V | W | |
|--|---|---|--|
| ultimately 3:6 91:5 94:6 | VA 41:21 42:9 81:23 | wall 20:17 71:11 | white 102:24 |
| underground 34:23 | values 15:25 | walls 49:1 51:9 | wide 5:11 18:2 50:7 |
| understand 31:24 32:7 40:15 43:2 45:13,24 49:9 52:23 64:17 68:20 73:10 88:11 93:14, 15 | VE 40:19 41:22 | wanted 45:1 86:2 88:10 109:13 | wife 98:3 |
| understanding 10:13 61:15 | vein 29:7 | wanting 38:11 | wildlife 57:12 |
| undertaken 2:19 | vendors 23:18 | warriors 57:8 | Willis 14:2, 17 15:24 21:25 32:14 33:17 34:1,2 35:2 38:24 39:14 43:7 44:5 45:21 104:3,12 105:7 107:18 |
| undertaking 14:10 | venture 36:21 46:3,21 104:10 | watch 56:13 | window 4:16 62:13 |
| underway 43:11 | verbal 7:9 8:6 55:12 109:20 | watching 56:14 | Wings 99:9 |
| union 71:24 | versus 45:25 90:12 | water 51:1 | wiping 20:23 21:2 |
| unique 35:3 65:20 | vetting 86:21 | waterproofing 93:11,12 | wit 61:17 |
| uniquely 21:22 82:16 | video 56:13, 17 57:21 59:16 107:24 | ways 8:19 48:16 66:16 84:10 | wonderful 14:5 |
| universities 56:24 | view 10:23 11:13 | we '54 86:11 | wondering 63:13 |
| University 32:18 | viewed 106:16 | weaknesses 54:18 | wondering 63:13 |
| unlimited 16:24 19:25 | Village 101:6 | week 18:18 29:11 30:23 31:21,22 66:5 | Wood 33:15 |
| unmatched 24:10 | Villages 2:6 58:25 104:1 108:13 | weekend 105:5 | word 53:16 80:20 |
| update 66:5 82:25 | visit 98:5 | weekly 30:17, 19,21 31:2 82:25 | words 59:17 |
| upstairs 85:20 | volume 110:19 | weeks 20:7 83:2 | work 5:1 16:2,11 18:14 20:2 21:10 22:25 26:1,4 28:4,5,8 33:15 34:19 36:5 39:24 48:19,25 52:18 55:7 57:18 61:14 64:17 65:2,23 66:24 68:6,8 69:16 70:20 71:17 73:13 79:23 89:13, 17,20,22 91:19 97:25 106:8 110:19, 21,23 111:2,4 |
| user 40:23 41:4 86:19 | voluntarily 7:15 | weighing 107:14 | |
| users 65:6 | vote 101:22 | weights 109:23 | |
| utilities 33:16 | | weird 43:1 | |
| utility 34:24 | | well-known 28:24 69:9 | |
| | | well-respected 69:9 | |
| | | West 2:6 58:25 101:6 104:1 108:13 | |
| | | whatnot 5:2 65:18 83:25 | |
| | | whichever 101:22 | |

worked 6:15
18:10 49:5
51:16 69:22,
25 70:3,13
72:8 78:12,
14,15 82:17
89:7 92:6,9
97:17
workers 89:4
working 18:22
19:2 22:1,4
24:3 25:2,15
59:9 62:6,8,
15 65:8,11
68:19 71:15,
22 72:7 84:5
85:2 86:21
97:12 99:9,15
103:23 108:8
workloads
81:5
workmanship
24:9
works 13:13
41:12 99:16
world 65:25
worries 54:15
worry 96:11
worse 48:11
worst 42:8
worth 5:19
6:16 17:22
33:1 71:23
wow 66:4
wrap 26:23
wrong 84:20
93:9

Y

y'all 2:3
8:13 9:24
11:4 12:21
13:8 21:19
22:8 23:10
28:17 44:12,
22 45:4 50:19
53:14 55:15,

24 56:1 85:15
90:10 101:19
102:14 109:12
111:8
year 24:19
49:23
years 24:3,6
26:13 28:25
31:17 39:1
46:23 53:8,9
56:19 60:10
61:25 62:1,7,
10 63:16
66:23 71:22
72:8
you-all 2:8
5:17 9:20
10:9 12:16
13:7 39:15
55:16 109:22
Yup 55:21
60:15 81:11

Z

ZEVAS 25:6
30:10 34:16,
18 35:9,16
38:18
zone 36:14