



April 10, 2026

Peter Woodford
Senior Project Manager
Office of Leasing and State Office Planning
Division of Capital Asset Management & Maintenance
One Ashburton Place, 15th Floor
Boston, MA 02108

RE: Clarification Response for Springfield Regional Justice Center RFP, Project File #: 202410900

Dear Mr. Woodford:

Thank you for the opportunity to provide clarification regarding the USPB JV, LLC (USPB) proposal for the Springfield Regional Justice Center. Below are our responses to the clarification points from your letter dated April 6:

- ***Please provide additional detail on the development team's experience, specifically:***
 - *Leggat McCall Properties' experience, if any, with courthouse projects and how they differ from other project types*
 - *Experience developing projects of similar scale, including examples*

Answer:

We chose Leggat McCall Properties (LMP) because of their proven collaboration over many years and across many successful projects with Elkus Manfredi (design architect), Suffolk Construction (general contractor), and JLL (finance). Our intention all along has been to have an on-site project manager with deep, credentialed courthouse experience that would be vetted and approved by Suffolk Construction, Elkus Manfredi, and HDR. We have tasked LMP to provide that team as part of this project.

Although LMP has not served as the project manager for a courthouse, it has acted as a developer or project manager on dozens of high-profile, large-scale urban projects for major institutional clients across Massachusetts. These projects involved complex sites, multiple stakeholders, rigorous public-sector oversight, and heightened requirements for security, design specificity, schedule certainty, and cost control. Collectively, they required many of the same core project management competencies that are critical to the successful delivery of the Springfield Regional Justice Center.

In total, LMP has led more than 40 projects with individual project costs ranging from \$100 million to \$2 billion, including 20 projects exceeding \$250 million. Collectively, these projects demonstrate LMP's experience managing large, technically complex programs with demanding schedule, budget, and coordination requirements. A representative selection of

projects, encompassing a wide range of complex uses, is summarized below, with supporting building data and illustrations provided in Exhibit A.

1. Academic

- a. The EXP Science Complex for Northeastern University: \$400M state-of-the-art science building in 2023 (Project Manager)
- b. The Paulson School of Engineering & Applied Sciences for Harvard University: \$700M state-of-the-art science building in 2020 (Project Manager)

2. Healthcare

- a. The Ragon Building for Mass General Hospital: Over \$2 Billion, under construction (Project Manager)
- b. The Future Cancer Hospital for Dana Farber: Over \$1.5 Billion, under construction (Advisor and Project Manager)
- c. The Klarman Building (Hospital) for Beth Israel Deaconess Medical Center: \$600M in 2022 (Project Manager)
- d. The Hale Building for Brigham & Women's Hospital: \$450M in 2016 (Project Manager)
- e. The Lunder Building for Mass General Hospital: \$600M in 2011 (Project Manager)
- f. The Shapiro Cardiovascular Building for Brigham & Women's Hospital: \$300M in 2009 (Project Manager)

3. Commercial

- a. Novartis' U.S. Research Headquarters in Cambridge, MA: Multi-phased project comprised of a \$500M+ component in the early 2000s and a subsequent \$700M component in 2015 (Project Manager)
- b. Vertex Pharmaceuticals Headquarters and CGMP in South Boston, MA: \$500M+ combination of projects completed in the early 2010s (Project Manager)
- c. 40 Thorndike in Cambridge, MA: \$500M conversion of the Middlesex Courthouse and Jail Complex into a mixed-use (office, retail, and residential) complex in 2025 (General Partner, Developer, and Project Manager)
- d. 101 South Street in Somerville, MA: \$275M lab building built and sold in 2022 (General Partner, Developer, and Project Manager)

4. Other

- a. NewBridge on the Charles in Dedham, MA for Hebrew Senior Life: \$500M senior living community including a 200 bed-licensed hospital and a K-8 school completed in 2010 (Project Manager)
- b. The Smith Residences in the South End of Boston, MA: 650-unit, \$500M phased project completed in 2022 (Developer and Project Manager)
- c. City Square in Worcester, MA for Hanover Insurance: \$300M, 2M SF mixed-use (office, hotel, resident, and parking) project on 20-acres in downtown Worcester that redeveloped the former Galleria Mall and infrastructure to enliven the area and restore neighborhood connectivity, completed in 2019 (Developer and Project Manager)

- d. Battery Wharf Hotel and Condominiums in Boston, MA: \$275M mixed-use project completed in 2011 in Boston's North End Waterfront (Project Manager)

LMP has also completed many civic and cultural projects, including:

- a. 20+ capital improvement projects for existing buildings and structures at Massport: projects range from under \$500k to over \$40M, representing an aggregate value of over \$100M of work for a public entity with very stringent security, technical, and jurisdictional protocols since 2024 (Project Manager)
- b. Comprehensive reconstruction of the Huntington Theatre in Boston: \$50M+, 110-year-old historic theatre, since 2016 (ongoing) (Advisor and Project Manager)
- c. Comprehensive reconstruction of the Colonial Theatre in Boston: A 120-year-old historic theatre, completed in 2018 (Project Manager)
- d. Interior and exterior restoration of the historic Trinity Church in the City of Boston: \$50M+ project completed in the mid-2000s (Project Manager)

We also note that Leggat McCall Properties has been retained solely in an owner's project management capacity and does not hold an equity interest in the project. LMP has been engaged by USPB to serve as the single point of accountability for day-to-day project management, overseeing delivery of the Springfield Regional Justice Center on schedule and within the approved budget, and in compliance with all DCAMM requirements and applicable plans, specifications, and contractual obligations. In this role, LMP will coordinate and integrate the work of the full project team, ensuring seamless collaboration among key participants, including HDR as architect of record, who brings extensive courthouse-specific expertise.

Overall, we believe this team brings a complementary and well-integrated set of capabilities aligned with the successful delivery of the Springfield Regional Justice Center. We welcome the opportunity to address any questions or discuss any aspect of the team in greater detail.

It is also worth noting that Tom Dennis, a principal on the USPB team, is an engineer and project manager by training, with decades of experience leading large-scale, complex projects as Founder and Executive Chairman of the Dennis Group. While not courthouse-specific, his experience reflects many of the same core disciplines critical to Springfield Regional Justice Center project, including cost control, schedule certainty, and delivery in complex, highly technical environments. The Dennis Group delivers more than \$1 billion in projects annually and manages approximately 4 million square feet of construction each year, with roughly 95% of its work delivered on a fast-track, integrated design-build basis to manage risk and recover schedule while maintaining disciplined cost control. Representative examples of the scale and scope of Mr. Dennis's experience are provided in Exhibit B.

* * * * *

- ***Your proposal and subsequent clarification include estimates for the following annual expenses to be billed on a NNN basis. Are there any additional expense categories the Commonwealth should expect to be billed for that are not detailed below? If yes, please list and provide an annual estimate for the cost(s).***

- *Utilities*
- *Real Estate Taxes*
- *Insurance*
- *Repairs & Maintenance*
- *General/Administrative*
- *CapEx (pending determination on how this would be handled)*

Answer:

There are no other categories of cost to consider. With cleaning and security provided by DCAMM, we provided a first-year budget for operating expenses broken into the categories of utilities, real estate taxes, insurance, repairs and maintenance, and general/administrative. All expenses for operation of the Springfield Regional Justice Center will flow through those categories and be paid for by DCAMM.

For a more detailed description of operating expenses, please reference the proposed definition in Appendix A of the RFP (Lease Rider). For clarification purposes and in accordance with Appendix A, Real Estate Taxes also encompasses special or general assessments, i.e. Business Improvement District (BID) fees, if applicable, and Repairs and Maintenance would also encompass non-capital replacements as part of maintenance, if any.

Our goal is to operate the Property efficiently without compromising quality, while recognizing that DCAMM brings substantial courthouse-specific operational experience and historical expense data that will inform and guide budget expectations as well.

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- ***How were your real estate tax estimates calculated? If they include any abatements, please also provide estimates without them.***

Answer:

The real estate tax estimate included in our proposal was derived using an average rate per square foot from several Class A office buildings in the Greater Springfield market.

In addition, the USPB team has met with both the City of Springfield Assessor's Department and the Springfield Office of Planning and Economic Development to gain a clearer understanding of the valuation approaches available to the City of Springfield when determining real estate taxes for the Springfield Regional Justice Center project.

During our conversations, both municipal offices noted the unique nature of this courthouse facility and the importance of the Springfield Regional Justice Center development to the City's overall economic well-being. Considering these factors, the City indicated that it will be open to potential incentive structures and alternative valuation methodologies, including the potential for a Tax Increment Financing (TIF) agreement, as part of the final assessment framework.

Absent any incentives, the Assessor's Office advised that the ultimate assessed value for a new courthouse, regardless of location, would be determined through a negotiated valuation informed by one or more accepted methodologies, which may include comparable sales, cost to build analysis, discounted cash flow, and/or band of investment analysis. At this time, the Assessor's Office was unable to provide greater specificity.

Given these variables, we remain fully committed to achieving a low tax burden for the building.

* * * * *

- ***You stated, "For clarity, after delivery of the Premises to DCAMM, DCAMM shall assume all responsibility for future improvements, refurbishments, all repairs and replacements within the Premises for the duration of the Lease. Landlord is willing to undertake and coordinate said future improvements at DCAMM's direction and expense as part of Operating Expenses and billed back to DCAMM under the lease." Please confirm the RFP requirements related to these items were considered in your OPEX estimates.***

Answer:

The statement included in Section 2.3 of our RFP response — "For clarity, after delivery of the Premises to DCAMM, DCAMM shall assume all responsibility for future improvements, refurbishments, all repairs and replacements within the Premises for the duration of the Lease..." — was intended to clarify that scheduled repairs, replacement, repainting, reflooring, and other items referenced in Section B1 are not included in the annual Operating Expense budget and are to be paid by DCAMM separately on an occurrence basis.

* * * * *

- ***Please confirm how the \$.50/USF annual CapEx was determined?***

Answer:

The \$.50 per usable square foot annual CapEx figure is an estimated budgetary number derived from a review of industry standards for projects of comparable type and scale. It is intended as a planning figure only and will be refined over the course of the lease agreement in response to actual building requirements and inflationary pressures.

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- ***If known, please identify the HDR team members who would be working on the project day to day.***

Answer:

Information identifying the HDR team members proposed to work on the project on a day-to-day basis is provided in Exhibit C.

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We appreciate the opportunity to provide these clarifications. We remain fully committed to delivering a project that exceeds the Commonwealth's requirements and expectations. To that end, we are committed to addressing any concerns you have to your full satisfaction, whatever they may be.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Bolotin", with a stylized flourish at the end.

Mitch Bolotin
USPB JV, LLC

Attachments:

- Exhibit A: Leggat McCall Experience
- Exhibit B: Dennis Group Large-Scale Project Execution Experience
- Exhibit C: HDR Team Members for the Springfield Regional Justice Center Project

EXHIBIT A

Massachusetts General Hospital | Ragon Building

Boston, MA



Project Highlights

Size: 1,200,000 SF

Property Type: Inpatient Building

Year started/completed: 2019/
Ongoing

Services Rendered: Project
Management

Owner/Client:
Massachusetts General Hospital

Architect:
NBBJ

General Contractor:
Turner Construction/Walsh Brothers JV

Leggat McCall Properties is providing project management services for Massachusetts General Hospital on this transformational project intended to satisfy clinical space needs, provide operational improvements, and flexible space to accommodate future operational and clinical change.

This is a complex, urban project surrounded by ongoing operations on MGH's main campus with a very long project duration. The project requires significant utility enabling prior to the start of construction and will take approximately 8 years from start of programming to completion.

The project is using design assist and project collaboration with all major subcontractors, and the new facility is anticipating and incorporating emerging technologies and practice change.

Project Facts:

- 13-story inpatient building above ground of approximately 1,111,000 GSF to be constructed on the 4B and Parkman Street Garage parcels and over North Anderson Street
- 6 below grade levels of parking for approximately 1,180 vehicles
- 16 – 20 ORs and Cath/EP labs, imaging, and clinics for exam and infusion
- Approximately 250 medical-surgical beds, 200 ICU beds
- Podium, bridge and/or tunnel connections to existing facilities

Beth Israel Deaconess Medical Center | Klarman Building

Boston, MA



Project Highlights

Size: 371,000 SF

Property Type: Inpatient Building

Year started/completed: 2018/2022

Services Rendered: Project Management

Owner/Client:

Beth Israel Deaconess Medical Center

Architect:

Payette

General Contractor:

Turner Construction

Ground up construction of a new inpatient building on BIDMC's west campus in the Longwood Medical Area.

Project Facts:

- Ten (10) story building above ground of approximately 371,000 SF to be constructed over the existing ED parking lot and loading dock
- One (1) story below grade housing Central Sterile, Materials Management and other support services
- Horizontal connections to the existing Rosenberg Building at the 3rd floor (Imaging Department), 5th floor (Peri-Operative Department) and an elevated pedestrian walkway
- 5 Inpatient floors with 128 Medical-Surgical Beds and 30 ICU Beds, 7 Operating Rooms, 1 Hybrid Operating Room, 4 Cath/EP Labs
- Relocation of the existing helipad

DFCI/BIDMC Future Cancer Hospital

Boston, MA



Leggat McCall Properties was engaged by DFCI and BIDMC in 2024 to provide advisory services and is now acting as the project manager for the development of the Future Cancer Hospital, which will be a state-of-the-art healthcare facility dedicated exclusively to cancer care.

Built on the former site of the Joslin Diabetes Institute, 300-bed inpatient hospital will include 10-inpatient floors, an observation unit, imaging, radiation oncology, family support services, pharmacy, café, a garden, street level retail along Brookline Ave., and 200-car below-grade garage.

The project is targeting LEED Gold and is expected to open in 2031.

Project Highlights

Size: 450,000 SF

Property Type: Inpatient Cancer Hospital

Year started/completed: 2024/
Ongoing

Services Rendered: Project
Management

Owner/Client:

Dana Farber Cancer Institute/
Beth Israel Deaconess Medical Center

Architect:

Payette

General Contractor:

Suffolk Construction

Massachusetts General Hospital Lunder Building

Boston, MA



Project Highlights

Size: 530,000 SF

Property Type: Inpatient and Interventional Procedure Building

Year started/completed: 2006/2011

Services Rendered: Project Management

Owner/Client:
Massachusetts General Hospital

Architect:
NBBJ

General Contractor:
Turner Construction Company, Inc.

The Lunder building is the newest addition to the Massachusetts General Hospital (MGH) campus, and until the naming gift from the Lunder Foundation, it was aptly known as MGH's Building for the Third Century. Widely acknowledged as state-of-the-art in oncology, perioperative and sterile processing facilities, the 10-story Lunder building also includes an emergency department, beds for intensive and acute care and interventional imaging.

Knowing that the project would be extremely complicated because of the tight, urban site and ongoing hospital operations, MGH needed a development firm that it trusted to execute this transformational project for the institution. Leggat McCall Properties (LMP) was engaged to act as the owner's project manager for the entire project process, providing comprehensive project planning as well as management.

The site for the future Lunder building sits at the center of the MGH campus in downtown Boston. Construction near occupied buildings is always difficult, but the Lunder building presented an especially critical challenge: demolition and construction of the building needed to be accomplished adjacent to a fully operable Emergency Department and other sensitive patient care units.

In the two years before construction started, LMP led the intensive permitting process for the project. Lunder required approximately 25 permits, such as the Department of Public Health's Determination of Need, MEPA, Massachusetts Historical Society, Public Improvement Commission, and BPDA Article 80 and 85. In addition, the LMP team guided significant utility enabling prior to the start of construction, provided design assistance for the slurry and curtain wall and directed early coordination of MEP trades in a dedicated co-hab space.

LMP oversaw the demolition of three buildings totaling 200 KSF in the heart of the MGH campus to make way for the Lunder building. This process involved extensive remediation of the soil and building materials. It also required high levels of coordination as the entire site was only accessible for machines and material removal through one access point between buildings.

The project involved simultaneous construction of 10 stories above and four levels of below-grade clinical space, complicated building systems, installation of large and expensive medical equipment, extensive Join to Old Work including separation and reconnection of three levels to the main campus buildings, and up/down slurry wall construction within feet of the emergency department and on-going clinical operations. Each of these factors meant that precision in design, construction and oversight was paramount to success. The LMP team met these challenges successfully by using Building Information Modeling (BIM) and leading ongoing task force meetings to continually evaluate, monitor, and respond to potential hospital operation and patient care issues.

LMP co-created and co-chaired “Thrive,” a task force focused on ensuring continuing patient care during construction. The task force met once a week with 20 people from all departments throughout the hospital; topics included everything from vibration to sound constraints to air quality. LMP ensured that information, challenges, and solutions flowed efficiently from the task force to the CM, and vice versa. Due to the efforts of this task force, the Emergency Department only had to be shut down once during the entire project, for approximately one hour. More importantly, there were no incidents of construction negatively impacting care.

LMP delivered the Lunder building under budget and on the precise target date established three years prior to the start of construction and \$30M under budget. The LEED Gold building features 150 new intensive and acute care beds, 28 procedure rooms, sterile processing department, radiation oncology and an expanded emergency department. The radiation oncology unit includes seven linear accelerators and a proton accelerator. The emergency department included both new construction as well as 50,000 SF of phased renovations in the existing and operating facility.

Brigham & Women's Hospital Hale Building for Transformative Medicine

Boston, MA



Project Highlights

Size: 650,000 SF

Property Type: Research Lab and Clinical Building

Year started/completed: 2010/2016

Services Rendered: Project Management

Owner/Client:
Brigham & Women's Hospital

Architect:
NBBJ

General Contractor:
Suffolk Construction

The Brigham Hale Building for Transformative Medicine is a free-standing, 12-story research lab and clinical building with a 406-car below grade parking structure on a tight, urban site in the Longwood Medical Area. The new building contains chemistry and biology research space, vivarium, auditorium, imaging suites, clinical space, and a cogeneration plant.

The project was built using slurry wall foundations and up/down construction methodologies, with five levels below grade and an additional floor was inserted into the building design just prior to the start of steel erection. Construction also included a bridge and tunnel that connect the new facility to Brigham and Women's Shapiro Center.

LMP provided project management services from permitting through occupancy and coordinated the interests of multiple stakeholders. The project had a relatively long duration, approximately 6 years from start of permitting to completion, and the design anticipated and incorporated emerging technologies and practice changes.

The project achieved LEED Gold.

Brigham & Women's Hospital Carl J. & Ruth Shapiro Cardiovascular Center

Boston, MA



Project Highlights

Size: 440,000 SF

Property Type: Research Lab and Clinical Building

Year started/completed: 2005/2009

Services Rendered: Project Management

Owner/Client:
Brigham & Women's Hospital

Architect:
Cannon Design

General Contractor:
William A. Berry & Son, Inc.

Leggat McCall Properties served as the owner's representative for the development and construction management of this new state-of-the-art facility that would consolidate all of the hospital's cardiovascular services.

The Shapiro Cardiovascular Center was built on a tight site adjacent to the hospital's main and emergency entrances, with below grade connections under the street to existing surgical services and an elevated walkway that connects the building to the hospital's main pedestrian spine.

The new building contains operating suites for cardiac and vascular surgery, inpatient and ambulatory care clinics, as well as a 15,000 SF cytogenetics lab. Public amenities include dining, conference, and family centers.

The project achieved LEED Silver.

Northeastern University EXP

Boston, MA



Project Highlights

Size: 355,000 SF

Property Type: Academic Research Center

Year started/completed: 2018/2023

Services Rendered: Project Management

Owner/Client:
Northeastern University

Architect:
Payette

General Contractor:
Suffolk Construction

Located next to the recently completed Interdisciplinary Science and Engineering Complex (ISEC), the new Northeastern University EXP facility is a state-of-the-art academic research center built to promote collaboration across disciplines. The 355,000 SF building includes bio/ chemical wet labs, dry labs, computational labs, robotics labs, maker space, classrooms, offices and an executive floor. The EXP is designed to harmonize with the exterior of the ISEC.

The EXP is also located immediately adjacent to the MBTA Ruggles Station. Permitting and construction for the project involved significant ongoing coordination with the MBTA due to the adjacency of both the rail lines and a dedicated busway.

Completed in 2023, the EXP is a completely flexible facility with the ability to convert from dry labs to wet labs as needed to accommodate changes in occupants.

Harvard University John A. Paulson School of Engineering and Applied Sciences

Allston, MA



Project Highlights

Size: 550,800 SF

Property Type: Academic Research Laboratories and Classrooms

Year started/completed: 2016/2020

Services Rendered: Project Management

Owner/Client:
Harvard University

Architect:
Behnisch Architekten

General Contractor:
Turner Construction

Leggat McCall Properties was hired as the project manager for construction of Harvard's new science and engineering complex in Allston in 2016. The project includes ground-up construction of a 6-story academic research lab with 2 additional floors below grade. All floors are connected by an 8-story atrium that extends to the lowest below-grade floor.

The new building will contain four tiered classrooms, two 60-person flat classrooms, seminar rooms, conference rooms, a cryo electron microscope imaging suite, and various core labs. Individual research labs are planned for Robotics, Computer Science/Electrical Engineering, BioEngineering, Materials Research/Engineering, and Mechanics.

The SEC achieved LEED Platinum and a Living Building Challenge Petal certification.

Novartis Institutes for BioMedical Research

Cambridge, MA



Project Highlights

Size: 795,000 SF, 400 parking spaces

Property Type: Mixed use - Ground-up Construction/Laboratories/Office/Parking/Retail

Year started/completed: 2011/2015

Services Rendered: Project Management

Owner/Client:

Novartis Institutes for Biomedical Research (NIBR)

Architect:

Cannon Design/Maya Lin Studios/Toshiko Mori Associates

General Contractor:

Skanska USA

Novartis Institutes for Biomedical Research (Novartis) engaged renowned designers/artists Maya Lin and Toshiko Mori to create the vision for a new 795,000 sf Global Research Headquarters for the company. The project included the construction of two new buildings designed to create an inspirational work environment. In addition to new lab and office space, the expanded campus was designed to bring vibrancy to the area and to help link Kendall Square and Central Square in Cambridge, MA.

Novartis engaged Leggat McCall Properties (LMP) to provide strategic consulting and project management services for the project. In this role, LMP led the permitting process, contract structuring, procurement strategy, value management process, and financial reporting through the execution. This included a significant effort to obtain support from the City of Cambridge to construct a tunnel under Mass Ave. connecting the existing campus to the new expansion.

The project required LMP to work collaboratively with all parties. Though its ambitious design was initially met with opposition by certain team members, ultimately, LMP led the entire team of designers, engineers, contractors, and subcontractors to collaborate and find solutions to achieve the artist's vision. The process required a high degree of coordination and perseverance. The resulting stone screen wall is a key artistic feature of the building.

With two designers, each with their own architect, Quality Assurance and Quality Control (QAQC) became a critical design consideration. LMP quickly learned that once the architect issued a document, it was important to review the document with both the designer and their architect to ensure that the artist's vision was properly preserved in the architect's interpretation. These meetings facilitated the flow of information among the teams and ensured that the vision of the artist was preserved.

and detailed properly in advance of purchasing. This approach saved money and helped achieve the artistic vision of the project.

The project also had the unique challenge of incorporating a tunnel under Massachusetts Avenue to accommodate utilities.

Due to the ambitious design goals and evolving programming needs of the project, LMP actively managed costs through an effective change management process that enabled the avoidance of unnecessary changes, while accounting for new technologies and needs. The team worked collaboratively throughout the project to continually find and implement innovative ways to cut costs or shorten the schedule. For example, the team proposed and implemented a modular approach to MEP fabrication, delivery, and installation. LMP analysis was able to further conclude that although modular fabrication worked well for one building, traditional MEP installation was more cost-effective for the second building due to changing programming needs. Ultimately, the plan worked effectively. For one of the buildings, the MEP systems were delivered to the site on 40-foot trailers, assembled on the ground, tested, and then hoisted into place. The process required a high degree of coordination, but it saved time, labor, and money.

The resulting complex features collaborative research space, cross floor communication, a full auditorium, vivarium, NMRs, a robotic drug analyzer, a high-performance curtain wall, and a 3 MW cogeneration plant.



Novartis Institute for BioMedical Research

Cambridge, MA



Project Highlights

Size: 500,000 SF

Property Type: Adaptive Re-use/
Biomedical Research

Year started/completed: 2001/2004

Services Rendered: Project
Management

Owner/Client:
DSF Advisors

Architect:
KlingStubbins

General Contractor:
John Moriarity & Associates

Leggat McCall Properties was a development consultant to the building developer for this state-of-the-art research space for Novartis in a building previously occupied by the NECCO candy factory. In that capacity, LMP permitted the re-use of the building with the City of Cambridge two separate times.

The \$500M project included a 6-story atrium, three floors of underground parking, and two floors of above ground parking for 420 vehicles.

Vertex Pharmaceuticals

Boston, MA



Project Highlights

Size: 1,095,919 SF

Property Type: Mixed use - Ground-up Construction/Laboratories/Office/Parking/Retail

Year started/completed: 2011/2014

Services Rendered: Project Management

Owner/Client:
Vertex Pharmaceuticals

Architect:
Elkus Manfredi

General Contractor:
Turner Construction

As the new world headquarters for Vertex Pharmaceuticals, this project, developed by the Fallon Company, is composed of two separate buildings built as part of the Fan Pier Development in the burgeoning Seaport District of Boston. Though the core and shell had two architects, Elkus Manfredi & Tsoi Kobus, the tenant fitout was designed by Elkus Manfredi. The project used BIM Modeling to design and visualize the complex MEP systems. The project was built to house both the research and office needs of Vertex Pharmaceuticals' Cambridge operations and provides state-of-the-art lab facilities, including a Vivarium, for its drug discovery programs.

During this project, Vertex had no contractual privity with the two architects and the contractor. As the representative for Vertex, our role was to make the project efficient as possible to meet user needs, drive costs down, and accelerate the timeline. This effort required ongoing coordination with the two architects, the builder, and a variety of Vertex user groups.

LMP also provided OPM Services for a \$39M, 100,000 SF annex research and manufacturing facility for Vertex a few blocks away. The Annex facility houses the first continuous drug development rig in the world, as well as supporting warehouse, lab, and office space. The Annex was built in a never before tenanted portion of a multi-tenant 2 story commercial building in the Seaport District. BIM was utilized to coordinate existing conditions, new systems, and the development rig which was purchased from a manufacturer in Belgium.



40 Thorndike Street

Cambridge, MA



Project Highlights

Size: 470,000 SF, 362 parking spaces

Property Type: Mixed-Use
Redevelopment – Office/Retail/
Residential

Year started/completed: 2013/2025

Services Rendered: Principal
Investment

Owner/Client:

Leggat McCall Properties/Granite Properties

Architect:

Elkus Manfredi

General Contractor:

John Moriarty & Associates

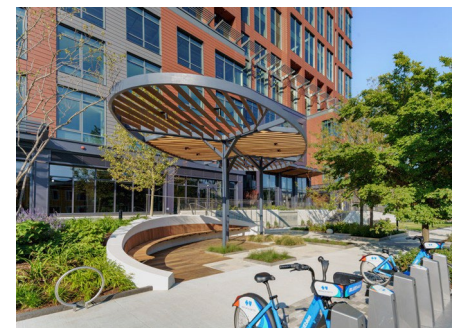
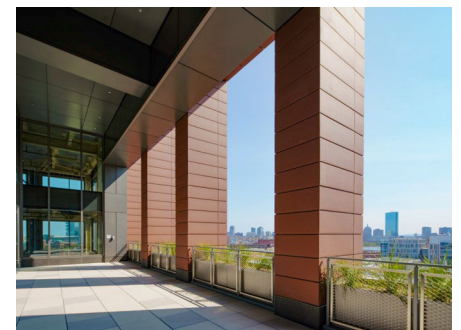
Leggat McCall Properties is nearing completion on the conversion of the former Edward J. Sullivan Courthouse and jail in East Cambridge into a mixed-use office, residential, and retail development. The interior and exterior renovation delivers a vibrant development that is integrated into the residential and commercial neighborhood.

As the principal investor in joint venture with Granite Properties, LMP saw the potential in the obsolete asbestos-laden building that was being phased out of use by the Commonwealth of Massachusetts. With the declining supply of and growing demand for commercial office space in East Cambridge, the structure's location on the edge of Kendall Square offered a unique conversion and investment opportunity. In total, 40 Thorndike includes 422,000 rentable square feet of modern office space on the upper floors as well as 48 fully affordable residential apartments, 15,000 square feet of ground floor amenity and retail space, and a total of 362 parking spaces.

The Brutalist designed building has been completely updated. A new terra cotta and glass skin has transformed the exterior of the building giving it a more inviting look and feel. In response to community feedback, the height of the building was reduced from 22 to 20 floors. A Zen garden inspired urban pocket park, with ample trees to provide shade during summer months and wind protection during cold and blustery days, will be created at sidewalk level along Spring Street.

The redevelopment of 40 Thorndike placed a major focus on sustainability measures and will achieve LEED Gold Certification. In addition, the building will seek a 20 percent improvement in energy consumption over the ANSI standard, incorporate a high-performance building envelope, implement rain water harvesting and feature a green roof.

In conjunction with the project, the First Street Market will open this month on the ground floor of the First Street Garage, including Cambridge's first indoor year-round farmer's market and Amba cafe.



101 South Street at Boynton Yards

Somerville, MA



Leggat McCall Properties, in joint venture with DLJ Real Estate Capital Partners, has started construction on a mixed-use campus in the Boynton Yards industrial area of Somerville, MA. Located adjacent to Union Square and only one mile from Kendall Square, the City of Somerville plans for Boynton Yards to be redeveloped into a vibrant, mixed-use district comprised of lab, office, multifamily and neighborhood retail and community arts space.

The first building to be delivered as a part of Boynton Yards is a 289,000 SF speculative lab building that matches the quality of newly constructed buildings in Kendall Square/ East Cambridge and provides state-of-the-art lab space geared towards emerging life science companies.

Flagship Pioneering leased 100% of 101 South to house four companies spawned from their life sciences platform – Cellarity, Tessera Therapeutics, Laronde, and Generate Biomedicines. The tenant-fit out was fast-tracked to tailor the flexible floorplates to their individual needs and deliver space less than a year after leases were signed during

Each company has both wet lab (biology and chemistry) and office space. The project also includes four levels of underground parking and first floor retail and community arts spaces.

Project Highlights

Size: 289,000 SF, 9 Stories

Property Type: Speculative Lab

Year started/completed: 2018/2021

Services Rendered: Principal Investment

Owner/Client:

DLJ Real Estate Capital Partners/Leggat McCall Properties

Tenants:

Flagship Pioneering Companies – Cellarity, Tessera Therapeutics, Laronde, and Generate Biomedicines

General Contractor:

Shawmut Design and Construction

Architect:

Spagnolo Gisness & Associates

Designer:

Hashim Sarkis Architecture

Newbridge on the Charles

Dedham, MA



Project Highlights

Size: 940,000 SF; 162-acre Campus

Property Type: Senior Living Campus

Year started/completed: 2006/2010

Services Rendered: Project Management

Owner/Client:
Hebrew Senior Life

Architect:
Perkins Eastman Architects/Chan Krieger

General Contractor:
Suffolk Construction

Leggat McCall Properties acted as the project manager for the permitting, design and construction of a new campus for Hebrew Senior Life, including the development of all infrastructure on the 162-acre site. LMP also coordinated the construction of the Rashi School by an independent organization.

The project is now home to approximately 750 residents. The living and healthcare accommodations include 50 cottages, 24 villa apartments, 182 apartments, 51 traditional assisted living apartments, 40 memory support rooms, and a 268-resident healthcare center with 220 long-term care residents and 48 sub-acute patients.

Newly created open space was used to cover the community's parking under a green roof and provide a below-grade pedestrian connection. Through xeriscaping (landscaping which reduces the need for irrigation) and the use of a rainwater collection/cistern system, no ground water is used for irrigation. The campus also utilizes 400 geothermal wells, which was the largest closed-loop geothermal system in New England when the project was completed in 2010. This system was anticipated to generate a 50% savings in natural gas consumption while reducing CO2 emissions by almost 35%.

In addition to other sustainable design features, the clustered nature of the development also allowed much of the 162-acre campus to remain undisturbed. The property features extensive natural walking paths to provide access to natural surroundings to its residents.

The Smith

Boston, MA



The Smith is a 650,000 SF mixed-use development that brings 650 multi-family units, including an on-site affordable component and artist live/work units, to Boston's South End. In addition, the project includes retail and cultural space on the ground floors of the building and an underground 650-car parking garage.

The Smith was developed by Leggat McCall Properties, along with joint venture partner Bentall Kennedy, and development advisor Bozzuto Development Company. The property was purchased from Boston Medical Center in 2014. The original site was underutilized, consisting of small undesirable buildings and surface parking lots. Through careful design of street edges, pedestrian friendly open spaces, retail storefronts, and tree-lined streets, The Smith creates nodes of activity and a sense of place for this area of the South End. The Smith's design by Boston-based architectural firm CBT complements the existing buildings in the neighborhood.

Phase one of construction was completed in Spring of 2020 with the second phase completed in late 2023. The completed complex includes 650 multi-family residential units in two 11-story buildings with state-of-the-art amenity spaces and a roof-top pool, 50 multi-family units in a historic building with a one level addition, 20,000 SF of ground-floor retail space, a two-level 650-car below grade parking garage, and a landscaped plaza between the residential buildings connecting adjacent streets.

Phase 1 achieved LEED Silver and Phase II achieved LEED Gold.

Project Highlights

Size: 650,000 SF, 700 units

Property Type: Mixed-Use, Residential, Retail, & Parking

Year started /completed: 2018/2022

Services Rendered: Principal Investment, Project Management

Owner/Client:

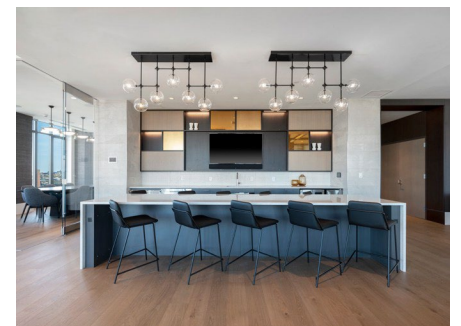
MEPT/LMP Harrison Albany Block LLC, Multi Employer Pension Trust, advised by Bentall Kennedy

Architect:

CBT

General Contractor:

Suffolk Construction



CitySquare

Worcester, MA



CitySquare is a +/-2 million sf, mixed-use project set on 20 acres in the heart of downtown Worcester. It is the largest single Public-Private Partnership development in Massachusetts history, outside of Boston. Spanning more than 10 years, the project is now in its final phase and has become the hub that now connects many of Worcester's most prominent destinations – a potential that was forfeited long ago, and thought to be forever lost, when the Worcester Galleria Mall was developed in the name of urban renewal in the late 1960s.

The City of Worcester saw economic opportunity in demolishing the Mall, which had closed and had become a blight on the community. Bifurcating the 20-acre site with new public streets and related infrastructure would create multiple private development opportunities, restore neighborhood connectivity and provide for a more pedestrian friendly environment. The vision of the Public-Private Partnership called for an investment of public funds, primarily through District Improvement Financing (DIF), to demolish the Mall, perform environmental clean-up, and construct new public streets, utilities and public amenities. Increased Real Estate Tax revenues derived by 1.2 million sf of new private development would support the DIF repayment structure.

The property was purchased by a developer in 2004 with the intent of executing the ambitious plan, but after much effort the project stalled. Hanover Insurance, as one the largest employers in the City, saw merit in the City's vision and through its investment subsidiary sought a leadership role in the project. In 2009, Opus Investment Management engaged Leggat McCall Properties as their advisor and development manager. LMP analyzed the proposed development plan and made recommendations on project scale and real estate product mix to improve project viability. LMP worked with Opus, the City, and the existing property owner to subdivide the site, enabling Opus to purchase the developable portions of the project, leaving

Project Highlights

Size: +/-2 million SF, \$565 million in aggregate expenditure

Property Type: Mixed-Use

Year started/completed: 2009/2019

Services Rendered:

- Master Developer
- Development Management
- Construction Management

Owner/Client:

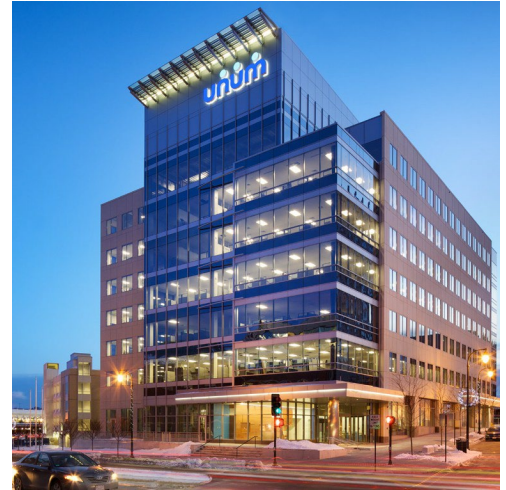
Public – Private Partnership between Opus Investment Management (a wholly owned subsidiary of Hanover Insurance) and the City of Worcester, MA

Master Plan Architect:

Arrowstreet

the existing owner with substantially leased commercial office buildings that would remain in operation through the extended development period.

LMP took on the developer role in the Public-Private Partnership in 2010 and immediately began demolition of 800,000 sf of the Mall structure and 2,300 spaces of structured parking to free-up 12 acres of land for new development. The demolition project involved a complicated surgical separation of the unified Mall and Office structure, including building systems, services, and utilities in an occupied environment. The work included \$12 million in environmental cleanup that included ACM and PCB abatement and the removal of contaminated soils. A Beneficial Use Determination issued by MADEP allowed the project to process 80,000 tons of clean and abated concrete waste material into engineered fill for use beneath new public streets. All of the structural steel, metal deck and reinforcing steel was also segregated for recycling.



LMP worked with Opus, the City, and other stakeholders to further subdivide the site and define the layout of public streets and infrastructure. LMP also expedited the site plan approval process for each project resulting from the subdivision, in some cases working with other owners and developers who subsequently chose to invest in CitySquare.

As development manager representing the City's interests, LMP oversaw the design and construction of the new public streets, sidewalks, utility infrastructure, and 2-plus acres of public parks and pedestrian plazas. Much of this new infrastructure was created above existing and/or new below-grade structures that made for complicated structure, waterproofing and stormwater drainage conditions. The public work also included a 565-car below-grade public parking facility, operated by the City through a long-term ground lease with project ownership. Management of the work was programmed by LMP to align with the complexities, limitations and timing constraints of various public funding sources, including District Improvement Financing (DIF), three separate Growth District Initiative Grants, a MassWorks Grant, a Federal Transportation Grant, State Legislative Grant and Brownfields funding.

LMP negotiated and executed the following private transactions at CitySquare:

- Original land purchase, plus subsequent land purchases on behalf of Opus to advance the project;
- 214,000 sf build-to-suit, long-term lease transaction with UNUM insurance;
- Development of a 214,000 sf, 8-story, LEED Silver office project and adjacent 865-car structured parking facility for UNUM;
- Sale of the UNUM facilities to a third-party investor on project completion;
- Land parcel sale to St. Vincent Hospital to build a 60,000 sf cancer center;
- Parking lease between UNUM and St. Vincent Hospital;
- Land parcel sale to a third-party to develop 370 units of multi-family housing, a 420-car parking structure and 12,000 sf of retail;
- Air-rights ground lease, and mezzanine credit facility, with a hotelier to develop a 162-key AC Marriott hotel and adjacent 110 Grill restaurant;
- Parking agreement between Hotel and City for hotel/restaurant parking;
- Numerous easements, cross easements and other agreements between the various project stakeholders, including private land owners, lease holders, utility providers and the City of Worcester.

Fairmont Battery Wharf

Boston, MA



Battery Wharf is a mixed-use property on Boston's waterfront in the North End. The four-building project includes 104 high-end residential condominium units, a 150-room, four-star hotel with restaurant and spa, 35,000 SF of retail, a maritime museum, marina, and 376 spaces of below-grade parking.

Battery Wharf engaged Leggat McCall Properties to provide development management and OPM services for the project. In this role, LMP led the financing as well as the permitting, design and construction of the development.

Located in an extremely dense and tight urban setting, Battery Wharf faced marine issues associated with the construction of two levels of underground waterfront parking 30 feet below sea level, directly behind a historic seawall that had to be preserved; driving sheet piles adjacent to occupied structures; driving end-bearing piles in the harbor and precast wharf erection from barges, and building construction over water with limited land and staging area.

The LMP team successfully led the permitting process, including extensive Chapter 91 requirements, oversaw the insurance and accounting processes, implemented workforce diversity and workforce residency requirements, engaged with the neighborhood and neighborhood associations, and managed the environmental mitigation of contaminated soils.

Project Highlights

Size: 485,000 SF

Property Type: Mixed-Use Hotel/
Residential/Retail/Parking

Year started/completed: 2005/2011

Services Rendered: Project
Management, Development
Management

Owner/Client:
RBW LLC

Architect:
The Architectural Team

General Contractor:
Skanska

Huntington Theatre

Boston, MA



Project Highlights

Size: 90,000 SF

Property Type: Theatre Renovation/
Relocation/Adjacent Support Space

Year started/completed: 2016/
Ongoing

Services Rendered: Strategic Advisory,
Project Management

Owner/Client:
Huntington Theatre Company

Architect:
Bruner/Cott & Associates

General Contractor:
Shawmut Construction

The Boston University Theatre and adjacent support buildings, occupied by the Huntington Theatre Company, were purchased by a 3rd party developer in 2016. Leggat McCall Properties worked with the Huntington Theatre to develop a strategy and execute their next steps, which included negotiating an agreement with the developer to keep the theatre on site, building a new support building, fitting-up a lobby space in the new development, and renovating the existing theatre and adjacent support building.

As part of the project, the on-site scene shop was relocated to a \$5M, 45,000 SF industrial space with substantial interior renovations. The "Huntington Avenue Project" itself includes renovations to the existing theatre building, renovation of the adjacent 20,000 SF support building, and ultimately the fit-up of a 15,000 SF lobby in new adjacent residential tower with a total project budget of approximately \$70M. The theatre renovation entailed application for Historic Tax Credits and other government-run funding sources.

LMP managed the budget and pricing process, the design process, and extensive coordination with the residential tower project next door where the theater will have a long-term lease of the first two floors for the theater's lobby and event space.

LMP is currently working as the project manager for Phase II.



Emerson Colonial Theatre

Boston, MA



Project Highlights

Size: 50,000 SF

Property Type: Historic Theater
Renovation

Year started/completed: 2017/2018

Services Rendered: Project
Management

Owner/Client:
Ambassador Theatre Group

Architect:
Elkus Manfredi Architects

General Contractor:
Consigli Construction

Leggat McCall Properties was hired as the project manager for Ambassador Theatre Group's renovation of the 118-year-old, 1,600 seat proscenium theater. LMP led the effort for a complete restoration of the Rococo Revival interior, new theater seating, new finishes and lighting, and improved patron services.

Back-of-house work included improved electrical and HVAC, new contemporary counterweighted scene rigging and new fly loft grid, new lighting, and fully rebuilt dressing rooms.

The scope also included a new steel and glass marquee with multiple dynamic digital and fixed sign elements at the Boylston street entrance.



Trinity Church

Boston, MA



Project Highlights

Size: 35,000 SF

Property Type: Historic Church
Restoration

Year started/completed: 2004/2006,
2016/2019

Services Rendered: Project
Management

Owner/Client:
Trinity Church in the City of Boston

Architect:
Goody Clancy

General Contractor:
Shawmut Design and Construction

Trinity Church, designed by renowned 19th century architect Henry Hobson Richardson and completed in 1877, is recognized as one of the 50 most architecturally significant buildings in the US. The Church has executed several major restoration and expansion projects in the last 15 years, intended to protect the art and architecture of the building for generations to come. Since 2004, Leggat McCall Properties has served as the Church's project manager to assist their volunteer building committee with the execution of these interior and exterior projects.

LMP was initially engaged to manage an extensive interior and exterior program that had been several years in design and planning and constituted the first phase of their developing Capital Master Plan. The work included a complete restoration of the central tower exterior, comprising clay tile roof repairs, extensive stone repair, window replacement, and leaded copper roof / flashing work. This initial project also created program, meeting, and bookshop space under the Sanctuary by lowering the level of what was originally a crawlspace. The impetus for this work was repair required to the caps of the foundation's wooden piles, which date to the building's construction. The excavation to reach these piles created space under the Church which was re-developed and made occupiable. Interior work in and around the Main Sanctuary itself included restoration of frescoes, stained glass repairs, reconfiguration of the entry hall (Narthex), and repair of the two Aeolian-Skinner organs.

LMP's relationship with Trinity has been ongoing, and in 2016 LMP was once again hired to assist in additional restoration projects and systems upgrades. The exterior work included the restoration of the West Porch (the building's main entrance) and the flanking Northwest Tower, as well as select other areas of the building envelope. Work included metal roof replacement, flashing, masonry repairs, protection of historic windows, and further stained glass restoration. The corresponding interior renovations include creating a new chapel, moving the gift shop to concealable cabinetry in the Narthex, and restoration of additional 1870s frescoes. This phase also included multiple systems upgrades, including fire alarm, security, IT infrastructure, electrical power cabling replacement throughout virtually the entire historic part of the church, and lighting. LMP was able to engage the theatrical lighting vendors they had used in their recent theater renovation projects to replace all the upper Sanctuary lighting bars and modify them to be on powered winches for lowering and maintenance. LMP also assisted the Church with the refurbishment of its existing geo-thermal well system. That work comprises retrofitting of the existing open-loop wells with new closed-loop technology, and replacement of the core ground-sourced heat-pump equipment.

EXHIBIT B



Large-Scale Project Execution Experience

DENNIS
GROUP

Large-Scale Project Execution Experience

Our annual project volume averages more than \$1 billion, comprising a balanced portfolio of large greenfield facilities, brownfield redevelopments, and major expansions, alongside hundreds of smaller capital projects. Over the past five years, Dennis Group has successfully executed a variety of greenfield developments, with individual project values ranging from \$100 million to over \$1 billion. We routinely deliver high-value, technically complex programs for global food and beverage leaders.

Project schedules are tailored to each client's operational, regulatory, and procurement requirements. Approximately 95% of Dennis Group's work is delivered on a fast-track basis, leveraging our integrated design-build model to overlap design, permitting, and construction activities while maintaining cost and schedule control. For large greenfield projects, we have successfully delivered facilities in as little as 12–16 months where aggressive schedules were required, with typical project durations ranging from 18 to 30 months, depending on scope and complexity.

These projects demonstrate Dennis Group's ability to plan, design, and execute large, multi-stakeholder capital programs efficiently—balancing schedule certainty, risk management, and quality outcomes consistent with the expectations of public sector owners.



Two Simultaneous Fluid Dairy Greenfields

Walmart entrusted Dennis Group to design and build two major projects simultaneously to expand its capacity to supply high-quality milk to more than 650 stores while strengthening the resilience of its supply chain.

Location

Robinson, Texas
Valdosta, Georgia

Size

300,000 sq. ft. each

Project Value

\$350 million each

Timeline

24 months

Services

Site Search
Sustainability
Food Safety
Civil /Structural /Architectural
Rendering
HVAC /Fire Protection
Plumbing
Building & Process Electrical
Process
Controls & Automation
Utilities
Refrigeration
Wastewater
Project Management
Construction Management
Site Safety



Largest Capital Project in Company's History

Dennis Group is partnering with Daisy Brand on the delivery of its newest sour cream and cottage cheese processing facility, supporting one of the largest economic development projects in central Iowa and Daisy's largest expansion to date.



Location

Boone, Iowa

Size

1 million sq. ft.

Project Value

\$1.2 billion

Timeline

28 months

Services

Civil / Site / Architectural
HVAC
Fire Protection
Plumbing
Building Electrical
Utilities
Packaging
Automation
Project Management
Construction Management
Site Safety



GREAT LAKES CHEESE



New Cheese Production Facility

Dennis Group served as the design-build partner for Great Lakes Cheese's largest and most advanced facility to date, delivering a greenfield cheese production and conversion plant capable of processing 4 million pounds of milk per day.

Location

Franklinville, NY

Size

600,000 SF

Project Value

\$700 million

Timeline

28 months

Services

Site Search
Food Safety
Structural / Architectural
HVAC
Fire Protection
Plumbing
Building & Process Electrical
Utilities
Refrigeration
Wastewater Treatment
Packaging
Automation
Project Management
Construction Management
Site Safety



THE J.M. SMUCKER Co.



Greenfield for Fast-Selling Frozen Sandwiches

Dennis Group conducted a multi-state site search that led to selection of a 225-acre Alabama site for Smucker's third Uncrustables facility. Strategic construction sequencing was used to mitigate COVID-era supply constraints.

Location

McCalla, Alabama

Size

900,000 sq. ft.

Project Value

\$1.1 billion

Timeline

23 months

Services

Site Search
Food Safety
Structural / Architectural
HVAC / Fire Protection /
Plumbing
Building & Process Electrical
Process
Utilities
Refrigeration
Wastewater
Packaging
Automation
Project Management
Construction Management
Site Safety





THE J.M. SMUCKER Co



Frozen Sandwich Greenfield Facility

Dennis Group served as the design-build partner for Smucker's large-scale Uncrustables production facility, delivering a highly automated bakery designed for long-term expansion, and efficient, high-volume manufacturing to support brand growth.

Location

Longmont, Colorado

Size

650,000 sq. ft.

Project Value

\$340 million

Timeline

18 months

Services

Site Search
Sustainability
Food Safety
Civil / Structural / Architectural
HVAC / Fire Protection /
Plumbing
Building & Process Electrical
Process
Utilities
Refrigeration
Environmental (Air &
Wastewater)
Packaging & Automation
Project Management
Construction Management
Site Safety





Non-Carbonated Beverage Campus

Dennis Group partnered with Keurig Dr Pepper as the design-build provider for a large, highly automated non-carbonated beverage manufacturing campus featuring a regional distribution center and a production facility.

Location

Allentown, PA

Size

1.5 million sq. ft.

Project Value

\$220 million each

Timeline

24 months

Services

Food Safety
Civil / Structural / Architectural
Rendering
HVAC / Fire Protection /
Plumbing
Building & Process Electrical
Process
Utilities
Refrigeration
Environmental
Packaging & Automation
Project Management
Construction Management
Site Safety



New Beef and Pork Processing Facility

Dennis Group partnered with Cargill as the design-build provider for a greenfield protein processing facility, leading site selection, facility design, and integrated production systems to support high-volume meat cutting, portioning, and meal-prep operations.

Location

North Kingstown,
Rhode Island

Size

210,000 sq. ft.

Project Value

\$120 million

Timeline

14 months

Services

Site Search
Food Safety
Sustainability
Structural /Architectural
Rendering
HVAC /Fire Protection
Plumbing
Building & Process Electrical
Utilities
Refrigeration
Wastewater
Project Management
Construction Management
Site Safety



MARS



New Automated Bakery Facility

Dennis Group partnered with Mars as the design-build lead to deliver a state-of-the-art, highly automated Nature's Bakery manufacturing facility, enabling high-volume snack production and scalable capacity to support the brand's rapid growth.

Location

Salt Lake City, Utah

Size

339,000 sq. ft.

Project Value

\$240 million each

Timeline

20 months

Services

Food Safety
Civil /Structural /Architectural
Rendering
HVAC /Fire Protection
Plumbing
Building & Process Electrical
Process
Controls & Automation
Packaging
Utilities
Project Management
Construction Management
Site Safety



Greenfield Produce Processing Facility

Dennis Group served as the design-build partner on a fast-track greenfield vegetable processing facility, delivering cold-chain-optimized processing and high-capacity production lines under an aggressive, seasonally driven schedule.

Location

Ciudad Morales,
Mexico

Size

275,000 sq. ft.

Project Value

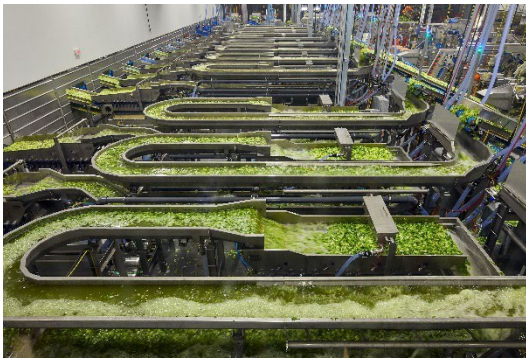
\$100 million each

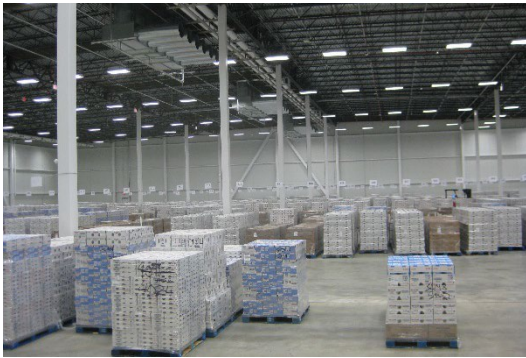
Timeline

12 months

Services

Food Safety
Civil / Structural / Architectural
Rendering
HVAC / Fire Protection /
Plumbing
Building & Process Electrical
Process
Utilities
Refrigeration
Wastewater
Automation
Project Management
Construction Management
Site Safety





New East Coast Dairy Production Hub

Dennis Group provided integrated engineering, procurement, and construction management services for Daisy Brand's Ohio dairy processing facility and its subsequent expansions, helping establish the company's major eastern U.S. production hub.

Location

Wooster, Ohio

Size

800,000 sq. ft.

Project Value

\$180 million each

Timeline

24 months

Services

Civil / Site / Architectural

HVAC

Fire Protection

Plumbing

Building Electrical

Utilities

Packaging

Automation

Project Management

Construction Management

Site Safety



LEED Gold Hummus Production Facility

Dennis Group partnered with Sabra Dipping Company as the design-build lead on a fast-track greenfield as well as subsequent expansions on their LEED Gold–certified hummus processing facility.

Location

South Chesterfield,
Virginia

Size

250,000 sq. ft.

Project Value

\$250 million each

Timeline

12 months

Services

Site Search
Sustainability
Food Safety
Civil /Structural /Architectural
Rendering
HVAC /Fire Protection
Plumbing
Building & Process Electrical
Process
Controls & Automation
Utilities
Refrigeration
Wastewater
Project Management
Construction Management
Site Safety



Greenfield Cheese Conversion Plant

Dennis Group served as the design-build partner for Great Lakes Cheese's Texas packaging and distribution facility, delivering integrated packaging, cold storage, and warehousing to support expanded regional distribution.

Location

Abilene, Texas

Size

286,000 sq. ft.

Project Value

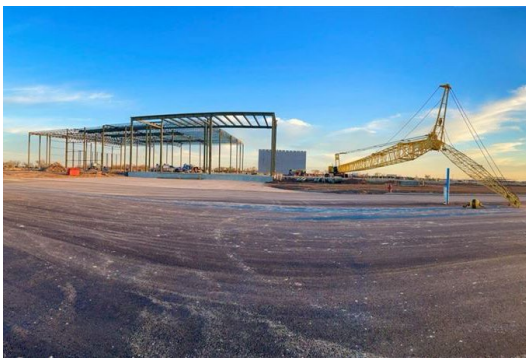
\$185 million

Timeline

18 months

Services

Site Search
Food Safety
Architectural
HVAC
Plumbing
Building & Process Electrical
Utilities
Automation
Refrigeration
Environmental (Air)
Wastewater
Project Management
Construction Management
Site Safety





New Cheese Conversion Facility

Dennis Group partnered with Great Lakes Cheese as the design-build provider for a greenfield, delivering integrated cheese conversion, warehousing, and utility systems to support large-scale, high-volume operations and long-term growth.

Location

Manchester,
Tennessee

Size

330,000 sq. ft

Project Value

\$100 million each

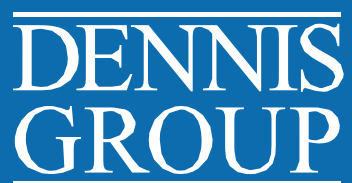
Timeline

15 months

Services

Site Search
Food Safety
Architectural
HVAC
Plumbing
Building & Process Electrical
Utilities
Automation
Refrigeration
Environmental (Air)
Wastewater
Project Management
Construction Management
Site Safety





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EXHIBIT C

HDR Team Members for the Springfield Regional Justice Center Project

Introduction

The HDR Boston office includes 60 architectural staff, providing a strong local presence and the capacity to support the day-to-day demands of the Springfield Regional Justice Center project. The key team members listed below represent the core group committed to the project and will be actively involved in daily coordination, design development, and client engagement.

In addition to this dedicated Boston-based team, HDR will leverage its national justice and civic expertise by integrating subject matter experts from across the firm to support planning, security design, and technical quality. This approach ensures consistent day-to-day service from the local team while bringing the depth of HDR's national justice practice to deliver a well-coordinated, high-quality project.

Elkus Manfredi will also play an active day-to-day role on the project, with a primary focus on architectural design and placemaking. Their team will work closely with HDR and the client to advance the project's design vision, ensuring the Springfield Regional Justice Center reflects strong civic presence, thoughtful urban integration, and a high-quality user experience while maintaining alignment with operational and security requirements.

HDR Team:

Tommy Sinclair, AIA, NCARB, LEED AP – *PIC/Lead Courts Planner*

As Principal-in-Charge and Lead Courts Planner, Tommy will provide executive oversight and serve as HDR's court planning leader on the project, ensuring the facility aligns with best practices in court operations, security, and functional planning. In this role, he will guide the planning and design process, coordinate closely with DCAMM & the Trial Courts, and ensure that operational needs are fully integrated into the facility layout and workflow. As HDR's national court planner, he brings deep expertise and consistency across projects, helping deliver a highly functional, efficient, and future-ready courts facility. Tommy is located in HDR's Boston office.

Katharine O'Malley – *Project Executive*

As Project Executive, Katharine will provide internal leadership and oversight to ensure the project is properly staffed, coordinated, and resourced throughout all phases of work. She will focus on team alignment, schedule adherence, quality control, and coordination across HDR's Boston office and national subject matter experts to maintain efficiency and accountability. In this role, she will support the project team behind the scenes by monitoring progress, addressing staffing or coordination challenges early, and ensuring consistent execution and technical quality across all disciplines. Katharine is located in HDR's Boston office.

Keith Mercy – *Project Manager*

As Project Manager, Keith will lead the day-to-day management of the Springfield Regional Justice Center HDR project team, coordinating the design team & consultants, tracking schedule and deliverables, and ensuring consistent communication and execution across all disciplines. He

is currently managing multiple DCAMM projects that will be transitioning into construction as the Springfield RJC begins, creating strong timing for him to shift focus and bring continuity, availability, and active leadership to this effort. His experience with DCAMM processes and state project delivery requirements positions him to efficiently manage coordination, documentation, and internal team workflows to keep the project on schedule and moving forward smoothly. Keith is located in HDR's Boston office.

Xin You – *Project Architecture lead*

As Project Architecture Lead, Xin will be responsible for technical coordination, BIM management, and the day-to-day development of the architectural design and documentation. She brings experience working on DCAMM projects, giving her a strong understanding of state standards, documentation requirements, and coordination processes that will support efficient delivery of the Springfield Regional Justice Center. In this role, she will lead technical quality, coordinate closely with consultants and internal teams, and ensure the BIM model, drawings, and project documentation remain accurate, coordinated, and aligned with project requirements throughout design. Xin is located in HDR's Boston office.

Barry Peterson - *Technical Justice Specialist*

Barry will serve as HDR's Technical Principal for this project, focusing on the detailed technical documentation and coordination of court-specific components, including courtroom millwork, holding areas, circulation, and secure operational elements. He brings extensive experience delivering court facilities for HDR in multiple locations, ensuring consistency with national justice standards and proven technical solutions. In this role, he will support the project team by guiding technical quality, reviewing documentation, and ensuring all court-related design elements are thoroughly coordinated and aligned with best practices for functionality, security, and constructability. Barry is located in HDR's Dallas office.

Grace C. Lee – *Courts Planning Support*

Grace will assist with functional planning, program coordination, and documentation development, building on her direct involvement in supporting the planning effort for this proposal alongside Tommy & the Elkus Manfredi team. She brings over 15 years of experience planning a variety of justice facilities and has worked on DCAMM projects, providing a strong understanding of state requirements and operational planning needs. In this role, she will support planning, coordinate program elements with the broader design team, and help ensure the facility reflects efficient workflows, best practices in court operations, and alignment with project goals. Grace is located in HDR's Boston office.

Brant Woodall - *Physical Security Specialist*

Brant will lead the planning and coordination of all detention equipment, door hardware, and physical security requirements to ensure the facility meets operational and safety standards. In this role, he will work closely with the architectural and technical teams to integrate secure doors, locking systems, access control, and detention-related components into the design and documentation, ensuring coordination across disciplines and alignment with best practices in justice and holding area design. His 30+ years of national expertise will help ensure that all physical security elements are thoroughly detailed, constructible, and consistent with operational,

safety, and regulatory requirements *throughout the project*. *Brant is located in HDR's Dallas office.*

Jim Gabel – *Electronic Security Specialist*

With Jim's 40+ years of experience, he will oversee the design, integration, and coordination of all electronic security systems, including surveillance, access control, alarms, and communication systems within the facility. Alongside Tommy Sinclair, Jim previously led the effort for establishing the Trial Courts Security Infrastructure Group design criteria, a framework that is currently being implemented across the Commonwealth Trial Court facilities, bringing proven, state-wide experience to this project. Working closely with the physical security and architectural teams, he will ensure all electronic security components are fully integrated into the design, properly documented, and aligned with operational and safety requirements, providing a coordinated and reliable security infrastructure for the facility. Jim is located in HDR's Dallas office.

Closing

The team members listed above represent HDR's key personnel who will provide leadership, planning, and technical oversight for the Springfield Regional Justice Center project. In addition to this core group, a broader team of architects, planners, BIM specialists, technical staff, and support personnel from the Boston office and HDR's national justice practice will assist with document production, design development, coordination, and quality control throughout the project. This structure ensures strong day-to-day leadership while providing the depth of staffing and technical resources needed to maintain schedule, support coordination across disciplines, and deliver a high-quality, well-coordinated set of documents.