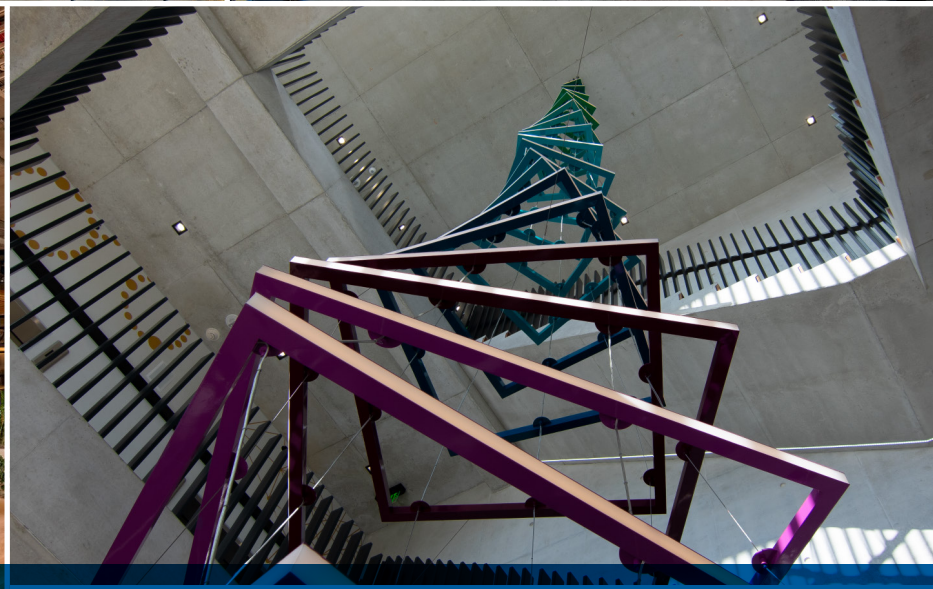
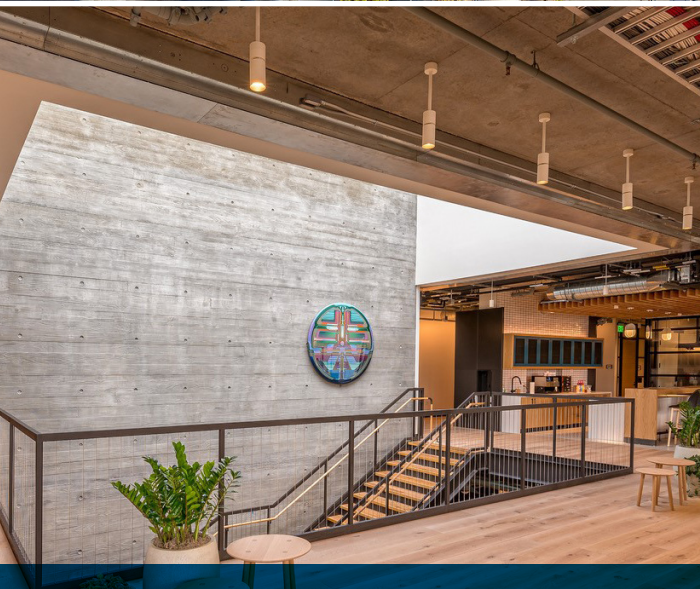
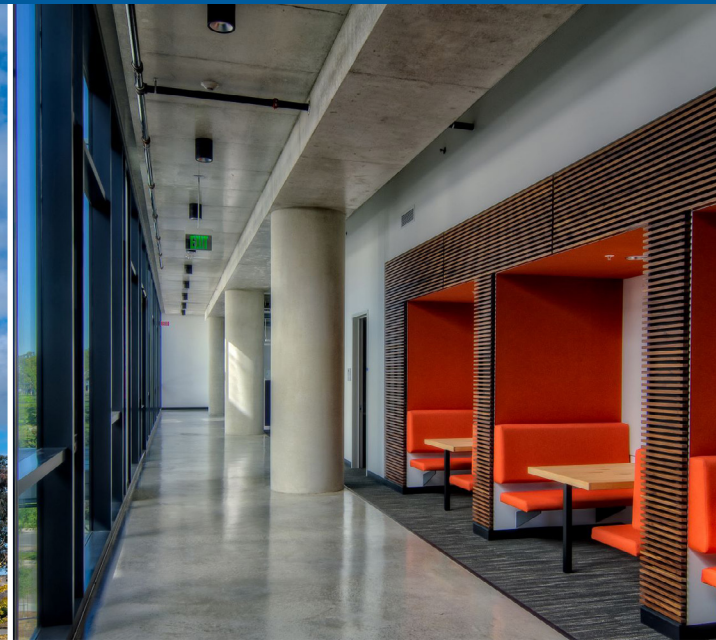


DPR Construction

Qualifications

November 30, 2022



We Exist to Build Great Things.®





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- 3 What Sets Us Apart



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1. DPR Overview





DPR Construction is a unique technical builder with a passion for results. Ranked in the top 50 general contractors in the country since 1997, we are a national commercial contractor and construction manager that has grown with our customers by delivering measurably more value.

FIRM HISTORY

DPR Construction is a 32-year-old national commercial building contractor and construction management firm with a passion for delivering great results on technical projects. Consistently ranked as one of the top general contractors in the country by Engineering News Record, DPR executes projects with relentless accountability—seeking customer feedback at the beginning, middle and end of each project to ensure that goals stay aligned and expectations are met.

Founded in 1990 by Doug Woods, Peter Nosler, and Ron Davidowski, three veterans of the construction industry, the company cultivates an entrepreneurial, open-office environment based on a well-defined purpose, “We Exist to Build Great Things,” and four core values, “integrity, enjoyment, uniqueness, ever forward.” A privately held, employee-owned, company, DPR is well positioned to handle a wide variety of jobs in both cost and complexity. Our projects range from \$5,000 to over \$1B.

11th

DPR ranked No. 11 on ENR magazine's top contractors list for 2022.

32

Years working around the globe

90%

Average percentage of annual revenue from repeat customers over the last five years.

\$11B

DPR was awarded more than \$11 billion worth of projects in 2021.

28

Offices around the United States

CONSTRUCTION EXPERTISE

Critical Success Factors: If you aren't keeping score, it's just practice. At DPR, we have identified six (6) keys to project success which we track and monitor on each project. These factors are: Preconstruction, Safety, Quality, Change Management, Project Closeout, and Scheduling make us uniquely qualified for your project.

CRITICAL SUCCESS FACTORS



PRECONSTRUCTION EXCELLENCE GOAL:

The first baseline estimate is a reliable forecast of the GMP.



SAFETY GOAL:

Zero incidents.



SCHEDULING GOAL:

The date given for substantial completion at mobilization will be met.



CHANGE MANAGEMENT GOAL:

Rough order magnitude to resolution is less than 30 days.



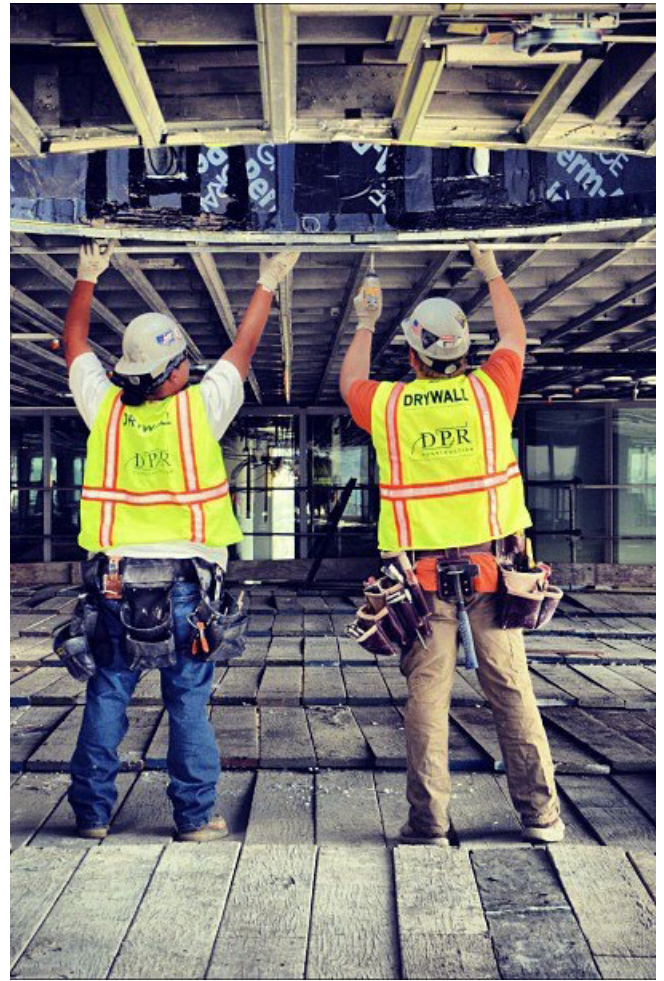
ZERO DEFECTS GOAL:

Zero punchlist items at substantial completion.



PROJECT CLOSEOUT GOAL:

Receive final payment within 60 days of substantial completion.



No. 5

DPR ranked No. 5 on Engineering News-Record magazine's list of top construction management-at-risk firms. (2021)

10,000+

DPR has completed more than 10,000 projects—large and small—since 1990.

GUIDING PHILOSOPHY

Why do we exist? Our guiding purpose is to **build great things** – great buildings, great relationships, a great company and a great reputation. To accomplish this, we rely on the contribution of the whole rather than the orders of a few. Our employee-manager relationship is designed to transcend titles and individual authority, and we all share the company's core values - the foundation of DPR. The core values are fundamental beliefs that are displayed on the walls of every DPR jobsite trailer and throughout all DPR offices: Integrity, Enjoyment, Uniqueness, Ever Forward.



integrity



enjoyment



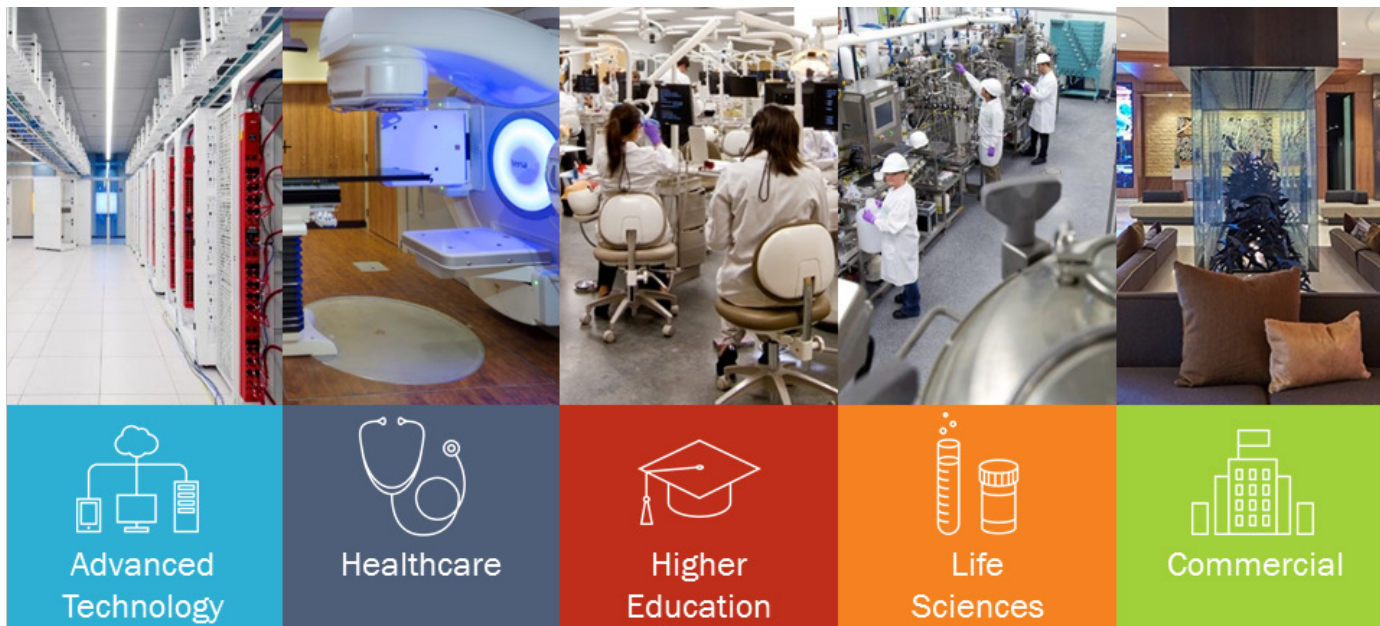
uniqueness



ever forward

CORE MARKETS

FOCUSED MARKETS. FOCUSED RESULTS. Completing a project that meets the quality standards of you and your end users on time and within budget is the baseline. Streamlining the process to increase efficiency and eliminate waste, while offering greater predictability, is how we define and deliver value. When you work with DPR, you can rest assured that our experienced, bullet-smart builders will do their very best. We promise nothing less.



EVER FORWARD

We attribute our growth and success to the fact that DPR lives up to its commitments — not only those we make to our customers, but those we have made to ourselves. This is just the beginning.

We will continue on our efforts to raise the bar in construction, change the market, and drive innovation. We will continue to recruit to add to our team of talented and hardworking professionals and crafts people, who truly have made DPR the company it is today.

We will continue to implement new innovative systems to provide an even higher quality of service such as new emerging technologies, BIM, Lean and sustainable healthcare. And, we look forward to building upon the foundation that has been laid over the last twenty years in our quest for continual self-initiated change, improvement, learning, and the advancement of standards for their own sake.



30
Office Locations Globally

4,781
Full-Time Staff

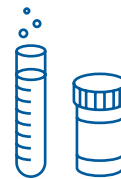
3,642
Craft Employees

2. Core Market Project Experience



Confidential Client

9880 Grad Labs
San Diego, CA



PROJECT DESCRIPTION

Ground-up, five-story, 127,000 sq. ft. building with a basement. The building features different sized spaces for offices and research labs.

ARCHITECTURAL CONCRETE CAST-IN-PLACE WINNING STRATEGIES

1. DPR coordinated all the electrical and low voltage in the decks so there were no exposed conduits. Our team was able to work with our subcontractors to 3D model all of that scope. Our strategy included heavy coordination with the architect and engineering teams to make sure the design of the systems were complete.
2. With the architectural concrete (Type 1L, nearly white) we had to pay extremely close attention to the supplying of concrete for the pours. We had a DPR representative at the plant and someone at the jobsite timing each of the trucks to make sure they were leaving on time to eliminate pour lines. We also made sure that the concrete was coming from the same batch to maintain a consistent color.
3. Consistent with #2 we evaluated how quickly we could pour and utilized an additional pump for pours to pour faster and eliminate pour lines.
4. DPR utilized a 3rd party consultant to evaluate our concrete mix designs and work with our team and the concrete supplier to provide an optimum mix design that would perform well on pour day and finish well.
5. Since the floors were polished concrete, DPR coordinated the location of column kickers to fall within interior wall lines so you wouldn't see the hole patches.

Customer

Confidential Client

Architect

Dowler-Gruman Architects

Project Value

\$55,000,000

Project Dates

March 2018 - October 2019

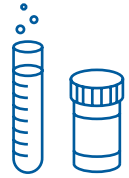
Square Footage

127,000 SF

Confidential Client

Pacific Center Campus Buildings AY and AZ

San Diego, CA



PROJECT DESCRIPTION

The Pacific Center Campus expansion entails two ground up buildings, a central plant expansion, a 475,000-sq.-ft., 1,570-stall parking structure, and site work. Building AY is a ground up five-story, 370,000-sq.-ft. building containing office and lab space with collaboration and social zones. Building AZ is a ground up two-story 53,000-sq.-ft. amenities building that features a 20,000-sq.-ft. vegetated roof with edible gardens, a 299-seat auditorium for large meetings and presentations, a cafeteria with an inside/outside dining area, a fitness center and athletic field, and a health center. DPR received the “Commercial Structure” award by the American Concrete Institute in 2017 for our work on Building AZ, as well as ENR Best Project Award for the Office/Retail/Mixed Use Category in 2016. Both buildings achieved LEED-NC Gold certification.

ARCHITECTURAL CONCRETE CAST-IN-PLACE WINNING STRATEGIES

This project involved ground-up construction in an operational campus, concrete and steel frame construction, and project complexity requiring multiple functions and phases. DPR prepared site logistics plans and a narrated video for planned campus construction that the client played in other campus buildings. DPR updated site logistics plans as construction continued and held town hall meetings and internal client meetings with DPR personnel communicating what was going on. DPR provided appropriate signage, fencing, and lockout/tagout protocols for planned shutdowns. As-cast architectural concrete structure, highly exposed, and most of the TI infrastructure wanted to be organized & embedded in the structure. Everything needed to line up with concrete formwork joints (mullions, lights, exit signs, etc, etc) and wanted to be embedded in concrete (e.g. electrical feeders) to create a simple, clean look. Detailed contractor input during design phase, including development of LOD400 BIM model, transfer of data from model to GPS field stations to layout & located embedded infrastructure in formwork prior to concrete placement.

Customer

Confidential Client

Architect

BNIM

Project Value

\$158,233,748

Project Dates

October 2012 - June 2015

Square Footage

420,000 SF

University of California, San Francisco



Medical Center at Mission Bay

San Francisco, CA



PROJECT DESCRIPTION

The \$759M 878,000-sq.-ft. UCSF Medical Center at Mission Bay is an OSHPD, ground-up, integrated hospital complex that includes: The 183-bed UCSF Benioff Children's Hospital at Mission Bay with an urgent care/emergency department, pediatric primary care, and specialty outpatient care; The UCSF Women's Specialty Hospital with 36 beds, cancer care, specialty surgery, and birth center; UCSF Cancer Hospital at Mission Bay, Part of the Helen Diller Family Comprehensive Cancer Center which houses 70 beds and offers inpatient and outpatient surgery for cancer specialties; a 207,400-sq.-ft. outpatient center includes the NIH-funded Pediatric Clinic Research Center (PCRC), pathology, clinical labs, and a spec lab. The outpatient center also houses cancer treatment services, exam rooms, a dental suite, dialysis, and infusion areas. The 36,000-sq.-ft. central utility plant (known as the Energy center) provides 9MW of backup power for the entire facility from generators served by 80,000 gallons of diesel in underground storage tanks, 3,500 tons of chiller capacity, five 12MBH heating hot water boilers, two 18,000lbs/hr steam boilers, as well as the central control systems for the entire complex. Additional project scopes includes helipad, 1,049 parking spaces, and support services.

Customer

University of California, San Francisco

Architect

Stantec

Project Value

\$760,000,000

Project Dates

July 2010 - June 2014

Square Footage

878,000 SF

University of California, Davis



Webster Hall Replacement

Davis, CA



PROJECT DESCRIPTION

DPR partnered with HKS Architects on this design-build, 101,000-sq.-ft., 4-story, 370-bed new student housing building. Located near the north campus entrance, the building is prominently situated but is also in a dense setting with little-to-no lay-down area. The project includes complete demolition of the existing Webster structure, and construction of a ground-up building in its place.

The new Webster Hall includes 370 beds in single and double rooms, including bathrooms, common rooms, residence assistant apartments, lounges, recreation rooms, administrative offices, community space, community kitchen, music room, maintenance shop and laundry facilities. The project also includes abatement and demolition of existing wood framed student housing buildings. The project is targeting LEED Gold Certification.

The project utilized Digital Building Components to prefabricate the light gauge structural wall and floor panels offsite. This system was proposed to UC Davis by DPR in lieu of traditional wood construction, which converted the building type from Type V to Type II. This improves the occupant safety and durability of the building.

Customer

University of California, Davis

Architect

HKS, Inc.

Project Value

\$36,666,000

Project Dates

July 2017 - April 2019

Square Footage

101,000 SF

CSU Chico

Science Replacement Building

Chico, CA



PROJECT DESCRIPTION

This CSU collaborative design-build project consists of the design and construction of a new multi-story science building near the center of campus. This building will replace the functions currently housed in the existing Physical Science Building.

The new building will house the departments of chemistry, physics, GEOS, and science education, including spaces for science teaching labs, prep rooms and storage areas. A neuroscience program with both teaching and research lab space will also be included. In addition, there will be faculty offices, collaborative spaces, classrooms, and other support spaces.

The project will seek LEED Silver certification.

Customer

California State University, Chico

Architect

SmithGroupJJR

Project Value

\$61,849,000

Project Dates

May 2018 - April 2020

Square Footage

110,209 SF

University of Arizona



Biomedical Sciences Partnership Building

Phoenix, AZ



PROJECT DESCRIPTION

The distinctive, copper-clad Biomedical Sciences Partnership Building (BSPB) is the second phase of a nine-building academic medical and research complex on the biomedical campus in downtown Phoenix. BSPB brings the latest in technology and lab space to establish Phoenix's foothold in the biomedical research community.

This 10-story high-rise research laboratory enables collaborative clinical and translational research organized into Centers of Excellence for cancer biology, neuroscience, traumatic brain injury, bioengineering and public health informatics. Centralized core facilities include an imaging suite and vivarium, a CLIA-certified human tissue analysis core and Class 1000 clean room. The BSPB connects to the adjacent Health Sciences Education Building (HSEB) which the team completed in 2012.

Beginning without a program, BSPB was designed and constructed in a total of 30 months. This is the fastest the University has designed and constructed a project of this scale and complexity by nearly two years. It took a relentless 24/7 operation to complete this 10-story architectural masterpiece. The design and construction team worked hand-in-hand throughout the entire project to concurrently design, release and construct to maintain the schedule. The BSPB was awarded 2017 Best of the Best Higher Education Project in the nation by *Engineering News-Record*.

Customer

Arizona Board of Regents

Architect

CO Architects

Project Value

\$106,800,000

Project Dates

January 2015 - January 2017

Square Footage

245,000 SF

3. What Sets Us Apart

Special Services Group
Self-Perform Work
Sustainability
Preconstruction
Safety
Construction Technology





Special Services Group

Small Projects, Big Results

SSG brings the unlimited resources, services and benefits of working with a large national contractor, including in-house MEP expertise, self-perform work crews, building information modeling experience, sustainability leadership and financial strength. DPR expertly matches individual talent with your specific project requirements to quickly and competently deliver premium results and greater value. And we do it with a collaborative attitude, knowing that it's often the little things that make a big difference.



DPR's Special Services Group (SSG), a business unit **focused on interiors projects**. Our dedicated SSG resources are passionate about this type of work and are uniquely qualified to build this project for you. Some of the benefits of working with our Special Services Group include:

- Low overhead cost
- Intimate, personalized service
- Expertise working in operational facilities
- National resources
- Innovative solutions
- Experience working with tight budgets and aggressive schedules



Smarter, Faster, Better: Simply put, we are never satisfied with how good we've been, but are driven by how great we can be for the benefit of our customers. We provide creative solutions to improve the quality and speed of project delivery while minimizing the impact of construction in occupied buildings and the community.



Customer Satisfaction: DPR executes projects with relentless accountability - seeking customer feedback at the beginning, middle, and end of each project to ensure that goals stay aligned and expectations are met. We want to know how we are doing - where we can improve to make your job easier and more fun.

Self-Perform Work

Customers reap the rewards of DPR's ability to self perform several key elements of the project.

Being equipped to perform fundamental scopes of work, such as foundations, drywall and carpentry, offers customers more control, as well as sets the tone and pace of the project. DPR crews also serve as good examples for subcontractors and provide a clear picture of quality expectations and safety performance.

DPR SELF-PERFORM ADVANTAGE

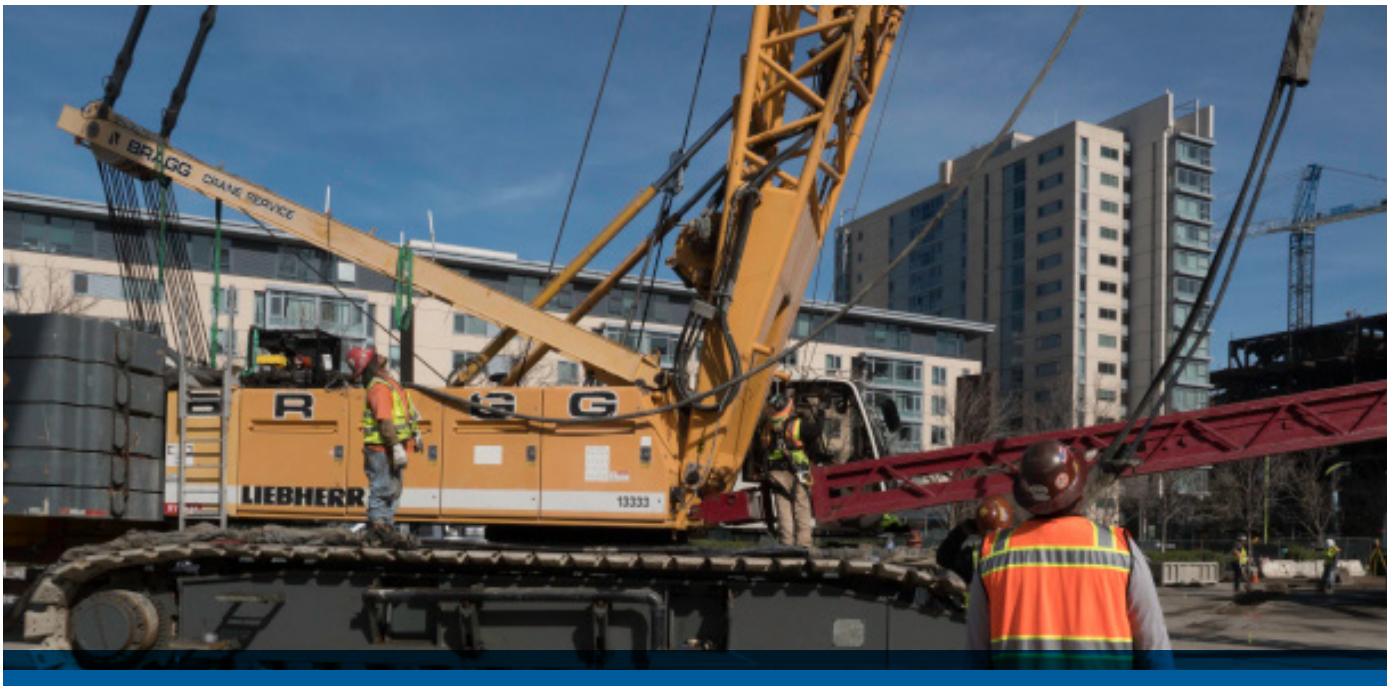
Taking care of customers is our priority. DPR delivers greater value through self-perform work. Schedules are enhanced as work can start earlier in the field rather than waiting for biddable documents. Budgets can be improved with better crew productivity and contractual arrangements, such as cost of work basis and return savings to owners. Quality is superior with a higher level of craftsmanship as DPR is able to attract, retain and continuously train our craft.



EXPERTISE

Each DPR region across the country may self perform some or all of the following trades:

- Concrete, including Foundations, Slabs and Horizontal/Vertical Concrete
- Drywall and Taping
- Doors, Frames and Hardware
- Rough Carpentry
- Acoustical Ceiling Work
- Light Demolition and Clean Up





Sustainability

THE SUSTAINABLE ADVANTAGE

To help owners develop and implement the best sustainable strategies for their business, DPR Construction combines experience people, a collaborative methodology and custom tools.

High-performing buildings require high-performing teams. DPR integrates early-on to guide educated decision making. Whether the goal for your built environment is net zero energy, regenerative, living building or simply to save on your utility bills, DPR's green professionals are prepared to assist the entire project team to achieve success within budget.

CUSTOM TOOLS TO ENHANCE THE PROCESS

Understanding and evaluating cost premiums for sustainable strategies are essential to any green project. Imagine the advantage of having current first costs and life cycle data at a very conceptual phase—even before start of design. Using a custom application called greenBook, DPR provides detailed cost data and identifies the “break-even” point based on estimated design and construction costs and anticipated operational savings. This helps teams determine with a higher degree of certainty which sustainability measures make the most sense of a specific project's goals.

OUR NET-ZERO ENERGY BUILDINGS ARE OUR LIVING LABS

A highly technical builder that specializes in complex and sustainable projects, DPR is at the forefront of the next step in sustainability—Net-Zero Energy (NZE) buildings, which produce as much or more energy onsite as they consume on an annual basis.

Additionally, we've made the commitment that our own portfolio will be the dynamic and living labs where we can implement and evaluate innovation for our customers and highlight the true lessons we've learned through the process of these deep green projects. We want to inspire and teach in our spaces and that stays true to our core value of being an Ever Forward company. In total, DPR has built five net-zero projects, including four of our regional offices, with the latest one located in Reston, VA. This unique experience provides the canvas on which DPR illustrates not only our commitment as a leading national green builder but also one that “walks the walk.”

SUSTAINABILITY

DPR has extensive, every-growing knowledge of increasing building performance, including:

- Advanced Day lighting
- Mixed Mode and Displacement Ventilation
- Building Performance Feedback and User Interface
- High Performance Skin Systems
- Storm and Gray Water Reuse
- Net Zero Energy and Regenerative Strategies
- Material Sourcing for Salvage and Reuse
- Living or Green Roofs

6 Offices

DPR currently has 6 Net Zero Energy offices (achieved or targeting) around the country.

490+

DPR has nearly 500 LEED-accredited professionals on staff to help navigate LEED certifications and provide advice on sustainability.

299

DPR has 299 projects that have achieved or are pursuing LEED Certification.

Preconstruction

Precision Planning for Project Success

Overall project success relies heavily upon the decisions made at the initial stages of the job. Combining skilled professionals with an open and collaborative approach, DPR's comprehensive preconstruction services offer advantages on projects of diverse sizes and complexities including:

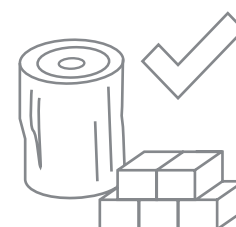
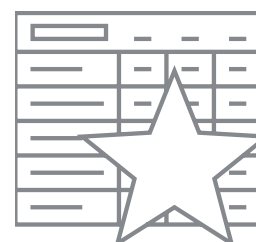
Providing the assessments and recommendations necessary to make timely, informed and data-driven business decisions.

Better serving the interests of the project through relevant suggestions and hands-on partnership with owners, designers and construction teams.

Helping to manage the overall process by tracking details and holding team members accountable.

Our preconstruction services (listed below) go well beyond traditional open-book cost estimating and value engineering to create more reliable schedules and estimates. We use the most relevant tools, technologies and processes, and get the right people involved at the appropriate time, to drive down project costs while maintaining design intent and the customer's overall goals and objectives.

- Target Value Design
- Cost Control
- Cost Estimating
- Constructability Reviews
- Last Planner®/ Short-Interval Planning
- Life Cycle Cost Analysis
- Scheduling
- Subcontractor Selection
- Material Procurement





Safety

Many companies have great safety programs. DPR has a great safety culture.

We promote and nurture an Injury-Free Environment (IFE), with the goal of achieving zero incidents on every project. Our teams measure and evaluate safety data daily. We use a mobile safety audit system to collect and analyze raw data from each jobsite, which helps teams identify leading indicators, those elements that lead to incidents occurring, and develop meaningful and valuable prevention plans.

DPR's approach to safety centers on training, instilling and reinforcing safe behaviors throughout the company and entire project team, including owners, architects, and subcontractors. We provide the tools and information people need to make informed decisions through detailed root-cause analysis and pre-task planning. The output is a robust, value-based safety program that looks upstream at leading indicators to produce exceptional downstream results:

- We have some of the best safety statistics in the industry, including our current EMR of 0.41 and NCCI of 0.49.
- 1.21 was DPR's recordable incident rate in 2019. This makes DPR one of the safest contractors in the nation (industry average is 3.6).



Safety Recognition & Engagement

Innovation

Innovation means we collaborate with owners and project teams to better understand the needs of a project and implement solutions that bring the most value. As an employee-owned company, we take great pride in constantly pushing the boundaries of innovation in the construction industry while delivering quality work to our customers.

We measure innovation by the value it brings to you, our customer. By consistently looking at various technological methodologies at every stage of the construction process from communication, estimating and planning, quality, and construction solutions in the field, we can provide efficiencies to our projects. Our teams are always looking for emerging technologies and innovative construction practices. Below are some of the innovative solutions DPR is currently bringing to our projects.

ESTIMATING AND PLANNING

- **Model Based Estimating:** Innovaya, DProfiler, WinEst, Model Logics and On-screen take off
- **Model Based Scheduling and Production Control:** Navisworks, Synchro or Vico Control
- **Lean Practices: Last Planner / Pull Planning**
- **Collaborative Preconstruction: BIM360 Plan**

CONSTRUCTION TECHNOLOGIES / FIELD IMPLEMENTATION

VIRTUAL BUILDING

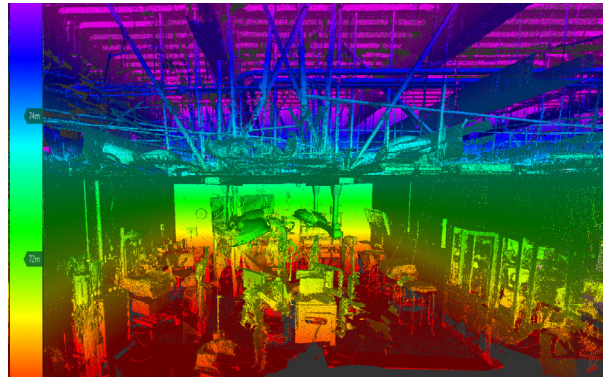
- **Self-Performing Detailing**
- **Laser Scanning**
- **Virtual Mock-ups**
- **Total Station Layout:** Trimble Total Station
- **Augmented Reality:** AR Media, BIM Anywhere and SiteSpace 3D

FIELD INNOVATION

- **Multi-Trade Prefabrication:** Exterior/Interior panels, roof assemblies, and restroom units
- **Model Based Spool Sheets**
- **Quality On-boarding and QC Platforms**
- **RFID Logistics Management**

DIGITAL JOBSITES – SEAMLESS COMMUNICATION

- **Electronic Documents** - Preconstruction to Closeout
- **From File to the Field**
- **Digital kiosks**
- **Online Collaborative Submittal Review:** Bluebeam Revu
- **Jobsite Innovation Collaboration:** Spigit and Icon



Laser Scanning



Field layout tools, such as Trimble Total Station, allow DPR and subcontractors to layout and verify points from the model directly in the field.



Augmented Reality technology helps with visualization on site.



RFID tags for logistics save time and increase productivity.



VDC – Virtual vs. Actual

COLLABORATIVE VIRTUAL BUILDING

BUILDING A NEW FRAMEWORK

Providing measurably more value is DPR's guiding principle in using technology to enhance project delivery. As a long-established leader in Virtual Design and Construction (VDC), we know that technology alone cannot deliver the level of results we have all come to expect. Team members must be able to skillfully use and improve the application of the most relevant technologies to help achieve better value and savings, while creating practical and innovative solutions. Experience has proven that it is a combination of technology and a collaborative ideology, such as integrated project delivery (IPD) or design-build approach, that yields the greatest returns.

No. 6

DPR ranked No. 6 on Building Design + Construction magazine's building information modeling (BIM) list. (2018)

SERVICES

With more than 400 individuals trained in advanced VDC tools on staff across the country, DPR offers a wide range of virtual building services:

VDC Consulting

VDC Execution Planning

Model-Based Quantity Take-off

Model-Based Estimating

Self-Perform Work Detailing and Tracking

MEP Coordination

4D Sequencing

BIM-Enabled Constructability Analysis

Laser Scanning

Total Station Integration

Site Logistics Planning



We Exist to Build Great Things

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dpr.com