

DLRGROUP
in association with

BA
Bermello Ajamil & Partners

qualifications

NEW POLICE DEPARTMENT HEADQUARTERS

City of Doral
Architectural & Engineering Services and Related Disciplines for
New Police Department Headquarters
RFQ No. 2026-02
March 3, 2026, 2:00 pm



3.1 Transmittal Letter



ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN

DLR Group inc.
a Florida corporation
301 E Pine Street, #900
Orlando, FL 32801

Bermello Ajamil & Partners, LLC.
4711 S Le Jeune Rd
Coral Gables, FL 33146

March 3, 2026

City of Doral
Online Submission:
<https://procurement.opengov.com/portal/cityofdoral/>

Re: Architectural & Engineering Services and Related Disciplines for
New Police Department Headquarters | RFQ No. 2026-02

Dear Members of the Selection Committee:

On behalf of **DLR Group** *in association with* **Bermello Ajamil & Partners**, we are pleased to submit our proposal for the City of Doral New Police Department Headquarters. We understand that this project represents a defining investment in the City’s future—a chance to create a modern, resilient, and community-focused police department that will serve residents for decades to come.

We recognize the effort put forth to develop a concept for the Police HQ, as well as the importance of this team to deliver the best value to the City in a timely manner. With this, comes our team’s full commitment to take the project development to the next level of reality with Florida public safety understanding and expertise.

National Expertise, Delivered Locally. We are proud to partner with **Bermello Ajamil & Partners**, one of Miami’s most respected architecture and planning firms. Their longstanding presence and deep local knowledge complement DLR Group’s technical and operational expertise. Together, we offer a seamless blend of national capability and local accountability as a single streamlined team of Architects and Engineering, including additional local South Florida consultants.

Experts in Public Safety Facility Design. DLR Group is a national leader in public safety facility design, with team member expertise and leadership in Florida. We offer the City a deep portfolio of project experience in the design of police stations, 911 dispatch centers, emergency operation centers, fire stations, and parking structures. Our portfolio includes more than 100 public safety projects nationwide.

All persons or entities interested in the proposal as principals.

DLR Group inc., a Florida Corporation

Principals
Chris Getz
Michael Ross
Jake Davis
Amy Hoffman

Bermello Ajamil & Partners, LLC

Principals
Willi Bermello
Agustin Barrera

DLR Group inc.
a Florida corporation

301 E Pine Street, #900
Orlando, FL 32801

Bermello Ajamil & Partners, LLC.

4711 S Le Jeune Rd
Coral Gables, FL 33146

Relevant Experience with Comparable Projects. DLR Group has recently completed the design and construction of several comparable Public Safety projects in size, program, and complexity. Many with Construction Manager (CM) partners through design. **Bermello Ajamil** has recently completed the Doral Central Park and Cultural Arts Center, bringing their deep knowledge and understanding of the City and permitting processes.

Transformative Opportunity. This is a once in a generation transformative opportunity for the City of Doral to collaboratively create a remarkable new 21st municipal complex that reflects your vision, commitment to public safety, legacy, culture, and ideals.

Our combined team is committed to delivering a facility that supports your mission, enhances community trust, and stands as a resilient long-term asset for the people you serve. We welcome the opportunity to collaborate closely with your stakeholders and bring forward innovative, data-driven solutions rooted in real operational experience.

Sincerely,



DLR Group inc., a Florida corporation
Chris Getz, Principal in Charge / Vice President

This letter is made without any collusion with any other person or entity submitting a proposal pursuant to this RFQ.

All the persons authorized to make representations for the proposer.

DLR Group inc., a Florida Corporation

301 E Pine Street, #900
Orlando, FL 32801
407.648.1331

Arlenne Gil, Vice President
Bob Carlson, Vice President
Chris Getz, Vice President
Ed Wilms, Vice President
Eric Richardson, Vice President
Jim French, Vice President
John Weiskopf, Vice President
Jonathan Grefaldon, Vice President
Jose Jordan, Vice President
Josh Doss, Vice President
Joshua Haney, Vice President
Joshua Wetzig, Vice President
Kevin Leivian, Vice President
Mark Kirby, Vice President
Mike Lindsey, Vice President
Mo Arthur, Vice President
Neil Sauer, Authorized Signatory
Nicole Nichols, Vice President
Paul Westlake, Vice President
Rachel Chung, Vice President
Ronok Nichols, President/Director
Scott Boyle, Vice President
Thomas Kramer, Vice President
Todd Orr, Vice President/Director/Secretary
Troy Thompson, Vice President

3.2 Table of Contents

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INFORMATION AND RECORDS

3.3 Firm Background

Evaluation Criteria #1 Firm's Qualifications & Past Performance



#1

*Justice+Public Safety Facility
Design Firm*

*Building Design+Construction
3 years in a row*

50+

*Public Safety Projects Completed
in the Last 10 Years*

5M+

*SF of Public Safety Facility
Space Designed Nationwide*

A. Details on the qualifications of the applicant/firm, including documentation of the applicant(s) previous experience with similar work related to law enforcement building design services to a governmental agency (city/county/state/federal) during the past ten (10) years.

DLR Group is the national leader in designing next-generation public safety facilities. We create secure and innovative, 21st-century solutions for:

- Police
- Emergency Communication
- Fire Rescue
- Emergency Operations
- Real-time Crime Centers
- Investigations
- Training
- Courts
- Community Outreach

We work closely with stakeholders to combine the invaluable operational knowledge of public safety professionals with our expertise in contemporary design practices—creating facilities that are both highly functional and future-ready.

DLR Group emphasizes the importance of building enduring client relationships with our public safety providers through collaboration, trust, and shared vision. Our approach goes beyond designing spaces—we strive to understand each client's unique needs and foster partnerships that deliver meaningful, lasting solutions for today and the future.

Relevant Experience

DLR Group's Public Safety Experience

DLR Group has completed planning, programming, and design for **more than 100 public safety** agencies across the country. Some of those projects include:

City of Gainesville Police Property & Evidence Storage Building
Gainesville, FL

City of Gainesville Public Safety Fire Rescue Headquarters and New
Emergency Operations Center
Gainesville, FL

City of Gainesville SW Annex Police, Fire, Public Works
Gainesville, FL

City of Gainesville Fire Station #3
Gainesville, FL

Aberdeen Police and Public Safety Facility
Aberdeen, SD

Ashland Police Station Renovation
Ashland, OR

Auburn Public Safety Facility Plan and Design Study
Auburn, WA

Bay Village Police Facility
Bay Village, OH

Camas Police Facility
Camas, WA

Cheyenne Public Safety Center Site Analysis & Adaptive Reuse
Cheyenne, WY

Colorado Springs Police Department Sand Creek Substation,
Colorado Springs, CO

Contra Costa County Office of the Sheriff Headquarters
Martinez, CA

County of Ventura Sheriff Driver Training Facility
Ventura, CA

Crook County Public Safety Facility
Prineville, OR

DC DGS Metropolitan Police Department Headquarters
Washington, DC

DCMPD Institute of Police Sciences
Washington, DC

City of Durango Police Department Needs Assessment
Durango, CO

Englewood Police Headquarters
Englewood, CO

Everett Police Department First Floor Remodel & Police SNOPAC
Everett, WA

Elkhart Police Firing Range
Elkhart, IN

Fontana Police Department Expansion
Fontana, CA

City of Hillsboro Police Station
Hillsboro, OR

La Crosse County Law Enforcement Center
La Crosse, WI

La Vista Police Facility
Lafayette, CO

City of Los Angeles Metro Bomb Squad Facility
Los Angeles, CA

Marion County Fire Training Facility & Fire Station Prototype
Ocala, FL

Los Angeles Valley Police Station & Topanga Station
Canoga Park, CA

Marysville Public Safety & Civic Center
Marysville, WA

Merritt School Metropolitan Police Department Conversion
Washington, DC

Mission Area Police Station
Mission Hills, CA

Moffat County Public Safety Center
Craig, CO

Moorpark Police Services Center
Moorpark, CA

Metro Nashville Police Precinct Renovation
Nashville, TN

Nashville Metropolitan Police Department SE Precinct
Nashville, TN

Nebraska State Patrol Crime Lab Relocation
Lincoln, NE

Northfield Police and Fire Stations
Northfield, MN

Northfield Police Facility Basic Services + Fire Dept. Engineering
Northfield, MN

Oregon State Police Central Point 911 Center, Forensic Lab, Medical
Examiner and Trooper Area Command
Central Point, OR

Oregon State Police Forensic Crime Lab Adaptive Reuse
Portland, OR

City of Palo Alto Public Safety Building
Palo Alto, CA

Riverside County Lake Mathews Station Tenant Improvement
Riverside, CA

Salem Police Station
Salem, OR

San Bernardino County Barstow Sheriff Station Remodel
Barstow, CA

San Bernardino County Sheriff Internal Affairs Renovation
Barstow, CA

City of San Pablo Police Headquarters and Training Facility
San Pablo, CA

Sauk County Law Enforcement Center
Baraboo, WI

Las Vegas Metropolitan Police Headquarters Renovation
Las Vegas, NV

Tukwila Justice Center
Tukwila, WA

Whatcom County Public Safety Building
Bellingham, WA

Will County Public Safety Complex
Joliet, IL



Bermello Ajamil & Partners

Architecture, Landscape Architecture

4711 South LeJeune Road
Coral Gables, FL, 33146

Primary Contact: Agustin Barrera, AIA, NCARB
Principal, Architecture Discipline Leader
D: (786) 971-6356 C: (786) 295-1222
agustin.barrera@woolpert.com

Firm Background

Bermello Ajamil & Partners, LLC. (BA) is a global interdisciplinary A/E firm that employs more than 150+ professionals and offers services in Architecture, Engineering, Planning, Landscape Architecture, Interior Design, and Construction Services. Headquartered in Miami, BA has offices in Broward, Orlando and New York, and is recognized for its award-winning designs and extraordinary service.

History of the Firm

In January 2024, Bermello Ajamil was acquired by Woolpert, Inc. Woolpert is a 2,000 person, multi-discipline consulting and design company. The owners of BA are now shareholders of the Woolpert holding company and maintain their positions and roles within BA.

Bermello Ajamil & Partners LLC is a wholly owned subsidiary of Woolpert Inc.

Bermello Ajamil & Partners LLC has a technical workforce of professional of 150+ employees. BA offers services and has a depth of resources that include professional in the disciplines of Architecture, Engineering, Planning, Landscape Architecture, Interior Design, Public Involvement, and Construction Management. The incorporation of all these disciplines in-house allows for an efficient interface to respond to our client's needs.



Woolpert
M/P and FP Engineering

Over a century ago in 1911, Charlton Putnam founded Woolpert as an engineering and surveying firm in Dayton, Ohio. The Great Dayton Flood of 1913 resulted in one of the greatest private-public works of all time and created countless opportunities for Woolpert to perform surveying and engineering work for the area's new housing developments.

Through the decades, Woolpert has consistently added service offerings to an expanding client base. As they have grown, they have added environmental and sanitary engineering, city and regional planning, photogrammetry, airport planning and design, traffic engineering, landscape architecture, environmental sciences, architecture, and geospatial services to their repertoire.

Today, Woolpert is an international architecture, engineering, geospatial, and strategic consulting firm of more than 3,000 talented professionals. Their headquarters remain in Dayton, and they serve clients on a local, regional, national, and international basis from over 75 offices on six continents. Woolpert's ability to continually adapt to changing times and provide an increasing range of professional services is the basis for their service-oriented culture.

They started as a local engineering and surveying company over 100 years ago. Today, they are a worldwide leader in AEG services and ranked in the Engineering News Record Top 50 (#39) design firms.



Colliers
Civil Engineering, Environmental
with Geotechnical by UES

Established in 1984, Collier's Engineering & Design, Inc. (CED) is a trusted provider of multi-discipline engineering, surveying, consulting, and design services delivering customized solutions to public and private clients. From the beginning, CED has had a strong commitment to leveraging technology to reduce project costs and increase the quality of their deliverables.

With over 3,200 professionals nationwide, they have a vast array of talent to support the needs of our clients. They have been successfully providing these services for over 40 years, including 13 years in Florida, which grew significantly as a result of their work quality and client commitments. Driven by their values of quality, accountability, and safety in the work environment, their dedicated professionals take pride in their commitment to providing clients with the highest standards of customer service. Their full service, in-house resources, advanced technologies, and proven project management approach combine to provide accessibility to resources and strategies that maximize the success of their clients' project potential.

Since their inception, Collier's Engineering & Design, Inc. (CED) has consistently developed innovative solutions, provided superior survey services, and managed projects throughout Florida and nationwide. CED brings an excellent reputation for responsive project management, quality deliverables, and experience to perform the necessary services



Winbourne

Emergency Communications Facilities and Systems

Winbourne Consulting has built a global reputation as a trusted leader in public safety technology consulting, proudly serving over 600 U.S. agencies and more than 20 international clients. They take pride in their strong commitment to public safety. Their core capabilities are designed to produce excellent results tailored to their clients' specific needs. Their expertise spans multiple disciplines, enabling them to deliver innovative solutions and strategic approaches that set them apart in the industry.

They provide a comprehensive suite of services to their clients, including

- Information and communications technology planning, procurement and implementation
- Mission-critical facilities technology requirements and integration
- Workforce and operational assessments
- Strategic Planning
- Smart Cities
- Project Management

They have worked on over 40 mission-critical facility design projects ensuring that the special requirements of public safety systems are accommodated to ensure a technical environment that is Reliable, Robust, Resilient, and Secure. They believe that understanding their client's strategic vision, goals, objectives, and expectations is crucial for any project.

They are a privately owned company incorporated in Delaware in 2000 and located at 4250 North Fairfax Drive, Suite 600, Arlington VA 22203. As an independent public safety consulting firm, Winbourne does not sell, service, or rent public safety and related systems. They are vendor-neutral and have no affiliations with any hardware or software vendors.

Mike Hennon, their Florida-based Director, will serve as the point of contact and project manager for this engagement.



Bosch

Cost Estimating

The Bosch Group was founded in 1999 by Maria B. Bosch, CFCC, CCP, PSP, an AACE Certified Forensic Claims Consultant, a Planning and Scheduling Professional and a Certified Cost Professional with the intent of serving South Florida. Originally, their core competencies were focused in a wide variety of Construction Management Services but since 2021, the company has evolved into one of the premier firms for Cost Consulting. The company continues to grow steadily under the leadership of Matthew Mecser, CEP, Principal, and an internationally Certified Cost Estimate Professional with AACE.

Include firm's size, structure, location of management and charter authorization and, architectural or engineer licenses to do business in the State of Florida.

1966

Firm Established

37

Offices Worldwide

1800+

Employee-Owners

75

Employee-Owners in Florida

DLR Group is a national, integrated design firm with more than 1,800 employee-owners and 37 offices across the United States and internationally. The firm operates as a 100% employee-owned S Corporation, structured to deliver multidisciplinary architecture, engineering, planning, and interior design services. DLR Group has maintained an office in Florida for over 35 years. Management for Florida operations is based in Orlando. This office employs more than 70 professionals, including 22 licensed professionals and 49 full-time support staff.

Structure/Location of Management

We are where you are.

Distributed management means the best ideas can come from anywhere. DLR Group has a truly distributed management philosophy—not bound by geographic location. The executive team sits in different offices around the nation, leading to an interwoven management structure; corporate and local is one in the same. This structure encourages entrepreneurship and embodies the spirit of employee ownership.

Charter Authorization + Architecture/Engineering Licenses for the State of Florida

Florida Secretary of
State Certification of
Incorporation

State of Florida Department of State

I certify from the records of this office that DLR GROUP INC. is a corporation organized under the laws of the State of Florida, filed on February 21, 1989.

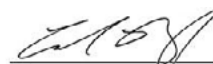
The document number of this corporation is K67041.

I further certify that said corporation has paid all fees due this office through December 31, 2026, that its most recent annual report/uniform business report was filed on February 6, 2026, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixth day of February, 2026*




Secretary of State

Tracking Number: 8849974689CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

Qualifying Architect License

Licensee

Name: **ORR, DANIEL TODD** License Number: **AR92815**
 Rank: **Architect** License Expiration Date: **02/28/2027**
 Primary Status: **Current** Original License Date: **09/01/2005**
 Secondary Status: **Active**

Related License Information

License Number	Status	Related Party	Relationship Type	Relation Effective Date	Rank	Expiration Date
	Current, Active	DLR GROUP, INC.	Responsible Supervisor	10/22/2021	Architect Business Information	
	Current, Active	DLR GROUP, INC.	Qualifying Architect	10/22/2021	Architect Business Information	

Team Licenses

Ron DeSantis, Governor
Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ARCHITECTURE & INTERIOR DESIGN

THE ARCHITECT HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

GETZ, CHRISTOPHER ALAN
DLR GROUP INC.
100 E PINE STREET
SUITE 404
ORLANDO FL 32801

LICENSE NUMBER: AR96170
EXPIRATION DATE: FEBRUARY 28, 2027
Always verify licenses online at MyFloridaLicense.com

ISSUED: 12/13/2024
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STRAUGHN, ALEXANDER ERNEST
1451 LAKE FLORENCE WAY
WINTER PARK FL 32792

LICENSE NUMBER: AR101653
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DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

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TE, KENNY JOE
3059 CORAL VINE LN
WINTER PARK FL 32792

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GOTTSHALK, ASHLEY
1307 TIERRA CIRCLE
WINTER PARK FL 32792

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BARRERA, AGUSTIN JESUS
5030 SW 65 AVE
SOUTH MIAMI FL 33155

LICENSE NUMBER: AR94201
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DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF ARCHITECTURE & INTERIOR DESIGN

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ZAMORA, ALLAN
7163 SW 13TH TERRACE
MIAMI FL 33144

LICENSE NUMBER: AR94625
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DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

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BALEAN, DANIEL
3251 NW 96TH WAY
SUNRISE FL 33351

LICENSE NUMBER: AR98372
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STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF LANDSCAPE ARCHITECTURE

THE LANDSCAPE ARCHITECT HEREIN HAS REGISTERED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

OLNEY, KIRK JEFFERY
BERMELLO, AJAMIL & PARTNERS, LLC
1410 SHERIDAN STREET
UNIT 1-16
HOLLYWOOD FL 33020

LICENSE NUMBER: LA0001705
EXPIRATION DATE: NOVEMBER 30, 2027
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DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

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THE ARCHITECT HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

BERMELLO, WILLY A
BERMELLO AJAMIL & PARTNERS ARCHITECTS AND ENGINEERS, INC.
BERMELLO, AJAMIL & PARTNERS, LLC
1238 MALAGA AVENUE
CORAL GABLES FL 33134

LICENSE NUMBER: AR0007200
EXPIRATION DATE: FEBRUARY 28, 2027
Always verify licenses online at MyFloridaLicense.com

ISSUED: 11/02/2024
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Licensee Information

Name: COLLIERS ENGINEERING & DESIGN, INC. (Primary Name)
Main Address: 101 CRAWFORDS CORNER RD
STE 3400
HOLMDEL New Jersey 07733
County: OUT OF STATE

License Information

License Type: Engineering Business Registry
Rank: Registry
License Number: 30301
Status: Current
License Date: 06/09/2013
Expires:

COLLIERS ENGINEERING & DESIGN, INC.
101 CRAWFORDS CORNER RD STE 3400, HOLMDEL, NJ 07733-1983
Phone 732-704-5175

License Type	License#	Issued	Expires	Status
Surveyor Business	LB7388	03/15/05	02/28/27	Active
Surveyor of Record	LS9941	06/02/13	02/28/27	Active

COLLIERS ENGINEERING AND DESIGN
101 CRAWFORDS CORNER RD STE 3400, HOLMDEL, NJ 07733-1983
Phone 877-627-3772

License Type	License#	Issued	Expires	Status
Continuing Education Provider	CE101	11/05/19	05/31/25	Active

Ron DeSantis, Governor
Melanie S. Griffin, Secretary

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF PROFESSIONAL ENGINEERS

THE PROFESSIONAL ENGINEER HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 471, FLORIDA STATUTES

COLLINGS BONFILL, EUGENE JOSEPH
15288 SW 176 TERRACE
MIAMI FL 33187

LICENSE NUMBER: PE77583
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Florida Department of Agriculture and Consumer Services
Division of Consumer Services
Board of Professional Surveyors and Mappers
2005 Apalachee Pkwy Tallahassee, Florida 32309-6500

License No.: LS7037
Expiration Date: February 28, 2027

Professional Surveyor and Mapper License
Under the provisions of Chapter 472, Florida Statutes

EUGENE J COLLINGS-BONFILL
15288 SW 176TH TER
MIAMI, FL 33187-6750

WILTON SIMPSON
COMMISSIONER OF AGRICULTURE

This is to certify that the professional surveyor and mapper whose name and address are shown above is licensed as required by Chapter 472, Florida Statutes.

Also, include the firm's national, statewide and local service capabilities. Individual applicants must demonstrate clear capability of experience, schedule capability and references.

Nationally, DLR Group delivers comprehensive design services from coast to coast, supporting clients in the public and private sectors. Statewide, the firm's Orlando office serves as the regional hub, providing design expertise and project delivery throughout Florida. Locally, DLR Group's Orlando team offers direct support and leadership for projects in South Florida and the surrounding communities, leveraging the resources of the national network to deliver responsive, high-quality service.

References can be found in Section 3.5 Experience, C. References, on page 45.

Locations

Atlanta	Fort Worth	Portland
Austin	Honolulu	Riverside
Boston	Houston	Riyadh
Charlotte	Kansas City	Sacramento
Chicago	Las Vegas	San Diego
Cleveland	Lincoln	San Francisco
Colorado Springs	Los Angeles	Seattle
Columbus	Minneapolis	Shanghai
Dallas	Nashville	Sonoma
Denver	New York	Tucson
Des Moines	Omaha	Washington, D.C.
Dubai	Orlando	
Durham	Phoenix	

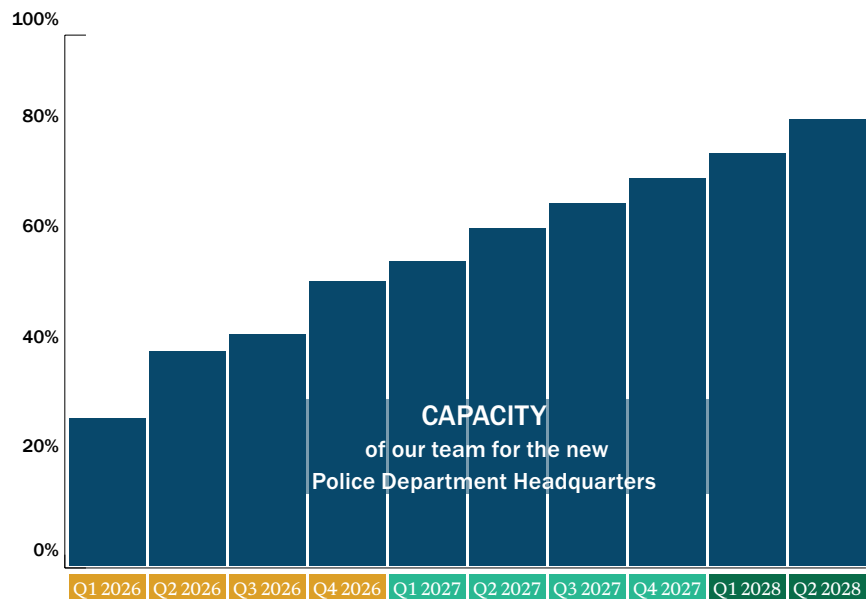
Schedule Capability

The **DLR Group/Bermello Ajamil Team** commits to satisfying the schedule requirements for the New Police Department Headquarters. We have reviewed our key resource allocation and anticipated commitment needed from our entire proposed team. The key members of our team will be ready begin this project immediately

As a firm, we track all staffing for the full duration of every project in a software called Planifi. As a result, we know our workload and availability as it stands today for the next three years. As Principal in Charge, Chris Getz is fully committed to the success of the project. It is his role to ensure that resources and expertise proposed by **DLR Group/Bermello Ajamil** are allocated as needed. We have a diverse and deep bench which ensures Chris' ability to add any specific disciplines to fully satisfy your needs.

The chart at right outlines the current staffing availability for our Florida Justice+Civic studio.

The DLR Group/Bermello Ajamil Team's commitment is that each key staff member will commit up to 100% of his or her time as needed to ensure your project's success.



B. Describe the organization, date founded and ownership of your firm.

Founded in 1966, DLR Group has 35 offices worldwide, with 1800+ employee owners. This includes our Orlando office, which opened in 1998, with 75 employee owners located in Florida. We have been delivering successful projects in the State for the last 27 years.

We have vast experience with municipal and public safety work. Our local offices draw on the expertise of our national Justice+Civic teams who have successfully delivered more than 50M SF of public safety projects in the last 10 years, reflecting our ability to lead stakeholders through the process of law enforcement planning and construction nationwide.

Has the firm experienced a significant change in organizational structure, ownership or management during the past three years and, if so, please describe.

No.

C. Describe any other business affiliations (e.g., subsidiaries, joint ventures, arrangements).

None.

D. Identify the types of accounts (design specialty) primarily serviced by your firm.

DLR Group is an integrated design firm, offering the below services across multiple sectors including: Justice+Civic, Federal, K-12, Higher Education, Hospitality, Sports, Mixed-Use, Cultural+Performing Arts, Infrastructure, and Workplace.

Services

Architecture	Acoustical Design	Lighting Design
Engineering	Audiovisual Design	Preservation
Civil	Energy+Smart Buildings	Reality Capture
Electrical	Experiential Graphic	Science+Technology
Mechanical	Design	Sustainability
Structural	High Performance Design	Theater Planning &
Interiors	Landscape Architecture	Systems Design
Planning		

E. Provide any information on the firm if it has ever been sanctioned, fined or any other legal or license related action has been taken upon it.

No.

F. List all memberships in trade associations and member involvement.

DLR Group encourages employee participation in these organizations and supports local community involvement through memberships, sponsorships, and volunteer activities.

- American Institute of Architects (AIA)
- Association for Learning Environments (A4LE)
- American Architectural Foundation (AAF)
- National Council of Architectural Registration Boards (NCARB)
- LEED Accredited Professional
- Green Globe Professional
- DBIA Industry Partners
- Acoustical Society of America
- Institute of Noise Control Engineering
- American Institute of Certified Planners
- Illuminating Engineering Society of North America
- American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)
- Construction Specifications Institute (CSI)
- Association for the Advancement of Cost Engineering International (AACE International)
- Construction Estimators Roundtable (CERT)
- American Society of Professional Estimators (ASPE)
- American Society of Healthcare Engineers (ASHE)
- International Interior Design Association (IIDA)
- Society of American Military Engineers (SAME)

G. Provide location of the firm's offices within South Florida (Miami-Dade, Broward, Palm- Beach County).

DLR Group is proud to announce our South Florida office at 2700 N Military Trl, Suite 150, Boca Raton, FL 33431. This location in Boca Raton has 6 employee owners, ready to serve your project. Registrations pending.

We actively serve a wide range of clients throughout South Florida, delivering architecture, engineering, and planning services across Miami-Dade, Broward, and Palm Beach counties. To further strengthen its local presence and enhance project delivery for the City of Doral New Police Department Headquarters, we have partnered with **Bermello Ajamil & Partners**, a well-established firm with deep roots in the region.

Bermello Ajamil's Miami-Dade office is located at 4711 South LeJeune Road, Coral Gables, FL 33146, providing DLR Group with direct access to local expertise and on-the-ground support to better serve this project.

3.4 Staffing & Personnel

Evaluation Criteria #2 Key Personnel

3.4.1 Organizational Chart



■ DLR Group

■ Bermello Ajamil

Project Leadership

- | | |
|--|--|
| ■ Chris Getz
<i>Principal in Charge</i> | ■ Willy Bermello
<i>Principal</i> |
| ■ Daniel Barrett
<i>Public Safety Design Leader</i> | ■ Alexander Straughn
<i>Sr. Project Manager</i> |
| ■ Agustin Barrera
<i>Principal</i> | ■ Kathy Rod
<i>Deputy Project Manager</i> |

Integrated Team

- | | |
|---|--|
| ■ Jake Davis
<i>Public Safety Planner/Programmer</i> | ■ Michael Ross
<i>Public Safety Principal</i> |
| ■ Amy Hoffman
<i>Workplace/Interiors</i> | ■ Ashley Gottshalk
<i>Sr. Project Architect</i> |
| ■ Ken Te
<i>Electrical Engineer</i> | ■ Daniel Balean
<i>Architect</i> |
| ■ Matt Blair
<i>Security/Technology</i> | ■ Kirk J. Olney
<i>Landscape Architecture</i> |
| ■ Anthony Valino
<i>Specifications</i> | ■ Allan Zamora
<i>Construction Administration</i> |

Consultants

- | | |
|--|--|
| Mike Herson
<i>Emergency Communications
Systems Expert</i>
Winbourne | Aaron Detmer
<i>Mechanical/Plumbing Engineer</i>
Woolpert |
| Andra Lurie
<i>Emergency Communications
Facilities and Systems Expert</i>
Winbourne | Denis Blanc
<i>Sustainability</i>
Woolpert |
| Eugene Collins
<i>Civil Engineer</i>
Colliers | Dave Nemati
<i>Structural Engineer</i>
Woolpert |
| Lori Coolidge
<i>Environmental</i>
Colliers | Andrew Miller
<i>Fire Protection Engineer</i>
Woolpert |
| Carlos Mercado
<i>Geotechnical</i>
Colliers/UES | Matthew Mecsery
<i>Cost Estimator</i>
Bosch |

3.4.2 Key Personnel

Name & Title	Years of Experience	Professional Designations or Licenses	Peer Review Evaluations
Chris Getz <i>Principal in Charge</i>	19 Total 13 with firm 19 with Public Entities	Registered Architect, FL #AR96170 + GA, KS, LA, NC, OK, SC, TN, TX LEED AP BD+C American Institute of Architects	Please see resumes for a comprehensive description of the past relevant experience for Key Personnel.
Willy Bermello <i>Principal</i>	50 Total 35 with firm 35 with Public Entities	Registered Architect, FL #AR0007200	
Daniel Barrett <i>Public Safety Design Leader</i>	26 Total 4 with firm 26 with Public Entities	American Institute of Architects - Associate	
Jake Davis <i>Public Safety Planner/ Programmer</i>	32 Total 12 with firm 32 with Public Entities	AIA Academy of Architecture for Justice LEED Accredited Professional, U.S. Green Building Council Major Cities Chiefs Association, Sponsor International Association of Chiefs of Police, Member	
Alexander Straughn <i>Sr. Project Manager</i>	10 Total 2 with firm 10 with Public Entities	Registered Architect: FL #AR101653 American Institute of Architects	
Kathy Rod <i>Deputy Project Manager</i>	20 Total 6 with firm 20 with Public Entities	LEED Accredited Professional	
Agustin Barrera <i>Principal</i>	42 Total 26 with firm 30+ with Public Entities	Registered Architect, FL #AR94201 Registered Interior Designer, FL #D6171	
Ashley Gottshalk <i>Sr. Project Architect</i>	19 Total 16 with firm 19 with Public Entities	Registered Architect: FL # AR97415 + TX NCARB Certified #80200 Green Globes Professional WELL Accredited Professional American Institute of Architects Green Building Initiative, Inc. U.S. Green Building Council	
Michael Ross <i>Public Safety Principal</i>	43 Total 43 with firm 43 with Public Entities	Registered Architect: CA #C18867 NCARB Certified #62865 American Institute of Architects	
Daniel Balean <i>Architect</i>	15 Total 7 with firm 5 with Public Entities	Registered Architect, FL #AR98372 Green Business Certification #1022984	
Amy Hoffman <i>Workplace/Interiors</i>	29 Total 26 with firm 26 with Public Entities	NCIDQ #016267 Prosci Certified Change Manager LEED Accredited Professional, U.S. Green Building Council International Interior Design Association	
Aaron Detmer <i>Mechanical/Plumbing Engineer</i>	23 Total 23 with firm 23 with Public Entities	Professional Engineer: CO, FL, 93739; IL, IA, KS, VA+Engineer in Training, MO LEED Green Associate, 10215378 American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)	

Name & Title	Years of Experience	Professional Designations or Licenses	Peer Review Evaluations
Ken Te <i>Electrical Engineer</i>	13 Total 1 with firm 5 with Public Entities	Professional Engineer: FL # 88856 + CT, GA, NJ, NY, PA, SC, WA	<i>Please see resumes for a comprehensive description of the past relevant experience for Key Personnel.</i>
Andrew Miller <i>Fire Protection Engineer</i>	14 Total 3 with firm 14 with Public Entities	Professional Engineer: FL, #99687+ GA, Puerto Rico Water-Based Systems Layout, Level II, National Institute for Certification in Engineering Technologies, 146752 NCEES Council Record, 14-138-32 National Fire Protection Association	
Dave Nemati <i>Structural Engineer</i>	23 Total <1 with firm 23 with Public Entities	Professional Engineer: CA+FL #82571, Special Inspector , Florida Recognized Structural Engineer, Florida Structural Engineers Association, Association of Medical Facility Professionals	
Matt Blair <i>Security/Technology</i>	10 Total 2 with firm 10 with Public Entities	BICSI Registered Communications Distribution Designer (RCDD) AVIXA (Infocomm), Certified Technology Specialist (CTS)	
Allan Zamora <i>Construction Administration</i>	27 Total 9 with firm 20 with Public Entities	Registered Architect, FL #AR94625	
Denis Blanc <i>Sustainability</i>	27 Total 4 with firm 27 with Public Entities	Registered Architect: IL; NCARB Certificate; Registered Architect, Ordre des Architectes d'Île-de-France, CNOA; LEED AP BD+C; Construction Documents Technologist (CDT); Estidama Pearl Qualified Professional, PQP, Abu Dhabi Urban Planning Council, UAE; Design & Build Certified Green Professional, GSAS-CGP, Gulf Organization for Research & Development, Qatar, American Institute of Architects	
Kirk J. Olney <i>Landscape Architecture</i>	30 Total 14 with firm 30 with Public Entities	Registered Landscape Architect, FL# LA0001705	
Anthony Valino <i>Specifications</i>	40 Total 26 with firm 40 with Public Entities	N/A	
Eugene Collins <i>Civil Engineer</i>	28 Total 1 with firm 28 with Public Entities	Professional Engineer FL#02282027; Professional Survey and Mapper #02282027	
Lori Coolidge <i>Environmental</i>	19 Total 1 with firm 10 with Public Entities	Professional Geologist, FL PG2822	
Matthew Mecsery <i>Cost Estimator</i>	13 Total 12 with firm 10 with Public Entities	N/A	
Mike Hernon <i>Emergency Comms Systems Expert</i>	30 Total 20 with firm 30 with Public Entities	ITIL COBIT APCO International NENA	
Andra Lurie <i>Emergency Comms Facilities and Systems Expert</i>	25 Total 7 with firm 25 with Public Entities	APCO International NENA EENA	

Chris Getz, AIA, LEED AP BD+C

Principal, DLR Group | Principal in Charge



As a Florida Architect, Chris has dedicated his career to Justice+Civic architecture. His focus is on Justice and Public Safety projects, including essential services that serve communities in Florida and throughout the Southeast. His expertise lies in balancing aesthetics and security with functionality, leading teams to create facilities that not only meet public needs but also enhance the urban landscape. From police facilities to the Pentagon entrance, Chris has been involved with creating secure private buildings with welcoming community and public interface.

As Principal in Charge, Chris oversees professional service agreements and project teams, ensuring client satisfaction and contract compliance. He provides critical input on schedules, cost estimates, and design narratives, while actively participating in key meetings and site visits. Chris's involvement in project reviews and agency approval processes guarantees seamless execution and high-quality architectural outcomes.

Select Experience

City of Gainesville Public Safety Fire Rescue Headquarters and New Emergency Operations Center, Gainesville, FL
Miami-Dade County, New Civil/Probate Courthouse P3 Design, Miami, FL
Pinellas County Justice Center Annex Expansion, Clearwater, FL
Sarasota South County Courthouse, Venice, FL
Hillsborough County Public Safety Operations Center and Fire Training, Tampa, FL*
Seminole County Sheriff's Office Upgrades, Sanford, FL

City of Gainesville Fire Station 9 (SW Annex), Gainesville, FL
City of Gainesville Fire Station 3, Gainesville, FL
Springdale Municipal Complex (Police), Springdale, AK*
Seminole County Criminal Justice Center Annex and Garage, Sanford, FL
Alachua County Civil Courthouse, Gainesville, FL
Florida Second District Court of Appeal, St. Petersburg, FL
Pentagon Visitor & Employee Entrance, Washington, DC*

Education

Master of Architecture
University of Florida
Bachelor of Design
University of Florida

Registration, Accreditations & Affiliations

Registered Architect, FL, GA, KS, LA, NC, OK, SC, TN, TX
LEED Accredited Professional BD+C
American Institute of Architects

** completed in prior association*

Willy Bermello, AIA, AICP

Principal, Bermello Ajamil | Principal



Willy A. Bermello is Founder and Principal of Bermello Ajamil & Partners. He is a Florida registered professional architect with over 50 years of experience in professional practice. His background includes a broad base of public and private projects, including the development of large commercial facilities, educational facilities, aviation, transportation, and port-related developments.

- 50+ years in professional practice
- Extensive Experience as Principal-in-Charge for the design of high rise mixed use residential facilities
- Previous experience includes working with numerous municipalities across Florida, such as the City of Doral, Broward County, the City of Miami, Miami-Dade Aviation Department (MDAD), Miami-Dade County, the City of Coral Gables, and the City of Aventura, among others.
- Recognized as one of the leading Architects in South Florida with a successful practice of over 50 years of experience
- Mr. Bermello's background includes a broad base of public and private projects, including the development of large commercial facilities, educational facilities, aviation, transportation and port developments

Select Experience

Doral Central Park, Doral, FL

The City of Doral awarded BA this project to design a series of world-class amenities including a state-of-the-art recreation center, competition, and recreational aquatics center, amphitheater, sensory playground, nature area, ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, parking, and a wide range of dynamic active and passive open spaces that encompasses 77 acres.

Downtown Doral Triangle Park & Cultural Arts Center, Doral, FL

The project consisted of the design of a 12,500-SF cultural arts center and surrounding park space on a 1.44-acre triangular parcel. The building included space for a lobby, visitor center, cultural

arts room, multi-purpose room, and reading room. The project required full integration of the proposed cultural arts center into the overall proposed and existing park design so that both the building and the park complemented and enhanced the overall Downtown Doral experience.

Miami Springs Senior Center, Miami Springs, FL

The new Miami Springs Senior Center is a one-story building designed to promote an enhanced quality of life for a diverse population of older adults who reside in the Miami Springs community. When designing this project, safety was key. The Senior Center accommodates the pedestrian traffic flow between the existing ballfield and the existing playground area used by the new Senior Center bathroom facility.

Education

Master of Architecture

Master of City Planning
University of Pennsylvania

Bachelor of Architecture

University of Florida
Graduated Magna Cum Laude

Registration, Accreditations & Affiliations

Registered Architect, FL #AR 0007200
American Institute of Certified Planners
American Institute of Architects

Daniel Barrett, Assoc. AIA

Senior Associate, DLR Group | Public Safety Design Leader



Daniel brings over 26 years of experience in designing and managing public safety facilities, with a focus on resiliency planning for hurricane-prone regions. His success stems from skillful consensus-building among stakeholders, maintenance teams, and community members, while maintaining design integrity, budget constraints, and schedules. His detail-oriented approach and strong work ethic are evident in the complex, mission-critical projects he delivers.

Known for his meticulous attention to detail and focused work ethic, Daniel excels in complex, mission-critical projects. His process bridges vision and reality, transforming ideas into tangible designs that resonate with clients and constituents, effectively bringing their aspirations to life. His forward-thinking, user-centric methodology seamlessly blends operational efficiency with design excellence. This approach, coupled with his ability to navigate intricate project requirements, positions Daniel as an invaluable asset for the City of Doral's ongoing and future public safety initiatives.

Drawing on his extensive experience delivering public safety facilities throughout Florida, Daniel brings a deep understanding of the state's coastal conditions and the stringent high-wind and resilience requirements that define this project type.

Select Experience

City of Gainesville Police Property & Evidence Storage Building, Gainesville, FL

City of Gainesville, SW Annex Police, Fire, Public Works, Gainesville, FL

City of Gainesville, Fire Station #3, Gainesville, FL

City of Gainesville Public Safety Fire Rescue Headquarters and New Emergency Operations Center, Gainesville, FL

City of Venice Police Headquarters, Venice, FL*

Casselberry Police Headquarters, Casselberry, FL*

Seminole County Criminal Justice Center Renovation and Upgrades, Sanford, FL

Hillsborough County (EOC, Warehouse, Fire HQ, Fire Training) Public Safety Operations Complex, Tampa, FL*

Sandy Springs Police and Courts, Atlanta, GA*

Belton Police Department HQ, Belton, TX*

Guilford County Sheriffs Office, Greensboro, NC *

Marion County Fire Rescue, Fire Station and Fire Training Facility, Ocala, FL

College of Central Florida, Criminal Justice Instructional Center, Ocala, FL

St. Petersburg College, Public Safety Training Facility

Georgetown Public Safety Facility, Georgetown, TX*

Valencia College School for Public Safety Master Plan and Programming, Orlando, FL*

Osceola Fire Training Facility, Kissimmee, FL *

Sanford Police Headquarters, Fire Admin. & Fire Station, Sanford, FL, Sanford, FL*

Fire Station #9, Cape Coral, FL*

Elkhart Police Firing Range, Elkhart, IN

Georgetown Public Safety Facility - Police and Fire / Training, Georgetown, TX*

Lakeland Fire Training Facility, Lakeland, FL*

Police and Fire Station, Daytona Beach Shores, FL*

Public Safety Facility - Courts, Jail, Police, Fire Station; Lawton, OK*

Orlando Police Department, Firing Range, Orlando, FL *

** completed in prior association*

Education

Bachelor of Design
University of Florida

Registration, Accreditations & Affiliations

American Institute of Architects

Jake Davis, LEED AP

Principal, DLR Group | Public Safety Planner/Programmer



Jake has devoted a significant portion of his career to the programming and design of law enforcement and other secure facilities across the United States. He has participated in all phases of the development, construction, and operations of numerous public safety facilities. Integration of sustainable design into public safety facilities has been a hallmark of his career, having managed the design of the Orland Park Police Headquarters, which was at the time of its completion, the first LEED Gold police facility in the United States. He has led significant renovations of existing industrial buildings into modern police headquarters. Seeing energy savings, resource reuse, officer wellness, and introducing daylight and indoor environmental quality into highly functional law enforcement environments is an ongoing pleasure for him.

“A justice facility with beautiful architecture, but no understanding of police function, is a failure, as is one that cannot perform its functions profitably. A design that manages to do both is the truest form of success.”

Select Experience

Metropolitan Police Department Headquarters, Washington, D.C.

Study, analysis, planning, programming, and design of a multi-phased, 100,000 SF relocation of the D.C. DGS MPD

Englewood Police Headquarters, Englewood, CO

Study, analysis, planning, programming, and design of a new multi-phased 50,000 SF police operations building

Tukwila Justice Center, Tukwila, WA

\$37M study, analysis, planning, programming, and design of a new 47,000 SF justice center

Salem Police Station, Salem, OR

Study, analysis, planning, programming, and design of a new 104,845 SF public safety center

Nashville Metro Police Department Southeast Precinct, Nashville, TN

Needs assessment, programming, planning, and design of a new 24,000 SF single-story police station

Will County Public Safety Complex, Joliet, IL

\$30M study, analysis, planning, programming, and design of a new 87,000 SF public safety center

Cheyenne Public Safety Center, Cheyenne, CO

Study, analysis, planning, programming, and design of a 56,000 SF adaptive re-use complex

Education

Master of Architecture

Tulane University

Registration, Accreditations & Affiliations

AIA Academy of Architecture for Justice

LEED Accredited Professional, U.S. Green Building Council

Major Cities Chiefs Association, Sponsor

International Association of Chiefs of Police, Member

Alexander Straughn, AIA

Senior Associate, DLR Group | Sr. Project Manager



Alexander is a senior project manager with over ten years of experience delivering large, complex public projects across the Public Safety, Aviation, and Education markets. A cornerstone of his career was his leadership role on Terminal C at Orlando International Airport (MCO), a \$2.8 billion, 1.8 million SF project that demonstrates his ability to manage highly complex, multi-faceted efforts.

He has applied this large-infrastructure experience to mission-critical civic work, including public safety campuses, sheriff's facilities, large educational campuses, and urban mixed-use master planning. Alexander is recognized for balancing design excellence with budget and schedule certainty through clear communication, proactive risk management, and collaborative leadership.

Working exclusively on public projects, he brings a deep understanding of municipal fiscal, schedule, and procurement realities, aligning them with the operational and life-safety needs of first responders to deliver high-performing public safety projects.

Select Experience

City of Gainesville Public Safety Fire Rescue Headquarters and New EOC, Gainesville, FL

City of Gainesville Public Works, Gainesville, FL

City of Gainesville, SW Annex, Gainesville, FL

Seminole County Emergency Management Fire Suppression Improvement, Sanford, FL*

City of Gainesville Fire Station 3, Gainesville, FL

Flagler Fire Station 51, Bunnell, FL*

Flagler Fire Admin Station 62, Bunnell, FL*

Seminole Co Fire Station 39 and 41 Renovations, Sanford, FL*

Seminole Fire Station 25, Casselberry, FL*

Canadian County Courthouse, El Reno, OK

City of Orlando Grove Park Master Plan, Orlando, FL

Marion County Fire Training Facility and Prototype Fire Station, Ocala, FL

Education

Master of Architecture

University of Florida Graduate School of Architecture at CityLab-Orlando

Bachelor of Design

Valencia State College / University of Central Florida

Registration, Accreditations & Affiliations

Registered Architect: FL

American Institute of Architects

** completed in prior association*

Kathy A. Rod, LEED AP

Senior Project Manager, Bermello Ajamil | Deputy Project Manager



With more than 20 years of experience, Kathy Rod's career has encompassed a wide variety of projects, including higher education, government, hospitality, healthcare, senior living, and corporate commercial projects. Ms. Rod has led design teams in the development and production of projects from conceptual sketches through construction documents to ensure that client expectations, project scope, budget, and schedule goals were met along with an emphasis on positive communication, quality assurance, and quality control.

Select Experience

Doral Central Park, Doral, FL

The City of Doral awarded BA this project to design a series of world-class amenities including a state-of-the-art recreation center, competition, and recreational aquatics center, amphitheater, sensory playground, nature area, ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, parking, and a wide range of dynamic active and passive open spaces that encompasses 77 acres.

Amelia Earhart Park & Community Center, Hialeah, FL

As a part of an expansion to better serve the community, BA designed a 30,000 SF state-of-the-art intergenerational community center that includes: four lighted, natural turf soccer fields with

covered bleachers, an extensive pedestrian pathway system with mile markers, site furniture, a restroom for the mountain bike facility and rehabilitation an existing maintenance building. The Amelia Earhart Park is a 515-acre regional suburban park located in north central Miami-Dade County and offers a number of recreational activities such as bike trails, water sports, skateboarding, fishing and a farm village and petting zoo. BA is also providing design solutions, preparing construction drawings and providing bidding and construction administration to Miami-Dade County Parks, Recreation and Open Space Department.

Education

Bachelor of Architecture

Iowa State University

Architectural Studies

Universidad Femenina del Sagrado Corazon (Lima, Peru)

Registration, Accreditations & Affiliations

LEED Accredited Professional

United States Green Building Council (USGBC), Member

Agustin Barrera, AIA, NCARB, RID

Principal, Bermello Ajamil | Principal



With more than 40 years of experience in all facets of architectural design, construction administration, and project management, Agustin Barrera understands the entire design process and ensures proper resources and continued support. Mr. Barrera has worked on a variety of project types, including resorts, entertainment, justice, education, aviation, and commercial and residential properties.

Select Experience

Doral Central Park, Doral, FL

The City of Doral awarded BA this project to design a series of world-class amenities including a state-of-the-art recreation center, competition, and recreational aquatics center, amphitheater, sensory playground, nature area, ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, parking, and a wide range of dynamic active and passive open spaces that encompasses 77 acres.

Amelia Earhart Park & Community Center, Hialeah, FL

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maintenance building. The Amelia Earhart Park is a 515-acre regional suburban park located in north central Miami-Dade County and offers a number of recreational actives such as bike trails, water sports, skateboarding, fishing and a farm village and petting zoo. BA is also providing design solutions, preparing construction drawings and providing bidding and construction administration to Miami-Dade County Parks, Recreation and Open Space Department.

Country Club of Miami, Miami, FL

BA worked closely with Miami Dade County Parks and Recreation to develop the program and concept design for the renovation of the existing Country Club of approximately 16,000 sf. This renovation will provide the community and county an updated facility that will allow for various events to take place simultaneously, with both interior and exterior venues. BA will continue with the design development, construction documents and construction document services.

Education

Master of Architecture

Florida International University

Bachelor of Design

University of Florida

Registration, Accreditations & Affiliations

Registered Architect, FL #AR94201
Registered Interior Designer, FL #ID6171
National Council of Architectural Registration Boards
American Institute of Architects
Kiwanis Club of Little Havana, President, 2001-2003
City of Miami Urban Development Review Board 2022 - Present
City of South Miami Planning & Zoning Board 2023 - Present
Cristo Rey Miami High School Board of Trustees 2019 - Present
City of Miami River Commission 2022 - Present

Ashley Gottshalk, AIA, WELL AP

Senior Associate, DLR Group | Sr. Project Architect



Ashley is a skilled senior project architect specializing in criminal justice-related facilities such as law enforcement facilities, state correctional facilities, and county jails. She has devoted the past decade to working with city, state, federal, and county clients to advance innovation and deliver high-performance justice environments.

Ashley is a registered architect with deep skills in justice facilities design and construction, including managing design, scope, schedule, and budget for public safety projects nationwide. Her broad understanding of the design and construction processes help her take ownership of incorporating code requirements, engineering coordination, material quality, and critical standards. Ashley is experienced with technical and conceptual aspects of planning all aspects of a facility. She is a certified Green Globes professional, bringing operational efficiency to every building she designs.

Select Experience

City of Gainesville Police Property & Evidence Storage Building, Gainesville, FL

City of Gainesville, SW Annex Police, Fire, Public Works, Gainesville, FL

City of Gainesville, Fire Station #3, Gainesville, FL

City of Gainesville Public Safety Fire Rescue Headquarters and New Emergency Operations Center, Gainesville, FL

St. Charles County DOC Bridge Connector; St. Charles, MO

Lucas County Women's Correctional Treatment Center Renovation and Expansion; Toledo, OH

Joint Base Lewis-McChord Joint Regional Corrections Facility; Joint Base Lewis-McChord, WA

Rockwall County Jail Addition; Rockwall, TX

Cheatham County Jail Expansion and Renovation; Ashland City, TN

Bledsoe County Correctional Complex; Pikeville, TN

NDCS New Multi-Custody Correctional Facility; Lincoln, NE

Vanderburgh County Jail Expansion; Evansville, IN

Sacramento County Behavioral Health Addition/Renovation; Sacramento, CA

USVI ODR Department of Human Services Youth Rehabilitation Center; St. Croix, Virgin Islands

Jefferson County Youth Detention Facility; Birmingham, AL

Education

Master of Architecture
Bachelor of Design—Architecture
University of Florida

Registration, Accreditations & Affiliations

Registered Architect: FL, TX
NCARB Certified #80200
Green Globes Professional
WELL Accredited Professional
American Institute of Architects
Green Building Initiative, Inc.
U.S. Green Building Council

Michael Ross, AIA, NCARB

Principal, DLR Group | Public Safety Principal



Michael is a nationally recognized leader in the planning, programming, and design of public safety and civic facilities. With over 42 years of experience, he brings deep expertise in the delivery of complex, multi-agency campuses that support law enforcement, fire, and emergency response operations. Michael’s award-winning portfolio includes police and fire stations, emergency operations centers, and regional dispatch facilities—demonstrating his ability to translate operational needs into high-performance, resilient buildings.

He works closely with public safety leadership and community stakeholders to develop consensus-driven solutions that support evolving service models, enhance interdepartmental coordination, and foster community trust. Michael is skilled in delivering projects through a range of procurement methods including CMAR, Design-Build, and Design-Bid-Build. His collaborative approach and deep knowledge of functional and operational planning make him an invaluable partner in the development of integrated public safety campuses.

Select Experience

Lake County Regional Operations & Communications Facility, Libertyville, IL
Programming, architecture, interior space planning, and construction documentation as associate design architect with Wold Architects for this consolidated 911 Dispatch/ Public Safety Answering Point (PSAP), Emergency Operation Center (EOC), County Emergency Management Agency offices, and Emergency Telephone System Board (ETSB).

Snohomish County Emergency Comms Center (Sno911), Everett, WA
Adaptive re-use, the project transforms two existing office buildings into a flexible and resilient emergency communications facility operating continuously.

State of California, Governor’s Office of Emergency Services HQ and State EOC, Sacramento, CA
Planning, programming, design, construction documents, construction administration.

City of Palo Alto Public Safety Building, Police/Fire Administration, 911, and Emergency Operations Center, Palo Alto, CA
Site assessment, planning, programming, and design for a 3-story facility housing police, fire administration, and 911/emergency operations. Designed for 24/7 use and resilient, stand-alone operation during disasters.

Contra Costa County Office of the Sheriff HQ & Emergency Operations Center, Martinez, CA
LEED Gold | Bridging Architect | Planning, programming, site master planning, architecture, and design through bridging documents for an adaptive reuse two-story headquarters and EOC.

Sonoma County Sheriff’s Headquarters; Santa Rosa, CA
Planning, programming, site analysis, design, construction documents, construction administration services.

Education

Master of Arts — Architecture
University of California, Berkeley

Bachelor of Arts — Anthropology
Sonoma State University

Registration, Accreditations & Affiliations

Registered Architect: CA #C18867
NCARB Certified #62865
American Institute of Architects

Daniel Balean, RA, NCARB, LEED AP BD+C

Bermello Ajamil | Architect



Mr. Balean is a project architect with over a decade of experience in the South Florida region. He has extensive experience designing mixed-use, residential, office, retail, and religious buildings. As project architect, he leads project documentation, construction document preparation, and coordination with the sub-consultants. In addition, he is responsible for budget and schedule management, consultant document coordination, and status reporting. By maintaining continuity throughout the project, Mr. Balean will ensure that our client's goals and objectives are achieved through design and construction.

Select Experience

Doral Central Park, Doral, FL

The City of Doral awarded BA this project to design a series of world-class amenities including a state-of-the-art recreation center, competition, and recreational aquatics center, amphitheater, sensory playground, nature area, ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, parking, and a wide range of dynamic active and passive open spaces that encompasses 77 acres.

Viridian, Dania Beach, FL

BA is providing design and planning services for this 14 story residential development in Dania Beach, Florida. The project includes 237 units consisting of studios, 1, 2 and 3 bedrooms, a pool deck, gym, club room, mechanical parking with valet.

Port Canaveral Cruise Terminal 3, Cape Canaveral, FL

BA designed Terminal 3, a new terminal built for Carnival Cruise Lines and the largest terminal at Port Canaveral. The two-story, 188,000 SF facility is home to the Carnival Mardi Gras, the largest ship in Carnival fleet. Mr. Balean coordinated finishes with Carnival Cruise lines as well as construction documents. He was also involved with the construction administration of the Terminal as it went through construction.

Education

Master of Architecture

Dessau Institute of Architecture

Bachelor of Architecture

Florida Atlantic University

Registration, Accreditations & Affiliations

Registered Architect, FL #AR98372

Amy Hoffman, NCIDQ, LEED AP

Principal, DLR Group | Workplace / Interiors



Amy brings 28 years of experience designing interior environments that are both highly functional and deeply reflective of her clients' values. While much of her career has focused on custom workplace environments, she has also played a key design leadership role on numerous Justice + Civic projects, including public safety buildings, courthouses, and administrative facilities. Her work in these spaces demonstrates a nuanced understanding of the balance between security, dignity, and public transparency.

Amy is highly regarded for her ability to translate organizational culture into efficient, brand-aligned environments. Her strength lies in creating interiors that support complex user needs while expressing the mission of the institution—an approach that is particularly impactful in public sector spaces. She leads stakeholder engagement from pre-design through completion, aligning workplace strategies with operational goals to enhance recruitment, retention, and long-term effectiveness for public agencies.

Select Experience

Metropolitan Police Department Headquarters, Washington, D.C.

Study, analysis, planning, programming, and design of a multi-phased, 100,000 SF relocation of the D.C. DGS MPD

Englewood Police Headquarters, Englewood, CO

Study, analysis, planning, programming, and design of a new multi-phased 50,000 SF police operations building

Nashville Metro Police Department Southeast Precinct, Nashville, TN

Needs assessment, programming, planning, and design of a new 24,000 SF single-story police station

Cheyenne Public Safety Center, Cheyenne, CO

Study, analysis, planning, programming, and design of a 56,000 SF adaptive re-use complex

Plano Public Safety Campus, Plano, TX

Planning, programming, and design of a new public safety campus consisting of a new police headquarters, new 911 dispatch center, and new Fire Station 14.

Baltimore Police Headquarters P3 Owner's Representative, Baltimore, MD

Public Safety Experts on the Owner's Representative team for a new police headquarters. Facility will include 911 call center, EOC, Crime Lab, and Evidence Storage, in addition to other required PD spaces.

Education

Bachelor of Arts - Fine Arts University of Georgia

Registration, Accreditations & Affiliations

NCIDQ #016267

Prosci Certified Change Manager

LEED Accredited Professional, U.S. Green Building Council

International Interior Design Association

Aaron Detmer, PE, EIT, LEED GA

Woolpert | Mechanical/Plumbing Engineer



Aaron Detmer is a Mechanical Engineer with extensive experience in HVAC, plumbing, fire protection, sustainable design, commissioning, on-site engineering, project management, energy analysis, and owner representation. He provides mechanical engineering services including existing conditions assessment and inventory, for education, government, military, commercial, and other facilities. As a LEED Green Associate, he is well-versed in designing sustainable mechanical systems that exceed savings mandated by ASHRAE standards and remain resilient despite climatic challenges.

Select Experience

State Police Training Academy HVAC Renovations, Springfield, Illinois

Mechanical Engineer who provided design and drawings. Woolpert provided complete design for the renovation of the State Police Training Academy. This included replacement of the HVAC system, plumbing renovations, new ceilings and lighting, a new emergency generator, and a new electrical service. HVAC systems are VRF/VRV systems.

Alton Mental Health Center Security and Building Automation System Upgrade, Alton, Illinois

Mechanical Engineer who provided design, drawings, and construction administration services. Woolpert upgraded the security and building automation system (BAS) for the Alton Mental Health Center campus. The existing 20-year-old system had failed. This project involved thorough site investigation for systems to be integrated with the BAS and separation of systems

to provide redundancy and prevent further failures. Renovated systems included mechanical equipment, door access control, intercom and paging, drinking fountain controls, security sensors, and camera surveillance.

Scott Consolidated Communications Facility Renovations and Additions, Scott AFB, Illinois

Mechanical Engineer who provided design, drawings, and construction administration services. Woolpert provided full service design for updates and an addition to a mission critical facility. Key features included seismic retrofitting, raised access flooring, new HVAC, mechanical and electrical equipment, redundant electrical and communications systems, new uninterruptible power, updated fire protection and alarm systems, a new Intrusion Detection System, and a new Access Control System.

Education

Bachelor of Science, Mechanical Engineering

Southern Illinois University Edwardsville

Registration, Accreditations & Affiliations

Professional Engineer: FL, 93739; CO, PE.0060639; IL, 062071489; IA, P25977; KS, 29292; VA, 62178

Engineer in Training, MO, 2005003546

LEED Green Associate, 10215378

American Society of Heating, Refrigerating and Air Conditioning Engineers (ASHRAE)

Ken Te, PE

Senior Associate, DLR Group | Electrical Engineer



Ken's experience includes designing and implementing electrical systems for justice and government projects. Skilled in high performance design strategies, his approach combines technical understanding with a commitment to innovation, safety, and sustainability. Ken recognizes the value of providing integrated design to clients and is actively involved in fostering collaboration with the entire project team during all stages of the planning, design, and construction process. His understanding of the bigger picture enables him to develop electrical systems that enhance the overall functionality, maintainability, and user experience of the space.

Select Experience

City of Gainesville, SW Annex Police, Fire, Public Works, Gainesville, FL

City of Gainesville, Fire Station #3, Gainesville, FL

College of Central Florida Criminal Justice Instructional Center, Ocala, FL

University of Miami, Cosford Cinema Renovation, Coral Gables, FL

University of Miami College of Engineering Battery Lab, Coral Gables, FL

Alachua County New Civil Courthouse, Gainesville, FL

Seminole County Criminal Justice Center Renovation and Upgrades, Sanford, FL

Canadian County Courthouse, El Reno, OK

Florida Second District Court of Appeals, St. Petersburg, FL

New Holland Municipal Building, New Holland, PA*

USACE Outpatient Pharmacy, Fort Worth, TX*

USACE Office Suite Renovation, Orlando, FL*

NAVFAC Propulsion Shaft Lathe Renovation, Oak Harbor, WA*

NAVFAC/USAF Dental Clinic at Creech AFB, Indian Springs, NV*

NAVFAC Sensitive Compartmented Information Facility (SCIF) Renovation, Orlando, FL*

** completed in prior association*

Education

Bachelor of Science
Temple University

Registration, Accreditations & Affiliations

Professional Engineer: FL, CT, GA, NJ, NY, PA, SC, WA

Dave Nemati, Ph.D., PE, FRSE

Woolpert | Structural Engineer



Structural Discipline Leader Dave Nemati oversees Woolpert's Buildings Sector structural engineering practice, leading his team to provide quality work and seamless integration with other disciplines. He guides design strategies, manages financial performance and QA/QC processes, mentors team members, and drives innovation in structural solutions. Dave's work supports a diverse range of clients, from governments to private developers, covering projects such as healthcare facilities, hospitality developments, aviation design, mixed-use complexes, educational institutions, and mission-critical infrastructure including data centers. He is passionate about fostering a culture of collaboration and technical excellence. Dave brings over two decades of experience delivering structurally complex projects with a focus on safety, innovative solutions, efficiency, and budget-conscious design. Dave's exceptional ability to combine technical rigor with strategic leadership produces projects that meet performance goals while fostering collaboration across disciplines.

Select Experience

Miami-Dade Corrections and Rehabilitation Campus, Miami-Dade County, Miami, FL

Bal Harbour Shops Saks Corridor and Neiman Marcos Escalator and Exterior Stair Additions, Bal Harbour, FL

Bal Harbour Shops Expansion, Bal Harbour, FL

Bal Harbour Shops Police Station Renovation, Bal Harbour, FL

Doctors Hospital MRI Replacement, Miami, FL

Jackson Diagnostic Treatment Center Façade Assessment and Repairs, Miami, FL

Marlins Stadium Renovation, Miami, FL

Jackson Memorial Hospital Park Plaza East Pharmacy Fit-Out, Miami, FL

Jackson Memorial Hospital Park Plaza East Office Fit-Out, Miami, FL

Sanctuary and Fellowship Hall for Crossbridge Church, Pinecrest, FL

Miami Woman's Club White Box Restoration, Miami, FL

521 EDL Residence, Miami Beach, FL

Bal Harbour 96th St. Parking Garage, Bal Harbour, FL

Antonio Maceo Community Center, City of Miami, Miami, FL

Las Olas Corridor Improvements, City of Fort Lauderdale, Fort Lauderdale, FL

Education

Doctor of Philosophy, Structural Engineering

University of Miami

Master of Science, Structural Engineering

University of Tehran

Bachelor of Science, Civil Engineering

University of Guilan

Registration, Accreditations & Affiliations

Professional Engineer: FL #82571+CA

Special Inspector (SI)

Florida Recognized Structural Engineer (FRSE)

Florida Structural Engineers Association (FSEA)

Association of Medical Facility Professionals (AMFP)

Andrew Miller, PE

Woolpert | Fire Protection Engineer



Andrew Miller is a fire protection engineer with a strong foundation in both fire protection and mechanical engineering. His broad knowledge allows him to solve a variety of engineering challenges, whether for a hotel, military installation, or airport. Andrew determines the applicable code requirements related to life safety and fire protection based on the building. He then creates plans that identify the life safety features. He creates fire protection drawings that classify the hazards to provide the appropriate protection, and he lays out the major equipment to provide coordination throughout the building. He also develops specifications. Andrew is experienced at working in interdisciplinary teams that allow him to identify and resolve problems across multiple disciplines. He can easily communicate technical drawings and reports to other engineers and to clients. He brings a combination of strong technical knowledge, experience, and problem-solving skills to each project.

Select Experience

Building 122 HVAC System Replacement, Air Force Civil Engineer Center, Cannon Air Force Base, New Mexico

Andrew identified which components needed demolition or replacement and relocated the sprinkler heads across the building. He also identified deficiencies in the exiting design for the contractor to address. Woolpert, along with a joint venture partner, provided multidiscipline architecture and engineering (A/E) design services to upgrade the heating, ventilation, and air conditioning (HVAC) systems for Building 122 at Cannon Air Force Base (CAFB).

F-35 Flight Simulator, U.S. Army Corp of Engineers Japan, Misawa Air Base, Japan

Andrew developed the drawings for the fire safety and fire alarm systems. The project will include air aspirating smoke detection and piping detection network

layout, including beneath the raised floor and connections to the simulator system. Andrew will design an isolated suppression system for the simulators to minimize the secure side boundary penetrations.

P530 Aircraft Intermediate Maintenance Facility, USACE Japan, Kadena AB, Japan

His analysis included determining hazard classification for battery storage, paint booths, weapons armament systems, and tire storage. The fire alarm system was designed to provide appropriate notification for users in the space. His design complied with Japanese design standards. Woolpert is providing project engineering, design, and construction contract production services for the P530 Aircraft Intermediate Maintenance Facility.

Education

Bachelor of Science, Mechanical Engineering

University of South Florida

Registration, Accreditations & Affiliations

Professional Engineer: FL, #99687; GA, PE049077; Puerto Rico, #29140

Water-Based Systems Layout, Level II, National Institute for Certification in Engineering Technologies (NICET), 146752

NCEES Council Record, 14-138-32

National Fire Protection Association (NFPA)

Matt Blair, RCDD, CTS

Associate, DLR Group | IT Systems and Electronic Security Designer



Matt excels in technology infrastructure design, with a focus on telecommunications, audiovisual systems, and security. He displays versatility across various complex industry sectors, demonstrating adaptability and a comprehensive skill set. Proficient in Revit and CAD, Matt has innovated by developing and implementing Revit standards, boosting organizational efficiency, and standardizing practices.

His role extends beyond technical skill; as a mentor, Matt is committed to nurturing junior staff, showcasing his leadership and team-oriented nature. His strong communication skills enable effective collaboration with coworkers, architects, contractors, and end-users, ensuring projects meet all stakeholder requirements.

Select Experience

Pritchard Building Renovation and Expansion; Olympia, WA

77,000 SF renovation and expansion of the 1958 Washington State Library into offices for the state House of Representatives.

Jelleff Recreation Center Modernization; Washington, D.C.

25,880 SF replacement facility in historic Georgetown neighborhood

GSA Bricker Building Renovation; Columbus, OH

26,000 SF renovation adds two new courtrooms.

Florida Second District Court of Appeal; St. Petersburg, FL

67,400 GSF new courthouse

Seminole County Criminal Justice Center Renovation, Sanford, FL

225,000 SF Courts, Sheriff, and secure holding

Confidential Client; Adelanto, CA

IPA HVDC Converter Stations

San Francisco International Airport; San Francisco, CA

Delta Airlines - T1 Front of House Design - ATO / BSO

Coconino County; Flagstaff, AZ

County Elections Tenant Improvement

Confidential Client; Confidential Location, WA*

New office building for cutting-edge technology company with data center, office renovations, high-tech lab space, and clean rooms. High security facility.

Education

B.S. Electrical and Computer Engineering Oregon State University

B.S. Psychology, Minor in Business Administration University of Oregon

Registration, Accreditations & Affiliations

BICSI Registered Communications Distribution Designer (RCDD)

AVIXA (Infocomm), Certified Technology Specialist (CTS)

Mike Heron, COBIT, ITIL

Director, Winbourne Consulting | Emergency Communications Systems Expert



Mike is a former public sector CIO delivering strategy, governance, and innovative solutions for public safety communications in civilian and military environments and in developing Smart City approaches. He has significant expertise in both legacy and Next-Generation 9-1-1 (NG911) solutions, ESInet, FirstNet, and related wireless solutions.

Select Experience

SN0911 9-1-1 Center, Everett, WA *(with DLR Group)*

Palo Alto New Public Safety Building, Palo Alto, CA
(with DLR Group)

Fairfax County, Alexandria, VA

Technical SME for a new operations facility housing 9-1-1, County and State police, an EOC, and transportation.

City of Davao, PH

PM and SME for the technical requirements for a combined public 9-1-1, disaster management, and transportation command center.

Ho Chi Minh City, VN

PM and SME for the technical design requirements for a smart city Intelligent Operations Center incorporating police and other agencies

Education

Master of Arts, Psychometrics, SF

Austin State University

Bachelor of Arts, Psychology

Boston College

Registration, Accreditations, Affiliations

ITIL

COBIT

APCO International

NENA

Andra Lurie

Winbourne Consulting | Emergency Communications Facilities and Systems Expert



Andra has over 25 years of experience in all aspects of public and private sector technology strategy, management, and optimization, with a particular focus in public safety operations, critical facilities design and construction administration.

Select Experience

SN0911 9-1-1 Center, Everett, WA *(with DLR Group)*

Palo Alto New Public Safety Building, Palo Alto, CA
(with DLR Group)

Pennsylvania Emergency Management Agency (PEMA)

PM and SME for a statewide PSAP assessment in prep for Pennsylvania Next Generation 911 Transition

Charlotte/Mecklenburg Police

(CMPD) Police Command Center Technical SME on the Center's design and construction.

City of Chesapeake Public Safety Center

Technical SME on the design and construction of the 9-1-1 center

Education

Bachelor of Arts, International Relations

Georgetown University

Registration, Accreditations, Affiliations

APCO International

NENA

EENA

Denis Blanc, AIA, LEED AP BD+C, CDT

Director of Sustainability, Woolpert | Sustainability



Denis collaborates with clients to understand their carbon reduction and sustainability goals and to incorporate them into project plans. He focuses on various aspects of sustainable design, including energy efficiency, resource conservation, use of eco-friendly materials, durability, and the promotion of health and well-being. Denis provides development of green building third-party certification documentation, embodied carbon assessment, operational carbon analysis, and materials research. He stays abreast of the latest trends, technologies, and regulations in sustainable building practices, and fosters innovation by integrating new sustainable materials and technologies into project designs. Denis seeks to improve buildings' material and energy lifecycles by analyzing the parameters of the planning, design, construction, and operation of projects. He then prioritizes those parameters to recommend practical responses that will help maintain a healthy planet. To achieve each important aspect of projects, including stakeholder alignment on sustainability goals and validation of performance, Denis has developed expert knowledge and skills with technological adaptability through familiarity with modern tools and software to optimize project design and execution.

Select Experience

The Pinnacle Tower, Fordham Company, Chicago, IL

Sustainability Lead who contributed to the design and marketing of this 49-story luxury residential tower by developing marketing drawings with multiple layout options for buyer customization. He verified Gross Saleable Area (GSA) calculations and proposed interior partitioning schemes for kitchens and living areas. The building features 213 two-, three- and four-bedroom residences ranging from 1,300 to 5,400 square feet, including eight penthouses. Amenities include a health club, spa, indoor pool and sundeck, entertainment suite with terrace, private theater, and a business center with conference facilities—hallmarks of the Fordham Company brand. Completed in 2004, the design was influenced by the surrounding historic cathedrals of Chicago's River North district.

Energy and Sustainability Strategic Plan, Norfolk State University, Norfolk, VA

Sustainability Lead who laid out the strategy for the energy analysis. Norfolk State University (NSU) is developing an Energy and Sustainability Strategic Plan (ESSP) that provides the implementation roadmap for energy and sustainability at NSU over the next 10 years. With the goals of achieving carbon neutrality by 2030 and becoming fossil fuel-free by 2050, the plan aims to establish NSU as a leader in equitable, economic, energy, and environmental sustainability.

Education

Architecte Diplômé par le Gouvernement (DPLG)

Diplôme d'Etudes Fondamentales en Architecture (DEFA)
École Nationale Supérieure d'Architecture de Paris-Belleville

Pilote Véhicule Militaire Blindé, Centre de Formation Initiale Militaire de Carpiagne (1 year of French military experience)

Registration, Accreditations & Affiliations

Registered Architect: IL; NCARB Certificate; Registered Architect, Ordre des Architectes d'Île-de-France, CNOA; LEED AP BD+C; Construction Documents Technologist (CDT); Estidama Pearl Qualified Professional, PQP, Abu Dhabi Urban Planning Council, UAE; Design & Build Certified Green Professional, GSAS-CGP, Gulf Organization for Research & Development, Qatar

American Institute of Architects

Anthony Valino, AIA Associate, CSI

Bermello Ajamil | Specifications



Anthony Valino has more than 38 years of experience in all facets of architectural design, project management, contract negotiations, value engineering analysis, and construction administration. He has worked on a variety of project types, including education, government, institutional, industrial, commercial, and residential. Mr. Valino understands the entire design process and ensures proper resources and continued support to our clients.

Select Experience

McNair Park Improvements, Free Standing Kitchen, Pompano Beach, FL

BA prepared a City-Wide Parks Master Plan for the City that resulted in early action projects including the McNair Park Project. This plan the design and permitting of a 350 square feet free standing kitchen and associated assistance during construction. Additionally, BA proposed improvements that addressed the expansion of the community center building, the inclusion of an interactive water feature, all new football facilities including fields, viewing stands, press box and restrooms, as well as improvements to parking areas, among other key components.

Broward County Government Center West - Restroom Remodeling, Broward County, FL

BA was commissioned by Broward County to remodel all public restrooms in the 4-story government center west building.

C.W. Thomas Park Improvements, Dania Beach, FL

BA led the redevelopment of C.W. Thomas Park located in central northwest Dania Beach, Florida; 6 acres; including 24,250 sf community center, 2,800 sf, heated recreation swimming pool, shaded playgrounds, lit synthetic turf multi-purpose football/soccer field with bleachers and a press box, basketball court, parking, sidewalk, furniture and landscape.

Education

Bachelor in Science/ Architectural Technology

Florida International University

Associate of Arts in Architecture

Miami-Dade College

Registration, Accreditations & Affiliations

American Institute of Architects Miami Chapter, Associate Member (AIA)

United States Green Building Council Member (USGBC)

Construction Specification Institute (CSI)

Kirk J. Olney, PLA/CLA

Bermello Ajamil | Landscape Architect



Kirk Olney is a Florida Registered Landscape Architect with more than 20 years of experience managing landscape architectural and multidisciplinary design, production, and construction projects. Most of his career has focused on the public realm, designing and implementing parks, streetscapes, and roadway landscape design. His areas of expertise include master planning, conceptual design, production and management of construction documents, preparation of construction contract documents, and construction services.

Select Experience

Doral Central Park, Doral, FL

The City of Doral awarded BA this project to design a series of world-class amenities including a state-of-the-art recreation center, competition, and recreational aquatics center, amphitheater, sensory playground, nature area, ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, parking, and a wide range of dynamic active and passive open spaces that encompasses 77 acres.

Doral Cultural Center, Doral, FL

The project consists of the design of a 12,500-sf cultural arts center and surrounding park space for a 1.44-acre triangle shaped parcel. BA prepared two alternative conceptual designs, opinions of probable cost for each, and presented

them at a public workshop. The building includes space for a lobby, visitor center, cultural arts room, multi-purpose room and reading room. The project required the full integration of the proposed cultural arts center building into the overall proposed and existing park design so both building and park complement and enhance the overall experience of Downtown Doral. The architecture creates a modern statement through overall vernacular shape, massing, fenestration and materials giving it its own identity while complementing the adjacent City Hall. The design of the exterior spaces provides an aesthetically pleasing physical connection to the existing Downtown Doral Park and shall include: sidewalks, furniture, landscape, irrigation and locations for public art.

Education

Bachelor of Landscape Architecture

The Ohio State University

Registration, Accreditations & Affiliations

Registered Landscape Architect, FL
#LA0001705

Eugene Collins, PE, PSM

Colliers | Civil Engineer



Mr. Collins-Bonfi I, PE, PSM brings over 27 years of comprehensive experience in the engineering and construction industry, with expertise spanning surveying, engineering design, program and project management, and construction oversight. His career has been largely focused on municipal infrastructure, with a strong emphasis on parks and public spaces. Notably, He served as the Program Manager for the City of Doral's Parks Bond Program, where he was responsible for the day-to-day planning, coordination, and execution of multiple park improvement projects under the bond initiative. In this role, he led the successful delivery of the majority of the City's bond funded projects, many of which were completed ahead of schedule and under budget. Mr. Collins-Bonfill understands the importance of aligning project delivery with bond compliance, community expectations, and the City's objectives—ensuring transparency, fiscal responsibility, and timely execution across all phases of program.

Select Experience

Doral Cultural Arts Center, Doral, FL

The design and construction of Doral's first dedicated cultural arts facility at Downtown Doral Park. The Doral Cultural Arts Pavilion will serve to celebrate the unique culture of Doral, as well as the variety of cultures, arts, and experiences. At approximately 9,000 square feet, the Pavilion is the hub of cultural and performing arts in Doral and is supported by satellite programming locations at both Doral Central Park and Doral Legacy Park. The Pavilion building includes multiple programmatic components such as a large art gallery space, visible from both inside and outside the building, flexible multi-purpose room, multiple outdoor courtyards, catering area, dedicated vehicular drop-off area, and public restrooms.

Doral Meadow Park (Design-Build)

The provision of high-quality, flexible indoor recreation spaces across the City is very important to Doral residents. Expanding the existing Doral Meadow Center, by enclosing the existing outdoor patio space provides residents with access to an additional 800 square feet of multi-purpose indoor recreation space. In addition, the renovation includes a high-tech conference room, kitchenette, façade treatments, green walls, and an indoor trophy case.

Morgan Levy Park

Design and construction of building remodeling, 350 square foot building addition which includes additional office space, new break room and storage rooms, concrete poles for security cameras, and grease trap for the kitchenette area.

Education

MS Civil Engineering, BS Civil Engineering
University of Miami

MBA
Florida International University

Registration, Accreditations & Affiliations

Professional Engineer (PE), FL#02282027 + TX, GA, LA

Professional Surveyor and Mapper (PSM): FL #02282027

DBIA (D-3135) – Design Build Institute of America

PMP (#1620796) – Project Management Professional

Certified Floodplain Manager

Lori Collidge, PG

Colliers | Environmental



Ms. Coolidge has 17 years of progressive experience in the field of geology. She has actively participated in over 2500 Phase I/II due diligence environmental assessments and has served as a Senior Reviewer in a national Phase I ESA group, which ensures all environmental due diligence projects are performed in accordance with applicable ASTM standard practices. Ms. Coolidge has also served as a senior technical advisor on a number of contamination assessment and remediation projects for various municipalities and private clients.

Select Experience

Phase I/II Environmental Site Assessments, Various Sites, US

Ms. Coolidge has managed/performed over 2,500 Phase I and II Environmental Site Assessments for various developed and undeveloped properties and clients throughout the United States in accordance with applicable ASTM standard practices. These assessments include historical record reviews, field investigations, historical aerial photo reviews, regulatory database and file searches, and interviews with relevant owners/operators of the subject sites.

Backup Deep Injection Well RO Water Treatment Plant, Fort Myers, FL

Lori served as the Project Manager for the Design & Permitting of the City of Fort Myers Backup Deep Injection Well for the Reverse Osmosis Water Treatment

Plant. The project was executed through the Design-Build-Bid Delivery System. The project was completed on schedule and under budget.

General Environmental Engineering Services Continuing Contract, Fort Lauderdale, FL

Ms. Coolidge supported efforts with the Surveying & GIS Mapping of Unverified Stormwater Assets by supplementing the project by assisting the City in a third-party review of water quality data which will be used to further identify possible illicit drainage connections, non-point sources of pollution associated with stormwater, and ultimately recommended additional sampling strategies and management plans to assist the City with monitoring and continued improvement of surface water quality.

Education

BS Geology

University of South Florida

Registration, Accreditations & Affiliations

Professional Geologist (PG): FL

OSHA 40 Hour Hazardous Waste Operations and Emergency Response (HAZWOPER)

Allan Zamora, RA

Bermello Ajamil | Construction Administration



With more than 10 years of experience in all facets of architectural design and construction administration, Allan Zamora understands the entire design process and ensures proper resources and continued support. He has worked on a variety of project types including ports, municipal, transportation, hospitality, commercial, institutional, healthcare, and residential.

Select Experience

The Standard Coral Gables, Coral Gables, FL

BA designed this award-winning mixed-use project that provides off campus student housing complemented by ground floor retail and commercial spaces on all three street frontages. The LEED Silver certified project, at 247,643-sf, includes a 9-level building with 147 apartments, 28,000-sf of ground floor retail, and 365 parking spaces.

PortMiami Cruise Terminal B, Norwegian Cruise Line's, Miami, FL

BA was the Architect and the Project Manager for the design of Terminal B – PortMiami's first LEED Gold certified terminal. The all-glass, 166,500-sf terminal accommodates cruise vessels of more than 5,000 passengers and features a new adjacent parking structure with covered

ground transportation and baggage loading as well as a valet parking area with direct access to the terminal and VIP lounge.

PortMiami Cruise Terminal A for RCCL, Miami, FL

BA was the Architect of Record for the new Terminal A at PortMiami. BA assisted RCG and PortMiami in identifying responsibilities associated with all project development costs. BA services included construction administration, construction documentation, design concepts, and site planning. The 220,000-sf, LEED Gold certified terminal facility showcases an angular glass center and a connected parking garage with 1,000 parking spaces.

Education

Master of Architecture

Bachelor of Design in Architectural Studies
Florida International University

Registration, Accreditations & Affiliations

Registered Architect, FL #AR94625

Matthew Mecsery

Principal/Sr. Cost Estimator, Bosch | Cost Estimator



Matthew Mecsery has been with The Bosch Group for over 11 years and has a proven track record of estimating experience for a wide variety of projects including educational facilities, cruise terminals, airport FBOs, Parks, Roadways, Bridges and Department Stations. His expertise includes cost estimation, estimate reviews and comparison analysis, construction project management and value engineering. As the company's Principal he oversees our team of estimators and manages relationships with clients

Select Experience

Doral Central Park, Doral, FL
South Miami Police Department HQ, South Miami, FL
Miami Beach Police Department HQ, Miami Beach, FL
Lake Stevens Park & Splash Pad, Miami Gardens, FL
Homestead Lake Parks, Homestead, FL
Homestead Sports Complex, Homestead, FL
Shenandoah Aquatic Center, Miami, FL
Hollywood Beach Golf Course, Hollywood, FL
Country Club of Miami, Hialeah, FL
Cagni Park, Miami, FL
McNab Botanical Gardens, Pompano Beach, FL

Larry & Penny Thompson Park, Miami, FL
University of Miami Centennial Village Towers Student Housing, Coral Gables, FL
Miami Dade County School Board
Bunchee Park ES
Frederick Douglas ES
West Brickell School
H. Ammons MS
Aventura Charter School
School Board of Broward County
North Andrews ES
McArthur HS
Northeast Senior HS
Falcon Cove MS
Cypress Bay HS
University of Miami Centennial Village Towers Student Housing

Education

Bachelor of Science in Environmental Studies
University of Central Florida 2010

Registration, Accreditations & Affiliations

AACE International

3.5 Experience

Evaluation Criteria #1 Firm’s Qualifications & Past Performance

A. Provide details on the qualifications of the applicant’s key individual(s) including the project manager who will perform the work; include education, experience and specialized knowledge and expertise in public entity design services and permitting to a governmental agency (City/County/State/Federal) and experience in similar work related to buildings.

Team Experience Based on our understanding of the scope required by the City of Doral, we have assembled a team of experts who can deliver a final product that meets your operational goals within a cost-effective facility that embodies the values of City of Doral Police Department.	Education and Experience	Specialized Knowledge/ Expertise in Public Entity Design Services	Permitting to a Governmental Agency	Experience in Similar Work
Chris Getz <i>Principal in Charge</i>	<i>Please see resumes on pages 18-41 for detailed information on education and experience.</i>	■	■	■
Willy Bermello <i>Principal</i>		■	■	■
Daniel Barrett <i>Public Safety Design Leader</i>		■	■	■
Jake Davis <i>Public Safety Planner/Programmer</i>		■	■	■
Alexander Straughn <i>Sr. Project Manager</i>		■	■	■
Kathy Rod <i>Deputy Project Manager</i>		■	■	■
Agustin Barrera <i>Principal</i>		■	■	■
Ashley Gottshalk <i>Sr. Project Architect</i>		■	■	■
Michael Ross <i>Public Safety Principal</i>		■	■	■
Daniel Balean <i>Architect</i>		■	■	■
Amy Hoffman <i>Workplace/Interiors</i>		■	■	■
Aaron Detmer <i>Mechanical/Plumbing Engineer</i>		■	■	■
Ken Te <i>Electrical Engineer</i>		■	■	■
Andrew Miller <i>Fire Protection Engineer</i>		■	■	■
Dave Nemati <i>Structural Engineer</i>	■	■	■	

<p>Team Experience</p> <p>Based on our understanding of the scope required by the City of Doral, we have assembled a team of experts who can deliver a final product that meets your operational goals within a cost-effective facility that embodies the values of City of Doral Police Department.</p>	Education and Experience	Specialized Knowledge/ Expertise in Public Entity Design Services	Permitting to a Governmental Agency	Experience in Similar Work
Matt Blair <i>Security/Technology</i>	<p><i>Please see resumes on pages 18-41 for detailed information on education and experience.</i></p>	■	■	■
Allan Zamora <i>Construction Administration</i>		■	■	■
Denis Blanc <i>Sustainability</i>		■	■	■
Kirk J. Olney <i>Landscape Architecture</i>		■	■	■
Anthony Valino <i>Specifications</i>		■	■	■
Eugene Collins <i>Civil Engineer</i>		■	■	■
Lori Coolidge <i>Environmental</i>		■	■	■
Matthew Mecsery <i>Cost Estimator</i>		N/A	N/A	■
Mike Hernon <i>Emergency Comms Systems Expert</i>		■	■	■
Andra Lurie <i>Emergency Comms Facilities and Systems Expert</i>		■	■	■

B. Describe your firm's and project manager's relevant experience within Miami-Dade County.

DLR Group has delivered a range of planning, design, and consulting services for 50+ projects within Miami-Dade County ranging from work with the University of Miami and Florida International University to the Miami Heat and the Homestead-Miami Speedway to a P3 design competition for the Miami-Dade County Civil Courthouse. We have successfully serviced these projects from our Orlando office, with support from our 34 other offices nationwide.

To amplify our local presence and understanding of the City of Doral, we have **partnered with Bermello Ajamil** for collaborative Project Management and Construction Administration on this project.

Project Manager's Experience within Miami-Dade County



Kathy Rod, our team's Deputy Project Manager, brings 20+ years experience managing multiple projects in the Miami-Dade County area. She has extensive experience working with public institutions such as: the **City of Doral**, Florida International

University, and Palm Beach and Broward Colleges. She most recently served as the Deputy Project Manager on the **recently completed Doral Central Park Project** for the City of Doral. This \$172M state-of-the-art park includes a recreation center, competition and recreational aquatics center, amphitheater, sensory playground nature area, multiple ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, and parking totaling 77 acres.

Kathy's proven success on this project, as well as her extensive experience across the Miami-Dade region, equips her with a comprehensive understanding of the county's permitting process and a deep familiarity with the City of Doral's guidelines and standards.

Case Study: Experience in Miami-Dade County



University of Miami Student Village

Coral Gables, FL

DLR Group partnered with the University of Miami to transform the 15,000 SF second floor of the Whitten University Center into the Student Village—a cohesive, collaborative, and inclusive environment that advances student engagement and campus life. Through a robust 360 Engagement process with students and staff, the design team reimagined the lounge to support a diverse range of student organizations, including Multicultural Student Affairs, Student Government, Veterans, LGBTQ+, and emerging groups. The result is a functional and welcoming hub that reflects the university's values, enhances access to resources, and fosters a sense of belonging for all students. Delivered on budget and on schedule, the Student Village stands as a testament to DLR Group's commitment to purposeful design and long-term value for the Miami-Dade community.

C. Provide five (5) client references (public references preferred) including client name, contact personnel, address, phone number, length of time you have provided services and list of any other related services provided. City of Doral employees cannot be used as references.



Englewood Police Department, Englewood, CO

Hear it directly from them:

City of Gainesville

Geoffrey Higgins, Capital Project Manager, Public Works
p: 352.393.8173
e: higginsgj@cityofgainesville.org
Services Provided: **DLR Group** is providing architecture, interiors, public safety planning, high-performance design, and sustainability for the Multi-Facility Public Safety Contract
Length of Service: 2023 - 2027 est.

College of Central Florida

Katie Hunt, Director of Facilities
p: 352.854.2322 ext. 1729
e: huntk@cf.edu
Services Provided: **DLR Group** is providing planning, programming, architecture, interior design, and construction administration for the Public Safety Training Center
Length of Service: 2024 - TBD

Marion County

Drew Rogers, Deputy Chief
p: 352.291.8091
e: Drew.Rogers@marionfl.org
Services Provided: **DLR Group** is providing master planning, programming, architecture, and construction administration for the Fire Training Facility & Fire Station Prototype
Length of Service: 2025 - TBD

Canaveral Port Authority

William E. (Bill) Crowe, P.E., MScM, PPM
Vice President, Engineering and Construction
p: 321.508.6885
e: bcrowe@portcanaveral.com
Services Provided: **Bermello Ajamil** provided Master Planning, Architecture for Terminal 3, Parking Garages for CT3, CT10 and CT5

City of Miami Springs

Omar Luna, Assistant City Manager
p: 305.805.5000
e: lunao@miamisprings-fl.gov
Services Provided: **Bermello Ajamil** provided architecture for the Senior Center and Pool Facility

What our clients are saying:

"This project has helped our police department achieve greater legitimacy within our community."

- SAM WATSON, DEPUTY CHIEF.
ENGLEWOOD POLICE DEPARTMENT

"From the start we wanted this building to be a beacon of safety to our community... to accomplish our goal, we had to ask our community as well as our police family what would make them feel safe in coming to the building. A big part of establishing that trust has been the constant communication with both groups through every step of the process. If people feel heard they will feel valued and safe."

- DEPUTY CHIEF STEVE BELLSHAW
(RET), SALEM POLICE DEPARTMENT,
SALEM POLICE STATION

D. Provide at least three (3) examples of your firm's relevant experience in building design and engineering as contemplated herein. Include facility name, address, agency, construction budget, firm's duties under this project, firm's compensation for this project, and completion date. Experience in building design and engineering within the State of Florida is preferred.



Multi-Facility Public Safety Contract

Various Locations, Gainesville, FL
Agency: City of Gainesville

Our public safety experts worked with the City of Gainesville to concurrently program, plan, and design six projects for four users—Gainesville Fire Rescue, Police Department, Public Works, and Regional Transit—a nearly \$100 million investment in a combined 136,000 SF of civic building space. Three of the new public safety projects directly respond to the Gainesville Fire Rescue (GFR) Growth and Expansion Master Plan along with the project's overall goal to improve response times, increase preparedness, and anticipate future demand. DLR Group's designs for these buildings are resilient, secure, and functional yet welcoming to the public.

The phased project, in partnership with Monarch Design Group, replaces, updates, and modernizes multiple City of Gainesville essential services facilities. Each facility in this contract is designed to withstand Category 5 hurricane force winds, windborne debris, floods, and blast impact protection. The exterior envelopes and building systems are designed to meet or exceed code requirements and enable the facilities to remain operational before, during, and after man made or natural events. Resilient features include generators in protective enclosures, structural decking and cladding, redundant utility and system design, potable water storage and Sanitary Sewer tanks, and reinforced exterior concrete walls. Together these elements produce self-sufficient and secure operational facilities prepared for any emergency event.

Project Data

Size: 136,000 SF, 6 buildings

Construction Budget:

Fire Station #3: \$13.5M
Public Works Building: \$24.4M
Fire Rescue HQ and EOC: \$4.6M
Police Property/Evidence: \$23.6M
SW Public Safety Annex: \$25.6M

Firm's Duties: Architecture, interiors, public safety planning, high-performance design, and sustainability

Firm's Compensation:

Fire Station #3: \$482,444
Public Works Building: \$499,314
Fire Rescue HQ and EOC: \$304,000
Police Property/Evidence: \$671,371
SW Public Safety Annex: \$698,970

Completion Date: December 2027 est.

Project Relevance

- Police HQ Campus
- Public Safety Facilities
- Hurricane-Hardening and Resilient Design Solutions
- Secure Parking
- Emergency Communications
- CMAR Partnership
- LEED Silver target



Salem Police Station

333 Division St NE, Salem, OR 97301
Agency: City of Salem

DLR Group led the planning study that created a consolidated program validation for the police station, site study that created criteria for the site, studied four city sites in detail with test fits, blocking, and stacking. We helped the City pass a bond and scope the project. We competed and won the design phase.

DLR Group's design for the new Salem Public Safety Complex reunites all police units and departments under one roof and offers a safe, welcoming building for their staff and the public. Visioning sessions and a fundamental needs assessment with police stakeholders established goals to provide a community-oriented facility and an efficient, flexible workplace that supports officer and employee wellness. The lobby provides private meeting rooms and a streamlined customer service experience that protects privacy and anonymity. The building sends a welcoming message to the community with an accessible, inviting front plaza and community room, a transparent lobby and public face, and a secure and protective site and building design for day-to-day police operations.

The new consolidated 3-story public safety center houses evidence storage, crime lab, emergency operations, community, and training spaces. To assist the City with site selection, DLR Group developed and investigated infrastructure for each of the shortlisted sites. The new building meets performance criteria for an essential facility in the instance of a natural disaster. The site development includes an elevated parking deck for patrol cars and access to patrol functions, with over 228 secure parking stalls and specialty equipment parking spaces.

Project Data

Size: 104,000 SF

Construction Budget: \$58.5M

Services: Site selection assistance, planning, architecture, engineering, interior design, and building optimization services

Firm's Compensation: \$2,006,551

Completion Date: October 2020

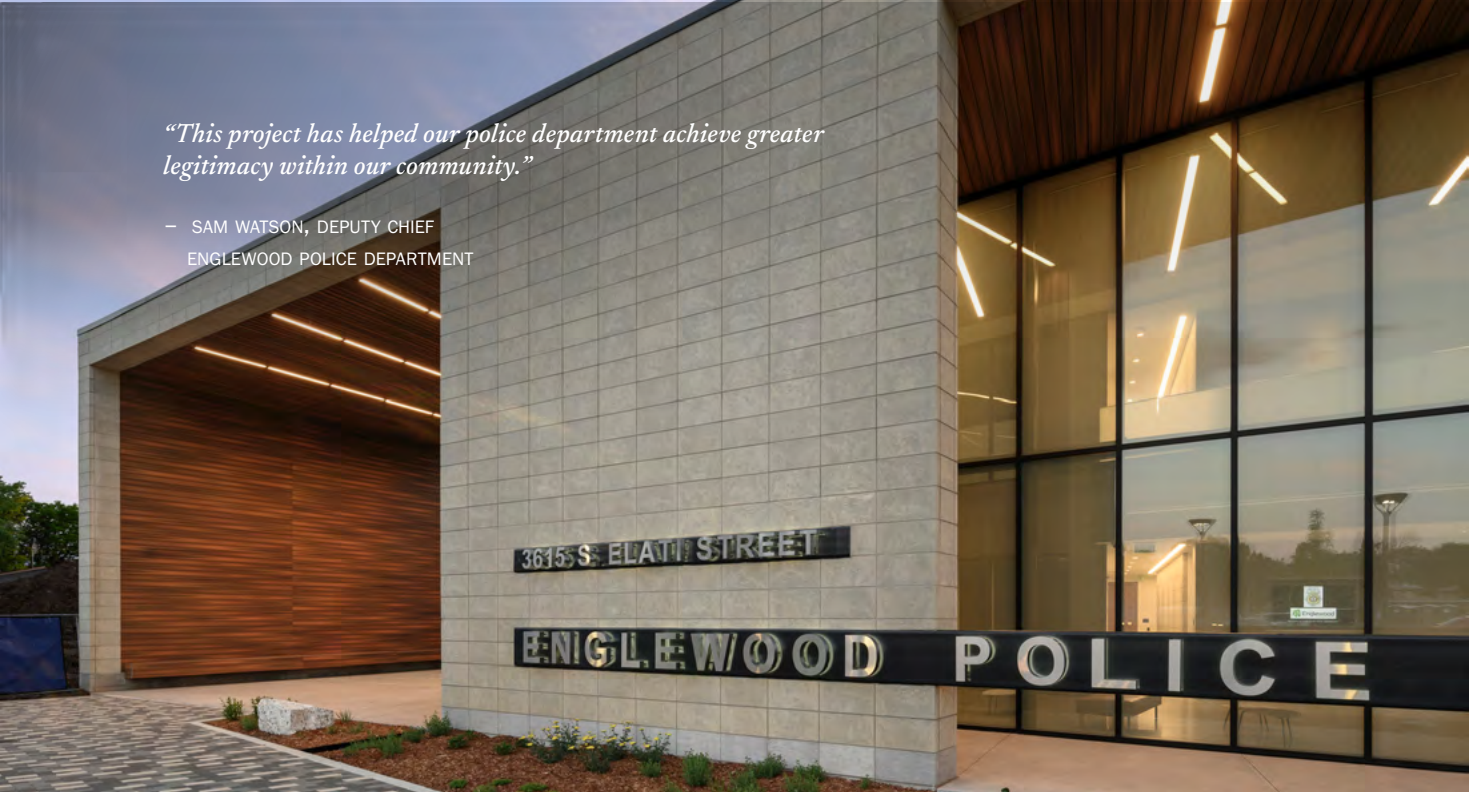
Awards: Best Project Award of Merit - Government/Public Building, Engineering News-Record Northwest Region, 2021; First Prize - Public Safety Category, Daily Journal of Commerce, 2021

Project Relevance

- Police / Headquarters
- Secure + Public Parking
- Design through Construction
- Training
- Emergency Communications
- LEED Silver equivalency

“This project has helped our police department achieve greater legitimacy within our community.”

— SAM WATSON, DEPUTY CHIEF
ENGLEWOOD POLICE DEPARTMENT



Englewood Police Headquarters

3615 Elati Street, Englewood, CO 80110
Agency: City of Englewood

The City of Englewood Police Headquarters was constructed in 1972 as a single building housing the police department and a fire station. The police department had outgrown the facility, with its building standards well below that of a modern police facility, lacking appropriate security and accessibility design. DLR Group led a program validation and site test-fit prior to leading the design project on a phased existing site. Our design for the new facility serves as home-base for the current staff of 110 employees by striking a balance between a functional facility and a welcoming environment for staff, officers, and the community. A healthy workplace environment creates a sense of belonging, connection and identity for the department. A voter-approved bond was passed in November 2016 to build the new police headquarters facility on the site of the existing Public Safety Services Complex.

The project is a multi-phased, 50,000 SF police operations building. The existing facility has been demolished and replaced with secured parking supporting police operations. The building has been sliced at an angle to accentuate the civic plaza and direct pedestrians toward the center of the site. The main lobby runs the entire building width along the street and pedestrian plaza. The exterior wall defines the lobby space as within a glass box that conveys transparency toward the plaza and park. A large wood overhang wraps the box, adding warmth and shade to the entry and presenting a civic image. Within the lobby, separate suites create space for victim assistance, community services, and other support activities. Daylighting strategies bring natural light into the lower level of the building through roof openings. Additionally, interior office areas incorporate skylights for daylight. The building's four primary security zones include: Public, Semi-Secure, Secure, and Maximum Secure.

Project Data

Size: 50,000 SF

Construction Budget: \$21.7M

Firm's Duties: Planning, Architecture, Engineering, and Interior Design

Firm's Compensation: \$1,509,365

Project Completion: March 2019

Awards: Honorable Mention (new construction over 15,000 SF), AIA Colorado, 2020; Award of Distinction, AIA Colorado, 2020;

Justice Facilities Review project, AIA, 2020; Best Project, Government/Public Building, ENR Mountain States, 2020

Project Relevance

- Police / Headquarters
- Design through Construction
- Emergency Communications
- Site Development
- Secure Police Yard
- Public Parking
- Program Validation and Site Test-Fit



Doral Central Park

3005 NW 92nd Ave, Doral, FL 33172
Agency: City of Doral

The Doral Central Park mandate was to create a world-class regional park to serve all community members in support of health and wellbeing, as well as resilience and the ecosystem with a wide range of dynamic active and passive open spaces. The project reflects a commitment to inclusivity and accessibility. It caters to all age groups, from children's play areas to senior fitness zones.

As the prime consultant, BA planned and designed this state-of-the-art park including a recreation center, competition and recreational aquatics center, amphitheater, sensory playground nature area, multiple ball fields, tennis, basketball, and volleyball courts, lake activities, skate park and pump track, and parking totaling 77 acres.

The diverse range of facilities makes the park a hub for community engagement and social interaction. In addition, BA developed an overall public art program for the park identifying key areas for the display of community based art installations. The types of art anticipated for the park included sculptures, water displays and large scale wall murals. The integration of a sensory playground and nature area reaffirms the commitment to ecological preservation and sustainability and targeting Silver Certification from the Florida Green Building Coalition (FGBC).

Project Data

Size: 77 acres
80,079 SF Recreation Center
5,969 SF Aquatics Facility
4,771 SF Grandstand facility for competition swimming events
6,319 SF support building
4,152 SF maintenance building
12,932 SF competition pool with 4,636 training pool, 8,706 sf leisure pool with 2 slides, 927 SF wading pool for children
Amphitheater with tensile roof structure, 1 support building for the Amphitheater
4 bathroom buildings
Construction Budget: \$172M
Firm's Duties: Prime, Project Management, Planning, Architecture, Interior Design, Landscape Architecture and Construction Administration
Firm's Compensation: \$8,300,315
Completion Date: May 2025

Project Relevance

- Project for the City of Doral
- Public Project
- Targeting Silver Certification from FGBC
- CMAR Partnership



Doral Cultural Arts Center

8363 NW 53rd St, Doral, FL 33166
Agency: City of Doral

The vision for Doral Cultural Arts Center (DCAC) was to design a state-of-the-art iconic exhibit hall seamlessly integrated into the existing Doral Downtown Park. Located along the eastern “triangle” of the Park, DCAC “grows out” from and is fully unified with the existing park green spaces, so Park and Building are one.

Architecture and Landscape Architecture are seamlessly interwoven throughout the project, which earned Gold Certification by the Florida Green Building Coalition for its sustainable design and construction.

Intended to be the hub of cultural and performing arts in the City, there is an intimate outdoor Arts Courtyard providing pedestrian access and entry to the main lobby from the park side, connecting the interior spaces with the park framed with undulating organic curved white walls and glass windows that create a dynamic space between park and exhibition space.

Project Data

Size: 14,316 SF, 1.44 acres
Construction Budget: \$9.86M
Firm's Duties: Architecture, Landscape Architecture, Urban Planning & Design, Civil Engineering, Public Outreach
Firm's Compensation: \$869,539
Completion Date: 2022
Awards: Florida Green Building Coalition (FGBC) Gold Certified

Project Relevance

- Project for the City of Doral
- Public Project
- Gold Certification from FGBC



Public Safety Training Center

3001 S.W. College Rd., Ocala, Florida 34474
 Agency: College of Central Florida

The College of Central Florida’s Public Safety Training Center represents a significant advancement in immersive law enforcement training. Strategically located near a major interstate, the facility was designed to maximize visibility and accessibility while prioritizing safety and realism in training environments. At the heart of the design is a two-story Pre-Engineered Metal Building that houses classrooms and features an elevated observation deck overlooking “Main Street”—a mock urban training zone with storefronts, a restaurant/bar, and a two-level townhouse. This configuration allows instructors, students, and visitors to safely observe live scenario-based exercises. The structural steel and metal deck “training roof” spans the entire training area, enabling year-round use and shielding participants from Florida’s intense sun and unpredictable weather. The design team led by DLR Group worked closely with instructors to conduct sightline and sectional studies, ensuring optimal placement of training props and minimizing visual and auditory impact on the rest of the campus.

The facility’s scope includes a Firearms Training Simulator room, Defensive Tactics area, weight room, and locker facilities, all integrated within the main building to support a comprehensive training curriculum. The layout was carefully planned to provide visual screening of scenario-based exercises from adjacent campus areas, while also enhancing public awareness of the program through its prominent orientation along I-75. The inclusion of realistic urban elements and flexible indoor/outdoor training zones supports a wide range of instructional scenarios, reinforcing the College’s commitment to producing well-prepared law enforcement professionals. This new center positions the College of Central Florida as a regional leader in criminal justice education and training.

Project Data

Size: 34,000 SF
 Construction Budget: \$14.3M
 Firm’s Duties: Planning, programming, architecture, interior design, and construction administration
 Firm’s Compensation: \$1,082,035
 Completion Date: In progress (schematic design)

Project Relevance

- Public Safety Facility
- Design through Construction
- Community Engagement
- Training
- CMAR Partnership



Fire Training Facility & Fire Station Prototype

NW 63rd St. Ocala, Florida
Agency: Marion County

Marion County Fire Rescue is expanding rapidly to meet the growing demands of the community, with plans for five new fire stations and a Fire Training Facility. DLR Group, serving as the Public Safety Design Architect, developed a flexible fire station prototype that adheres to NFPA 1585 decontamination standards. The design includes “warm zones” with showers, restrooms, laundry, and lockers to prevent contamination of living areas. Two scalable configurations—13,500 SF with three apparatus bays and 13 bunks for urban sites, and a smaller two-bay, eight-bunk version for rural areas—utilize Pre-Engineered Metal Building systems, shed roofs, reinforced masonry walls, and Level E impact-rated windows and doors to meet Essential Facility requirements while optimizing cost and efficiency.

The new Fire Training Facility will replace the current limited-capacity site with a phased development plan across a 16-acre property. The facility will include classrooms, a CPAT (Candidate Physical Ability Test) building, instructor offices and dormitories, decontamination showers and lockers, a training apparatus bay, USAR (Urban Search and Rescue) storage, a recovery building, a covered observation/dirty classroom, a multi-story burn building, a drafting prop, and a vehicle extrication pad. The master plan emphasizes NFPA 1585-compliant decontamination pathways between buildings and allows for phased construction aligned with funding availability. Site planning also considered contextual factors such as prevailing wind direction to minimize smoke impact from burn props, proximity to neighboring properties, and topography to reduce the need for extensive grading and manage water runoff from live fire training exercises. These considerations were critical in shaping the layout and long-term functionality of the facility.

Project Data

Size: 65,000 SF

Construction Budget:

Fire Station Prototype: \$5M

Fire Training: \$23M

Firm's Duties: Master planning, programming, architecture, and construction administration

Firm's Compensation: \$99,000

Completion Date: In Progress (pre-design)

Project Relevance

- Public Safety Facility
- Similar Size/Scale
- Secure Parking
- Training
- Hurricane Hardened



Palo Alto Public Safety Building and Emergency Operations Center

250 Sherman Ave., Palo Alto, CA 94306
Agency: City of Palo Alto

The new Palo Alto Public Safety Building (PSB) supports expanded public safety services within a high-performance structure. The city's existing public safety building no longer met the seismic, accessibility, or code requirements of the Essential Services Buildings Seismic Safety Act. DLR Group's design enhances the operational resiliency of Palo Alto public safety providers with a 24/7 facility that can function independently during a major earthquake or other natural disaster. Shared values of flexibility, collegiality, and community sensitivity unite the complex building program. The design process was shaped by a comprehensive stakeholder engagement process and a compact urban site. The result is a public safety building that is designed to be a good neighbor in a sensitive, established neighborhood. The engagement process for the new PSB had an exceptional reach. The design team successfully addressed the needs of numerous City departments, community groups, and design review boards, ensuring everyone felt included. This ambitious infill project seamlessly fits into a narrow site in a mixed-use district, providing a new facility that responds to its vibrant neighborhood context while maintaining security and operational rigor.

The new three-story Palo Alto Public Safety Building spans 137,736 SF and includes a police station, fire administration, and emergency communications and operations facility. The facility houses the day-to-day operations of the City's police department and fire administration department. The new PSB includes two full-block subterranean floors of secure police and staff parking, a site utility yard, public plaza, 135-ft communications tower, and exterior site buildings. Large operational collaboration spaces provide flexible teaming areas and openness between floors. An interior skylit atrium ensures even the most internal workspaces on all three floors receive natural light. Public amenities include a multi-purpose room and terraced lobby grandstand. The scope includes a new 636-vehicle parking garage across the street from the PSB. This project is targeting LEED Gold certification. DLR Group provided architecture, site assessment and selection, planning, programming, community outreach, economic impact analysis, construction documents and construction administration services.

Project Data

Size: 137,736 SF
Construction Budget: \$87.3M
Firm's Duties: Site assessment and selection, architecture, planning, programming
Firm's Compensation: \$4,421,410
Completion Date: October 2025
Awards: 2025 Best Public/Civic Project, Silicon Valley Business Journal

Project Relevance

- Police Headquarters
- Design through Construction
- Emergency Communications
- Emergency Operations Center
- Site Assessment & Selection
- Community-oriented
- Parking Garage
- LEED Gold (pending)



DC Metropolitan Police Department Headquarters

441 4th St. NW, Washington, D.C.
Agency: D.C. Department of General Services

In 2023, the Metropolitan Police Department (MPD) of Washington, D.C., launched a strategic plan to serve the capital region with Focused Law Enforcement, Innovative Infrastructure, Impactful Community Engagement, and an Engaged Workforce. DLR Group’s design for the new MPD Headquarters supports this collaborative approach to public safety with a cutting-edge work environment. It also centralizes MPD operations at the One Judiciary Square (OJS) facility, a secure office building that hosts other key municipal and public safety agencies. The new MPD Headquarters offers a modern workplace for staff, featuring advanced technology to enhance teamwork and productivity. Shared amenities and communal spaces build camaraderie and confront the recruitment and retention crisis gripping law enforcement. A comfortable public commons waiting area welcomes visitors and underscores the MPD’s commitment to building positive community relationships.

The new 100,000 SF headquarters occupies portions of six floors of the 12-story OJS building. DLR Group began the project with an operations assessment and programming session that engaged police administration, investigations, human resources, internal affairs, and homeland security bureaus. Using their understanding of MPD operations and staffing, the planning and design team crafted a multi-phased move plan for more than 700 MPD staff members. Phase 1 and 2 of the move plan updated existing office spaces with new walls and finishes. Phase 3 included complete renovations of floors to create a new design for the Joint Operations Control Center (JOCC), Crime Information Center (CIC), Teletype Room, and office spaces for the Homeland Security Bureau in the Nation’s Capital. Phase 3 renovations also included offices for the Chief of Police, Investigations Services, and Internal Affairs. The public lobby features a service counter for records, fingerprinting, and weapon registration inquiries.

Project Data

Size: 100,000 SF

Construction Budget: \$32M

Firm’s Duties: Operations assessment, space programming, needs analysis, planning, architecture, MEP, security/technology, interior design services, and construction administration services.

Firm’s Compensation: \$2,429,698

Completion Date: May 2024

Project Relevance

- Police / Headquarters
- Real Time Crime Center
- Design through Construction
- Emergency Communications



Regional Operations & Communications Facility

656 W Winchester Rd., Libertyville, IL 60048
Agency: Lake County

With an established consortium of 20 local emergency dispatch partners, Lake County, Illinois, envisioned building a single, multi-agency emergency communications center to better serve its communities. DLR Group's design for the new Regional Operations & Communications Facility (ROC) collocates the County's 911 Dispatch, Emergency Operations Center (EOC), and Emergency Management Agency offices, improving service delivery with enhanced reliability, efficiency, and transparency. Integrating emergency operations and dispatch into a single building fosters a shared vision and purpose connecting responders and staff. Consolidation streamlines operations by reducing call transfers and improving data sharing. Dynamic communication between agencies during public safety incidents supports faster response, better service delivery, and enhanced collaboration during critical activations. Despite being a highly secure emergency facility, our design maximizes light and views, avoiding a bunker-like atmosphere.

The new 37,400 SF one-story regional operations complex (ROC) houses a consolidated 911 Dispatch and Public Safety Answering Point (PSAP), EOC, County Emergency Management Agency offices, and Emergency Telephone System Board (ETSB). The hardened facility is designed to withstand a direct hit by a tornado, resisting wind loads of up to 250 mph, and provides an ICC 500 Storm Shelter. Designed for net zero energy, the ROC tracks solar and geothermal output and energy usage in real time. Flexible workspaces designed for collaboration, training, and staff education promote efficiency and readiness. The unique roof profile and clerestory windows ensure all work areas benefit from abundant, well-distributed natural light. An outdoor patio, walking trail, and rain garden with native plantings provide staff spaces to decompress from high-stress work.

Project Data

Size: 37,400 SF

Construction Budget: \$53.8M

Firm's Duties: Programming, architecture, interior space planning, and construction documentation in collaboration with Architect of Record, Wold Architects.

Firm's Compensation: \$194,998

Completion Date: June 2025

Project Relevance

- Essential Services Building
- Design through Construction
- Workplace Strategies
- Multi-Agency Consolidation
- Designed for Net Zero Energy
- Hardened Facility
- Advanced Training Spaces
- Secure Parking
- Design through Construction



Pinellas County Justice Center Annex

14250 49th St. North Clearwater, Florida 33762
Agency: Pinellas County

The Pinellas County Courts project represents an important point for the county to consolidate court operations at their central campus, create a new public entrance, and develop a unique identity for family courts. In the public spaces, the project focuses on comfort and convenience of use for the visiting public and public workers, as well as providing natural daylight and variety of colors to create an inviting and calming environment. For staff the workplace is equally important to provide daylight, views to the exterior for a productive environment, as well as spaces for break and mental rejuvenation for overall wellness.

This design-build project consists of a 86,000 SF 4-courts addition and new security entry, and a 73,000 SF renovation for the clerk of court, jury assembly, sheriff locker rooms, secure entry, new technology infrastructure, and security systems overhaul. This project has involved many stakeholders in the design process in order to serve the needs of each department to the fullest value and satisfaction. The stakeholders include the Judiciary, Clerk of Court, Sheriff, Security, Call Center, Attorneys, Case Workers, Facilities, Contractor and multiple Technology and Security groups.

Project Data

Size: Annex: 86,100 SF,
Renovation: 73,500 SF
Construction Budget: \$44M
Firm's Duties: Architecture, planning,
interior design, and FF&E
Firm's Compensation: \$1,197,740
Completion Date: April 2023

Project Relevance

- Public Entity
- Design through Construction
- CMAR partnership
- LEED registered
- Coastal Hurricane Hardened
- Secure and Public Parking
- Physical Barrier Protection



Sarasota County South Court Facility & Government Services

4000 Tamiami Tr., Venice, FL 34293
Agency: Sarasota County

The Robert L. Anderson Administration Center was built in the early 1980s when Sarasota's population was approximately 220,000 residents. Today, that population has almost doubled. As a result, the Board of County Commissioners planned to increase services for its south county residents. The existing R. L. Anderson government campus, located in the heart of Venice, Florida, is the ideal site for expanded operations. The focal point of the reimagined campus is a new addition that relocates court functions out of the R. L. Anderson Building. This will provide modern, secure space for the 12th Judicial Circuit and reorganize the Anderson Building to meet long-term court needs. The R.L. Anderson building will house other services for south county residents, including the offices of the State Attorney and Public Defender, Supervisor of Elections, Tax Collector, Property Appraiser, Department of Veterans Services, Health Department and Planning and Development Services.

The project scope is defined by three main elements: reconfiguration of the existing site to expand parking near all main points of entry; a new 44,000 SF, two-story courthouse addition; and extensive remodeling of the existing campus buildings. As the focal point of the project, the new courthouse addition houses four new courtrooms. Each courtroom is fitted with modern evidence display technologies and larger courtroom wells for flexibility. The floors are organized to seamlessly add two new courtrooms in the future. Along with judicial chambers and jury deliberation spaces, the building program includes Clerk of Court operations with enhanced customer service features and Court Administration space for staff providing Pre-Trial and Treatment Court services. Sustainable project features include commuter stairs to promote user wellness and a roof-top solar panel array that supports Sarasota County's green building initiative for renewable energy resources.

Project Data

Size: 42,050 SF
Construction Budget: \$16.3M
Firm's Duties: Planning, Architecture, Interiors, and Sustainability
Firm's Compensation: \$640,524
Completion Date: April 2022

Project Relevance

- Public Entity
- Design through Construction
- Coastal Hurricane Hardened
- Secure and Public Parking
- Physical Barrier Protection
- CMAR Partnership
- LEED Gold Certified

E. Provide proof of initial cost estimates of all building projects the firm has designed in the last five (5) years and the final actual cost of all projects.

In today's era of diminished public funding, maintaining hard funding limits and avoiding scope creep is critical. Therefore, we have responded by developing a methodical approach to each project to ensure budget adherence.

Cost is always a critical element, especially for public projects, and the City of Doral New Police Department Headquarters is no exception. Given the recent volatility in the construction trades bidding environment, managing the design with respect to cost to maximize the value of each public dollar will be paramount as construction costs trend higher. Our team will coordinate and cooperate fully with the contractor team on all aspects of cost estimating, scheduling, design, project management, and construction including soft costs and FF&E to understand the full project cost to the owner.

Below is proof of our team's history over the last five (5) years with staying on budget. **By meeting core needs within the project budget, many times we are able to put the savings back into valuable components for the owner and users.**

Name & Title	Initial Cost Estimate	Final Actual Cost	Delta
Bernie McCabe Second District Court of Appeal	\$56.8M	\$51.2M	10% savings
Pinellas County Courts Annex	\$54.8M	\$53.2M	1% savings
Seminole County Justice Center Annex	\$36.3M	\$36.2M	0% savings
Rockwall County Jail	\$32.1M	\$31.1M	3% savings
Oklahoma OJA Campus	\$55.4M	\$55.4M	0% savings
Gwinnett County Justice Center	\$78M	\$78M	0% savings
Nashville Southeast Precinct	\$16.2M	\$16.2M	0% savings
Sarasota South County Courthouse	\$34M	\$34M	0% savings
Florida Polytechnic University Wendt Building	\$13.5M	\$13M	3.7% savings
Orange Technial College West	\$42.3M	\$42.3M	0% savings



Case Study: Seminole County Courts Annex

At 50% Construction Documents, DLR Group and the design team weighed costs and timeline of the structural steel pre-bid estimates. Due to supply-chain constraints and cost escalations, the steel was twice the price from the year prior and over 12 months for delivery lead times. The team quickly worked with the contractor and subcontractor to determine that the whole structure could be converted to structural precast, saving the county significant cost and time. The re-work of the drawings was completed in the same timeline as the original deliverable, to keep the project on-schedule and avoid any additional cost with other subcontractors for delays. This method of reacting quickly and looking a multiple systems, resulted in avoidance of high escalation prices and project delays.

F. Provide and describe all legal claims against any member of the team alleging errors and/or omissions, or any breach of professional ethics, including those settled out of court, during the past five (5) years.

DLR Group, inc., a Florida corporation

DLR Group, together with its affiliates, is a large global integrated design firm. Like similarly-sized firms, at any given point in time, we may be involved in claims and litigation arising from its work. DLR Group maintains a program of insurance to protect against such matters. In the opinion of DLR Group leadership, no pending claim or litigation will have a material impact on DLR Group's ability to execute the work.

Bermello Ajamil & Partners, LLC

Bermello Ajamil & Partners, LLC has no prior or pending litigation, whether civil or criminal, involving any governmental agency or that may affect the performance of the services to be rendered herein.

Colliers

N/A

Winbourne

None.

Bosch

The Bosch Group has not been involved in any disputes, claims, mediations, and/or litigation between any of the responding entity's subcontractors/subconsultants over the last five (5) years as of the solicitation response due date.

Woolpert

Woolpert is an international firm in existence since 1911 with over 3,000 staff and offices for Woolpert and its subsidiaries and affiliates located throughout the United States, and including but not limited to Canada, the United Kingdom, South Africa, and Australia. Over the last five years, Woolpert has experienced two project-related matters of litigation which are below the industry average for comparable sized firms. The matters are identified below. The active matter is under evaluation as Woolpert has not confirmed that the alleged injury even took place on a portion of the project designed by Woolpert. The closed matter did not involve services rendered by Woolpert and Woolpert was dismissed from the case.

Claimant: Susan Stone v. KZF Design Inc. et al
 Status: Active ,Woolpert is evaluating to determine where specifically the

alleged fall is claimed to have taken place and whether Woolpert had any involvement with the design of the steps in that location.

Date Reported: 2025
 Date Closed: N/A
 Type of Loss: Plaintiff alleges that Plaintiff sustained injuries as a result of a fall on an improper step and/or steps on the campus of the University of Cincinnati near a terrace at the Lindner College of Business building.
 Loss Paid: \$0

Claimant: Sandra G. Goodwin v. AIMS Companies, et al
 Status: Closed
 Date Reported: 2022
 Date Closed: Dismissed
 Type of Loss: Plaintiff alleged that, during the course of evaluating a manhole in Plaintiff's backyard, AIMS Companies et al. failed to properly replace the manhole cover. Plaintiff did not notice the uncovered manhole, stepped on the lid and fell into the manhole,
 Loss Paid: \$0

G. Firms/individuals must have previous experience completing a minimum of three (3) buildings designs for a public entity (City/County/State/Federal) during the past ten (10) years.

Please refer to project sheets on pages 46-57, as well as resumes, on pages 18-41, for information on individuals' experience.

H. Provide your firm's and project manager's past experience with construction management at risk (CMAR), completing work within estimated budget and specified time, and identifying risk components.

Firm Experience with CMAR

 **1,250+**
Projects Completed

 **94M+**
SF Projects Designed

 **\$15.9B+**
Construction Value

Approximately 80% of DLR Group projects are delivered using CMAR.

DLR Group brings extensive CMAR project delivery experience to the City of Doral, with over 1,250 successful projects nationwide. Our approach centers on delivering high-quality community interaction environments on time and with maximum value. The CMAR method fosters partnerships and open communication, enabling us to leverage our expertise effectively. This collaborative strategy has consistently yielded superior outcomes across our diverse portfolio.

Collaborative Excellence. DLR Group/Bermello Ajamil stand as trusted partners in the construction industry, fostering a thriving ecosystem of collaboration. We excel in the CMAR delivery method, bringing contractors into the design process early to leverage real-time insights on Doral's market dynamics. This synergy between architects and contractors not only minimizes bid overruns and change orders but also ensures superior outcomes for owners. Our approach is ideal for those seeking a balance of quality control, cost-efficiency, and timely delivery. We prioritize ongoing communication and shared success, proactively addressing potential issues before they impact the project. To address supply chain challenges, we collaborate closely with CMAR partners to develop early release packages for long-lead items, streamlining the construction timeline. This proactive strategy exemplifies our commitment to innovative problem-solving and client satisfaction.

Ensuring Alignment and Efficiency. Throughout the project, we maintain a critical items list, proactively addressing potential issues before they impact progress. We produce progress drawings at predefined intervals for Builder/CMAR review, ensuring design aligns with the City of Doral's budget. Our collaborative approach manages contingencies, identifies Value Engineering opportunities, and considers phasing from inception.

Strategic Phasing and Stakeholder Engagement. From the outset, we focus on phasing and delivery, collaborating with the Builder once identified to develop detailed construction phasing that meets the city's requirements. We engage stakeholders to ensure the building design fulfills program needs and integrates seamlessly into the community. Our expertise lies in balancing project constraints with stakeholder aspirations, resulting in successful outcomes for all parties involved.

Advantages

- Select contractor based upon qualifications, experience and team
- Contractor provides design phase assistance in budget and planning, and continuous budget control
- Quality screening of subcontractors
- Faster schedule than traditional bid; fast track possible
- Ability to obtain GMP earlier in process; earlier than traditional bid, later than Design-Build
- Provides flexibility to address design and scope changes

Cautions to Plan For

- Higher costs than traditional bid due to reduced competition in pricing of contractor overhead, fee, and sub-contract costs
- Potential for cost increases due to excluded "details" in the GMP or strategic budget expansion by the CM

Mitigation Strategy for Costs:

Retaining a cost estimator experienced in the building type to assure that initial cost/sf budgets are reflective of what is typically included in projects of this type;

- Establishing a realistic escalation allowance and monitoring changes in the cost curve to assure they are taken into consideration; (On other recent projects we have worked with clients to allow for shared risk between the CMAR or D/B and the owner to reduce contingencies included in pricing.
- Bringing the CMAR on early with an eye toward partnering on all issues that impact cost and constructability
- Leverage the use of locally sourced materials where possible both to support the local economy and to reduce the impact of supply chain issues
- LevePlan for early packages and items that can be shop fabricated or modular

Project Manager's Experience with CMAR



Kathy Rod, our team's Deputy Project Manager, brings 20+ years experience managing projects. Kathy has extensive experience with Construction Manager at Risk (CMAR) within public institutions in South Florida such as: the **City of Doral**, Florida International University, and Palm Beach and Broward Colleges. She most recently gained valuable CMAR experience in her role as Deputy Project Manager on the **recently completed Doral Central Park Project**.

Completing Work Within the Estimated Budget and Specified Time

DLR Group/Bermello Ajamil's integrated methodology enables the team to address construction cost factors in order of importance, ensuring projects remain within budget and schedule. The firm's commitment to transparent communication and shared success supports client goals and delivers long-term value for communities. Progress drawings are produced at predefined intervals and reviewed with the CMAR to verify design progression within budget limits. Value engineering opportunities are continually identified and incorporated throughout all project phases.

Identifying Risk Components

Risk management is embedded in every phase of **DLR Group/Bermello Ajamil Team's** process. The team initiates risk identification at project inception, conducting stakeholder risk charrettes to surface potential challenges based on probability and impact. A live risk register is maintained and updated through workshops and collaborative input, with

each risk assigned a mitigation strategy, owner, and cost/schedule assessment. Regular risk reviews and milestone sign-offs keep all risks visible and manageable.

Proactive measures include:

- Rigorous model coordination and constructability reviews.
- Early engagement of specialty consultants.
- Transparent decision documentation.
- Contingency plans for critical path items to support uninterrupted project delivery.

This structured approach enables **DLR Group/Bermello Ajamil** to manage complex scopes, support your aspirations, and deliver facilities that meet current and future needs.

In summary, **DLR Group/Bermello Ajamil's** extensive CMAR experience, proven project management, and proactive risk identification strategies consistently deliver projects within estimated budgets and specified timelines, while minimizing risk and maximizing value for clients and communities.

3.6 Approach and Discipline

Evaluation Criteria #3 Project Understanding & Technical Approach



Our Approach to the City of Doral New Police Department Headquarters

A. Describe your firm's approach/methodology for this project.

The **DLR Group/Bermello Ajamil Team** will deliver a resilient, Risk Category IV essential facility for the Doral Police Department that **ensures continuity of 24/7 operations**, as well as, during and after severe events common to South Florida. Our integrated approach balances operational efficiency, community transparency, officer wellness, and technology readiness, aligned with Doral's Green Master Plan, Climate Action Plan, and CISP. We will partner closely with the City's Construction Manager (CM) to maintain scope, schedule, and budget alignment through iterative OPCs (Opinion of Probable Cost), rigorous QA/QC, and stakeholder driven decision making.

Law enforcement facilities are very specialized and are all unique, yet they all support a complex list of similar requirements. We design them accordingly. As stewards of the built environment, DLR Group subscribes to a design ethos that is site specific, police service responsive, sustainable and accessible to the community.

The opportunity to design police facilities is a unique and sacred responsibility. **Our goal is to design a facility that balances transparency, community engagement, operational effectiveness, safety, security, officer wellbeing, teamwork, and identity.** This is an opportunity to highlight the Doral Police Headquarters' commitment to its sworn officers, staff, public safety, crime reduction, and community engagement to ensure a high quality of life.

Understanding

The aim of the project is to redevelop the existing site, with the Police Training and Community Center (referred to herein as the "Training Facility" to remain, into the new multi-story Doral Police Department (DPD) Headquarters (HQ) implementing a phased Master Plan, if necessary, to maintain operations at the Training Facility during construction. Starting with the concept criteria developed for the project, we will conduct program validation to refine the overall project scope with independent cost estimating and collaboration with the Construction Manager to provide the City of Doral a clear path to complete the project on time and budget.

Along with program verification, **DLR Group/Bermello Ajamil** will provide site analysis, master planning, concept design, community outreach, Opinion of Probable Cost (OPC), and full design services including schematic design, design development and construction documents to establish the GMP (Guaranteed Maximum Price) with the City's Construction Manager.

The following describes our design approach and methodology.

Approach - Essential Facilities

The new HQ will be an essential facility, Risk Category IV building, designed in accordance with the current Florida Building Code (FBC) and the Essential Facility Act of 1986. To **ensure a resilient Doral Police Headquarters** where emergency response is optimized and operations continue during and after a man made or severe storm natural disaster, like a hurricane. This building performance objective is not just governed by its exterior envelope and the structural lateral load capacity of the building, but also by its geometry, protected openings, the strength of its structure and the redundant building systems. Ensuring Risk Category IV performance supports uninterrupted DPD operations, shorter recovery time after hurricanes, and protects essential communications infrastructure.

Approach - Building Envelope Survivability – Essential Facility Design

There are a multitude of standards that stipulate building envelope requirements, building structural loads, and envelope survivability for Essential Facilities, including the future DPD HQ. These codes and Standards Include: Florida Building Code (FBC), NFPA 1221, ASTM E1996/E1886, and ASCE 7-22 and FEMA 361 and ICC 500 if required. FBC defines this building type as an "Essential Facility", which inherently increases the base code requirements, but FEMA 361 or Alternate Review Methods per ASCE 7 quickly surpasses the established FBC baseline. In general, regardless of the code specifics, the building support structure and enclosure may need to incorporate protective materials and system design, including, but not limited to the following: progressive collapse protection if FEMA 361 is required, hardened wall construction, specialized glazing systems, protective intake ventilation, and other measures deemed necessary based on the level of threat determined. Blast Requirements, Impact

Protection, wind speed determination, lateral load bracing, rain loads, and other envelope design systems will be further guided by the outlined codes.

The future DPD HQ site, approximately 6 ft with respect to North American Vertical Datum of 1988 (NAVD 88) located within 9 miles of the coast, is in a **Wind-Borne Debris Region (WBDR)** and **High-Velocity Hurricane Zone (HVHZ)** as a **Risk Category IV** building, required by the FBC Figure 1609.3(3) to withstand **195+ mph wind speed (3 second gust)** and extremely high positive and negative pressures on the exterior building envelope. To meet the stringent envelope requirements exterior walls are ideally constructed of concrete materials, structural concrete roof decks are typically required, and opening protection systems for all windows, louvers, and other building envelope penetrations must meet Level "E" impact requirements and Section 26.12.3, Testing Applications Standards (TAS) 201, 202, and 203 providing both large and small "missile" (debris) impact protection at all openings; architectural cladding systems will be designed to resist the force and associated pressures with an increase in pressures as the future HQ roof will exceed 30 feet above grade.

Approach - Redundant Design Standards

Due to the nature of this building type and the need to maintain operations during natural and man made events, codes such as FEMA 361 and NFPA 1221 define many unique attributes that exceed those required for a typical office building, if grant criteria influence design choices. This includes strengthened building envelope design standards noted above, increased structural requirements, and the ability to maintain continued service from all building utilities noted below. Provide **utility systems backup in the event of prolonged power, water, data, and sewage outages**. Redundant building systems such as Potable Water, Sanitary Sewer, HVAC, Power, Data and Communications systems present complex issues. We work closely with stakeholders to define requirements and to confirm the project meets the anticipated codes, grant criteria, program, and client expectations.

Approach - Design for Change

We design for change. Police departments have functional, flexible operations that need to adapt to change over time. Police work is among the most challenging public service types in America.

Creating a flexible building typology allows for internal organizational change while minimizing disruption to ongoing operations. Budget allowing, we will advocate for the inclusion of growth space within the building envelope or on the site to accommodate future expansion.

We will design the new HQ to provide opportunities to build culture and curate a professional public safety user experience. Good building design can reinforce camaraderie and communication between work units. In the **DLR Group/Bermello Ajamil Team's** other projects, we have consistently seen that removing physical barriers and creating collaborative work areas and shared break rooms between work groups results in better socialization and communication than cloistering staff at their desks. This approach offers twin benefits of enhanced verbal and visual communication between different operational groups and consequent sharing of information. Breaking down hard walls between offices creates more fluidity in the workspace, reduces the cost of doors and partitions, and eases HVAC demand and saves money while creating flexibility, while allowing the facility to change over time. Improving visual communication between colleagues and allowing for better communication between administrators, investigators, and patrol officers can also offer wellness benefits for staff.

Approach - Employee Wellness

Officer wellness is a performance requirement—supporting retention, reduced fatigue, and decision quality. The May 2019 issue of Police Chief Magazine features an article written by DLR Group's Jake Davis, titled, "Mind Shift in Public Safety Workspaces: Designed for Officer Wellness." Since that time, we have been serious about improving health and wellness outcomes for public safety personnel and will keep that goal in mind for all the planning decisions made by our integrated team. Stressful work and a sometimes-negative sentiment from the public means that a public safety facility must be a place where officers feel safe, secure, and at ease. Many officers need to commute long distances to report to their duty stations. Their job is stressful – the building should not.

Emphasizing the wellness of patrol officers who are the vital community facing team of every police agency - is central to a comprehensive wellness strategy. Integrating wellness in facility design is a multi-faceted strategy that includes:

- Eliciting a sense of pride and honor at arrival
- Providing hardened building envelopes
- Optimizing building acoustics
- Providing excellent, well-appointed locker rooms, fitness rooms and sheltered outdoor break areas.
- Specific lighting systems with color temperature that is tuned to shift workers.
- Access to natural daylight and views, while maintaining security and privacy.
- Integration of healthful indoor air quality systems
- Mental health quiet rooms.
- Use of quality, durable, environmentally healthy materials that require minimal maintenance or refinishing.
- Provision of ergonomic furniture, adjustable stand/sit workstations, fixtures, and systems.
- Incorporation of biophilic materials in the building and site
- Provision of vibrant interior spaces that support individual work, effective collaboration, meaningful connections, and moments for restoration.

From past projects, implementation of these designs will result in higher recruitment and retention.

Approach - Community Connection

The design of the new HQ can be emblematic of Doral's commitment to transparency and community safety while at the same time balancing openness with facility security and resilience. Doral strives to be a community where everyone feels safe and supported, regardless of race or background. For Doral's diverse community, bilingual environmental graphics and intuitive wayfinding can further improve public experience.

One of the most challenging issues plaguing public safety departments across the nation is building trust and transparency between their officers and the communities they are sworn to protect and serve. This is a complex issue which design alone cannot resolve, but we believe it is a worthwhile place to start.

This starts with designing a public realm within the facility which conveys a feeling of openness, safety, and professionalism to the public. Citizens should feel that the police department is open and safe for them. Providing easy access for the public to officers and staff at times of crisis instills confidence. Architecturally, this can be expressed in the provision of an open and welcoming lobby next to a community meeting room and providing multiple waiting areas so victims can be assured they will not be sitting next to their abusers. Emphasizing customer service at the public lobby counter and providing discreet circulation to confidential interview rooms provides victim/witness privacy.

Approach - Building Security

HQ planning and design must ensure a safe and secure environment for the police officers, public, and other building users. We will design the new HQ to protect the people and critical assets of the DPD. Security is layered from site standoff and CPTED strategies through controlled public thresholds to hard zoned staff and detainee areas.

Our design will anticipate and mitigate risks associated with possible active shooter events, terrorist activity, moving vehicle threats, chemical, and biological attack, natural disasters, power outages, hurricanes, crime, and workplace violence. We will propose building systems that are balanced with the budget and provide a safe and secure environment for all building users.

Approach - Designing Specialized Police Facility Spaces

We are experts in the planning and design of specialized police operation spaces. We have the requisite experience in the proper design of vehicle sally ports, booking and intake, evidence processing areas, security control rooms, secure interview rooms to minimize

cross contamination and improve officer safety. We understand technology integration requirements for incident command centers, real time crime (operation) centers and the efficiencies gained with a “patrol hub” co-locating briefing rooms with property and evidence intake, report writing, and locker rooms. Ready rooms and secure spaces like SWAT lockers, armories, firing ranges, and other law enforcement spaces also require experience in public safety understanding DLR Group can provide.

Approach - Integration of Automation & Communications Technology

Embracing innovation and staying abreast of evolving technology is integral to police operations. The HQ will be designed to be flexible and easily adapted to changing technology and operational needs. Technology integration will be multi-fold. The new HQ will integrate state-of-the-art communication and data systems, digital evidence management systems, surveillance technology, and secure data storage facilities. Body cameras and in-car MDC (Mobile Data Center) recording systems need massive amounts of cloud storage, charging stations, and the ability to digitally upload data. The addition of diagnostic tools that protect



Palo Alto Public Safety Building & Emergency Operations Center

the safety of officers, including drones or Unmanned Aerial Vehicles (UAV), means more storage and launch locations are needed. Interviews with suspects can now be shared digitally to multiple computers or mobile devices. This will require adequately sized server rooms, radio equipment rooms, CAD systems, and robust data storage capacity all while planning for server room heat load and redundant cooling. We will design a rational technology infrastructure linked with adequate trunk and lateral raceway systems to allow for easy modification and growth.

Approach - Environmental Stewardship

The City of Doral has a long-held commitment to sustainability with the development of the Green Master Plan back in 2008, implementation of the (CAP) Climate Action Plan to reduce greenhouse gas emissions and recent adoption of the Citywide Integrated Sustainability Plan (CISP). As a symbol of the city's commitment, the new HQ should emphasize sustainable strategies, with FGBC (Florida Green Building Coalition) certification as a goal, to be an example of indoor water use reduction, energy efficiency, and building resiliency including the potential use of PV arrays if viable, potential micro-grid technologies to extend islanding capability for critical loads, strategic daylighting, and high-performance building systems, among others, as a model of these priorities to the region. DLR Group has in-house sustainability champions that provide project guidance throughout the project to achieve FGBC certification and other sustainability credits when necessary for the project.

B. Describe the type of deliverables you propose to present, and how the firm will communicate effectively with the City.

Communication

Our team sets internal priorities to manage projects by having an established framework of communication and execution that begins with the primary contact and **Deputy Project Manager, Kathy Rod, along with Sr. Project Manager, Alexander Straughn.** Kathy and Alexander will create a work plan and Project Schedule, in **Planifi**, an internal, global staffing platform, that establishes a clear timeline of all deliverables – both internal and external. These work plans help Kathy, Alexander, and Public Safety Design Leader, Daniel Barrett stay on top of fast track and long lead items and keep the team members focused on deliverables that are reflected in the Project Schedule agreed to by the - a system that is particularly helpful regardless of size.

Our proposed Public Safety Team is staffed with experienced individuals that work with various software to communicate and coordinate throughout the project. For instance, we utilize BIM (Building Information Modeling) for all design documentation, coordination, and estimating purposes. Our Deputy Project Manager, Kathy Rod, and Sr. Project Manager, Alexander Straughn, will plan all resources in our internal, global staffing platform: as mentioned before **Planifi** creates appropriate and timely responses back to the city of how the project will be staffed and executed. **INDEPRO**, another DLR Group software, tracks QA/QC tasks, owner standards, and review comments.

Project schedule for the DPD HQ will occur in a step-by-step, phased approach utilizing traditional project milestones defined in the RFP.

- **Task 1 (45 Days)**
 - Kickoff
 - Program/Concept Refinement
 - Schematic Design
- **Task 2 (90 Days)**
 - Design Development
- **Task 3 (120 Days)**
 - Construction Documents
- **Task 4 (120 Days)**
 - Bidding
 - Permitting
- **Task 5 (600 Days)**
 - Construction Administration
 - On-site Observation
- **Task 6 (365 Days)**
 - Project Closeout
 - Post Occupancy

Each project milestone is defined by the time required to develop, analyze, refine, and price the deliverables critical for project development at each phase, including City and Stakeholder review. With an overall Design Schedule of 375 days for Tasks 1 thru 4.

■ Task 1 - Project Kick-Off

We engage in a collaborative and integrated process from the earliest stages – a series of logical steps that create a seamless flow of information and a framework for decision-making. During this phase, the design team organizes meetings with key stakeholders to share the project objectives and expectations. Our ability to

achieve successful results depends on the focus and expertise of the entire project team. At this phase, we work to validate the scope/schedule before designing to protect downstream cost and schedule.

To mark the start of the project, we hold a project kick-off meeting to offer stakeholders an opportunity to present their goals and expectations and outline elements of critical importance. We establish open lines of communication, present the anticipated schedule, and delineate the roles and responsibilities of all team members. We will document and publish **Guiding Principles** to serve as decision criteria across all phases. Our team seeks not only to make a great project but also to build a community of team members in the process, paving the way for the long-term success of the project.

■ Task 1 - Visioning Session

To build consensus moving forward and establish a shared vision at the project's outset, we recommend a Visioning Session that includes all the various stakeholders. Out of the Visioning Session comes a set of guiding principles that reflect your values and priorities for the project. The Guiding Principles provide a framework for decision-making throughout Program Validation and the Design process.

■ Task 1 - Diagrams and Concept Refinement

Next, we will build on the planning and schematic design efforts by the City of Doral. Our team will look to refine the conceptual design through the lens of Operational Efficiency, Officer Wellness, and Resilience through relational diagrams that show the interaction between individuals or operating units. Does the expanded building help to streamline operations flow? We clearly demonstrate these flows in our conceptual sketches.

From there, we will create broader adjacency bubble diagrams that depict how spaces relate to one another in the new facility.

When planning a new facility, public safety staff tend to see the new facility through the "lens of the old." Instead of seeking the ideal functional operations recommended, oftentimes the staff allows the deficiencies of the current building to shape operations. Our team understands how the inflexibility of the existing spaces might blur staff's understanding of their own operational

activities and make it hard to see the theoretical interactions between spaces that could improve with a better floor plan. Easy-to-read bubble diagrams can help them see the possibilities. As we formalize the bubble diagrams, we start to see what arrangements take the best advantage of the opportunity to expand. It also impacts daylight and views of nature, which are key to a wellness environment design.

It's our job to inform, facilitate and solicit information to achieve consensus. The culture of teamwork and intimacy that occurs in the tight quarters of outdated facilities is difficult to emulate in the relatively spacious quarters of a larger facility. Designing to encourage camaraderie is critical to foster wellness and improving operations. Conveying operational interactions between officers and unsworn staff through graphic diagrams can start to map a new understanding of teamwork for the facility.

As the space requirements and the adjacency relationship solidify, we develop dimensional Blocking/Stacking diagrams. We use Blocking/Stacking diagrams to create Site Utilization options.

At the conclusion of the Concept Refinement, we report all findings to the key stakeholders and present recommended broad-based strategies for moving forward.



Metropolitan Nashville Police Department Southeast Precinct

■ Task 1 - Site Utilization Studies

We develop Site Utilization Studies to explore options for placing the HQ on the site to achieve best practices for site circulation with two reasonable ways in and out, avoiding potential man made and/or natural barriers created by severe storm events, that respect, vehicular and pedestrian paths and carefully consider maintaining security and transparency. The design team evaluates the site for features such as access to public transportation, utilities, easements, vehicle access, zoning capabilities, adjacent properties, environmental issues, size, etc., as these impose constraints and inform decisions for developing Site Utilization Options. We develop “site utilization studies” that test fit the Blocking/Stacking options on the site, parking capacities, vehicular access, flow separation, and ability to accommodate future expansion.

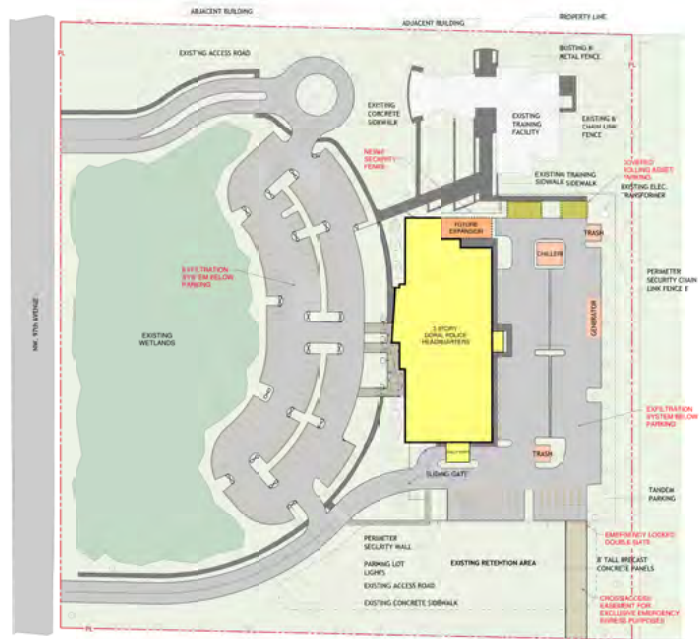
Given the site constraints, two reasonable ways in and out come with certain design challenges with respect to flood potential along NW 97th Avenue. The design team propose a **Cross Access Easement for exclusive emergency purposes** for ingress and egress in the event of a flood. Utilizing exfiltration system storm water containment would eliminate costly wetland mitigation to three plus acres of wetland with limited capacity due to the high-water table. The team develops “Opinion of Probable Cost (OPC) for each option, which becomes part of the criteria for evaluating options.

■ Task 1 - Refined Concept

A refined concept emerges for the team to develop further. We incorporate stakeholder feedback and make refinements. We develop narratives describing building systems' type and functionality (security, MEP, etc.). Finally, the team develops a more detailed cost estimate. This is the moment to confirm that the project scope and estimated costs align with your project budget. If not, we will work with you to align the two before commencing with the design.

With our experience working with the furniture, fixtures, and equipment (FFE) unique to 24/7 agencies, we can set up allowances for equipment that include standard office equipment like copiers and specific equipment like bodycam docking stations and interview room recording devices, etc.

With an updated project schedule, a validated program, a refined concept, and an Opinion of Probable Cost, while working with the Construction Manager, we can proceed with developing the design in confidence.



Refined Master Plan ensures DPD secure parking access, increased staff parking, and implementation of CPTED best practices

■ Task 1 - Program Validation

Right sizing the building for current and projected future needs is crucial as we understand most public safety building life expectancies are sometimes more than 50 years. Our program verification process will reaffirm the basis of design for the project. We will work with DPD to verify workload, staffing, space, proper adjacencies, and functional requirements for the new HQ. Respecting and building upon previous planning data and Program that exists, our team will thoroughly review and provide recommendations in a new Program. If necessary, our team may recommend some or all our team's typical programming effort including data analysis, service call volume studies, review of demographic projections, site visits, observation of current operations, user group interviews and collaborative visioning.

Accurately forecasting growth is essential to answering the question of how big a facility should be and how flexible the facility can be over time. Designing and building Doral's new HQ will require significant capital investment, time, and collective expertise. Anticipating growth is imperative. We will validate staffing growth scenarios (e.g., 10- and 20-year horizons) and sensitivity test shared vs. dedicated spaces. Being a good steward of taxpayer dollars includes designing a facility that can grow with the department over an extended period.

The program validation process will also be informed by our work with other law enforcement agencies in Florida and across North America, which will provide points of

comparison for DPD’s decision making. We understand the unique space types and adjacencies associated with contemporary police HQ and the importance in supporting administration, patrol operations, investigations, communications, training, (RTCC) **Real Time Crime/Operations Center**, prisoner processing, property, and evidence intake, report writing, SWAT, CSI labs, 911 dispatch, community relations, and other functions.

We will distill this information into a program document with numeric space values and create relational diagrams that show interaction between individuals and/or operating units to evaluate adjacencies and operational efficiencies. We will provide a program level OPC (Opinion of Probable Cost) or construction cost estimate which will assess alignment of the proposed program with the fifty-million-dollar total project budget. Should the program and budget align, the relative size, complexity, and viability of the project will be known. The resulting program and budget will be reviewed, discussed, and approved as the basis of design with DPD and key stakeholders prior to proceeding to site analysis, reviewing the previously completed conceptual design and master plan before making moving to the conceptual design phase with an updated master plan to reflect all necessary revisions to the program.

■ Task 1 - Site Analysis

Doral has an opportunity to reinforce the Public Works Department Sustainability Plan **Citywide Integrated Sustainability Plan (CISP)** and other planning initiatives to reinforce the downtown nature of the city and to follow the **Tree City USA** best practices with this new Headquarters. The site analysis process will uncover project specific goals, connectivity with the existing training facility, and future expansion capabilities of HQ, if possible, within the master plan. We will establish a graphic understanding of how the new HQ will be constructed while the existing Police Training Facility remains operational, if required. We will study the most secure and dedicated vehicular and pedestrian access to the new HQ, existing Training Facility to remain, and parking for both public, trainees, and secure DPD parking. We will also consider its relationship with the surrounding buildings and the environment. The existing site has unique physical aspects and constraints we will address, including the existing tree canopy and wetlands along the west property line, flood risk along NW 97th Ave., the Dressels Dairy Canal to the north of the site, and contextually its proximity to United States Southern Command’s secure campus, the Police

Training and Community Center (Training Facility) and associated parking, Millenia Atlantic University (MAU), retail buildings, access corridors and major roads, and the Florida Turnpike that provide the best response times.

The existing geotechnical realities of the site may also influence building design and cost.

As we learn more about the site, we will create comparative pros and cons analysis and cost study for the site and master plan options for the City’s consideration.

Innovative Ideas for Alternative Doral Police HQ Planning Efficiency



From top to bottom: Level 1, 2, and 3

■ Task 1 - Schematic Design

With a well-defined, validated space and operational program and concept design in hand, design begins in earnest. Based on project parameters defined during the Project Kick Off / Concept Phase, the design team will craft an architectural response for both the exterior and interior of the building to all established functional, aesthetic, and budgetary design parameters. In addition, we conduct workshops to define criteria for security systems, equipment, and casework criteria on a room-by-room basis through “Room Data Meetings,” where we will review item-by-item requirements for each room.

■ Task 2 - Design Development

During this stage, we solicit user input for selecting materials and finishes, equipment and casework requirements, door and hardware functionality and criteria, A/V requirements, and security device layouts. We work closely with maintenance staff to choose materials and mechanical systems that provide the greatest efficiency, durability, and ease of maintenance. We follow this with presentations of potential equipment, fixtures, and furnishing selections, working with users to confirm the most appropriate and preferred selections. Design development of both the site and exterior of the building continues in unison with the building interior.

At 90% Schematic Design and Design Development, an updated Opinion of Probable Cost (OPC) and CM cost estimate will be developed for review against the project budget and schedule to date. Only after the estimate is reviewed and approved can we proceed with developing the design in confidence.

■ Task 3 - Construction Documents

With the city’s approval and acceptance of the final cost estimate, the design team moves to produce the project’s construction documents. During this phase, we develop the design established in earlier phases into a final set of documents that give sufficient detail to bid the project for construction. We prepare interim submissions at the 30%, 60%, and 90% milestones for the owner to review by the city to confirm that the project continues to align with all expectations and will include discipline checklists from **INDEPRO** and a summary of resolved comments. We anticipate bi-weekly meetings with the city to review and get input on various project aspects. In addition to the city’s reviews, the design team internally monitors document quality with formal QA/QC during development and before releasing the bid and 100% complete documents.

■ Task 4 - Bidding/Permitting

The design team will work with the CMAr throughout the design phases to ensure the entire scope of the project is understood. During Bidding the design team will expedite bidding RFIs to ensure the design is fully understood and properly bid.

BA has designed and secured permits for two significant projects in the City of Doral: the Doral Cultural Center and Doral Central Park. Both projects required BA to work closely with the Authority Having Jurisdiction (AHJ) on planning, traffic engineering, stormwater management, and coordination with the building department. Of the two, Doral Central Park presented the greater challenge, as it was constructed in phases and required extensive coordination with the AHJ to successfully deliver the park to all stakeholders within the City of Doral.

■ Task 5 - Construction Administration

Traditional construction administration services will be provided for this project as part of basic services. This includes participation in preconstruction and construction progress meetings; bi-weekly site visits and a distribution list for CA communications; shop drawings and payment request reviews; verification of compliance with the contract documents; respond to Requests for Information (RFI’s) and substantial completion, and final inspections. Design staff will make site visits to observe general conformance with the design intent of the construction documents. We will maintain a live decision log (owner shared) with scope, cost, and schedule impacts for each directive



Refined Concept

C. What are the primary strategies employed by your firm for adding value?

Value - Law Enforcement Design Experience *Understanding the Change in Law Enforcement*

We are in a time of rapid change in law enforcement, even as people are misunderstanding the role that law enforcement has in 21st century America. The Global Pandemic and a social environment of protest and questions about the legitimacy of policing have combined with a time where recruitment of new and retention of existing staff has become an existential issue, in part because of cultural changes of a new generation of police officers who require a culture of collaboration and independence, as compared with the previous generation.

Security must be combined with openness and transparency, and there is a desire for public participation. If that wasn't enough, technology and retention of evidence have gripped law enforcement. Body cameras and in-car MDC (mobile data computer) recording systems need massive cloud storage, charge devices, and the ability to digitally upload data. The addition of diagnostic tools that protect the safety of officers, including drones or Unmanned Aerial Vehicles (UAV), means that more storage and access to locations to launch them are needed. It used to be that interviews with suspects were recorded locally. Now they can be shared digitally via multiple computers or mobile devices, requiring more robust data storage and thus technological communication backbone and cable management to provide flexibility from future changes.

Resilience of public safety facilities from severe weather events and risks from attackers sit against the need for backup power. Dangerous drugs like fentanyl are a regular part of policing and consequently testing, ventilation, and clean and dirty entries are essential to protect health of officers and employees.

The proliferation of guns and changing laws on drugs have complicated evidentiary procedures. Specialized knowledge of pharmacology and the legal implications of biologic agents have complicated these areas of policing.

The Pandemic introduced the need for virtual communications and video-conferencing capabilities in multiple rooms. On the human side of things, the call for more privacy and gender identification issues, facilities are moving away from gender specific locker room and toilet spaces and toward genderless changing facilities. This ties to a movement of gender diversity in law enforcement with more women joining police forces and police leadership positions. While women still only

represent 13% of police agencies globally currently, programs like the 30 x 30 initiative, are trying to move toward 30% of police officers being women in the next five years.

Below are just a few police technologies we are experienced with:

- Facial Recognition Software
- Biometrics
- Voice Technology
- Robots
- Video Doorbells
- ShotSpotter
- Thermal Imaging
- Artificial Intelligence
- Smarter Cruisers
- Automatic License Plate Recognition (ALPR)
- Enhanced Body-Worn Cameras
- Drones
- Digital Property and Evidence Management Systems

Value - Specialized Design Expertise

The **DLR Group/Bermello Ajamil Team** has the specialized design expertise necessary for the successful planning and design of mission critical, high security facilities and spaces. Modern police headquarters, emergency communications and **Real Time Operations Centers (RTOC)** require careful planning and integration of advanced computer aided dispatch (CAD) systems, ergonomic 911 dispatch consoles and sophisticated telecommunication, audio/visual, data management, security and remote monitoring systems. These systems require specialized facilities and infrastructure to support their uninterrupted use.

We design essential facilities for 24/7/365 operations and include design features to mitigate operator stress, promote team interaction, and create work environments which support the recruitment and retention of employees.

Providing continuity of service is essential in the planning and design of mission critical facilities.

DLR Group designs public safety facilities across the country that provide for the redundancy and expandability of key building systems and afford survivability from a broad spectrum of natural hazards and other threats including hurricanes, tornadoes,

storm surge, and floods. The new HQ will require careful planning and the integration of advanced telecommunication, radio and data systems, security planning and the provision of dedicated, technologically sophisticated spaces for the Real-Time Operations Center, among others in the Headquarters.

We understand the specialized requirements for equipment, security, communications, redundancy, and survivability. Building resilience will ensure continuity of service in operations for this mission critical facility.

Value - Knowledge of National Design Guidelines and Requirements

The **DLR Group/Bermello Ajamil Team** works closely with local agencies to develop design solutions for police stations, real time operations centers, emergency operations / communications centers and other public safety buildings based on the firm’s specialized knowledge of the operational requirements of our nation’s emergency service providers. **We design emergency communications/operations buildings per the design criteria of the National Incident Management System (NIMS), FEMA 361, 426, 430 and 452 multi-hazard design protocols, the NFPA 1221, 5000 and ASTM E1996/E1886, and ASCE 7 requirements for Emergency Services Communication Systems and UFC Anti-terrorism Standards for buildings and other local and national standards.**

Value - Sustainability, Resilience, and Mission Continuity

Sustainability is an evolved conversation today. It has moved beyond a resource conservation movement to include climate change, human health and well-being, resilience, regeneration, and ecosystem integrity. Such

a broadened definition of sustainability today requires teams with new perspectives in processing competing design parameters to provide a holistic solution that values the health of end users and communities. Our restorative justice approach, coupled with holistic sustainability, supports physical, mental, and social well-being leading to support for youth, their families and the broader community. Thinking beyond the building.

Successful sustainable and resilient buildings integrate all building systems in harmony. This starts with a team committed to deep engagement. You get experts with the skills, engagement tools, and synergistic knowledge of well-established science and innovative technologies to provide you the best-in-class solutions.

Our interdisciplinary team of architects, engineers, planners, interior designers, and other specialty experts have the accreditations and certifications to support your projects environmental and sustainable certification goals. We encourage and support a variety of green building accreditations among our design professionals, with hundreds of employee-owners accredited in **LEED, WELL, Green Globes, Florida Green Building Council, Fitwel, RESET, and International Living Futures Institute.**

For the new three-story, approximately 63,000 SF Police Headquarters in Doral, Florida, Woolpert’s sustainability team will collaborate with **DLR Group/Bermello Ajamil** to guide the project from early design through construction completion. Our approach reflects a clear understanding of the City of Doral’s green building ordinance and Miami-Dade County sustainability requirements, while aligning environmental performance with the operational realities of a 24/7 law-enforcement facility.

LEED will serve as the framework for sustainable design, allowing the team to evaluate and implement strategies

LEED Certified Projects



300+

LEED Projects

- 08 *Platinum*
- 79 *Gold*
- 92 *Silver*
- 32 *Certified*
- 89 *Pending*

Accredited Professionals



40+

WELL Accredited Professionals



250+

LEED Accredited Professionals

that support durability, efficiency, and long-term value without compromising security or functionality. Woolpert will work early with the design team to confirm passive strategies such as a high-performance building envelope and long-service-life materials, informed by life-cycle assessment and embodied carbon analysis. Daylighting and indoor environmental quality strategies will be evaluated thoughtfully, recognizing where LEED credits are not an ideal fit for a police headquarters program.

Sustainability strategies will be fully integrated with site and civil design, particularly given the presence of adjacent wetlands and portions of the site within a FEMA flood zone. Woolpert will support LEED-aligned site credits, rainwater and stormwater management, and compliance with federal, state, and local floodplain regulations. Water efficiency measures will include high-performance plumbing fixtures, appliances, and irrigation systems to reduce potable water use while maintaining reliability during emergency conditions.

Energy performance and resilience are central to our approach. Woolpert will coordinate with energy modelers to confirm efficiency gains achievable through high-performance lighting and cooling systems, leveraging the facility's continuous operation and large mechanical systems for meaningful lifecycle payback. In alignment with the Citywide Integrated Sustainability Plan, we will also evaluate on-site renewable energy and grid-resilience opportunities. The facility will be

designed to maintain full operational capability during extreme weather events and extended utility outages, with systems emphasizing redundancy, hardening, and life-safety continuity.

D. Briefly describe any additional feature, attributes or conditions, which the City should consider in selecting your firm.

Transformative Opportunity

This is a transformative opportunity for the Doral Police Headquarters to create a new facility that reflects its evolving operational culture and commitment to community safety. A fundamental shift is taking place within the law enforcement profession as it deals with staff recruitment and retention challenges. The new facility will symbolize the department's commitment to the professionalism and wellbeing of its staff with a stand alone, secure facility. There is a shift in emphasis within the profession to adopting a more community guardian protective and collaborative mentality on the part of police officers making the design of more open, inviting public safety facilities relevant. DPD's planned growth from its current building, co-located with Public Works, to one of the more albeit secure piece of civic architecture is an excellent symbol of this transformation. Our goal is to collaborate with DPD and the City of Doral to make this a reality.



E. Describe firm approach to quality control/quality assurance and constructability of overall design.



01. Peer Review TEAM is a DLR Group/Bermello Ajamil Team Standard:

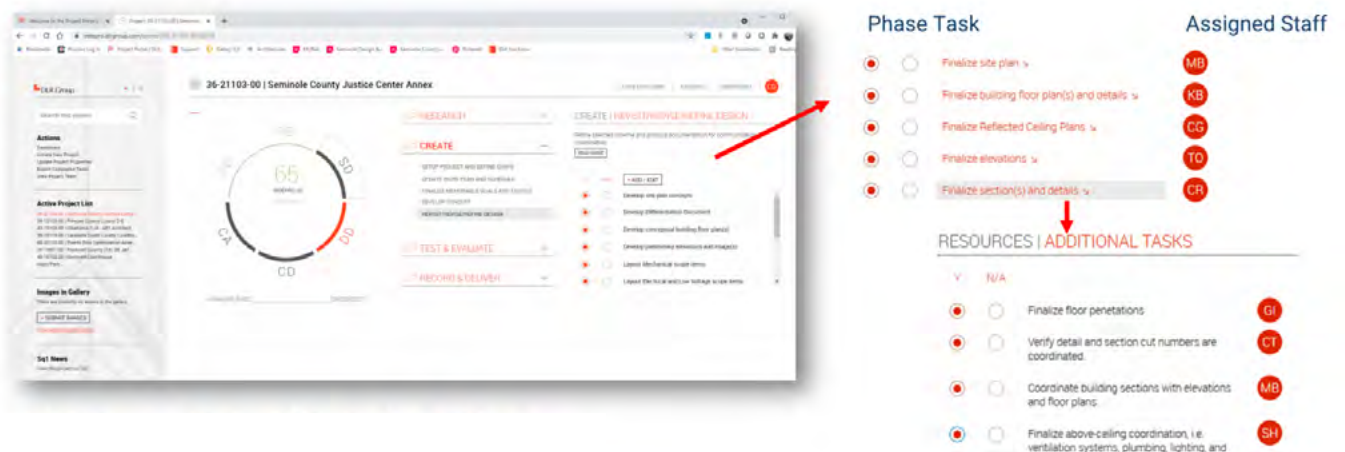
This is orchestrated by the Principal-in-Charge, Chris Getz, senior professionals from other disciplines, and the QA/QC champion, Kevin Leivian. This is not a single QA/QC individual, but a team of senior professionals from each discipline. These reviewers are familiar with civic projects but are not part of the core team working on the project. This team is scheduled before the end of each phase, to ensure appropriate time is spent on review. Effective quality control and quality assurance don't just happen during the construction documents phase. Beginning with schematic design, our QA/QC process is a systematic approach conducted by project teams and third-party internal reviewers. A fresh set of eyes identifies any coordination issues and suggests objective solutions before they become more costly and challenging.

The **DLR Group/Bermello Ajamil Team's** QA/QC Procedures consist of 4 major components:

01. Appropriate staffing of a peer review team of experts not working on the project
02. Our customized, web-based checklist called INDEPRO that connects team members with assignment completion
03. Review by all discipline leaders for the project
04. Follow-through in construction Kevin Leivian, our QA/QC champion and the office's technical guru for public safety projects, leads this process with 30 years of experience in project coordination and detailing.

02. Our web-based QA/QC Tool – More than a Checklist!

We value clear communication. **INDEPRO** is our proprietary tool that tracks and visualizes project progress. This tool allows us to connect all aspects of design, document coordination checklists, and schedule of assignments. The detailed information we access from a central location (that all team members can see) results in a streamlined approach to project coordination and quality documentation. This program is where we assign tasks to individual team members for each phase with due dates. This ensures clear responsibility and the ability to review items that are in-progress vs complete. The great part for the City of Doral, is that we can load in custom City Standards and Requirements for your project, so the team can ensure they are incorporated into the Contract Documents.



DLR Group Project Monitoring System: INDEPRO

The proposed Team consists of professionals who have experience in Broward County and surrounding areas, national public safety expertise, and justice clients throughout the state of Florida.

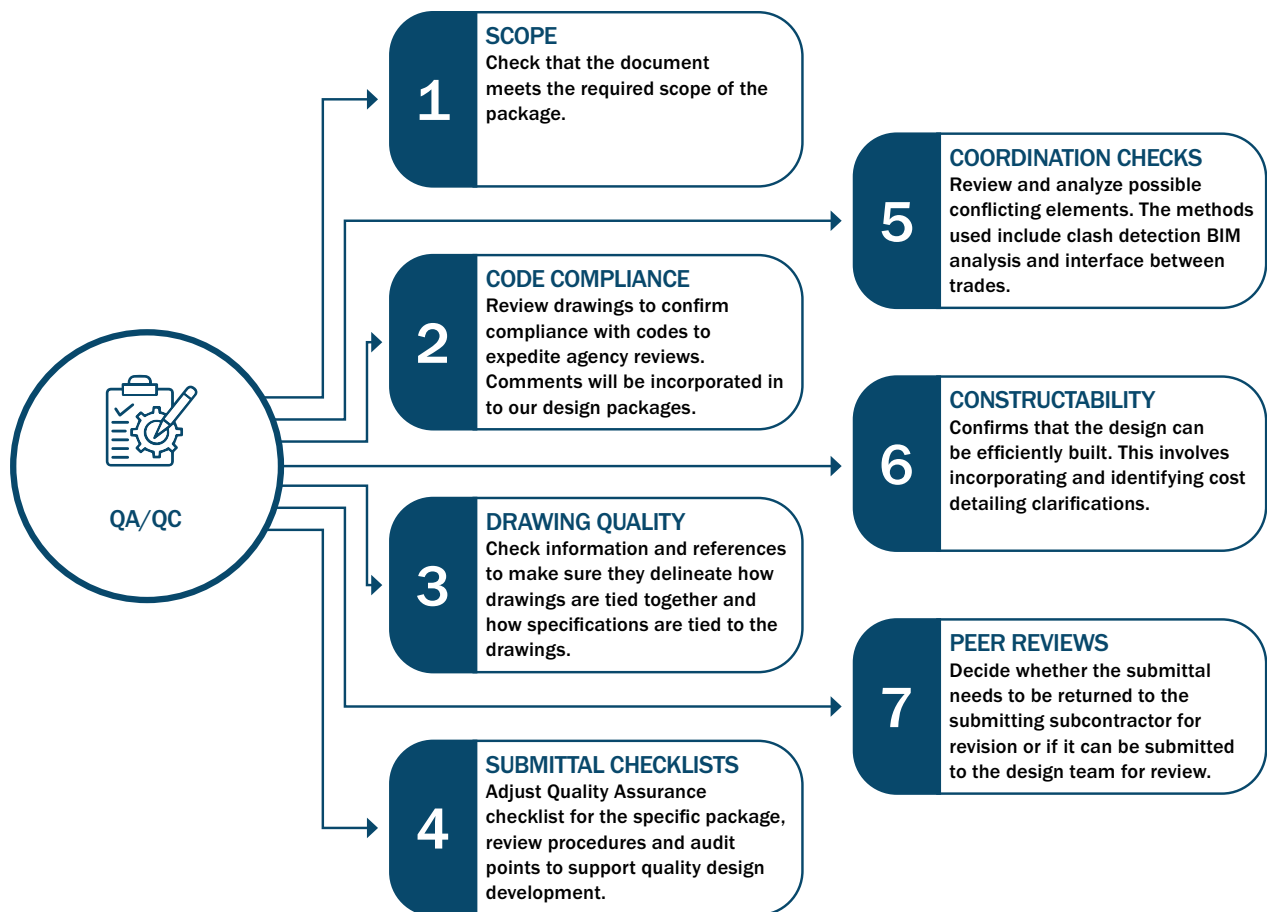
03. Discipline Leadership Final Review

Before any deliverable leaves our office, we ensure that the Discipline Leaders, AOR and EOR review the documents for information appropriate to the phase.

We take our signing and sealing of documents seriously. The quality control activities are ongoing throughout document development to minimize errors and maximize coordination between disciplines.

The Net Results

- ✓ All aspects of the project are clearly documented for the cost estimating and contractor bidding
- ✓ Design is coordinated and can be achieved by the contractor
- ✓ Comprehensive review and understanding
- ✓ City of Doral requirements implemented
- ✓ Detailed checking
- ✓ Ensure Facility performance as designed
- ✓ Compliance with project budget
- ✓ Better adherence to schedule
- ✓ Accurate project records



04. Follow-through with On-Site Leadership:

Our teams were founded on the philosophy that the construction administration phase is the most important phase of the project. The best design and detailing intent can be subverted with a poorly constructed building. This philosophy includes direct involvement by our QA/QC champion and firm principals in the construction phase. In addition to being on-site for regular observation, contractors have come to rely on timely responses to issues and questions by someone with intimate knowledge of the project and authority to make immediate decisions.

Our team has extensive Construction Administration experience as it relates to large municipal projects in Florida. As it relates to overseeing costs, we do not just take the word of the Construction Manager. We always review all backup with our independent Cost Estimator and reach out to our local vendors to verify that we are receiving reasonable prices for construction tasks. Every change order, RFP, and RFI will be back checked against what is in the contract documents.

As mentioned previously, Kathy Rod, Deputy Project Manager brings a wealth of south Florida experience and knowledge on what it takes to have a successful project Doral. Kathy will work with Public Safety Design Leader Daniel Barrett, with a deep understanding of public safety facilities, the FBC, and CALEA accreditation requirements to review our documents for coordination between disciplines; Both Kathy and Daniel will review and ensure that the design solution meets the city's standards and best practices. Kathy as Deputy Project Manager, will track all review comments, value engineering input, and other direction & feedback in a live excel spreadsheet that will demonstrate when a task is completed and describe the history of each design change to be provided to the city's Project Manager to maintain the most up-to-date project decisions. Quality assurance and quality control are key components of our project management and document review process. Our team is committed to our Quality Control Plan from project initiation to project close-out, so that the services we provide meet and exceed your requirements.

Our team defines the quality of our work as including the following elements:

- Meeting contract requirements
- Conformance to City design standards and CALEA guidelines
- Compliance with project budgets
- Excellence in building function and aesthetics
- Effective implementation of program requirements



- Maximized long-term facility performance
- Advanced project delivery documentation
- Adherence to project schedules

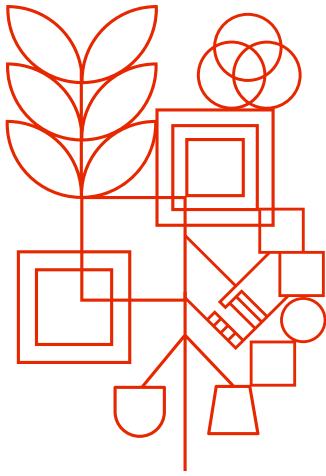
To achieve quality, the design team produces deliverables that meet the highest professional standards in an efficient manner at the lowest reasonable cost.

F. Describe your firm's experience and approach in developing Opinions of Probable Cost (OPC) from planning level drawings to the OPC associated with final construction drawings.

The design of the new Police HQ must reflect the city's budget realities and maximize the effective use of taxpayer dollars to provide long-term value to DPD, the city, and its citizens. The OPC will keep budget targets at the forefront of the program validation and conceptual design phase before we engage the Construction Manager. We develop every OPC through multiple lenses that include:

- Project References – We use historical data on similar size/scope law enforcement facilities regionally and nationally adjusting for inflation, location, and specific project differences.
- Parametric Modeling – We use BIM (Building Information Modeling) to provide accurate square footage take offs of large building components including exterior walls, doors, glazing, floor and roof area interior finishes.
- Project Contingency - Include a percentage-based contingency for unforeseen conditions, assumptions and exclusions.
- Project Unknowns - Clearly list all assumptions and exclusions

Our goal is to collaborate with DPD and the City of Doral to make your vision a reality. At the end of CA, we look forward to the ribbon cutting and celebrating with DPD officers and staff.



*As stewards of the built environment,
DLR Group's Justice+Civic studio
elevates **behavioral, environmental,
& social betterment**, resulting in
healing, equity, & transformation
for the individual and community. ■*

ELEVATE *the*
HUMAN EXPERIENCE
THROUGH DESIGN

