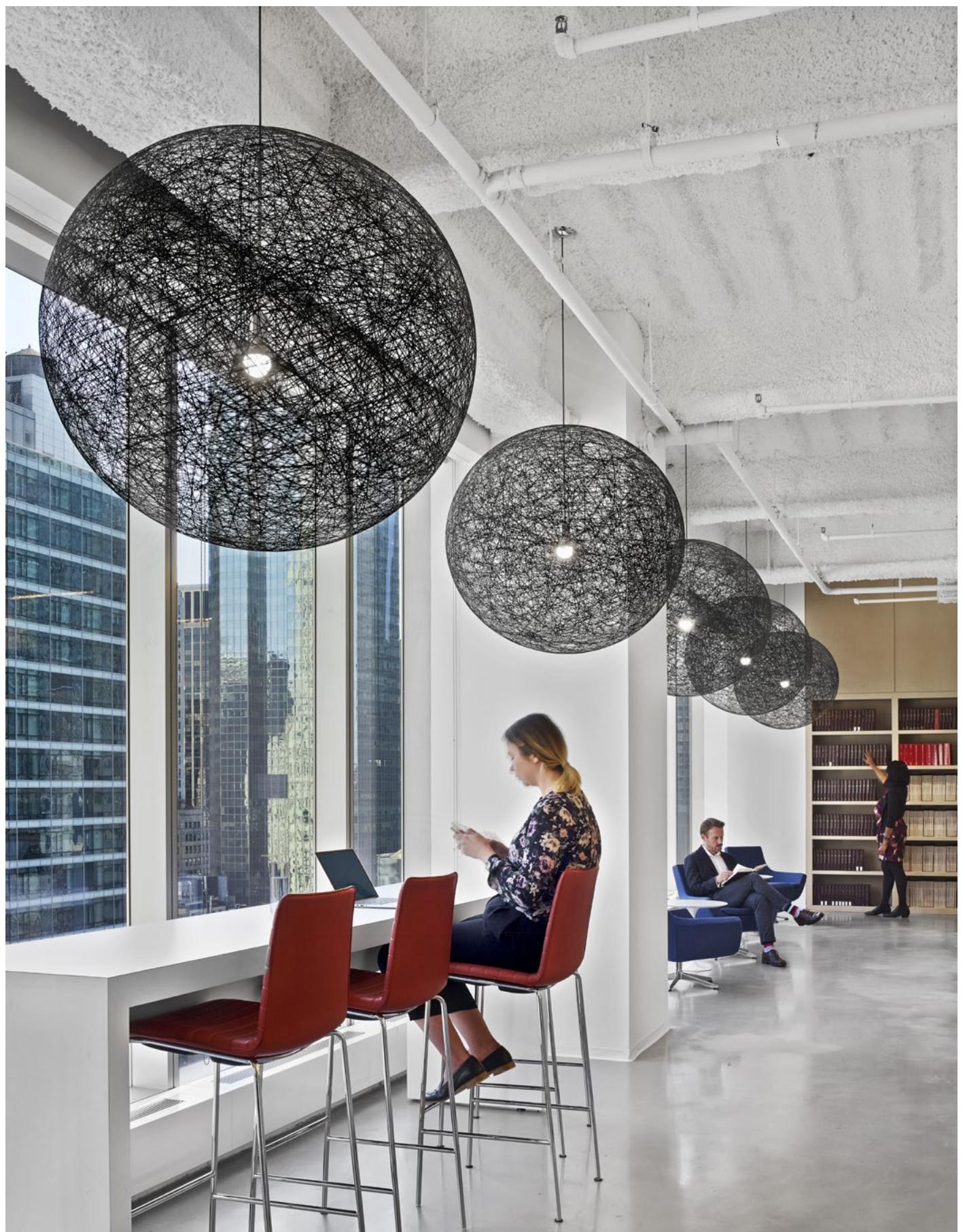


# Perkins&Will





# Perkins&Will

November 19, 2021

**Bryan Kavanaugh**

Regional Manager, Corporate Real Estate  
Delta Air Lines, Inc.  
1030 Delta Boulevard  
Atlanta, GA 30354

**Steve Baun**

Senior Director, Technical Services  
AvAirPros  
5333 South Laramie Avenue 1st  
Chicago, IL 60638

**Re: Delta Airlines MSP Technology Hub**

Dear Bryan,

We understand that AvAirPros on behalf of Delta is looking for a partner in collaboration on the design of a new ~90,000SF high-performance Tech Hub within the 8200 and 8400 buildings at Normandale Lakes in Bloomington, Minnesota. This new space will reflect Delta's brand and vision for a collaborative and innovative workspace and through this effort attract and retain the best talent.

Having recently worked with numerous local & Fortune 500 companies on the reimagining of their workspace, our team of experts has developed an understanding of the drivers behind organizations as well as a deep understanding of project delivery processes, standards and design expectations. There are many points of distinction between Perkins&Will and our peers -- our user engagement, change management, brand design and in-depth knowledge of building performance and technology. While we are recognized throughout our profession for our innovative workplace designs and their successful implementation, we strongly feel the following sets us apart from our peers.

**Client Service** We have a long standing commitment to clients. It is one of our four core values and drives our behavior and our approach with every project and relationship. Our proposed team is especially talented in their understanding of the importance of organization's design standards and processes. Eric, Anne, Darrin and myself will be stewards of the Delta brand and we will design, communicate and manage your project with transparency. Time and again our commitment to clients has resulted in on-time, on-budget, well-designed spaces that fit the company's existing and future needs, and exceeds expectations.

**Industry Expertise** As a global company, we have a wealth of benchmarked data on workplace innovation and lessons learned we can bring to bear on your project. We are constantly researching both current and predicted trends in our client markets. Our dedication to research provides us with unparalleled strategy and design, as it helps us make informed design decisions that provide solutions for the immediate and future needs of your company. We have deep experience in agile and tech focused projects; providing full services from executive visioning to design and implementation.

**Living Design** Perkins&Will has been redefining design as a system of several interconnected parts that inform a greater, more meaningful whole - it's a philosophy we call Living Design. We understand Delta is committed to social responsibility and the best interest of its employees, clients and the communities it serves and using a deep interdisciplinary approach, we will work with you to create a space that is reflective of that commitment. By seamlessly incorporating technology, inclusion, and well-being into your project, we can help create an innovative office setting that sets the stage for the future of work and life.

We are eager to present you with our enclosed proposal and work with your high performance workplace. Please let me know if you have any questions.

IDS Center  
80 South Eighth Street, Suite 300  
Minneapolis, MN 55402

[www.perkinswill.com](http://www.perkinswill.com)

  
Jennifer Christiaansen, AIA, LEED AP  
Managing Principal



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## C.1. Company Information —

# Design has the power to unlock the potential of a workforce.

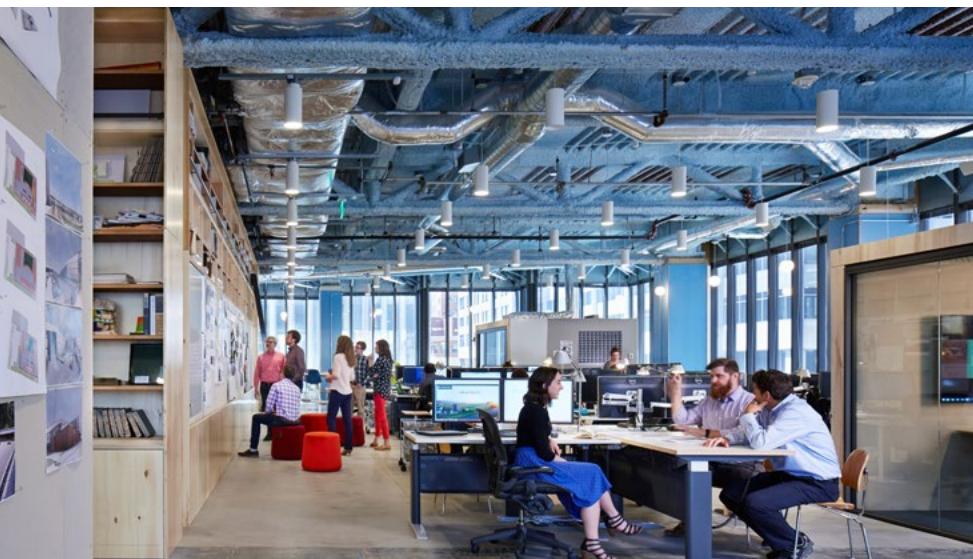
At our heart, we're problem solvers. We know that workplace is a powerful tool for boosting innovation, increasing employee engagement and in turn, achieving organizational goals. **We push boundaries to advance the industry**

We dare to go where other firms haven't yet gone, setting new standards on issues that matter most. Strategic partnerships give us an unprecedented platform on which to experiment, explore, and introduce design excellence ideals for the next generation.

Fast Company calls us **innovative** and a "brand that matters." The Minnesota chapter of American Institute of Architects have recognized us as "**Firm of the Year**." Architect consistently ranks us as one of the **top practices in the industry**. After 86 years, we think we're just getting started.

### Our Minneapolis Studio

Our entrepreneurial studio is fueled by curiosity, possibility, and making the world a better place. We geek out on research, data, and metrics to help get us there. We are no stranger to asking questions, taking risks, and experimentation and have collectively incubated ideas that have transformed into industry-changing standards, policies, master plans, environments, and buildings that are creating a more resilient, equitable, and sustainable future.



### Areas of Practice

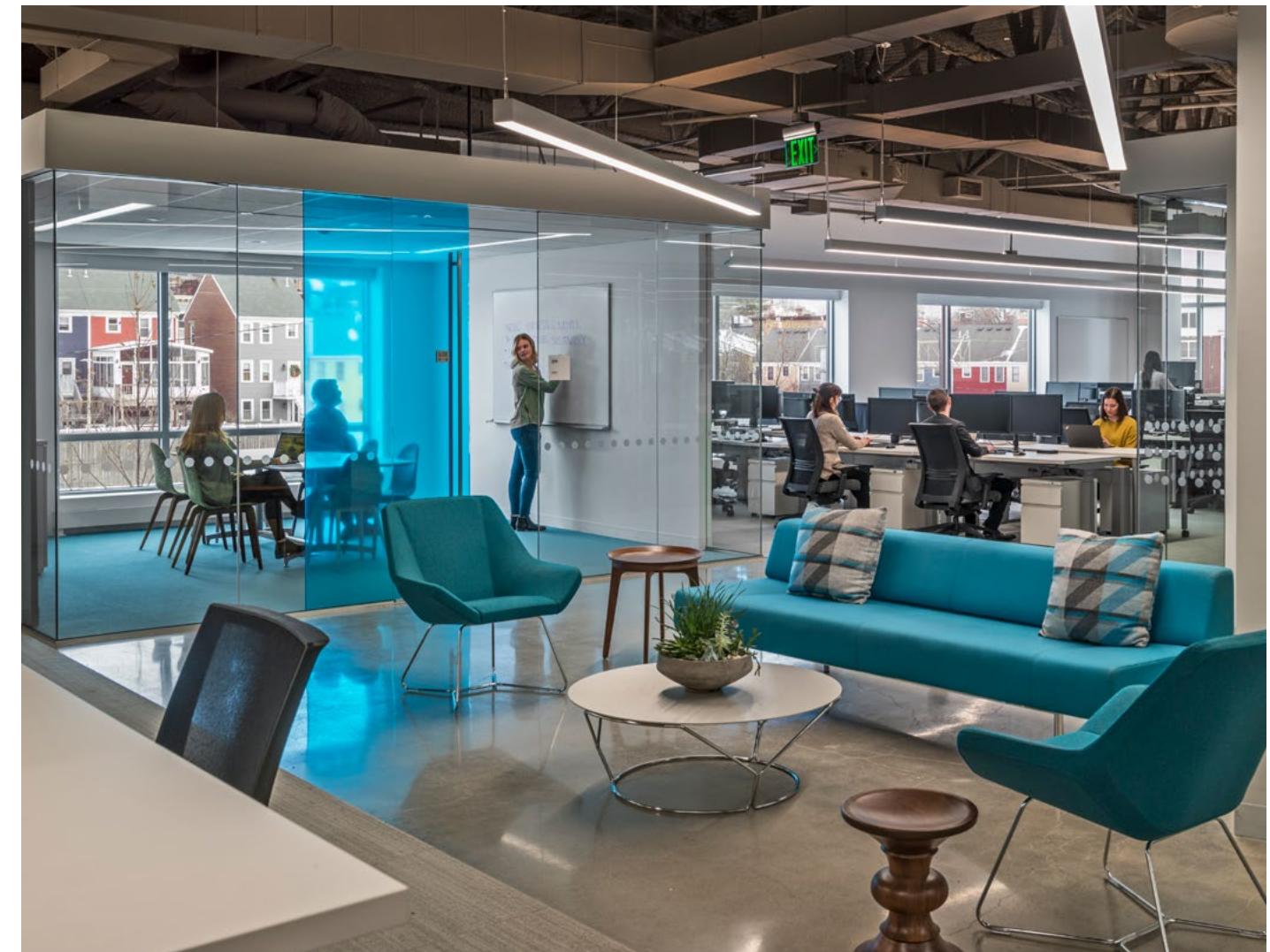
- Branded Environments | Civic & Cultural
- Corporate & Commercial | Corporate Interiors | Health
- Higher Education | Hospitality | K-12 Education
- Landscape Architecture | Planning & Strategies
- Science & Technology | Sports, Recreation, & Entertainment
- Transportation | Urban Design

### Contact —

**Jennifer Christiaansen**  
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P: 612.851.5011  
F: 612.851.5001



### Workplace Design



In today's ever-changing business climate, workplace design goes beyond a beautiful space — it is a critical tool for aligning people, culture, processes, and technology with organizational goals. We deliver creative and environmentally progressive solutions that create a lasting impact on our clients' teams, business, and brand — for generations to come.

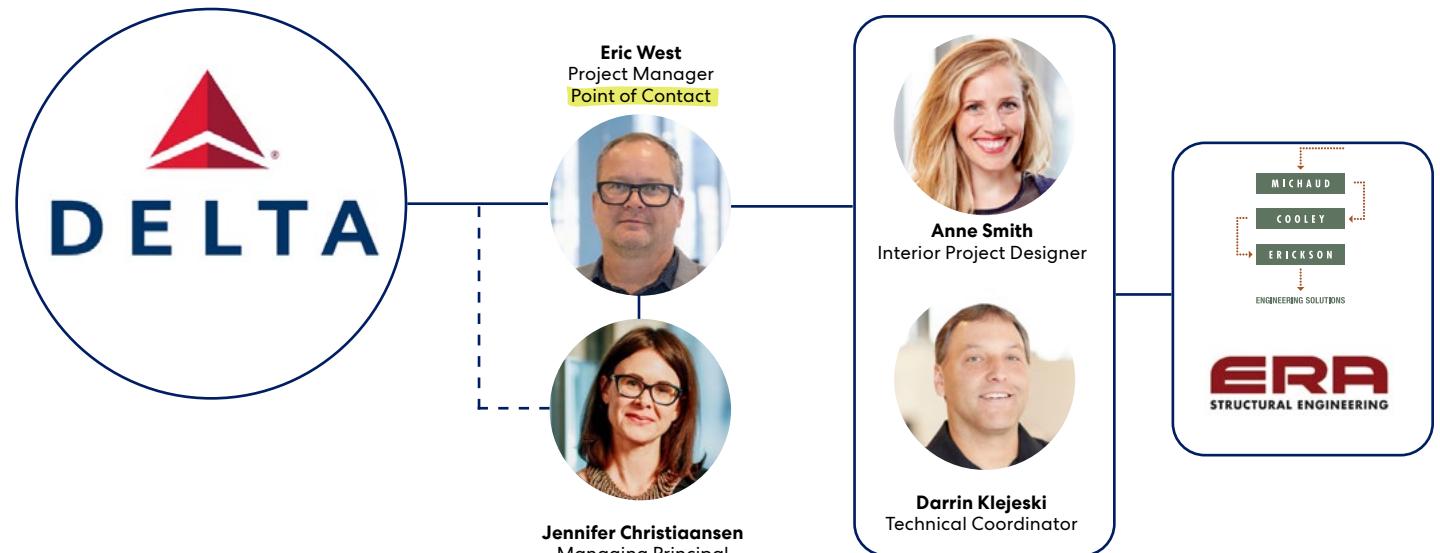
Our clients are respected thought leaders and drivers of change. Our teams of specialists have worked with a wide range of businesses, expanding on a body of research and knowledge that provides our clients with exclusive, cutting-edge insights.

Results driven and client-focused, we mobilize teams of interdisciplinary experts around the needs of our clients. Each team is armed with our global knowledge base, industry-specific experience, and an informed perspective of future-focused best practices. Our toolkit includes proven techniques that enable our clients to clearly identify their goals, evaluate a range of options, make informed strategic decisions, and envision a sustainable, socially-conscious plan for the future.

The result is award-winning spaces that nurture people, place, and processes in support of strategic business objectives.

## C.2. Project Team —

At our heart, we're problem solvers. We know that workplace is a powerful tool for boasting innovation, increasing employee engagement and in turn, achieving organizational goals. We listen carefully to your needs to craft a winning strategy that aligns people, process, and place.



### Project Understanding

#### Acknowledgment of Established Standards.

Perkins&Will has deep experience with national and global portfolio partnerships and have developed workplace and design guidelines for over 30 clients in the past 5 years. We understand and appreciate the value of having a programmatic approach to work across the portfolio to supply a consistent level of quality in both process and outcomes for our clients and their employees.

We know Delta's design standards are not just an architectural and FF&E issue – they are the key to significant cost savings, to operational and management efficiencies and, if done correctly, to performance improvement.

#### Working in an occupied building.

As your local Minneapolis team we will also be your advocate in your new building community to ensure that the design and construction process is smooth and organized. Many of our workplace projects are tenant buildouts in

occupied multi-tenant buildings. While each project is unique in that they present their own set of challenges and opportunities, we have found it most successful once a building is selected and contractor onboard to conduct a meeting where building protocols are reviewed, a system for conveying materials and accessing the space is established, and we identify what activities will need to be performed outside of normal business hours to minimize disruptions to neighboring tenants or building systems. Working with our consultants we will identify early on any design elements that will impact neighboring spaces such as floor drains, core drills, and mechanical systems to name a few. From here we will work with the landlord, construction manager and client team to map out a plan that complies with established building protocols and identifies required access points to stay on track in construction, minimize costs for overtime labor, and assure Delta's new workplace has a positive impact on their new building community.

### Project Team

#### Jennifer Christiaansen, AIA, LEED AP®

**Responsibility:** Managing Principal  
**Years Experience:** 24 **Availability:** 20%  
**Registration:** Arch. (MN) 53015  
**Relevant Experience:** Ameriprise Financial Agile Workplace; Avivo Headquarters Renovation; Microsoft Vista Building Configuration; Phillips Headquarters; Wealth Enhancement Group Corporate Headquarters Renovation & Branch Relocation; Boeckermann Grafstrom & Mayer Headquarters Relocation; Boston Consulting Group Office Space; Bright Health Multiple Projects; Franklin Street Properties 801 Marquette Repositioning; RMR Real Estate Services 1305 Corporate Center Drive Building Repositioning; City of Minneapolis Consolidated Office Building

**Anne Smith, CID, IIDA, LEED AP**  
**Responsibility:** Senior Interior Project Designer  
**Years Experience:** 17 **Availability:** 50%  
**Registration:** Certified Interior Designer (MN) C27015 **Relevant Experience:** AVI Systems Elevated Learning Center; Microsoft Vista Building Reconfiguration; Microsoft Sales Office; Boeckermann Grafstrom & Mayer Headquarters Relocation; Boston Consulting Group; Land O'Lakes New Headquarters; Bright Health Corporate Office Relocation; Norwest Equity Partners; Maslon Law Offices Office Renovation; Jones Metal Main Office Renovation; Phillip; Zipnosis, Best Buy Corporate Headquarters; Perkins&Will StudioIDS; Carlson Companies; Opus 3701 Wayzata Blvd. Building Repositioning



**Eric West, AIA, LEED AP, FITWEL Ambassador**

**Responsibility:** Primary Contact & Project Manager  
**Availability:** 50%  
**Registration:** Arch. (MN) 46439  
**Relevant Experience:** Bright Health Corporate Office Relocation; Boeckermann Grafstrom & Mayer Headquarters Relocation; 3M Multiple Projects; Riverplace Tenant Fit-outs; Jones Metal Main Office Renovation; Maslon Law Offices Office Renovation; Deluxe Corp. Headquarters Repositioning and Tech Innovation Center; Tenant Headquarters Master Plan; Securian Financial Asset Management Office Renovation; Healthpartners, Inc. Corporate Headquarters Master Plan; Minnesota Housing Finance Agency Office Relocation & Master Plan; State of Minnesota Senate Building; Sherburn County Government Center Expansion



**Darrin Klejeski**  
**Responsibility:** Senior Technical Coordinator  
**Years Experience:** 26 **Availability:** 50%  
**Relevant Experience:** Microsoft Technology Center & Advanced Makerspace, Vista Building Reconfiguration, Sales Office; Ameriprise Financial Agile Workplace; AVI Systems; Land O'Lakes Expansion & Renovation; Boeckermann Grafstrom & Mayer Headquarters Relocation; Boston Consulting Group; NewsCycle Solutions; Regis; Perkins&Will StudioIDS; CHS, Inc. Swing Space; Cushman & Wakefield/NorthMarq; Royal Bank of Canada US Wealth Management Headquarters; ASB Capital Management Capella Tower Building Repositioning; KPMG 39th Floor Expansion; Carlson Headquarters; Fleishman Hillard; Flynn, Gaskins & Bennett; Gray, Plant & Mooty; JL Buchanan; Cafe Inc.; BBDO; FAME; Be the Match Headquarters

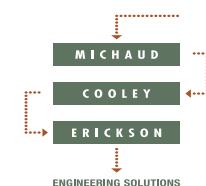


## C.3. Consultants —

### Strong partnerships with our consultants.

We know the foundation of successful projects start with trusted partners and clear communication. Having a positive working relationship, aligned values, and proven track record with the consultant team make them valued partners in this process. MCE, ERA as well as KRA and KA are all trusted partners that our team has collaborated with on numerous projects. Our ability to craft a specific team to meet each clients needs is a component of our process that we take seriously. Our consultants know that Perkins&Will sets high expectations to provide our clients, including Delta, with the highest level of service and outstanding project outcomes.

### Mechanical Electrical and Plumbing Engineering



### Services breakdown for MEP Consultant (MCE)

MCE are trusted local engineers who we have engaged to complete the following scope.

**Fire Protection** - performance specifications, design criteria and zone boundary identification.

**Plumbing** - extending piping from the building's core infrastructure to new plumbing fixtures and Owner furnished equipment.

**HVAC** - modifications to the existing HVAC systems to meet the scope and goals of the project. Basic energy code compliance following the prescriptive path for the locale.

**Integrated Automation** (Temperature Controls) - extend integrated automation systems throughout the project's scope area to new equipment.

**Electrical** - power distribution, general purpose lighting design, emergency exist and egress lighting, specialty lighting such as decorative lighting, conference rooms and offices.

**Communications** - communications infrastructure and AV design.

**Electronic Safety & Security** - Fire Alarm, Security,



**Leisbel Lam, PE, LC**

**Responsibility:** MEP Project Manager

**Years Experience:** 14 **Registration:**

Engineering (MN) 51412 **Relevant Experience:**  
Avivo Headquarters; Target Center  
Concessions Renovation; 3M Building 222

Cafeteria & Building 264 Caribou Coffee; Coloplast, USA  
Workplace Optimization; Security Health Plan Building  
Reconfiguration; Immaculate Heart of Mary Seminary  
Renovation & Addition; Marshfield Clinic IR & Ortho  
Remodeling; Cornell College Science Building Renovation;  
College of St. Benedict & St. John's University HMML Library  
Renovation; City of Madison Municipal Building Renovation;  
Carver County Government Center Addition



**Kerry Cooley Bruggemann, PE, LEED AP**

**Responsibility:** Principal of Sales

**Years Experience:** 15 **Registration:**

Engineering (MN) 48708

**Relevant Experience:** Delta Airlines MSP  
International Airport C Concourse Skyclub,  
Skyclub Expansion Study, MSP Health Relocation, SOC Hot

Site Facility Building J, Cargo Office, Building C Cafeteria,  
Concourse F Food Service Remodel, Delta MCTC Classroom  
Space; Metropolitan Airports Commission Campus Wide  
Projects, Office Lobby Renovation, Energy Improvements,  
Food Court Remodel, Skyway Modifications, South Facade  
& Security Entrance, East Curbside Check-in; Cargill  
Lake Office; Aveda Headquarter Complex Reconfigure;  
General Mills; Ecolab Global Headquarters Remodel &  
Learning Center



**Cory Herr, PE, LEED AP**

**Responsibility:** Technology Systems &  
Commissioning **Years Experience:** 20

**Registration:** NICET Certificate No. 111115

**Relevant Experience:** Delta Airlines MSP

Health Expansion, Concourse F Breakroom,  
Concourse F Food Service Remodel, SIDA Fence Building C &  
G; Metropolitan Airports Commission Campus Wide Projects,  
Fire Alarm Systems, Tenant Fit Ups, Air Quality Assessment,  
Lindbergh Terminal High Security Network Design, Voice  
& Data Infrastructure Design, Humphrey Terminal RAC  
QTA Security Enhancements, Gate Expansion, Security  
Checkpoint Design; 1225 LaSalle Tower Fire Alarm & Security  
System Design, 701 Building Fire Alarm Design; 1200 on the  
Mall Fire Alarm Design

### Structural Engineering



#### Services breakdown for Structural Consultant (ERA)

With the structural work required to safely design and implement a stair between levels 6 & 7 in the 8400 building we have engaged Rebecca Gordon at ERA as a trusted partner. We will engage her as required for on site analysis and design validation throughout the SD, DD and CD phases for the 8400 project scope.

### Rebecca Gordon, PE

**Responsibility:** Structural Engineer

**Years Experience:** 20 **Registration:**

Engineering (MN) 47089 **Relevant Experience:** Open Systems International  
Addition; Fortune 500 Company Office

Addition & Laboratory Building; 1011 Nicollet  
Mall Building Conversion for Target; AccessAbility, Inc.  
Addition; Mystic Lake Casino Renovations & Upgrades;

Lifecore Biomedical Packaging Expansion & Shell Space  
Build-out; University Enterprise Laboratories Addition;  
Cornell College Russell Science Center; Bethel University  
Science Addition; Normandale Community College Addition;  
Metropolitan State University GROW-IT Center; University of  
Minnesota Carlson School of Management & Biodiscovery  
District; Saint Paul College Health & Science Alliance Center

### Additional Consultant Services

Both Acoustics and Cost Modeling are services that we would recommend discussing as part of our contract negotiations and overall project team.

We have found that engaging an Acoustician on high performance workplace projects has great benefit. With the transition to hybrid or more open spaces, sound and noise has become a factor in how we design and most of all, in the overall experience that the users experience upon completion. Working with an Acoustician for calculations of existing space, material selection as well as validation of our documents provides peace of mind to our clients that their space will perform as planned and as effectively as expected.

We also have proposed engaging a cost estimating partner as part of the design process. This is a discussion based on the schedule for engagement of a GC, but we would like to ensure that our clients are receiving accurate and timely information on construction and project cost to help drive design decisions.

### Optional Services Breakdown for Acoustics Consultant (KRA)

Virtual Meetings as required.

**Acoustic Calculations** - Perform calculations and computer modeling/analysis to determine recommendations for room acoustical treatments and construction.

**Acoustic Material Selection** - Work with the architect to select acceptable configurations for materials and material locations for the spaces. Provide detailed acoustic criteria for the acoustical materials.

**Written Report** - Provide a written report of the design process and recommendations as sketches, specifications and/or cut sheets.

**Review Architectural documents** to ensure that the established goals are achieved.

### Optional Services breakdown for Cost Estimating

Our estimating team has developed in depth and real time cost modeling on complex projects. This real time feedback on cost allows clients to make decisions on design and project development with confidence. Our estimator will complete (3) estimates as per the project schedule.

## C.4. References —

### **Julie Schaub**

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### **Sue Kimal, CID, LEED AP ID-C**

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Cushman & Wakefield  
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### **Tammy Aronson**

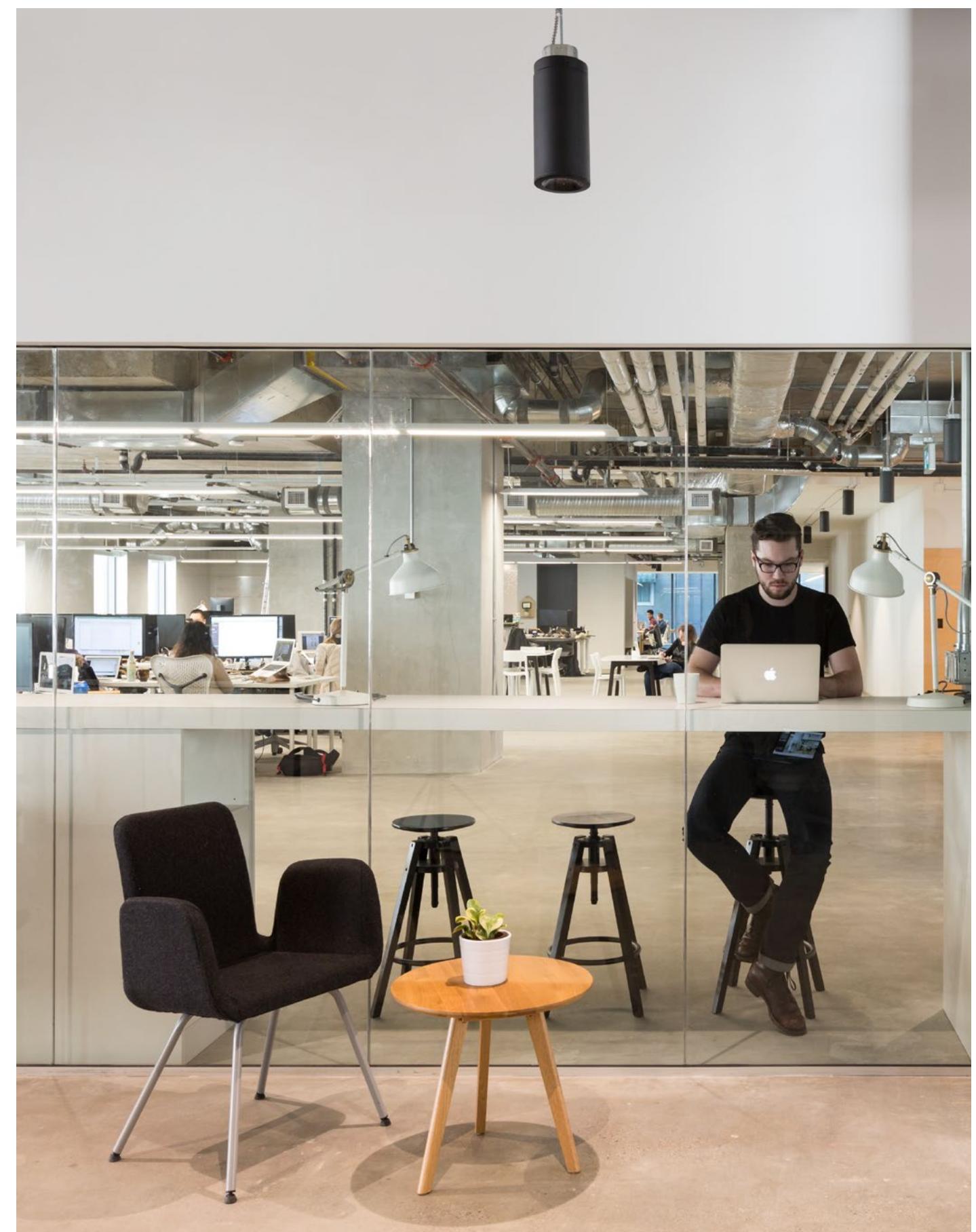
Workplace Experience Manager  
Microsoft  
v-taaron@microsoft.com  
701.561.8301

### **Jen Bratton**

Managing Director  
Boston Consulting Group  
bratton.jennifer@bcg.com  
612.256.4117

### **Jeff Stoebner**

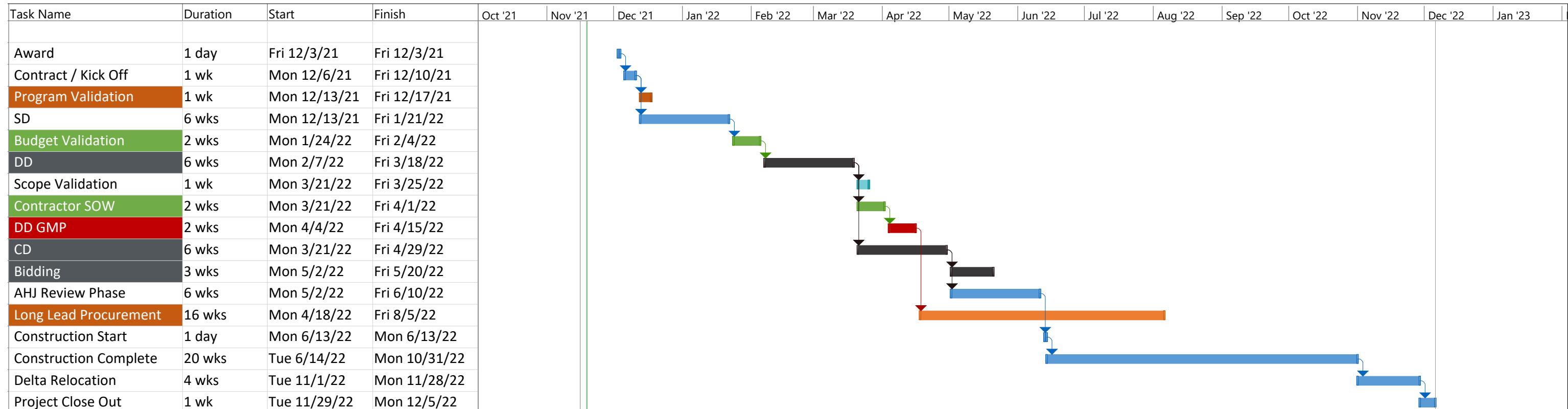
President & CEO  
AVI Systems  
jeff.stoebner@avisystems.com  
952.949.3700



## C.5. Design Schedule —

Design Schedule

Item C.10.1 the RFP notes that evaluation criteria includes the ability to meet or improve on project schedule. We have reviewed the desired project completion dates and built a schedule that works back from occupying the space to include time for construction, permitting and design as identified on the schedule below.



There are several key issues that allow for expediting the schedule – particularly in the current environment where lead times and costs are growing quickly. The **first is consensus** about scope, schedule and budget. The **second is the procurement method**, particularly how and when the General Contractor is engaged.

In our schedule we have highlighted an initial scoping / program validation workshop to review and validate the program as presented in the documents provided. We would ask that all decision makers on Delta's team be available for a **program validation workshop** (in person or remotely) to review the plans and confirm number of employees, types

of spaces and adjacencies. We find that priorities can shift over time and lead to delay in design and related decision making. Having everyone agree to the scope is crucial.

The procurement method described in brief in the RFP sounds like a typical design, bid, build methodology with independent cost estimating at the conclusion of each design phase. Design, bid, build method of procurement is typically used to assure competitive bidding and an assumed lower cost. This can certainly work, but we think there is an opportunity to **decrease risk, save money and possibly reduce the overall schedule**.

**Design Schedule**

Following a clear direction in the program validation workshop our team would work with Delta to develop a range of options to determine what is appropriate for this space in the schematic design (SD) phase. At the conclusion of this phase, we would reach out to two trusted contracting partners in the area to request preliminary budgets be developed with options to allow the team to make an informed decision about the appropriate budget for the project. **With the budget validated** we could begin a more detailed design development (DD) phase. In this phase things may change slightly, and additional detail will be added to the drawings that fully describe the scope of the work.

At the completion of the DD phase, we would suggest a **scope validation workshop** with all Delta decision makers to review the plans, renderings, finish boards and samples as required to have a final sign off on the design. We would send a summary for review in advance and then ask the Delta team in a designated workshop / meeting for approval of the full scope before entering the next phase.

At the conclusion of the DD, we would suggest going back to trusted General Contractor partners and entering a Contractor at Risk arrangement or design build based on a **Guaranteed Maximum Price (GMP)** based on the DD drawings and specifications. This will allow Delta to get competitive bids based on informed drawings but allow the General Contractor more time to identify long lead items and work with the design team to finalize construction related details in the CD phase. The General Contractors in our area are very good and would identify certain items and alternatives that could lower risk and cost based on **continuously shifting material and labor costs**.

At the completion of the CD phase the GC could go back out to their trade partners and verify bids for any remaining items and assure project delivery date and costs.

This is one approach. We would appreciate the opportunity work with Delta to revise the plan as needed.

Finally, to allow for clear communication about the assumptions that went into the fees associated with the effort above we have included a summary by phase below.

**Schematic Design**

During the schematic design phase abstract ideas related to space requirements will be translated into the specifics of the project site in accordance with the Delta's budget and pertinent building codes and regulations. The team prepares alternative plans, models and illustrations to help visualize the project as necessary while exploring the most promising alternative design solutions. This phase will **define the character of the project** and resolve the program space requirements.

Schematic Package to include:

- Updated Floor plan reflecting any possible changes from scope validation
- General lighting concept
- Elevations and/or 3-D views that show design intent for major spaces
- Diagrams that show conceptual branding and art locations
- Schematic intent of wall, floor, and ceiling finishes
- Initial layout of furniture

**Deliverables:** Design meeting agendas/presentations and issue 100% Schematic Design Documents for budgeting.

**Meetings:** We anticipate weekly check in with bi-weekly design meetings with the Owner's project team.

**Presentations:** We anticipate 100% Schematic Design presentation to a larger Delta audience.

**Design Schedule****Design Development**

The primary goal of this phase is to **produce a comprehensive and coordinated description of all major aspects of the design**. This includes fully developed floor plans, interior elevations, reflected ceiling plans, and important building details. Major issues and alternatives associated with sustainability goals, function, aesthetics, constructability, and construction costs will be explored during this phase.

Additionally, Design Development will include:

1. Development of design elements and refinement of material finish pallets and placement.
2. Collaboration with furniture vendor to select furniture and finalize fabric selections
3. Integration of preliminary engineering concepts into overall design, including electrical, mechanical, plumbing, low voltage, security, communication, and audio/visual.
4. Design Development Package to include:
  - Demolition Plans
  - Updated Floor Plan and Reflected Ceiling Plan
  - Material Finish Plans and Furniture Plans (coordinated with

Furniture Vendor)

- Branding and Art floor plans
- Interior Elevations and/or 3-D views that show design intent for major spaces
- Millwork Details
- Details of feature design elements
- Door and Opening schedule and details
- Power/ Data Floor Plan
- Lighting Plan
- Mechanical and Electrical Plans
- Structural Drawing of the proposed stair between floor 6 and 7
- 100% DD Project Specifications

**Deliverables:** Design meeting agendas/presentation and issue 100% Design Development Documents

**Meetings:** We anticipate weekly check in with bi-weekly design meetings with the Owner's project team.

**Presentations:** We anticipate a 100% Design Development presentation at a scope validation workshop with a larger Delta audience.



**Design Schedule****Construction Documents**

The primary goal of this phase of the project is to translate the design development documents, as approved by Delta into tools to **assist the builder in bidding and construction of the project.**

The construction document phase includes the final development of the specifications and the detailed drawings required to permit, bid, and build the project. The work of this phase leads to the specific coordination of specifications and detailed drawings that clearly communicate the materials, parts, and assemblies that achieve the design intent and budget of the project. The project will proceed into the bidding, negotiation, and construction with the owner's agreement that the documentation is complete. Additionally, construction documents phase will include:

1. Demolition Plans
2. Floor plans indicating the types, locations, and dimensions of all partitions, doors, hardware, plumbing fixtures, areas requiring structural reinforcing or floor penetration, and all reference targets for specialty construction.
3. Reflected Ceiling Plan indicating types and locations of ceiling materials, light fixtures and ceiling-mounted speakers.
4. Finish plans and finish schedules showing the location and types of paint, wall covering, carpeting, floor coverings, and special finishes.
5. Door and Hardware Schedule indicating types, sizes, labels, and finishes for all required doors and hardware sets.
6. Lighting plans showing lighting selection, layout and controls including emergency exit and egress lighting.
7. Electrical and Voice/Data Location Plan: Plan indicating the types and locations of all new floor and wall outlets. Rough-in provisions (junction boxes and raceways) for Communications Infrastructure and Audio/Visual.
- 8.. Construction Document Set: The final deliverable for the services above will be a set of Contract Documents including drawings, project manual and specifications suitable for Local / State Review and for bid in the local construction market. These will include full Mechanical, Electrical, and Plumbing drawings.

**Deliverables:** Design meeting agendas/presentations and issue 100% Construction Documents for Permit/Bid

**Meetings:** We anticipate bi-weekly meetings with the Owner's project team.

**Permitting and Procurement**

Upon release of the Construction Documents for Procurement or Negotiated Pricing our team will respond to questions raised concerning the documents. We will answer questions from bidding contractors and develop any addenda drawings to address the questions as required.

**Deliverables:** Answer contractor bidding questions, review contractor bid, and respond to permitting questions.

**Meetings:** We anticipate one on site Pre-Bid meeting and to others in person meetings with Delta CRE to review proposals.

**Design Schedule****Construction Contract Administration**

The primary goal of this phase of the project is to provide information, direction and assistance to the owner and contractor that reinforces and clarifies the design intent set forth in the contract documents. During this phase, the abstract ideas that have been developed through the previous phases are translated into built reality. This process requires a thorough understanding and familiarity with the construction contract documents and diligent attention to the details and content therein. At the end of this phase, the architect assists in the Project Close-out as a means of transferring ownership of the project from the contractor to the owner. Additionally, construction contract administration phase will include:

1. Conduct project communications with contractors and vendors for clarifications.
2. Attend construction meetings and monitor the progress of the work and verifying conformity with contract documents.
3. Issue appropriate Supplemental Instructions, Proposal Requests and Construction Change Directives as required to facilitate the design, upon the request of owner's project team.
4. Interface with city building code officials if required.
5. Review and approve all required submittals associated with construction (up to two reviews per submittal). Perkins and Will's review is for the limited purpose of checking for conformance with the design concept and information shown in Perkins and Will's documents. This review shall not include review of the accuracy or completeness of details such as quantities, dimensions, weights or gauges, fabrication processes, construction means or methods, coordination of the work with other trades or construction safety precautions, all of which are the sole responsibility of the contractor. Review of a specific item shall not indicate that Perkins and Will has reviewed the entire assembly of which the item is component.

6. Conduct final construction and brand fabrication punch list and walk thru documenting and issuing any deficiencies to the general contractor and vendors to be corrected.

**Deliverables:** Answer contractor RFIs, review submittals, review pay applications, issue punch list at the end of construction, assist with close-out documentation.

**Meetings:** We anticipate weekly construction meetings with the Owner's project team and contractor for the design project manager and attendance on site as needed by consultants.

**Additional services,** if requested and approved in writing by Delta prior to the initiation of any additional services, will be billed at our standard hourly rates. These services include, but are not limited to:

1. Revisions to the design beyond what is outlined above or changes to the design or construction documents after final sign-off by Owner's project team.
2. Value engineering prompted by changes in the stipulated architectural or brand budget after the approved budget following the initial pricing exercise and / or the completion of the construction documents.
3. Preparation of photo realistic renderings, video flythroughs, or physical models.
4. Revisions to the project schedule as outlined above.
5. Art, Plant, accessories selection and placement.
6. Room signage selection, design and specifications will be design build.
7. Services during any hiatus period greater than 4 weeks that result in duplicated efforts or not seen as applicable to the final design scope.
8. Any work in the base building bathrooms or outside of Delta space as noted in the RFP.

## C.6. Required Documents —

We accept the Delta Contract in full based on the information we have been provided so far. If any additional information is made available, we will assess and negotiate with Delta if necessary.

### Proof of Insurance

CERTIFICATE OF LIABILITY INSURANCE																														
DATE (MM/DD/YYYY) 7/1/2022      6/30/2021																														
<p><b>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</b></p> <p><b>IMPORTANT:</b> If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>																														
<p><b>PRODUCER:</b> LOCKTON COMPANIES 444 W. 47TH STREET, SUITE 900 KANSAS CITY MO 64112-1906 (816) 960-9000</p> <p><b>INSURED:</b> PERKINS+WILL, INC. ATTN: RICHARD NEMETH 2 BRYANT STREET SAN FRANCISCO CA 94105</p>																														
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<p><b>COVERAGE:</b> *** CERTIFICATE NUMBER: 11480890      REVISION NUMBER: XXXXXXXX</p> <p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>																														
INSR LTR	TYPE OF INSURANCE	ADD'L/SUBR INS'D WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS																								
D	COMMERCIAL GENERAL LIABILITY <input checked="" type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	N	N	GLO0926401	7/1/2021      7/1/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (EA occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000 S																								
<p>GEN'L AGGREGATE LIMIT APPLIES PER: POLICY    <input type="checkbox"/> PROJECT    <input type="checkbox"/> LOC OTHER:</p> <table border="1"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>										<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>												
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																												
E	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS Hired AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	N	N	BAP0926404	7/1/2021      7/1/2022	COMBINED SINGLE LIMIT (EA accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX S																								
B	UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB	X	OCCUR	N	N	EXC10007382706	7/1/2021      7/1/2022	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 S	XXX XXXXXX																					
A	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC0926402	7/1/2021      7/1/2022	X    PER STATUTE    OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000																								
C	PROFESSIONAL LIABILITY	N	N	GLOPR2102224 0312-4137	7/1/2021      7/1/2022	\$2,000,000 PER CLAIM/\$2,000,000 AGGREGATE																								
<p>DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) FOR INFORMATIONAL PURPOSES ONLY.</p>																														
<p><b>CERTIFICATE HOLDER:</b> 11480890 EVIDENCE OF COVERAGE MO</p>					<p><b>CANCELLATION:</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p>																									
					<p>AUTHORIZED REPRESENTATIVE <i>Jay M. Agnelli</i></p>																									

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W-9

**W-9**  
(Rev. October 2018)  
Department of the Treasury  
Internal Revenue Service

**Request for Taxpayer Identification Number and Certification**  
► Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

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

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

Perkins and Will, Inc.

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

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

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

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

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

Other (see instructions) ►

(Applies to accounts maintained outside the U.S.)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

5 Address (number, street, and apt. or suite no.) See instructions.

410 North Michigan Avenue, Suite 1600

6 City, state, and ZIP code

Chicago, IL 60611

7 List account number(s) here (optional)

### Part I Taxpayer Identification Number (TIN)

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

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

Social security number
-       -       -       -

Employer identification number
3   6   -   2   6   9   0   3   8   4

### Part II Certification

Under penalties of perjury, I certify that:

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

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

**Sign Here**      **Signature of U.S. person** ► *Anthony Vinciguerra*      Date ► 11/17/2021

### General Instructions

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

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

### Purpose of Form

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

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)

- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)

- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)

- Form 1099-S (proceeds from real estate transactions)

- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)

- Form 1099-C (canceled debt)

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

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

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

**Supplier Business Size & Ownership Certification****Vendor Add Form****SUPPLIER BUSINESS SIZE & OWNERSHIP CERTIFICATION**

To: All Suppliers of Delta Air Lines

In support of our Supplier Diversity Program, we are required to maintain certification of Business Size and Ownership from all of our suppliers. Your participation in reporting this information is important for ensuring successful relationships among all members of the business community. Our entire supplier base, regardless of size or ownership, is encouraged to actively support our Supplier Diversity initiatives. A response would be appreciated to avoid disruption in future business transactions.

*This form below must be completed by an owner or an officer of the company.*

(If information on label is correct, please leave section below blank. If no, please make name and/or address changes.)

Company Name & Address  
Perkins and Will, Inc.

410 North Michigan Avenue, Ste 1600

Chicago, IL 60611

**Business Size/Ownership Code: (Check One Only)**

Large Business - LAA

If any of the below are checked, please attach copy of approved certificate

- Small Business - SAA
- Woman Owned Business - WMB
- Asian American Owned Business - ASB
- African American Owned Business - AAB
- Gay /Lesbian Owned Business - GLB
- Hispanic American Owned Business - HAB
- Disabled Veteran Owned Business - DVB
- Native American Owned Business - NAB

Certification by authorized representative verifying information provided on this form  
 The undersigned acknowledge under penalty per 15 U.S.C.(d), that the foregoing designation is current and accurate.

  
Authorized Signature  
Tony Layne

Print Name

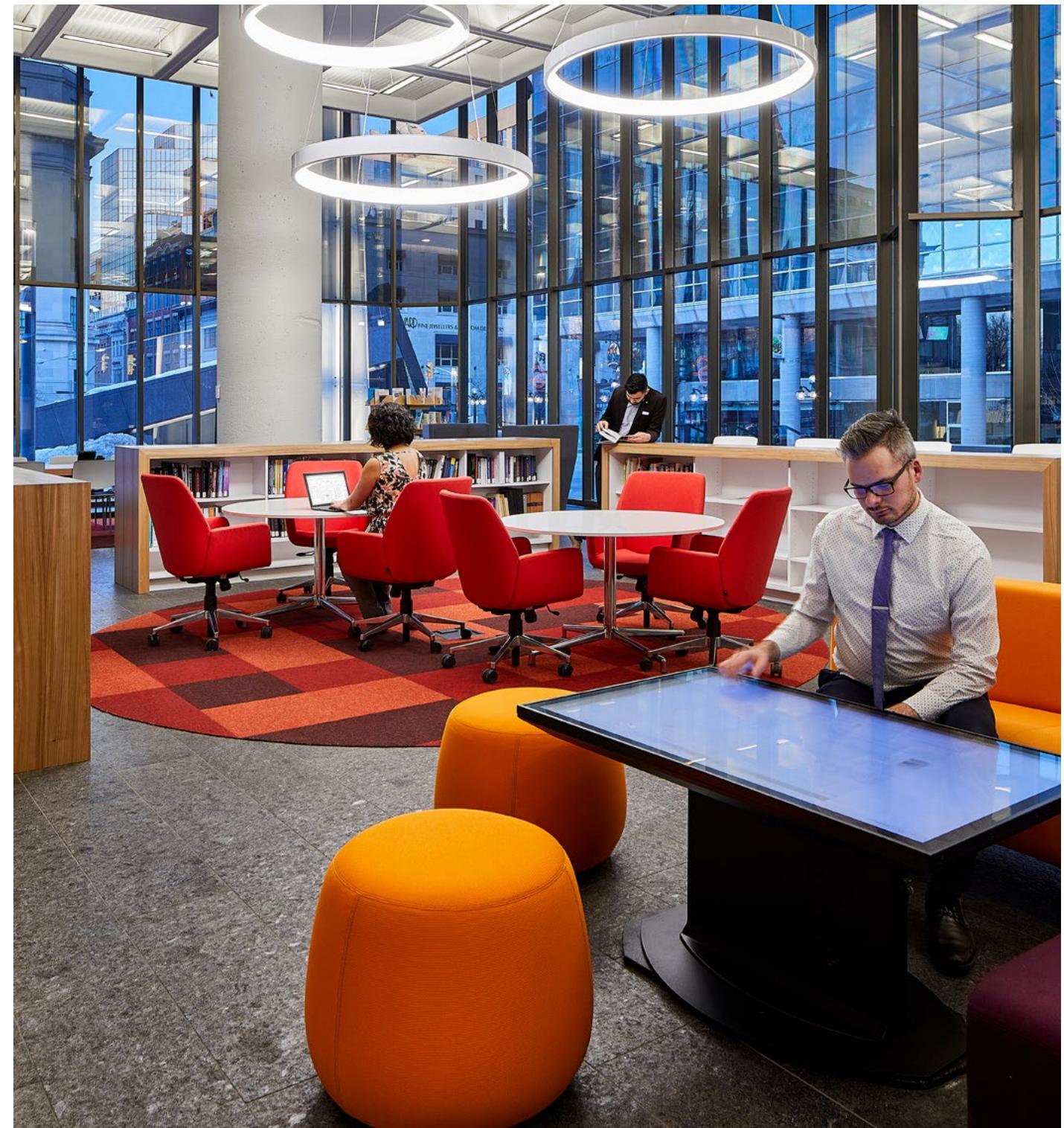
Managing Director, Minneapolis

Title  
11/19/2021

Date

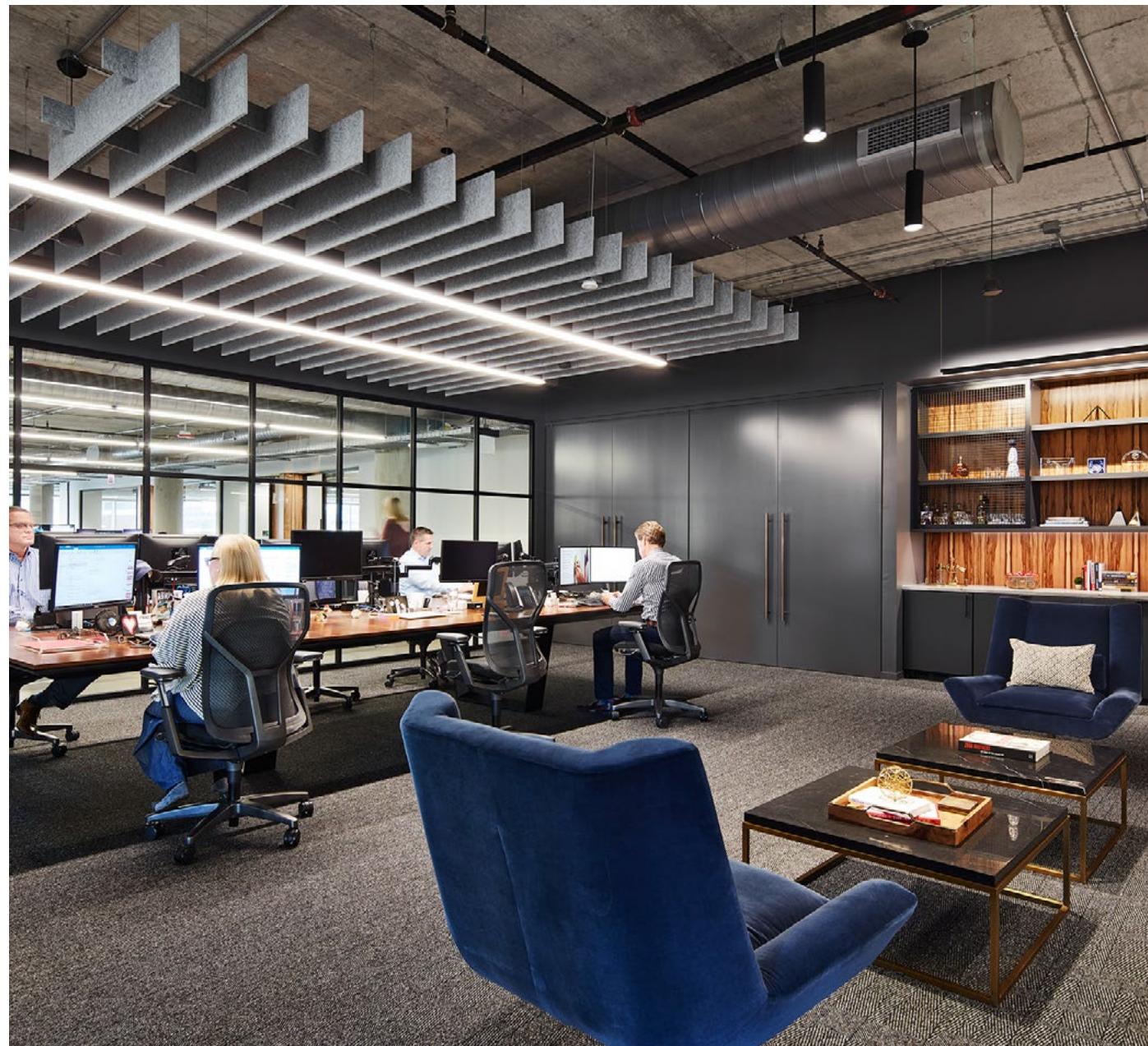
**Design Services Agreement**

We have reviewed the Design Services Agreement, and it is a well-drafted and comprehensive services agreement that, with minor modification that we may discuss, will be executable by Perkins&Will as the form of our Agreement.



## C.7. Legal Proceedings —

At Perkins&Will we have always made a concerted effort to build positive client relationships and to prevent disputes with our clients that might require resolution by outside entities. We have no current pending or ongoing legal proceedings against us. None of our past claim settlements are considered financially significant for a firm of our size and both have been resolved.



## C.8. Cost/Pricing —

### Design Fees —

Based on the work plan and our proposed project approach, we have provided a fixed, lump sum fee estimate per Phase. We are happy to discuss our work scope and fees with Delta. As always, we are open to further discussions regarding our proposed work plan approach and are open to refining work tasks and fees as needed. We have a detailed breakdown of fees by consultant available upon request.

### Reimbursable Expenses —

These expenses typically include messenger service, reprographics, plotting, telecommunications, transportation, lodging, US mail, overnight courier services and other similar expenses.

	TOTAL	SD	DD	CD	BID	CA
1 Architecture & Interior Design	\$246,000	\$64,800	\$64,800	\$64,800	\$6,000	\$45,600
2 MEP	\$118,500	\$30,000	\$47,500	\$17,500	\$6,000	\$17,500
3 AV / IT	\$12,500	\$3,000	\$5,000	\$2,000	\$500	\$2,000
4 Structural (stair)	\$4,500	\$0	\$3,000	\$1,500	\$0	\$0
<b>TOTAL</b>	<b>\$381,500</b>	<b>\$97,800</b>	<b>\$120,300</b>	<b>\$85,800</b>	<b>\$12,500</b>	<b>\$65,100</b>
Reimbursables	\$15,000					

### Additional Services —

#### AV / IT

Technology Systems Design

#### Communications Infrastructure:

Passive infrastructure required for information transport, such as:

- Service
- Backbone (riser)
- Horizontal cabling
- Terminal equipment
- Racking hardware
- Outlet devices
- Design of Telecommunications Room and associated space planning for all equipment.

#### Audio Visual Systems Design

Audio/Visual would include equipment required for meeting rooms, conference rooms, and training areas. Our design would also include all required source equipment such as flat screen displays, touch screen, projectors, audio and video switching and control equipment, sound systems, and support equipment. Equipment standards and requirements shall be provided by Delta.

#### Electronic Safety and Security

**Fire Alarm:** We will extend the existing fire alarm including new alarm devices, annunciation devise, and associate interfaces with other building systems throughout the project's scope area.

**Security:** We will design the existing access control systems throughout the project's scope area.

ADDITIONAL SERVICES	TOTAL	SD	DD	CD	BID	CA
1 Field Verification	\$45,000	\$30,000	\$15,000	\$0	\$0	\$0
2 Acoustics	\$8,000	\$3,200	\$3,200	\$1,600	\$0	\$0
3 Cost Estimating	\$19,000	\$9,000	\$6,000	\$4,000	\$0	\$0
<b>TOTAL</b>	<b>\$72,000</b>	<b>\$42,200</b>	<b>\$24,200</b>	<b>\$5,600</b>	<b>\$0</b>	<b>\$0</b>
Reimbursables	\$500					

**IDS Center  
80 South Eighth Street  
Suite 300  
Minneapolis, MN 55402**

**Perkins&Will**