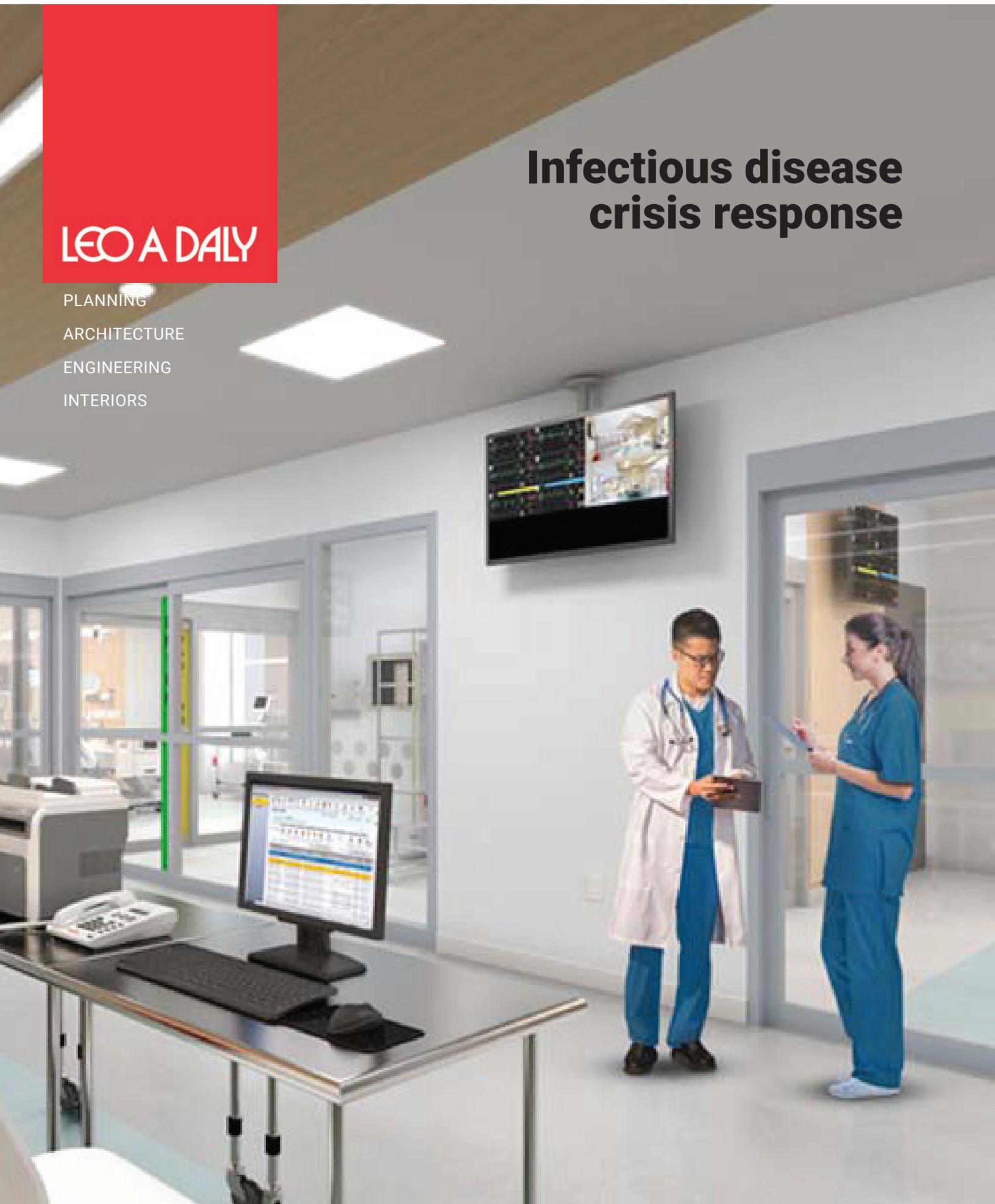


LEO A DALY

PLANNING
ARCHITECTURE
ENGINEERING
INTERIORS

Infectious disease crisis response



Design thinking for infectious disease response

For over 100 years, LEO A DALY has applied design thinking to solve the toughest challenges of our clients. Today, that means leveraging an international team of experts across industries and design disciplines to fight infectious disease.

COVID-19 calls for creativity, collaboration, screening and speed in meeting an unprecedented need for treatment and quarantine facilities capable of controlling the spread of dangerous pathogens. Planners, engineers and architects will need to work quickly with government, public and private institutions across the nation to creatively adapt existing resources to this new challenge.

LEO A DALY offers a unique combination of skills and capacity in this effort.

- Our **whole-team approach** combines planning, architecture, engineering, interior design and program management to tackle complex problems at every scale, quickly.
- Our **nationally ranked healthcare design practice** includes a rare specialization in biocontainment and special isolation patient care environments.
- Our **diverse range of adaptive reuse experts** is experienced in evaluating, advising and implementing transformations in a broad range of facility types.
- Our **long history of federal, state and local government service** has rewarded us with the relationships and institutional knowledge to get things done fast.



Rapid crisis response

LEO A DALY has a proud history of responding to crisis situations with a massive, sustained application of design resources. We are poised to provide service and guidance during these challenging times.

Immediately after 9/11, we were one of three firms in charge of a \$1,700,000,000 IDIQ contract with Boeing, working with TSA to plan and deploy Explosive Detection Systems and Explosive Trace Detection machines to meet a federally mandated deadline of December 31, 2002. The contract involved design and program management of checked baggage screening for 447 commercial airports, adapting small, unique spaces with whole-body imagers, advanced baggage screening, bottle liquid scanners and automated credential recognition.

Following Hurricane Katrina in 2005, LEO A DALY was contracted by the U.S. Department of Veteran Affairs for a \$310,000,000 suite of projects to consolidate, plan, and design new and renovated facilities on the storm-ravaged Biloxi Medical Center and Gulfport facilities. This project included a 150,000 sf clinical addition, 64-bed mental health hospital, 96-bed community-living center for dementia and acute-care patients, a 28-bed blind rehabilitation center, parking and central utilities.

Responding to huge, complex challenges with an organized, creative response is what we do, and we're ready to do it now as we face COVID-19.

Consulting & advisory

Supporting clients beyond conventional A/E services to expedite and improve decision making

At our core, LEO A DALY specializes in design thinking – a process of problem solving that focuses on defining nebulous problems, iterating potential solutions, and testing prototypes until reliable solutions emerge. This fundamental attitude permeates our approach to every project, regardless of scale or building type.

Design thinking places us in an advisory role, supporting clients before traditional professional services such as architecture and engineering begin, and after they end. Even before the nature of or need for a facility project is understood at all, our dedicated team of consultants apply a broad array of tools, techniques, and process to help our clients think first and think better. As advisors, we help establish project directions, define requirements and find opportunities to optimize the performance of their facility or operation.

Clients often need help after the final site walk through validating target performance and evaluating outcomes to direct future projects. Most clients appreciate facilitation and decision support services along the way, and increasingly understand the need for effective community engagement and change management to involve and support the people affected by projects.

Our consulting advisors are licensed as planners, architects, engineers and interior designers by education, and think first as specialists in their professions. As integrated teammates, they bring energy and passion to projects, helping clarify client challenges and quickly building consensus around ideas. This full-service approach benefits clients precisely because we are integrated into cohesive teams. And because of our diverse range of expertise, we are adept at working across traditional market sector lines to provide innovative solutions.

- Seamless communication, ongoing advocacy
- Independent analysis, aligned incentives
- Rooted in current construction realities
- Constantly evolving expertise
- Cross-pollination elevating the big picture

Assessments

The LEO A DALY Team has provided facility condition assessments for millions of square feet of facilities across the United States.

The LEO A DALY Team has provided disaster mitigation plans and systems for Academic Medical Centers as well as general condition assessments, having assessed over 2,700 facilities to evaluate spaces, MEP systems, ADA compliance, and arc flash hazard analyses. Over the past 10 years, our team has conducted planning and design studies for scores of Department of Defense facilities; each engagement has included both cursory and detailed facility condition assessments.

Our trained architects and engineers are able to go beyond simple observations and provide recommendations for improvements in operations and efficiencies of equipment, systems and spaces.

Our first focus is keeping your end goals in mind. Our team specializes in performing reality-based facility assessments tailored to our clients' needs. We are experts in our ability to see the entire landscape of a facility's lifespan, from the assessment to long-term planning and from design to construction of necessary changes and improvements.

At LEO A DALY, our approach to the facility condition assessment process is best-in-class. This means that we will help clients and agencies collect information that will be useful long after the "boots on the ground" field work is complete. Our staff's deep knowledge of building systems allows for confidence in moving forward into the planning and prioritization phase of the work. Our comprehensive approach to collecting data and information about your facilities will truly help the team prioritize needs.

Assessments require in-depth experience across many facility design disciplines and an approach that delivers an end product that continues adding value long after the assessment is complete.



Our team brings:

- Expertise in facility condition assessments and the facility condition assessment process
- Approach tailored to your needs; understanding that "one size does not fit all"
- Team focused exclusively on assessing your facilities – not simply designing them
- Multi-discipline team experienced in assessing all building components
- Industry-leading project management tools and assessment software
- Technology to build a well-developed assessment database serving agencies needs for years
- Data that can be imported into agencies future-planned asset management software
- Fact-based assessments to drive objective decision-making



Implementation

At LEO A DALY, our Infectious Disease Task Force team members develop some of the most technically challenging and complex projects in industries with the greatest potential for growth in the 21st Century, including academic medical research, mission critical, life sciences, and BSL3 and BSL4 labs. Our markets are specifically chosen based on synergies with other market sectors within the firm. Such specialization and overlap enables LEO A DALY to share resources while effectively working across all of our market sectors. We stay abreast of trends which require knowledge and skills far beyond building codes and local standards to ensure our clients receive the benefits they expect.

Beyond the drawing boards, LEO A DALY actively leads and participates in the development of codes and standards, and best practices used by government, institutional and private clients throughout the world. We use these forums to advance both the technical innovations required of our health facilities, biocontainment centers, and laboratories, and to promote greater environmental performance. We are then well positioned to integrate these ideals effectively and efficiently to create high performance spaces that are both healthy and resilient, to allow our clients to thrive in a competitive environment.

Our projects are used by Fortune 100 clients for research and development, production and manufacturing activities in a range of industries. We have designed facilities to support clients across all business sectors and around the world. It is a source of pride to us that we can pick up virtually any newspaper and read about an industry that LEO A DALY has served.

- Integrative Design
- High Performance Buildings
- Energy Efficiency
- Material Health
- Community-Based
- Corporate Responsibility
- Resiliency
- Commissioning

We're ready to go



Biocontainment

LEO A DALY designed the first biocontainment patient unit in the U.S. Over the last 15 years, our biocontainment experts have worked with the CDC to establish and raise the standard of design for infectious disease care.

Adaptive reuse

Our sustainable approach to design has emphasized adaptive reuse for decades. Our creativity and expertise allow us to quickly assess, recommend and move on re-purposing projects.

Pharmacy upgrades

When health systems had to quickly retrofit pharmacies to meet new hazardous-drug handling standards, our creative mechanical engineering teams delivered bespoke solutions in existing facilities all over the country.



Labs/STEM

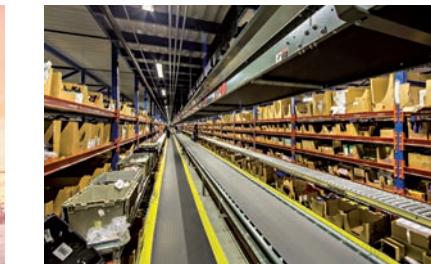
Our expertise in lab design keeps people safe. We have extensive experience designing complex BSL-1, -2, -3, -4, labs, STEM higher education facilities, medical labs and cleanrooms.

Government relations

Our federal design practice works closely with VA, DoD, National Guard and others to get large, complex projects done quickly and within budget. We have the relationships on the national, state and local level to mobilize and deliver.

Disaster relief

After 9/11, Katrina, Irma and other national crises, we responded rapidly to roll out custom solutions on a massive scale. Ex: redesigning every TSA checkpoint in the country virtually overnight to keep Americans flying safely.



Multi-market experience

Thought leadership across diverse markets allows us to pull experts in healthcare, federal, commercial, food distribution, manufacturing, hospitality, education, public & institutional and other typologies together to collaborate.

Logistics and planning

Our food distribution and manufacturing experts understand the facility needs of a rapidly changing supply chain. The COVID-19 crisis has accelerated the need for on-line fulfillment and the urban infrastructure to support it.

National expertise, local partners

With 11 architecture offices across the country and a wide network of local partners, we deliver world-class expertise with local understanding anywhere it's needed.

Meet our leadership.

These are the leaders that shape LEO A DALY's diverse and creative teams to combine planning, architecture, engineering and interiors expertise to offer a holistic response to our clients' challenges.



Ignacio J. Reyes

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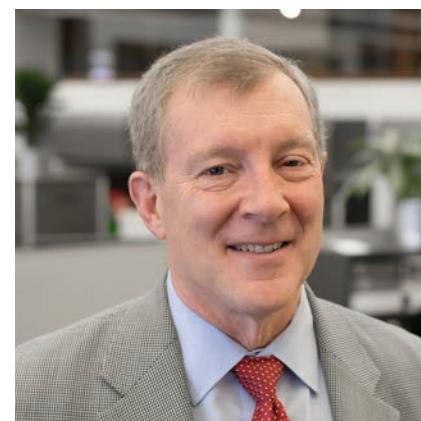
Ignacio leads the firm as chief development officer. As part of our senior leadership team, he is responsible for all global business development planning, strategy and marketing. His collaborative leadership style, passion for architecture and project management experience make him an asset to building strong leaders within the firm, and building relationships with existing and potential clients.

Joshua Theodore guides strategy, business development and overall design excellence for our health practice worldwide. Approaching 30 years in the industry, he has gained a broad perspective from the planning and implementation of all types of health facilities in more than 15 states, the United Kingdom, Middle East and Caribbean. His biocontainment experience includes the Texas Children's Hospital West Campus Special Isolation Unit which serves as the Texas Pediatric Ebola Treatment Center.

Mike has worked in the federal and aviation industries for 30 years, serving as market sector leader, operations director, project manager, interagency liaison, client manager, construction manager, and executive officer (XO). As a military veteran in both the US Air Force Civil Engineering career field and the US Army Corps of Engineers (multiple XO assignments), Mike distinguishes himself as a team leader, facilitator and project manager.

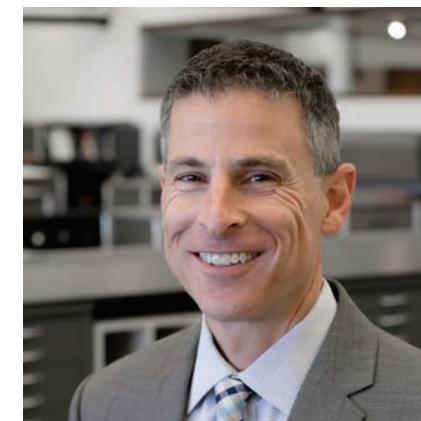
Meet our infectious disease experts.

LEO A DALY serves health systems as a trusted partner in creating unparalleled healing environments. Drawing on a depth of experience, we apply the art of design to solve our clients' toughest challenges, and transform how patients, families and communities receive care.



John W. Andrews

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Robert D. Counter

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As a healthcare architect of 40 years, John has led the development and execution of all types of healthcare projects, from small clinics to large, greenfield hospitals. He served as project manager for one of only four biocontainment patient care units in the United States.

The unit at Nebraska Medicine is the first-of-its-kind and the largest in the United States, as well as the only one intended for public patients. The facility is designed to be environmentally self-contained for the treatment of patients having contracted any one of a variety of highly-contagious diseases.

Jeff is an integral member of the firms healthcare design team, providing excellence and consistency in leadership and technical expertise for over 20 years. His primary focus is the planning, programming, design and project management of healthcare facilities.

Jeff has been named the winner of Healthcare Design's HCD 10 award in the Architect category. The annual award honors healthcare professionals across the nation highlighting a broad spectrum of industry leaders and their accomplishments.

Bob is an architect and practice leader specializing in healthcare, science & technology, and planning. For more than 30 years Bob has brought his understanding and abilities to manage complex projects for all the prominent healthcare clients on the west coast. Bob has worked with hospitals to relieve public health emergencies. This includes Special Pathogens Unit, Isolation Units, USP 800/USP 797 Compounding Pharmacies, Clinical Research Units, Critical Care Towers, and Chest Disease Hospitals.

Meet our national team of experts.

As one of the largest planning, architecture, engineering, interior design and program management firms in the world, each day LEO A DALY participates in a conversation that shapes the future of our world.



Kimberly R. Cowman

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Donald R. Stevens

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Robert J. Thomas

AIA, LEED AP BD+C, NCARB

Senior Architect
Market sector Leader, Science and Tech
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Kim has been focused on healthcare engineering for the past 15 years and was recently named the National Director of Engineering for LEO A DALY. She has demonstrated creative mechanical design for projects involving the design of specialty systems required for operating rooms, central sterile departments, laboratories and pharmacies. She has experience with the mechanical engineering design of biocontainment units including the unit at Nebraska Medicine; one of only four units in the United States.

Donald has more than 30 years of facility construction, maintenance, and operations management experience. His experience includes maintaining physical facilities and managing facility operations for public and private medical and educational clients. His healthcare portfolio includes managing millions of dollars in capital for new construction and renovation projects, and operational oversight of large facility portfolios valued at \$15 billion.

Bob excels in the planning and design of complex, next-generation research facilities that meet cost, safety, environmental and flexibility requirements for the world's leading research institutions. With experience spanning more than 30 years, he understands all facets of design, master planning, project management and construction administration for a multitude of laboratory projects.

Meet our market sector leaders.

Multiple voices, numerous perspectives and true talents enrich our vast portfolio of work. The richness in artistry and collaboration is woven into the core of our practice, guided by visionaries whose leadership inspires great design.



Mark Pratt

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Mark Pratt has devoted a 34-year career to working with developers, hoteliers and municipalities to envision and realize projects that meet and exceed their business and placemaking goals.

Mark's expertise is comprehensive, covering all phases of planning, design and construction across the spectrum of hospitality, including luxury, full-service, boutique, resort and convention center hotels. He has been involved in hundreds of hospitality projects both in the United States and internationally.

Kristina Crawley has more than 14 years of experience in commercial mixed-use, hospitality, retail, restaurant and workplace design in the United States and abroad, including commercial and mixed-use projects from Shanghai to South Korea to Dubai.

With a passion for contextual design and placemaking, she has published several articles on resilience, international architectural responses to climate change and post-disaster reconstruction.

Ellen's goal is to leverage LEO A DALY's integrated design expertise to affect positive change. She applies a humanitarian and environmental lens to architecture to benefit clients, the communities we live in and the future of our planet.

As chief sustainability officer, Ellen leads LEO A DALY's strategic initiatives in sustainable design worldwide, including Environmental Social & Governance, alignment with the UN Global Compact and Sustainable Development Goals, carbon footprint assessment and social impact.

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