



Statement of Qualifications

Owner's Representative Services

Project Nexus | Pflugerville, TX

Prepared for



July 30, 2025

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June 27, 2025
RFQ #2025-014



Received



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Letter of interest

July 30, 2025

Jerry W. Jones, Jr.
Executive Director
Pflugerville Community Development Corporation

Re: Response to Request for Qualifications for Owner's Representative Services for Project Nexus RFQ #2025-014

Dear Mr. Jones,

Jones Lang LaSalle Americas, Inc. ("JLL"), a leading international real estate and financial advisory firm with deep experience both in development advisory and in the greater Austin area, is pleased to present this proposal to Pflugerville Community Development Corporation (PCDC) to provide Owner's Representative Services for the proposed 53-acre development, Project Nexus. We understand that the PCDC's goal for the proposed development is to create a dynamic environment that supports the City's growing population and promotes community benefit along with additional revenue opportunity.

JLL's data driven-approach is in support of our philosophy: the recommendations the PCDC receives should be anchored in realistic real estate conditions—and, therefore, be feasible, financeable and implementable. We have assembled a dynamic team with complementary skill sets, which is comprised of professionals from various business lines across our firm. Together, our team brings a unique approach to advise the PCDC, including:

- **Dedicated team of public institutions professionals:** JLL has a Public Institutions advisory team comprised of more than 700 professionals collaborating with public sector clients of all sizes locally, regionally, and nationally. We've completed hundreds of projects working with more than 250 public sector clients. Through Public-Private Partnership (P3) advisory, occupancy planning, highest-and-best use analyses, market analyses, feasibility assessments, brokerage and capital market transactions, ground-up development management, project and construction management, developer evaluation and negotiation support, facility management services, environmental and sustainability services, and technology solutions, we are helping these institutions realize the potential of their assets to both support mission-driven goals and bolster revenue.
- **Global, national and local project and development management experience:** You would be hard pressed to find a team with more development experience than JLL. With more than 3,300 project managers across the U.S. who manage 25,000 projects annually, JLL is a leader in providing turnkey development services. In Texas, our 100+ project managers deliver over 500 client projects each year. Currently, we are advising the City of Austin on the 125-acre Tokyo Electron site, managing the new hotel development at Texas State University in San Marcos and advising UTSA on a mixed-use redevelopment of 40 acres near the main campus, to name a few.
- **Strong local connectivity:** Our team has a deep commitment in the greater Austin area and throughout the State of Texas. We have worked in and around Pflugerville and the greater Austin area and have a pulse on the real estate market, an understanding of how to achieve successful development and generational knowledge of what makes this area unique. We bring that history from our leadership in brokerage, design and construction management, as well as our relationships to advise the PCDC.
- **Market-driven recommendations:** Given our strong local connectivity, we have an in-depth understanding of the real estate dynamics of the City of Pflugerville. And given the multiple projects our team have undertaken in the region, we know the local regulatory framework and infrastructure challenges. This knowledge will translate into market-driven recommendations for the PCDC.
- **Deep relationships with investors and developers:** We can leverage our relationships to identify potential partners for the site. We have worked extensively with developers of all product types including multifamily, retail, office/research and development and many others locally, regionally and nationally.

The JLL Team will drive a strategic master plan to implementation, reduce roadblocks, and focus on constructability and marketability. We are excited to have the opportunity to partner with you on this important engagement and welcome the opportunity to discuss the next steps in this procurement with the PCDC. If you have any questions about our submission, please do not hesitate to reach out directly to us.

Sincerely,



Steve Garven
Senior Regional Director, Public Institutions & Higher Education
+1 512 791 1212 | steve.garven@jll.com



Sylvia Kline
Senior Vice President, Project and Development Services
+1 267 600 5796 | sylvia.kline@jll.com



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Firm qualifications

1. Firm qualifications

About JLL

For over 200 years, JLL (NYSE: JLL), a leading global commercial real estate and investment management company, has helped clients buy, build, occupy, manage and invest in a variety of commercial, industrial, hotel, residential and retail properties.

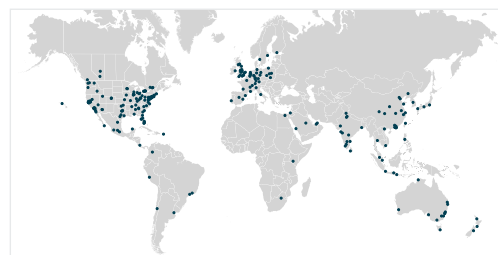
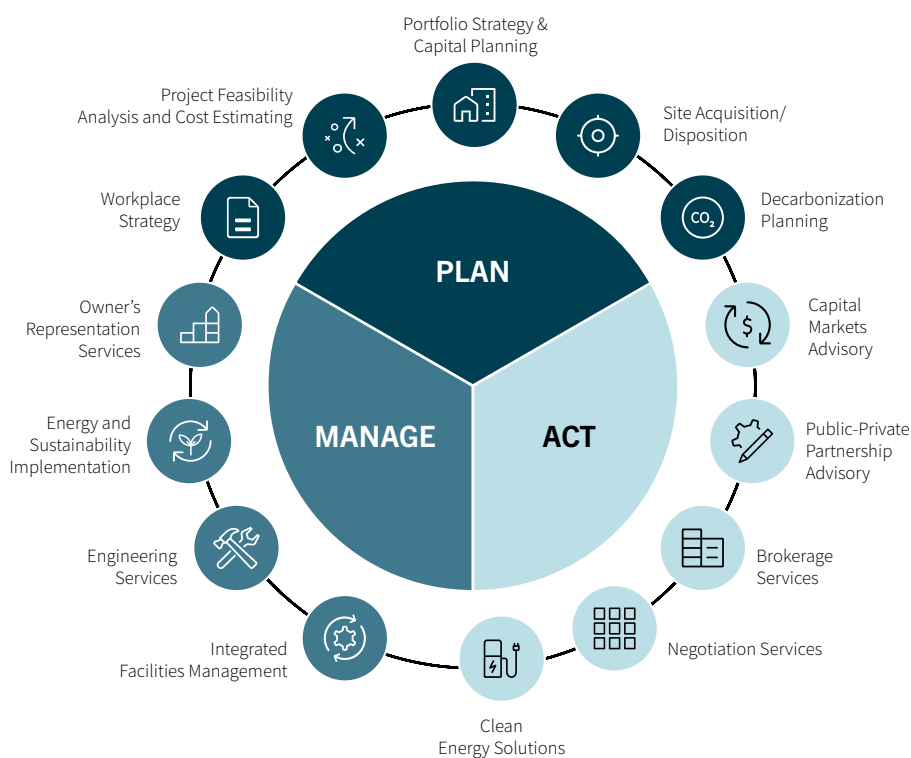
A Fortune 500® company with annual revenue of \$23.4 billion and operations in over 80 countries around the world, our more than 112,000 employees bring the power of a global platform combined with local expertise. Driven by our purpose to shape the future of real estate for a better world, we help our clients, people and communities SEE A BRIGHTER WAYsm.

We shape the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities.

JLL's clients benefit from our full range of integrated services through our more than 300 wholly owned corporate offices. We are committed to working closely with our clients and constantly reassess our service platform to remain responsive to and current on client needs, changes in the real estate business, and evolutions in the use of technology and space.

JLL firmwide services

We offer a wide spectrum of services to address the full lifecycle of real estate, through planning, transacting, financing, development and management of real estate.



JLL provides services to half of the Fortune 500 companies and 88% of the Fortune 100 companies

Industry rankings

World's Most Ethical Companies®

Ethisphere Institute
17th Consecutive Year

World's Most Admired Companies®

Fortune Magazine
7th Consecutive Year

America's Most Responsible Companies®

Newsweek
2nd Consecutive Year

America's Most JUST Companies®

JUST Capital
2022-2024

ENERGY STAR® Partner

Sustained Excellence Award
13th Consecutive Year

ENR Top 50 Program Managers

Sustained Excellence Award
11 Years

ENR Top 100 Construction Managers

13 Years

1. Firm qualifications

Our integrated, full-service platform

We have a successful history of guiding communities and organizations through developing and implementing master plans — always with a focus on achieving the vision and goals.

Through our **One JLL** approach, which is based on seamless service integration and collaboration, JLL is uniquely qualified to support PCDC's efforts to deliver a dynamic and multi-faceted development to the Pflugerville community. Our integrated platform and team will provide PCDC with comprehensive expertise in:

- master planning
- owner's representation
- project & construction management
- economic incentives
- public-private partnerships
- design and architecture services
- developer oversight
- cost control

As we progress through the master planning phase and the project becomes more defined, we can leverage additional in-house experts with the following specialized knowledge:

- retail development management
- higher education facility planning
- corporate headquarters development
- mixed-use and destination development
- community engagement
- stakeholder coordination
- market research and analysis
- infrastructure planning/phasing
- engineering
- land planning
- development agreements
- developer solicitation
- real estate brokerage
- capital markets
- economic incentives
- healthcare development management
- construction management on both the tenant and landlord side

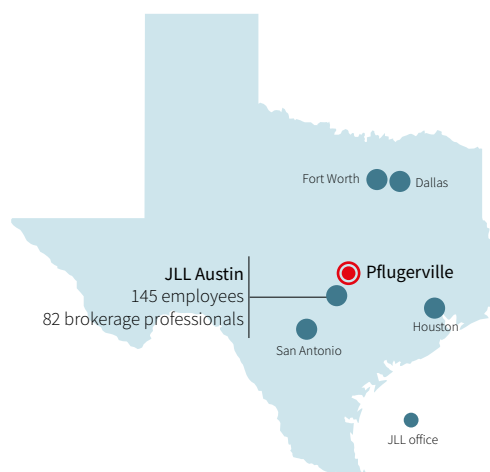
This expertise and our in-depth market knowledge of the greater Austin area position JLL to serve as your real estate advisor and ensure PCDC achieves its development goals and vision.

We look forward to bringing your vision to life. We will work closely with you to understand your needs and implement the right solution to achieve success. To us, this is more than a project—it's the start of a great relationship.

JLL Austin

For the past three decades, JLL's Austin office has been the leading full-service commercial real estate firm in Central Texas, bringing together strong ties and involvement in the local community and the resources of the world's pre-eminent real estate firm.

We work collaboratively to meet the real estate needs of owners, occupiers and investors, as well as satisfy their business and financial objectives. We put clients first in everything we do. That's why we have earned the confidence of public institutions, corporations and investors throughout Central Texas and around the world.





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Proposed team

3. Proposed team

Proposed team of resources

For this exciting and transformative project, we have assembled a multidisciplinary team of highly experienced and results-driven professionals. **Sean Blonquist**, a Vice President within our Public Institutions group, is our proposed Project Manager. As PCDC's primary point of contact, Sean will work hand in hand with PCDC to successfully manage all aspects of delivering this project. As Project Principal, **James Birkey** will leverage his expertise in providing strategic real estate advisory and public-private partnership (P3) transaction advisory services to numerous public sector clients. In his role, James will ensure the JLL team and all consultants are aligned with your vision and objectives for this project. **Sylvia Kline** will serve as the Master Planning Lead for this project. Her experience assisting numerous municipalities and organizations in developing and executing master plans will be integral in developing our comprehensive approach. **Jubal Smith** leads, who leads our Location Economics practice group in Texas, will focus on identifying and negotiating all possible incentives for this project. Located in our San Antonio office, **Connor Russell** possesses significant experience with Texas municipalities and public institutions and will be a local, in-person resource to PCDC as needed. **Steve Garven**, based in our Austin office and a senior leader of our Public Institutions group, will provide client relationship management. Rounding out this core team includes subject matter experts (SMEs) in capital markets, design and construction management, land development, project management, cost estimating, schedule management and sustainability. This core team will all be supported by a deep bench of resources in our Austin office. Our proposal includes a streamlined core team dedicated to daily oversight, ensuring nimble and efficient management throughout each project phase. While we maintain access to specialized expertise across our organization when needed, our fee structure remains lean—you pay only for the resources actively engaged in your project

Below is our proposed team of resources, following by profiles for key team members.



PROJECT MANAGER / PCDC'S PRIMARY POINT OF CONTACT		CORE TEAM					EXECUTIVE OVERSIGHT	
 Sean Blonquist Vice President		 James Birkey Project Principal	 Sylvia Kline Master Planning Lead	 Jubal Smith Economic Incentives Lead (Dallas)	 Connor Russell Project Associate (San Antonio)	 Nina Farrell Platform Resources (Austin)	 Austin Client Relationship (Austin)	
ADDITIONAL / AS-NEEDED JLL RESOURCES & SPECIALISTS								
JLL Austin Brokerage Capital Markets Project Mgmt. Market Research		 Rob Reed Project and Development Services (Austin)	 Joe Dowdle Capital Markets (Austin)	 Daniel Pomfrett Cost Estimating/ Management	 Alaina Ladner Sustainability Consulting	 Robert Najera Schedule Management		

3. Proposed team



Sean Blonquist

Vice President | Public Institutions

Role on this project: Project Manager | PCDC's Primary Point of Contact

Representative client experience

Cabrillo College
City of Santa Rosa
CSU Northridge
Lyft
Lynnwood Public Utilities District
Microsoft*
Oregon State University
SamTrans
San Jose State University
Seattle University*
SFO Airport*
Sound Transit
Sutter Health*
Transbay Joint Powers Authority*
University of California, San Francisco*
Virgin Atlantic

*prior to JLL

Career summary

Sean Blonquist is a specialist in project controls, stemming from 16+ years' experience in project execution as a General Contractor. He is a leader on the government, education and non-profit advisory group, with a focus on large-scale ground-up development projects.

Since coming to JLL, he has been working with various clients across a variety of asset classes on all types of complex renovation and ground-up projects, many with varied levels of programming components. One of Sean's focus areas over the last five years has been public infrastructure, specifically higher education and multifamily projects.

Since joining JLL in 2018, Sean has built on his experience with constructability analysis, ground-up, core and shell and tenant improvement projects in the hospitality, commercial, housing, healthcare, mixed use and heavy civil sectors. Most recently, he has been involved in multiple Integrated Project Delivery (IPD) projects with an emphasis on lean processes and highly collaborative, integrated project teams.

Select project experience

- **Cabrillo College Student Housing | Aptos, CA**
 - 260,000 SF | \$180M | Project controls / TVD lead
 - Feasibility study, grant submission, predevelopment and construction of a 600+ bed student housing facility, shared between Cabrillo College and UC Santa Cruz.
- **California State University, Northridge Feasibility Study | Northridge, CA**
 - 210,000 SF | Cost and construction logistics lead
 - JLL provided conceptual cost estimates based on initial massing and updated detailed hard and soft cost estimates based on criteria documents.
- **University of California, San Francisco Faculty & Student Housing | San Francisco, CA**
 - 390,000 SF | \$170M | Design manager
 - As design manager, Sean led a 600-unit housing project near UCSF Mission Bay campus, guiding the team through design and early construction phases. The project finished within 1% of the original estimate (created seven years earlier) and returned \$3 million in savings to UCSF.

Education

- Bachelor of Science | Construction Engineering Management (CEM) | Oregon State University

3. Proposed team



James Birkey

Senior Vice President | Public Institutions

Role on this project: Project Principal

Representative client experience

City of Austin

City of Los Angeles

City of Seattle

City of Bellevue

County of San Mateo

County of Santa Clara

City of Santa Rosa

City of Napa

Port Authority of New York & New Jersey

Port of San Diego

National Aeronautics and Space Administration (NASA)

University of Texas at Austin

University of California System – Office of the President & Various Campuses (UC)

University of Washington (Innovation District)

State of Washington (Department of Natural Resources)

Career summary

James is a Senior Vice President at JLL, overseeing JLL's Public Institutions practice area of Civic Reinvestment & Housing. James' expertise focuses on strategic real estate advisory and public-private partnership (P3) transaction advisory for public clients. Acting in a strategic development advisory role for numerous high-profile public agencies, James works to advance complex public-sector goals while safeguarding financial outcomes. In addition to being regarded as an expert in P3 financial transactions, he offers unique perspective based on his work as a former licensed architect and certified planner.

James regularly participates in solicitations and negotiations with national housing developers, ensuring fair-to-market deals are crafted and long-term project success is preserved, financially and socially.

James brings more than 15 years of experience in the public sector, including public-private partnership formation, portfolio evaluation and planning, development advisory, double-bottom-line asset development, and community-scale planning, with a particular focus in human productivity and shared spaces. He recently completed the creation of the public-private partnership (P3) program for the Oregon State University campuses. Prior to JLL, he worked for a major developer in Boston and New York. He has advised on over \$2 billion in development.

Education and affiliations

- Master's degree | Real Estate Economics & Finance | Harvard University
- Bachelor of Arts | International Development (cum laude) | University of Oregon
- Bachelor of Architecture (cum laude) | University of Oregon
- Oxford University-Saïd Business School, Professional Certificate
- Harvard University Real Estate Academic Initiative, Alumni Advisory Board
- American Economic Association, World Economics Association, American Planning Association, and Urban Land Institute
- Currently serves as the President of the Board of Trustees for Cerritos College in California
- 2018 Los Angeles Business Journal Award for Improvement of Urban Environments

3. Proposed team



Sylvia Kline

Senior Vice President & Master Plan Advisory Lead

Project and Development Services

Role on this project: Master Planning Lead

Representative client experience

Click Bond Campus Master Plan

Carson City, NV
26 acres

Microsoft Campus Master Plan

Atlanta, GA
100 acres

Confidential Movie and Television Studio Master Plan

Georgia
1,000+ acres

UVA Health Grove Street Master Plan

Charlottesville, VA
10 acres

University of Michigan North Campus Implementation

Ann Arbor MI
1,600 acres

Visit Sacramento Master Plan

Sacramento CA
200 acres

City of Atlanta Department of Enterprise Assets Management Feasibility Studies

Atlanta, GA
Various projects

Montgomery County Strategic Downtown Master Plan

Norristown, PA

Career summary

Sylvia Kline is a Senior Vice President for JLL's Project and Development Services group, leading a team supporting master planning and strategic planning projects throughout the Americas region. The team supports a range of master planning, feasibility analysis, site due diligence, site test fitting and entitlements oversight. Sylvia's background and experience is uniquely suited for strategic oversight of master plans, large-scale developments, city center and complex urban infill sites for a range of public, corporate and commercial clients including national and global project sites. As project director for Click Bond, Sylvia provides executive leadership and oversight of the development of a campus master plan, aiding the client in creating a vision for their future growth.

Additionally, Sylvia leads the UVA Health Grove Street Master Plan streamlining communication between a complex group of stakeholders and community partners in the development of a vision for the expanded campus. Sylvia also served as the work-stream PMO lead for Microsoft's Atlanta Campus, Sylvia was responsible for development of process and procedures for the oversight of the master planning team and all its components. This included overseeing the land use strategy, design concepts, project budget development, phasing and schedule strategies, daily interactions, community engagements, interfacing with the city, state, and local stakeholders, permitting and entitlements. Sylvia provides strategic oversight to the City of Atlanta's Department of Enterprise Assets Management through various feasibilities studies and planning assessments within Atlanta's downtown.

Prior to joining JLL, Sylvia led a downtown improvement and feasibility master plan for downtown Norristown, PA. The master plan contemplated over 30 unique facilities comprised of commercial and public facilities, ultimately resulting in the restacking, renovation, and development of a new Justice Center and public park to serve both the public and private needs of the community.

Education and certifications

- Master of Urban Spatial Analytics | University of Pennsylvania with a concentration in Urban Planning and City Design
- Bachelor of Architecture | Philadelphia University minor in Architectural Theory and Historic Preservation.
- Urban Land Institute America's Urban Revitalization National Product Council and Center for Leadership Class of 2024 and Lead Atlanta class of 2024
- OSHA 10-hour certified

3. Proposed team



Jubal Smith

Managing Director | Location Economics

Role on this project: Economic and Tax Incentives Lead

Representative client experience

Aisin AW
Alcon
AmerisourceBergen
Anchor Glass
Avid Xchange
Bell
CACI
Conifer
Crocs
DJO
Envases
Fresenius
HP
Jacobson
JP Morgan Chase
L3 Harris
LG
Mitsubishi
NAPA
Neste
Netscout
NW Bank
PayPal
Robert Half
Samsung
Shutterfly
Simple Bank
Textron
Toyota
Tractor Supply
Visteon
VW Auto

Career summary

Jubal is Managing Director in the Business Incentives Practice of JLL. He has 28 years of experience in state and local economic development, incentives negotiation, site selection and identification and securing of state and local tax credits.

Jubal has worked extensively with companies investing in new or existing locations, adding or transferring jobs, consolidating business operations, or establishing new operations across the U.S. Jubal works with corporate decision makers to analyze corporate actions that may result in tax savings, financial incentives, grants, tax credits or other forms of return on investments.

Jubal's experience spans across the U.S. working with numerous local, state, and private economic development offices to implement complex incentive programs. Jubal has worked with all aspects of industry including distribution, manufacturing, headquarter relocation, new office establishments, high tech ventures, and clean energy.

Prior to joining JLL, Jubal was a Senior Manager with Ernst & Young LLP Business Credits, Incentives & Site Location Practice and a Director with PricewaterhouseCoopers LLP State and Local Tax Credits, Site Location, and Incentives Practice, both in Dallas, Texas. Previous positions include Director of Economic Development for the City of Austin, Texas, and Project Manager for Entergy's Office of Economic Development in Little Rock, AR.

Education and certifications

- Bachelor of Arts | Mississippi State University
- Master's degree | Economic Development | University of Southern Mississippi
- Certified Economic Developer
- International Economic Development Council
- Texas Economic Development Council
- Frequent speaker on topics related to economic development, credits and incentives at conferences, forums and various governor planning and discussion panels

3. Proposed team



Connor Russell

Associate | Public Institutions

Role on this project: Project Associate | Austin

Representative client experience

City of Austin

United States Air Force

The University of Texas at San Antonio

Sam Houston State University

Texas State University

Texas Tech University

Career summary

As an Associate within JLL's Public Institutions advisory practice, Connor excels in executing multi-faceted projects and supporting critical accounts, leveraging his deep understanding of the financial landscape facing public institutions. He demonstrates a detail-oriented approach in managing a wide range of services, including market analysis, feasibility studies, transaction support, development advisory, procurement processes and negotiations. Connor's expertise in financial modeling, transaction structuring and strategic planning space allows him to provide comprehensive solutions that align with client needs across various asset types.

Connor's background includes valuable experience with The Texas A&M University System, where he provided comprehensive real estate consultation services, strategic planning and transaction support for various System members. He also has experience supporting the Air Force's public-private partnerships, facilitating military housing operations and development objectives across multiple bases. This unique blend of public and private sector experience has honed Connor's ability to navigate complex institutional environments and deliver tailored solutions that address the specific client challenges.

Prior to joining the Public Institutions team, Connor worked with The Texas A&M University System as a real estate specialist, where he managed the acquisition and lease processes for Texas A&M's Health Science Center, RELIS Campus, and other System members, totaling approximately \$7.4M in transaction volume. As the primary specialist assigned to The System's P3 projects and long-term ground leases, he coordinated with stakeholders on project structure and long-term performance. Starting with JLL's Air Force consulting team, he supported the Air Force's public-private partnerships, facilitating military housing operations and development objectives at six bases across the Air Force's portfolio.

Education, certifications and affiliations

- Master of Real Estate | Focus on real estate finance | Texas A&M University, Mays Business School
- Bachelor of Science | Psychology | Texas A&M University
- Licensed Real Estate Broker - State of Texas

3. Proposed team



Steve Garven

Senior Regional Director | Public Institutions

Role on this project: Client Relationship Management | Austin

Representative client experience

City of Austin
Harris County
Rice University
Sam Houston State University
State of Texas
Sul Ross State University
Texas Facilities Commission
Texas Division of Emergency Management
Texas A&M University
Texas Southern University
Texas State University
Texas Tech University
University of North Texas System
University of Texas at Austin
University of Texas Permian Basin
University of Texas at San Antonio

Career summary

Steve is a Senior Regional Director for the Southwest Region of JLL's Public Institutions and Higher Education group based Austin, Texas. His current responsibilities include strategic planning, development advisory, project management, economic analysis, transaction services and P3 advisory. His role involves providing comprehensive real estate services to government clients at the federal, state, municipal and higher education levels.

Steve brings over 25 years of business development, marketing and strategic planning experience, having worked with startups to Fortune 500 companies. He came to JLL from several years in venture capital focusing on real estate, financial technology and consumer goods industries.

On the public-sector side, Steve has held positions at both the state and federal levels of government. He began his career working with the United States Senate and moved to the Texas State Comptroller of Public Accounts, serving as a liaison for the state's \$7 billion investment fund for local government entities.

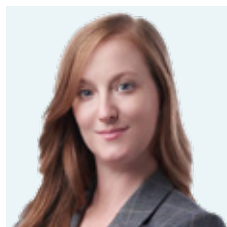
Recent/Notable projects

- Project lead working with the Texas Division of Emergency Management (TDEM) and the Texas A&M University System (TAMUS) on the \$40M+ acquisitions of strategic industrial properties in San Antonio and Fort Worth.
- Represented Harris County / Housing and Community Development Department in overseeing the acquisition of over \$120M for 2,200 multi-family, affordable housing units throughout the Houston metro area on behalf of the County.
- Texas State University System / Sul Ross University: Sourced, negotiated and closed numerous transactions for the University's Alpine and Eagle Pass campuses.

Education, certifications and affiliations

- Master of Business Administration | Baylor University
- Bachelor of Arts | Government | The University of Texas at Austin
- Austin Humane Society, Board Vice Chair
- Licensed Real Estate Salesperson - State of Texas #514993

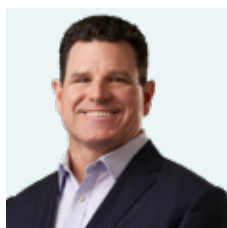
3. Proposed team



Nina Farrell
Executive Director
Public Institutions

Role on this project:
Austin-based Executive Oversight

As Executive Director of JLL's higher education advisory practice, Nina manages complex projects and leads critical accounts, leveraging her deep understanding of the financial landscape facing public institutions. She excels in identifying opportunities for revenue generation and monetization through real estate assets, partnering with clients to deliver high-impact results that advance their missions through sound, resilient business decisions.



Rob Reed
Vice President
Project & Development Services

Role on this project:
Austin-based Project Manager/
Implementation Support

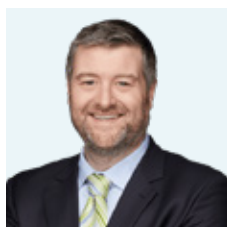
With 25+ years of experience, Rob delivers high-end, large-scale construction projects on time and within budget, with a focus on exceeding client expectations. His extensive project management experience includes industrial, ground-up construction, medical, hospitality, multi-family and office. Some of his high-profile projects in Austin include The Austonian, Frost Bank Tower, the historic renovation of the Stephen F. Austin hotel and 900 Congress.



Joe Dowdle
Managing Director
Capital Markets

Role on this project:
Austin-based Capital Markets
Expertise

Joe is a Managing Director in the Austin office of JLL Capital Markets, where he leads the Central Texas Land Group. With over 20 years of diverse commercial real estate experience, Joe specializes in high-impact land investment advisory — pairing a sharp eye for site potential with a strong grasp of market forces and development drivers. His track record includes more than \$2 billion in closed transactions across land, multifamily, and hospitality sectors.



Daniel Pomfrett
Managing Director
Project Controls

Role on this project:
Cost Estimating and Cost Controls
Expertise

With more than 25 years of experience, Daniel brings extensive expertise to JLL's Cost Management team. His specialized skills include comprehensive cost management and sophisticated market data research and analytics. He regularly provides valuable insights on critical issues affecting the construction industry. Daniel's high-impact project experience includes large-scale master plan developments, the Dallas Museum of Art, Wrigley Field, UT Southwestern Medical Center, The Smithsonian and the University of Chicago, to name a few.



Alaina Ladner
Vice President
Sustainability Consulting

Role on this project:
Sustainability Expertise

Alaina is an expert in sustainability consulting and partners with her clients to align their real estate goals with meaningful sustainability plans, guiding implementation through proactive team collaboration and actionable problem solving. Tactical services she provides include third-party certifications, such as LEED, WELL and Fitwel, in addition to strategic sustainability consulting and efficiency program management



Robert Najera
Vice President
Project Controls

Role on this project:
Schedule Management Expertise

Robert has over 25 years of experience in Project Controls, assisting clients with large, complex projects where cost and schedule management are crucial. For clients he provides schedule analysis to identify critical issues including critical path errors and incorrect logic and performs comprehensive cash flow analyses to ensure effective use of funds.



4

Project approach

Phase 1				Phase 2	
Vision and development strategy	➤	Community and stakeholder engagement	➤	Project program and planning	➤
				Costing and financial underwriting	
				Market engagement & procurement	➤
					Design, financial close, construction and occupancy

Vision and development strategy

- Deliverables:*

- Visionary and tactical Project Charter
- Governance plan & approvals/decision matrix
- Communications plan
- Procurement plan, RFPs and selection documentation and contract award
- Board or key stakeholders presentation

4. Project approach

Phase 1 (continued)

Community and stakeholder engagement

- **Engagement strategy:** JLL will aid in the development of a comprehensive and holistic external stakeholders and partners contact list. Identify parties that have already been engaged and consolidate feedback received to date. Facilitate the development of an outreach engagement plan including means and methods for engagement, timelines and roles for each party. Document RACI for community engagement efforts to keep all parties aligned in communications and approvals required. Aid in development and discussion of opportunities and identify no-go program items and topics to ensure the team clearly communicates and effectively meets the community and the City's expectations.
- **Community engagement:** Community engagement: JLL will lead and advise on facilitation of community engagement events and practices, including, but not limited to, in-person workshops, website communication and surveys, door-to-door engagement, etc. We will also initiate conversations with stakeholders including local businesses, key community members, City departments and other City officials and agencies. All feedback from the community and stakeholder groups will be recorded and monitored for alignment of the identified vision and goals of the development. We will lead consensus development for divergent interests among the City and community groups to create a holistic vision.

Deliverables:

- Community engagement outreach plan and RACI chart
- Community engagement milestone schedule
- Summary of community engagement activities and feedback

Project program and planning

Concurrent with work on Community Visioning, the JLL team will advance technical and financial analysis of the site's potential development, integrating the community vision with the Phase I findings, the JLL team will develop 2 to 3 conceptual "test alternatives" for the site's physical redevelopment. These will be designed to simultaneously:

- Account for stakeholder vision for the TOD and site development
- Address the highest and best use for the development site
- Financial responsibility with City resources
- Support achievement of the City's housing goals
- Navigate site constraints as identified

4. Project approach

Phase 1 (continued)

In order to do this, we will conduct and integrate the following analyses:

- **Market overview:** We will provide a market analysis of the City of Pflugerville, Austin region at large, and critical market factors influencing housing costs, with a focus on the target demographics.
- **Needs assessment:** We will develop a needs assessment and high-level program components outlining key requirements, needs and market demand for the development sites and community. We will categorize associated needs versus nice-to-haves for further expansion during design and detailed programming effort.
- **Site feasibility and land use assessment:** We will assess the existing conditions of the site including current by right zoning and allowable uses, site accessibility, development trends, local relevant planned projects and initiatives, adjacent land use, assemblage potential and site constraints and opportunities.
- **Development vision:** We will assess the development opportunities and evaluate the potential project(s) on the site, documenting the buildable area and development zones. We will align market demand and needs assessment in the development of building typologies for the site. We will create 2–3 initial options for layout of the master plan for the site. We will consider compliance with codes and regulation, how structures interact with the neighboring community and existing infrastructure.
- **Designability/Constructability:** We will assess the ability to design a comprehensive development plan and identify constructability challenges and opportunities of each site and the collective project.
- **Risk assessment:** We will complete a risk assessment and provide potential risk mitigation methods to address these risks.
- **Direct influence:** We will consider building and planning department requirements as entitled, sub-terra barriers/conditions/influences, on-site air rights/barriers/influences, terra-firma elements, any special district requirements especially those impacting height, visibility, density and other limits, reflective noise, shadows, reflective sun and the potential impact from on-site sources. We will review services to each site and meet with public works to gain their perspective. We will review title reports for barriers, encroachments, and supporting elements.
- **Entitlements & permitting:** A comprehensive outline will be provided for all pre-entitlement, entitlement and permitting activities, including risk assessment and possible mitigation measures. We will review and assess plans, policies, and regulations including sustainability, traffic, arborist assessment, soil engineer assessment, energy modelling, energy performance, LEED certification requirements, and sustainability strategy creation if and when such information is provided. We will work with you to develop an entitlement strategy that fits appropriately to the expectations of a marketable public-private partnership.

4. Project approach

Phase 1 (continued)

- **Milestone schedule:** A milestone schedule outlining pre-entitlement, entitlement, design, financing, procurement, permitting and development activities will be provided. We will conduct an analysis on the schedule impacts associated with sites and phasing opportunities and will outline what those impacts are on the overall schedule. This will include considerations around developer/investor RFP, exclusive negotiating agreements (ENA), development agreements (DA) and disposition or ground leasing.

Deliverables:

- Bi-weekly design coordination meeting reporting
- Market demands and needs assessment
- Site analysis, regulatory review and development zones assessment
- Building typology, macro program and site layout
- Risk and opportunity register
- Milestone development schedule
- Board or key stakeholders presentation

Costing and financial underwriting

- **Economic incentives:** JLL will work with you to develop and align the right economic incentives package to the customized plan, addressing critical labor, customer, real estate, and business growth issues leveraging experience of work 400+ projects throughout the U.S. As part of strategy implementation, we will conduct market due diligence, distribute economic incentives RFP, create financial modeling and business case, and conduct incentives negotiations as the PCDC deems appropriate.
- **Target costing via target value design framework.** Pulling from the conceptual building program, industry standards, Pflugerville regional costs and anticipated escalation factors, JLL's cost consultancy professionals will iteratively identify the anticipated cost of the project as conceived. Furthermore, this exercise will memorialize key assumptions around the project's design and construction. This will form the basis of a "target budget" for the "target value design process" as the City moves toward partnership procurement.

4. Project approach

Phase 1 (continued)

- **Financial analysis:** Utilizing the physical test concepts, JLL will build financial proformas to analyze the potential financial performance of the project. This will take into account market conditions, absorption, site values for market and affordable housing projects, potential costs for site improvements (e.g., amenities and utilities), and potential partnership uses. Performed iteratively with the physical test concepts, the financial analysis will identify: :
 - Project residual transaction value—market value the City should expect in an upcoming transaction given all the parameters laid out by the City
 - Capital costs required for appropriate infrastructure—roads and utilities, in preparation for negotiation on how they are paid for
 - Timing and phasing—development expectations will be placed into a likely development timeline, cognizant of the timing of the transit stop and likely development strategy
- **Transaction structuring and Procurement strategy.** JLL will work with the City to identify critical preliminary transaction parameters and identify the optimal transaction structure for the project. This will include holding a risk workshop to review key project risks and determine a preliminary allocation in a partnership approach. This assessment will consider both the City and the commercial uses, as the risks for each are quite different. In addition to risk allocation, other key transaction parameters to be defined include the commercial and legal structure options and the financing options. JLL will outline possible private financing options for the project and discuss the merits and potential drawbacks of each. This will touch on topics such as the level of control, the balance sheet treatment of various structures, the ownership implications of the land and the improvements, and when and for what projects each structure is often used. We will also provide specific case study examples about where each structure has been used. Ultimately, we will screen a set of transaction structures against the City's stated objectives and align on a structure that will meet these objectives while having a high likelihood of attracting partners.
- **Combined project development vision.** The JLL team will synthesize the key insights from the community visioning work as well as the real estate conceptualization—each pulling from work in Phase I—to form a combined project development vision. This vision will include key themes and guiding principals from City stakeholders and community, unique project opportunities and requirements, as well as a reflective potential development scheme based on the physical test concepts and corresponding financial analysis. JLL will develop this iteratively with Project leadership to create material for Council and communication with the public.

Deliverables:

- JLL will prepare a Combined Project Development Vision document that integrates all the work performed to date, forming a framework for upcoming solicitation documents. This document will include goals and guiding principles for the project based on stakeholder and community input, information on potential community partnerships (as applicable), summary map of site constraints, a potential physical development concept represented in 3-D format, as well as a financial analysis of the development concept from the developer and City perspective (the financial analysis may be marked confidential as deemed appropriate by the City). This document, in slide format, will also include next steps, timeline, and appendices including detailed information on the community visioning effort.

4. Project approach

Phase 2

Project success requires sound, smart decision making. The process is often complex—involving a multitude of stakeholders—and is increasingly subject to the accelerated pace of changes in business. JLL expertly coordinates this process and ensures long-term flexibility will avoid the risk of scope creep, cost increases, unmet deadlines, liability and any lost business opportunities.

1. Market engagement	2. Design	3. Construct	4. Close
Build market interest <ul style="list-style-type: none"> Procurement documents Gather direct feedback Leverage platform relationships Issue RFQ/P Initiate partnership 	Concept to reality <ul style="list-style-type: none"> Oversee design development Confirm alignment with City's goals Monitor budget and schedule 	Flawless execution <ul style="list-style-type: none"> Permitting oversight Construction oversight Monitor budget and construction spend Monitor schedule 	Financial documentation <ul style="list-style-type: none"> Move and occupancy Execute project close plan Financial close

- Market engagement and procurement:** JLL will connect knowledgeably with market relevant investors and developers nationally and locally to (1) gauge market interest in the project and gather feedback, and (2) cultivate market interest in the City's potential upcoming procurement via direct discussions. This work will also coincide with the preparation of P3 procurement documents, customized via the work done in the previous phase and the market feedback. JLL will draft solicitation materials (Request for Qualifications and/or Request for Proposals) for a design-build partnership focused on "target value-based design." The goal for this work stream is to allow the project to have a design-build partner procured in time to allow for them to assist the project in the refinement of the "basis of design" (BOD) and schematic design stages, driving toward an efficient cost of construction from the start.
- Design:** As your dedicated advocate throughout the design process, we meticulously oversee consultants, designers, and your selected developer to ensure strict adherence to your vision and requirements. Our collaborative approach brings all stakeholders together, identifying innovative and cost-effective solutions that transform your concepts into reality. We serve as the guardian of your project goals, ensuring every design decision aligns with your intended outcomes and objectives.
- Construct:** During the construction phase, we vigilantly monitor progress, quality, and schedule compliance, serving as your onsite resource. Our team conducts regular inspections, manages contractor relationships, and swiftly resolves field issues to prevent costly delays. We maintain comprehensive documentation and provide transparent reporting, ensuring the finished project meets all specifications while protecting your interests throughout the building process. Our proactive oversight helps mitigate risks and deliver your vision exactly as designed.
- Close:** In the final phase, we orchestrate a seamless transition from construction to occupancy, meticulously managing all closeout documentation and final inspections. Our structured handover process ensures all financial obligations are met and all regulatory approvals and certifications are received.

4. Project approach

Potential constraints and mitigation strategies

For projects such as this, often the biggest challenge is building consensus with a complex multi-disciplinary group of stakeholders. Our team utilizes tools, experience, knowledge and processes to help build consensus. Through process, we build a client and project-first culture, understanding the influence, authority, impact and interest of each stakeholder to achieve positive outcomes on your behalf.

Building stakeholder consensus

1. Establish participation	2. Define expectations	3. Develop options	4. Prioritize decisions
Identify what entities and individuals should participate and at what point in the process.	Determine the project parameters, restraints and opportunities.	Evaluate, develop and recommend options and solutions based on scope, schedule and budget.	Facilitate and help guide decision-making to maximize the benefits for the project and stakeholders.

Building market interest and developer engagement

Our team possesses extensive, established relationships across the development community—connections we’ve cultivated over decades of successful project deliveries. These relationships represent a crucial strategic advantage in generating genuine excitement and competitive interest in your project. We will leverage our reputation and standing with top-tier local and national developers to elevate your project’s visibility in the marketplace. By engaging our network early in the process, we can create a compelling narrative around your development opportunity that resonates with potential partners. This approach typically yields a stronger pool of qualified respondents who understand the unique value proposition of your project.

JLL’s market intelligence and developer relationships allow us to:

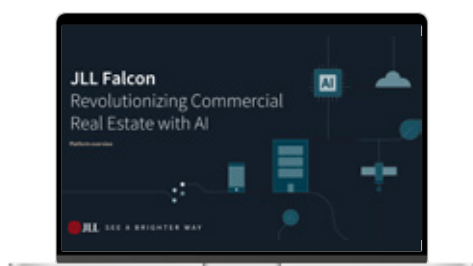
- Conduct targeted outreach to developers with proven success in similar project types Facilitate preliminary conversations that shape RFP requirements for optimal market response.
- Create competitive tension that drives innovation and value enhancement Identify developer-led teams with complementary expertise and financial capacity.
- Secure commitments from developers who might otherwise overlook or deprioritize the opportunity.

Our strategic approach to market engagement consistently delivers higher-quality responses during the RFQ/RFP stages, providing you with a robust selection of qualified partners genuinely committed to bringing your vision to reality. This deliberate cultivation of developer interest ultimately translates to superior project outcomes and maximized value realization for your organization.

4. Project approach

Project management technology/tools to be used

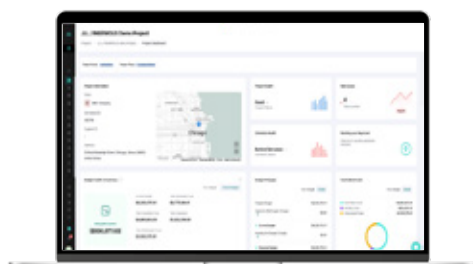
Our project managers have the tools to ensure your project is executed flawlessly and that your vision is realized. Our world-class technologies drive delivery, innovation and best practices to benefit your project. A few of our technology tools are highlighted below..



JLL Falcon

Platform that houses JLL's AI capabilities

JLL Falcon provides a cutting-edge and secure set of AI-enabled software services that combine JLL's vast trove of proprietary data with generative AI models to deliver timely, value-generating and cost-saving insights



Ingenious.Build®

Comprehensive project management

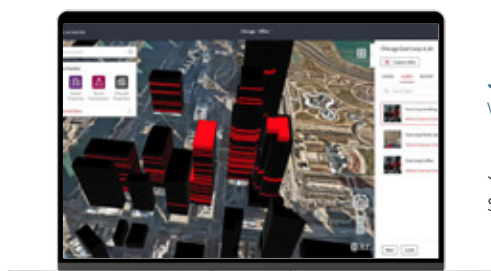
Ingenious.Build is a comprehensive project management software that centralizes tasks, risk issues, meeting minutes, and documents in one platform. It automates budgeting, contract management, and bidding processes.



JLL InSite®

Workplace planning and budgeting

JLL InSite is a unique, proprietary service and technology that helps clients strategize, plan and budget their projects.



JLL Blackbird

Virtual market touring

JLL Blackbird is a custom application that allows 3D visualization to give users a visual, spatial way to interact with and display the latest market and property data.



5

Relevant experience

5. Relevant experience

Relevant municipal and public institution experience

JLL has a wide ranging list of municipal and public sector and private sector clients. JLL has delivered success to numerous clients locally and nationwide with similar project requirements. A sampling of our public sector/municipal clients include the following, followed by detailed case studies for similar projects.

Sampling of clients

Alamo College District	City of Richmond, VA	State of Utah
City of Anaheim, CA	City & County of San Diego, CA	State of Washington
City of Atlanta	City & County of San Francisco, CA	Commonwealth of Virginia
City of Austin, TX	City of Salt Lake, UT	University of Texas at Tyler
City of Bellevue, WA	City of San Antonio, TX	UT Southwestern Medical Center
City of Chicago, IL	City of Santa Rosa, CA	St. Edwards University
City of Fort Worth, TX	City of Seattle, WA	Rice University
City of Irvine, CA	City of Spokane, WA	Sam Houston State University
City of Kent, WA	City of Vancouver, WA	Sul Ross State University
City of Lynnwood, WA	County of Arlington, VA	Texas A&M University
City of Long Beach, CA	County of Adams, CO	Texas Southern University
City of Los Alamitos, CA	County of Cook, IL	Texas State University
City of Los Angeles, CA	County of Miami-Dade, FL	Texas Tech University
City of Miami Beach, FL	County of Milwaukee, WI	University of North Texas System
City of Napa, CA	County of Montgomery, MD	University of Texas at Austin
City of New York, NY	County of Napa, CA	University of Texas Permian Basin
City of Philadelphia, PA	Harris County, TX	University of Texas at San Antonio
City of Portland, OR	State of Texas	

Texas development projects

As an Owner's Project Manager, JLL has deep experience overseeing the development of large-scale projects in Texas. Across millions of square feet, we have the distinctive capability to ensure the project's original vision is implemented throughout the details of the construction — from contracting to change orders to close out. Some sample projects include:



JPMorgan Chase
Regional HQ Campus
Plano, TX
1.5M SF



Aisin AW Texas
Manufacturing Facility
Cibolo, TX
1M SF



Texas Public Radio
Headquarters
San Antonio, TX
50,000 SF



Toyota
North America HQ Campus
Plano, TX
2.1M SF

Experience in Pflugerville

Within the past five years, JLL Value and Risk Advisory group has performed more than 25 appraisal projects within the City of Pflugerville for public entities and private clients. We have appraised rights of way for the Texas Department of Transportation's I-35 project, as well as valuation of land for the Texas Facilities Commission. Additionally, we have performed multi-housing, industrial and retail property valuations in the area on behalf of client investors.

5. Relevant experience



City of Austin

Services: Development planning, stakeholder management, financial modeling, real estate advisory

Summary

The City of Austin addressed a multi-faceted real estate opportunity involving three municipality-owned parcels. The objective was to establish a development framework that maximizes property value while supporting housing goals, transit access and community needs. The project required balancing financial returns with public benefits amid governance challenges between city departments. Given Austin's significant population growth and economic expansion, the City required a strategic approach to engage premier development partners while ensuring community input informed the development direction.

Solution

- Currently managing redevelopment planning for 125 acres across three City-owned parcels.
- Emphasis on affordability while implementing anti-displacement measures for residents with generational community ties.
- Establishing a governance framework across three primary city departments (Housing, Financial Services, Building Services) with coordination spanning multiple municipal entities.
- Conducted strategic stakeholder planning sessions with the City of Austin to create multi-faceted outreach strategies that engage community needs.
- Completed initial feasibility assessment, market analysis, and site due diligence to understand initial development potential to be further informed through project conceptualization
- Developed a Community Engagement Strategy Plan to ensure inclusive stakeholder involvement

Results

JLL, in collaboration with its subcontractor partners, has completed initial site due diligence, feasibility analysis, governance framework development, and community engagement planning. Additionally, the JLL team has established an interdepartmental structure to align all relevant city departments on the project. The team is now preparing for Phase II implementation, which will include robust community engagement activities, detailed site conceptualization, and financial analysis to determine project residual transaction value, capital costs, and potential phasing strategies. Our work seeks to establish a community-informed development vision with feasible financial frameworks, and an informed procurement process to attract top development partners to fulfill the City and community's vision. JLL's comprehensive project management ensures continuity from concept to completion, helping transform the property into a development that balances financial goals with community needs, creating lasting value for the East Riverside community.

5. Relevant experience



Texas State University | Hotel development advisory

Services: Housing public-private partnership advisory, development advisory, market research, market sounding, pre-development support

Summary

JLL was selected to advise Texas State University (TXST) on soliciting a developer for an upscale hotel on the southern edge of campus bordering downtown San Marcos. The university envisioned a minimum 150-room property with food and beverage offerings, community gathering spaces, and a structure generating long-term revenue through ground rent payments. This strategic development would create a valuable connection between campus and downtown while enhancing the university's hospitality offerings for visitors, events, and the broader community.

Solution

TXST needed expert guidance to transform their hotel vision into reality. The university required a partner to evaluate market feasibility, attract qualified developers, and navigate a complex procurement process. JLL's expertise was essential for conducting comprehensive market analysis, structuring an effective solicitation process, evaluating diverse proposals against multiple criteria, and negotiating terms that would ensure the hotel enhanced the campus while generating sustainable revenue. The university also sought guidance on optimizing project economics through potential incentives and partnership structure.

Results

JLL successfully guided TXST through developer selection and is currently negotiating with the preferred developer to finalize terms, optimize financial structure and secure incentives for long-term project success.

- Completed thorough market analysis examining demand generators and financial projections, confirming the feasibility of an upper-upscale hotel that would complement both campus needs and the San Marcos hospitality market while providing economic benefits.
- Implemented a strategic two-stage procurement process including targeted market sounding calls, comprehensive RFP development, and proposal management, attracting strong interest from experienced hotel developers capable of delivering TXST's vision.
- Managed evaluation of qualifications, financial capacity, design concepts, and economic proposals, enabling TXST to select a development partner whose vision and financial approach aligned with the university's strategic objectives and revenue requirements.
- Currently leading negotiations on development agreement and ground lease terms, exploring tax abatement opportunities through the City of San Marcos, and identifying solutions to enhance project economics and operational success while maximizing revenue potential for the university.

Project highlights

- 800,000 SF
- 3-acre development site
- 150-key hotel
- 12,000 SF conference space
- 11,000 SF food & beverage space
- 17,000 SF circulation & green space

5. Relevant experience



City of Alpharetta, GA | Downtown city center and parking deck

Services: Master planning, development advisory, project management

Summary

The Commissioners of the City of Alpharetta enlisted the JLL team to develop a master plan to meet their vision, a downtown that is pedestrian-friendly, safe, and environmentally conscious. The master plan needed to accommodate a new city hall, 900-car parking garage, town green, 5-acre park space, and county library while balancing the current market demands. JLL guided the development of a new master plan that would improve the City's chances of successfully attaining its goals.

Solution

JLL provided a detailed budget analysis to validate and analyze the cost of each structure and major component within the master plan and resource extensions to the City to ensure seamless implementation and limited distribution for citizens and local businesses. The team guided the City and Master Planner through the development of a phased master plan identifying key priorities to initiate implementation over the next ten years. The team also assisted in identifying methods of delineating private components for possible future sale to investors.

Results

The results included the identification of key locations to drive successful retail to support the downtown development, aligning with the needs of the developers to meet profitability. Throughout the engagement, JLL eliminated \$1.2 million in excess costs through recommended adjustments within the master plan. Additionally, an institutional-anchored development provided an incentive to attract the right partners.

Project highlights

- 22 acres

Unique strategy

- Guided the City to ensure seamless implementation for citizens and local business
- Identified methods of delineating private components for future sale to investors

Services provided

- Program Development
- Master Planning Oversight
- Implementation



5. Relevant experience



San Diego Unified Port District & Chula Vista

Services: Financial consulting, alternatives analysis, market sounding services, business case report, procurement strategy, innovative delivery

Summary

JLL was selected by the Port of San Diego as its real estate and development advisor to assist in the furtherance of the development of the Chula Vista Bayfront (CVB). The CVB project is one of the last great waterfront development opportunities in California and is intended to create a legacy destination for the public—transforming more than 500 acres on the San Diego Bay into a world-class destination for residents and visitors. The Gaylord Pacific resort hotel and convention center, built by RIDA Chula Vista, LLC, is the centerpiece of and the catalyst project for future development within the Chula Vista bayfront. It includes 1,600 hotel rooms, a convention center with four ballrooms, three levels of meeting space and two outdoor meeting and event lawns; public promenades and public amenities; and associated retail and resort-level amenities such as a pool with a lazy river, a spa, and more. The Master Plan also provides for more than 200 acres of parks and other open space areas, including a signature public park, walking trails, interpretive signage and shoreline promenades. Marina improvements will create an active commercial harbor with retail shops, restaurants and public space at the water's edge. In addition to development on Port lands, a complementary mix of uses and amenities will be developed on adjacent private lands.

JLL was the master consultant, leading a team of specialty subconsultants, and provided advisory to support all aspects of the development of the plan for Phase I of the project. Specific services include establishing and guiding an integrated development plan for the CVB; evaluating infrastructure requirements and advising on a supporting financing strategy; performing market studies to inform viability of commercial development, analyzing market demand for single designation resorts and other commercial uses, creating a business plan to attract developers and capital financing; and supporting the Port in community and stakeholder presentations.

Gaylord Pacific is expected to spur more development on the Chula Vista Bayfront as part of the first phase, which also includes the brand-new 39-acre Sweetwater Park, an expanded Harbor Park (also known as Bayside Park) from approximately 12 to 25 acres, and the Sun Outdoor RV Resort.

Project highlights

- \$4B project with \$1B in public benefits using all outside capital
- JLL advised on a financing strategy to support infrastructure requirements; and created the Port's business plan to attract developers and capital financing.
- Our unparalleled access to San Diego market knowledge allowed the Port to innovate and update its financial strategy in real time.



5. Relevant experience



Aisin Automotive | AW Texas | Cibolo, TX

Services: Incentives negotiations, brokerage, project management, location advisory

Summary

Aisin is a global leader in advanced automotive parts and was seeking a new greenfield site capable of supporting a new, complex manufacturing operation.

Solutions

An exhaustive multi-state location analysis zeroed in on a particular site that required significant infrastructure upgrades to accommodate the project. JLL used proprietary analytical site location tools and deep local knowledge and contacts to select the site. JLL then engaged in comprehensive negotiations with state and local officials to facilitate required site upgrades and an incentives package. The Project received a substantial incentives package consisting of direct and indirect infrastructure support, property and sales tax relief, and training.

Results

- \$75 million in incentives secured
- 1,200-employee project
- \$900 million capital investment
- Complex infrastructure installed
- Job grants
- Major road improvements
- Site development cost reduction
- Major electric and gas upgrades

Project highlights

- 1,000,000 SF
- 159 acres





6

References

6. References

Please list three (3) references of current or recent past economic development corporations, municipalities, and or governmental agencies (clients) who can verify the quality of service your company provides. The PCDC prefers customers of similar size and scope of work to this RFQ.

THIS FORM MUST BE RETURNED WITH YOUR RFQ

REFERENCE ONE

Government/Company Name City of Austin

Address 301 W. Second Street, Austin, Texas 78701

Contact Person and Title Margaret R. Shaw | Economic Redevelopment Program Manager

Phone (512) 974-6497 **Email Address** margaret.shaw@austintexas.gov

Contract Period 2022 - present **Scope of Work** Real estate brokerage & advisory services

REFERENCE TWO

Government/Company Name Texas Facilities Commission

Address 1711 San Jacinto Boulevard, Austin, TX 78701

Contact Person and Title Jon Conant | P3 Director, Real Estate Acquisition and Development

Phone (512) 463-1906 **Email Address** jon.conant@tfc.texas.gov

Contract Period 2018 - present **Scope of Work** Advisory & brokerage services

REFERENCE THREE

Government/Company Name City of Alpharetta, Georgia

Address 2 Park Plaza, Alpharetta, GA 30009

Contact Person and Title Kathi Cook, Director of Economic and Community

Phone (678) 297-6070 **Email Address** kcook@alpharetta.ga.us

Contract Period 2013-2019 **Scope of Work** Advisory, master planning, project management



7

Litigation history

7. Litigation history

Firm litigation/arbitration history

Jones Lang LaSalle Americas, Inc. has been an experienced federal government contractor for more than a decade and complies with all related regulations. To the knowledge of the Legal Department, there has been no litigation with the Pflugerville Community Development Corporate or the City of Pflugerville. No senior officers have been the subject of any criminal conviction. Neither it nor any principal has ever been suspended or debarred by any government entity. It has a sophisticated Code of Conduct, Ethics and Compliance program that pre-dates and complies with the Federal Acquisition Regulation requirements. Neither Offeror, nor any officer or principal to the knowledge of the Legal Department is a party to any cases alleging criminal liability.

Our parent company, Jones Lang LaSalle Incorporated, has an annual revenue of about \$23.4B, and offeror has about 40,000 employees nationwide. As is typical for a company of that size, Jones Lang LaSalle Americas, Inc. is a party in various litigation matters arising in the ordinary course of business. To the extent that matters rise to a level of materiality to the parent, they are disclosed in the filings with the SEC. There are none listed in the Forms 10K for FY 2011 - 2024. Most of the cases are premises liability claims that arise from the company's engagements as a manager of property or facilities, usually in an agency capacity. Almost all such cases are covered by indemnity of the property owner. Most cases are covered by insurance. There are also some cases where we are a creditor in a bankruptcy proceeding, or plaintiff suing to collect fees earned, usually against non-client property owners. Jones Lang LaSalle Americas, Inc. from time to time does have disputes with some subcontractors and clients. In addition, as a licensed real estate broker subject to regulation by licensing bodies in virtually all U.S. states, JLL is also subject to periodic regulatory audits and related investigations. JLL can provide additional information with respect to any of these matters upon request.



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Disclaimer

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Jones Lang LaSalle

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