

About AECOM

AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public- and private sector clients. The firm's global staff — including architects, engineers, designers, planners, scientists and management and construction services professionals — serves clients in over 150 countries around the world. AECOM is ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine's annual industry rankings, and has been recognized by Fortune magazine as a World's Most Admired Company. The firm is a leader in all of the key markets that it serves, including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of clients' projects. A Fortune 500 firm, AECOM companies, including URS Corporation and Hunt Construction Group, have annual revenue of approximately \$19 billion.

More information on AECOM and its services can be found at www.aecom.com.

Follow us on Twitter: @aecom

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800 Douglas Entrance
North Tower, 2nd Floor
Coral Gables, FL 33134
T 305.444.4691
F 305.447.3580

AECOM

City of Coral Gables
Public Safety Building Design Consultant Services

Project No.
RFQ 2016.05.MG

AECOM

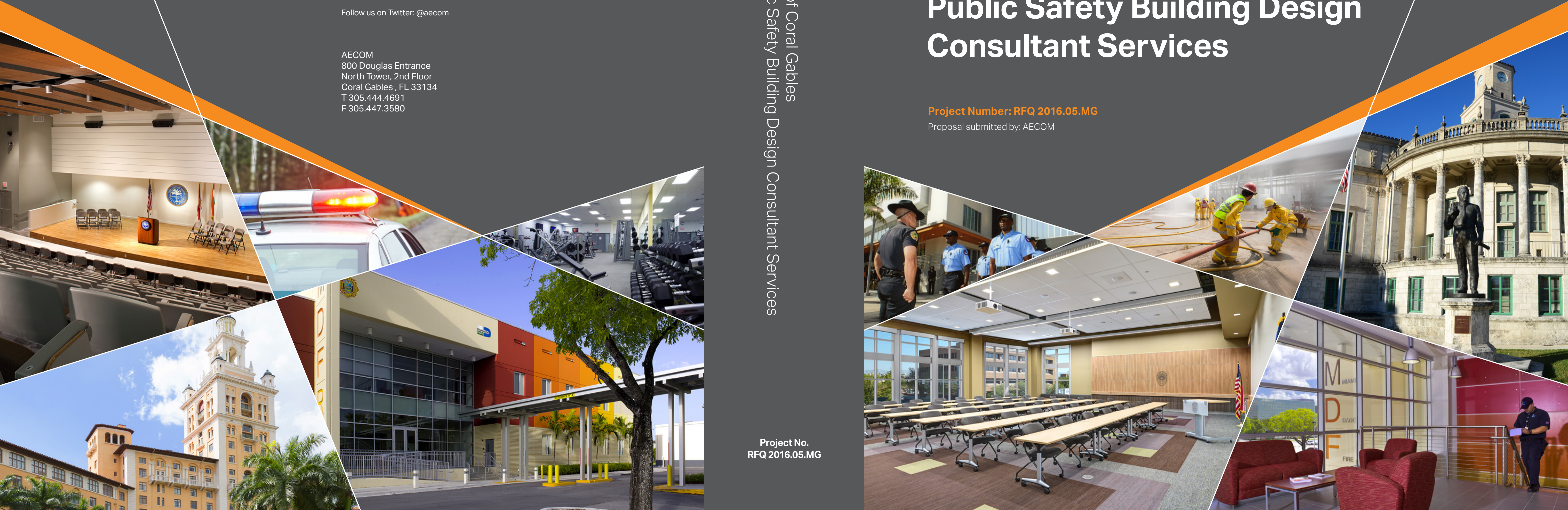
Built to deliver a better world

Prepared for the City of Coral Gables

Public Safety Building Design Consultant Services

Project Number: RFQ 2016.05.MG

Proposal submitted by: AECOM



June 28, 2016

City of Coral Gables
Office of the Chief Procurement Officer
2800 SW 72nd Avenue
Miami, Florida 33155

RE: **Public Safety Building Design Consultant Services, RFQ 2016.05.MG**

Dear Selection Committee Members:

Coral Gables has a long-standing tradition of preserving its historic fabric and natural environment — from the preservation of its public architectural features to the transformation of its most famous hotel to the reinvention of its most successful retail street. AECOM is headquartered in Coral Gables, and these ideas hold deep meaning for our team. We are proud to have partnered with the City over the last five years – and before – to create projects that align with these goals while allowing the city to operate more efficiently and safely for the community. Whether it is a municipal building, a parking garage, a public park or an educational structure, we have the experience and commitment to work with the City to create a vibrant and successful public realm.

We are committed to providing the City of Coral Gables a high level of professional service, quality, and value for this contract. Our team will dedicate our service to the City by responding quickly and efficiently in order to design a New Public Safety Building that meets your objectives, and of which the community will be proud of for years to come.

AECOM will be the prime consultant to the City and will provide most design services, including project management, architecture, engineering, landscape architecture and interior design. To supplement our already qualified engineering team, we have partnered with the well-established local Coral Gables based civil engineering firm of David Plummer and Associates, Inc. (DPA). We feel that DPA brings a well depth and knowledge of the selected site and its infrastructure. Also, to enhance our public safety expert team, we have joined forces with Carter Goble Associates, LLC (CGL) a nationally established firm in planning and programming of Public Safety and Judicial facilities. AECOM will provide and coordinate all of these services from a single location in Coral Gables — a significant benefit to the City in terms of enhanced coordination, communication and managerial control. Our team will provide value to the City through our successful history of applying innovative solutions. Selecting AECOM will provide the City with the following advantages:

PUBLIC SAFETY DESIGN EXPERTISE

Through our projects over the last five years, we have gotten to know the culture of building for the City of Coral Gables intimately. As such, our team has a clear understanding of the City's objectives, and we are uniquely qualified to assist you in meeting your goals. The team assembled not only has a unique advantage to have performed work with the City of Coral Gables, this particular team is specialized in Public Safety and Justice related buildings around the U.S. and abroad. We are responsible for the design of the City of Miami College of Policing, Miami-Dade Fire Rescue training Facility, Taos County Sheriff's Office and Judicial Complex, Leon County/Tallahassee Consolidated Public Safety Complex, City of St Petersburg Police Headquarters, Town of Davie Public Safety Complex, Lakeland Police Headquarters, and the Broward County Courthouse among others. Security and Public Safety is rooted in our design philosophy.

KNOWLEDGE OF LOCAL CONDITIONS

AECOM (Legacy DMJM Spillis Candela) was based and has had its major office in Coral Gables for over 88 years. Our office is located minutes away from the new Public Safety Headquarters. Further, this team has worked with many Coral Gables Departments , like Public Works, Parking, and IT along with Police and Fire. Recent projects for the Trolley Maintenance Facility and Fire Station 2, allowed us to familiarize ourselves with the latest city standards and requirements.

WE ARE AVAILABLE AND COMMITTED

The individuals presented within this response have been carefully chosen for their extensive professional knowledge and expertise, their proven history of successfully serving your community, previous experience working together and their availability and commitment to work with you on this important project. Project Director Agustin Barrera, Public Safety Principal Steve Loomis, Project Manager Doug McKenzie and Design Principal Michael Kerwin and Project Designers Scott Tao and Gustavo Santana have successfully delivered many projects for the City of Coral Gables. All team members presented are committed to working with the City for the duration of this contract in order to make the project successful.

WE HAVE THE CAPACITY TO SUPPORT THE WORK WITHIN THE REQUIRED TIMEFRAME

As a multidisciplinary services firm with over 300 professionals in Miami-Dade County, AECOM has the unique ability to provide a full range of architectural and engineering services to support the City of Coral Gables. We have successfully served communities throughout Florida for 88 years on some of the largest and most significant public projects: this experience makes us confident in our ability to effectively meet your design, budget and schedule requirements. On behalf of AECOM, I hereby commit that our team will approach this opportunity with energy, enthusiasm and expertise. We look forward to an opportunity to further explain our team's qualifications and approach in an interview. If you should have any questions, please feel free to call us at (305) 444-4691.

Sincerely,



Agustin Barrera, AIA
Principal-in-Charge / Authorized Representative
AECOM Technical Services, Inc.
800 Douglas Road
North Tower, 2nd Floor
Coral Gables, Florida 33134
Tel: (305) 447-3546



Title Page



Miami-Dade Fire Rescue Training Facility, Miami, Florida

Section I



1. Title Page

City of Coral Gables

RFQ 2016.05.MG

PUBLIC SAFETY BUILDING DESIGN CONSULTANT SERVICES

AECOM TECHNICAL SERVICES, INC.

800 Douglas Road, North Tower, 2nd Floor

Coral Gables, Florida 33134

T (305) 447-3546

Contact Person

AGUSTIN (GUS) BARRERA, AIA

gus.barrera@aecom.com

June 28, 2016



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QUALIFICATIONS SUBMITTAL REQUIREMENTS AND CHECK LIST - RFQ 2016.05.MG

Please provide the **PAGE NUMBER** in the blanks provided as to where compliance information is located in your Qualifications Submittal for each of the **REQUIRED SUBMITTAL ITEMS** listed below.

THE STATEMENT OF QUALIFICATIONS IS TO BE ORGANIZED AS INDICATED AND ADEQUATELY ADDRESS EACH CRITERIA. PLEASE PROVIDE THE PAGE NUMBER IN THE BLANKS PROVIDED WHERE COMPLIANCE INFORMATION IS LOCATED IN YOUR QUALIFICATION STATEMENT FOR EACH OF THE REQUIRED SUBMITTAL ITEMS LISTED BELOW:

Submittal - Section I:

- 1) **Title Page:** Show the RFQ number and subject, the name of your firm, address, and telephone number, name of contact person, e-mail address, and date. **1**
- 2) Provide a **Table of Contents** in accordance with and in the same order as the respective "**Sections**" listed below. **4**

Submittal - Section II: Firm Qualifications

- 1) Provide a complete company background and history, including, but not limited to: the number of years in business, credentials, licenses, number of employees, an organizational chart identifying key staff members, their level of responsibility, their job titles and how long they have been with the firm. (**Submit Standard Form 330, Architect-Engineer Qualifications**) **9**
- 2) Clearly identify office locations for the following: **75**
 - a. Office location providing primary project management
 - b. Corporate headquarters of the firm
 - c. Office location(s) for any anticipated sub-consultants
- 3) Provide a statement detailing Respondent's familiarity with permitting agencies and permitting procedures, especially in Miami-Dade County. **76**
- 4) Submit bank and trade references. Provide a Balance Sheet and Statement of Profit and Loss certified an independent Certified Public Accountant. for the preceding two (2) calendar or fiscal years. **77**
- 5) Submit proof of the ability to obtain the required insurances with the limits specified herein. **77**
- 6) Summarize proposal and firm's qualifications. Additionally, the firm may use this section to articulate why their firm is pursuing this work and how it is uniquely qualified to be awarded this solicitation. **81**
- 7) Provide detailed information on five (5) of the Respondent's most recent and relevant projects similar to those described in the Specifications/Scope of Work. Information provided shall include: **91**

- a. Name, address, telephone number and E-mail of the owner
- b. Name, address, telephone number and E-mail of the owner's Project Manager
- c. Name, location and address of project
- d. Description of work
- e. Contract start and completion date
- f. Project dollar amount
- g. Detailed information on any additional services provided, including the reason, cost and description.

Submittal - Section III: Staffing Plan

- 1) Provide resumes and relevant background information for the company's key personnel (including owner(s), project manager, supervisors, field representatives, field inspectors and other technical personnel), including experience with similar projects.
Refer back to SF 330 Resumes starting on page 13. Brief key personnel write-ups start on page 97
- 2) Provide the current and future workload of the assigned staff to indicate their availability to perform and successfully complete the project. **104**
- 3) Provide a statement detailing the Respondent's expertise and experience in working with other disciplines, including coordination with other design professionals and consultants.
105
- 4) Provide qualifications, licenses and references for proposed key staff. **106**

Submittal – Section IV: Project Control Experience

- 1) Provide a section indicating how the Respondent intends to positively and innovatively work with the City in providing the services outlined in this RFQ. Please indicate overall detailed approach to a project, including innovative interaction and communication with the community, City Staff, and multi stakeholders. **113**
- 2) Describe Respondent's ability and experience with moving the project along while minimizing the impact on the community. **118**
- 3) Provide specific examples of similar initiatives that the Respondent has successfully undertaken with other public entities completed on-time and within budget. **119**
- 4) Describe Respondent's ability to successfully deliver similar projects that have significant community and business involvement **120**
- 5) Describe respondent's willingness to work with other consultants designated by the City. **121**

Do Not Include City of Coral Gables Work or Employees as References.

RESPONDENT IS TO INITIAL IN THE SPACES BELOW, ACKNOWLEDGING COMPLIANCE

Schedules A, B, C, D, E, F, G, H, and I have been filled out, signed and notarized, where required AB

RFQ Submission Checklist has been filled out and included AB

Professional Services Agreement (PSA) Draft has been reviewed AB

Failure to submit checklist and documents required hereunder may render your RFQ response non-responsive and constitute grounds for rejection.

Initial: AB



Firm Qualifications



Section II: Firm Qualifications



1. Company Background

AECOM is a global professional services firm of talented professionals providing integrated design, planning, engineering, environment and program management services to a broad range of markets. Formed from some of the world's leading consultancies, we are configured to address the complex challenges facing our clients as they embark on projects involving land, community or infrastructure.

We blend global knowledge, local experience, technical excellence, innovation and creativity to offer our client's unparalleled possibilities to create projects that fulfill their goals. Our project teams can address every layer of a site and every phase of its development through a collaborative, systemic approach. Our work bridges gray infrastructure and green infrastructure, land and buildings, economy and ecology, society and nature.

Locally, AECOM is comprised of over 300 professionals skilled in performing the full range of services anticipated under this contract. With an 84 year history in Miami-Dade County, AECOM has worked with local and state agencies including the City of Coral Gables. Through our office at 800 Douglas Road in Coral Gables, our local team has a long history of resolving issues which help improve conditions within our local community.

Our goal is to provide the City with the appropriate skills and expertise, precisely when it is needed. What sets us apart is our collaborative way of working globally and delivering locally. A trusted partner to our clients, we draw together teams of architects, engineers, planners, environmental specialists, scientists, consultants, as well as cost,

construction, project and program managers dedicated to finding the most innovative and appropriate solutions to create, enhance and sustain the world's built, natural and social environments

To enhance our team, AECOM has partnered with the Local Civil engineering firm: David Plummer & Associates (DPA). DPA is a progressive civil engineering and transportation planning consulting firm, specializing in transportation engineering, civil engineering and transportation planning. We have collaborated with DPA in numerous occasions and currently working on the Columbus School Improvements. We feel that DPA brings an in-depth knowledge of the City's infrastructure, due to their experience working in the City and proximity to the project site.

In addition, we have teamed up with Carter Goble Associates, LLC (CGL), a nationally recognized planning and programming firm for Justice and Public safety buildings. CGL offers a comprehensive planning approach that focuses on the enhanced integration of planning, design, and construction elements, as well as the operations and maintenance of the new and renovated public facilities. AECOM stands alone as a nationally recognized design, and Public Safety facility specialist. In addition, leveraging the expertise of CGL, the AECOM team offers the City of Coral Gables two of the best public safety planning firms in the industry.

STANDARD FORM 330

AECOM's Standard Form 330 is located on the following pages.

ARCHITECT – ENGINEER QUALIFICATIONS PART I — CONTRACT SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (City and State)

Public Safety Building Design Consultant Services (Coral Gables, FL)

2. DUE DATE

June 28, 2016

3. SOLICITATION OR PROJECT NUMBER

RFQ 2016.05.MG

B. ARCHITECT -- ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Agustin J. Barrera, Principal in Charge / Project Director / Vice President

5. NAME OF FIRM

AECOM Technical Services, Inc.

6. TELEPHONE NUMBER

305.444.4691

7. FAX NUMBER

305.447.3580

8. E-MAIL ADDRESS

Gus.Barrera@aecom.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors)

	(Check)			9. Firm Name	10. Address	11. Role in this Contract
	PRIME	J-V PARTNER	SUBCON-TRAC-TOR			
a.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	800 Douglas Road North Tower, 2nd Floor Coral Gables, FL 33134	Architecture, Interior Design, QA/QC, Construction Administration, Structural, Electrical and Fire Protection
b.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	1500 Wells Fargo Center 440 Monticello Avenue, Suite 1500 Norfolk, VA 23510	Architecture, Public Safety Facility Design
c.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	10 S. Jefferson, Suite 1600 Roanoke, VA 24011	Architecture, LEED Consulting
d.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	303 East Wacker Drive Suite 1400 Chicago, IL 60601	AV Technology
e.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	6200 South Quebec Street Greenwood Village, CO 80111	Security Engineering
f.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	800 LaSalle Avenue Suite 500 Minneapolis, MN 55402	IT / Security
g.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. [<input checked="" type="checkbox"/>] CHECK IF BRANCH OFFICE	701 Corporate Center Drive Suite 475r Raleigh, NC 27607	911-Radio Specialist

C. PROPOSED TEAM						
(Complete this section for the prime contractor and all key subcontractors)						
	(Check)			9. Firm Name	10. Address	11. Role in this Contract
	PRIME	J-V PARTNER	SUBCON-TRAC-TOR			
g.	<input checked="" type="checkbox"/>			AECOM Technical Services, Inc. <input checked="" type="checkbox"/> CHECK IF BRANCH OFFICE	7650 West Courtney Campbell Causeway Tampa, Florida 33607	Cost Estimating
h.			<input checked="" type="checkbox"/>	David Plummer & Associates, Inc. <input type="checkbox"/> CHECK IF BRANCH OFFICE	1750 Ponce De Leon Boulevard Coral Gables, Florida 33134	Traffic and Transportation Engineering; Site Civil Engineering
i.			<input checked="" type="checkbox"/>	Carter Goble Associates, LLC <input type="checkbox"/> CHECK IF BRANCH OFFICE	801 Brickell Avenue, #720 Miami, Florida 33131	Programming, Peer Reviews, Design Support, Charrettes

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

[] (Attached)

AUTHORIZED FOR LOCAL REPRODUCTION
MANDATORY USE DATE OF FORM 6/2004

CITY OF CORAL GABLES



PROJECT MANAGER
Doug McKenzie



PRINCIPAL IN CHARGE / PROJECT DIRECTOR
Agustin J. Barrera, AIA, NCARB



PUBLIC SAFETY / DESIGN PRINCIPAL
Steve Loomis, FAIA LEED AP

ARCHITECTURE

Design Principal
Michael Kerwin, AIA

Project Designer
Scott Tao

Project Architect
Karl Romesburg, RA, LEED AP

Public Safety Project Architect
Amanda Chebalo, AIA
Brian Super, AIA

Program Verification / Planning and Peer Review
Ben Crooks (CGL)
Enrique (Rick) Macia, AIA, LEED AP BD+C (CGL)

Interiors
Lynn Gordon, IIDA

Landscape Designer
Gustavo Santana

ENGINEERING

Civil / Transportation Engineering
Timothy J. Plummer, PE (DPA)
Juan Espinosa, PE (DPA)
Victor Lee, PE, PLS (DPA)
Todd Seymour, PE (DPA)

Structural Engineering
Augusto Poitevin, PE

Mechanical / Plumbing Engineering
Orlando Hernandez, PE, LEED AP

Electrical Engineering
Ovidio Rodriguez, PE, LEED AP

Fire Protection Specialist
Martha Casas, PE

QA / QC / Site Specification
Anthony Valino

SPECIALTY ENGINEERING DESIGN

LEED Coordinator
Kim Lombard, AIA, LEED AP BD+C

Tech Integration / AV
Aaron Adilman

Security Engineering
Douglas Milby

IT / Security Specialist
Brian Waller, PE, RCDD, NTS, DCDC

911-Radio Specialist
Mark Hannah

Cost Estimator
David Cabage, CCP

TEAM LEGEND: All members are AECOM unless noted otherwise | (DPA) David Plummer & Associates | (CGL) Carter Goble Associates

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Doug McKenzie	Project Manager	a. TOTAL	b. WITH CURRENT FIRM
		36	36

15. NAME OF FIRM AND LOCATION *(City and State)*
AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION *(Degree and Specialization)*
Bachelor, Architecture, University of Miami, 1980

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
 Doug has served as Project Architect/Project Manager for AECOM specializing in governmental projects. His background includes a wide range of projects with responsibilities consisting of planning, architectural production, supervision and coordination of contract documents and field observation for courthouses, as well as for many large and complex projects for new construction, additions and renovation. He has worked on more than three million square feet of courthouse projects throughout the US and internationally.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
			PROFESSIONAL SERVICES
a.	City of Miami College of Policing Miami, Florida	2006	2009
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Project Manager.		
b.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	2008	2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Project Manager.		
c.	Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida	2009	2013
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	The new 70,000 sf complex will include an Emergency Operations Center, 9-1-1 Center, Traffic Management Center, Emergency Medical Services and related support space. The complex will have a hardened exterior and will incorporate redundant building systems, inclusive of emergency generators and uninterrupted power supply systems to allow it to operate during any type of emergency or disaster such as a hurricane. Project Manager.		
d.	Broward County Courthouse and Parking Garage Ft. Lauderdale, Florida	2011	2016
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings. Project Manager.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Agustin J. Barrera, AIA, NCARB	Principal-in-Charge / Project Director	a. TOTAL	b. WITH CURRENT FIRM
		30	4
15. NAME OF FIRM AND LOCATION (City and State)			
AECOM Technical Services, Inc., Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Master, Architecture, Florida International University, 2005 Bachelor, Design, University of Florida, 1984		Registered Architect, Florida NCARB Certified	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

Experience in all facets of design, construction administration and project management. Experience includes commercial, educational, residential, aviation and a variety of other project types. Gus joined AECOM as a Business Development Director for the Miami architecture practice, and is now in charge of all design in the state of Florida. Gus develops business opportunities for the region, and collaborates closely with teams throughout AECOM to deliver local projects using the company’s global expertise.

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range. Principal-in-Charge		
b.	Florida 3rd District Court of Appeal, Remodel and Security Upgrades Miami-Dade County, Florida	Est. 2016	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	AECOM is providing full design services to remodel the 1973 building, 3rd district court of appeal located in west Miami-Dade County and to upgrade its entire security infrastructure. The services include a holistic analysis of its entire security systems and facilities, relocation the entry and its security screening area, ADA upgrades to its bathrooms and courtroom and upgrading all systems to comply with new building energy efficient models. The Ground floor will be completely remodels to house a brand new Marshall’s department, security control room, a new clerk’s office with state of the art records storing system, a new attorney’s lounge, additional attorney’s conference areas and a new entrance security screening and larger lobby. Principal-in-Charge		
c.	Broward County Courthouse and Parking Garage Ft. Lauderdale, Florida	2011	2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings. Principal-in-Charge		
d.	City of Coral Gables IDIQ Coral Gables, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input type="checkbox"/> Check if project performed with current firm
	AECOM is providing continuing professional design services for architectural, engineering and environmental services. AECOM’s full service team is assisting Coral Gables with a wide variety of tasks and projects dealing with the City’s extensive infrastructure. Principal-in-Charge		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Steve Loomis, FAIA, LEED AP	Public Safety / Design Principal	a. TOTAL	b. WITH CURRENT FIRM
		32	24

15. NAME OF FIRM AND LOCATION *(City and State)*
 AECOM Technical Services, Inc., Norfolk, VA

16. EDUCATION <i>(Degree and Specialization)</i> Master, Architecture, Washington University, 1985 Bachelor, Environmental Design, Miami University, 1981	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Registered Architect, FL, IN, DE, MO, KA, GA, OK, NY, AZ, VA, KY, PA, NC, TX, TN, SC, OH, NM, WV, IL, CA, MA; NCARB Certificate, LEED AP
---	---

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
 Recognized nationally for his expertise in public safety facilities, Steve Loomis has elevated the function of mission critical facilities through sympathetic and innovative practices. His unique ability to design comfortable work environments for professionals who encounter stressful situations proves his sensitivity to the user, context, and critical requirements, as well as aesthetics. Steve is a proven leader in the planning, programming, and design of mission critical facilities, including law enforcement, 9-1-1, and emergency operations centers.

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	a.	Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida	PROFESSIONAL SERVICES 2009
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm	
Design services for this new 24/7 operational public safety complex. Incorporates Emergency Operation Center, 9-1-1 Center, Traffic Management Center, Emergency Medical Services and related support space. Public Safety Design Principal.			
b.	Winnipeg Public Safety Building Programming, Planning & Design Winnipeg, Manitoba, Canada	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Architectural programming and planning for the final design for a conversion of the Canada Post Building into a new 650,000 sf facility for the Winnipeg Police Services. Facility will house all police service functions including police academy and in service training. Public Safety Design Principal.			
c.	St Petersburg Police Headquarters St Petersburg, Florida	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) 2018
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Design Director responsible for programming planning and design for this new 160,000 SF replacement headquarters and operations center including a new 9-1-1 Emergency Communications Center and Emergency Operations Center			
d.	Grand Junction Police Headquarters Grand Junction, Colorado	PROFESSIONAL SERVICES 2010	CONSTRUCTION (If Applicable) 2012
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Design Director for the design for this new 65,000SF municipal police operations center and headquarters located in the heart of a revitalized downtown. The facility incorporated the new regional emergency communications center, along with an electronics forensic lab.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Michael Kerwin, AIA	Design Principal	a. TOTAL	b. WITH CURRENT FIRM
		28	26

15. NAME OF FIRM AND LOCATION (City and State)
 AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION (Degree and Specialization) Master, Architecture, Harvard University Bachelor, Architecture, University of Miami BA, English, Loyola University	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Registered Architect, Florida
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

As Design Principal for the firm, Michael Kerwin typically performs in the Lead Design role for the firm’s higher profile projects. Michael is an award-winning design architect with 25 years of professional experience. He has been the recipient of many design awards from a variety of peer and industry groups including the American Institute of Architects. Michael has received the prestigious “Architect of the Year” Award by the South Florida Chapter of American Institute of Architects in 1999 for his continuous and consistent contributions to the architectural design industry. He has also the recipient of the American Institute of Architects, Silver Medal Award.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	a.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range.		
b.	University of Miami, Schwartz Center for Athletic Excellence Coral Gables, Florida	PROFESSIONAL SERVICES 2013	CONSTRUCTION (If Applicable) 2013
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	The 31,270-SF collegiate facility comprises several state-of-the-art facilities for student athletes, including a “hall of fame” exhibition center devoted to the history of the university’s athletic programs, a new football locker room facility, a training center, a skylit academic center with computer labs, conference rooms, classrooms, and a sloped floor auditorium. The project comprised new construction as well as substantial remodeling in an occupied building. Project Designer.		
c.	Fire Station, Police Athletic League Building, Neighborhood Garage Miami Beach, Florida	PROFESSIONAL SERVICES 2016	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Master plan and concept design for a multi-use complex including a Police Athletic League building, a state of the art 17,000 sf fire station with six apparatus bays, residential components and training rooms, and a 150 space parking structure – all to fit into a unique park environment in a low scale neighborhood in Miami Beach. Project Planner		
d.	Lakeland Police Headquarters Lakeland, Florida	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	The facility includes booking and holding facilities for 16 people, administration, records, evidence, patrol and special operations, criminal investigations, general and property storage, general services, and staff training facilities.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Scott Tao	Project Designer	21	18

15. NAME OF FIRM AND LOCATION *(City and State)*
 AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION *(Degree and Specialization)*
 Bachelor, Architecture, Pratt Institute, 1995
 Associate, Architecture, Pontificia Universidade Catolica, Brazil, 1990

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Scott Tao is a Senior Associate at AECOM with approximately 21 years of experience working in the architectural industry. Scott has acquired a vast experience in the field of Architecture and Urban Design which includes the design of several facilities in various sectors such as Government, Education, Private/Corporate, Residential, Master Planning and Interiors. For the past 15 years he has been involved almost entirely in the design of Courthouse, Correctional and Public Safety Buildings.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If Applicable)</i>
a.	City of Miami College of Policing Miami, Florida	2006	2009
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Project Designer.			
b.	Miami Dade Public Safety and Fire Rescue Training Facility Doral, Florida	2010	2010
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Complex to provide fire rescue dept. with state-of-the-art facilities to provide effective and realistic simulation tools, equipment, systems and scenarios to support the critical training requirements of the firefighters. Project Designer.			
c.	Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida	2009	2013
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
The new 70,000 sf complex will include an Emergency Operations Center, 9-1-1 Center, Traffic Management Center, Emergency Medical Services and related support space. The complex will have a hardened exterior and will incorporate redundant building systems, inclusive of emergency generators and uninterrupted power supply systems to allow it to operate during any type of emergency or disaster such as a hurricane. Project Designer.			
d.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	Ongoing	n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range.			
e.	Broward County Courthouse and Parking Garage Ft. Lauderdale, Florida	2011	2016
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Karl Romesburg, RA, LEED AP	Project Architect	a. TOTAL 21	b. WITH CURRENT FIRM 17
15. NAME OF FIRM AND LOCATION (City and State)			
AECOM Technical Services, Inc., Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
MA, Architecture, University of South Florida, 1997 BS, Architectural Technology, Florida International University, 1993		LEED Accredited Professional Registered Architect, Florida	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

Karl is an architect experienced in project management, design, construction documents, specifications, and permitting. His project experience includes transportation facilities, and commercial and office buildings.

19. RELEVANT PROJECTS			
a.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		City of Coral Gables IDIQ Coral Gables, Florida	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE AECOM is providing continuing professional design services for architectural, engineering and environmental services. AECOM's full service team is assisting Coral Gables with a wide variety of tasks and projects dealing with the City's extensive infrastructure.		
	<input type="checkbox"/> Check if project performed with current firm		
b.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range.		
	<input checked="" type="checkbox"/> Check if project performed with current firm		
c.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Miami-Dade Dept of Health Office Campus and Parking Garage Miami, Florida	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Planning and design services. The site includes two existing facilities, the recently completed new Miami-Dade County Health Department building and State Lab. The scope of the proposed new construction includes a parking garage of approximately 450 cars and approximately 75,000 sf of office space. The State requested a Master Plan be developed outlining current conditions and future development potential of the site.		
	<input checked="" type="checkbox"/> Check if project performed with current firm		
d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		FDOT - Regional Transportation Management Center and Florida Highway Patrol 911 Call Center, Sanford, Florida	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Providing complete design services for a new state-of-the-art 44,000 SF Regional Transportation Management Center for the Florida Department of Transportation and the Florida Highway Patrol. This facility consists of offices, open work areas, meeting rooms, communication equipment rooms, and a central Control Room accommodating up to 52 FDOT operator consoles and 40 FHP dispatch consoles. The facility will monitor traffic conditions within and around the Orlando area and will also serve as a training facility		
	<input checked="" type="checkbox"/> Check if project performed with current firm		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Amanda Chebalo, AIA	Public Safety Project Architect	a. TOTAL	b. WITH CURRENT FIRM
		12	8

15. NAME OF FIRM AND LOCATION (City and State)
AECOM Technical Services, Inc., Norfolk, VA

16. EDUCATION (Degree and Specialization) MA, Architecture, Savannah College of Art and Design, 2004 Associate Diploma, Interior Design, Tidewater Community College, 2000	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) NCARB Certificate; Registered Architect, Virginia American Institute of Architects
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
 Amanda Chebalo is a Registered Architect experienced in designing a variety of building types throughout the country including Public Safety, Commercial, and Health Care facilities. She earned her Master of Architecture degree from Savannah College of Art and Design and an Associates Degree in Interior Design from Tidewater Community College. Amanda’s interiors and architectural background enables her to lead projects holistically from early programming and planning through construction administration.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	a.	County of San Mateo Regional Operations Center Redwood City, California	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Public Safety Architect responsible for interior architecture and design of the new 37,000 sf Emergency Operations Center and Emergency Communications Center.		<input checked="" type="checkbox"/> Check if project performed with current firm
b.	Pennsylvania Department of General Services (DGS), Pennsylvania Emergency Management Administration Agency (PEMA) Harrisburg, Pennsylvania	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If Applicable) Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Public Safety Architect responsible for programming, planning, and interior architecture for the 135,000 sf, three-story building housing State Emergency Operations Center, PEMA Administration offices, PEMA Operation spaces, a Joint Information Center, Governor’s COOP space, Pennsylvania Department of Transportation spaces, and an office for the State Fire Commissioner.		<input checked="" type="checkbox"/> Check if project performed with current firm
c.	New York State Police, Troop G Headquarters Colonie, New York	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) 2013
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Public Safety Architect responsible for the programming planning and design for a 120,000 police headquarters building which included a quartermaster building and vehicle maintenance facility. This facility housed forensics and evidence units as well as an emergency communications center and traffic management center.		<input checked="" type="checkbox"/> Check if project performed with current firm
d.	Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If Applicable) 2013
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Public Safety Architect assisting with programming planning, and design of the 90,000 complex housing fire administration, emergency medical services, regional traffic management center, data center, emergency operations center, and emergency communications center.		<input checked="" type="checkbox"/> Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Brian Super, AIA	Public Safety	a. TOTAL	b. WITH CURRENT FIRM
	Project Architect	26	26

15. NAME OF FIRM AND LOCATION *(City and State)*
AECOM Technical Services, Inc., Norfolk, VA

16. EDUCATION *(Degree and Specialization)* 17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*
Associate, Architectural Design, Tidewater Community College, 1990 Registered Architect, VA

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Brian Super leads a team of architects and support staff who specialize in design of law enforcement facilities, emergency communication and operations centers, court houses and correctional facilities. He is an energetic team player who takes pride in his meticulous approach to the architectural design process. His experiences over the past 26 years have included interior and exterior renovation, space planning and master planning studies, additions, construction administration, and new facility design. His primary responsibilities as an architect involve programming, planning, design development, coordinating architectural documents, code research, cost estimating, specification writing, and construction administration.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If Applicable)</i>
a.	Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, Florida	2013	2013
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Design services for this new 24/7 operational public safety complex. Incorporates Emergency Operation Center, 9-1-1 Center, Traffic Management Center, Emergency Medical Services and related support space. Public Safety Architect.			
b.	Winnipeg Public Safety Building Programming, Planning & Design Winnipeg, Manitoba, Canada	2012	n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Architectural programming and planning for the final design for a conversion of the Canada Post Building into a new 650,000 sf facility for the Winnipeg Police Services. Facility will house all police service functions including police academy and in service training. Public Safety Architect.			
c.	St Petersburg Police Headquarters St Petersburg, Florida	2011	2018
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Design Director responsible for programming planning and design for this new 160,000 SF replacement headquarters and operations center including a new 9-1-1 Emergency Communications Center and Emergency Operations Center			
d.	Grand Junction Police Headquarters Grand Junction, Colorado	2010	2012
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
Design Director for the design for this new 65,000SF municipal police operations center and headquarters located in the heart of a revitalized downtown. The facility incorporated the new regional emergency communications center, along with an electronics forensic lab.			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Benjamin Crooks	Program Verification / Planning and Peer Review	a. TOTAL 28	b. WITH CURRENT FIRM 12
15. NAME OF FIRM AND LOCATION (City and State)			
Carter Goble Associates, (CGL), Columbia, SC			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Louisiana State University- Sociology			
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
Memberships: American Correctional Association, American Jail Association, Kansas Jail Association, Kansas Sheriff's Association, Reserves – Military Police, Institutional Training Center			

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Pensacola Police Department Space Program Pensacola, Florida	2007	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Law Enforcement Planner for the 63,000 SF addition at the Police Headquarters facility. Specific tasks include : assessing the current factors impacting future growth of the Pensacola Police Department, projecting future staff levels and associated space needs, develop preliminary project cost estimates.		
b.	Durham Police Headquarters Master Plan and Owners Representative, Durham, North Carolina	Ongoing	est. 2017
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Planner for a 560,264 SF police headquarters that will address the long term facility needs of the Durham Police Department.		
c.	City of Miami College of Policing Miami, Florida	2006	2009
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Law Enforcement Planner		
d.	Union County Sheriff's Office Architectural Program Monroe, North Carolina	2006	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Planner and programmer for a 252,069 SF NE jail and sheriff's office expansion. The architectural space program defined the square footage assigned to each space needed for an expanded Union County Jail and Sheriff's Office and recommended how the spaces should be organized in relation to one another.		
e.	Miramar Police Headquarters Design Build Miramar, Florida	2016	2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Design Consultant for the 80,000 SF, three story police headquarters for Miramar. The facility includes booking/ holding cells, vehicle sallyport, criminal investigation and support services bureaus, patrol division, communications, fitness areas as well as ballistic glazing on the exterior.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT (Complete one Section E for each key person)			
12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Enrique (Rick) Macia, AIA, LEED AP BD+C	Program Verification / Planning and Peer Review	a. TOTAL 31	b. WITH CURRENT FIRM 4
15. NAME OF FIRM AND LOCATION (City and State) Carter Goble Associates, (CGL), Miami, FL			
16. EDUCATION (Degree and Specialization) Masters of Architecture, Princeton University Bachelor of Architecture, University of Miami		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Architecture, FL #AR12727; GA #012470, NCARB #62578	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) American Institute of Architects, US Green Building Council			

19. RELEVANT PROJECTS			
a.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Miramar Police Headquarters Design Build Miramar, Florida	PROFESSIONAL SERVICES 2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Design Consultant for the 80,000 SF, three story police headquarters for Miramar. The facility includes booking/ holding cells, vehicle sallyport, criminal investigation and support services bureaus, patrol division, communications, fitness areas as well as ballistic glazing on the exterior.		
b.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Durham Police Headquarters Master Plan and Owners Representative, Durham, North Carolina	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) est. 2017
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Design Consultant for a 560,264 SF police headquarters that will address the long term facility needs of the Durham Police Department.		
c.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	City of Miami College of Policing Miami, Florida	PROFESSIONAL SERVICES 2006	CONSTRUCTION (If Applicable) 2009
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Principal in Charge		
d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	Taos County Sheriff's Office /Government Center Taos, New Mexico	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) 2011
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Project Architect for the Taos County Government Center located on a 10.6 acre property in Taos, NM. The complex includes the Taos County Sheriff's Department headquarters with space for 23 sworn officers plus support staff, squad room, evidence storage, weapons/armory vault and fitness/locker areas.		
e.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	North Miami Beach Police Headquarters North Miami Beach, Florida	PROFESSIONAL SERVICES 1996	CONSTRUCTION (If Applicable) 1996
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Project designer for an award-winning 42,600 SF facility that includes squad operations, holding areas, men's and women's locker rooms, records storage, investigation area, detective bureau, crime scene and photo lab, training, weapons and evidence storage, and general administrative support.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Lynn Gordon, IIDA	Interiors	a. TOTAL	b. WITH CURRENT FIRM
		36	14

15. NAME OF FIRM AND LOCATION *(City and State)*
AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION *(Degree and Specialization)*
 Bachelor of Design, College of Architecture, University of Florida, 1979

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*
 Florida Licensed Interior Designer (#IDE0000053)

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Lynn Gordon’s experience includes programming, space planning, and all phases of interior architectural project implementation. She also manages the selection, budgeting, and specification of furnishings. As a LEED Accredited Professional since 2003, Lynn has a wide range of experience on projects that have received LEED Certification. Lynn is a member of the International Interior Design Association (IIDA) and is certified by the National Council of Interior Design Qualification (NCIDQ).

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	City of Miami College of Policing Miami, Florida	2006	2009
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Interior Designer.		<input checked="" type="checkbox"/> Check if project performed with current firm
b.	Miami Dade Public Safety and Fire Rescue Training Facility Doral, Florida	2010	2010
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Complex to provide Fire Rescue Department with state-of-the-art facilities to provide effective and realistic simulation tools, equipment, systems and scenarios to support the critical training requirements of the firefighters. Interior Designer.		<input checked="" type="checkbox"/> Check if project performed with current firm
c.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	2008	2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Space Programmer, Interior Designer.		<input checked="" type="checkbox"/> Check if project performed with current firm
d.	Broward County Courthouse Ft. Lauderdale, Florida	2011	2016
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings. Interior Designer.		<input checked="" type="checkbox"/> Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Gustavo Santana	Senior Landscape Designer	a. TOTAL	b. WITH CURRENT FIRM
		15	13

15. NAME OF FIRM AND LOCATION *(City and State)*
 AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION *(Degree and Specialization)*
 Master, Landscape Architecture, FIU, Cum Laude, 2002
 Bachelor of Design, Plannerural Studies, FIU, 1999

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Gustavo Santana is a motivated and resourceful designer and project manager who has been extensively involved in master planning, site and detail design, construction administration on a variety of large and small scale projects including commercial, residential, educational, riverwalk and streetscape design. He has worked closely in providing clients with community and campus master plans, utilizing a full range of planning and design resources to manage change and improve quality of life. Awards include: Award of Merit, ASLA Florida Chapter, 2005 (Madie Ives Elementary School Butterfly Garden)

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	City of Coral Gables IDIQ Coral Gables, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE AECOM is providing continuing professional design services for architectural, engineering and environmental services. AECOM's full service team is assisting Coral Gables with a wide variety of tasks and projects dealing with the City's extensive infrastructure. Landscape Planner.		
	<input type="checkbox"/> Check if project performed with current firm		
b.	Ingraham Park Coral Gables, Florida	2013	2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Landscape Planner. Landscape, hardscape, lighting, site planning design, public outreach, and construction administration services for a two-acre park with an outdoor exercise area, civic scale fountain and trellis to create a southern gateway to Coral Gables.		
	<input checked="" type="checkbox"/> Check if project performed with current firm		
c.	Granada Boulevard Pedestrian Bridge at the Coral Gables Waterway Coral Gables, Florida	2014	2015
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Landscape, hardscape, lighting, site planning design, public outreach, and construction administration services for a pedestrian bridge and walkway connection over the Coral Gables Waterway along Granada Boulevard. Project provides a critical link for pedestrians to safely cross the waterway. Landscape Planner.		
	<input type="checkbox"/> Check if project performed with current firm		
d.	Coral Gables Golf Course Coral Gables, Florida	ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Landscape, hardscape, and site planning design and construction administration services. Project Manager/Landscape Planner.		
	<input checked="" type="checkbox"/> Check if project performed with current firm		
e.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range.		
	<input checked="" type="checkbox"/> Check if project performed with current firm		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Timothy J. Plummer, PE	Civil / Transportation Engineer	a. TOTAL 26	b. WITH CURRENT FIRM 21
15. NAME OF FIRM AND LOCATION (City and State)			
David Plummer & Associates, Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Bachelor of Science, Civil Engineering, North Carolina		State of Florida #49676 State of Colorado #29878	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
Institute of Transportation Engineers			

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	a.	City of Boca Raton Boca Raton, Florida	PROFESSIONAL SERVICES 2000
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm	
Traffic Engineer: Mr. Plummer managed the technical efforts for a comprehensive parking study for Downtown Raton to reanalyze the adopted parking requirements and investigate new strategies to meet short-term and long-term parking needs. The basic work tasks included a detailed parking inventory, projecting demand, and recommending parking strategies to meet future demand. Cost: \$22,692			
b.	American Airlines Miami, Florida	PROFESSIONAL SERVICES 2003	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Traffic Engineer: Mr. Plummer was responsible for providing a comprehensive traffic and parking management plan for the American Airlines Arena in Downtown, Miami, Florida. This efforts included developing temporary street medications, police control plans, fire rescue access, bus/taxi/limo staging plans, surface street signs, expressway directional signs, and parking plans. This multi-jurisdictional effort led to one of the fastest parking garage unloading times for a National Basketball Association arena. Cost: \$28,769			
c.	Downtown Miami Miami, Florida	PROFESSIONAL SERVICES 2000	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Traffic Engineer: Mr. Plummer spearheaded the management and technical efforts of this complex transportation master plan for downtown Miami. This plan guides future transportation improvements, solves transportation problems, improves the efficiency of the transportation system, and helps to achieve the desired vision for Downtown Miami for the next 25 years. Cost: \$129,000			
d.	New World Symphony Miami Beach, Florida	PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Traffic Engineer: Developed two conceptual garage alternatives, each with retail area on the ground floor along Pennsylvania Avenue and 17th St. Designed pedestrian access connecting to the NWS building. Provided dimensions and design standards for parking stalls (standard and handicap), drive aisles, curbs, and access driveways and ramps. Cost: \$30 million			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Juan Espinosa, PE	Traffic Engineering	a. TOTAL 30	b. WITH CURRENT FIRM 23
15. NAME OF FIRM AND LOCATION (City and State)			
David Plummer & Associates, Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Bachelor of Science, Civil Engineering		State of Florida #49512	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
Highway Capacity Training Access Management Training Air Quality Training			

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Performing Arts Center Miami, Florida	2001	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Traffic Engineer: Mr. Espinosa was the Project Manager of this comprehensive traffic and parking management plan for the Adrienne Arsht Center for the Performing Arts downtown Miami. This effort included developing temporary street modifications, police control plans, fire rescue access, bus/taxi/limo staging plans, surface street signs, expressway directional signs, and parking plans. Cost: \$43,108		
b.	I-95 Downtown Distributor Ramps PD&E Study Miami, Florida	1997	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Traffic Engineer: This complex urban interstate reconstruction project is analyzing new alternatives to eliminate the Distributor Ramps partially or totally. Each alternative provided a multi lane boulevard along SW 3 Street extending easterly from I-95 to Biscayne Blvd. The project also established a circulation loop within the downtown area. Cost: \$650,000		
c.	Biscayne Boulevard Corridor Study Miami, Florida	2003	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Traffic Engineer: This study evaluated the urbanization of Biscayne Blvd. in the general area between of NE 5th Street and NE 13 Street. The goal was to improve the aesthetics, pedestrian connection, drainage, and operations of this segment. Cost: \$34,500		
d.	Doctors Hospital Analysis Coral Gables, Florida		n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
	Traffic Engineer: DPA has been requested to conduct a parking survey to determine the requested number of available parking spaces at the Hospital campus during a typical weekday. Cost N/A		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Victor Lee, PE, PLS	Senior Engineer	a. TOTAL 30	b. WITH CURRENT FIRM 27
15. NAME OF FIRM AND LOCATION (City and State)			
David Plummer & Associates, Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Bachelor of Science, Civil Engineering		State of Florida #35233 State of Florida PLS #4917	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
MOT Advanced – Certified			

19. RELEVANT PROJECTS				
		(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
a.		Coral Way / SW 22 Street Roadway Improvements Miami, Florida	2010	2012
		(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
		This project consisted of improvements along a 2.5-mile segment of Coral Way from SW 37 Avenue to SW 12 Avenue in Miami- Dade County. The improvements consisted of curb ramp, sidewalk, and driveway modifications to meet current ADA standards.		
b.		Downtown Doral Infrastructure Improvements Doral, Florida	2012	2014
		(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
		This project consists of the reconstruction of approximately 7,000 linear feet of roadway network in Downtown Doral. The project required 2,700 LF of new water mains and connections, 2000 of new sanitary sewer mains, signing and pavement marking, signalization, and lighting plans for segments of NW 53 Street, NW 53 Terrace, and NW 84 Avenue. The Construction Cost was \$5 million.		
c.		US 1 Roadway Improvements Pinecrest, Florida	2010	2014
		(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
		This FDOT resurfacing, restoration, and rehabilitation project along US-1 (South Dixie Highway) extended from SW 136 Street to SW 102 Street. DPA prepared roadway, signing and pavement marking, and signalization plans for this project. In addition to the milling and resurfacing of this 2.3-mile segment of US-1, the improvements included the construction of offset left turn lanes at 3 major intersections to provide better sight distance; upgrading the traffic signals at 5 intersections; construction of a new mast arm signal at US-1 and Montgomery Drive; and construction of curb ramps and sidewalks to meet current ADA standards. DPA provided post design services during the construction phase of this \$3 million project.		
d.		Parking Lots and Roadway Improvements at SW FL Intern'l Airport Ft. Myers, Florida	2009	2012
		(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
		The Lee County Port Authority (LCPA), recognized the need for a major renovation to its Southwest Florida International Airport patron and employee parking lots, in addition to its then current terminal roadway system. DPA to prepared design documents for these improvements, which included a new 500-space parking lot, modification of the existing parking lots, widening of the then terminal frontage roads and connector service roads.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Todd Seymour, PE	Site Civil Engineer	a. TOTAL 28	b. WITH CURRENT FIRM 23
15. NAME OF FIRM AND LOCATION (City and State)			
David Plummer & Associates, Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
Bachelor of Science, Civil Engineering		State of Florida #52098	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			
Florida Department of Transportation-Water Quality Impact Evaluation Course BT-05-0009 IMSA - Certified Traffic Signal Technician – AA55706 MOT Advanced – Certified ADA for Facilities Access Course BT-05-0010 American Society of Civil Engineers			

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Shops at Fifth & Alton Parking Garage Enhancements Miami Beach, Florida	2008	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm This project involved the design enhancements to a completed parking garage for a retail shopping center of 180.00 SF that is three levels high and has a six level parking garage with 1080 parking spaces. DPA designed circulation modifications, access enhancements, signage upgrades, and pedestrian feature improvements.		
b.	West Kendall Baptist Hospital Miami, Florida	2006	2011
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm This project consists of the new West Kendall Baptist Hospital . The hospital complex is on a 30 acre parcel at SW 162 Avenue and SW 96 Street in Miami Dade County. The hospital provides 134 beds with the capabilities to expand into a 300 bed facility. In addition to the hospital there is a central energy plant, medical arts building, three lakes on-site and a day care facility. The entire project was certified LEED Gold. DPA designed, bid , award, and conducted construction administration for all of the site work. Site Const. Cost Only: \$110 Million		
c.	New World Symphony Parking Garage Miami Beach, Florida	2009	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm The Hines Company in coordination with the City of Miami Beach hired DPA as a parking garage consultant along with several other consultants to prepared 30% design documents for the 500 space parking garage that would be used for the New World Symphony. DPA developed the design for several alternatives of the parking garage ; designed ADA access routes including to the New World Symphony pedestrian elevated walkway; review of column spacing for maximum efficiency.		
d.	Miami Cancer Institute Miami Florida	2012	In Const. Now
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm David Plummer and Associates as the site civil sub-consultant designed, bid, and is performing the construction management for the Miami Cancer Institute at Baptist Hospital's main campus. This project is located on a 12 acres site next N. Kendall Drive and SW 87 Court. This project is comprised of a 300,000 square feet cancer treatment building housing six Linear Accelerators, a 95,000 square feet research facility with Proton clinic and a three Gantry Proton building – a first in south Florida. The project is anchored by two parking garages with a total of 1,400 cars.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Giancarlo Benadetti, PE, SE	Structural Engineer	a. TOTAL 10	b. WITH CURRENT FIRM <1
15. NAME OF FIRM AND LOCATION (City and State)			
AECOM Technical Services, Inc., Coral Gables, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
MSCE, Structural Engineering, University of Central Florida (2014) BS, Civil Engineering, Florida Atlantic University (2007)		Professional Engineer (PE) - FL # 73969 Licensed Structural Eng. (SE) – IL #081.007794 NCEES 16 hr. SE Exam NCEES Record Active with Model Law Structural Engineer (MLSE) special designation	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	City of Coral Gables IDIQ Coral Gables, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE AECOM is providing continuing professional design services for architectural, engineering and environmental services. AECOM's full service team is assisting Coral Gables with a wide variety of tasks and projects dealing with the City's extensive infrastructure.		
b.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range. Structural Engineer		
c.	Miami-Dade Dept of Health Office Campus and Parking Garage Miami, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Planning and design services. The site includes two existing facilities, the recently completed new Miami-Dade County Health Department building and State Lab. The scope of the proposed new construction includes a parking garage of approximately 450 cars and approximately 75,000 sf of office space. The State requested a Master Plan be developed outlining current conditions and future development potential of the site. Structural Engineer		
d.	Florida 3rd District Court of Appeal, Remodel and Security Upgrades, Miami-Dade County, Florida	Est. 2016	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE AECOM is providing full design services to remodel the 1973 building, 3rd district court of appeal located in west Miami-Dade County and to upgrade its entire security infrastructure. The services include a holistic analysis of its entire security systems and facilities, relocation the entry and its security screening area, ADA upgrades to its bathrooms and courtroom and upgrading all systems to comply with new building energy efficient models. The Ground floor will be completely remodels to house a brand new Marshall's department, security control room, a new clerk's office with state of the art records storing system, a new attorney's lounge, additional attorney's conference areas and a new entrance security screening and larger lobby. Structural Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Orlando Hernandez, PE, LEED AP	Mechanical / Plumbing	a. TOTAL	b. WITH CURRENT FIRM
		47	4
15. NAME OF FIRM AND LOCATION <i>(City and State)</i>			
AECOM Technical Services, Inc., Coral Gables, FL			
16. EDUCATION <i>(Degree and Specialization)</i>		17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i>	
BS/Mechanical Engineering/Florida International University/1977		PE FL (#33145); LEED AP	

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Orlando has a wide experience in the design of heating, ventilating and air conditioning systems as well as plumbing, and fire protection systems. His vision and desire is to provide innovative solutions to the challenges presented in the design of today's complex mechanical systems.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	a.	Sunny Isles Beach Government Center and Police Headquarters Sunny Isles Beach, Florida	PROFESSIONAL SERVICES 2004
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	A 58,000-square-foot government complex inclusive of city hall, commission chambers, police facility, and a public library. Project includes 400-care parking garage adjacent to the facility. Mechanical Engineer.		
b.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If Applicable) 2011
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Mechanical Engineer		
c.	Miami-Dade Dept of Health Office Campus and Parking Garage Miami, Florida	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Planning and design services. The site includes two existing facilities, the recently completed new Miami-Dade County Health Department building and State Lab. The scope of the proposed new construction includes a parking garage of approximately 450 cars and approximately 75,000 sf of office space. The State requested a Master Plan be developed outlining current conditions and future development potential of the site. Mechanical Engineer		
d.	Broward County Courthouse and Parking Garage Ft. Lauderdale, Florida	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) 2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings. Mechanical Engineer		
e.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range. Mechanical Engineer		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Ovidio Rodriguez, PE, LEED AP	Electrical Engineer	a. TOTAL	b. WITH CURRENT FIRM
		37	14

15. NAME OF FIRM AND LOCATION *(City and State)*
 AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION <i>(Degree and Specialization)</i> MS/Construction Management BS/Electrical Engineering	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> PE (Electrical), FL #55995 (TX, GA) LEED AP
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
 Ovidio Rodriguez has extensive management, construction, and design experience, and keeps an effective and timely communication with the client, contractor, and the team. He is the division quality representative (DQR) for engineering in the Miami office, participating in internal quality audits.

19. RELEVANT PROJECTS			
	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Sunny Isles Beach Government Center and Police Headquarters Sunny Isles Beach, Florida	2004	2005
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
A 58,000-square-foot government complex inclusive of city hall, commission chambers, police facility, and a public library. Project includes 400-care parking garage adjacent to the facility. Electrical Engineer.			
b.	Florida 3rd District Court of Appeal, Remodel and Security Upgrades Miami-Dade County, Florida	Est. 2016	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
The services include a holistic analysis of its entire security systems and facilities, relocation the entry and its security screening area, ADA upgrades to its bathrooms and courtroom and upgrading all systems to comply with new building energy efficient models. Electrical Engineer			
c.	Miami-Dade Dept of Health Office Campus and Parking Garage Miami, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Planning and design services. The site includes two existing facilities, the recently completed new Miami-Dade County Health Department building and State Lab. The scope of the proposed new construction includes a parking garage of approximately 450 cars and approximately 75,000 sf of office space. The State requested a Master Plan be developed outlining current conditions and future development potential of the site. Electrical Engineer			
d.	Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	Ongoing	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Master planning and architecture through design development for a mixed use complex including remodeling a historic fire station, 4 new apparatus bay additions, indoor/outdoor fire training facilities, a new three story trolley maintenance facility which includes police training spaces and a firing range. Mechanical Engineer			
e.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	2008	2011
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE		<input checked="" type="checkbox"/> Check if project performed with current firm
Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Electrical Engineer			

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Martha Casas, PE	Fire Protection Specialist	a. TOTAL	b. WITH CURRENT FIRM
		5	5

15. NAME OF FIRM AND LOCATION *(City and State)*
AECOM Technical Services, Inc., Coral Gables, FL

16. EDUCATION *(Degree and Specialization)*
BS, Mechanical Engineering, Florida International University

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

At AECOM, Martha Casas is a key member of the Mechanical Engineering group with a primary focus in Fire Protection Engineering. She collaborates in the design of fire protection systems, hydraulic calculations and building code analysis. Her past experience with the firm includes a wide variety of building types including: administrative office; hospitality; criminal justice; educational; public and institutional. She also has experience on projects with a high degree of complexity, such as high-rise buildings. Fluent in English and Spanish, he is also proficient in software applications including AutoCAD.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
			PROFESSIONAL SERVICES
a.	Miami-Dade Dept of Health Office Campus and Parking Garage Miami, Florida	Ongoing	n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	Planning and design services. The site includes two existing facilities, the recently completed new Miami-Dade County Health Department building and State Lab. The scope of the proposed new construction includes a parking garage of approximately 450 cars and approximately 75,000 sf of office space. The State requested a Master Plan be developed outlining current conditions and future development potential of the site.		
b.	Florida 3rd District Court of Appeal, Remodel and Security Upgrades Miami-Dade County, Florida	Est. 2016	n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	AECOM is providing full design services to remodel the 1973 building, 3rd district court of appeal located in west Miami-Dade County and to upgrade its entire security infrastructure. The services include a holistic analysis of its entire security systems and facilities, relocation the entry and its security screening area, ADA upgrades to its bathrooms and courtroom and upgrading all systems to comply with new building energy efficient models. The Ground floor will be completely remodeled to house a brand new Marshall's department, security control room, a new clerk's office with state of the art records storing system, a new attorney's lounge, additional attorney's conference areas and a new entrance security screening and larger lobby. Structural Engineer		
c.	Collier County Government Center and Parking Garage Naples, Florida	2007	2007
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	Fire protection new 1,130-car parking garage. This project was done for Collier County under a design and consulting services on a continuing contract basis.		
d.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	2008	2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Fire Protection		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Anthony Valino	QA/QC/Site Specification	a. TOTAL 31	b. WITH CURRENT FIRM 10

15. NAME OF FIRM AND LOCATION <i>(City and State)</i>	
AECOM Technical Services, Inc., Coral Gables, FL	

16. EDUCATION <i>(Degree and Specialization)</i>	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i>
BA Architectural Technology, Florida International University, 1989 Associate, Arts, Miami-Dade Collage, 1984	Registered General Contractor, Florida Registered Roofing Contractor, Florida

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Anthony has personally managed over \$1.6 billion dollars of combined architectural and construction projects and participated in over \$4.8 billion dollars of construction scope over his continuous thirty (30) years of overall experience in all aspects of architectural design, project team management, contracts negotiations, value engineering analysis, construction document production and coordination, construction administration/ management for educational, governmental, institutional, commercial, industrial and residential facilities throughout the United States and the State of Florida.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Miami Dade Fire Rescue Facility Doral, Florida	2010	2010
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Complex to provide Fire Rescue Department with state-of-the-art facilities to provide effective and realistic simulation tools, equipment, systems and scenarios to support the critical training requirements of the firefighters. Project Manager/Construction Administration.		
b.	Broward County Courthouse Ft. Lauderdale, Florida	2011	2016
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Part of joint venture team providing master planning and design services for this judicial complex located on an 18-acre site. Includes County jail, courthouse complex, energy center, and several county office buildings. Specifications - QA/QC.		
c.	City of Miami College of Policing Miami, Florida	2006	2009
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	This 112,968 sf facility will house state of the art training facilities for the police department as well as a 450 student magnet high school focused on law studies and forensic science. The police components will include a 14 lane indoor firing range; defensive tactics, in-service, and recruit classrooms, a gym, EOC, and a 200 seat auditorium. Specifications - QA/QC.		
d.	Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	2008	2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Three linked two-story buildings organized around a central courtyard, the complex includes 110,000 sf housing the administrative, courts, and detention components of the County government. The courthouse building accommodates five courtrooms for the District and Magistrate Court, judicial chambers, the Clerk of Court, and court support spaces. Specifications - QA/QC.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
Kim Lombard, AIA, LEED AP BD+C	LEED Coordinator	16	11

15. NAME OF FIRM AND LOCATION *(City and State)*
 AECOM Technical Services, Inc., Roanoke, VA

16. EDUCATION <i>(Degree and Specialization)</i>	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i>
BA, Architecture, Georgia Institute of Technology, 2002 AAS, Business Mgmt, Virginia Western Community College, 1996	Registered Architect, Georgia LEED Accredited Professional Building Design + Construction

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Kimberly Lombard is an architect, skilled at creating schematic design, layouts, floor plans, and models for a variety of projects. She has performed site field inspections and construction administration, and participates in the sustainable design effort as the LEED coordinator for the architectural team.

Memberships: US Green Building Council - Greater Virginia Chapter; American Institute of Architects

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
			PROFESSIONAL SERVICES
a.	Reston District Police Station and Governmental Center Master Plan and Design, Reston, VA	2012	2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Public Safety Design LEED Coordinator for the new 36,000-SF, two-story facility. The facility includes offices, conference rooms, report writing rooms, male/female locker rooms, fitness center, community room, and vehicle/material storage bays.		
b.	City of Raleigh Critical Public Safety Facility Raleigh, North Carolina	2014	2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	LEED Coordinator for this new 107,080 sf consolidated communications facility including a new 9-1-1 Center, Emergency operations center, city-wide data center and traffic management center		
c.	US Nat'l Aeronautics & Space Administration, Goddard Space Flight Center IDIQ 2010-2015: Flight Project Bldg Design Greenbelt, Maryland	2010-2015	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	LEED coordinator responsible for coordinating client, design, and construction teams to achieve LEED Silver rating. The new construction takes advantage of advantageous location credits comprising public transportation access, community connectivity and low-emitting and high occupancy vehicle priority. 28% energy savings & 38% water savings over a LEED baseline are projected to be achieved. 70% of the building's energy will be offset through Green Power Renewable Energy Certificates for exemplary performance. All building materials were sustainably sourced in order to take advantage of applicable credits thus creating a holistic interior environment.		
d.	US Army Corps of Engineers Huntsville, Medical Facilities A&E Services IDIQ 2009-2015: Hospital Addition Supporting Stu, Roanoke, Virginia	2009-2015	n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	LEED specialist to develop the request for proposal for a hospital addition and commercial utility program (CUP) replacement. This is a challenging site with high traffic and parking concerns along with rigorous stormwater, water, and energy requirements. On-site meetings with users over several days determined the needs of the project's scope.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Aaron Adilman	AV Technology Specialist	a. TOTAL 25	b. WITH CURRENT FIRM 14

15. NAME OF FIRM AND LOCATION <i>(City and State)</i> AECOM Technical Services, Inc., Chicago, IL
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16. EDUCATION <i>(Degree and Specialization)</i> Bachelor, Industrial Technology Illinois State University, 1990	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i> Registered Communications Distribution Designer (#162129R) Certified Technology Specialist, Design (#2328744)
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Aaron has 20+ years experience in project management, design, engineering, and program management for low-voltage technology systems including audiovisual systems, IT transport systems, wireless systems, structured cabling systems, and physical electronic security surveillance systems. Holding technical engineering and security credentials, he has been involved with many transportation projects including un-class and classified projects for the federal government including large security system upgrades, command and control rooms, joint operation rooms, facilities and SCIF spaces, and data centers.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	a.	City of Raleigh Critical Public Safety Facility Raleigh, North Carolina	PROFESSIONAL SERVICES 2014
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	Aaron provided audiovisual expertise in the design and engineering of all the audiovisual systems for this new facility. AV Systems included multiple command and control room video walls, network based video distribution system, Internet Protocol Television System (IPTV), off-air antenna system, video conferencing system, press and media briefing facility and infrastructure, interactive video displays, voice and sound reinforcement, remote control system and conference room scheduling system.		
b.	Lake County Criminal Courts, New Court Tower and Renovation Waukegan, Illinois	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) 2015
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	We are providing the complete design and engineering for Lake County's new 240,000 sf building and renovation. The building consists of 17 Courtrooms and 3 additional courtrooms within the existing building. All courtrooms have state of the art courtroom AV with high definition (HD) videoconferencing and outputs for broadcast press. Aaron is technical lead for the Telecom, IT and Audiovisual systems.		
c.	BRAC National Capital Region Relocation Administrative Facility Andrews Air Force Base, Maryland	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) 2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	AECOM teamed with Coakley-Williams Construction, Inc. and CDM/CAPE Joint Venture to design and build the \$117.7 million office building to support the relocation of 2,000 US Air Force staff in the National Capital Region due to the Dept of Defense, Base Realignment and Closure (BRAC) process. The new bldg will house four major tenant groups: namely the Courts (Appellate and Trial), HQ USAF level staff, the 316th Wing, and the Air Force District Washington (AFDW). Aaron was lead Audiovisual Engineer.		
d.	County of San Mateo Regional Operations Center Redwood City, California	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) Ongoing
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>		<input checked="" type="checkbox"/> Check if project performed with current firm
	Design of the new 37,000 sf Emergency Operations Center and Emergency Communications Center.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Douglas Milby	Security Engineer	a. TOTAL 29	b. WITH CURRENT FIRM 9

15. NAME OF FIRM AND LOCATION *(City and State)*
AECOM Technical Services, Inc., Greenwood Village, CO

16. EDUCATION *(Degree and Specialization)*
Bachelor, Electrical Engineering, University of Dayton, 1985

17. CURRENT PROFESSIONAL REGISTRATION *(State and Discipline)*

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

Douglas Milby has over 28 years of experience with security system and electrical engineering design, project management, and Design/Build projects. He holds two U.S. Patents (No. 879960, a unique controls solution for a pump system; No. 6522032, a non-mechanical switch utilizing both touch and pressure) and is very familiar with the latest version of AutoCAD/Revit. He has extensive experience leading and designing projects for security systems for jails, courthouses, police departments, correctional facilities, and other governmental buildings. His extensive project experience includes both renovation and new construction work.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If Applicable)
a.	Florida 3rd District Court of Appeal, Remodel and Security Upgrades, Miami-Dade County, Florida	Est. 2016	n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> <input checked="" type="checkbox"/> Check if project performed with current firm AECOM is providing full design services to remodel the 1973 building, 3rd district court of appeal located in west Miami-Dade County and to upgrade its entire security infrastructure. The services include a holistic analysis of its entire security systems and facilities, relocation the entry and its security screening area, ADA upgrades to its bathrooms and courtroom and upgrading all systems to comply with new building energy efficient models. The Ground floor will be completely remodels to house a brand new Marshall's department, security control room, a new clerk's office with state of the art records storing system, a new attorney's lounge, additional attorney's conference areas and a new entrance security screening and larger lobby. Security Engineer.		
b.	Westminster Police Department Headquarters Westminster, California	2011	2011
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> <input checked="" type="checkbox"/> Check if project performed with current firm Doug designed the door control/PLC, touchscreen, intercom, video surveillance system, network video recording, staff duress alarm and uninterrupted power systems for the facility.		
c.	Clay County Courthouse Green Cove Springs, Florida	2005	2007
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> <input checked="" type="checkbox"/> Check if project performed with current firm Doug designed the door control/PLC, touch-screen, access control, intercom, surveillance, digital video recording, intrusion detection, and a duress alarm systems for the courthouse.		
d.	Flagler County Courthouse Bunnell, Florida	2005	2007
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> <input checked="" type="checkbox"/> Check if project performed with current firm Doug designed the door control/PLC, touch-screen, access control, intercom, surveillance, digital video recording, intrusion detection, and a duress alarm systems for the courthouse and detention center.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Brian Waller, PE, RCDD, NTS, DCDC	IT / Security Specialist	a. TOTAL	b. WITH CURRENT FIRM
		35	5

15. NAME OF FIRM AND LOCATION <i>(City and State)</i>
AECOM Technical Services, Inc., Minneapolis, MN

16. EDUCATION <i>(Degree and Specialization)</i>	17. CURRENT PROFESSIONAL REGISTRATION <i>(State and Discipline)</i>
MSEE, Electrical Engineering, University of California - LA, 1971 BSEE, Electrical Engineering, North Dakota State University of Agriculture and Applied Sciences, 1968	PE, Florida, Illinois, North Carolina, Arkansas, District of Columbia, Wisconsin, Maryland, Virginia, Pennsylvania, Minnesota, Georgia, Ohio; NCEES Certificate; Building Industry Consulting Service International (BICSI); Network Transport Specialist (NTS); Registered Communications Distribution Designer (RCDD); Data Center Design Consultant (DCDC)

18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
 Brian is a senior electrical engineer with over 35 years of consulting electrical engineering and project management experience. His areas of expertise include the complete design of electrical power distribution systems, data centers/mission critical systems, lighting design, and communication technology systems. Brian’s responsibilities cover all electrical and communications facets of the project, from conceptual design through construction, including supervision of production staff and all required construction administration and field supervision.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	a.	City of Raleigh Critical Public Safety Facility Raleigh, North Carolina	PROFESSIONAL SERVICES 2014
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Technology design of City data center. IT Specialist		
	Check if project performed with current firm		
b.	County of San Mateo Regional Operations Center Redwood City, California	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) Ongoing
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Design of the new 37,000 sf Emergency Operations Center and Emergency Communications Center. IT / Security Specialist		
	<input checked="" type="checkbox"/> Check if project performed with current firm		
c.	Will County, Wescom 911 Center Plainfield, Illinois	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Oversight of electrical engineering design including standby power and UPS distribution and signing of electrical drawings. Telecommunications/technology design including layout of equipment racks/cabinets and pathways.		
	Check if project performed with current firm		
d.	City of Winnipeg, Police Headquarters Winnipeg, Manitoba	PROFESSIONAL SERVICES 2010-2014	CONSTRUCTION (If Applicable) 2014
	(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Cabling infrastructure design including pathways, racks, cabinets, cabling, jacks, patch panels, technology room layout, computer equipments layout, fiber and copper riser diagrams, grounding riser, service entrance rooms layouts, antenna cabling, netclock system for 911, and paging systems. Made recommendations to electrical designer and HVAC designer for power distribution and heat removal/AC in computer room.		
	Check if project performed with current firm		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
Mark Hannah	911-Radio Specialist	a. TOTAL	b. WITH CURRENT FIRM
		35	5

15. NAME OF FIRM AND LOCATION (City and State)
AECOM Technical Services, Inc., Raleigh, NC

16. EDUCATION (Degree and Specialization) BSEE, Electrical and Electronics Engineering, Bradley University, 1980 BSEE, RF and Electronics, Bradley University, 1980	17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline) Project Management Professional
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)

Mark brings 30 years of experience in telecommunication system design and implementation management, including land mobile and microwave networks. He has over 25 years of experience in project management in the public safety and utilities industry. His work encompasses multiple project integration, evaluations and negotiations, program management, scope and schedule management to include the development and management of multi-level project schedules for sub projects to fit into top level program schedules, resource leveling, expediting project tasks, project milestone fulfillment, and coordinating technical and non-technical disciplines. Mark's career included early experience at GE mobile radio division/Ericsson private radio systems, where he designed and sold complex analog and digital Land Mobile Radio systems, Ericsson Consumer Products Manufacturing, managing the implementation of a \$10 million automated production line.

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
a.	City of Raleigh Critical Public Safety Facility Raleigh, North Carolina	PROFESSIONAL SERVICES 2014	CONSTRUCTION (If Applicable) 2016
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Radio Technology Design for this new 107,080 sf consolidated communications facility including a new 9-1-1 Center, Emergency operations center, city-wide data.		
b.	County of San Mateo Regional Operations Center Redwood City, California	PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm 911 technology specialist of the new 37,000 sf Emergency Operations Center and Emergency Communications Center.		
c.	Harrisonburg-Rockingham Emergency Communications Center - Radio System Upgrade, Harrisonburg, Virginia	PROFESSIONAL SERVICES 2006 / 2007	CONSTRUCTION (If Applicable) 2007
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Project manager assisting the client in final contract negotiations, implementation, and acceptance testing of a radio system upgrade.		
d.	New York City Department of Information Technology and Telecommunications, Communications System Design New York, New York	PROFESSIONAL SERVICES 2002	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm Program manager responsible for designing, negotiating, and implementing a citywide 32-site system that will allow the fire department, City of New York, and other city agencies to communicate more effectively. Built the backhaul network in both the Harris factory, then the Motorola staging center to demonstrate performance to the city representatives. Installed the network at the sites in New York City which involved crane lifts, specific crews for certain buildings, special mounting structures, and detailed methods of procedure for FDNY sites		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person)

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
David Cabage, CCP	Cost Estimating	a. TOTAL 25	b. WITH CURRENT FIRM 21
15. NAME OF FIRM AND LOCATION (City and State)			
AECOM Technical Services, Inc., Tampa, FL			
16. EDUCATION (Degree and Specialization)		17. CURRENT PROFESSIONAL REGISTRATION (State and Discipline)	
BS/1986/Building Construction/University of Florida		Certified Cost Professional	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

David is experienced in cost estimating and scheduling for all types of projects. Estimates involve all Construction Specifications Institute divisions from conceptual plans through finish, including change orders. He is proficient in the use of such software as Timberline Estimating and Job Costing, Primavera, Microsoft Project, and various commercial spreadsheets and databases. Project types have included highways, bridges, airports, ports, transit/rail, buildings, military installations, and commercial and mixed-use complexes.

19. RELEVANT PROJECTS			
a.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		Coral Gables Fire Station 2 Addition and Renovation, New Public Safety Training Complex and New Trolley Maintenance Facility	PROFESSIONAL SERVICES Ongoing
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	Provided estimates of probable construction cost for the City's new Trolley Maintenance Building in the planning and design of the New Public Safety Training Complex and New Trolley Maintenance Facility.		
b.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2014	CONSTRUCTION (If Applicable) 2014
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm		
	New 450-car parking structure with design provisions for future office space consisting of 75,000 sf on additional three floors above the parking levels. Cost Estimator		
c.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm		
	Cost Estimator: Miscellaneous services contract with the City of St. Petersburg. Significant assignments included the 30th Avenue North Culvert Design, design of the 4th Street South Bridge Replacement over Booker Creek, design of the Overlook Drive NE over Grande Canal Bridge Replacement, and the Compressed Natural Gas temporary compressor station for the City's sanitation fleet.		
d.	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES Ongoing	CONSTRUCTION (If Applicable) n/a
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Check if project performed with current firm		
	Cost Estimator: AECOM serves as Program Manager for this statewide assignment to implement projects in the Department's Facilities Capital Outlay program. The AECOM Tampa office has completed numerous successful assignments to provide complete engineering/architectural designs (or design criteria packages for design-build) for numerous specialty-use buildings from central to south Florida. Projects included rehabilitative reconstruction of in-use facilities, as well as from-the-ground-up development of new buildings and infrastructure.		

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 1
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
Los Angeles Police Department Headquarters Los Angeles, California	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If Applicable) n/a

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of Los Angeles Bureau of Engineering	b. POINT OF CONTACT NAME Tom Brennan, LAPD - Facilities Management Division	c. POINT OF CONTACT TELEPHONE NUMBER 213 482 7303

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



AECOM designed the new 500,000-square-foot Police Administration Building that features areas dedicated to police administration and investigative operations, plus large assembly spaces including a conference center, the Police Commission hearing room and the Compstat (computer comparison statistics) command center. In addition to below-grade parking for 365 cars, a 200-seat cafe, and 450-seat auditorium are located adjacent to the building along Main Street. The cafe and auditorium, which are open to the public, serve the community as well as serve building occupants.

The administration building was a collaborative process between the city

of Los Angeles Bureau of Engineering, the police department, the design team, and the community to develop and refine several alternatives.

Reviews, comments, and collaboration with other stakeholders also occurred, including the Department of Public Works, city council members, office of the mayor, chief administrative office, chief legislative analyst, Cultural Affairs Commission, and the Project Restore First Street design team. Additionally, more than 30 public workshops were held with community members.

The community and stakeholder groups regarded proper consideration of key issues including building massing, traffic, pedestrian circulation, amenities, and

open space critical to the success of the project. Balancing project requirements with these issues resulted in mutually successful solutions such as 75-foot security setbacks which offered an opportunity to create generous public spaces, civic plazas, and gardens that promote a sense of openness and community between the LAPD and the surrounding neighborhood.

Responding to the city's goal of sustainable building practices, the project is LEED certified to the Gold level. Numerous sustainable elements were incorporated.

Project Value: \$303 million

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Los Angeles, CA	(3) ROLE Prime
b.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, FL	(3) ROLE Prime
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**Los Angeles Police Department Headquarters
Los Angeles, California (continued)**



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	AECOM Technical Services, Inc.	Los Angeles, CA	Prime
b.	AECOM Technical Services, Inc.	Coral Gables, FL	Prime
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER
2

21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
St. Petersburg Police Headquarters St. Petersburg, FL	PROFESSIONAL SERVICES 2015	CONSTRUCTION (If Applicable) n/a

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of St. Petersburg St. Petersburg Police	b. POINT OF CONTACT NAME Michael McDonald Assistant Director	c. POINT OF CONTACT TELEPHONE NUMBER 727 893 4090

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



St. Petersburg is the fourth largest city in Florida with a population of approximately 250,000. The St. Petersburg Police Department has more than 900 employees and volunteers providing a full array of police services to the citizens and visitors to the City of St. Petersburg. The City selected AECOM, along with a local architectural firm, to lead the design for their new headquarters and operations facility to be located immediately to the north of their existing facilities along the growing First Avenue corridor. By consolidating a few parcels, the City was able to provide a new block-wide campus for the new facilities. As part of the design, the AECOM team reevaluated the existing

program and developed a master plan for the site (including the existing facilities) to maximize the allocated budget for the project. The new facility as master planned will have a new public entrance at the corner of 13th Street and 1st Ave, with a community room and public service counter exemplifying the department's commitment to Community Policing principles. The internal block will be secured for officers and police vehicle with a separate police entrance leading to an internal "hub" for officer activities, including read out briefing rooms, evidence drop-off, records, and uniform patrol administration. The new facilities will include a new police communications center (9-1-1),

administration, and training facilities, as well as detectives and evidentiary services. A new city-wide data center is planned due to the protected nature of the facility, which will be designed to a Category 5 hurricane wind strength with the requisite redundancies for continuous operations. A new city EOC is part of the master plan and may be included within the new facility with grant funding from FEMA. A remote delivery facility, an existing garage, county-owned public safety radio shelter, and 300-foot tower are also included in the site master planning. Project Value: \$30 million Architect of Record: Harvard Jolley

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Norfolk, VA	(3) ROLE Subconsultant
b.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, FL	(3) ROLE Subconsultant
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 3
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
New York State Police Troop G Headquarters Building Colonie, NY	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If Applicable) n/a

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER New York State Police Troopers	b. POINT OF CONTACT NAME Mark Chaffee	c. POINT OF CONTACT TELEPHONE NUMBER 518.457.3258 mchaffee@troopers.state.ny.us

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



AECOM provided architectural design, programming, planning, and communications design services for a new \$40 million, 133,000-square-foot campus facility for the New York State Police Troop G Headquarters. Faced with overcrowded and outdated conditions at the existing headquarters in Loudonville, NY, the State Office of General Services commissioned AECOM along with a local architect, to program, plan, and design on a property located in Colonie, NY.

This new campus contains a new State Police Troop G Headquarters including a consolidated State Operations Center for State Police dispatch, Park Police dispatch, Department of Environmental

Quality dispatch, Department of Transportation Traffic Management System, and an emergency management operations center. Additional facilities include a Forensic Identification Unit (FIU) Crime Laboratory and evidence storage facility, a regional centralized Quartermaster Storage Facility, and a planned centralized State Police Vehicle Maintenance and Set-Up Facility.

The main public entrance and parking for the site is located on Route 7, a major arterial road. There is a secure staff entrance accessed from a side street and all staff parking is located within a secure area. The site design was driven by the need to preserve major wetlands

areas located on the site. The rear of the property is wooded wetland which the design preserved. Accommodations were made for two means of access to the site for secure vehicles and parking was designed for a separate staff entrances for the headquarters as well as the FIU and the Dispatch Center. Separate vehicle circulation and parking was provided for the Quartermaster and Vehicle Maintenance Facility.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Norfolk, VA	(3) ROLE Subconsultant
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**New York State Police Troop G Headquarters Building
Colonie, NY (continued)**



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	AECOM Technical Services, Inc.	Norfolk, VA	Subconsultant
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER <h1 style="text-align: center;">4</h1>
21. TITLE AND LOCATION (City and State) City of Miami College of Policing Miami, FL		22. YEAR COMPLETED PROFESSIONAL SERVICES: 2008 CONSTRUCTION (If Applicable): 2009
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of Miami Department of Capital Improvement	b. POINT OF CONTACT NAME Frank Fernandez, Deputy Chief of Police (former)	c. POINT OF CONTACT TELEPHONE NUMBER 954.967.4357
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)		



The College of Policing is a unique partnership between the City of Miami Police Department and the Miami-Dade County School Board. The complex houses state of the art training facilities for the police department, as well as a 450 student magnet high school focused on law studies and forensic science. AECOM provided architecture, interior design, structural and electrical engineering, building engineering reviews (QA/QC), and construction administration for this facility that is used by local, regional, and international law enforcement personnel. The new building lobby shares the raised entry plaza of the existing headquarters and provides secured access to a 200-seat multipurpose auditorium with

simultaneous translation capabilities. This auditorium is designed to be available to the local community for after-hours use. The ground floor of the building includes a gymnasium, locker rooms, defensive tactics classrooms, standard classrooms, and space for the SWAT team. This floor also includes a 14-position indoor firing range designed for static and dynamic training and angled shooting between the 2nd and 10th lanes. The range utilizes an inclined wet system bullet trap and is intended to accommodate pistol, rifle, and shotgun rounds. Eleven multipurpose classrooms are provided for police recruit and in-service training. The facility also includes an emergency operations center to support Fire and other city departments,

as well as an adjacent dormitory area with 16-person capacity. Located on a 1.60-acre downtown Miami site adjacent to the existing police headquarters, the 112,968-square foot magnet high school has its own separate entrance, and its co-location on the site will create a collaborative atmosphere for students interested in future careers in law enforcement. With its own cafeteria, media center, locker rooms, administrative area, and moot courtroom, the school also includes 14 standard classrooms, two science labs, and a practical lab for law studies. Project Value: \$36.4 million (completed within budget) Architect of Record: AECOM

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Coral Gables, FL	Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	Carter Goble Associates, LLC	Columbia, SC	Subconsultant
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

City of Miami College of Policing/Miami-Dade School of Law Studies, Homeland Security and Forensic Sciences, Miami, FL (continued)



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Coral Gables, FL	Prime
	Carter Goble Associates, LLC	Columbia, SC	Subconsultant
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 5
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
Taos County Public Safety, Judicial, Detention and Administration Complex, Taos, New Mexico	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If Applicable) n/a

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Taos County Board of County Commissioners	b. POINT OF CONTACT NAME L. Scott Taylor Senior PM	c. POINT OF CONTACT TELEPHONE NUMBER 505.205.6668

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)
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The Taos County Government Center is located on a 10.6 acre property in a developing area of Taos, New Mexico. Consisting of three linked two story buildings organized around a central courtyard, the complex includes approximately 141,906 SF housing the administrative, courts, and detention components of the County government. The complex is designed to reflect the unique regional traditions of the American Southwest through the careful use of the building massing and materials. The complex is designed to reflect the pueblo and territorial architectural traditions of New Mexico through the use of portales, bancos, corbels, courtyards, landscaping, and appropriate exterior detailing.

The Taos County Sheriff's Department headquarters is located within the detention center facility. Housing 23 sworn officers, plus additional support staff, the headquarters includes space for the Sheriff, Under Sheriff, Lieutenants, and a squad room for the Sergeants and Deputy Sheriffs. Additional space is provided for evidence storage, weapons vault, armory and fitness/locker room areas.

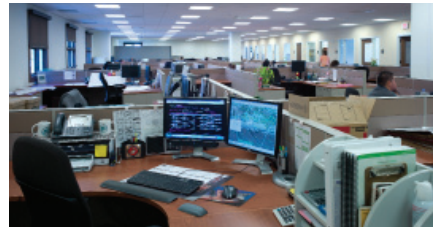
The 44,868 SF county detention center will house 110 inmates, 92 adults and 18 juveniles in single or double cells in a safe and secure environment using a combination of direct and indirect supervision. The adult group consists of 80 males and 12 females. The juvenile group will

accommodate 12 males and 6 females. Both groups will be separated by sight and sound in independent facilities, a requirement for youthful offenders in the state of New Mexico. Included in the new detention center will be an enclosed sally-port, an intake and release area, a medical zone, a kitchen and laundry zone, a non-contact visiting area for the inmates, and indoor and outdoor recreation areas.

The 56,804 SF courthouse building accommodates five courtrooms, judicial chambers, the Clerk of Court, and court support spaces. The new district courthouse consists of the district court, district court administration and clerk, the district attorney, and other related users. Also, being designed and built as part of the district courthouse are 12,771 SF of space for the Magistrate Court. This

court, now housed in rental space on the south side of Taos, will lease the space from the county.

The 40,234 SF county administrative building will include the County Commission chambers, as well as the Administrative Service Departments (County Manager, Finance, I.T, H.R., Legal, DWI, General Services, and Planning), and the Elected Officials Departments (Assessor, Clerk, Treasurer, and Probate Judge) departments.



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
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a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, FL	(3) ROLE Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**Taos County Public Safety, Judicial, Detention and Administration Complex
Taos, New Mexico (continued)**



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	AECOM Technical Services, Inc.	Coral Gables, FL	Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 6
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
Winnipeg Police Services Headquarters/Public Safety Building, Winnipeg, Manitoba, Canada	PROFESSIONAL SERVICES 2014	CONSTRUCTION (If Applicable) 2014

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of Winnipeg	b. POINT OF CONTACT NAME Abdul Aziz Manager of Services	c. POINT OF CONTACT TELEPHONE NUMBER 204.986.6213 aaziz@winnipeg.ca

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



Upon completion of the feasibility study by AECOM for the Winnipeg Police Services Headquarters/Public Safety Building, AECOM was retained to provide architectural programming and planning for the final design.

Design involves the conversion of the Canada Post Building into a new 650,000-square foot facility for the Winnipeg Police Services. The City of Winnipeg is consolidating nearly all of its police service functions into this new location. The redevelopment will include specialized areas, such as emergency dispatch (911), forensic lab, computer data center, arrest processing and detention unit, for a total programmed area of over 600,000 square feet.

The size of this existing facility allows the centralizing of many functions. Locating the police headquarters in downtown Winnipeg will help promote an accessible and approachable image. The new headquarters allows the design to accommodate functional operational

changes, an essential component of a responsive facility plan.

The new headquarters will be state of the art and include all aspects required by police functions. It will have all "front of house" functions that can be accessed by the public on a walk-in basis. A controlled entry and reception point is provided, and all non-police individuals will be escorted to their appointments from that entry point. Travel routes within the facility will be secure and restricted to authorized personnel. "Back of house" functions will include the emergency dispatch (911), forensic lab, computer data center, arrest processing and detention unit and other police specialty elements.

The office areas for the Winnipeg Police Service are divided into their respective units. However, the design encourages collaborative work spaces wherever possible. Opportunities for casual interaction, which can lead to information sharing and collaborative sessions, are

designed into the work spaces. They include:

- Shared lunch and break areas on each floor.
- Widened corridors for staff interaction
- Open office spaces throughout the design
- Two-story high spaces in offices for a light and airy feeling

The 61,000-square foot Evidence Control Unit is comprised of a drug processing lab, public evidence retrieval counter, high-bay racking units, and secure, climate controlled separate evidence areas for guns and video archiving.

Project Value: \$110 million CAD
Architect of Record: AECOM

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Norfolk, VA	(3) ROLE Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 7
21. TITLE AND LOCATION (City and State) Westminster New Police Facility Westminster, CA		22. YEAR COMPLETED PROFESSIONAL SERVICES 2009-2011 CONSTRUCTION (If Applicable)
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of Westminster	b. POINT OF CONTACT NAME Sergeant Brian Carpenter	c. POINT OF CONTACT TELEPHONE NUMBER 714.898.3315
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)		

AECOM provided comprehensive architecture and engineering services for a 92,000-square-foot new Police Department Facility for the City of Westminster. Our services included programming, schematic design, design development, construction document production, bidding phase services, and construction administration.

The department began experiencing space problems in the late 1980s, following the addition of police staff to serve the city's law enforcement needs. It housed 101 police officers, 47 civilian personnel and up to 108 part-time/volunteer employees. The new police building will improve public safety and emergency response throughout Westminster. The new police building includes an emergency operations center (EOC), regional police dispatch center, forensic science laboratory, secure evidence storage, and detention. The three-story facility features a state-of-the-art computer center and communications technology to gather information from the City and surrounding areas.

In the event of a disaster, the facility is designed to function as an emergency operations center that will serve as the command post for the general area. The facility has the capacity to remain operational for a 72-hour period without utility services. Critical power needs are served by an uninterruptible power supply system with battery backup, and essential operational requirements

including lighting and HVAC, which are served by a standby emergency power generator.

A four-story parking structure for 750 cars is located immediately south of the new Police Station. The garage connects to the new police department by a sally port. The garage provides secure parking for the new Westminster Police Department and general parking for the public.

AECOM's design and consulting services for this project included: telecom infrastructure site surveys to document the existing campus backbone cabling pathways including ductbank, manhole and hand-hole locations, coordinated multi-vendor meetings to verify all underground services for telephone and cable access television (CATV) service feeds to campus, detailed client surveys of current and future projects to verify that new design parameters take these projects into consideration, coordinating CATV underground feed relocation effort, design for outside plant duct bank/manhole system to tie into existing infrastructure, design for building entrance facility space, telecom rooms, computer room including cabling infrastructure and pathway systems, and coordinating radio room requirements including feeds from rooftop and room layouts.

In addition, AECOM provided design and consulting services for the physical security systems including integrated closed circuit television (CCTV) and

access control systems for the building. Security system design support was also provided for the detention space that included CCTV, access control, intercoms and door control systems.

AECOM also designed a building-wide paging system that includes head-end design and speaker placements throughout the facility within specific coverage zones. Originally slated to achieve only a LEED Silver certification with the US Green Building Council, the facility ultimately **achieved LEED Platinum certification** through the addition of photovoltaic panels to cover the 750-car parking structure. Other sustainable design features include a reduced heat island, reduction of water use by 47 percent, 40 percent better energy efficiency than ASHRAE 90.1 2004, enhanced refrigerant management, reduction of construction waste, use of materials with recycled content and certified wood, daylighting, and use of low-emitting materials.



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Orange, CA	(3) ROLE Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

**Westminster New Police Facility
Westminster, CA (continued)**



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	AECOM Technical Services, Inc.	Orange, CA	Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 8
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
Grand Junction Public Safety Complex Grand Junction, CO	PROFESSIONAL SERVICES 2012	CONSTRUCTION (If Applicable) 2013

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER City of Grand Junction	b. POINT OF CONTACT NAME John Camper, Chief	c. POINT OF CONTACT TELEPHONE NUMBER 970 244 3560 johnc@ci.grandjct.co.us

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



The Grand Junction Public Safety Complex consists of a new two-story 64,216-square foot Police Department Building with 911 Dispatch Center, as well as renovations of a Fire Station and a Fire Department Administration Building. The 5.5-acre site is located at the intersection of Ute Avenue and 5th Street in downtown Grand Junction. AECOM is contracted to a local architect to provide design services and construction administration services for the Police Department Building and 911 Dispatch Center. AECOM is provided architectural programming, concept design, schematic design, 50% design development, some construction document design services, as well

as limited construction administration services. AECOM also provided complete electrical, telecommunications and security design and construction administration services for these systems. The Police Department building provides a state-of-the-art facility to house a regional emergency communications center, the administrative offices of the Police Chief, the police records department, information services, data center, a crime lab, property and evidence storage, police investigations, the police patrol and traffic divisions, the quartermaster and staff support spaces such as conference and training rooms, break areas, workout room and lockers.

AECOM also designed the fire alarm system, grounding and lightning protection system and telecommunications infrastructure consisting of horizontal distribution pathways with fiber and copper. The entire building is backed up for 100% load by an emergency generator. The electronic security system includes door control for various security levels, intercom, security paging, closed circuit television, network video recording, duress alarm, motion alarm, glass break alarm, card access system and security command center.

Project Value: \$17 million
Architect of Record: Blythe and Assoc.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Norfolk, VA	(3) ROLE Subconsultant
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

Grand Junction Public Safety Complex Grand Junction, CO (continued)



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a.	AECOM Technical Services, Inc.	Norfolk, VA	Subconsultant
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 9
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21. TITLE AND LOCATION (City and State)	22. YEAR COMPLETED	
Miami-Dade Public Safety and Fire Rescue Training Facility, Doral, FL	PROFESSIONAL SERVICES 2010	CONSTRUCTION (If Applicable) 2010

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Miami-Dade County	b. POINT OF CONTACT NAME Alfonso Ledo	c. POINT OF CONTACT TELEPHONE NUMBER 786.331.4503 aledo@miamidade.gov

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)



AECOM was hired by Miami-Dade County to provide complete design services for the Fire Rescue Training Complex located in the Doral area of Miami-Dade County. The proposed complex is located on a six acre site adjacent the existing headquarters of the Miami-Dade Fire Rescue Department and is intended to provide the Fire Rescue Department with “state of the art “ facilities that will provide effective and realistic simulation tools, equipment, systems, and scenarios to support the critical training requirements of the firefighters.

The complex includes a two-story, 54,555 square foot classroom and administration building which includes a completely functional fire station with a three bay apparatus room to support the training programs. The building also includes six classrooms, a gym/exercise room, and extensive locker facilities for men and women. The second floor

houses a large meeting room, library, video conference room, a 75’ long, 12’ deep training pool, and an administrative area overlooking the training field.

The training area includes a five story training tower attached to an 11,363 square foot, three story residential/ office burn building. The tower will include working elevators, dummy elevators, internal and external stairs, simulated electrical panel fire, and multiple balconies. The burn building will have smoke available on command, a bedroom fire and hallway flash-over scenarios.

A 6,350 square foot commercial burn building with a common attic was designed to also include a mansard roof for checking fire extension. The building will allow the fire department to develop a collapsed structure with 20 foot ceilings and will provide a kitchen fire, grease flare-up fire, and hood fire prop.

A 3,569 square foot two story residential burn building will simulate a garage fire that can spread to the kitchen and a bedroom fire, both including smoke.

A 4,503 square foot maritime trainer will include ship stairs and doors, an engine room with escape tunnel, crew quarters, a significant maze, and an elevated platform to initiate top down fire training.

The training field will have environmentally safe live fire training that will include a movable automobile fire, flammable liquid fire prop, horizontal propane tank fire, and a flammable fuel tanker fire. Training field will also include a confined space trainer, a trench rescue prop, a HAZ-MAT training area, and a 2,500 square foot covered area for the car extrication prop.

Project Value: \$27 million
 Architect of Record: AECOM

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, FL	(3) ROLE Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

Miami-Dade Public Safety and Fire Rescue Training Facility Doral, FL (continued)



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Coral Gables, FL	Prime
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER <h1>10</h1>
21. TITLE AND LOCATION (City and State) Leon County/City of Tallahassee Consolidated Public Safety Complex, Tallahassee, FL		22. YEAR COMPLETED PROFESSIONAL SERVICES: 2013 CONSTRUCTION (If Applicable): 2013
23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER Leon County/City of Tallahassee	b. POINT OF CONTACT NAME Carl Morgan Facilities Management Architect	c. POINT OF CONTACT TELEPHONE NUMBER 850.606.5017 morganc@leoncountyfl.gov
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)		

AECOM collaborated with a Tallahassee firm on the joint Leon County/City of Tallahassee consolidated facility, the Public Safety Complex (PSC) with an Operations Building, and a Logistics Building.

The Operations Building is composed of two levels organized around a central circulation core. The lobby, meeting rooms, fire administration, emergency medical services (EMS), regional traffic management center (RTMC), data center, and staff support spaces occupy the lower level. The upper level houses the emergency communications center (ECC), the emergency operations center (EOC), and support spaces.

The ECC occupies the north side of the second floor to take advantage

of the diffused natural light and views of the adjacent regional park for the comfort of the employees. The second floor location allows the space to be configured for a large unobstructed area with high ceilings, aiding acoustic control and providing clear sight lines to visual displays.

The EOC overlooks the RTMC and is divided into two zones by an operable partition. Prepared for activations, the EOC is surrounded by the emergency management offices and is directly connected to the ECC by a situation room. A separate area of the EOC is setup for training and can be opened to expand operations during a major activation. The logistics building houses EMS vehicles and provides a restocking

bay and wash bay. The facility also includes bulk storage areas, as well as support areas for on-duty personnel. A future fire station is planned adjacent to this building.

The site is designed to take advantage of the natural contours in the immediate environment, while providing secure access and parking separated into two diverse routes. Site planning includes the careful preservation of heritage live oak trees. Protection for the site is provided with decorative fencing, natural swales with a ha-ha (below-grade/ditch) wall, and landscaping along the street frontage.

Project Value: \$50 million; \$446,120 (fee)
 Architect of Record: CRA Architects



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Norfolk, VA	(3) ROLE Subconsultant
b.	(1) FIRM NAME AECOM Technical Services, Inc.	(2) FIRM LOCATION (City and State) Coral Gables, FL	(3) ROLE Subconsultant
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

Leon County/City of Tallahassee Consolidated Public Safety Complex Tallahassee, FL (continued)



25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
	AECOM Technical Services, Inc.	Norfolk, VA	Subconsultant
	AECOM Technical Services, Inc.	Coral Gables, FL	Subconsultant
	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Doug McKenzie	Project Manager				X	X					X
Agustin Barrera	Principal-in-Charge / Project Director				X						
Steve Loomis	Public Safety / Design Principal	X	X				X		X		X
Michael Kerwin	Design Principal				X						
Scott Tao	Project Designer				X	X				X	X
Karl Romesburg	Project Architect				X					X	
Amanda Chebaló	Public Safety Project Architect			X							X
Brian Super	Public Safety Project Architect		X				X		X		X
Benjamin Crooks	Program Verification / Planning and Peer Review				X						
Enrique Macia	Program Verification / Planning and Peer Review				X	X					
Lynn Gordon	Interiors				X	X				X	
Gustavo Santana	Landscape Designer				X					X	
Timothy Plummer	Civil / Transportation Engineer										
Juan Espinosa	Transportation Engineer										

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	Los Angeles Police Department Headquarters	6	Winnipeg Police Services Headquarters/ Public Safety Building
2	St. Petersburg Police Headquarters	7	Westminister New Police Facility
3	New York State Police Troop G Headquarters Bldg	8	Grand Junction Public Safety Complex
4	City of Miami College of Policing	9	Miami-Dade Public Safety and Fire Rescue Training Facility
5	Taos County Public Safety, Judicial, Detention and Administration Complex	10	Leon County/City of Tallahassee Consolidated Public Safety Complex,

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Victor Lee	Civil / Transportation Engineer										
Todd Seymour	Site Civil Engineer										
Giancarlo Benadetti	Structural Engineer										
Orlando Hernandez	Mechanical / Plumbing Engineer				X	X					X
Ovidio Rodriguez	Electrical Engineer				X	X					X
Martha Casas	Fire Protection Specialist				X	X					X
Anthony Valino	QA / QC / Site Specification				X	X		X			X
Kim Lombard	LEED Coordinator										
Aaron Adilman	AV Technology Specialist										
Douglas Milby	Douglas Milby					X		X			
Brian Waller	IT / Security Specialist						X				
Mark Hannah	911-Radio Specialist										
David Cabage	Cost Estimator				X	X					

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	Los Angeles Police Department Headquarters	6	Winnipeg Police Services Headquarters/ Public Safety Building
2	St. Petersburg Police Headquarters	7	Westminister New Police Facility
3	New York State Police Troop G Headquarters Bldg	8	Grand Junction Public Safety Complex
4	City of Miami College of Policing	9	Miami-Dade Public Safety and Fire Rescue Training Facility
5	Taos County Public Safety, Judicial, Detention and Administration Complex	10	Leon County/City of Tallahassee Consolidated Public Safety Complex,

H. ADDITIONAL INFORMATION

30. PROVIDE ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

FIRM DESCRIPTION

AECOM is a premier, fully integrated professional and technical services firm positioned to design, build, finance and operate infrastructure assets around the world for public- and private sector clients. The firm’s global staff — including architects, engineers, designers, planners, scientists and management and construction services professionals — serves clients in over 150 countries around the world. AECOM is ranked as the #1 engineering design firm by revenue in Engineering News-Record magazine’s annual industry rankings, and has been recognized by Fortune magazine as a World’s Most Admired Company. The firm is a leader in all of the key markets that it serves, including transportation, facilities, environmental, energy, oil and gas, water, high-rise buildings and government. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering customized and creative solutions that meet the needs of clients’ projects. A Fortune 500 firm, AECOM companies, including URS Corporation and Hunt Construction Group, have annual revenue of approximately \$19 billion.

Incorporated in 1970, AECOM Technical Services, Inc. is based in Los Angeles, California with offices located nationally and globally. AECOM Technical Services, Inc. is a wholly owned subsidiary of The Earth Technology Corporation (USA), itself a subsidiary of AECOM Technology Corporation, a Delaware corporation whose stock is publicly traded on the New York Stock Exchange (ACM/NYSE).

While AECOM is worldwide, we truly value the local relationships we have developed with our clients in Florida. For us, the client is always the center of attention and we firmly believe that a reputation is built on each individual project resulting in a successful sum of work. We strive to be the firm of choice for both our clients and employees in every discipline we practice, and in all geographic areas we serve. We are glad our efforts have not gone unnoticed. AECOM is proud to be recognized as one of Fortunes Worlds Most Admired Companies for 2016.

Our Coral Gables office will serve as our local point of contact for this contract. We will also utilize local, regional and national experts to support this effort.

Exceptional local knowledge and renowned global expertise.

AECOM will provide the perfect combination of local knowledge and experience with renowned global expertise to innovatively, cost effectively and efficiently deliver all components to the City of Coral Gables.

- #1 DESIGN FIRM**
- #1 GENERAL BUILDING**
- #1 TRANSPORTATION**
- #1 HIGHWAYS**
- #1 BRIDGES**
- #1 HAZARDOUS WASTE**
- #3 WATER**
- #3 SANITARY AND STORM SEWERS**

2016
ENR
TOP 500

2016 TOP 500 DESIGN FIRMS


FORTUNE
WORLD'S MOST
ADMIRIED
COMPANIES **2016**

I. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

<p>31. SIGNATURE</p>  <p>33. NAME AND TITLE</p> <p>Agustin J. Barrera, Vice President</p>	<p>32. DATE</p> <p>June 28, 2016</p>
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ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 800 Douglas Entrance, North Tower, 2nd Floor			5. OWNERSHIP	
2c. CITY Coral Gables	2d. STATE FL	2e. ZIP CODE 33134	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Srinivas Krishnaswamy, Senior Vice President			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 213.798.7212		6c. E-MAIL ADDRESS srini.kris@aecom.com		
7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.				
8a. FORMER FIRM NAME(S) (If any) Former names and/or names of affiliated companies of AECOM Technical Services, Inc. (ATS): Spillis Candela, AECOM Services, Inc., EDaw, Earth Tech, among others			8b YR. ESTABLISHED Spillis Candela: 1960; EDAW: 2005 Earth Tech: 1970	8c. DUNS NUMBER AECOM Services (formerly Spillis Candela): 829320501; EDaw: 097502921; Earth Tech: 008609203

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	504	12	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	722	12	C15	Construction Management	10
12	Civil Engineer	1433	1	C14	Conservation and Resource Management	9
15	Construction Inspector	687	1	C18	Cost Estimating; Cost Eng. & Analysis	8
16	Construction Manager	367	5	D04	Design-Build – Preparation of RFPs	8
21	Electrical Engineer	315	3	E02	Educational Facilities; Classrooms	9
23	Environmental Engineer	665	2	E07	Energy Conservation; New Energy Sources	10
24	Environmental Scientist	1010	1	E09	Env. Impact Studies, Assessments or Statements	10
30	Geologist	659	2	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
37	Interior Designer	45	3	G04	GIS: Development, Analysis, & Data Conversion	8
39	Landscape Architect	103	2	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
42	Mechanical Engineer	294	4	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
47	Planner: Urban/Regional	285	5	H07	Highways; Streets; Airfield Paving; Parking Lots	10
48	Project Manager	1932	11	M05	Military Design Standards	10
57	Structural Engineer	680	7	O01	Office Buildings; Industrial Parks	10
58	Technician/Analyst	190	1	P06	Planning (Site, Installation & Project)	10
60	Transportation Engineer	691	3	R06	Rehabilitation (Buildings; Structures; Facilities)	10
62	Water Resources Engineer	460	1	S05	Soils & Geologic Studies; Foundations	8
	Construction/Resident Engineer	212	1	S09	Structural Design; Special Structures	8
	Procurement Specialist	132	1	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
	BIM Specialist	18	1	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	72,631	25	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	104	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
c. Total Work	10	3. \$250,000 to less than \$500,000	4. \$500,000 to less than \$1 million	5. \$1 million to less than \$2 million	

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE



b. DATE

January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 1500 Wells Fargo Center, 440 Monticello Avenue, Suite 1500				
2c. CITY Norfolk		2d. STATE VA	2e. ZIP CODE 23510	
6a. POINT OF CONTACT NAME AND TITLE Paul Garrison, PE, NCEES, CEM, LEED AP BD+C, Vice President, Project Mgmt.			5. OWNERSHIP a. TYPE Corporation	
6b. TELEPHONE NUMBER 757.306.6723			6. SMALL BUSINESS STATUS Large	
6c. E-MAIL ADDRESS paul.garrison@aecom.com			7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	
8a. FORMER FIRM NAME(S) (If any) Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: AECOM Services, Inc. (formerly DMJM H&N, Inc., Hayes, Seay, Mattern & Mattern, Inc. [HSM]); AECOM USA, Inc. (formerly Metcalf & Eddy, Inc.) EDAW, Inc.			8b YR. ESTABLISHED ATS: 1970 AECOM Services: 1960 AECOM USA: 1930 EDAW: 2005	8c. DUNS NUMBER ATS: 145186347 AECOM Services: 829314371; 013297929 AECOM USA: 09329132

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	504	4	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	722	3	C15	Construction Management	10
12	Civil Engineer	1433	3	C14	Conservation and Resource Management	9
13	Communications Engineer	28	1	C18	Cost Estimating; Cost Eng. & Analysis	8
21	Electrical Engineer	315	2	D04	Design-Build – Preparation of RFPs	8
23	Environmental Engineer	665	3	E02	Educational Facilities; Classrooms	9
25	Fire Protection Engineer	39	1	E07	Energy Conservation; New Energy Sources	10
30	Geologist	659	1	E09	Env. Impact Studies, Assessments or Statements	10
42	Mechanical Engineer	294	6	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
47	Planner: Urban/Regional	285	7	G04	GIS: Development, Analysis, & Data Conversion	8
48	Project Manager	1932	6	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
60	Transportation Engineer	691	3	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
62	Water Resources Engineer	460	1	H07	Highways; Streets; Airfield Paving; Parking Lots	10
	Procurement Specialist	132	2	M05	Military Design Standards	10
	Technician: Construction	60	1	O01	Office Buildings; Industrial Parks	10
				P06	Planning (Site, Installation & Project)	10
				R06	Rehabilitation (Buildings; Structures; Facilities)	10
				S05	Soils & Geologic Studies; Foundations	8
				S09	Structural Design; Special Structures	8
				S10	Surveying; Platting; Mapping; Flood Plain Studies	8
				S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	75,816	6	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	50	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	8. \$25 million to less than \$50 million	9. \$50 million to less than \$100 million	10. \$100 million or greater
c. Total Work	10	3. \$250,000 to less than \$500,000	4. \$500,000 to less than \$1 million	5. \$1 million to less than \$2 million	

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

a. SIGNATURE 

b. DATE
January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 10 S. Jefferson, Suite 1600			5. OWNERSHIP	
2c. CITY Roanoke	2d. STATE VA	2e. ZIP CODE 24011	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Allen Crocker, PE, LEED AP, Principal			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 540.857.3305		6c. E-MAIL ADDRESS allen.crocker@aecom.com		
7. NAME OF FIRM (If block 2a is a branch office)			AECOM Technical Services, Inc.	

8a. FORMER FIRM NAME(S) (If any) Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: AECOM Services, Inc. (formerly Hayes, Seay, Mattern & Mattern, Inc. [HSM])		8b YR. ESTABLISHED AECOM Services: 1960 ATS: 1970	8c. DUNS NUMBER 829312243
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9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	504	21	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
08	CADD Technician	722	24	C15	Construction Management	10
10	Chemical Engineer	152	1	C14	Conservation and Resource Management	9
12	Civil Engineer	1433	14	C18	Cost Estimating; Cost Eng. & Analysis	8
13	Communications Engineer	28	1	D04	Design-Build – Preparation of RFPs	8
16	Construction Manager	367	2	E02	Educational Facilities; Classrooms	9
18	Cost Engineer/Estimator	151	1	E07	Energy Conservation; New Energy Sources	10
21	Electrical Engineer	315	7	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	665	3	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
25	Fire Protection Engineer	39	4	G04	GIS: Development, Analysis, & Data Conversion	8
29	GIS Specialist	318	1	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
32	Hydraulic Engineer	29	1	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
37	Interior Designer	45	6	H07	Highways; Streets; Airfield Paving; Parking Lots	10
38	Land Surveyor	108	2	M05	Military Design Standards	10
42	Mechanical Engineer	294	13	O01	Office Buildings; Industrial Parks	10
48	Project Manager	1932	7	P06	Planning (Site, Installation & Project)	10
57	Structural Engineer	680	8	R06	Rehabilitation (Buildings; Structures; Facilities)	10
58	Technician/Analyst	190	6	S05	Soils & Geologic Studies; Foundations	8
60	Transportation Engineer	691	8	S09	Structural Design; Special Structures	8
	Procurement Specialist	132	1	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
	Project Control Specialist	165	1	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	75,075	26	T03	Traffic & Transportation Engineering	10
Total (all AECOM entities)		84,035	158	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	10. \$50 million or greater	
		5. \$1 million to less than \$2 million			

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

a. SIGNATURE


b. DATE
January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 303 East Wacker Drive, Suite 1400			5. OWNERSHIP	
2c. CITY Chicago	2d. STATE IL	2e. ZIP CODE 60601	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Denise Casalino, PE, Senior Vice President			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 312.373.6563		6c. E-MAIL ADDRESS denise.casalino@aecom.com	7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.	

8a. FORMER FIRM NAME(S) (If any)		8b YR. ESTABLISHED	8c. DUNS NUMBER
Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: AECOM USA, Inc. (formerly CTE; STS; DMJM Harris); AECOM Services, Inc. (formerly DMJM H+N); EDAW		ATS: 1970 AECOM USA: 1930 AECOM Services: 1960 EDAW: 2005	ATS: 048355320 AECOM USA: 873195978 AECOM Services: 623160145 EDAW: 827155651

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	504	8	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
07	Biologist	250	1	C15	Construction Management	10
08	CADD Technician	722	9	C14	Conservation and Resource Management	9
12	Civil Engineer	1433	34	C18	Cost Estimating; Cost Eng. & Analysis	8
15	Construction Inspector	687	5	D04	Design-Build – Preparation of RFPs	8
18	Cost Engineer / Estimator	151	1	E02	Educational Facilities; Classrooms	9
20	Economist	45	3	E07	Energy Conservation; New Energy Sources	10
21	Electrical Engineer	315	8	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	665	5	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
24	Environmental Scientist	1010	5	G04	GIS: Development, Analysis, & Data Conversion	8
32	Hydraulic Engineer	29	2	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
35	Industrial Engineer	9	1	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
39	Landscape Architect	103	1	H07	Highways; Streets; Airfield Paving; Parking Lots	10
42	Mechanical Engineer	294	3	M05	Military Design Standards	10
47	Planner: Urban/Regional	285	2	O01	Office Buildings; Industrial Parks	10
48	Project Manager	1932	19	P06	Planning (Site, Installation & Project)	10
51	Safety/Occupational Health Eng.	82	32	R06	Rehabilitation (Buildings; Structures; Facilities)	10
53	Scheduler	65	1	S05	Soils & Geologic Studies; Foundations	8
57	Structural Engineer	680	18	S09	Structural Design; Special Structures	8
58	Technician/Analyst	190	1	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
60	Transportation Engineer	691	13	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	73,893	24	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	196	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
c. Total Work	10	3. \$250,000 to less than \$500,000	4. \$500,000 to less than \$1 million	5. \$1 million to less than \$2 million	

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 6200 South Quebec Street			5. OWNERSHIP	
2c. CITY Greenwood Village	2d. STATE CO	2e. ZIP CODE 80111	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Travis Boone, PE, Vice President			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 303.694.2770		6c. E-MAIL ADDRESS travis.boone@aecom.com		7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.

8a. FORMER FIRM NAME(S) (If any)		8b YR. ESTABLISHED	8c. DUNS NUMBER
Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: EDAW; AECOM USA, Inc. (formerly TCB, Inc.; Boyle Engineering; DMJM Aviation); AECOM, Inc. (formerly ENSR, Inc.) URS Group, Inc. (acquired in 2014)		ATS: 1970 AECOM USA: 1930 AECOM, Inc.: 1968 EDAW: 2005 URS: 1999	ATS: 808908149 AECOM USA: 020319513 AECOM, Inc.: 608371592; 176645062; 136612608 EDAW: 849599485 URS: 052819013

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
05	Archaeologist	222	6	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
06	Architect	504	3	C15	Construction Management	10
08	CADD Technician	722	34	C14	Conservation and Resource Management	9
12	Civil Engineer	1433	50	C18	Cost Estimating; Cost Eng. & Analysis	8
15	Construction Inspector	687	4	D04	Design-Build – Preparation of RFPs	8
16	Construction Manager	367	21	E02	Educational Facilities; Classrooms	9
18	Cost Engineer/Estimator	151	9	E07	Energy Conservation; New Energy Sources	10
21	Electrical Engineer	315	6	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	665	17	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
24	Environmental Scientist	1010	21	G04	GIS: Development, Analysis, & Data Conversion	8
27	Foundation/Geotechnical Engineer	245	28	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
29	GIS Specialist	318	8	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
30	Geologist	659	21	H07	Highways; Streets; Airfield Paving; Parking Lots	10
36	Industrial Hygienist	35	4	M05	Military Design Standards	10
38	Land Surveyor	108	12	O01	Office Buildings; Industrial Parks	10
39	Landscape Architect	103	6	P06	Planning (Site, Installation & Project)	10
42	Mechanical Engineer	294	6	R06	Rehabilitation (Buildings; Structures; Facilities)	10
48	Project Manager	1932	56	S05	Soils & Geologic Studies; Foundations	8
57	Structural Engineer	680	25	S09	Structural Design; Special Structures	8
60	Transportation Engineer	691	27	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
62	Water Resources Engineer	460	30	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	72,434	207	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	601	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE January 4, 2016
c. NAME AND TITLE Randal R. Castro – Senior Vice President, National Governments Market Sector Leader	

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 800 LaSalle Avenue, Suite 500			5. OWNERSHIP	
2c. CITY Minneapolis	2d. STATE MN	2e. ZIP CODE 55402	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Michelle Julius, PE, LEED AP, Vice President, Operations Manager			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 612.376.2046		6c. E-MAIL ADDRESS michelle.julius@aecom.com		7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.
8a. FORMER FIRM NAME(S) (If any) Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: Ellerbe Becket, Inc.; AECOM, Inc. (formerly ENSR Corp.) URS Group, Inc. (acquired in 2014 by AECOM)			8b YR. ESTABLISHED Ellerbe Becket: 1967 ATS: 1970 URS: 1999	8c. DUNS NUMBER 967274452 AECOM, Inc.: 808244151 URS: 043271568

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	1485	29	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
05	Archaeologist	222	1	C15	Construction Management	10
06	Architect	504	15	C14	Conservation and Resource Management	9
08	CADD Technician	722	5	C18	Cost Estimating; Cost Eng. & Analysis	8
10	Chemical Engineer	152	2	D04	Design-Build – Preparation of RFPs	8
11	Chemist	122	1	E02	Educational Facilities; Classrooms	9
12	Civil Engineer	1433	24	E07	Energy Conservation; New Energy Sources	10
15/16	Construction Inspector/Manager	1054	3	E09	Env. Impact Studies, Assessments or Statements	10
18	Cost Engineer / Estimator	151	3	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
23	Environmental Engineer	665	6	G04	GIS: Development, Analysis, & Data Conversion	8
24	Environmental Scientist	1010	14	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
29	GIS Specialist	318	2	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
30	Geologist	659	9	H07	Highways; Streets; Airfield Paving; Parking Lots	10
37	Interior Designer	45	7	M05	Military Design Standards	10
42	Mechanical Engineer	294	1	O01	Office Buildings; Industrial Parks	10
47	Planner: Urban/Regional	285	6	P06	Planning (Site, Installation & Project)	10
48	Project Manager	1932	1	R06	Rehabilitation (Buildings; Structures; Facilities)	10
57	Structural Engineer	680	3	S05	Soils & Geologic Studies; Foundations	8
58	Technician/Analyst	190	9	S09	Structural Design; Special Structures	8
60	Transportation Engineer	691	6	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
62	Water Resources Engineer	460	1	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	70,961	15	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	163	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)


a. Federal Work	10
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE


b. DATE
January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 701 Corporate Center Drive, Suite 475			5. OWNERSHIP	
2c. CITY Raleigh	2d. STATE NC	2e. ZIP CODE 27607	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Carolyn Kerber, Senior Manager, Administration			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 919.239.7153		6c. E-MAIL ADDRESS carolyn.kerber@aecom.com		
7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.				
8a. FORMER FIRM NAME(S) (If any) Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Affiliated companies of ATS: AECOM, Inc. (formerly ENSR); AECOM Services, Inc. (formerly Hayes Seay Mattern & Mattern [HSMM])			8b YR. ESTABLISHED ATS: 1970 AECOM, Inc.: 1988 AECOM Services: 1960	8c. DUNS NUMBER ATS: 160411018 AECOM, Inc.: 804343523 AECOM Services: 081938883

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c. No. of Employees	
		(1) FIRM	(2) BRANCH
07	Biologist	250	2
08	CADD Technician	722	7
10	Chemical Engineer	152	2
12	Civil Engineer	1433	7
14	Computer Programmer	124	1
23	Environmental Engineer	665	6
24	Environmental Scientist	1010	9
29	GIS Specialist	318	19
30	Geologist	659	6
32	Hydraulic Engineer	29	2
34	Hydrologist	47	2
38	Land Surveyor	108	2
39	Landscape Architect	103	2
42	Mechanical Engineer	294	1
47	Planner: Urban/Regional	285	2
48	Project Manager	1932	9
57	Structural Engineer	680	4
60	Transportation Engineer	691	11
62	Water Resources Engineer	460	8
	Hydrogeologist/Geohydrologist	152	1
	Procurement Specialist	132	1
	Other Employees	73,789	16
Total (all AECOM entities)		84,035	120

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index Number (see below)
A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
C15	Construction Management	10
C14	Conservation and Resource Management	9
C18	Cost Estimating; Cost Eng. & Analysis	8
D04	Design-Build – Preparation of RFPs	8
E02	Educational Facilities; Classrooms	9
E07	Energy Conservation; New Energy Sources	10
E09	Env. Impact Studies, Assessments or Statements	10
G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
G04	GIS: Development, Analysis, & Data Conversion	8
H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
H03	Hazardous; Toxic; Radioactive Waste Remediation	10
H07	Highways; Streets; Airfield Paving; Parking Lots	10
M05	Military Design Standards	10
O01	Office Buildings; Industrial Parks	10
P06	Planning (Site, Installation & Project)	10
R06	Rehabilitation (Buildings; Structures; Facilities)	10
S05	Soils & Geologic Studies; Foundations	8
S09	Structural Design; Special Structures	8
S10	Surveying; Platting; Mapping; Flood Plain Studies	8
S11	Sustainable Design [subset of other categories]	[10]
T03	Traffic & Transportation Engineering	10
W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)

a. Federal Work	10
b. Non-Federal Work	10
c. Total Work	10

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE



b. DATE

January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT – ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

RFQ 2016.05.MG


PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.			3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET 7650 West Courtney Campbell Causeway			5. OWNERSHIP	
2c. CITY Tampa	2d. STATE FL	2e. ZIP CODE 33607-1462	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Srinivas Krishnaswamy, Senior Vice President			b. SMALL BUSINESS STATUS Large	
6b. TELEPHONE NUMBER 213.798.7212		6c. E-MAIL ADDRESS srini.kris@aecom.com		
7. NAME OF FIRM (If block 2a is a branch office) AECOM Technical Services, Inc.				
8a. FORMER FIRM NAME(S) (If any) URS Group, Inc. (acquired in 2014)			8b YR. ESTABLISHED 1999	8c. DUNS NUMBER 059484522

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
06	Architect	504	8	A05/A06	Airports; Terminals and Hangars; Lighting; Fueling	10
07	Biologist	250	5	C15	Construction Management	10
08	CADD Technician	722	23	C14	Conservation and Resource Management	9
12	Civil Engineer	1433	43	C18	Cost Estimating; Cost Eng. & Analysis	8
14	Computer Programmer	124	25	D04	Design-Build – Preparation of RFPs	8
15	Construction Inspector	687	30	E02	Educational Facilities; Classrooms	9
18	Cost Engineer/Estimator	151	4	E07	Energy Conservation; New Energy Sources	10
21	Electrical Engineer	315	10	E09	Env. Impact Studies, Assessments or Statements	10
23	Environmental Engineer	665	9	G01	Garages; Vehicle Maint. Facilities; Parking Decks	8
24	Environmental Scientist	1010	3	G04	GIS: Development, Analysis, & Data Conversion	8
25	Fire Protection Engineer	39	3	H01	Harbors; Jetties; Piers; Ship Terminal Facilities	8
27	Foundation/Geotechnical Eng.	245	5	H03	Hazardous; Toxic; Radioactive Waste Remediation	10
29	GIS Specialist	318	6	H07	Highways; Streets; Airfield Paving; Parking Lots	10
30	Geologist	659	2	M05	Military Design Standards	10
38	Land Surveyor	108	4	O01	Office Buildings; Industrial Parks	10
39	Landscape Architect	103	6	P06	Planning (Site, Installation & Project)	10
42	Mechanical Engineer	294	12	R06	Rehabilitation (Buildings; Structures; Facilities)	10
48	Project Manager	1932	35	S05	Soils & Geologic Studies; Foundations	8
57	Structural Engineer	680	32	S09	Structural Design; Special Structures	8
60	Transportation Engineer	691	4	S10	Surveying; Platting; Mapping; Flood Plain Studies	8
62	Water Resources Engineer	460	7	S11	Sustainable Design [subset of other categories]	[10]
	Other Employees	72,645	115	T03	Traffic & Transportation Engineering	10
	Total (all AECOM entities)	84,035	391	W03	Water Supply; Treatment & Distribution	10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	10	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million
c. Total Work	10	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	9. \$25 million to less than \$50 million	10. \$50 million or greater
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	10. \$50 million or greater	
		5. \$1 million to less than \$2 million			

12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.	
a. SIGNATURE 	b. DATE January 4, 2016

Randal R. Castro – Senior Vice President, National Governments Market Sector Leader

ARCHITECT- ENGINEER QUALIFICATIONS

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

1. SOLICITATION NUMBER (If any): RFQ 2016.05.MG
- 2a. FIRM (OR BRANCH OFFICE) NAME: DAVID PLUMMER & ASSOCIATES
- 2b. FIRM (OR BRANCH OFFICE) STREET: 1750 PONCE DE LEON BLVD.
- 2c. FIRM (OR BRANCH OFFICE) CITY: CORAL GABLES
- 2d. FIRM (OR BRANCH OFFICE) STATE: FLORIDA
- 2e. FIRM (OR BRANCH OFFICE) ZIP CODE : 33134
3. YEAR ESTABLISHED: 1978
4. DUNS NUMBER: 092830801
- 5a. OWNERSHIP - TYPE: Corporation
- 5b. OWNERSHIP - SMALL BUSINESS STATUS: State Certified
- 6a. POINT OF CONTACT NAME AND TITLE: Timothy J. Plummer, PE, President
- 6b. POINT OF CONTACT TELEPHONE NUMBER: 305-447-0900
- 6c. POINT OF CONTACT E-MAIL ADDRESS: @dplummer.com
7. NAME OF FIRM (If block 2a is a branch office):

8a. FORMER FIRM NAME(S) (If any)	8b. YR. ESTABLISHED	8c. DUNS NUMBER
N/A		

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c(1). No. of Employees - Firm	c(2). No. of Employees - Branch
12	Civil Engineer	5	2
08	CADD Technician	2	1
60	Transportation Engineer	3	3
	Other Employee	4	1

1. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index
H07	Highways; Streets; Airfield Paving; Parking Lots	6
H09	Hospital & Medical Facilities	4
T03	Traffic & Transportation Engineering	5

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Less than \$100,000 2. \$100,000 to less than \$250,000 3. \$250,000 to less than \$500,000 4. \$500,000 to less than \$1 million 5. \$1 million to less than \$2 million | <ol style="list-style-type: none"> 6. \$2 million to less than \$5 million 7. \$5 million to less than \$10 million 8. \$10 million to less than \$25 million 9. \$25 million to less than \$50 million 10. \$50 million or greater |
|--|--|

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

(Insert revenue index number shown above)

- 11a. Federal Work: 5
- 11b. Non-Federal Work: 5
- 11c. Total Work: 5

11. AUTHORIZED REPRESENTATIVE. The foregoing is a statement of facts.

12a. SIGNATURE: 

12b. DATE SIGNED: June 9, 2016

2. Office Location

AECOM will serve as the prime consultant on the general engineering consultant services contract for the City of Coral Gables. We will have overall project accountability to the City and will be responsible for all aspects of project delivery. In order to meet the requirements for this project AECOM's Coral Gables office has assembled an exceptional team that will work diligently to complete projects under this contract.

a. Office providing primary project management:

AECOM Technical Services, Inc.
800 Douglas Road
North Tower, 2nd Floor
Coral Gables, Florida 33134

b. AECOM Corporate headquarters:

300 South Grand Avenue
9th Floor
Los Angeles, California 90071

c. Office location for anticipated subconsultants:

David Plummer & Associates, Inc.
1750 Ponce de Leon Boulevard
Coral Gables, Florida 33134

Carter Goble Associates, LLC
5201 Blue Lagoon Drive, Suite 320
Miami, Florida 33126



3. Familiarity With Permitting Agencies

For over 80 years, AECOM has provided provisional architecture and engineering services to clients throughout south Florida. Since the 1970s, AECOM has maintained our design center of excellence in Coral Gables. Our local professionals have significant design experience locally, having successfully designed several local public safety facilities including the City of Miami College of Policing, and the Miami-Dade County Public Safety and Fire Rescue Training Facility, to name a few. Our team's knowledge of local conditions, permitting and approval procedures, and the construction industry expertise is second to none.

Our Team actively participates in community outreach/ public involvement programs to ensure that stakeholders' interests are represented. Understanding the high visibility that comes with, most municipal construction projects, our team will work closely with the City to help build necessary support. Our proven experience supporting municipal and public sector projects will provide value to the City of Coral Gables as you continue with the development of this important community resource.

Our team understands what it takes to successfully deliver projects for Coral Gables. Working in support of the Architectural Continuing Services Contract, our design professionals have supported multiple projects which have required careful coordination with the various departments of the City including planning, architecture and historic preservation departments. Currently, our team has over a dozen projects ongoing. Our team's knowledge and understanding of the required permitting will help streamline the successful delivery of the new public safety complex.



Our extensive knowledge of local conditions, permitting agencies and approval procedures and the local construction industry will allow us to recognize and avoid common pitfalls.

4. Bank and Trade References

	BANK REFERENCE	TRADE REFERENCE
CONTACT	Nancy Peck-Medina Relationship Associate - US Corporate Banking	Cara Vermillion Credit Analyst
INSTITUTION ADDRESS	Wells Fargo Bank NA 333 S Grand Avenue, Suite 1200 Los Angeles, CA 90071	Staples 555 West 112th Avenue Northglenn, CO 80234
TELEPHONE	(213) 253-7335	(303) 323-7236

AECOM's financial information is located in Section VI – Appendix.

5. Proof of Insurance

The sample certificates on the following pages show standard amounts and are provided as evidence of insurance only. However, please be advised that AECOM

maintains a robust insurance program with broad coverages and adequate limits of liability to meet the final requirements of the contract awarded.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/15/2016

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.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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).

PRODUCER Marsh Risk & Insurance Services CA License #0437153 777 South Figueroa Street Los Angeles, CA 90017 Attn: LosAngeles.CertRequest@Marsh.Com 06510 - ECOM-01-16-17 Los An GAUPL 04 2019	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: center;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td style="text-align: center;">16535</td> </tr> <tr> <td>INSURER B : National Union Fire Insurance Co. of Pittsburgh, PA</td> <td style="text-align: center;">19445</td> </tr> <tr> <td>INSURER C : Illinois Union Insurance Co</td> <td style="text-align: center;">27960</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : National Union Fire Insurance Co. of Pittsburgh, PA	19445	INSURER C : Illinois Union Insurance Co	27960	INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Zurich American Insurance Company	16535														
INSURER B : National Union Fire Insurance Co. of Pittsburgh, PA	19445														
INSURER C : Illinois Union Insurance Co	27960														
INSURER D :															
INSURER E :															
INSURER F :															
INSURED AECOM and its subsidiaries 1999 Avenue of the Stars, Ste 2600 Los Angeles, CA 90067															

COVERAGES CERTIFICATE NUMBER: LOS-001681380-24 **REVISION NUMBER:**

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			GLO 5965891 08	04/01/2016	04/01/2017	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			BAP 5965893 08	04/01/2016	04/01/2017	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			BE 7528548	04/01/2016	04/01/2017	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	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				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
C	ARCHITECTS & ENG. PROFESSIONAL LIAB.			EON G21654693 ""CLAIMS MADE""	04/01/2016	04/01/2017	Per Claim/Agg 2,000,000 Defense Included

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RE: Evidence of insurance coverage

CERTIFICATE HOLDER AECOM 1999 Avenue of the Stars, Suite 2600 Los Angeles, CA 90067	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE of Marsh Risk & Insurance Services James L. Vogel
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CERTIFICATE OF LIABILITY INSURANCE

1/1/2017

DATE (MM/DD/YYYY)
12/7/2015

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.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must 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).

PRODUCER: Lockton Insurance Brokers, LLC License #0F15767 4275 Executive Square, Suite 600 La Jolla CA 92037 (858) 587-3100	CONTACT NAME:
	PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:
INSURED 1389302 AECOM AECOM Technical Services, Inc. 7650 W. Courtney Campbell Causeway Tampa FL 33607-1462	INSURER(S) AFFORDING COVERAGE NAIC #
	INSURER A: *** SEE ATTACHMENT ***
	INSURER B:
	INSURER C:
	INSURER D:
	INSURER E: INSURER F:

COVERAGES AECTE01 CERTIFICATE NUMBER: 13355054 REVISION NUMBER: XXXXXXXX

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$ XXXXXXXX
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	SEE ATTACHED ACORD 101	1/1/2016	1/1/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 2,000,000 E.L. DISEASE - EA EMPLOYEE \$ 2,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Notice of Cancellation applies per attached endorsement.

CERTIFICATE HOLDER 13355054 Specimen-AECOM 7650 W. Courtney Campbell Causeway Tampa FL 33607-1462	CANCELLATION See Attachments SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement changes the policy to which it is attached effective on the inception date of the policy unless a different date is indicated below.

(The following "attaching clause" need be completed only when this endorsement is issued subsequent to preparation of the policy).

This endorsement, effective 12:01 AM 1/1/2016 forms a part of Policy No. SEE ATTACHED ACORD 101

Issued to AECOM
AECOM Technical Services, Inc.

By The Insurance Company of the State of Pennsylvania

**LIMITED ADVICE OF CANCELLATION TO SCHEDULED ENTITIES
(WORKERS' COMPENSATION ONLY)**

This policy is amended as follows:

In the event that the Insurer cancels this policy for any reason other than non-payment of premium, and

1. the cancellation effective date is prior to this policy's expiration date;
2. the **Named Insured** or, if applicable, any other employers named in Item 1 of the Information Page is under an existing contractual obligation to notify a certificate holder(s) when this policy is canceled (hereinafter, the "Certificate Holder(s)") and the **Named Insured** has provided the **Insurer**, either directly or through its broker of record, either:
 - (a) the name of the entity shown on the certificate, a contact name at such entity and the U.S. Postal Service mailing address of each such entity; or
 - (b) the email address of a contact at each such entity; and
3. prior to the effective date of cancellation, the **Named Insured** confirms to the Insurer, either directly or through its broker of record, that the persons or organizations set forth in the Schedule below, as well as their respective addresses listed, should continue to be a part of the Schedule and, if not, the names of the persons or organizations that should be deleted,

the **Insurer** will provide advice of cancellation (the "Advice") to each such Certificate Holder(s) confirmed by the **Named Insured** in writing to be correctly a part of the Schedule within 30 days after the **Named Insured** confirms the accuracy of the Schedule below with the **Insurer**; provided, however, that if a specific number of days is not stated above, then the Advice will be provided to such Certificate Holder(s) as soon as reasonably practicable after the **Named Insured** confirms the accuracy of the Schedule below with the **Insurer**.

Proof of the **Insurer** emailing the Advice, using the information provided and subsequently confirmed by the **Named Insured** in writing, will serve as proof that the **Insurer** has fully satisfied its obligations under this endorsement.

This endorsement does not affect, in any way, coverage provided under this policy or the cancellation of this policy or the effective date thereof, nor shall this endorsement invest any rights in any entity not insured under this policy.

The following definitions apply to this endorsement:

1. **Named Insured** means the first named employer in Item 1 of the Information Page of this policy.
2. **Insurer** means the insurance company shown in the header on the Information Page of this policy.

**WC 99 00 58
(Ed. 04/11)**

Attachment Code: D503695
Master ID: 1389302, Certificate ID: 13355054

6. Firm Qualifications

Our vision is to help make the world a better place. With our dedicated employees successfully serving clients throughout the world, AECOM is one of the largest and most respected providers of professional, technical and management support services. Our goal is to enhance and sustain the world's built, natural and social environments for our clients and the communities that we serve. Backed by the knowledge and resources of our global professionals, we work with our clients to identify sound cost effective solutions. Through combining creativity, expertise and experience, our professionals develop solutions that are effective and forward thinking.

AECOM has assembled a team of professionals with a proven track record of delivering public safety complexes locally.. For each phase, AECOM will assign key team members to validate accuracy and efficiency. Nevertheless, our key design team members including Doug McKenzie, Steve Loomis, Mike Kerwin and Scott Tao will remain fully committed to all phases of the project. Our Team has extensive experience in the design of Public Safety Buildings as well as working with the City of Coral gables in various types of projects.

BACKGROUND WITH PUBLIC SAFETY AND CRIMINAL JUSTICE FACILITIES

AECOM offers the City of Coral Gables with a proven track record of designing Police, Law Enforcement, and Public Safety facilities in South Florida, the State of Florida and throughout the United States. In effect, we offer national expertise, delivered locally, which is a unique attribute among competing firms. As described and illustrated in our SF 330, Section F project sheets (Section II), AECOM has been responsible for the planning, programming and design of numerous police facilities and related criminal justice projects. In addition to the extensive Florida expertise offered by our Coral Gables office, our firm also brings over 75 public safety projects, the national experience and perspective of other police projects completed by our design organization. Supplementing our Section II is the listing

below of relevant projects. Some of our public safety and criminal justice facilities include:

- Town of Davie Police Headquarters, FL
- City of Miami Police College, FL
- Leon County /Tallahassee Public Safety Complex, FL
- Key Biscayne Police Headquarters, FL
- Sunny Isles Beach Police Headquarters, FL
- North Miami Beach Police Headquarters, FL
- Lakeland Police Headquarters, FL
- City of Sunrise – Multiple Police Stations, FL
- Grand Junction Safety Center, CO
- City of Los Angeles Police Headquarters, CA
- Atlanta Police Headquarters Annex, GA
- Carson City Police Headquarters, NV
- Miami Dade Co. Fire - Rescue Training, FL
- Seminole County Public Safety, FL
- Cape Coral Emergency Operations Center, FL
- Collier County Government Center, FL
- City of Juno Beach Town Center, FL
- Newport News Police Headquarters, VA
- Frederick County Public Safety Building, VA
- Glynn County Public Safety Complex, GA
- Warrenton Municipal Police Facility, VA
- Timbrook Public Safety Center, VA
- Winnipeg Police Services HQ, Canada
- Royal Canadian Mounted Police, BC
- NY State Police, Troop GNY
- Broward County Courthouse, Ft. Lauderdale, FL
- Florida 3rd District Court of Appeal, Tallahassee, FL
- City of Tehachapi Police, CA
- Westminster Police, CA
- Howard County Third District Police Station, MD
- Stockton University Police, NJ
- Reston District Police Station, VA
- Flagler County Courthouse, Bunnell, FL
- Clay County Courthouse, Greencove Springs, FL
- Charlotte County Courthouse, Punta Gorda, FL
- Taos County Public Safety and Justice Complex, Taos, NM
- Davidson County Courthouse, Nashville, TN
- Nassau County Courthouse, Yulee, FL



City of Miami Police College, Miami, FL

In addition, AECOM and its consultants are capable of providing all services and phases listed below:

ARCHITECTURAL SERVICES

Architectural Team – The architects and designers assigned for the Coral Gables Project are responsible for many outstanding governmental projects produced by AECOM. Their background includes master planning, design and construction in South Florida. We have worked for decades providing professional services to clients including the City of Coral Gables. The key to these long term relationships is achieving a clear understanding of these institution goals and objectives related to the continuing work and in being able to successfully perform and satisfy the requirement of the work, often under pressing schedules and budgets.

PLANNING

Effective planning requires the integration of many professional disciplines. AECOM's team of certified planners, architects, landscape architects, environmental specialists, and civil engineers provide clients with master plans that are environmentally, socially and fiscally sustainable. For over forty years our firm has been at the forefront of the planning practice: working to build communities while conserving resources; planning for future development while protecting historic sites and environmentally sensitive areas; and connecting people with cultural and recreational opportunities. AECOM' integrated planning team coordinates the efforts of our wide ranging professional expertise to prepare planning analysis for space use, workflow and process planning, site access, parking and traffic analysis as well as utility support. AECOM personnel are experienced in traffic issues related to roadway planning as part of comprehensive planning and growth management studies.



North Miami Beach Police Headquarters, North Miami Beach, FL

GENERAL ENGINEERING DESIGN SERVICES

Good design connects people to their “world” - their environment, their homes, their friends and family, and their places of work. Without it, these vital connections simply cannot be made. Our team's experience ranges from the design and construction of new, rehabilitated, and expanded facilities, to the operation and maintenance of new and existing facilities. For each project, AECOM identifies project requirements and integrates and coordinates the various design elements. The result is a set of plans, specifications, cost estimates, and other contract documents which the Contractor uses to construct the project. AECOM prides itself on completing quality design documents which undergo a stringent quality control evaluation. These documents provide detailed design criteria and set forth the materials to be used and the schedule for construction. Other critical tasks in the design process may include value engineering and the assessment of construction and maintenance requirements. Our civil engineering design team includes professionals who are among the most experienced in their fields, with specialization in the planning and design of municipal projects.

SITE-CIVIL / DRAINAGE DESIGN

AECOM has an extensive and successful history in all aspects of engineering projects including the design, coordination and permitting of parks and recreation facilities. We have seasoned staff with expertise in low impact development and creative stormwater management techniques. Our civil and drainage engineers often work in collaboration with our landscape architects and biologists/scientists to develop context sensitive solutions for stormwater management facilities, designing aesthetically pleasing land forms and ponds, bio-swales and bio-retention areas that also have ecological value.

MECHANICAL, ELECTRICAL, PLUMBING AND HVAC ASSESSMENT AND DESIGN

Complementing our firm's architectural and interior design capabilities is the fact that AECOM also provides the full range of building engineering services including structural engineering, MEP and fire protection engineering and civil engineering. Through a single point of contact, the City has access to the full range of professional design services.

PROJECT MANAGEMENT

AECOM's success in defining and meeting established project development schedules is based on a comprehensive approach to project management, and an understanding of key issues that affect the schedule for this project — especially where the development of a project involves a wide range of user and owner interests. Based on our past experience we understand all the multiple schedule requirements such as:

1. Owner meetings and presentations. Knowledge of City staff and management. Multiple phases.
2. Numerous Community Workshops — community buy-in is critical.
3. Presentations and required meetings to present design and budget.



Heritage Park and Parking Garage, Sunny Isles Beach, FL

4. Municipal agencies and permitting process. Interaction with planning, zoning, downtown authorities, site infrastructure investigation and procedures.
5. Construction Management coordination and cost estimating. Multi-phased delivery design documentation is critical for proper cost estimating and budgeting determination, and to avoid value engineering during the process.
6. Additional funding requirements. We understand funding availability is determined at fiscal dates and the design team is responsible for providing the County management team proper tools and information during those phases.



Key Biscayne City Hall, Key Biscayne, FL: The Administration and Police Building of Key Biscayne is composed of 33,158 SF of program that includes police and public works related functions.

COST ANALYSIS AND SCHEDULE PLANNING

Controlling Cost: We approach cost control based on our experience with other successful projects of similar scope and size. AECOM believes that effective cost management and high-quality design aren't contradictory subjects. Effective cost management may, in fact, benefit the quality of design. We take a proactive approach to identify issues and challenges early in the design process when solutions can be implemented at minimum cost and disruption. We also believe that cost, schedule, and value approaches are more effective when they are integrated.

Cost control may be the most essential aspect of project management. We understand what is necessary to provide effective cost control. Our approach includes many tools.

One of the major benefits AECOM offers is the diversity and depth of our experience. From a budget control point of view, our firm can draw upon its historical database with similar projects to make accurate predictions of estimated project costs at any stage during the development process. This unique attribute, coupled with AECOM's knowledge of local market conditions, will help ensure that the project is completed on-time and within budget.

Being Florida-based, our team and its subconsultants are very familiar with the regional construction industry costs that will impact this project. We bring our recent experience and knowledge of construction costs on major projects and use them to the team's advantage on this project. Our combined skillset offers Coral Gables an excellent understanding of how to successfully manage various projects efficiently and cost effectively.

Schedule Control: A critical aspect of schedule control is creating a detailed plan for all tasks and activities necessary to completing the design and documentation for the proposed projects. As part of this process, we develop a detailed workplan outlining specific tasks and deliverables for each phase. This task list will be analyzed in terms of man-hours required and its relationship to other tasks. Initial pre-planning will focus on determining staffing requirements for the programming, planning, conceptual design and the schematic design phases. Based on approved concepts and the schematic design, more detailed planning will be completed for subsequent phases based on each discipline. These tasks and time analyses are plotted and scheduled to identify critical dates, required interfaces, and manpower loading. This information will be updated on a regular basis and will provide sufficient data to allow our project manager to monitor progress and facilitate the positive actions necessary to assure that the commitments of our team are realized.

Key elements of schedule control:

- An overall project master schedule that outlines the planned duration for each phase, required approvals and critical decision-making activities. This will be coordinated with the CMAR, if applicable.
- Detailed schedules at each phase that more clearly identify interim milestones, meetings and decision-making points.
- Detailed pre-planning of tasks and activities required for each phase to allow the assignment of adequate manpower and develop a clear definition of product deliverables.

- Scheduled management meetings with the owner and CMAR, if applicable, to review completed work, anticipated activities and outstanding issues.
- Early participation of review agencies to successfully address regulatory concerns or involvement of both owner and user representatives in all phases of project development via a project review committee, task force and user groups.

All of these issues are factored into our proposed project schedule that is established through a logical sequence of design and construction activities, and presented as a series of interlocked, sequential phases from design kickoff to occupancy.

AECOM is committed to and adept at preparing and maintaining project schedules. AECOM has never missed a phase or final submittal delivery, and we consistently exceed the expectations of our clients in regard to completeness of deliverables. By utilizing the methodology we propose, all team members are not only knowledgeable of the schedule, but are expected to participate in its development

and maintenance. By clearly understanding the plan to complete, the team can respond to the plan in an effective way.

DESIGN SERVICES FOR FURNITURE, FIXTURES AND EQUIPMENT (FF&E)

AECOM's interior designers have extensive experience in the planning, design, selection specification and implementation of FF&E for various types of projects, including municipal office, civic buildings, emergency operations centers, and public safety buildings. We have worked with many corporate and municipal clients such as GE, Ryder, Broward County Courts, and the City of Sunny Isles to develop furniture design standards for high performance work places. We can assist the City in achieving their goals, whether it's to increase efficiency in existing spaces, improving productivity, or creating highly flexible work spaces. This experience uniquely qualifies us to assist the City of Coral Gables in the selection and implementation of FF&E.



Grand Junction Public Safety Complex



Miami-Dade Fire Rescue Training Facility



Leon County/City of Tallahassee Consolidated Public Safety Complex
AECOM



Town of Davie Public Safety Building, Davie, FL: Complete master planning, programming, engineering, and interior design services were provided for the 52,000 square foot Public Safety Building in the Town of Davie.

CONSTRUCTION CONTRACT ADMINISTRATION

AECOM's Construction Services staff in Florida consists of more than 50 construction managers, resident representatives, and construction inspectors. The field staff members are guided by written standard operating procedures which detail their duties and responsibilities on such matters as specific inspection and testing procedures, record keeping, shop drawings, changes, extra work and claims, and relations and communications with the contractor, owner, and federal and state agencies. Because of the depth and breadth of experience embodied in the field staff, each project can be assigned individuals who have specific experience in the types of construction involved. A construction manager supervises each project, managing the field staff and monitoring the overall progress and quality of the work and, as a skilled negotiator, is available to assist the owner.

AECOM's resident inspection services are a comprehensive package of responsibilities for the liaison between the contractor, client, and engineer. Experienced resident representatives work at the site to provide reports on the progress of the work and on the contractor's compliance or noncompliance with the terms of the contract. Inspections are conducted to determine the quality, suitability, and conformance with contract requirements. Field

representatives are accustomed to solving problems that arise during the normal course of construction, as well as providing assistance in minimizing extra costs, delays, change orders, and claims.

Based on AECOM's involvement in a vast number of construction projects, the firm has developed an approach to construction management that focuses on the following objectives:

- Provision of technical and managerial expertise and communication and coordination with the owners, design engineers, construction contractors, and regulatory agencies
- Early identification of problems or potential problem areas related to technical, scheduling, or budgetary goals
- Implementation of sound management techniques by which problems or potential problems can be resolved
- Assurance through on site professional management and inspection that construction activities are completed in accordance with contract documents

SUSTAINABILITY AND “GREEN” DESIGN

AECOM is comprised of a team of talented, passionate professionals who excel at planning, urban design, environmental services, landscape architecture, architecture, and transportation planning and engineering. With over 90 LEED Accredited Professionals in Florida alone, the firm is committed to helping clients design their projects to be low-impact, eco-friendly and well positioned for certification by the U.S. Green Building Council's LEED program and the Florida Green Building Coalition (FGBC).

Some of the elements we help incorporate into projects are multi-modal connectivity, bicycle and pedestrian planning, mixed-use development and redevelopment, native and draught tolerant plant choices, efficient irrigation practices, rainwater capture and recycling systems, green roofs, rain gardens, solar orientation, environmental restoration and water quality enhancement.

AECOM has provided a wide variety of services for projects that have received recognition for their sustainability or green design. In total, AECOM has worked on 65 LEED certified projects and 148 LEED registered projects. Our Courts design team recently completed a few Courthouse projects that have achieved LEED Certification. These include the following recent LEED Buildings our team has been involved:

- LAPD Headquarters – LEED GOLD
- Westminster Police Headquarters – LEED Silver
- Broward County Courthouse Annex – LEED GOLD
- Montgomery County Courthouse Annex – LEED GOLD
- First District Court of Appeal – LEED Silver

UNIQUE QUALIFICATIONS

The AECOM Team proposed to work with your staff are composed of architects, landscape architects and other engineering and design professionals — and these are all in-house resources. But specifically for this project AECOM + Consultants is offering the City of Coral Gables a highly qualified Architectural, Engineering, and Interior Design team...all of whom bring local, nationally and international experience with Public Safety Facilities to this project. Our Core Team includes Lead Designers Michael Kerwin and Scott Tao and Project Manager, Doug McKenzie who bring the experience of numerous Florida based police related facilities. Most importantly our team members include Steve Loomis and Brian Super who are AECOM's foremost experts in Public Safety facility design, having worked on dozens of law enforcement projects throughout the United States.

The Design team's extensive experience with police facilities will facilitate the design process and ensure that the City of Coral Gables Public Safety Building will be functional and efficient. Our team is familiar with the CALEA Standards for Law Enforcement Agencies Accreditation program as well as the IACP Police Facility planning guidelines. The goal for the Coral Gables Public Safety building is to deliver to the people of Coral Gables a new state of the art facility that will serve the unique needs of the Police Department, Fire Department, IT and HR. The design of this building must consider the central purpose of the structure: the mission of the Public Safety Director is to protect the health, safety, and welfare of the citizens of Coral Gables. This new facility by its design must symbolize that mission and contribute to its realization, goals and challenges. A successful Public Safety building must be secure, functional, efficient, and welcoming to the public. The design of each of our Public Safety facilities has been grounded by a deep understanding of the issues unique to law enforcement buildings.

In addition to the multiple disciplines that AECOM provides, we often work with a number of highly specialized sub consultants including David Plummer & Associates (DPA) and Nationally Recognized Public Safety Programmer, Carter Goble Associates (CGL).

David Plummer & Associates, founded in 1978, bring extensive technical, engineering, and business backgrounds into their private sector and public works projects. DPA's expertise ensures that the multi-disciplinary aspects of projects, as well as the approval process, are satisfied. They are comprised of an unusual blend of technical talents unique to both the Architectural/Engineering and General Contracting professions of today. DPA will provide civil and transportation engineering services for this contract.

CGL was founded in 1974. CGL is recognized as one of the best public safety building planning and programming firm in the nation with numerous of public safety buildings in their portfolio. Their integrated planners, architects, construction managers, maintenance technicians, and finance specialist offers clients continuity of service, bridging them from the planning phase through the occupancy and long-term maintenance of the facility. Their unique and comprehensive array of services can be applied totally or selectively to meet client needs. CGL will provide program verification, planning and peer review for this contract. CGL and AECOM have collaborated in multiple projects throughout all these years. CGL was a team member and responsible for the programming of the City of Miami College of Policing. Most recently CGL and AECOM collaborated also on the Renowned Broward County Courthouse which is set to open late 2016.

Why the AECOM Team is the Most Experienced Firm:

- An established working relationship with City of Coral Gables personnel
- Ability to provide all engineering and architectural services from within a single organization
- A team that has extensive experience in projects for Municipalities
- A 80+ year relationship with Miami-Dade County and the permitting agencies
- A team composed of managers, designers, and engineers who are local and have been recognized nationally for their expertise in municipal projects
- Nationally-recognized as industry leaders in all of the key markets that it serves, AECOM has been recognized on many highly-regarded industry ranking lists

7. Recent Relevant Projects

The following pages provide detailed descriptions and contact information for five similar projects.

MIAMI-DADE PUBLIC SAFETY AND FIRE RESCUE TRAINING FACILITY

Doral, FL | Client: Miami-Dade County | Completion: 2010

AECOM was hired by Miami-Dade County to provide complete design services for the Fire Rescue Training Complex located in the Doral area of Miami-Dade County. The proposed complex is located on a six acre site adjacent the existing headquarters of the Miami-Dade Fire Rescue Department and is intended to provide the Fire Rescue Department with “state of the art “ facilities that will provide effective and realistic simulation tools, equipment, systems, and scenarios to support the critical training requirements of the firefighters.

The complex includes a two-story, 54,555 square foot classroom and administration building which includes a completely functional fire station with a three bay apparatus room to support the training programs. The building also includes six classrooms, a gym/ exercise room, and extensive locker facilities for men and women. The second floor houses a large meeting room, library, video conference room, a 75’ long, 12’ deep training pool, and an administrative area overlooking the training field.

The training area includes a five story training tower attached to an 11,363 square foot, three story residential/ office burn building. The tower will include working elevators, dummy elevators, internal and external

stairs, simulated electrical panel fire, and multiple balconies. The burn building will have smoke available on command, a bedroom fire and hallway flashover scenarios.

A 6,350 square foot commercial burn building with a common attic was designed to also include a mansard roof for checking fire extension. The building will allow the fire department to develop a collapsed structure with 20 foot ceilings and will provide a kitchen fire, grease flare-up fire, and hood fire prop. A 3,569 square foot two story residential burn building will simulate a garage fire that can spread to the kitchen and a bedroom fire, both including smoke.

A 4,503 square foot maritime trainer will include ship stairs and doors, an engine room with escape tunnel, crew quarters, a significant maze, and an elevated platform to initiate top down fire training.

The training field will have environmentally safe live fire training that will include a moveable automobile fire, flammable liquid fire prop, horizontal propane tank fire, and a flammable fuel tanker fire. Training field will also include a confined space trainer, a trench rescue prop, a HAZ-MAT training area, and a 2,500 square foot covered area for the car extrication prop.

Owner:
Miami-Dade County
9300 NW 41st Street
Miami, FL 33178

Owner’s Project Manager:
Alfonso J. Ledo, Bureau Manager
Facilities and Construction Division
Miami-Dade Fire Rescue Dept.
9300 NW 41st Street
Miami, FL 33178
(786) 331-4503
alfonso.ledo@miamidade.gov

Contract Start – End Date:
2008 – 2010

Project Value:
\$27 million



ST. PETERSBURG POLICE HEADQUARTERS

St. Petersburg, FL | Client: St. Petersburg Police | Completion: Ongoing

St. Petersburg is the fourth largest city in Florida with a population of approximately 250,000. The St. Petersburg Police Department has more than 900 employees and volunteers providing a full array of police services to the citizens and visitors to the City of St. Petersburg. The City selected AECOM, along with a local architectural firm, to lead the design for their new headquarters and operations facility to be located immediately to the north of their existing facilities along the growing First Avenue corridor. By consolidating a few parcels, the City was able to provide a new block-wide campus for the new facilities.

As part of the design, the AECOM team reevaluated the existing program and developed a master plan for the site (including the existing facilities) to maximize the allocated budget for the project. The new facility as master planned will have a new public entrance at the corner of 13th Street and 1st Ave, with a community room and public service counter exemplifying the department’s commitment to Community Policing principles. The internal block will be secured for officers and police vehicle with a separate police entrance leading to an internal “hub” for officer activities, including read out briefing rooms, evidence drop-off, records, and uniform patrol administration.

The new facilities will include a new police communications center (9-1-1), administration, and training facilities, as well as detectives and evidentiary services. A new city-wide data center is planned due to the protected nature of the facility, which will be designed to a Category 5 hurricane wind strength with the requisite redundancies for continuous operations. A new city EOC is part of the master plan and may be included within the new facility with grant funding from FEMA. A remote delivery facility, an existing garage, county-owned public safety radio shelter, and 300-foot tower are also included in the site master planning.

Architect of Record: Harvard Jolley

Owner:
 City of St. Petersburg /
 St. Petersburg Police
 1300 First Avenue North
 St. Petersburg, FL 33705

Owner’s Project Manager:
 Michael McDonald
 Assistant Director
 1300 First Avenue North
 St. Petersburg, FL. 33705
 (727) 893-4090
 michael.mcdonald@stpete.org

Contract Start – End Date:
 2015 – Ongoing

Project Value:
 \$53 million (est. construction cost)



BROWARD COUNTY COURTHOUSE AND PARKING GARAGE

Miami, FL | Client: Broward County Board of County Commissioners | Completion: 2016 (est.)

As the Lead Designer AECOM provided Architectural and Engineering services for this 515-car parking garage. The need for the garage was driven by the development of the 715,000 SF Broward Justice Center, also designed by AECOM. The 7-level garage is located adjacent to the new Justice Center and used a precast system for quality, cost, and scheduling purposes. The Parking Garage and Justice Center are combined to help create a public plaza/courtyard to make the entry sequence a more pleasant experience. In the interest of activating the ground level area around the

garage, shell space was developed for use as retail, office or other County need. Designed for LEED Silver Certification, the parking garage included several design features such as metallic louvers to screen cars from view and, a pedestrian walkway connecting the garage and courthouse with the remainder of the Broward Justice Campus and the New River pedestrian walkway beyond. The garage also serves as a pedestrian bridge connecting the new Justice Center with the existing courthouse immediately to the East.

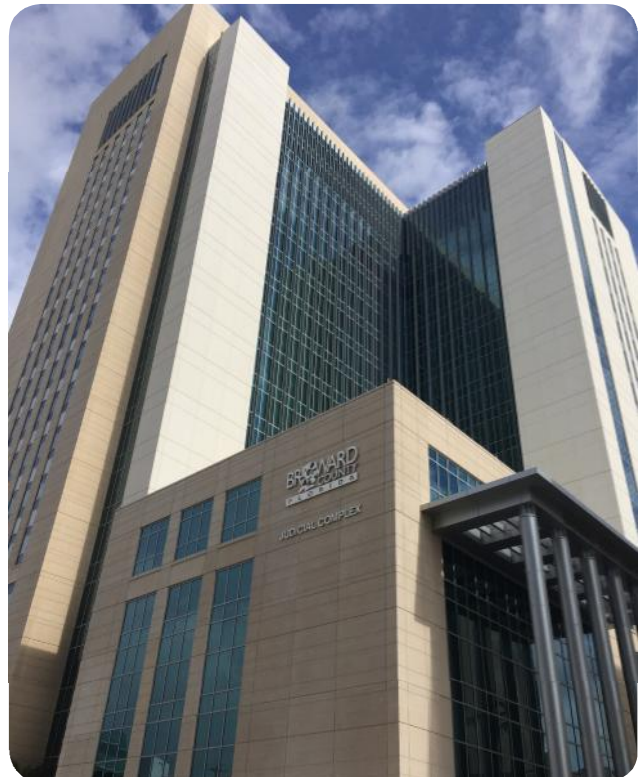
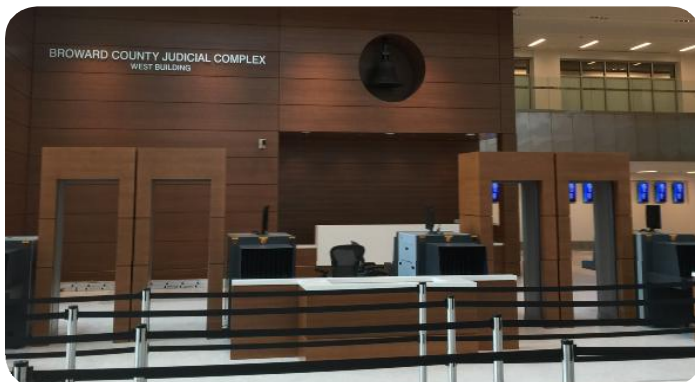
Project Size: 515 cars

Owner:
 Broward County
 Board of County Commissioners
 115 S. Andrews Ave., Room 421
 Fort Lauderdale, FL 33301
 (954) 357-7590

Owner's Project Manager:
 Steve Hammond
 (954) 357-7762

Contract Start – End Date:
 2011 – ongoing (2016 est.)

Project Value:
 \$8 Million



CONSOLIDATED PUBLIC SAFETY COMPLEX

Tallahassee, FL | Client: Leon County/City of Tallahassee | Completion: 2013 (Construction)

AECOM collaborated with a Tallahassee firm on the joint Leon County/City of Tallahassee consolidated facility, the Public Safety Complex (PSC) with an Operations Building, and a Logistics Building.

The Operations Building is composed of two levels organized around a central circulation core. The lobby, meeting rooms, fire administration, emergency medical services (EMS), regional traffic management center (RTMC), data center, and staff support spaces occupy the lower level. The upper level houses the emergency communications center (ECC), the emergency operations center (EOC), and support spaces.

The ECC occupies the north side of the second floor to take advantage of the diffused natural light and views of the adjacent regional park for the comfort of the employees. The second floor location allows the space to be configured for a large unobstructed area with high ceilings, aiding acoustic control and providing clear sight lines to visual displays.

The EOC overlooks the RTMC and is divided into two zones by an operable partition. Prepared for activations, the EOC is surrounded by the emergency management offices and is directly connected to the ECC by a situation room. A separate area of the EOC is

setup for training and can be opened to expand operations during a major activation. The logistics building houses EMS vehicles and provides a restocking bay and wash bay. The facility also includes bulk storage areas, as well as support areas for on-duty personnel. A future fire station is planned adjacent to this building.

The site is designed to take advantage of the natural contours in the immediate environment, while providing secure access and parking separated into two diverse routes. Site planning includes the careful preservation of heritage live oak trees. Protection for the site is provided with decorative fencing, natural swales with a ha-ha (below-grade/ditch) wall, and landscaping along the street frontage.

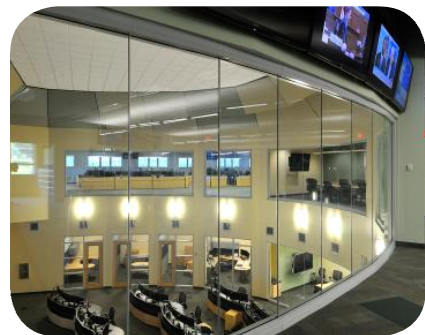


Owner:
 Leon County/City of Tallahassee
 PSC Operations
 911 Easterwood Drive
 Tallahassee, FL 32311

Owner's Project Manager:
 Carl L. Morgan, AIA
 1907 South Monroe Street
 Tallahassee, FL 32301
 (850) 606-5017
 morganc@leoncountyfl.gov

Contract Start – End Date:
 2011 – 2013

Project Value:
 \$26 million



CITY OF MIAMI COLLEGE OF POLICING

Miami, FL | Client: City of Miami | Completion: 2009 (Construction)

The College of Policing is a unique partnership between the City of Miami Police Department and the Miami-Dade County School Board. The complex houses state of the art training facilities for the police department, as well as a 450 student magnet high school focused on law studies and forensic science.

AECOM provided architecture, interior design, structural and electrical engineering, building engineering reviews (QA/QC), and construction administration for this facility that is used by local, regional, and international law enforcement personnel. The new building lobby shares the raised entry plaza of the existing headquarters and provides secured access to a 200-seat multipurpose auditorium with simultaneous translation capabilities. This auditorium is designed to be available to the local community for after-hours use.

The ground floor of the building includes a gymnasium, locker rooms, defensive tactics classrooms, standard classrooms, and space for the SWAT team. This floor also includes a 14-position indoor firing range designed for static and dynamic training and angled shooting between the 2nd and 10th lanes.

The range utilizes an inclined wet system bullet trap and is intended to accommodate pistol, rifle, and shotgun rounds. Eleven multipurpose classrooms are provided for police recruit and in-service training. The facility also includes an emergency operations center to support Fire and other city departments, as well as an adjacent dormitory area with 16-person capacity.

Located on a 1.60-acre downtown Miami site adjacent to the existing police headquarters, the 112,968-square foot magnet high school has its own separate entrance, and its co-location on the site will create a collaborative atmosphere for students interested in future careers in law enforcement. With its own cafeteria, media center, locker rooms, administrative area, and moot courtroom, the school also includes 14 standard classrooms, two science labs, and a practical lab for law studies.



Owner:
 City of Miami
 444 SW 2nd Avenue
 Miami, FL 33130

Owner's Project Manager:
 Frank Fernandez
 Deputy Chief of Police (former)
 (305) 460-5004

Contract Start - End Date:
 2008 – 2009 (Construction)

Project Value:
 \$36.4 million (completed within budget)





Staffing Plan



Section III: Staffing Plan



1. Key Personnel

Your success is our highest priority, and to that end, we pledge our corporate and management support to Coral Gables. Our key personnel for this project were selected based upon their qualifications and experience to efficiently deliver all services under this contract. We have a clear understanding of this type of project and we hereby commit our unique Public Safety Expertise team to effectively and comprehensively service the professional needs of Coral Gables.

Our Coral Gables office offers multi-disciplinary expertise to support the needs of the City. Located at 800 Douglas Road, our architects, planners, engineers, and construction managers bring a wealth of knowledge and experience to support the City's projects.



Principal in Charge, Project Director
Gus Barrera, AIA

Working from our Coral Gables office, Gus has 30 years of experience in all facets of architectural design, construction administration and project management. His experience includes justice, commercial, educational, residential, aviation and a variety of other project types. Gus is the District Business Line Manager for our Buildings + Places design practice in Florida, providing operational, project delivery and technical leadership. Gus will maintain close coordination with the client and team, ensuring all necessary resources are available, and will be available to the client throughout the duration of the contract.



Public Safety Design Principal
Steve Loomis, FAIA

Steve is a designer, architect, and planner. He lists to his credit a number of major projects, including interior space renovation, exterior renovation, space planning studies, master planning studies, additions, and new facility design. His role with each has varied from programming and space planning to design and project management, for which he has overseen all project phases. His commitment to quality control is demonstrated by his completion of projects on time and within budget.



Project Manager
Doug McKenzie

Doug has served as Project Manager/Project Architect for AECOM specializing in governmental projects. His background includes a wide range of projects with responsibilities consisting of planning, architectural production, supervision and coordination of contract documents and field observation for courthouses as well as for many large and complex projects for new construction, additions and renovation. His experience includes over 3 million square feet of projects throughout the US and internationally.



Design Director
Michael Kerwin, AIA

Michael is an award-winning design architect with 25 years of professional experience. He has received the prestigious “Architect of the Year” Award by the South Florida Chapter of American Institute of Architects in 1999 for his continuous and consistent contributions to the architectural design industry. Michael is also the recipient of the American Institute of Architects, Silver Medal Award. The Silver Medal is the highest honor awarded by the AIA Miami Chapter and is given for an individual’s distinguished design ability, commitment to the profession and loyalty to their firm.



Project Designer
Scott Tao

Scott is an award-winning senior designer with approximately 19 years of experience working on a wide variety of projects with a focus on civic facilities including courthouses, public safety buildings, parking structures, and campus projects. He began his career interning in various firms throughout Sao Paulo, Brazil and New York City. In New York City he was Junior Designer and Project Job Captain at a small design firm before joining AECOM in 1997 as Project Technical Coordinator. Scott is performing in the role of Project Architect / Designer for AECOM. He has been instrumental in the design, development, and coordination of design documents for over a dozen judicial projects throughout the United States.



Project Architect
Karl Romesburg, RA, LEED AP

Karl is an architect experienced in project management, design, construction documents, specifications, and permitting. His project experience includes transportation facilities, and commercial and office buildings.



Senior Public Safety Architect, Programming and Planning **Brian Super, AIA**

Brian Super leads a team of architects and support staff who specialize in design of law enforcement facilities, emergency communication and operations centers, court houses and correctional facilities. He is an energetic team player who takes pride in his meticulous approach to the architectural design process. His experiences over the past 26 years have included interior and exterior renovation, space planning and master planning studies, additions, construction administration, and new facility design. His primary responsibilities as an architect involve programming, planning, design development, coordinating architectural documents, code research, cost estimating, specification writing, and construction administration.



Public Safety Project Architect **Amanda Chebalo, AIA**

Amanda is a Registered Architect experienced in designing a variety of building types throughout the country including Public Safety, Commercial, and Health Care facilities. She earned her Master of Architecture degree from Savannah College of Art and Design and an Associate's Degree in Interior Design from Tidewater Community College. Amanda's interiors and architectural background enables her to lead projects holistically from early programming and planning through construction administration.



Interiors **Lynn Gordon**

Lynn Gordon's experience includes programming, space planning, and all phases of interior architectural project implementation. She also manages the selection, budgeting, and specification of furnishings. As a LEED Accredited Professional since 2003, Lynn has a wide range of experience on projects that have received LEED Certification. Lynn is a member of the International Interior Design Association (IIDA) and is certified by the National Council of Interior Design Qualification (NCIDQ).



Tech Integration / AV

Aaron Adilman

Aaron has over 20 years of experience in design, engineering, master planning, and project management for low-voltage technology systems including audiovisual, IT, structured cabling, wireless, and physical electronic security and surveillance systems. He has supported Department of Defense clients and classified civilian agencies with C4I systems and command center design, security and communications infrastructure design, and information technology design and specification.



Security Engineering

Doug Milby

Douglas Milby has over 28 years of experience with security system and electrical engineering design, project management, and Design/Build projects. He holds two U.S. Patents (No. 879960, a unique controls solution for a pump system; No. 6522032, a non-mechanical switch utilizing both touch and pressure) and is very familiar with the latest version of AutoCAD/Revit. He has extensive experience leading and designing projects for security systems for jails, courthouses, police departments, correctional facilities, and other governmental buildings. His extensive project experience includes both renovation and new construction work.



911-Radio Specialist

Mark Hannah

Mark brings 30 years of experience in telecommunication system design and implementation management, including land mobile and microwave networks. He has over 25 years of experience in project management in the public safety and utilities industry. His work encompasses multiple project integration, evaluations and negotiations, program management, scope and schedule management to include the development and management of multi-level project schedules for sub projects to fit into top level program schedules, resource leveling, expediting project tasks, project milestone fulfillment, and coordinating technical and non-technical disciplines.



IT / Security Specialist

Brian Waller, PE

Brian is a senior electrical engineer with over 35 years of consulting electrical engineering and project management experience. His areas of expertise include the complete design of electrical power distribution systems, data centers/mission critical systems, lighting design, and communication technology systems. Brian's responsibilities cover all electrical and communications facets of the project, from conceptual design through construction, including supervision of production staff and all required construction administration and field supervision.



Fire Protection Specialist

Martha Casas, PE

Martha is a key member of the Mechanical Engineering group with a primary focus in Fire Protection Engineering. She collaborates in the design of fire protection systems, hydraulic calculations and building code analysis. Her past experience with the firm includes a wide variety of building types including: administrative office; hospitality; criminal justice; educational; public and institutional. She also has experience on projects with a high degree of complexity, such as high-rise buildings.



Landscape Architecture

Gustavo Santana

Gustavo is a motivated and resourceful designer and project manager who has been extensively involved in master planning, site and detail design, construction administration on a variety of large and small scale projects including commercial, residential, educational, riverwalk and streetscape design. He has worked closely in providing clients with community and campus master plans, utilizing a full range of planning and design resources to manage change and improve quality of life.



Civil / Transportation Engineering – DPA

Timothy Plummer, PE

Tim is responsible for the overall transportation planning, traffic engineering, and civil design for DPA. His responsibilities also include the day-to-day management of the firm and client relations. He is a registered professional engineer in the state of Florida and Colorado and has over 25 years of civil and traffic engineering experience with both the public and private sectors. Tim's expertise includes transportation planning, transit planning, traffic engineering, traffic calming, parking analyses, site design, and geometric design



Program Verification / Planning and Peer Review – CGL

Enrique (Rick) Maciá, AIA, LEED AP BD+C

Rick has 31 years of experience focused on justice facilities. His skills include master planning, design, schematic drawings, design development and construction documentation for detention, correction institutional and judicial facilities for federal, international, state and local governments. He has extensive experience in detention / corrections design including the design of the Complejo Penitenciario I, Ezeiza Argentina; three facilities at the Coleman Federal Correctional Complex in Florida, the Taos County Jail, Taos New Mexico; and the South Fulton Municipal Regional Justice Center in Union City, Georgia. Rick was also responsible for the Miami-Dade County public safety Master Plan.

2. Workload

The City can rely upon AECOM to meet your scheduling, time, and budget expectations and our client references can attest to this. The AECOM team is able to commit the time required to respond to the City's needs in a timely fashion. We consider the City of Coral Gables to be a strategic client that justifies the allocation of significant company management and technical resources. Our Coral Gables office will be the primary office for services performed for the City. The Coral Gables office serves as the lead office for the Miami Metro Area of AECOM, which includes over 300 professionals throughout Southern Florida. We have a tremendous depth of resources in all of the technical areas identified on this contract, located just moments from the City of Coral Gables Public Works as well as City Hall. Currently, the office has staff utilization availability and we can commit that the City of Coral Gables will receive the full attention of AECOM management, professional staff, and support people.

AECOM projects backlog for the upcoming 12-month period and initiates staffing adjustments well in advance of the actual need for services. We consider timeliness of services and adherence to schedules to be one of the most critical factors in client satisfaction with professional services.

To manage our resources, each AECOM office regularly updates a database known as Backlog. This tool reports the distribution of work that is "in-hand" or authorized and compares that to the staff hours available. It allows each office, and the company as a whole, to assess current staffing needs and to forecast future needs to meet our clients' workload and schedules.

Each office conducts weekly staff meetings to review resource allocation and client schedules. If the City requests schedule changes, AECOM's Backlog analysis system will be used to evaluate shifting resources to meet the client's immediate needs.

KEY PERSONNEL AVAILABILITY

AECOM offices prepare weekly updates on resource allocation. These resource allocation updates track currently contracted work by project for fee remaining, deliverable schedule, and individual assignments. The projected staff hours for each project are tabulated to determine each staff members' time commitments. This is used to determine the availability of individuals to be assigned to new projects. We have a firmly committed project team that possesses the necessary manpower and depth of resources to meet the requirements for this contract.



Meeting of the minds

3. Working with Other Disciplines

As a fully integrated professional and technical services firm, our staff includes architects, landscape architects, engineers, designers, planners, scientists and management and construction services professionals – being multi-disciplinary is an integral part of how our firm operates. While we do work at all sizes and scales that may involve any variety of disciplines directly, we always have that network of resources often providing information that has saved time and resources on projects.

Additionally, AECOM is often a prime partner on projects, working with an array of other professionals, both as a part of our team and other consultants working in the same area. When embarking on a new project, our team always assesses the necessary scheduling and communication involved with bringing many entities together. Leveraging a unique pool of resources and talent, AECOM delivers fully integrated services collaborating across disciplines and geographies to shape innovative solutions for our clients.



Senior Designer Scott Tao going over drawings with AECOM's public safety principal architect Steve Loomis

4. Qualifications / Licenses / References

Qualifications

Please refer to SF 330 resumes in Section II for key staff qualifications.

AECOM TECHNICAL SERVICES, INC.

State of Florida Department of State

I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F9500004014.

I further certify that said corporation has paid all fees due this office through December 31, 2015, that its most recent annual report/uniform business report was filed on December 13, 2015, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this the Tenth day of February, 2016

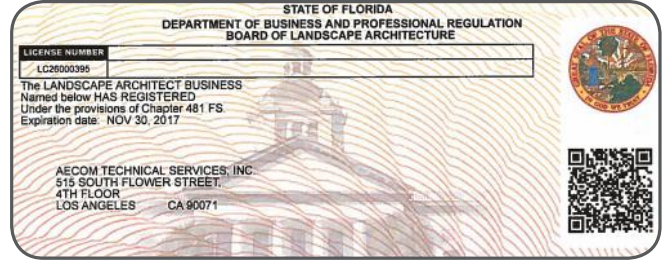
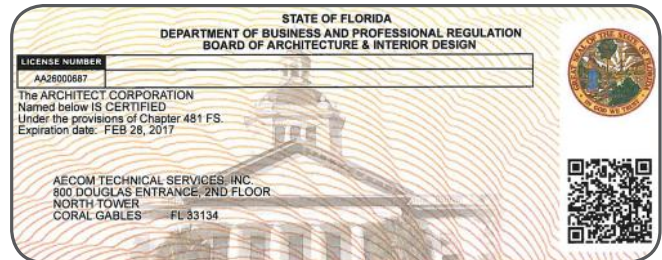


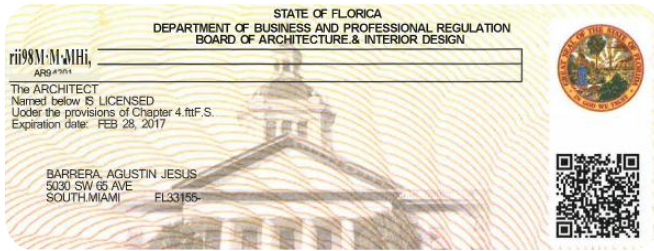
Ken Putnam
Secretary of State

Tracking Number: CU8419115460
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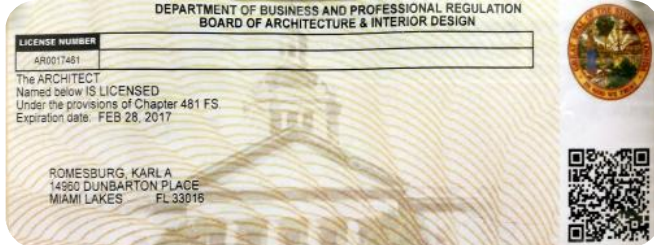
Licenses

See below and the following pages for licenses.





License Information	
Name:	KERWIN, MICHAEL H (Primary Name)
Main Address:	800 DOUGLAS ENTRANCE, N TOWER AECOM CORAL GABLES Florida 33134
County:	DADE
License Information	
License Type:	Architect
Rank:	Architect
License Number:	AR0012800
Status:	Current,Active
Licensure Date:	05/01/1989
Expires:	02/28/2017



Name:	CASAS, MARTHA ELISA
Main Address:	4401 SW 138 COURT MIAMI Florida 33175
County:	DADE
License Information	
License Type:	Professional Engineer
Rank:	Prof Engineer
License Number:	80396
Status:	Current,Active
Licensure Date:	01/01/2016
Expires:	02/28/2017
Special Qualifications	
Fire Protection	Qualification Effective 06/26/2015



Name:	POITEVIN, AUGUSTO
Main Address:	11725 SW 135 PL. MIAMI Florida 33186
County:	DADE
License Information	
License Type:	Professional Engineer
Rank:	Prof Engineer
License Number:	59048
Status:	Current,Active
Licensure Date:	09/25/2002
Expires:	02/28/2017
Special Qualifications	
Civil	Qualification Effective 09/25/2002
Special Inspector	10/13/2014



Licensee Information	
Name:	VALINO, ANTHONY LITECRETE INC (DBA Name)
Main Address:	6248 SW 127 CT MIAMI Florida 33183
County:	DADE
License Information	
License Type:	Certified Roofing Contractor
Rank:	Cert Roofing
License Number:	CCC057782
Status:	Current,Active
Licensure Date:	02/05/1999
Expires:	08/31/2016
Special Qualifications	
Construction Business	Qualification Effective 09/12/2012

Licensee Information	
Name:	VALINO, ANTHONY (Primary Name) LITECRETE INC (DBA Name)
Main Address:	6248 SW 127 CT MIAMI Florida 33183
County:	DADE
License Information	
License Type:	Certified General Contractor
Rank:	Cert General
License Number:	CGC059735
Status:	Current,Active
Licensure Date:	04/03/1998
Expires:	08/31/2016
Special Qualifications	
Construction Business	Qualification Effective 02/20/2004



CARTER GOBLE ASSOCIATES, LLC

State of Florida Department of State

I certify from the records of this office that CARTER GOBLE ASSOCIATES, LLC is a South Carolina limited liability company authorized to transact business in the State of Florida, qualified on February 21, 2013.

The document number of this limited liability company is M13000001137.

I further certify that said limited liability company has paid all fees due this office through December 31, 2015, that its most recent annual report was filed on April 28, 2015, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Second day of February, 2016*



Ken Detjen
Secretary of State



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

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

LICENSE NUMBER
AR0012727

The ARCHITECT
Named below IS LICENSED
Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2017

MACIA, ENRIQUE J
528 SAN LORENZO AVENUE
CORAL GABLES FL 33146

DAVID PLUMMER & ASSOCIATES, INC.

State of Florida
Department of State

I certify from the records of this office that DAVID PLUMMER & ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on March 27, 1978.

The document number of this corporation is 567705.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on January 21, 2016, and that its status is active.

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

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-first day of January,
2016



Ken Detjen
Secretary of State

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

State of Florida
Board of Professional Engineers
Attests that
Timothy J. Plummer, P.E.
Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2017
Audit No: 228201715445
FBPE
P.E. Lic. No: 49676

State of Florida
Board of Professional Engineers
Attests that
Juan B. Espinosa-Leal, P.E.
Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2017
Audit No: 228201721584
FBPE
P.E. Lic. No: 49512

State of Florida
Board of Professional Engineers
Attests that
Victor Lee Chin, P.E.
Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2017
Audit No: 228201724795
FBPE
P.E. Lic. No: 35233

State of Florida
Board of Professional Engineers
Attests that
Todd A. Seymour, P.E.
Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2017
Audit No: 228201726503
FBPE
P.E. Lic. No: 52098

References

CITY OF MIAMI COLLEGE OF POLICING

City of Miami

Relevance: Police tactical training facility

Contact: Frank Fernandez, *Deputy Chief of Police (former)*

Phone: 954 967 4357 | Email: n/a

WINNIPEG POLICE SERVICES HEADQUARTERS/ PUBLIC SAFETY BUILDING

City of Winnipeg

Relevance: Recent police headquarters and public safety building

Contact: Abdul Aziz, *Manager of Services*

Phone: 204 986 6213 | Email: aaziz@winnipeg.ca

GRAND JUNCTION PUBLIC SAFETY COMPLEX

Grand Junction, CO

Relevance: Police Department Building with 911 Dispatch Center, as well as renovations of a Fire Station and a Fire Department Administration Building

Contact: John Camper, *Chief*

Phone: 970 244 3560 | Email: johnc@ci.grandjct.co.us

LEON COUNTY/CITY OF TALLAHASSEE CONSOLIDATED PUBLIC SAFETY COMPLEX

Leon County/City of Tallahassee

Relevance: Public Safety, EOC, 911 police headquarters

Contact: Carl Morgan, *Facilities Management Architect*

Phone: 850 606 5017 | Email: morganc@leoncountyfl.gov

MIAMI-DADE PUBLIC SAFETY AND FIRE RESCUE TRAINING FACILITY

Miami-Dade County

Relevance: Public safety training facility

Contact: Alfonso Ledo

Phone: 786 331 4503 | Email: aledo@miamidade.gov

ST. PETERSBURG POLICE HEADQUARTERS

City of St. Petersburg, St. Petersburg Police

Relevance: Recent police headquarters and public safety building

Contact: Michael McDonnald, *Assistant Director*

Phone: 727 893 4090



Project Control
Experience

IV

Project Control Experience



Section IV: Project Control Experience



1. Our Approach to Positively and Innovatively Work with the City

AECOM understands the special nature of this contract. Our depth of local resources will offer the City the right level of expertise, precisely when it is needed. Our team is organized to provide the City direct access to professionals with considerable experience throughout south Florida and in many cases within the City of Coral Gables.

PROJECT BUDGET AND SCHEDULE CONTROL

Controlling costs is one of the top priorities on all AECOM projects. Simply stated, we make money and stay in business by becoming the client's budget watchdog. Only if we budget properly and control your costs can the projects be mutually beneficial. AECOM maintains rigorous internal administrative procedures and systems to monitor the labor utilization and financial expenditures of each project. The internal systems enable the project manager to evaluate the timeliness and cost-effectiveness of technical progress at any time on any assignment.

To facilitate timely completion of all work, a dynamic schedule is established and deliverables are identified at the beginning of each project. The identification of schedule activities and significant milestones for each task are provided by the individual task leaders based on their understanding of the project scope and their prior experience on similar projects. All major project activities

as well as the deliverables are shown on the schedule. Deliverable submittal dates and major project events are classified as project milestones.

The activities required to meet these milestone dates are identified and are logically scheduled to support their achievement. Items such as report/specification outlines and drawing lists as well as drawing mockups also are developed. These items, along with action lists, are monitored and updated in conjunction with the schedule as tangible means of tracking the progress of individual tasks/phases and identifying/ reacting to problem areas. Schedule tracking is accomplished by comparing project status to planned milestones.

A clear understanding of what is required by all project team members is the best resource for keeping a project on schedule. Monthly project schedule reviews by the project manager and the task managers will be a key to keeping the team and City informed of progress and identifying any deviations from plan.

PLAN FOR THE UNKNOWN

Unexpected issues can and do happen. How the project manager and other team members respond to unexpected issues can easily determine the success or failure of a project. The most important aspect of preventing unexpected issues is timely and effective communication.

Should an unexpected issue arise during the course of a project, timely and effective communication is key to keeping the project under control, on schedule, and within budget. Our project manager will swiftly act to gather the facts of the situation and will report and discuss them with City project manager as quickly as possible.

Together, the AECOM project manager and the City will analyze available alternatives to resolve the issue and will decide upon and implement the most appropriate course of action.

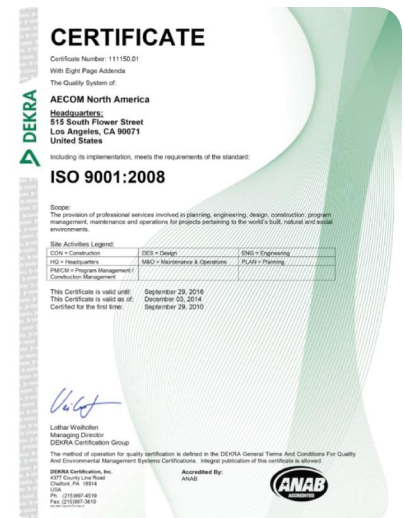
AECOM will not perform any unauthorized work. Any requested or recommended changes in the negotiated contract scope are first discussed with the AECOM project manager who will then prepare a draft amendment to the scope describing the change in work and a draft cost estimate for performing the work. The draft scope amendment and cost estimate will then be forwarded to City for review and comment. The AECOM project manager will then finalize the scope amendment and cost estimate and will present a formal task work order to be approved and signed by the appropriate City personnel.

FOCUS ON QUALITY

AECOM understands the importance of Quality Control (QC) in all its professional endeavors. The attention given to this process achieves several objectives; notably, that our work products comply with the quality requirements of the City, all work meets a high standard of technical quality for project deliverables, and the occurrence of potential errors and/or omissions is minimized. A major component of QC is the performance of reviews at appropriate times throughout a project to evaluate the adequacy of materials, documentation, processes, procedures, training, guidance, and staff required in the execution of the task. Internal procedures require the Project Manager to prepare a Quality Control Plan for each assignment.

AECOM has obtained ISO 9001 certification for our quality management practices. The ISO 9000 standards and guidelines, established by the International Organization for

Standardization, are globally recognized as the foundation of establishing quality management systems in business-to-business dealings. ISO 9001 standards are used to assess an organization's ability to meet customer and applicable regulatory requirements and address customer satisfaction. The standards include quality metrics and improvement practices and are applied to subcontractors as well as AECOM processes. Although ISO certification is a voluntary effort, AECOM wants to demonstrate to its clients in a formal way that AECOM is committed to meeting, and exceeding, their requirements for quality performance.



OUR ABILITY TO PROVIDE THE REQUESTED SERVICES

AECOM has examined the current and projected workloads of all proposed team members and have determined that they have no obligations, either present or future, that would prevent them from performing with excellence on any task assigned to AECOM under this contract. One of the advantages of being a large firm with significant depth of resources is that we can handle new projects without compromising our existing commitments. AECOM's current and projected backlog office-wide is moderate, and our project team has ample capacity for the additional work that will be generated by this contract. Each person shown on our organization chart will be available for assignment whenever their particular skills are required. In short -- we are available to begin work immediately upon receipt of Notice-to-Proceed for each project and to complete all work in a timely, cost-efficient manner.

INVOLVEMENT OF THE CITY STAFF AND AGENCIES

Our team has been working together in this type of project for many years and we believe that establishing and maintaining a positive, mutually beneficial working relationship between the project team: the Stakeholders (Neighbors, City and Staff) and the Design/Planning Team are essential to the project's success. AECOM will facilitate this positive relationship by maintaining respect for all members of the team, establishing a solid foundation for positive and effective working relationships, facilitating clear communication among team members, implementing mutually agreeable principles and mechanisms for problem solving, and determining a system of evaluating the team's progress. AECOM's well organized and integrated design team structure was selected to promote effective communication and co-ordination with the design team, user groups, and other stakeholders. Regular and substantive exchange with the Client throughout all phases of the design process is critical to achieving the best project possible. The AECOM design team will develop a detailed phasing and design review program in conjunction with all stake holders. This program will initiate regular design review meetings and identify all required submission packages including any additional community outreach participation, workshops and public hearings. The design team leaders, Steve Loomis, Doug McKenzie and Scott Tao will always participate in these meetings to provide continuity and a common point of contact for the Stakeholders. These leaders will be joined by various other members of the primary design team depending on the purpose of individual meetings such that the Owner, User or other stake holders will have an opportunity for free exchange with the team members actually developing the different aspects of the design.

PROJECT COMMUNICATIONS

The key ingredient to our success as a team is that we all have been collaborating together for many years specifically in Justice/Courthouse projects. Also the team we propose is mostly located in the same office, which makes communication much easier. AECOM has multiple internal communication platforms, which promotes constant team communication. Although the entire team is well aware of all processes of this type of project, our Project Manager Doug McKenzie's in-depth experience in this type of facility is key to the dynamic interaction between the rest of the team members, as well as key for delivering the stakeholders vision throughout the entire process.

MAINTAINING PROJECT SCHEDULE

AECOM's success in defining and meeting established project schedules is based upon our comprehensive approach to project management, and an understanding of key issues that affect the schedule for this project, especially where the development of a project. Based on our past experience serving the City of Coral Gables (example: Fire Station 2 and Trolley maintenance Facility) we understand the key elements of a successful schedule include:

1. End user program verification, workshops and presentations. Public Safety and Related departments.
2. Owner meetings and presentations. City staff and management. Multiple phases.
3. Numerous community workshops. Critical community buy-in.
4. City Commission Presentations. Required meetings to present design and budget.
5. Municipal agencies and permitting process, planning, zoning, board of architects, site infrastructure investigation and procedures.

6. Construction management coordination and cost estimating. Multiple phased delivery design documentation is critical for a proper cost estimating and budgeting determination and to avoid value engineering during the process.
7. Additional funding requirements. We understand funding availability is determined at fiscal dates and the design team is responsible for providing the City management team proper tools and information during those phases.

SERVICE DELIVERY MANAGEMENT TECHNIQUES

A critical aspect of our approach to schedule control is the completion of a detailed pre-planning activity for all tasks and activities to be undertaken in completing the design for the proposed facility. As part of this process, a detailed work plan will be developed outlining specific tasks and deliverables for each phase. This task list will be analyzed in terms of man-hours required and its relationship to other tasks. Initial pre-planning will focus on determining staffing requirements for the programming, planning, conceptual design and the schematic design phases. Based on approved concepts and the schematic design, more detailed pre-planning will be completed for subsequent phases for each discipline. These tasks and time analyses will be plotted and scheduled to identify critical dates, required interfaces, and manpower loading. This information will be updated on a periodic basis and will provide sufficient data to allow our project manager to monitor progress and to facilitate the positive actions necessary to assure that the commitments of our team are realized.

Key elements of our approach to schedule control include:

- An overall project master schedule that outlines the planned duration for each phase, required approvals and critical decision-making activities.
- Detailed schedules at each phase that more clearly identify interim milestones, meetings and decision-making points.
- Detailed pre-planning of tasks and activities required for each phase to allow the assignment of adequate manpower and develop a clear definition of product deliverables.
- Periodic management meetings with the owner and the courts to review completed work, anticipated activities and outstanding issues.
- Early participation of review agencies to successfully address regulatory concerns or involvement of both owner and user representatives in all phases of project development via a project review committee, task force and user groups.

All of these issues are factored into our proposed project schedule that is established through a logical sequence of design and construction activities and presented as a series of interlocked, sequential phases from design kickoff to occupancy.

AECOM is committed to and adept at preparing and maintaining project schedules. AECOM has never missed a phase or final submittal delivery, and we consistently exceed the expectations of our clients in regard to completeness of deliverables. By utilizing the methodology we propose, all team members are not only knowledgeable of the schedule, but are expected to participate in its development and maintenance. By clearly understanding the plan to complete, the team can respond to the plan in an effective way.

DESIGN INFLUENCE ON CONSTRUCTION COST CONTROL

AECOM's approach to cost control is based on our experience on many other successful public safety projects of similar scope and size. AECOM believes that effective cost management and high quality design are not contradictory subjects. Effective cost management may, in fact, benefit the quality of design. We take a proactive approach to identify issues and challenges early in the design process when solutions can be implemented at

minimum cost and disruption. We also believe that cost, schedule, and value approaches are more effective when they are integrated.

Cost control may be the most essential aspect of project management. We understand what is necessary to provide effective cost control. Our approach includes many tools.

One of the major benefits offered to Coral Gables on this project is AECOM's extensive experience with Public Safety and related facilities. From a budget control point of view, our firm can draw upon its historical database with similar projects to make accurate predictions of estimated project costs at any stage during the development process. This unique attribute, coupled with AECOM's knowledge of local market conditions, will help ensure that the project is completed on-time and within budget.

Being Coral Gables -based organizations, AECOM and its sub-consultants are very familiar with the regional construction industry costs that will impact this project. We will bring our recent experience and knowledge of construction costs on major projects in the Southeast Florida region and use them to the team's advantage on this project. Our team's combined skill set offers Coral Gables an excellent understanding of how to successfully manage this type of project efficiently and cost effectively.

CM OR DESIGN-BID-BUILD PROCESS

AECOM is familiar and comfortable assisting the City through any procurement process. Most of our facilities especially our Public Safety Buildings have been procured on a CM at risk or Design-BID-Build process.

2. Moving Projects Forward with Minimal Impact

AECOM uses a variety of techniques to maintain the project schedule, and are known for our customer focus and responsiveness. All of the techniques underscore the need for frequent and meaningful communications between all parties involved in the project. Part of our responsiveness is considering how to implement projects while minimally impacting the community. Often this is accomplished as we engage in other proven techniques in successful project management, including:

- Kickoff workshops
- Detailed project schedule
- Pre-scheduled milestones
- Interim submittal dates
- Review periods and presentations
- Bi-weekly status conference calls or meetings
- Interim presentations and discussions
- Monthly status reports tied to invoices



Ingraham Park, Coral Gables, FL

3. Specific Examples of Similar Initiatives With Other Public Entities Completed On-Time and Within Budget

AECOM has had the privilege of providing continuing services for over 60 municipalities over the last five years alone, including your community. Our focus remains the same — to provide quality, cost effective service and work hard to make the most of your community’s capital investments.

For instance, on our Collier County continuing services contract, we have worked on several successful projects including the 1,130-space parking deck and the courthouse annex. All projects were completed to the client’s satisfaction. We’ve been working with the City of Sunny Isles Beach for nearly 15 years, and have completed projects including the Heritage Park and Parking Garage, and the Government Center. For Coral Gables we have worked successfully on projects including the Granada Pedestrian Bridge, Parking Garage Elevator Lobbies, Cocoplum Medians, Tiziano and Ingraham Parks, **Trolley Site Analysis, Trolley Maintenance and Fire Station 2 – DCP**, Public Safety Building Relocation Study, Kings Bay Waterfront Park Concept, Alhambra and Maggiore Parks, Granada Golf Course, and construction management for the Miracle Mile Giralda Streetscape.



Trolley Maintenance and Fire Station 2, Coral Gables, FL

4. Ability To Successfully Deliver Similar Services That Have Significant Business and Community Involvement

AECOM is known for our expertise in community and stakeholder engagement, and have extensive experience in facilitating a process that is inclusive, transparent and strives to meet the needs of the community. Our process openly engages a wide cross section of community users and stakeholders, including staff, elected officials, seniors, youth, families, schools, business leaders, arts and cultural groups, sports leagues, special interest groups and others who have a stake in projects for the community. We use a variety of innovative techniques to engage community participants in the process, including workshops, surveys, interviews, focus groups, charrettes, public events, social networking, open houses and others. Finally, we construct our findings and conclusions so the public and stakeholders can easily understand how their input is integrated into our recommendations.

Some examples of projects where we used these techniques include Ingraham Park in Coral Gables, the Altos Del Mar Park Master Plan in Miami Beach, St. Petersburg Downtown Waterfront Master Plan, and Alhambra and Maggiore parks in Coral Gables.



AECOM's facilitation philosophy and techniques are simple:

- Be transparent and true to the role of facilitator
- Be respectful and listen well to all participants
- Create a safe, fun and energized environment
- Design exercises to be interesting, entertaining and informative
- Build on the findings and results of each previous exercise
- Assure equal opportunity for participation
- Stay on time, on task and on schedule
- Take time outs if needed to address new issues or to re-focus the discussion
- Regularly check in with the group to make sure that we are on task
- Incorporate food and music whenever possible!



5. Willingness to Work with Other Consultants

AECOM is willing to work with other City of Coral Gables consultants and embraces the opportunities provided through those collaborations to provide the utmost benefit to the city. As described in Section III, working across disciplines is part of our core philosophy. This includes disciplines within AECOM and with other consultants. We know that the success of any project relies on knowing all of its moving parts, communication and coordination with

the City and with other consultants. We pride ourselves on being flexible and cooperative. In one of our current projects with the City of Fort Lauderdale we have actively engaged with multiple other city consultants currently performing work with the City, including real estate specialists, architects, landscape architects and other specialists. This cooperation is maximizing the City's efforts to advance all of their City initiatives.





Seville Metro - Seville, Spain
Lead Investor: Sacyr



Required Forms

Required Forms



Section V: Required Forms



Required forms for this RFQ are on the following pages.

- Respondent's Affidavit
 - Schedule A - Certificate of Respondent
 - Schedule B - Non-Collusion and Contingent Fee Affidavit
 - Schedule C - Vendor Drug-Free Statement
 - Schedule D - Respondent's Qualification Statement
 - Schedule E - Statement of No-Response
 - Schedule F - Code of Ethics, Conflict of Interest and Cone of Silence
 - Schedule G - Americans with Disabilities Act
 - Schedule H - Public Entity Crimes
 - Schedule I - Acknowledgment of Addenda
- Required Cover Sheet & Check List When Evidencing Insurance
- Professionals Acknowledgment
- Qualifications Submittal Requirements and Checklist
- Certificate of Authority (Evidence of Authority to Sign)
- RFQ Submission Checklist
- Contract Exceptions

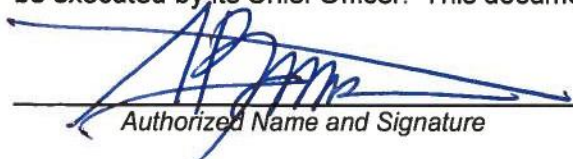
RESPONDENT'S AFFIDAVIT

SUBMITTED TO: City of Coral Gables
Procurement Division
2800 SW 72 Avenue
Miami, Florida 33155

The undersigned acknowledges and understands the information contained in response to this RFQ Schedules A through I shall be relied upon by Owner awarding the contract and such information is warranted by proposer to be true and correct. The discovery of any omission or misstatements that materially affects the Firm to perform under the contract shall be cause for the City to reject the solicitation submittal, and if necessary, terminate the award and/or contract. I further certify that the undersigned name(s) and official signatures of those persons are authorized as (*Owner, Partner, Officer, Representative or Agent of the Firm that has submitted the attached Response*). Schedules A through I are subject to Local, State and Federal laws (as applicable); both criminal and civil.

- SCHEDULE A – CERTIFICATE OF RESPONDENT
- SCHEDULE B – NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT
- SCHEDULE C – DRUG-FREE STATEMENT
- SCHEDULE D – RESPONDENT'S QUALIFICATION STATEMENT
- SCHEDULE E – STATEMENT OF NO-RESPONSE
- SCHEDULE F – CODE OF ETHICS, CONFLICT OF INTEREST, AND CONE OF SILENCE
- SCHEDULE G – AMERICANS WITH DISABILITIES ACT (ADA)
- SCHEDULE H – PUBLIC ENTITY CRIMES
- SCHEDULE I – ACKNOWLEDGEMENT OF ADDENDA

This affidavit is to be furnished to the City of Coral Gables with its RFQ response. It is to be filled in, executed by the Firm and notarized. If the Response is made by a Corporation, then it should be executed by its Chief Officer. This document MUST be submitted with the Response.

	Vice President	6/23/16
<i>Authorized Name and Signature</i>	<i>Title</i>	<i>Date</i>

STATE OF Florida

COUNTY OF Miami-Dade

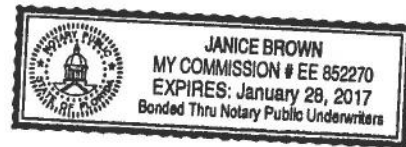
On this ____ day of June, 2016, before me the undersigned Notary Public of the State of _____, personally appeared _____
(Name(s) of individual(s) who appeared before Notary)

And whose name(s) is/are subscribes to within the instrument(s), and acknowledges it's execution.

Janice Brown
NOTARY PUBLIC, STATE OF FLORIDA

JANICE BROWN
(Name of notary Public; Print, Stamp or Type as Commissioned.)

NOTARY PUBLIC
SEAL OF OFFICE:



Personally know to me, or Produced Identification:

(Type of Identification Produced)

SCHEDULE "A" - CITY OF CORAL GABLES - CERTIFICATE OF RESPONDENT

Neither I, nor the firm, hereby represent has:

- a. employed or retained for a commission, percentage brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the Proposer) to solicit or secure this contract.
- b. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the contract, or
- c. paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the Proposer) any fee, contribution, donation or consideration of any kind for, or in connection with, procuring or carrying out the contract except as here expressly stated (if any):

SCHEDULE "B" - CITY OF CORAL GABLES - NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT

1. He/she is the Vice President
(Owner, Partner, Officer, Representative or Agent)

of the Proposer that has submitted the attached Response.

- 2. He/she is fully informed with respect to the preparation and contents of the attached Response and of all pertinent circumstances respecting such Response;
- 3. Said Response is made without any connection or common interest in the profits with any other persons making any Response to this solicitation. Said Response is on our part in all respects fair and without collusion or fraud. No head of any department, any employee or any officer of the City of Coral Gables is directly or indirectly interested therein. If any relatives of Proposer's officers or employees are employed by the City, indicate name and relationship below.

Name: None Relationship: _____

Name: _____ Relationship: _____

- 4. No lobbyist or other Proposer is to be paid on a contingent or percentage fee basis in connection with the award of this Contract.

SCHEDULE "C" CITY OF CORAL GABLES - VENDOR DRUG-FREE STATEMENT

Preference may be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under solicitation a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under solicitation, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section. As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

The Firm submitting this solicitation has established a Drug Free work place program in accordance with State Statute 287.087.

SCHEDULE "D" CITY OF CORAL GABLES – RESPONDENT'S QUALIFICATION STATEMENT

The undersigned declares the truth and correctness of all statements and all answers to questions made hereinafter:

Company Name: AECOM Technical Services, Inc.

Address: 800 Douglas Road, North Tower, 2nd Floor, Coral Gables, Florida 33134
Street City State Zip Code

Telephone No: (305) 444-4691 Fax No: (305) 447-3580 Email: Gus.Barrera@aecom.com

How many years has your organization been in business under its present name? Years

If Proposer is operating under Fictitious Name, submit evidence of compliance with Florida Fictitious Name Statute:

Not Applicable

Under what former names has your business operated? : Earth Tech, Inc.; The Earth Technology Corporation; The Earth Technology Corporation (Western), Ertec Western, Inc.; Fugro U.S., Inc.

At what address was that business located? 300 South Grand Avenue, 9th Floor, Los Angeles, California 90071

Are You Certified? Yes X No If Yes, **ATTACH COPY** of Certification.
Are You Licensed? Yes X No If Yes, **ATTACH COPY** of License

Has your company or its senior officers ever declared bankruptcy?

Yes No If yes, explain:

Please identify each incident within the last five (5) years where (a) a civil, criminal, administrative, other similar proceeding was filed or is pending, if such proceeding arises from or is a dispute concerning the Proposer's rights, remedies or duties under a contract for the same or similar type services to be provided under this RFP:

~~As with any national professional service organization the size of AECOM (the "Company"), from time to time the Company receives allegations and is involved in disputes. The Company, however, has substantial liability insurance to protect itself from any and all litigation. Additionally, the Company has substantial assets, including liquid assets of several million dollars. Although the outcome of the Company's legal proceedings cannot be predicted with certainty and no assurances can be provided, based on the Company's previous experience in such matters, the Company's management does not believe that any of these legal proceedings, individually or collectively, are likely to exceed established reserves or insurance coverage.~~

Have you ever been debarred or suspended from doing business with any government entity?

Yes No X If Yes, explain

State of Florida Department of State

I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014.

I further certify that said corporation has paid all fees due this office through December 31, 2015, that its most recent annual report/uniform business report was filed on December 13, 2015, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Tenth day of February, 2016*



Ken Putnam
Secretary of State

Tracking Number: CU8419115460
To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.
<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

LICENSE NUMBER: AA28000687

The ARCHITECT CORPORATION
Named below IS CERTIFIED
Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2017

AECOM TECHNICAL SERVICES, INC.
800 DOUGLAS ENTRANCE, 2ND FLOOR
NORTH TOWER
CORAL GABLES FL 33134

State of Florida
Board of Professional Engineers
Attests that
AECOM Technical Services, Inc.

FBPE
FLORIDA BOARD OF PROFESSIONAL ENGINEERS

is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2017
Audit No: 228201702357

CA Lic. No:
8115

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF LANDSCAPE ARCHITECTURE

LICENSE NUMBER: LC26000395

The LANDSCAPE ARCHITECT BUSINESS
Named below HAS REGISTERED
Under the provisions of Chapter 481 FS.
Expiration date: NOV 30, 2017

AECOM TECHNICAL SERVICES, INC.
515 SOUTH FLOWER STREET,
4TH FLOOR
LOS ANGELES CA 90071

Florida Department of Agriculture and Consumer Services
Division of Consumer Services
Board of Professional Surveyors and Mappers
2095 Apalachee Pkwy Tallahassee, Florida 32399-6509

License No: **LB7860**
Expiration Date: February 28, 2017


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

AECOM TECHNICAL SERVICES, INC.
515 S FLOWER ST STE 1050
LOS ANGELES, CA 90071-2211

Adam H. Putnam
ADAM H. PUTNAM
COMMISSIONER OF AGRICULTURE

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

DETACH HERE AND DISPLAY RECEIPT IN A CONSPICUOUS PLACE



CITY OF CORAL GABLES, FLORIDA
LOCAL BUSINESS TAX RECEIPT
ANNUAL FIRE INSPECTION FEE RECEIPT

CUST. NO. 019048
RECEIPT NO.
BT-0018058050

2015-2016

THIS IS NOT A BILL-DO NOT PAY

BUSINESS NAME: AECOM TECHNICAL SERVICES INC	LOCATION: 800 DOUGLAS RD
DBA NAME: AECOM DESIGN	200

CLASSIFICATION:	NO. OF UNITS	UNIT DESCRIPTION	AMOUNT PAID: \$
1 UNCLASSIFIED	75	PERSONS	4,310.00
2			
3			
4			
5			
6			

SQUARE FOOTAGE OF SPACE: 23000

BUSINESS TAX RECPT RENEWAL

VALID ONLY AT LOCATION ABOVE.
RECEIPT EXPIRES 09/30/2016

**** This receipt does not constitute authority to begin operating at this location without a**

001294

Local Business Tax Receipt

Miami-Dade County, State of Florida
-THIS IS NOT A BILL - DO NOT PAY

6400824

BUSINESS NAME/LOCATION	RECEIPT NO.
AECOM TECHNICAL SERVICES INC	RENEWAL
800 SW 37 AVE	4641578
NORTH TOWER 2 FLOOR	
CORAL GABLES FL 33134	

LBT

EXPIRES

SEPTEMBER 30, 2016

Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

OWNER

AECOM TECHNICAL SERVICES INC

Employee(s) 75

SEC. TYPE OF BUSINESS

212 P.A./CORP/PARTNERSHIP/FIRM
EB8115

PAYMENT RECEIVED BY TAX COLLECTOR

\$337.50 08/04/2015
CREDITCARD-15-039636

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit www.miamidade.gov/taxcollector

SCHEDULE "E" CITY OF CORAL GABLES – STATEMENT OF NO-RESPONSE

NOT APPLICABLE

NOTE: If you do not intend to respond to this RFQ, please return this form immediately. Failure to return this form may result in your name being removed from the list of Proposers for the City of Coral Gables. Please indicate Request for Qualification name and number on the outside of the envelope.

MAIL TO: CITY OF CORAL GABLES
2800 S.W. 72nd AVENUE
MIAMI, FL 33155
ATTN: PROCUREMENT DIVISION
EMAIL: contracts@coralgables.com

We, the undersigned have declined to respond for the following reason:

- Insufficient time to respond to the Request for Qualification.
- We do not offer these services or an equivalent.
- Our schedule would not permit us to perform.
- Unable to meet specifications.
- Unable to meet Bond requirements.
- Specifications unclear (explain below).
- Unable to meet insurance requirements.
- Other (specify below)

REMARKS:



COMPANY NAME: _____

SIGNATURE: _____

ADDRESS: _____

TELEPHONE NO. _____

FAX NO. _____

EMAIL ADDRESS: _____

**SCHEDULE "F" CITY OF CORAL GABLES – CODE OF ETHICS, CONFLICT OF INTEREST, AND
CONE OF SILENCE**

THESE SECTIONS OF THE CITY CODE CAN BE FOUND ON THE CITY'S WEBSITE, UNDER GOVERNMENT, CITY DEPARTMENT, PROCUREMENT, PROCUREMENT LINKS, ORDINANCE NO. 2009-53; SEC 2-1055; SEC 2-677; AND SEC 2-1059, RESPECTIVELY.

IT IS HEREBY ACKNOWLEDGED THAT THE ABOVE NOTED SECTIONS OF THE CITY OF CORAL GABLES CITY CODE ARE TO BE ADHERED TO PURSUANT TO THIS SOLICITATION.

**SCHEDULE "G" CITY OF CORAL GABLES - AMERICANS WITH DISABILITIES ACT (ADA)
DISABILITY NONDISCRIMINATION STATEMENT**

I understand that the named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any sub-contractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and service, transportation, communications, access to facilities, renovations, and new construction.

The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 U.S.C. 12101,12213 and 47 U.S.C. Sections 225 and 661 including Title I, Employment; Title 11, Public Services; Title III, Public Accommodations and Services Operated by Private Entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Sections 5553.501-553.513, Florida Statutes

The Rehabilitation Act of 1973, 229 U.S.C. Section 794

The Federal Transit Act, as amended, 49 U.S.C. Section 1612

The Fair Housing Act as amended, 42 U.S.C. Section 3601- 3631

**SCHEDULE "H" CITY OF CORAL GABLES STATEMENT PURSUANT TO SECTION 287.133 (3) (a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

1. I understand that a "public entity crime" as define in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
2. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.

- 3. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:
 - 1. A predecessor or successor of a person convicted of a public entity crime; or 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
- 4. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes**, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
- 5. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **[indicate which statement applies.]**

Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list.

[attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

SCHEDULE "I" CITY OF CORAL GABLES - ACKNOWLEDGEMENT OF ADDENDA

- 1. The undersigned agrees, if this RFQ is accepted, to enter in a Contract with the CITY to perform and furnish all work as specified or indicated in the RFQ and Contract Documents within the Contract time indicated in the RFQ and in accordance with the other terms and conditions of the solicitation and contract documents.
- 2. Acknowledgement is hereby made of the following Addenda, if any (identified by number) received since issuance of the Request for Qualifications.

Addendum No. <u>1</u> Date <u>May 23, 2016</u>	Addendum No. <u>5</u> Date <u>June 21, 2016</u>
Addendum No. <u>2</u> Date <u>May 24, 2016</u>	Addendum No. _____ Date _____
Addendum No. <u>3</u> Date <u>May 25, 2016</u>	Addendum No. _____ Date _____
Addendum No. <u>4</u> Date <u>June 16, 2016</u>	Addendum No. _____ Date _____



**CITY OF CORAL GABLES
REQUIRED COVER SHEET & CHECK LIST WHEN EVIDENCING INSURANCE**

This check list was developed to identify the documents required when an entity and/or an individual is evidencing insurance to the City. All applicable boxes must be checked. This form, and other related insurance documents are available @ www.coralgables.com. Under City Departments tab, click on Human Resources, then the Risk Management Division Page.

◀◀◀ THIS FORM MUST BE SUBMITTED WHEN EVIDENCING INSURANCE TO THE CITY ▶▶▶

Full Legal Name (as shown on the agreement or permit with the City):	AECOM will provide the City with
City Department (that you are working with or that is issuing a permit):	evidence of insurance coverage as
City Employee (contract manager or employee issuing permit):	required and name the City as
The name & phone # of the individual who completed this check list:	Additional Insured
The date this check list was completed in its entirety:	

- A Certificate of Insurance is attached and the following information is contained therein:**
 - The named insured listed on the Certificate of Insurance exactly matches the name of the individual and/or entity that is required to evidence insurance to the City.
 - The Certificate Holder section of the Certificate of Insurance reads as follows:
City of Coral Gables • Insurance Compliance
PO Box 12010 - CE • Hemet, CA 92546-8010
 - The special provisions section of the Certificate of Insurance contains language affirming that;
 - 1) Endorsements have been issued to all required insurance policies naming the City of Coral Gables as an additional insured on a primary and non-contributory basis (except workers compensation & professional liability insurance) and;
 - 2) That all policies evidenced to the City contain a waiver of subrogation endorsement and;
 - 3) That all policies have been endorsed to ensure that the City receives the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

IF COVERAGE IS REQUIRED FOR THE LINES OF INSURANCE BELOW, THEN THE DOCUMENTS LISTED MUST ALSO BE ATTACHED TO THE CERTIFICATE OF INSURANCE EVIDENCED TO THE CITY

- Copies of the following Commercial General Liability Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Endorsement (or a copy of the policy) naming the City of Coral Gables as an Additional Insured on a Primary and Non-Contributory Basis.
- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

- Copies of the following Automobile Liability Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Endorsement (or a copy of the policy) naming the City of Coral Gables as an Additional Insured on a Primary and Non-Contributory Basis.
- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

- Copies of the following Workers Compensation Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

CITY OF CORAL GABLES, FL
 2800 SW 72nd Avenue, Miami, FL 33155
 Finance Department / Procurement Division
 Tel: 305-460-5103 / Fax: 305-261-1601

RESPONDENT ACKNOWLEDGEMENT

<p>RFQ Title: PUBLIC SAFETY BUILDING DESIGN CONSULTANT SERVICES</p> <hr/> <p>RFQ No. 2016.05.MG</p> <p>A cone of silence is in effect with respect to this RFQ. The Cone of Silence prohibits certain communication between potential vendors and the City. For further information, please refer to the City Code Section 2-1059 of the City of Coral Gables Procurement Code.</p>	<p>Qualification Statements must be received prior to 2:00 p.m., Thursday, June 2, 2016 and may not be withdrawn for a period of up to 120 calendar days after opening. Proposals received by the date and time specified will be opened in the Procurement Office located at 2800 SW 72nd Avenue, Miami, FL 33155. All proposals received after the specified date and time will be returned unopened.</p> <p>Contact: Margie Gomez Title: Sr. Contract Specialist Telephone: 305-460-5102 or 305-460-5103 Facsimile: 305-261-1601 Email: contracts@coralgables.com mgomez@coralgables.com</p>
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THIS FORM MUST BE COMPLETED AND SUBMITTED ALONG WITH THE COMPLETE QUALIFICATIONS SUBMITTAL PRIOR TO THE DATE AND THE TIME OF PROPOSAL OPENING

Respondent Name: AECOM Technical Services, Inc.	FEIN or SS Number: 95-2661922
Complete Mailing Address: 800 Douglas Road, North Tower, 2nd Floor Coral Gables, Florida 33134	Telephone No.: (305) 444-4691
	Cellular No.: (786) 295-1222
Indicate type of organization below: Corporation: <input checked="" type="checkbox"/> Partnership: <input type="checkbox"/> Individual: <input type="checkbox"/> Other: <input type="checkbox"/>	Fax No.: (305) 447-3580
Bid Bond / Security Bond (if applicable) <u>NA</u> %	Email: Gus.Barrera@aecom.com

ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFQ SUBMITTAL FORMS, INSURANCE, ADDENDUM(S) ACKNOWLEDGEMENT AND ALL PAGES OF THE RFQ DOCUMENT MAY RENDER YOUR RFQ NON-RESPONSIVE.

THE RESPONDENT CERTIFIES THAT THIS SUBMITTAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE RFQ DOCUMENTS AND THAT THE RESPONDENT HAS MADE NO CHANGES IN THE RFQ DOCUMENT AS RECEIVED. THE RESPONDENT FURTHER AGREES IF THE RFQ IS ACCEPTED, THE RESPONDENT WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN THE RESPONDENT AND THE CITY OF CORAL GABLES FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS RFQ PERTAINS. FURTHER, BY CHECKING THE AGREE BOX LISTED BELOW AND BY SIGNING BELOW PREFERABLY IN **BLUE INK**. ALL RFQ PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. I AM AUTHORIZED TO BIND PERFORMANCE OF THIS RFQ FOR THE ABOVE RESPONDENT.

Agree (Please check box to acknowledge this solicitation)

Agustin J. Barrera, AIA, NCARB  Vice President 6/1/2016
 Authorized Name and Title Date

QUALIFICATIONS SUBMITTAL REQUIREMENTS AND CHECK LIST - RFQ 2016.05.MG

Please provide the **PAGE NUMBER** in the blanks provided as to where compliance information is located in your Qualifications Submittal for each of the **REQUIRED SUBMITTAL ITEMS** listed below.

THE STATEMENT OF QUALIFICATIONS IS TO BE ORGANIZED AS INDICATED AND ADEQUATELY ADDRESS EACH CRITERIA. PLEASE PROVIDE THE PAGE NUMBER IN THE BLANKS PROVIDED WHERE COMPLIANCE INFORMATION IS LOCATED IN YOUR QUALIFICATION STATEMENT FOR EACH OF THE REQUIRED SUBMITTAL ITEMS LISTED BELOW:

Submittal - Section I:

- 1) **Title Page:** Show the RFQ number and subject, the name of your firm, address, and telephone number, name of contact person, e-mail address, and date. **1**
- 2) Provide a **Table of Contents** in accordance with and in the same order as the respective "**Sections**" listed below. **4**

Submittal - Section II: Firm Qualifications

- 1) Provide a complete company background and history, including, but not limited to: the number of years in business, credentials, licenses, number of employees, an organizational chart identifying key staff members, their level of responsibility, their job titles and how long they have been with the firm. (**Submit Standard Form 330, Architect-Engineer Qualifications**) **9**
- 2) Clearly identify office locations for the following: **75**
 - a. Office location providing primary project management
 - b. Corporate headquarters of the firm
 - c. Office location(s) for any anticipated sub-consultants
- 3) Provide a statement detailing Respondent's familiarity with permitting agencies and permitting procedures, especially in Miami-Dade County. **76**
- 4) Submit bank and trade references. Provide a Balance Sheet and Statement of Profit and Loss certified an independent Certified Public Accountant. for the preceding two (2) calendar or fiscal years. **77**
- 5) Submit proof of the ability to obtain the required insurances with the limits specified herein. **77**
- 6) Summarize proposal and firm's qualifications. Additionally, the firm may use this section to articulate why their firm is pursuing this work and how it is uniquely qualified to be awarded this solicitation. **81**
- 7) Provide detailed information on five (5) of the Respondent's most recent and relevant projects similar to those described in the Specifications/Scope of Work. Information provided shall include: **91**

- a. Name, address, telephone number and E-mail of the owner
- b. Name, address, telephone number and E-mail of the owner's Project Manager
- c. Name, location and address of project
- d. Description of work
- e. Contract start and completion date
- f. Project dollar amount
- g. Detailed information on any additional services provided, including the reason, cost and description.

Submittal - Section III: Staffing Plan

- 1) Provide resumes and relevant background information for the company's key personnel (including owner(s), project manager, supervisors, field representatives, field inspectors and other technical personnel), including experience with similar projects.
Refer back to SF 330 Resumes starting on page 13. Brief key personnel write-ups start on page 97
- 2) Provide the current and future workload of the assigned staff to indicate their availability to perform and successfully complete the project. **104**
- 3) Provide a statement detailing the Respondent's expertise and experience in working with other disciplines, including coordination with other design professionals and consultants.
105
- 4) Provide qualifications, licenses and references for proposed key staff. **106**

Submittal – Section IV: Project Control Experience

- 1) Provide a section indicating how the Respondent intends to positively and innovatively work with the City in providing the services outlined in this RFQ. Please indicate overall detailed approach to a project, including innovative interaction and communication with the community, City Staff, and multi stakeholders. **113**
- 2) Describe Respondent's ability and experience with moving the project along while minimizing the impact on the community. **118**
- 3) Provide specific examples of similar initiatives that the Respondent has successfully undertaken with other public entities completed on-time and within budget. **119**
- 4) Describe Respondent's ability to successfully deliver similar projects that have significant community and business involvement **120**
- 5) Describe respondent's willingness to work with other consultants designated by the City. **121**

Do Not Include City of Coral Gables Work or Employees as References.

RESPONDENT IS TO INITIAL IN THE SPACES BELOW, ACKNOWLEDGING COMPLIANCE

Schedules A, B, C, D, E, F, G, H, and I have been filled out, signed and notarized, where required AB

RFQ Submission Checklist has been filled out and included AB

Professional Services Agreement (PSA) Draft has been reviewed AB

Failure to submit checklist and documents required hereunder may render your RFQ response non-responsive and constitute grounds for rejection.

Initial: AB

CERTIFICATE OF AUTHORITY

I, Carol F. Brandenburg-Smith, the undersigned, do hereby certify that I am the Assistant Secretary of AECOM Technical Services, Inc., a California corporation (the "Corporation"), and that the Amended and Restated Corporate Bylaws of the Corporation, effective June 15, 2010, provide that:

Any officer of the corporation holding the title of senior vice president or higher, or any other person designated by resolution of the board of directors, may execute contracts or other legal instruments on behalf of the corporation or its divisions. Unless so authorized by the board, no officer, agent or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or in any amount.

I further certify that as of August 27, 2015, the Board of Directors of the Corporation, by unanimous action, duly adopted a resolution authorizing Agustin "Gus" Barrera, of the corporation, to sign any and all contracts or amendments to contracts on behalf of the corporation.

RESOLVED FURTHER, that Mr. Barrera's term of office shall continue at the pleasure of the Board or until employment with the Corporation or an affiliate shall cease.

I do further certify that the above resolution has not been amended or revoked and is now in full force and effect.

Witness my hand and seal of the Corporation this 9th day of October 2015



Carol F. Brandenburg-Smith, Assistant Secretary
AECOM Technical Services, Inc.

**SECTION 6
REQUEST FOR QUALIFICATIONS SUBMISSION CHECK LIST
RFQ 2016.05.MG**

COMPANY NAME: (Please Print): <u>AECOM Technical Services, Inc.</u>	
Phone: <u>(305) 444-4691</u>	Fax: <u>(305) 447-3580</u>

-- NOTICE --

BEFORE SUBMITTING YOUR RFQ, MAKE SURE YOU:

- 1. **Carefully read Respondent's Submittal Requirements (Pg. 11)of the RFQ, and provide the page number in the blanks provided where compliance information is located in your Qualification Statement for each of the required submittal items.**
- 2. Carefully read the SPECIFICATIONS/SCOPE OF WORK and then properly fill out the RFQ SHEET and CERTIFICATION PAGE (Schedule "A").
- 3. Fill out and sign the NON-COLLUSION AFFIDAVIT (Schedule "B") and have it properly notarized.
- 4. Sign the VENDOR DRUG FREE STATEMENT (Schedule "C").
- 5. Complete, sign and have notarized RESPONDENT'S QUALIFICATIONS STATEMENT (Schedule "D").
- 6. Complete STATEMENT OF NO RESPONSE (Schedule "E") if applicable.
- 7. Sign and return acknowledgement of CODE OF ETHICS, CONFLICT OF INTEREST AND CONE OF SILENCE (Schedule "F"). *These can be found on the City's website, under Government, City Department, Procurement, Procurement Links, Ordinance No. 2009-53; Sec 2-1055; Sec 2-677; and Sec 2-1059, respectively.*
- 8. Complete, sign and have notarized American with Disabilities Act (ADA) Non-Discrimination Statement (Schedule "G").
- 9. Complete, sign and have notarized the Sworn Statement Pursuant to Section 287.133 (3) (a), Florida Statutes, On Public Entity Crimes (Schedule "H").
- 10. Complete and submit Acknowledgement of Addenda (Schedule "I") if applicable.
- 11. Complete, sign and have notarized LOBBYIST forms (if applicable). Forms available at www.coralgables.com, City Clerk
- 12. Complete and submit STANDARD FORM 330, Architect-Engineer Qualifications (if applicable).
- 13. Clearly mark the RFQ NUMBER AND RFQ NAME on the outside of your envelope.
- 14. Submit ONE ORIGINAL and SEVEN PHOTOCOPIES with ONE disk or flash drive in pdf format of your RFQ.
- 15. Make sure your RFQ is submitted prior to the deadline. Late RFQs will not be accepted.
- 16. Include Bond (if applicable).

FAILURE TO PROVIDE THE REQUESTED SCHEDULES MAY RESULT IN YOUR RFQ BEING DEEMED NON-RESPONSIVE. THIS PAGE ALONG WITH SCHEDULES "A" THRU "I" ARE TO BE RETURNED WITH YOUR RFQ (DRAW A LINE ACROSS A FORM WHICH IS NOT APPLICABLE).

AECOM TECHNICAL SERVICES, INC. CONTRACT EXCEPTIONS

AECOM Technical Services, Inc. has carefully reviewed the terms and conditions provided within the Request for Qualifications (RFQ). While we are confident we will reach mutually acceptable terms, AECOM respectfully requests consideration of the following modifications:

Contracting Basis

Payment Terms: AECOM proposes monthly invoicing and that payment of all amounts, except those disputed in good faith, would be made net thirty (30) days after the City's receipt from AECOM of an appropriately supported invoice.

Consequential Damages: AECOM proposes that the Agreement contain a mutual waiver of consequential damages.

Standard of Care: AECOM will perform its services in accordance with the ordinary degree of professional care prevailing in the engineering industry, as stated in Section 7.1, but not in accordance with the "highest" professional standards, as stated in Section 7.2. AECOM may rely upon and use information provided by or through the City.

Changes: AECOM will require cost and schedule relief to account for the adverse impact on its services of any changes.

Indemnification: AECOM proposes the agreement include an indemnity that complies with Florida Statute 725.08. In addition, we request the addition of Florida Statute 558 as follows: "IN ACCORDANCE WITH SECTION 558 ET SEQ OF THE FLORIDA STATUTES AND TO THE FULLEST EXTENT PERMITTED BY LAW, CITY ACKNOWLEDGES AND AGREES THAT NO INDIVIDUAL EMPLOYEE OR AGENT OF PROFESSIONAL SHALL BE HELD INDIVIDUALLY LIABLE FOR DAMAGES RESULTING FROM NEGLIGENCE OCCURRING WITHIN THE SCOPE AND COURSE OF THIS AGREEMENT."

Insurance: AECOM proposes an acceptable deductible as it will provide a self-insured retention policy, and that disclosure of its policy is under strict terms of confidentiality without exposing the policy to sunshine laws. AECOM will name the City as additional insured on all required policies with the exception of Workers Compensation and Professional Liability policies, as well as provide a waiver of subrogation against the City on such policies. The City will be given written notice of any policy cancellations per the standard ISO Acord form wording and the policy provisions.

Cost and Other Opinions: Any cost opinions or estimates provided by AECOM will be on a basis of experience and judgment and AECOM does not warrant that project economics will not vary from these opinions or estimates.

Ownership: AECOM proposes that any reuse, misuse, or use of incomplete work product is at the sole risk of the City or any other third party relying on the work product.

Sovereign Immunity: AECOM requests that this article be revised as follows "The Professional acknowledges that the Florida Doctrine of Sovereign Immunity bars all claims by Professional against the City other than claims arising out of this Agreement."



VI

Appendix

Regional Emergency
Communications and Traffic
Management Data Center,
Austin, Texas



Section VI: Appendix



AECOM's Financial Information are on the following pages.



AECOM

**Built to deliver
a better world**

Letter from Michael S. Burke

Chairman & Chief Executive Officer
AECOM

Dear Stockholders:

This has been a remarkable year for AECOM.

We doubled our revenue to \$18 billion and grew our adjusted EPS and free cash flow per share by 14% and 52%, respectively. We ended the year with over \$40 billion of backlog. And, we progressed our capital allocation strategy designed to generate stockholder value by paying down over \$700 million of the debt incurred to execute the URS transaction. Due to our strong execution, we also increased our synergy savings target to \$325 million from \$250 million at the outset of the year — a sign of increasing confidence in our combined business.

But the numbers only represent a portion of our accomplishments as a company. With the URS transaction, we completed the largest combination in our industry's history, uniting two proud cultures, and began setting the path for new opportunities that leverage our combined strengths, unparalleled talent and global reach. Our focus has moved from integration to transformation, and we continue to drive closer to our destination — to be the premier, fully-integrated global infrastructure firm.

As a company, we are in a better position for growth than ever before. AECOM's combined structure allows us to design, build, finance and operate (DBFO) critical infrastructure assets for our clients around the world and brings together the former operations of AECOM and URS into four principal business groups: Design & Consulting Services; Construction Services; Management Services and AECOM Capital. Our combined DBFO strengths, expertise and relationships are important competitive differentiators for us as we generate more opportunities with clients who already appreciate our creativity, innovation and ability to deliver. There are very few companies in the world that can execute at the scale and technical level that AECOM is known for, and our capabilities are enhanced with this new structure.

Our diversified business model proved resilient in the face of market headwinds, but those forces, along with uneven business performance during the integration, challenged our overall operating performance, resulting in adjusted earnings per share of \$3.08 for FY15.

We enter 2016 with a great deal of momentum.

- We are seeing signs of better revenue performance in our DCS Americas group as contracted backlog grew in the fourth quarter.
- In Construction Services, we are benefiting from our geographic diversification strategy as we focus on targeted efforts to expand into Asia-Pacific and Europe, Middle East, India and Africa.
- Management Services entered 2016 with a solid new business pipeline internationally — another credit to our diversification strategy that took us into new geographies.
- We are going to continue to build out AECOM Capital, which has invested in real estate projects with a total capitalization of \$3 billion.

Throughout 2015 we remained focused on delivering a better world through flawless execution and by concentrating on the core enablers of our success — people, clients and excellence, as well as our remaining core values — integrity, safety and innovation.

People

The expertise, passion and thought leadership of our talented people around the world make our success possible. During 2015, we implemented programs and initiatives to empower our people, advance our high-performance culture and engagement, and create more opportunities for growth.

Significantly, and included among our Diversity and Inclusion activities, we pushed to increase gender diversity at all levels of the enterprise by ensuring hiring decisions are made from a consistently diverse slate of candidates. AECOM made several key executive hires and appointments this year, including Carla Christofferson, executive vice president and general counsel; General Janet C. Wolfenbarger, USAF Retired, Board of Directors; Mary E. Finch, executive vice president and chief human resources officer; and Heather Rim, senior vice president and chief communications officer.

We continue to invest in our people with programs and benefits that are above industry-standard to make AECOM the employer of choice.

Clients

We are committed to our clients and to setting industry standards for service and delivery. We take ownership for solving our clients' problems and anticipating new opportunities. In 2015, we focused on delivering the full strengths of our newly combined company to our clients, earning favorable reviews and strong client satisfaction marks.

Excellence

We believe in delivering unequivocal excellence in everything that we do. We make a positive, lasting impact by applying our global best practices, connected expertise and innovative thinking to solve complex, evolving challenges.

I am proud of how we demonstrate our project excellence through our commitment to sustainability. AECOM defines sustainability as helping clients, society and the company address complex challenges by managing financial, natural, social and human capital, with minimum risk. This year, we were recognized for excellence in sustainability by being ranked the #1 Top 100 Green Building Design Firm by Engineering News Record for 2015.

Integrity

At AECOM, we take pride in how our people conduct themselves with integrity. We are committed to integrity and ethical business practices as we continue to earn our clients' trust by providing outstanding customer service and acting ethically in all that we do.

In 2015, our approach to ethical behavior and compliance with local laws and regulations resulted in accolades such as being named a World's Most Admired Company by *Fortune* magazine, an annual list that identifies companies with the strongest reputations across almost all industries. AECOM's debut on *Fortune's* 2015 list reflects recognized progress in the nine key performance areas including ability to attract and retain talented people, quality of management, social responsibility to the community and the environment, innovativeness, quality of products or services, wise use of corporate assets, financial soundness, long-term investment value and effectiveness in doing business globally.

Safety

Safety remains a critical component to AECOM's overall success, and our evolving safety culture continues to put us on a trajectory toward best-in-class performance within our industry. I'm proud to report that during FY15, AECOM achieved a total recordable injury rate (TRIR) 7.5 percent lower than our target. TRIR represents work-related incidents that result in injury and/or ill health requiring medical attention beyond first-aid, restriction of work activities and/or absence from the workplace in order to recover, and measures the frequency of all work-related injuries and illnesses.

AECOM's safety efforts have also been recognized by several safety industry organizations during FY15, including the U.S. National Safety Council, Hong Kong's Development Bureau and the Construction Industry Council, the Royal Society for the Prevention of Accidents and the Campbell Institute.

Innovation

Innovation that promotes positive change and tackles the world's most complex challenges is at the heart of what we do.

As a leading, fully integrated global infrastructure company, AECOM counts among its workforce some of the brightest minds in the industry — talented people whose work cuts across the spectrum of design, engineering, construction, financing, government services and operations. AECOM consistently demonstrates an outstanding ability to advance innovation in delivering high performing projects that meet client demands.

Built to Deliver a Better World

We have built this company to deliver infrastructure and solutions to complex problems that improve people's lives and seed opportunity for change, growth and resiliency. As a company, we are in a stronger position for growth than ever before. Our clients face tough, interrelated challenges that can only be solved by a company like ours — a company with deep roots, diverse perspectives and an innovative approach. We are proud to be a company that has the people, technology and vision to deliver what others can only imagine.

On behalf of everyone at AECOM, I thank you for your continued support.

Best Regards,



Mike Burke
Chairman & Chief Executive Officer

January 22, 2016

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Group President, Construction Services

AECOM on NYSE

AECOM's common stock trades on the New York Stock Exchange under the symbol ACM.

Investor materials

AECOM's Investor Relations web site contains background on our company and our services, financial information, frequently asked questions and our online annual report, as well as other useful information. For investor information, including additional copies of our annual report/10-K, 10-Qs or other financial literature, please visit our Web site at investors.aecom.com.

Copies of AECOM's Annual Report on Form 10-K may be obtained free of charge by contacting William Gabrielski in our Investor Relations department via email at AECOMInvestorRelations@aecom.com or via phone at 212-973-2982.

Independent registered public accounting firm

Ernst & Young LLP, Los Angeles, California, USA.

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
WASHINGTON, D.C. 20549

FORM 10-K

(Mark one)

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2015

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____

Commission file number 0-52423

AECOM

(Exact name of Registrant as specified in its charter)

Delaware
(State or other jurisdiction of
incorporation or organization)

61-1088522
(I.R.S. Employer
Identification No.)

1999 Avenue of the Stars, Suite 2600
Los Angeles, California 90067
(Address of principal executive offices, including zip code)

(213) 593-8000
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Name of Exchange on Which Registered
Common Stock, par value \$0.01 per share	New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§ 232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See the definitions of "large accelerated filer," "accelerated filer" and "smaller reporting company" in Rule 12b-2 of the Exchange Act. (Check one):

Large accelerated filer Accelerated filer Non-accelerated filer Smaller reporting company
(Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

The aggregate market value of registrant's common stock held by non-affiliates on April 3, 2015 (the last business day of the registrant's most recently completed second fiscal quarter), based upon the closing price of a share of the registrant's common stock on such date as reported on the New York Stock Exchange was approximately \$3.6 billion.

Number of shares of the registrant's common stock outstanding as of November 13, 2015: 151,408,089

DOCUMENTS INCORPORATED BY REFERENCE

Part III incorporates information by reference from the registrant's definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of the registrant's fiscal 2015 year end.

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PART I

ITEM 1. BUSINESS

In this report, we use the terms “the Company,” “we,” “us” and “our” to refer to AECOM and its consolidated subsidiaries. Unless otherwise noted, references to years are for fiscal years. Our fiscal year consists of 52 or 53 weeks, ending on the Friday closest to September 30. For clarity of presentation, we present all periods as if the year ended on September 30. We refer to the fiscal year ended September 30, 2014 as “fiscal 2014” and the fiscal year ended September 30, 2015 as “fiscal 2015.”

Overview

We are a leading fully integrated firm positioned to design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. We provide planning, consulting, architectural and engineering design services to commercial and government clients worldwide in major end markets such as transportation, facilities, environmental, energy, water and government markets. We also provide construction services, including building construction and energy, infrastructure and industrial construction. In addition, we provide program and facilities management and maintenance, training, logistics, consulting, technical assistance, and systems integration and information technology services, primarily for agencies of the U.S. government and also for national governments around the world. According to *Engineering News-Record's* (ENR's) 2015 Design Survey, we are the largest general architectural and engineering design firm in the world, ranked by 2014 design revenue. In addition, we are ranked by ENR as the leading firm in a number of design end markets, including transportation and general building.

We were formed in 1980 as Ashland Technology Company, a Delaware corporation and a wholly-owned subsidiary of Ashland, Inc., an oil and gas refining and distribution company. Since becoming independent of Ashland Inc., we have grown by a combination of organic growth and strategic mergers and acquisitions from approximately 3,300 employees and \$387 million in revenue in fiscal 1991, the first full fiscal year of independent operations, to over 92,000 employees at September 30, 2015 and \$18.0 billion in revenue for fiscal 2015. We completed the initial public offering of our common stock in May 2007 and these shares are traded on the New York Stock Exchange.

As mentioned above, we have grown in part by strategic mergers and acquisitions. These acquisitions have included URS Corporation, a leading provider of engineering, construction, and technical services for public agencies and private sector companies around the world, in October 2014. URS provides services for federal, oil and gas, infrastructure, power, and industrial projects and programs. Other recent acquisitions included: Hunt Construction Group, a leading commercial construction firm, in July 2014.

We also have formed AECOM Capital, an investment fund to invest in public-private partnership (P3) and private-sector real estate projects for which we can provide a fully integrated solution that includes equity capital, design, engineering and construction services. In addition, we leverage our practical knowledge of P3s and other forms of alternative delivery to enable clients to fund their projects without direct investment by AECOM.

Our business strategy focuses on leveraging our competitive strengths, leadership positions in our core markets, and client relationships across all major geographies. We have created an integrated delivery platform with superior capabilities to design, build, finance and operate infrastructure assets around the world. By integrating and providing a broad range of services, we deliver maximum value to our clients at competitive costs. Also, by coordinating and consolidating our knowledge base, we believe we have the ability to export our leading edge technical skills to any region in the world in which our clients may need them.

Our Business Segments

In fiscal year 2014, we operated our business under two primary business segments: Professional Technical Services and Management Support Services which included the following services:

- *Professional Technical Services.* Planning, consulting, architectural and engineering design, and program and construction management services to commercial and government clients worldwide in major end markets such as transportation, facilities, environmental, energy, water and government.
- *Management Support Services.* Program and facilities management and maintenance, training, logistics, consulting, technical assistance and systems integration services, primarily for agencies of the U.S. government.

After the acquisition of URS in our first quarter of fiscal 2015, we realigned our business into three primary business segments to reflect the operations of the combined company, which included expanded ability to deliver fully integrated project execution. The realigned business segments are organized by the types of services provided, the differing specialized needs of the respective clients, and how we manage our business. We have aggregated various operating segments into reportable business segments based on their similar characteristics, including similar long-term financial performance, the nature of services provided, internal processes for delivering those services, and types of customers. The three realigned business segments are: Design and Consulting Services (DCS), Construction Services (CS), and Management Services (MS), which include the following services:

- *Design and Consulting Services (DCS):* Planning, consulting, architectural and engineering design services to commercial and government clients worldwide in major end markets such as transportation, facilities, environmental, energy, water and government.
- *Construction Services (CS):* Construction services, including building construction and energy, infrastructure and industrial construction, primarily in the Americas.
- *Management Services (MS):* Program and facilities management and maintenance, training, logistics, consulting, technical assistance, and systems integration and information technology services, primarily for agencies of the U.S. government and other national governments around the world.

Our Design and Consulting Services Segment

Our DCS segment comprises a broad array of services, generally provided on a fee-for-service basis. These services include planning, consulting, architectural and engineering design, program management and construction management for industrial, commercial, institutional and government clients worldwide. For each of these services, our technical expertise includes civil, structural, process, mechanical, geotechnical systems and electrical engineering, architectural, landscape and interior design, urban and regional planning, project economics, cost consulting and environmental, health and safety work.

With our technical and management expertise, we are able to provide our clients a broad spectrum of services. For example, within our environmental management service offerings, we provide remediation, regulatory compliance planning and management, environmental modeling, environmental impact assessment and environmental permitting for major capital/infrastructure projects.

Our services may be sequenced over multiple phases. For example, in the area of program management and construction management services, our work for a client may begin with a small consulting or planning contract, and may later develop into an overall management role for the project or a series of projects, which we refer to as a program. Program and construction management contracts typically employ a staff of 10 to more than 100 and, in many cases, operate as an outsourcing arrangement with our staff located at the project site.

We provide the services in our DCS segment both directly and through joint ventures or similar partner arrangements to the following end markets or business sectors:

Transportation.

- *Transit and Rail.* Light rail, heavy rail (including high-speed, commuter and freight) and multimodal transit projects.
- *Marine, Ports and Harbors.* Wharf facilities and container port facilities for private and public port operators.
- *Highways, Bridges and Tunnels.* Interstate, primary and secondary urban and rural highway systems and bridge projects.
- *Aviation.* Landside terminal and airside facilities, runways and taxiways.

Facilities.

- *Government.* Emergency response services for the U.S. Department of Homeland Security, including the Federal Emergency Management Agency and engineering and program management services for agencies of the Department of Defense and Department of Energy.
- *Industrial.* Industrial facilities for a variety of niche end markets such as manufacturing, distribution, aviation, aerospace, communications, media, pharmaceuticals, renewable energy, chemical, and food and beverage facilities.
- *Urban Master Planning/Design.* Strategic planning and master planning services for new cities and major mixed use developments in India, China, Southeast Asia, the Middle East, North Africa, the United Kingdom and the United States.
- *Commercial and Leisure Facilities.* Corporate headquarters, high-rise office towers, historic buildings, hotels, leisure, sports and entertainment facilities and corporate campuses.
- *Educational.* College and university campuses.
- *Health Care.* Private and public health facilities.
- *Correctional.* Detention and correction facilities throughout the world.

Environmental.

- *Water and Wastewater.* Treatment facilities as well as supply, distribution and collection systems, stormwater management, desalinization, and other water re-use technologies for metropolitan governments.
- *Environmental Management.* Remediation, waste handling, testing and monitoring of environmental conditions and environmental construction management for private sector clients.
- *Water Resources.* Regional-scale floodplain mapping and analysis for public agencies, along with the analysis and development of protected groundwater resources for companies in the bottled water industry.

Energy/Power.

- *Demand Side Management.* Public K-12 schools and universities, health care facilities, and courthouses and other public buildings, as well as energy conservation systems for utilities.
- *Transmission and Distribution.* Power stations and electric transmissions and distribution and co-generation systems.

- *Alternative/Renewable Energy.* Production facilities such as ethanol plants, wind farms and micro hydropower and geothermal subsections of regional power grids.
- *Hydropower/Dams.* Hydroelectric power stations, dams, spillways, and flood control systems.
- *Solar.* Solar photovoltaic projects and environmental permitting services.

Our Construction Services Segment

Through our CS segment, we provide construction, program and construction management services, including building construction and energy, infrastructure and industrial construction, primarily in the Americas.

We provide the services in our CS segment both directly and through joint ventures or similar partner arrangements, to the following end markets and business sectors:

Building. We provide construction, program and construction management services for large scale building and facility construction projects around the world including:

- Performance venues;
- Modern office towers;
- Hotel and gaming facilities;
- Meeting and exhibition spaces;
- Sports arenas;
- Education facilities;
- Mass transit terminals; and
- Data centers.

Energy. We plan, design, engineer, construct, retrofit and maintain a wide range of power-generating facilities, as well as the systems that transmit and distribute electricity. We provide these services to utilities, industrial co-generators, independent power producers, original equipment manufacturers and government utilities including:

- Fossil fuel power generating facilities;
- Nuclear power generating facilities;
- Hydroelectric power generating facilities;
- Alternative and renewable energy sources, including biomass, geothermal, solar energy and wind systems;
- Transmission and distribution systems; and
- Emissions control systems.

We also provide a wide range of planning, design, engineering, construction, production, and operations and maintenance services across the oil and gas upstream, midstream and downstream supply chain. For downstream refining and processing operations, we design and construct gas treatment and processing, refining and petrochemical facilities, and provide asset management and maintenance services for oil sands production facilities, oil refineries and related chemical, energy, power and processing plants. For oil and gas exploration and production, we provide transportation, engineering, construction,

fabrication and installation, commissioning and maintenance services for drilling and well site facilities, equipment and process modules, site infrastructure and off-site support facilities including:

- Construction of access roads and well pads, and field production facilities;
- Pipeline planning, design, construction, installation, maintenance and repair;
- Oil field services; and
- Equipment and process module fabrication, installation and maintenance.

Infrastructure and Industrial. We provide construction, program and construction management services for large scale infrastructure projects around the world. We also provide a wide range of engineering, procurement and construction services for industrial and process facilities and the expansion, modification and upgrade of existing facilities. We provide these services to local, state, federal and national governments as well as corporations including:

- Highways, airports, rail and other transit projects;
- Maritime and terminal facilities;
- Dams, water and waste water projects;
- Biotechnology and pharmaceutical research laboratories, pilot plants and production facilities;
- Petrochemical, specialty chemical and polymer facilities;
- Consumer products and food and beverage production facilities;
- Automotive and other manufacturing facilities; and
- Mines and mining facilities.

Our Management Services Segment

Through our MS segment, we are a major contractor to the U.S. federal government and we serve a wide variety of government departments and agencies, including the Department of Defense (DOD) the Department of Energy (DOE) and other U.S. federal agencies. We also serve departments and agencies of other national governments, such as the U.K. Nuclear Decommissioning Authority (NDA) and the U.K. Ministry of Defense. Our services range from program and facilities management, training, logistics, consulting, systems engineering and technical assistance, and systems integration and information technology.

We provide a wide array of services in our MS segment, both directly and through joint ventures or similar partner arrangements, including:

- Operation and maintenance of complex government installations, including military bases and test ranges;
- Network and communications engineering, software engineering, IT infrastructure design and implementation, cyber defense and cloud computing technologies;
- Deactivation, decommissioning and disposal of nuclear weapons stockpiles and other nuclear waste;
- Management and operations and maintenance services for complex DOE and NDA programs and facilities;
- Testing and development of new components and platforms, as well as engineering and technical support for the modernization of aging weapon systems;

- Logistics support for government supply and distribution networks, including warehousing, packaging, delivery and traffic management;
- Acquisition support for new weapons platforms;
- Maintenance planning to extend the service life of weapons systems and other military equipment;
- Maintenance, modification and overhaul of military aircraft and ground vehicles;
- Safety analyses for high-hazard facilities and licensing for DOE sites;
- Threat assessments of public facilities and the development of force protection and security systems;
- Planning and conducting emergency preparedness exercises;
- First responder training for the military and other government agencies;
- Management and operations and maintenance of chemical agent and chemical weapon disposal facilities;
- Installation of monitoring technology to detect the movement of nuclear and radiological materials across national borders;
- Planning, design and construction of aircraft hangars, barracks, military hospitals and other government buildings; and
- Environmental remediation and restoration for the redevelopment of military bases and other government installations.

Financial Information by Segment

The following table sets forth the revenue attributable to our business segments for the periods indicated:

	Year-Ended September 30, (in millions)		
	2015	2014	2013
Design and Consulting Services (DCS)	\$ 7,962.9	\$5,443.1	\$5,556.1
Construction Services (CS)	6,676.7	2,004.3	1,552.1
Management Services (MS)	3,350.3	909.4	1,045.3
Total	<u>\$17,989.9</u>	<u>\$8,356.8</u>	<u>\$8,153.5</u>

Our Clients

Our clients consist primarily of national, state, regional and local governments, public and private institutions and major corporations. The following table sets forth our total revenue attributable to these categories of clients for each of the periods indicated:

	Year Ended September 30, (\$ in millions)					
	2015		2014		2013	
U.S. Federal Government						
DCS	\$ 764.5	4%	\$ 358.0	4%	\$ 418.9	5%
CS	291.1	2	—	—	—	—
MS	3,172.5	18	891.3	11	1,034.3	13
Subtotal U.S. Federal Government	4,228.1	24	1,249.3	15	1,453.2	18
U.S. State and Local Governments	2,592.4	14	1,390.2	17	1,485.4	18
Non-U.S. Governments	2,198.4	12	2,030.2	24	1,911.5	23
Subtotal Governments	9,018.9	50	4,669.7	56	4,850.1	59
Private Entities (worldwide)	8,971.0	50	3,687.1	44	3,303.4	41
Total	<u>\$17,989.9</u>	<u>100%</u>	<u>\$8,356.8</u>	<u>100%</u>	<u>\$8,153.5</u>	<u>100%</u>

Other than the U.S. federal government, no single client accounted for 10% or more of our revenue in any of the past five fiscal years. Approximately 24%, 15% and 18% of our revenue was derived through direct contracts with agencies of the U.S. federal government in the years ended September 30, 2015, 2014 and 2013, respectively. One of these contracts accounted for approximately 2%, 3% and 4% of our revenue in the years ended September 30, 2015, 2014 and 2013, respectively. The work attributed to the U.S. federal government includes our work for the Department of Defense, Department of Energy, Department of Justice and the Department of Homeland Security.

Contracts

The price provisions of the contracts we undertake can be grouped into several broad categories: cost-reimbursable contracts, guaranteed maximum price contracts and fixed-price contracts.

Cost-Reimbursable Contracts

Cost-reimbursable contracts consist of two similar contract types: cost-plus and time and material.

Cost-Plus Contracts. We enter into two major types of cost-plus contracts:

Cost-Plus Fixed Fee. Under cost-plus fixed fee contracts, we charge clients for our costs, including both direct and indirect costs, plus a fixed negotiated fee. The total estimated cost plus the fixed negotiated fee represents the total contract value. We recognize revenue based on the actual labor and other direct costs incurred, plus the portion of the fixed fee earned to date.

Cost-Plus Fixed Rate. Under cost-plus fixed rate contracts, we charge clients for our direct and indirect costs based upon a negotiated rate. We recognize revenue based on the actual total costs expended and the applicable fixed rate.

Some cost-plus contracts provide for award fees or a penalty based on performance criteria in lieu of a fixed fee or fixed rate. Other contracts include a base fee component plus a performance-based award fee. In addition, we may share award fees with subcontractors. We record accruals for fee-sharing as fees are earned. We generally recognize revenue to the extent of costs actually incurred plus a proportionate amount of the fee expected to be earned. We take the award fee or penalty on contracts into consideration

when estimating revenue and profit rates, and record revenue related to the award fees when there is sufficient information to assess anticipated contract performance. On contracts that represent higher than normal risk or technical difficulty, we may defer all award fees until an award fee letter is received. Once an award fee letter is received, the estimated or accrued fees are adjusted to the actual award amount.

Some cost-plus contracts provide for incentive fees based on performance against contractual milestones. The amount of the incentive fees varies, depending on whether we achieve above, at, or below target results. We originally recognize revenue on these contracts based upon expected results. These estimates are revised when necessary based upon additional information that becomes available as the contract progresses.

Time and Material Price Contracts. Time and material contracts are common for smaller scale engineering and consulting services. Under these types of contracts, we negotiate hourly billing rates and charge our clients based upon actual hours expended on a project. Unlike cost-plus contracts, however, there is no predetermined fee. In addition, any direct project expenditures are passed through to the client and are reimbursed. These contracts may also have a fixed-price element in the form of not-to-exceed or guaranteed maximum price provisions.

Guaranteed Maximum Price Contracts

Guaranteed maximum price contracts (GMP) are common for design-build and commercial and residential projects. GMP contracts share many of the same contract provisions as cost-plus and fixed-price contracts. A contractor performing work pursuant to a cost-plus, GMP or fixed-price contract will all enter into trade contracts directly. Both cost-plus and GMP contracts generally include an agreed lump sum or percentage fee which is called out and separately identified and the contracts are considered 'open' book providing the owner with full disclosure of the project costs. A fixed-price contract provides the owner with a single lump sum amount without specifically identifying the breakdown of fee or costs and is typically 'closed' book thereby providing the owner with little detail as to the project costs. In a GMP contract, unlike the cost-plus contract, we provide the owner with a guaranteed price for the overall construction (adjusted only for change orders issued by the owner) and with a schedule which includes a completion date for the project. In addition, cost overruns in a GMP contract would generally be our responsibility and in the event our actions or inactions result in delays to the project, we may be responsible to the owner for costs associated with such delay. For many of our commercial and residential GMP contracts, the final price is generally not established until we have awarded a substantial percentage of the trade contracts and we have negotiated additional contractual limitations, such as mutual waivers of consequential damages as well as aggregate caps on liabilities and liquidated damages.

Fixed-Price Contracts

There are typically two types of fixed-price contracts. Lump sum contracts involve performing all of the work under the contract for a specified lump sum fee and are typically subject to price adjustments if the scope of the project changes or unforeseen conditions arise. In such cases, we will submit formal requests for adjustment of the lump sum via formal change orders or contract amendments. The second type, fixed-unit price, involves performing an estimated number of units of work at an agreed price per unit, with the total payment under the contract determined by the actual number of units delivered.

Many of our fixed-price contracts are negotiated and arise in the design of projects with a specified scope. Fixed-price contracts often arise in the areas of construction management and design-build services. Construction management services are typically in the form of general administrative oversight (in which we do not assume responsibility for construction means and methods and which is on a cost-reimbursable basis). Under our design-build projects, we are typically responsible for the design of a facility with the fixed contract price negotiated after we have had the opportunity to secure specific bids from various

subcontractors (including the contractor that will be primarily responsible for all construction risks) and add a contingency fee.

We may attempt to mitigate the risks of fixed-price design-build contracts by contracting to complete the projects based on our design as opposed to a third party's design, by not guaranteeing new or untested processes or technologies and by working only with experienced subcontractors with sufficient bonding capacity.

Some of our fixed-price contracts require us to provide performance bonds or parent company guarantees to assure our clients that their project will be completed in accordance with the terms of the contracts. In such cases, we may require our primary subcontractors to provide similar bonds and guarantees and to be adequately insured, and we may flow down the terms and conditions set forth in our agreement on to our subcontractors. There may be risks associated with completing these projects profitably if we are not able to perform our professional services for the amount of the fixed fee.

At September 30, 2015, our contracted backlog was comprised of 47%, 29%, and 24% cost-reimbursable, guaranteed maximum price, and fixed-price contracts, respectively.

Joint Ventures

Some of our larger contracts may operate under joint ventures or other arrangements under which we team with other reputable companies, typically companies with which we have worked for many years. This is often done where the scale of the project dictates such an arrangement or when we want to strengthen either our market position or our technical skills.

Backlog

Backlog is expressed in terms of gross revenue and therefore may include significant estimated amounts of third party or pass-through costs to subcontractors and other parties. Our total backlog comprises contracted backlog and awarded backlog. Our contracted backlog includes revenue we expect to record in the future from signed contracts, and in the case of a public client, where the project has been funded. Our awarded backlog includes revenue we expect to record in the future where we have been awarded the work, but the contractual agreement has not yet been signed. For non-government contracts, our backlog includes future revenue at contract rates, excluding contract renewals or extensions that are at the discretion of the client. For contracts with a not-to-exceed maximum amount, we include revenue from such contracts in backlog to the extent of the remaining estimated amount. We calculate backlog without regard to possible project reductions or expansions or potential cancellations until such changes or cancellations occur. No assurance can be given that we will ultimately realize our full backlog. Backlog fluctuates due to the timing of when contracts are awarded and contracted and when contract revenue is recognized. Many of our contracts require us to provide services over more than one year. Our backlog for the year ended September 30, 2015 increased \$15.1 billion, or 60%, to \$40.2 billion as compared to \$25.1 billion for the corresponding period last year, primarily due to the acquisition of URS Corporation.

The following summarizes contracted and awarded backlog (in billions):

	September 30,		
	<u>2015</u>	<u>2014</u>	<u>2013</u>
Contracted backlog:			
DCS segment	\$ 8.6	\$ 6.0	\$ 5.8
CS segment	11.2	4.6	2.5
MS segment	4.7	0.8	0.5
Total contracted backlog	<u>\$24.5</u>	<u>\$11.4</u>	<u>\$ 8.8</u>
Awarded backlog:			
DCS segment	\$ 5.7	\$ 3.4	\$ 3.8
CS segment	5.6	8.7	2.6
MS segment	4.4	1.6	1.4
Total awarded backlog	<u>\$15.7</u>	<u>\$13.7</u>	<u>\$ 7.8</u>
Total backlog:			
DCS segment	\$14.3	\$ 9.4	\$ 9.6
CS segment	16.8	13.3	5.1
MS segment	9.1	2.4	1.9
Total backlog	<u>\$40.2</u>	<u>\$25.1</u>	<u>\$16.6</u>

Competition

The markets we serve are highly fragmented and we compete with a large number of regional, national and international companies. We have numerous competitors, ranging from small private firms to multi-billion dollar companies, some of which have greater financial resources or that are more specialized and concentrate their resources in particular areas of expertise. The extent of our competition varies according to the particular markets and geographic area. The degree and type of competition we face is also influenced by the type and scope of a particular project. The technical and professional aspects of our services generally do not require large upfront capital expenditures and, therefore, provide limited barriers against new competitors.

Our clients make competitive determinations based upon qualifications, experience, performance, reputation, price, technology, customer relationships and ability to provide the relevant services in a timely, safe and cost-efficient manner. We believe that we are well positioned to compete in our markets because of our reputation, our cost effectiveness, our long-term client relationships, our extensive network of offices, our employee expertise, and our broad range of services.

Seasonality

We experience seasonal trends in our business. Our revenue is typically higher in the last half of the fiscal year. The fourth quarter of our fiscal year (July 1 to September 30) is typically our strongest quarter. We find that the U.S. federal government tends to authorize more work during the period preceding the end of our fiscal year, September 30. In addition, many U.S. state governments with fiscal years ending on June 30 tend to accelerate spending during their first quarter, when new funding becomes available. Further, our construction management revenue typically increases during the high construction season of the summer months. Within the United States, as well as other parts of the world, our business generally benefits from milder weather conditions in our fiscal fourth quarter, which allows for more productivity from our on-site civil services. Our construction and project management services also typically expand during the high construction season of the summer months. The first quarter of our fiscal year (October 1 to December 31) is typically our weakest quarter. The harsher weather conditions impact our ability to

complete work in parts of North America and the holiday season schedule affects our productivity during this period. For these reasons, coupled with the number and significance of client contracts commenced and completed during a particular period, as well as the timing of expenses incurred for corporate initiatives, it is not unusual for us to experience seasonal changes or fluctuations in our quarterly operating results.

Risk Management and Insurance

Risk management is an integral part of our project management approach and our project execution process. We have an Office of Risk Management that reviews and oversees the risk profile of our operations. Also, pursuant to our internal delegations of authority, we have an internal process whereby a group of senior members of our risk management team evaluate risk through internal risk analyses of higher-risk projects, contracts or other business decisions. We maintain insurance covering professional liability and claims involving bodily injury and property damage. Wherever possible, we endeavor to eliminate or reduce the risk of loss on a project through the use of quality assurance/control, risk management, workplace safety and similar methods.

Regulations

Our business is impacted by environmental, health and safety, government procurement, anti-bribery and other government regulations and requirements. Below is a summary of some of the significant regulations that impact our business.

Environmental, Health and Safety. Our business involves the planning, design, program management, construction and construction management, and operations and maintenance at various project sites, including but not limited to pollution control systems, nuclear facilities, hazardous waste and Superfund sites, contract mining sites, hydrocarbon production, distribution and transport sites, military bases and other infrastructure-related facilities. We also regularly perform work, including oil field and pipeline construction services in and around sensitive environmental areas, such as rivers, lakes and wetlands. In addition, we have contracts with U.S. federal government entities to destroy hazardous materials, including chemical agents and weapons stockpiles, as well as to decontaminate and decommission nuclear facilities. These activities may require us to manage, handle, remove, treat, transport and dispose of toxic or hazardous substances. We also own several properties in the U.S. and Canada that have been used for the storage and maintenance of equipment and upon which hydrocarbons or other wastes may have been disposed or released.

Significant fines, penalties and other sanctions may be imposed for non-compliance with environmental and health and safety laws and regulations, and some laws provide for joint and several strict liabilities for remediation of releases of hazardous substances, rendering a person liable for environmental damage, without regard to negligence or fault on the part of such person. These laws and regulations may expose us to liability arising out of the conduct of operations or conditions caused by others, or for our acts that were in compliance with all applicable laws at the time these acts were performed. For example, there are a number of governmental laws that strictly regulate the handling, removal, treatment, transportation and disposal of toxic and hazardous substances, such as the Comprehensive Environmental Response Compensation and Liability Act of 1980, and comparable national and state laws, that impose strict, joint and several liabilities for the entire cost of cleanup, without regard to whether a company knew of or caused the release of hazardous substances. In addition, some environmental regulations can impose liability for the entire clean-up upon owners, operators, generators, transporters and other persons arranging for the treatment or disposal of such hazardous substances costs related to contaminated facilities or project sites. Other federal environmental, health and safety laws affecting us include, but are not limited to, the Resource Conservation and Recovery Act, the National Environmental Policy Act, the Clean Air Act, the Clean Air Mercury Rule, the Occupational Safety and Health Act, the Toxic Substances Control Act and the Superfund Amendments and Reauthorization Act,

as well as other comparable national and state laws. Liabilities related to environmental contamination or human exposure to hazardous substances, comparable national and state laws or a failure to comply with applicable regulations could result in substantial costs to us, including cleanup costs, fines and civil or criminal sanctions, third-party claims for property damage or personal injury, or cessation of remediation activities.

Some of our business operations are covered by Public Law 85-804, which provides for indemnification by the U.S. federal government against claims and damages arising out of unusually hazardous or nuclear activities performed at the request of the U.S. federal government. Should public policies and laws be changed, however, U.S. federal government indemnification may not be available in the case of any future claims or liabilities relating to hazardous activities that we undertake to perform.

Government Procurement. The services we provide to the U.S. federal government are subject to Federal Acquisition Regulation (FAR), the Truth in Negotiations Act, Cost Accounting Standards (CAS), the Services Contract Act, export controls rules and DOD security regulations, as well as many other laws and regulations. These laws and regulations affect how we transact business with our clients and, in some instances, impose additional costs on our business operations. A violation of specific laws and regulations could lead to fines, contract termination or suspension of future contracts. Our government clients can also terminate, renegotiate, or modify any of their contracts with us at their convenience; and many of our government contracts are subject to renewal or extension annually.

Anti-Bribery and other regulations. We are subject to the U.S. Foreign Corrupt Practices Act and similar anti-bribery laws, which generally prohibit companies and their intermediaries from making improper payments to foreign government officials for the purpose of obtaining or retaining business. The U.K. Bribery Act of 2010 prohibits both domestic and international bribery, as well as bribery across both private and public sectors. In addition, an organization that “fails to prevent bribery” committed by anyone associated with the organization can be charged under the U.K. Bribery Act unless the organization can establish the defense of having implemented “adequate procedures” to prevent bribery. To the extent we export technical services, data and products outside of the U.S., we are subject to U.S. and international laws and regulations governing international trade and exports, including but not limited to the International Traffic in Arms Regulations, the Export Administration Regulations and trade sanctions against embargoed countries. We provide services to the DOD and other defense-related entities that often require specialized professional qualifications and security clearances. In addition, as engineering design services professionals, we are subject to a variety of local, state, federal and foreign licensing and permit requirements and ethics rules.

Personnel

Our principal asset is our employees and large percentages of our employees have technical and professional backgrounds and undergraduate and/or advanced degrees. At the end of our fiscal 2015, we employed over 92,000 persons, of whom approximately 50,000 were employed in the United States. Over 10,000 of our domestic employees are covered by collective bargaining agreements or by specific labor agreements, which expire upon completion of the relevant project.

Geographic Information

For financial geographic information, please refer to Note 20 to the notes to our consolidated financial statements found elsewhere in this Form 10-K.

Raw Materials

We purchase most of the raw materials and components necessary to operate our business from numerous sources. However, the price and availability of raw materials and components may vary from year to year due to customer demand, production capacity, market conditions and material shortages.

While we do not currently foresee the lack of availability of any particular raw materials in the near term, prolonged unavailability of raw materials necessary to our projects and services or significant price increases for those raw materials could have a material adverse effect on our business in the near term.

Government Contracts

Generally, our government contracts are subject to renegotiation or termination of contracts or subcontracts at the discretion of the U.S. federal, state or local governments, and national governments of other countries.

Trade Secrets and Other Intellectual Property

We rely principally on trade secrets, confidentiality policies and other contractual arrangements to protect much of our intellectual property where we do not believe that patent or copyright protection is appropriate or obtainable.

Available Information

The reports we file with the Securities and Exchange Commission, including annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and proxy materials, including any amendments, are available free of charge on our website at www.aecom.com. You may read and copy any materials filed with the SEC at the SEC's Public Reference Room at 100 F Street, N.E., Washington, D.C. 20549. Please call the SEC at 1-800-SEC-0330 for further information about the public reference room. The SEC also maintains a web site (www.sec.gov) containing reports, proxy, and other information that we file with the SEC. Our Corporate Governance Guidelines and our Code of Ethics are available on our website at www.aecom.com under the "Investors" section. Copies of the information identified above may be obtained without charge from us by writing to AECOM, 1999 Avenue of the Stars, Suite 2600, Los Angeles, California 90067, Attention: Corporate Secretary.

ITEM 1A. RISK FACTORS

We operate in a changing environment that involves numerous known and unknown risks and uncertainties that could materially adversely affect our operations. The risks described below highlight some of the factors that have affected, and in the future could affect our operations. Additional risks we do not yet know of or that we currently think are immaterial may also affect our business operations. If any of the events or circumstances described in the following risks actually occurs, our business, financial condition or results of operations could be materially adversely affected. All references to prior fiscal years relate only to the Company prior to the URS acquisition.

Demand for our services is cyclical and may be vulnerable to sudden economic downturns and reductions in government and private industry spending. If economic conditions remain weak and decline further, our revenue and profitability could be adversely affected.

Demand for our services is cyclical and may be vulnerable to sudden economic downturns and reductions in government and private industry spending that result in clients delaying, curtailing or canceling proposed and existing projects. For example, commodity price declines have negatively impacted our oil and gas business and business regions whose economies are substantially dependent on commodities prices such as the Middle East and have also impacted North American oil and gas clients' investment decisions. Economic conditions in a number of countries and regions, including Canada, China and the Middle East, are weak and may remain difficult for the foreseeable future. If global economic and financial market conditions remain weak and/or decline further, some of our clients may face considerable budget shortfalls that may limit their overall demand for our services. In addition, our clients may find it more difficult to raise capital in the future to fund their projects due to uncertainty in the municipal and general credit markets.

Where economies are weakening, our clients may demand more favorable pricing or other terms while their ability to pay our invoices or to pay them in a timely manner may be adversely affected. Our government clients may face budget deficits that prohibit them from funding proposed and existing projects. If economic conditions remain uncertain and/or weaken and/or government spending is reduced, our revenue and profitability could be adversely affected.

We depend on long-term government contracts, some of which are only funded on an annual basis. If appropriations for funding are not made in subsequent years of a multiple-year contract, we may not be able to realize all of our anticipated revenue and profits from that project.

A substantial majority of our revenue is derived from contracts with agencies and departments of national, state and local governments. During fiscal 2015, 2014 and 2013, approximately 50%, 56% and 59%, respectively, of our revenue was derived from contracts with government entities.

Most government contracts are subject to the government's budgetary approval process. Legislatures typically appropriate funds for a given program on a year-by-year basis, even though contract performance may take more than one year. In addition, public-supported financing such as state and local municipal bonds may be only partially raised to support existing infrastructure projects. As a result, at the beginning of a program, the related contract is only partially funded, and additional funding is normally committed only as appropriations are made in each subsequent fiscal year. These appropriations, and the timing of payment of appropriated amounts, may be influenced by, among other things, the state of the economy, competing priorities for appropriation, changes in administration or control of legislatures and the timing and amount of tax receipts and the overall level of government expenditures. Similarly, the impact of an economic downturn on state and local governments may make it more difficult for them to fund infrastructure projects. If appropriations are not made in subsequent years on our government contracts, then we will not realize all of our potential revenue and profit from that contract.

The Budget Control Act of 2011 could significantly reduce U.S. government spending for the services we provide.

Under the Budget Control Act of 2011, an automatic sequestration process, or across-the-board budget cuts (a large portion of which was defense-related), was triggered when the Joint Select Committee on Deficit Reduction, a committee of twelve members of Congress, failed to agree on a deficit reduction plan for the U.S. federal budget. The sequestration began on March 1, 2013. Although the Bipartisan Budget Act of 2013 provided some sequester relief until the end of fiscal year 2015, absent additional legislative or other remedial action, the sequestration requires reduced U.S. federal government spending from fiscal year 2016 through fiscal year 2021. A significant reduction in federal government spending or a change in budgetary priorities could reduce demand for our services, cancel or delay federal projects, and result in the closure of federal facilities and significant personnel reductions, which could have a material adverse effect on our results of operations and financial condition.

Our inability to win or renew government contracts during regulated procurement processes could harm our operations and reduce our profits and revenues.

Government contracts are awarded through a regulated procurement process. The federal government has relied upon multi-year contracts with pre-established terms and conditions, such as indefinite delivery contracts, that generally require those contractors that have previously been awarded the indefinite delivery contract to engage in an additional competitive bidding process before a task order is issued. In addition, we believe that there has been an increase in the award of federal contracts based on a low-price, technically acceptable criteria emphasizing price over qualitative factors, such as past performance. As a result, pricing pressure may reduce our profit margins on future federal contracts. The increased competition and pricing pressure, in turn, may require us to make sustained efforts to reduce costs in order to realize revenues and profits under government contracts. If we are not successful in reducing the amount of costs we incur, our profitability on government contracts will be negatively

impacted. In addition, we may not be awarded government contracts because of existing government policies designed to protect small businesses and under-represented minority contractors. Our inability to win or renew government contracts during regulated procurement processes could harm our operations and reduce our profits and revenues.

Governmental agencies may modify, curtail or terminate our contracts at any time prior to their completion and, if we do not replace them, we may suffer a decline in revenue.

Most government contracts may be modified, curtailed or terminated by the government either at its discretion or upon the default of the contractor. If the government terminates a contract at its discretion, then we typically are able to recover only costs incurred or committed, settlement expenses and profit on work completed prior to termination, which could prevent us from recognizing all of our potential revenue and profits from that contract. In addition, for certain assignments, the U.S. government may attempt to “insource” the services to government employees rather than outsource to a contractor. If a government terminates a contract due to our default, we could be liable for excess costs incurred by the government in obtaining services from another source.

Our contracts with governmental agencies are subject to audit, which could result in adjustments to reimbursable contract costs or, if we are charged with wrongdoing, possible temporary or permanent suspension from participating in government programs.

Our books and records are subject to audit by the various governmental agencies we serve and their representatives. These audits can result in adjustments to the amount of contract costs we believe are reimbursable by the agencies and the amount of our overhead costs allocated to the agencies. If such matters are not resolved in our favor, they could have a material adverse effect on our business. In addition, if one of our subsidiaries is charged with wrongdoing as a result of an audit, that subsidiary, and possibly our company as a whole, could be temporarily suspended or could be prohibited from bidding on and receiving future government contracts for a period of time. Furthermore, as a government contractor, we are subject to an increased risk of investigations, criminal prosecution, civil fraud actions, whistleblower lawsuits and other legal actions and liabilities to which purely private sector companies are not, the results of which could materially adversely impact our business. For example, we are named from time to time in suits brought under the qui tam provisions of the False Claims Act and comparable state laws. These suits typically allege that we have made false statements or certifications in connection with claims for payment, or improperly retained overpayments, from the government. These suits may remain under seal (and hence, be unknown to us) for some time while the government decides whether to intervene on behalf of the qui tam plaintiff.

An impairment charge of goodwill could have a material adverse impact on our financial condition and results of operations.

Because we have grown in part through acquisitions, goodwill and intangible assets-net represent a substantial portion of our assets. Under GAAP, we are required to test goodwill carried in our Consolidated Balance Sheets for possible impairment on an annual basis based upon a fair value approach and whenever events occur that indicate impairment could exist. These events or circumstances could include a significant change in the business climate, including a significant sustained decline in a reporting unit’s market value, legal factors, operating performance indicators, competition, sale or disposition of a significant portion of our business, a significant sustained decline in our market capitalization and other factors.

In addition, if we experience a decrease in our stock price and market capitalization over a sustained period, we would have to record an impairment charge in the future. The amount of any impairment could be significant and could have a material adverse impact on our financial condition and results of operations for the period in which the charge is taken.

Our substantial leverage and significant debt service obligations could adversely affect our financial condition and our ability to fulfill our obligations and operate our business.

We have approximately \$4.6 billion of indebtedness (excluding intercompany indebtedness) outstanding as of September 30, 2015, of which \$2.5 billion was secured obligations (exclusive of \$92.5 million of outstanding undrawn letters of credit) and we have an additional \$947.6 million of availability under our Credit Agreement (after giving effect to outstanding letters of credit), all of which would be secured debt, if drawn. Our financial performance could be adversely affected by our substantial leverage. We may also incur significant additional indebtedness in the future, subject to certain conditions.

This high level of indebtedness could have important negative consequences to us, including, but not limited to:

- we may have difficulty satisfying our obligations with respect to outstanding debt obligations;
- we may have difficulty obtaining financing in the future for working capital, acquisitions, capital expenditures or other purposes;
- we may need to use all, or a substantial portion, of our available excess cash flow to pay interest and principal on our debt, which will reduce the amount of money available to finance our operations and other business activities, including, but not limited to, working capital requirements, acquisitions, capital expenditures or other general corporate or business activities;
- our debt level increases our vulnerability to general economic downturns and adverse industry conditions;
- our debt level could limit our flexibility in planning for, or reacting to, changes in our business and in our industry in general;
- our substantial amount of debt and the amount we must pay to service our debt obligations could place us at a competitive disadvantage compared to our competitors that have less debt;
- we may have increased borrowing costs;
- our clients, surety providers or insurance carriers may react adversely to our significant debt level;
- we may have insufficient funds, and our debt level may also restrict us from raising the funds necessary, to retire certain of our debt instruments tendered to us upon maturity of our debt or the occurrence of a change of control, which would constitute an event of default under certain of our debt instruments; and
- our failure to comply with the financial and other restrictive covenants in our debt instruments which, among other things, require us to maintain specified financial ratios and limit our ability to incur debt and sell assets, could result in an event of default that, if not cured or waived, could have a material adverse effect on our business or prospects.

Our high level of indebtedness requires that we use a substantial portion of our cash flow from operations to pay principal of, and interest on, our indebtedness, which will reduce the availability of cash to fund working capital requirements, future acquisitions, capital expenditures or other general corporate or business activities.

In addition, a substantial portion of our indebtedness bears interest at variable rates, including borrowings under our Credit Agreement. If market interest rates increase, debt service on our variable-rate debt will rise, which could adversely affect our cash flow, results of operations and financial position. Although we may employ hedging strategies such that a portion of the aggregate principal amount of our term loans carries a fixed rate of interest, any hedging arrangement put in place may not offer complete protection from this risk. Additionally, the remaining portion of borrowings under our Credit Agreement that is not hedged will be subject to changes in interest rates.

Our operations worldwide expose us to legal, political and economic risks in different countries as well as currency exchange rate fluctuations that could harm our business and financial results.

During fiscal 2015, revenue attributable to our services provided outside of the United States to non-U.S. clients was approximately 30% of our total revenue. There are risks inherent in doing business internationally, including:

- imposition of governmental controls and changes in laws, regulations or policies;
- political and economic instability;
- civil unrest, acts of terrorism, force majeure, war, or other armed conflict;
- changes in U.S. and other national government trade policies affecting the markets for our services;
- changes in regulatory practices, tariffs and taxes;
- potential non-compliance with a wide variety of laws and regulations, including anti-corruption, export control and anti-boycott laws and similar non-U.S. laws and regulations;
- changes in labor conditions;
- logistical and communication challenges; and
- currency exchange rate fluctuations, devaluations and other conversion restrictions.

Any of these factors could have a material adverse effect on our business, results of operations or financial condition.

Political, economic and military conditions in the Middle East, Africa and other regions could negatively impact our business.

In recent years, there has been a substantial amount of hostilities, civil unrest and other political uncertainty in certain areas in the Middle East, North Africa and beyond. If civil unrest were to disrupt our business in any of these regions, and particularly if political activities were to result in prolonged hostilities, unrest or civil war, it could result in operating losses and asset write downs and our financial condition could be adversely affected.

We operate in many different jurisdictions and we could be adversely affected by violations of the U.S. Foreign Corrupt Practices Act and similar worldwide anti-corruption laws.

The U.S. Foreign Corrupt Practices Act (FCPA) and similar worldwide anti-corruption laws, including the U.K. Bribery Act of 2010, generally prohibit companies and their intermediaries from making improper payments to non-U.S. officials for the purpose of obtaining or retaining business. Our internal policies mandate compliance with these anti-corruption laws, including the requirements to maintain accurate information and internal controls which may fall within the purview of the FCPA, its books and records provisions or its anti-bribery provisions. We operate in many parts of the world that have experienced governmental corruption to some degree; and, in certain circumstances, strict compliance with anti-corruption laws may conflict with local customs and practices. Despite our training and compliance programs, we cannot assure that our internal control policies and procedures always will protect us from reckless or criminal acts committed by our employees or agents. Our continued expansion outside the U.S., including in developing countries, could increase the risk of such violations in the future. In addition, from time to time, government investigations of corruption in construction-related industries affect us and our peers. Violations of these laws, or allegations of such violations, could disrupt our business and result in a material adverse effect on our results of operations or financial condition.

Many of our project sites are inherently dangerous workplaces. Failure to maintain safe work sites and equipment could result in environmental disasters, employee deaths or injuries, reduced profitability, the loss of projects or clients and possible exposure to litigation.

Our project sites often put our employees and others in close proximity with mechanized equipment, moving vehicles, chemical and manufacturing processes, and highly regulated materials. On some project sites, we may be responsible for safety and, accordingly, we have an obligation to implement effective safety procedures. If we fail to implement these procedures or if the procedures we implement are ineffective, we may suffer the loss of or injury to our employees, as well as expose ourselves to possible litigation. As a result, our failure to maintain adequate safety standards and equipment could result in reduced profitability or the loss of projects or clients, and could have a material adverse impact on our business, financial condition, and results of operations.

We work in international locations where there are high security risks, which could result in harm to our employees and contractors or material costs to us.

Some of our services are performed in high-risk locations, such as Afghanistan, the Middle East, Iraq, North Africa, and Southwest Asia, where the country or location is suffering from political, social or economic problems, or war or civil unrest. In those locations where we have employees or operations, we may incur material costs to maintain the safety of our personnel. Despite these precautions, the safety of our personnel in these locations may continue to be at risk. Acts of terrorism and threats of armed conflicts in or around various areas in which we operate could limit or disrupt markets and our operations, including disruptions resulting from the evacuation of personnel, cancellation of contracts, or the loss of key employees, contractors or assets.

Cyber security breaches of our systems and information technology could adversely impact our ability to operate.

We develop, install and maintain information technology systems for ourselves, as well as for customers. Client contracts for the performance of information technology services, as well as various privacy and securities laws, require us to manage and protect sensitive and confidential information, including federal and other government information, from disclosure. We also need to protect our own internal trade secrets and other business confidential information from disclosure. We face the threat to our computer systems of unauthorized access, computer hackers, computer viruses, malicious code, organized cyber-attacks and other security problems and system disruptions, including possible unauthorized access to our and our clients' proprietary or classified information. We rely on industry-accepted security measures and technology to securely maintain all confidential and proprietary information on our information systems. We have devoted and will continue to devote significant resources to the security of our computer systems, but they may still be vulnerable to these threats. A user who circumvents security measures could misappropriate confidential or proprietary information, including information regarding us, our personnel and/or our clients, or cause interruptions or malfunctions in operations. As a result, we may be required to expend significant resources to protect against the threat of these system disruptions and security breaches or to alleviate problems caused by these disruptions and breaches. Any of these events could damage our reputation and have a material adverse effect on our business, financial condition, results of operations and cash flows.

Our business and operating results could be adversely affected by losses under fixed-price or guaranteed maximum price contracts.

Fixed-price contracts require us to either perform all work under the contract for a specified lump-sum or to perform an estimated number of units of work at an agreed price per unit, with the total payment determined by the actual number of units performed. In addition, we may enter guaranteed maximum price contracts where we guarantee a price or delivery date. Fixed-price contracts expose us to a number of risks not inherent in cost-plus, time and material, and guaranteed maximum price contracts,

including underestimation of costs, ambiguities in specifications, unforeseen costs or difficulties, problems with new technologies, delays beyond our control, failures of subcontractors to perform and economic or other changes that may occur during the contract period. In addition, our exposure to construction cost overruns may increase over time as we increase our construction services. Losses under fixed-price or guaranteed contracts could be substantial and adversely impact our results of operations.

Our failure to meet contractual schedule or performance requirements that we have guaranteed could adversely affect our operating results.

In certain circumstances, we can incur liquidated or other damages if we do not achieve project completion by a scheduled date. If we or an entity for which we have provided a guarantee subsequently fails to complete the project as scheduled and the matter cannot be satisfactorily resolved with the client, we may be responsible for cost impacts to the client resulting from any delay or the cost to complete the project. Our costs generally increase from schedule delays and/or could exceed our projections for a particular project. In addition, project performance can be affected by a number of factors beyond our control, including unavoidable delays from governmental inaction, public opposition, inability to obtain financing, weather conditions, unavailability of vendor materials, changes in the project scope of services requested by our clients, industrial accidents, environmental hazards, labor disruptions and other factors. Although we have not suffered material impacts to our results of operations due to any schedule or performance issues for the periods presented in this report, material performance problems for existing and future contracts could cause actual results of operations to differ from those anticipated by us and also could cause us to suffer damage to our reputation within our industry and client base.

We participate in certain joint ventures where we provide guarantees and may be adversely impacted by the failure of the joint venture or its participants to fulfill their obligations.

We have investments in and commitments to certain joint ventures with unrelated parties, including in connection with the investment activities of AECOM Capital. These joint ventures from time to time borrow money to help finance their activities and in certain circumstances, we are required to provide guarantees of certain obligations of our affiliated entities, including guarantees for completion of projects, repayment of debt, environmental indemnity obligations and acts of willful misconduct. If these entities are not able to honor their obligations, under the guarantees, we may be required to expend additional resources or suffer losses, which could be significant.

We conduct a portion of our operations through joint venture entities, over which we may have limited control.

Approximately 16% of our fiscal 2015 revenue was derived from our operations through joint ventures or similar partnership arrangements, where control may be shared with unaffiliated third parties. As with most joint venture arrangements, differences in views among the joint venture participants may result in delayed decisions or disputes. We also cannot control the actions of our joint venture partners; and we typically have joint and several liability with our joint venture partners under the applicable contracts for joint venture projects. These factors could potentially adversely impact the business and operations of a joint venture and, in turn, our business and operations.

Operating through joint ventures in which we are minority holders results in us having limited control over many decisions made with respect to projects and internal controls relating to projects. Sales of our services provided to our unconsolidated joint ventures were approximately 3% of our fiscal 2015 revenue. We generally do not have control of these unconsolidated joint ventures. These joint ventures may not be subject to the same requirements regarding internal controls and internal control over financial reporting that we follow. As a result, internal control problems may arise with respect to these joint ventures, which could have a material adverse effect on our financial condition and results of operations and could also affect our reputation in the industries we serve.

Systems and information technology interruption and unexpected data or vendor loss could adversely impact our ability to operate.

We rely heavily on computer, information and communications technology and related systems to properly operate. From time to time, we experience occasional system interruptions and delays. If we are unable to effectively upgrade our systems and network infrastructure and take other steps to protect our systems, the operation of our systems could be interrupted or delayed. Our computer and communications systems and operations could be damaged or interrupted by natural disasters, telecommunications failures, acts of war or terrorism and similar events or disruptions. Any of these or other events could cause system interruption, delays and loss of critical data, or delay or prevent operations, and adversely affect our operating results.

We also rely in part on third-party internal and outsourced software to run our critical accounting, project management and financial information systems. We depend on our software vendors to provide long-term software maintenance support for our information systems. Software vendors may decide to discontinue further development, integration or long-term software maintenance support for our information systems, in which case we may need to abandon one or more of our current information systems and migrate some or all of our accounting, project management and financial information to other systems, thus increasing our operational expense, as well as disrupting the management of our business operations.

Misconduct by our employees, partners or consultants or our failure to comply with laws or regulations applicable to our business could cause us to lose customers or lose our ability to contract with government agencies.

As a government contractor, misconduct, fraud or other improper activities caused by our employees', partners' or consultants' failure to comply with laws or regulations could have a significant negative impact on our business and reputation. Such misconduct could include the failure to comply with federal procurement regulations, environmental regulations, regulations regarding the protection of sensitive government information, legislation regarding the pricing of labor and other costs in government contracts, regulations on lobbying or similar activities, and anti-corruption, export control and other applicable laws or regulations. Our failure to comply with applicable laws or regulations, misconduct by any of our employees or consultants or our failure to make timely and accurate certifications to government agencies regarding misconduct or potential misconduct could subject us to fines and penalties, loss of government granted eligibility, cancellation of contracts and suspension or debarment from contracting with government agencies, any of which may adversely affect our business.

We may be required to contribute additional cash to meet our significant underfunded benefit obligations associated with pension benefit plans we manage or multiemployer pension plans in which we participate.

We have defined benefit pension plans for employees in the United States, United Kingdom, Canada, Australia, and Ireland. At September 30, 2015, our defined benefit pension plans had an aggregate deficit (the excess of projected benefit obligations over the fair value of plan assets) of approximately \$572.6 million. In the future, our pension deficits may increase or decrease depending on changes in the levels of interest rates, pension plan performance and other factors that may require us to make additional cash contributions to our pension plans and recognize further increases in our net pension cost to satisfy our funding requirements. If we are forced or elect to make up all or a portion of the deficit for unfunded benefit plans, our results of operations could be materially and adversely affected.

A multiemployer pension plan is typically established under a collective bargaining agreement with a union to cover the union-represented workers of various unrelated companies. Our collective bargaining agreements with unions will require us to contribute to various multiemployer pension plans; however, we do not control or manage these plans. For the year ended September 30, 2015, we contributed \$54.5 million to multiemployer pension plans. Under the Employee Retirement Income Security Act, an

employer who contributes to a multiemployer pension plan, absent an applicable exemption, may also be liable, upon termination or withdrawal from the plan, for its proportionate share of the multiemployer pension plan's unfunded vested benefit. If we terminate or withdraw from a multiemployer plan, absent an applicable exemption (such as for some plans in the building and construction industry), we could be required to contribute a significant amount of cash to fund the multiemployer plan's unfunded vested benefit, which could materially and adversely affect our financial results; however, since we do not control the multiemployer plans, we are unable to estimate any potential contributions that could be required.

New legal requirements could adversely affect our operating results.

Our business and results of operations could be adversely affected by the passage of U.S. health care reform, climate change, defense, environmental and infrastructure industry specific and other legislation and regulations. We are continually assessing the impact that health care reform could have on our employer-sponsored medical plans. Growing concerns about climate change may result in the imposition of additional environmental regulations. For example, legislation, international protocols, regulation or other restrictions on emissions could increase the costs of projects for our clients or, in some cases, prevent a project from going forward, thereby potentially reducing the need for our services. In addition, relaxation or repeal of laws and regulations, or changes in governmental policies regarding environmental, defense, infrastructure or other industries we serve could result in a decline in demand for our services, which could in turn negatively impact our revenues. We cannot predict when or whether any of these various proposals may be enacted or what their effect will be on us or on our customers.

We may be subject to substantial liabilities under environmental laws and regulations.

Our services are subject to numerous environmental protection laws and regulations that are complex and stringent. Our business involves in part the planning, design, program management, construction and construction management, and operations and maintenance at various sites, including but not limited to, pollution control systems, nuclear facilities, hazardous waste and Superfund sites, contract mining sites, hydrocarbon production, distribution and transport sites, military bases and other infrastructure-related facilities. We also regularly perform work, including oil field and pipeline construction services in and around sensitive environmental areas, such as rivers, lakes and wetlands. In addition, we have contracts with U.S. federal government entities to destroy hazardous materials, including chemical agents and weapons stockpiles, as well as to decontaminate and decommission nuclear facilities. These activities may require us to manage, handle, remove, treat, transport and dispose of toxic or hazardous substances. We also own and operate several properties in the U.S. and Canada that have been used for the storage and maintenance of equipment and upon which hydrocarbons or other wastes may have been disposed or released. Past business practices at companies that we have acquired may also expose us to future unknown environmental liabilities.

Significant fines, penalties and other sanctions may be imposed for non-compliance with environmental laws and regulations, and some environmental laws provide for joint and several strict liabilities for remediation of releases of hazardous substances, rendering a person liable for environmental damage, without regard to negligence or fault on the part of such person. These laws and regulations may expose us to liability arising out of the conduct of operations or conditions caused by others, or for our acts that were in compliance with all applicable laws at the time these acts were performed. For example, there are a number of governmental laws that strictly regulate the handling, removal, treatment, transportation and disposal of toxic and hazardous substances, such as Comprehensive Environmental Response Compensation and Liability Act of 1980, and comparable state laws, that impose strict, joint and several liabilities for the entire cost of cleanup, without regard to whether a company knew of or caused the release of hazardous substances. In addition, some environmental regulations can impose liability for the entire cleanup upon owners, operators, generators, transporters and other persons arranging for the treatment or disposal of such hazardous substances related to contaminated facilities or project sites.

Other federal environmental, health and safety laws affecting us include, but are not limited to, the Resource Conservation and Recovery Act, the National Environmental Policy Act, the Clean Air Act, the Clean Air Mercury Rule, the Occupational Safety and Health Act, the Toxic Substances Control Act and the Superfund Amendments and Reauthorization Act and the Energy Reorganization Act of 1974, as well as other comparable national and state laws. Liabilities related to environmental contamination or human exposure to hazardous substances, or a failure to comply with applicable regulations could result in substantial costs to us, including cleanup costs, fines and civil or criminal sanctions, third-party claims for property damage or personal injury or cessation of remediation activities. Our continuing work in the areas governed by these laws and regulations exposes us to the risk of substantial liability.

Demand for our oil and gas services fluctuates.

Our acquisition of URS significantly increased our oil and natural gas services in North America, particularly to the unconventional segments of this market. Demand for our oil and natural gas services fluctuates, and we depend on our customers' willingness to make future expenditures to explore for, develop and produce oil and natural gas in the U.S. and Canada. For example, the decline in the price of oil and natural gas has significantly decreased existing and future projects. Our customers' willingness to undertake these activities depends largely upon prevailing industry conditions that are influenced by numerous factors over which we have no control, including:

- prices, and expectations about future prices, of oil and natural gas;
- domestic and foreign supply of and demand for oil and natural gas;
- the cost of exploring for, developing, producing and delivering oil and natural gas;
- available pipeline, storage and other transportation capacity;
- availability of qualified personnel and lead times associated with acquiring equipment and products;
- federal, state and local regulation of oilfield activities;
- environmental concerns regarding the methods our customers use to extract natural gas;
- the availability of water resources and the cost of disposal and recycling services; and
- seasonal limitations on access to work locations.

Anticipated future prices for natural gas and crude oil are a primary factor affecting spending and drilling activity by our customers. The decline in prices for oil and natural gas has decreased spending and drilling activity, which has caused declines in demand for our services and in the prices we are able to charge for our services. Worldwide political, economic, military and terrorist events, as well as natural disasters and other factors beyond our control contribute to oil and natural gas price levels and volatility and are likely to continue to do so in the future.

Failure to successfully execute our acquisition strategy may inhibit our growth.

We have grown in part as a result of our acquisitions over the last several years, and we expect continued growth in the form of additional acquisitions and expansion into new markets. If we are unable to pursue suitable acquisition opportunities, as a result of global economic uncertainty or other factors, our growth may be inhibited. We cannot assure that suitable acquisitions or investment opportunities will continue to be identified or that any of these transactions can be consummated on favorable terms or at all. Any future acquisitions will involve various inherent risks, such as:

- our ability to accurately assess the value, strengths, weaknesses, liabilities and potential profitability of acquisition candidates;
- the potential loss of key personnel of an acquired business;

- increased burdens on our staff and on our administrative, internal control and operating systems, which may hinder our legal and regulatory compliance activities;
- liabilities related to pre-acquisition activities of an acquired business and the burdens on our staff and resources to comply with, conduct or resolve investigations into such activities;
- post-acquisition integration challenges; and
- post-acquisition deterioration in an acquired business that could result in lower or negative earnings contribution and/or goodwill impairment charges.

Furthermore, during the acquisition process and thereafter, our management may need to assume significant transaction-related responsibilities, which may cause them to divert their attention from our existing operations. If our management is unable to successfully integrate acquired companies or implement our growth strategy, our operating results could be harmed. In addition, even if the operations of an acquisition are integrated successfully, we may not realize the full benefits of the acquisition, including the synergies, cost savings, or sales or growth opportunities that we expect. These benefits may not be achieved within the anticipated time frame, or at all. Moreover, we cannot assure that we will continue to successfully expand or that growth or expansion will result in profitability.

Although we expect to realize certain benefits as a result of our acquisitions, there is the possibility that we may be unable to successfully integrate our businesses in order to realize the anticipated benefits of the acquisitions or do so within the intended timeframe.

As a result of recent acquisitions, we have been, and will continue to be, required to devote significant management attention and resources to integrating the business practices and operations of the acquired companies with our business. Difficulties we may encounter as part of the integration process include the following:

- the consequences of a change in tax treatment, including the costs of integration and compliance and the possibility that the full benefits anticipated from the acquisition will not be realized;
- any delay in the integration of management teams, strategies, operations, products and services;
- diversion of the attention of each company's management as a result of the acquisition;
- differences in business backgrounds, corporate cultures and management philosophies that may delay successful integration;
- the ability to retain key employees;
- the ability to create and enforce uniform standards, controls, procedures, policies and information systems;
- the challenge of integrating complex systems, technology, networks and other assets into those of ours in a seamless manner that minimizes any adverse impact on customers, suppliers, employees and other constituencies;
- potential unknown liabilities and unforeseen increased expenses or delays associated with the acquisition, including costs to integrate beyond current estimates;
- the ability to deduct or claim certain tax attributes or benefits such as operating losses, business or foreign tax credits; and
- the disruption of, or the loss of momentum in, each company's ongoing businesses or inconsistencies in standards, controls, procedures and policies.

Any of these factors could adversely affect each company's ability to maintain relationships with customers, suppliers, employees and other constituencies or our ability to achieve the anticipated benefits

of the acquisition or could reduce each company's earnings or otherwise adversely affect our business and financial results.

The agreements governing our debt contain a number of restrictive covenants which will limit our ability to finance future operations, acquisitions or capital needs or engage in other business activities that may be in our interest.

The Credit Agreement and the indenture governing the 2014 Senior Notes (as defined below) contain a number of significant covenants that impose operating and other restrictions on us and our subsidiaries. Such restrictions affect or will affect, and in many respects limit or prohibit, among other things, our ability and the ability of certain of our subsidiaries to:

- incur additional indebtedness;
- create liens;
- pay dividends and make other distributions in respect of our equity securities;
- redeem our equity securities;
- distribute excess cash flow from foreign to domestic subsidiaries;
- make certain investments or certain other restricted payments;
- sell certain kinds of assets;
- enter into certain types of transactions with affiliates; and
- effect mergers or consolidations.

In addition, our Credit Agreement also requires us to comply with an interest coverage ratio and consolidated leverage ratio. Our ability to comply with these ratios may be affected by events beyond our control.

These restrictions could limit our ability to plan for or react to market or economic conditions or meet capital needs or otherwise restrict our activities or business plans, and could adversely affect our ability to finance our operations, acquisitions, investments or strategic alliances or other capital needs or to engage in other business activities that would be in our interest.

A breach of any of these covenants or our inability to comply with the required financial ratios could result in a default under all or certain of our debt instruments. If an event of default occurs, our creditors could elect to:

- declare all borrowings outstanding, together with accrued and unpaid interest, to be immediately due and payable;
- require us to apply all of our available cash to repay the borrowings; or
- prevent us from making debt service payments on certain of our borrowings.

If we were unable to repay or otherwise refinance these borrowings when due, the applicable creditors could sell the collateral securing certain of our debt instruments, which constitutes substantially all of our domestic and foreign, wholly owned subsidiaries' assets.

Our variable rate indebtedness subjects us to interest rate risk, which could cause our debt service obligations to increase significantly.

Borrowings under our Credit Agreement are at variable rates of interest and expose us to interest rate risk. If interest rates increase, our debt service obligations on the variable rate indebtedness will increase even though the amount borrowed remains the same, and our net income and cash flows, including cash available for servicing our indebtedness, will correspondingly decrease. A 1.0% increase in such interest

rates would increase total interest expense under our Credit Agreement for the year ended September 30, 2015 by \$24.8 million, and a 0.125% decrease in such interest rates would decrease total interest expense under our Credit Agreement for the same period by \$3.1 million, including the effect of our interest rate swaps. We may, from time to time, enter into additional interest rate swaps that involve the exchange of floating for fixed rate interest payments in order to reduce interest rate volatility. However, we may not maintain interest rate swaps with respect to all of our variable rate indebtedness, and any swaps we enter into may not fully mitigate our interest rate risk and could be subject to credit risk themselves.

If we are unable to continue to access credit on acceptable terms, our business may be adversely affected.

The state of the global credit markets could make it more difficult for us to access funds, refinance our existing indebtedness, enter into agreements for uncommitted bond facilities and new indebtedness, replace our existing revolving and term credit agreements or obtain funding through the issuance of our securities. We use credit facilities to support our working capital and acquisition needs. There is no guarantee that we can continue to renew our credit facility on terms as favorable as those in our existing credit facility and, if we are unable to do so, our costs of borrowing and our business may be adversely affected.

Our ability to grow and to compete in our industry will be harmed if we do not retain the continued services of our key technical and management personnel and identify, hire, and retain additional qualified personnel.

There is strong competition for qualified technical and management personnel in the sectors in which we compete. We may not be able to continue to attract and retain qualified technical and management personnel, such as engineers, architects and project managers, who are necessary for the development of our business or to replace qualified personnel in the timeframe demanded by our clients. Our planned growth may place increased demands on our resources and will likely require the addition of technical and management personnel and the development of additional expertise by existing personnel. In addition, we may occasionally enter into contracts before we have hired or retained appropriate staffing for that project. Also, some of our personnel hold government granted eligibility that may be required to obtain certain government projects. If we were to lose some or all of these personnel, they would be difficult to replace. In addition, we rely heavily upon the expertise and leadership of our senior management. If we are unable to retain executives and other key personnel, the roles and responsibilities of those employees will need to be filled, which may require that we devote time and resources to identify, hire and integrate new employees. Loss of the services of, or failure to recruit, key technical and management personnel could limit our ability to successfully complete existing projects and compete for new projects.

Our revenue and growth prospects may be harmed if we or our employees are unable to obtain government granted eligibility or other qualifications we and they need to perform services for our customers.

A number of government programs require contractors to have certain kinds of government granted eligibility, such as security clearance credentials. Depending on the project, eligibility can be difficult and time-consuming to obtain. If we or our employees are unable to obtain or retain the necessary eligibility, including local ownership requirements, we may not be able to win new business, and our existing customers could terminate their contracts with us or decide not to renew them. To the extent we cannot obtain or maintain the required security clearances for our employees working on a particular contract, we may not derive the revenue or profit anticipated from such contract.

Our industry is highly competitive and we may be unable to compete effectively, which could result in reduced revenue, profitability and market share.

We are engaged in a highly competitive business. The markets we serve are highly fragmented and we compete with a large number of regional, national and international companies. Certain of these competitors have greater financial and other resources than we do. Others are smaller and more

specialized, and concentrate their resources in particular areas of expertise. The extent of our competition varies according to the particular markets and geographic area. In addition, the technical and professional aspects of some of our services generally do not require large upfront capital expenditures and provide limited barriers against new competitors.

The degree and type of competition we face is also influenced by the type and scope of a particular project. Our clients make competitive determinations based upon qualifications, experience, performance, reputation, technology, customer relationships and ability to provide the relevant services in a timely, safe and cost-efficient manner. Increased competition may result in our inability to win bids for future projects and loss of revenue, profitability and market share.

If we extend a significant portion of our credit to clients in a specific geographic area or industry, we may experience disproportionately high levels of collection risk and nonpayment if those clients are adversely affected by factors particular to their geographic area or industry.

Our clients include public and private entities that have been, and may continue to be, negatively impacted by the changing landscape in the global economy. While outside of the U.S. federal government no one client accounted for over 10% of our revenue for fiscal 2015, we face collection risk as a normal part of our business where we perform services and subsequently bill our clients for such services, or when we make equity investments in majority or minority controlled large-scale client projects and other long-term capital projects before the project completes operational status or completes its project financing. In the event that we have concentrated credit risk from clients in a specific geographic area or industry, continuing negative trends or a worsening in the financial condition of that specific geographic area or industry could make us susceptible to disproportionately high levels of default by those clients. Such defaults could materially adversely impact our revenues and our results of operations.

Our services expose us to significant risks of liability and our insurance policies may not provide adequate coverage.

Our services involve significant risks of professional and other liabilities that may substantially exceed the fees that we derive from our services. In addition, we sometimes contractually assume liability to clients on projects under indemnification agreements. We cannot predict the magnitude of potential liabilities from the operation of our business. In addition, in the ordinary course of our business, we frequently make professional judgments and recommendations about environmental and engineering conditions of project sites for our clients. We may be deemed to be responsible for these judgments and recommendations if such judgments and recommendations are later determined to be inaccurate. Any unfavorable legal ruling against us could result in substantial monetary damages or even criminal violations.

Our professional liability policies cover only claims made during the term of the policy. Additionally, our insurance policies may not protect us against potential liability due to various exclusions in the policies and self-insured retention amounts. Partially or completely uninsured claims, if successful and of significant magnitude, could have a material adverse effect on our business.

Unavailability or cancellation of third-party insurance coverage would increase our overall risk exposure as well as disrupt the management of our business operations.

We maintain insurance coverage from third-party insurers as part of our overall risk management strategy and because some of our contracts require us to maintain specific insurance coverage limits. If any of our third-party insurers fail, suddenly cancel our coverage or otherwise are unable to provide us with adequate insurance coverage, then our overall risk exposure and our operational expenses would increase and the management of our business operations would be disrupted. In addition, there can be no assurance that any of our existing insurance coverage will be renewable upon the expiration of the coverage period or that future coverage will be affordable at the required limits.

If we do not have adequate indemnification for our services related to nuclear materials, it could adversely affect our business and financial condition.

We provide services to the Department of Energy relating to our nuclear weapons facilities and the nuclear energy industry in the ongoing maintenance and modification, as well as the decontamination and decommissioning, of our nuclear energy plants. Indemnification provisions under the Price-Anderson Act available to nuclear energy plant operators and Department of Energy contractors do not apply to all liabilities that we might incur while performing services as a radioactive materials cleanup contractor for the Department of Energy and the nuclear energy industry. If the Price-Anderson Act's indemnification protection does not apply to our services or if our exposure occurs outside the U.S., our business and financial condition could be adversely affected either by our client's refusal to retain us, by our inability to obtain commercially adequate insurance and indemnification, or by potentially significant monetary damages we may incur.

We also provide services to the United Kingdom's Nuclear Decommissioning Authority (NDA) relating to clean-up and decommissioning of the United Kingdom's public sector nuclear sites. Indemnification provisions under the Nuclear Installations Act 1965 available to nuclear site licensees, the Atomic Energy Authority, and the Crown, and contractual indemnification from the NDA do not apply to all liabilities that we might incur while performing services as a clean-up and decommissioning contractor for the NDA. If the Nuclear Installations Act 1965 and contractual indemnification protection does not apply to our services or if our exposure occurs outside the United Kingdom, our business and financial condition could be adversely affected either by our client's refusal to retain us, by our inability to obtain commercially adequate insurance and indemnification, or by potentially significant monetary damages we may incur.

Our backlog of uncompleted projects under contract is subject to unexpected adjustments and cancellations and, thus, may not accurately reflect future revenue and profits.

At September 30, 2015, our contracted backlog was approximately \$24.5 billion and our awarded backlog was approximately \$15.7 billion for a total backlog of \$40.2 billion. Our contracted backlog includes revenue we expect to record in the future from signed contracts and, in the case of a public sector client, where the project has been funded. Our awarded backlog includes revenue we expect to record in the future where we have been awarded the work, but the contractual agreement has not yet been signed. We cannot guarantee that future revenue will be realized from either category of backlog or, if realized, will result in profits. Many projects may remain in our backlog for an extended period of time because of the size or long-term nature of the contract. In addition, from time to time, projects are delayed, scaled back or canceled. These types of backlog reductions adversely affect the revenue and profits that we ultimately receive from contracts reflected in our backlog.

We have submitted claims to clients for work we performed beyond the initial scope of some of our contracts. If these clients do not approve these claims, our results of operations could be adversely impacted.

We typically have pending claims submitted under some of our contracts for payment of work performed beyond the initial contractual requirements for which we have already recorded revenue. In general, we cannot guarantee that such claims will be approved in whole, in part, or at all. Often, these claims can be the subject of lengthy arbitration or litigation proceedings, and it is difficult to accurately predict when these claims will be fully resolved. When these types of events occur and unresolved claims are pending, we have used working capital in projects to cover cost overruns pending the resolution of the relevant claims. If these claims are not approved, our revenue may be reduced in future periods.

In conducting our business, we depend on other contractors, subcontractors and equipment and material providers. If these parties fail to satisfy their obligations to us or other parties or if we are unable to maintain these relationships, our revenue, profitability and growth prospects could be adversely affected.

We depend on contractors, subcontractors and equipment and material providers in conducting our business. There is a risk that we may have disputes with our subcontractors arising from, among other things, the quality and timeliness of work performed by the subcontractor, customer concerns about the subcontractor, or our failure to extend existing task orders or issue new task orders under a subcontract. Also, to the extent that we cannot acquire equipment and materials at reasonable costs, or if the amount we are required to pay exceeds our estimates, our ability to complete a project in a timely fashion or at a profit may be impaired. In addition, if any of our subcontractors fail to deliver on a timely basis the agreed-upon supplies and/or perform the agreed-upon services, our ability to fulfill our obligations as a prime contractor may be jeopardized, we could be held responsible for such failures and/or we may be required to purchase the supplies or services from another source at a higher price. This may reduce the profit to be realized or result in a loss on a project for which the supplies or services are needed.

We also rely on relationships with other contractors when we act as their subcontractor or joint venture partner. Our future revenue and growth prospects could be adversely affected if other contractors eliminate or reduce their subcontracts or joint venture relationships with us, or if a government agency terminates or reduces these other contractors' programs, does not award them new contracts or refuses to pay under a contract. In addition, due to "pay when paid" provisions that are common in subcontracts in certain countries, including the U.S., we could experience delays in receiving payment if the prime contractor experiences payment delays.

If clients use our reports or other work product without appropriate disclaimers or in a misleading or incomplete manner, or if our reports or other work product are not in compliance with professional standards and other regulations, our business could be adversely affected.

The reports and other work product we produce for clients sometimes include projections, forecasts and other forward-looking statements. Such information by its nature is subject to numerous risks and uncertainties, any of which could cause the information produced by us to ultimately prove inaccurate. While we include appropriate disclaimers in the reports that we prepare for our clients, once we produce such written work product, we do not always have the ability to control the manner in which our clients use such information. As a result, if our clients reproduce such information to solicit funds from investors for projects without appropriate disclaimers and the information proves to be incorrect, or if our clients reproduce such information for potential investors in a misleading or incomplete manner, our clients or such investors may threaten to or file suit against us for, among other things, securities law violations. For example, an approximately \$155 million Australian dollar class action lawsuit was filed against AECOM Australia in the Federal Court of Australia on May 31, 2012 alleging deficiencies in AECOM Australia's traffic forecast. If we were found to be liable for any claims related to our client work product, our business could be adversely affected.

In addition, our reports and other work product may need to comply with professional standards, licensing requirements, securities regulations and other laws and rules governing the performance of professional services in the jurisdiction where the services are performed. We could be liable to third parties who use or rely upon our reports and other work product even if we are not contractually bound to those third parties. These events could in turn result in monetary damages and penalties.

Our quarterly operating results may fluctuate significantly.

We experience seasonal trends in our business with our revenue typically being higher in the last half of the fiscal year. Our fourth quarter (July 1 to September 30) typically is our strongest quarter, and our

first quarter is typically our weakest quarter. Our quarterly revenue, expenses and operating results may fluctuate significantly because of a number of factors, including:

- the spending cycle of our public sector clients;
- employee hiring and utilization rates;
- the number and significance of client engagements commenced and completed during a quarter;
- the ability of clients to terminate engagements without penalties;
- the ability of our project managers to accurately estimate the percentage of the project completed;
- delays incurred as a result of weather conditions;
- delays incurred in connection with an engagement;
- the size and scope of engagements;
- the timing and magnitude of expenses incurred for, or savings realized from, corporate initiatives;
- changes in foreign currency rates;
- the seasonality of our business;
- the impairment of goodwill or other intangible assets; and
- general economic and political conditions.

Variations in any of these factors could cause significant fluctuations in our operating results from quarter to quarter.

Failure to adequately protect, maintain, or enforce our rights in our intellectual property may adversely limit our competitive position.

Our success depends, in part, upon our ability to protect our intellectual property. We rely on a combination of intellectual property policies and other contractual arrangements to protect much of our intellectual property where we do not believe that trademark, patent or copyright protection is appropriate or obtainable. Trade secrets are generally difficult to protect. Although our employees are subject to confidentiality obligations, this protection may be inadequate to deter or prevent misappropriation of our confidential information and/or the infringement of our patents and copyrights. Further, we may be unable to detect unauthorized use of our intellectual property or otherwise take appropriate steps to enforce our rights. Failure to adequately protect, maintain, or enforce our intellectual property rights may adversely limit our competitive position.

Negotiations with labor unions and possible work actions could divert management attention and disrupt operations. In addition, new collective bargaining agreements or amendments to agreements could increase our labor costs and operating expenses.

We regularly negotiate with labor unions and enter into collective bargaining agreements. The outcome of any future negotiations relating to union representation or collective bargaining agreements may not be favorable to us. We may reach agreements in collective bargaining that increase our operating expenses and lower our net income as a result of higher wages or benefit expenses. In addition, negotiations with unions could divert management attention and disrupt operations, which may adversely affect our results of operations. If we are unable to negotiate acceptable collective bargaining agreements, we may have to address the threat of union-initiated work actions, including strikes. Depending on the nature of the threat or the type and duration of any work action, these actions could disrupt our operations and adversely affect our operating results.

Our charter documents contain provisions that may delay, defer or prevent a change of control.

Provisions of our certificate of incorporation and bylaws could make it more difficult for a third party to acquire control of us, even if the change in control would be beneficial to stockholders. These provisions include the following:

- removal of directors for cause only;
- ability of our Board of Directors to authorize the issuance of preferred stock in series without stockholder approval;
- two-thirds stockholder vote requirement to approve specified business combinations, which include a sale of substantially all of our assets;
- vesting of exclusive authority in our Board of Directors to determine the size of the board (subject to limited exceptions) and to fill vacancies;
- advance notice requirements for stockholder proposals and nominations for election to our Board of Directors; and
- prohibitions on our stockholders from acting by written consent and limitations on calling special meetings.

ITEM 1B. UNRESOLVED STAFF COMMENTS

None.

ITEM 2. PROPERTIES

Our corporate offices are located in approximately 31,500 square feet of space at 1999 Avenue of the Stars, Los Angeles, California. Our other offices consist of an aggregate of approximately 14.9 million square feet worldwide. We also maintain smaller administrative or project offices. Virtually all of our offices are leased. See Note 12 in the notes to our consolidated financial statements for information regarding our lease obligations. We believe our current properties are adequate for our business operations and are not currently underutilized. We may add additional facilities from time to time in the future as the need arises.

ITEM 3. LEGAL PROCEEDINGS

As a government contractor, we are subject to various laws and regulations that are more restrictive than those applicable to non-government contractors. Intense government scrutiny of contractors' compliance with those laws and regulations through audits and investigations is inherent in government contracting and, from time to time, we receive inquiries, subpoenas, and similar demands related to our ongoing business with government entities. Violations can result in civil or criminal liability as well as suspension or debarment from eligibility for awards of new government contracts or option renewals.

We are involved in various investigations, claims and lawsuits in the normal conduct of our business. Although the outcome of our legal proceedings cannot be predicted with certainty and no assurances can be provided, in the opinion of our management, based upon current information and discussions with counsel, with the exception of the matters noted below in Note 19, "Commitments and Contingencies," to the financial statements provided with this report, which information set forth in such note is incorporated by reference into this Item 3, none of the investigations, claims and lawsuits in which we are involved is expected to have a material adverse effect on our consolidated financial position, results of operations, cash flows or our ability to conduct business. The resolution of these matters is subject to inherent uncertainty and it is reasonably possible that resolution of any of these outstanding matters could have a

material adverse effect on us. From time to time, we establish reserves for litigation when we consider it probable that a loss will occur.

ITEM 4. MINE SAFETY DISCLOSURES

The Company does not act as the owner of any mines, but we may act as a mining operator as defined under the Federal Mine Safety and Health Act of 1977 where we may be a lessee of a mine, a person who operates, controls or supervises such mine, or an independent contractor performing services or construction of such mine. Information concerning mine safety violations or other regulatory matters required by Section 1503(a) of the Dodd-Frank Wall Street Reform and Consumer Protection Act and Item 104 of Regulation S-K is included in Exhibit 95.

PART II

ITEM 5. MARKET FOR REGISTRANT’S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

Our common stock is listed on the New York Stock Exchange (NYSE). According to the records of our transfer agent, there were 2,690 stockholders of record as of November 13, 2015. The following table sets forth the low and high closing sales prices of a share of our common stock during each of the fiscal quarters presented, based upon quotations on the NYSE consolidated reporting system:

	<u>Low Sales Price (\$)</u>	<u>High Sales Price (\$)</u>
Fiscal 2015:		
First quarter	27.23	34.24
Second quarter	24.82	31.45
Third quarter	30.30	35.40
Fourth quarter	24.04	32.91
	<u>Low Sales Price (\$)</u>	<u>High Sales Price (\$)</u>
Fiscal 2014:		
First quarter	27.47	32.69
Second quarter	27.69	32.48
Third quarter	30.46	33.57
Fourth quarter	31.66	38.13

We have not paid a cash dividend since our inception and our Credit Agreement restricts the Company’s ability to pay cash dividends.

Equity Compensation Plans

The following table presents certain information about shares of AECOM common stock that may be issued under our equity compensation plans as of September 30, 2015:

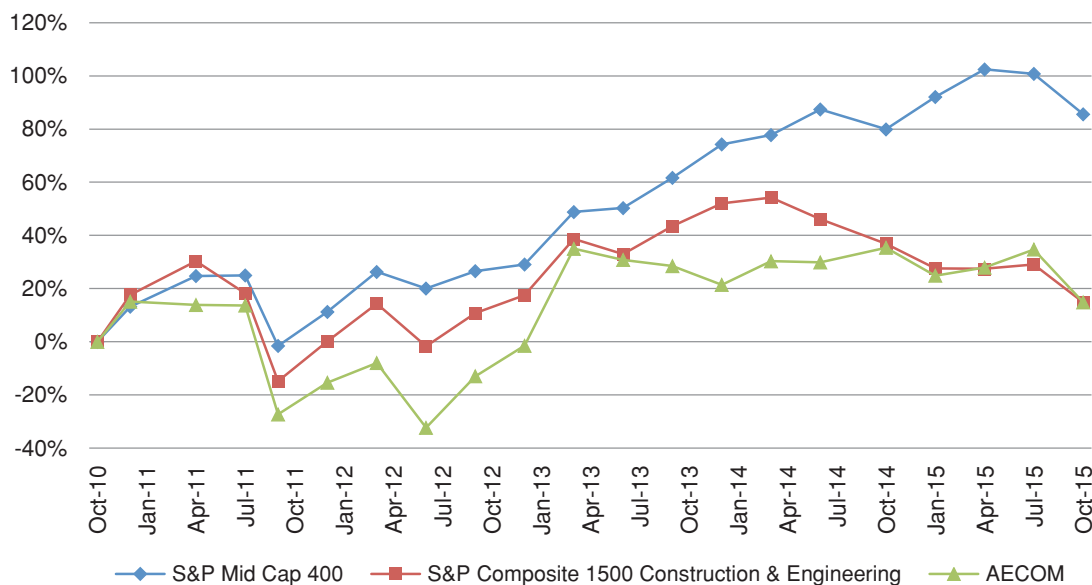
Plan Category	Column A	Column B	Column C
	Number of securities to be issued upon exercise of outstanding options, warrants, and rights(1)	Weighted-average exercise price of outstanding options, warrants, and rights	Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in Column A)
Equity compensation plans not approved by stockholders:	N/A	N/A	N/A
Equity compensation plans approved by stockholders:			
AECOM 2006 Stock Incentive Plan	6,911,018(2)	\$28.26(3)	13,129,809
AECOM Employee Stock Purchase Plan(4)	<u>N/A</u>	<u>N/A</u>	<u>4,874,796</u>
Total	<u>6,911,018</u>	<u>\$28.26</u>	<u>18,004,605</u>

- (1) The table does not include information for the 1,226,365 shares issued under the URS Corporation 2008 Equity Incentive Plan (URS Incentive Plan) assumed by AECOM in connection with its acquisition of URS Corporation. No additional equity awards may be granted under the URS Incentive Plan.
- (2) Includes 1,305,017 shares issuable upon the exercise of stock options, 3,372,210 shares issuable upon the vesting of Restricted Stock Units and 2,233,791 shares issuable if specified performance targets are met under Performance Earnings Program Awards (PEP).
- (3) Weighted-average exercise price of outstanding options only.
- (4) Amounts only reflected in column (c) and include all shares available for future issuance and subject to outstanding rights.

Performance Measurement Comparison(1)

The following chart compares the cumulative total stockholder return of AECOM stock (ACM) with the cumulative total return of the S&P MidCap 400 and the S&P Composite 1500 Construction & Engineering(2) indices from October 1, 2010 to September 30, 2015. We believe the S&P MidCap 400, on which we are listed, is an appropriate independent broad market index, since it measures the performance of similar mid-sized companies in numerous sectors. In addition, we believe the S&P Composite 1500 Construction & Engineering Index is an appropriate published industry index since it measures the performance of engineering and construction companies.

**Comparison of Cumulative Total Return
October 1, 2010—October 2, 2015**



Stock Repurchase Program

The Company's Board of Directors has authorized the repurchase of up to \$1.0 billion in Company stock. Stock repurchases can be made through open market purchases or other methods, including pursuant to a Rule 10b5-1 plan. From the inception of the stock repurchase program, the Company has purchased a total of 27.4 million shares at an average price of \$24.10 per share, for a total cost of \$660.1 million as of September 30, 2015. No stock repurchases were made for the year ended September 30, 2015.

- (1) This section is not "soliciting material," is not deemed "filed" with the SEC and is not incorporated by reference in any of our filings under the Securities Act or Exchange Act whether made before or after the date hereof and irrespective of any general incorporation language in any such filing.
- (2) The S&P Composite 1500 Construction & Engineering Index contains the following public companies:

AECOM
Aegion Corporation
Comfort Systems USA, Inc.
Dycom Industries, Inc.

EMCOR Group, Inc.
Fluor Corporation
Granite Construction Incorporated
Jacobs Engineering Group Inc.

KBR, Inc.
MYR Group, Inc.
Orion Marine Group, Inc.
Quanta Services, Inc.

ITEM 6. SELECTED FINANCIAL DATA

SELECTED CONSOLIDATED FINANCIAL DATA

You should read the following selected consolidated financial data along with “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and our consolidated financial statements and the accompanying notes, which are included in this Form 10-K. We derived the selected consolidated financial data from our audited consolidated financial statements.

	Year Ended September 30,				
	2015	2014	2013	2012	2011
	(in millions, except share data)				
Consolidated Statement of Operations Data:					
Revenue	\$17,990	\$8,357	\$8,153	\$8,218	\$8,037
Cost of revenue	17,455	7,954	7,703	7,796	7,570
Gross profit	535	403	450	422	467
Equity in earnings of joint ventures	106	58	24	49	45
General and administrative expenses	(114)	(81)	(97)	(81)	(91)
Acquisition and integration expenses	(398)	(27)	—	—	—
Goodwill impairment	—	—	—	(336)	—
Income from operations	129	353	377	54	421
Other income	19	3	4	11	5
Interest expense	(299)	(41)	(45)	(47)	(42)
(Loss) income before income tax expense	(151)	315	336	18	384
Income tax (benefit) expense	(80)	82	93	75	100
Net (loss) income	(71)	233	243	(57)	284
Noncontrolling interests in income of consolidated subsidiaries, net of tax	(84)	(3)	(4)	(2)	(8)
Net (loss) income attributable to AECOM	<u>\$ (155)</u>	<u>\$ 230</u>	<u>\$ 239</u>	<u>\$ (59)</u>	<u>\$ 276</u>
Net (loss) income attributable to AECOM per share:					
Basic	<u>\$ (1.04)</u>	<u>\$ 2.36</u>	<u>\$ 2.38</u>	<u>\$ (0.52)</u>	<u>\$ 2.35</u>
Diluted	<u>\$ (1.04)</u>	<u>\$ 2.33</u>	<u>\$ 2.35</u>	<u>\$ (0.52)</u>	<u>\$ 2.33</u>
Weighted average shares outstanding: (in millions)					
Basic	150	97	101	112	117
Diluted	150	99	102	112	118

	Year Ended September 30,				
	2015	2014	2013	2012	2011
	(in millions, except employee data)				
Other Data:					
Depreciation and amortization(1)	\$ 599	\$ 95	\$ 94	\$ 103	\$ 110
Amortization expense of acquired intangible assets(2)	391	24	21	24	36
Capital expenditures, net of disposals	69	63	52	63	78
Contracted backlog	\$24,468	\$11,349	\$ 8,753	\$ 8,499	\$ 8,881
Number of full-time and part-time employees	92,000	43,300	45,500	46,800	45,000

(1) Includes amortization of deferred debt issuance costs.

(2) Included in depreciation and amortization above.

	As of September 30,				
	2015	2014	2013	2012	2011
	(in millions)				
Consolidated Balance Sheet Data:					
Cash and cash equivalents	\$ 684	\$ 574	\$ 601	\$ 594	\$ 457
Working capital	1,410	978	1,078	1,069	1,176
Total assets	14,014	6,123	5,666	5,665	5,789
Long-term debt excluding current portion	4,447	940	1,089	907	1,145
AECOM Stockholders' equity	3,408	2,187	2,021	2,169	2,340

ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

This Annual Report on Form 10-K contains forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 that are not limited to historical facts, but reflect the Company's current beliefs, expectations or intentions regarding future events. Statements that are not historical facts, without limitation, including statements that use terms such as "anticipates," "believes," "expects," "intends," "plans," "projects," "seeks," and "will" and that relate to our plans and objectives for future operations, are forward-looking statements. In light of the risks and uncertainties inherent in all forward-looking statements, the inclusion of such statements in this Annual Report should not be considered as a representation by us or any other person that our objectives or plans will be achieved. Although management believes that the assumptions underlying the forward-looking statements are reasonable, these assumptions and the forward-looking statements are subject to various factors, risks and uncertainties, many of which are beyond our control, including, but not limited to, the fact that demand for our services is cyclical and vulnerable to economic downturns and reduction in government and private industry spending, our dependence on long-term government contracts, which are subject to uncertainties concerning the government's budgetary approval process, the possibility that our government contracts may be terminated by the government; the risk of employee misconduct or our failure to comply with laws and regulations; legal, security, political, and economic risks in the countries in which we operate; competition in our industry; cyber security breaches; information technology interruptions or data losses; liabilities under environmental laws; fluctuations in demand for oil and gas services; our substantial indebtedness; covenant restrictions in our indebtedness; the ability to successfully integrate our operations and employees with that of URS; the ability to realize anticipated benefits and synergies from the URS acquisition; the ability to retain key personnel; changes in financial markets, interest rates and foreign currency exchange rates; and those additional risks and factors discussed in this Annual Report on Form 10-K and any subsequent reports we file with the SEC. Accordingly, actual results could differ materially from those contemplated by any forward-looking statement.

All subsequent written and oral forward-looking statements concerning the Company or other matters attributable to the Company or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements above. You are cautioned not to place undue reliance on these forward-looking statements, which speak only to the date they are made. The Company is under no obligation (and expressly disclaims any such obligation) to update or revise any forward-looking statement that may be made from time to time, whether as a result of new information, future developments or otherwise. Please review "Part I, Item 1A—Risk Factors" in this Annual Report for a discussion of the factors, risks and uncertainties that could affect our future results.

Our fiscal year consists of 52 or 53 weeks, ending on the Friday closest to September 30. For clarity of presentation, we present all periods as if the year ended on September 30. We refer to the fiscal year ended September 30, 2014 as "fiscal 2014" and the fiscal year ended September 30, 2015 as "fiscal 2015."

Overview

We are a leading provider of planning, consulting, architectural and engineering design services for public and private clients around the world. We provide our services in a broad range of end markets through a network of over 92,000 employees.

On October 17, 2014, we completed the acquisition of URS. In connection with the acquisition of URS, our reportable segments have been realigned to reflect the operations of the combined company, including the ability to deliver more fully integrated project execution. We now report our business through three segments: Design and Consulting Services (DCS), Construction Services (CS), and Management Services (MS). Such segments are organized by the types of services provided, the differing specialized needs of the respective clients, and how the Company manages its business. We have aggregated various operating segments into our reportable segments based on their similar characteristics, including similar long-term financial performance, the nature of services provided, internal processes for delivering those services, and types of customers. Prior year amounts have been revised to conform to the current year presentation.

Our DCS segment delivers planning, consulting, architectural and engineering design services to commercial and government clients worldwide in major end markets such as transportation, facilities, environmental, energy, water and government.

Our CS segment provides construction services, including building construction and energy, infrastructure and industrial construction, primarily in the Americas.

Our MS segment provides program and facilities management and maintenance, training, logistics, consulting, technical assistance, and systems integration and information technology services, primarily for agencies of the U.S. government and also for national governments around the world.

Our revenue is dependent on our ability to attract and retain qualified and productive employees, identify business opportunities, integrate and maximize the value of our recent acquisitions, allocate our labor resources to profitable and high growth markets, secure new contracts and renew existing client agreements. Demand for our services is cyclical and may be vulnerable to sudden economic downturns and reductions in government and private industry spending, which may result in clients delaying, curtailing or canceling proposed and existing projects. Moreover, as a professional services company, maintaining the high quality of the work generated by our employees is integral to our revenue generation and profitability.

Our costs consist primarily of the compensation we pay to our employees, including salaries, fringe benefits, the costs of hiring subcontractors and other project-related expenses, and sales, general and administrative costs.

We define revenue provided by acquired companies as revenue included in the current period up to twelve months subsequent to their acquisition date. Throughout this section, we refer to companies we acquired in the last twelve months as “acquired companies.”

Recent commodity price declines have negatively impacted our oil and gas business and have impacted North American oil and gas clients’ investment decisions for projects with higher breakeven costs resulting in some construction contracts being deferred, suspended or terminated.

Federal highway and public transportation legislation has been subject to uncertainty caused by a number of short term extensions by Congress that have negatively impacted the long term transportation investment decisions of our clients; however, we expect that any passage of a long term federal highway and public transportation bill will positively impact our transportation services business.

In January 2015, we were informed that our joint venture responsible for managing the United Kingdom Sellafield nuclear site would transition control back to the United Kingdom government.

We expect to benefit from the return on our AECOM Capital investments in fiscal year 2016. In addition, we expect to dispose of certain non-core businesses or assets in fiscal year 2016.

Acquisitions

The aggregate value of all consideration for our acquisitions consummated during the year ended September 30, 2015, 2014 and 2013 was \$5,147.9 million, \$88.5 million, and \$82.0 million, respectively.

All of our acquisitions have been accounted for as business combinations and the results of operations of the acquired companies have been included in our consolidated results since the dates of the acquisitions.

Components of Income and Expense

	Year Ended September 30,				
	2015	2014	2013	2012	2011
	(in millions)				
Other Financial Data:					
Revenue	\$17,990	\$8,357	\$8,153	\$8,218	\$8,037
Cost of revenue	17,455	7,954	7,703	7,796	7,570
Gross profit	535	403	450	422	467
Equity in earnings of joint ventures	106	58	24	49	45
General and administrative expenses	(114)	(81)	(97)	(81)	(91)
Acquisition and integration expenses	(398)	(27)	—	—	—
Goodwill impairment	—	—	—	(336)	—
Income from operations	<u>\$ 129</u>	<u>\$ 353</u>	<u>\$ 377</u>	<u>\$ 54</u>	<u>\$ 421</u>

Revenue

We generate revenue primarily by providing planning, consulting, architectural and engineering design services to commercial and government clients around the world. Our revenue consists of both services provided by our employees and pass-through fees from subcontractors and other direct costs. We generally utilize a cost-to-cost approach in applying the percentage-of-completion method of revenue recognition. Under this approach, revenue is earned in proportion to total costs incurred, divided by total costs expected to be incurred.

Cost of Revenue

Cost of revenue reflects the cost of our own personnel (including fringe benefits and overhead expense) associated with revenue.

Amortization Expense of Acquired Intangible Assets

Included in our cost of revenue is amortization of acquired intangible assets. We have ascribed value to identifiable intangible assets other than goodwill in our purchase price allocations for companies we have acquired. These assets include, but are not limited to, backlog and customer relationships. To the extent we ascribe value to identifiable intangible assets that have finite lives, we amortize those values over the estimated useful lives of the assets. Such amortization expense, although non-cash in the period expensed, directly impacts our results of operations. It is difficult to predict with any precision the amount of expense we may record relating to acquired intangible assets.

Equity in Earnings of Joint Ventures

Equity in earnings of joint ventures includes our portion of fees charged by our unconsolidated joint ventures to clients for services performed by us and other joint venture partners along with earnings we receive from investments in unconsolidated joint ventures.

General and Administrative Expenses

General and administrative expenses include corporate overhead expenses, including personnel, occupancy, and administrative expenses.

Acquisition and Integration Expenses

Acquisition and integration expenses are comprised of transaction costs, professional fees, and personnel costs, including due diligence and integration activities, primarily related to the acquisition of URS Corporation.

Goodwill Impairment

See Critical Accounting Policies and Consolidated Results below.

Income Tax (Benefit) Expense

Income tax (benefit)/expense varies as a function of pre-tax loss/income and items permanently non-tax deductible or tax exempt. As a global enterprise, our effective tax rates can be affected by many factors, including changes in our worldwide mix of pre-tax losses/earnings, the effect of non-controlling interest in income of consolidated subsidiaries, the extent to which the earnings are indefinitely reinvested outside of the United States, our acquisition strategy, tax incentives and credits available to us, changes in judgment regarding the realizability of our deferred tax assets, changes in existing tax laws and our assessment of uncertain tax positions. Our tax returns are routinely audited by the taxing authorities and settlements of issues raised in these audits can also sometimes affect our effective tax rate.

Critical Accounting Policies

Our financial statements are presented in accordance with GAAP. Highlighted below are the accounting policies that management considers significant to understanding the operations of our business.

Revenue Recognition

We generally utilize a cost-to-cost approach in applying the percentage-of-completion method of revenue recognition, under which revenue is earned in proportion to total costs incurred, divided by total costs expected to be incurred. Recognition of revenue and profit under this method is dependent upon a number of factors, including the accuracy of a variety of estimates, including engineering progress, material quantities, the achievement of milestones, penalty provisions, labor productivity and cost estimates. Due to uncertainties inherent in the estimation process, it is possible that actual completion costs may vary from estimates. If estimated total costs on contracts indicate a loss, we recognize that estimated loss in the period the estimated loss first becomes known.

Claims Recognition

Claims are amounts in excess of the agreed contract price (or amounts not included in the original contract price) that we seek to collect from customers or others for delays, errors in specifications and designs, contract terminations, change orders in dispute or unapproved contracts as to both scope and price or other causes of unanticipated additional costs. We record contract revenue related to claims only if it is probable that the claim will result in additional contract revenue and if the amount can be reliably

estimated. In such cases, we record revenue only to the extent that contract costs relating to the claim have been incurred. The amounts recorded, if material, are disclosed in the notes to the financial statements. Costs attributable to claims are treated as costs of contract performance as incurred.

Government Contract Matters

Our federal government and certain state and local agency contracts are subject to, among other regulations, regulations issued under the Federal Acquisition Regulations (FAR). These regulations can limit the recovery of certain specified indirect costs on contracts and subject us to ongoing multiple audits by government agencies such as the Defense Contract Audit Agency (DCAA). In addition, most of our federal and state and local contracts are subject to termination at the discretion of the client.

Audits by the DCAA and other agencies consist of reviews of our overhead rates, operating systems and cost proposals to ensure that we account for such costs in accordance with the Cost Accounting Standards of the FAR (CAS). If the DCAA determines we have not accounted for such costs consistent with CAS, the DCAA may disallow these costs. There can be no assurance that audits by the DCAA or other governmental agencies will not result in material cost disallowances in the future.

Allowance for Doubtful Accounts

We record accounts receivable net of an allowance for doubtful accounts. This allowance for doubtful accounts is estimated based on management's evaluation of the contracts involved and the financial condition of its clients. The factors we consider in our contract evaluations include, but are not limited to:

- Client type—federal or state and local government or commercial client;
- Historical contract performance;
- Historical collection and delinquency trends;
- Client credit worthiness; and
- General economic conditions.

Unbilled Accounts Receivable and Billings in Excess of Costs on Uncompleted Contracts

Unbilled accounts receivable represents the contract revenue recognized but not yet billed pursuant to contract terms or accounts billed after the period end.

Billings in excess of costs on uncompleted contracts represent the billings to date, as allowed under the terms of a contract, but not yet recognized as contract revenue using the percentage-of-completion accounting method.

Investments in Unconsolidated Joint Ventures

We have noncontrolling interests in joint ventures accounted for under the equity method. Fees received for and the associated costs of services performed by us and billed to joint ventures with respect to work done by us for third-party customers are recorded as our revenues and costs in the period in which such services are rendered. In certain joint ventures, a fee is added to the respective billings from both ourselves and the other joint venture partners on the amounts billed to the third-party customers. These fees result in earnings to the joint venture and are split with each of the joint venture partners and paid to the joint venture partners upon collection from the third-party customer. We record our allocated share of these fees as equity in earnings of joint ventures.

Income Taxes

We provide for income taxes in accordance with principles contained in ASC Topic 740, Income Taxes. Under these principles, we recognize the amount of income tax payable or refundable for the current year and deferred tax assets and liabilities for the future tax consequences of events that have been recognized in our financial statements or tax returns.

Deferred tax assets and liabilities are measured using enacted tax rates in effect for the year in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in earnings in the period when the new rate is enacted. Deferred tax assets are evaluated for future realization and reduced by a valuation allowance if it is more likely than not that a portion will not be realized.

We measure and recognize the amount of tax benefit that should be recorded for financial statement purposes for uncertain tax positions taken or expected to be taken in a tax return. With respect to uncertain tax positions, we evaluate the recognized tax benefits for recognition, measurement, derecognition, classification, interest and penalties, interim period accounting and disclosure requirements. Judgment is required in assessing the future tax consequences of events that have been recognized in our financial statements or tax returns.

Valuation Allowance. Deferred income taxes are provided on the liability method whereby deferred tax assets and liabilities are established for the difference between the financial reporting and income tax basis of assets and liabilities, as well as for tax attributes such as operating loss and tax credit carry forwards. Deferred tax assets and liabilities are adjusted for the effects of changes in tax laws and tax rates on the date of enactment of such changes to laws and tax rates.

Deferred tax assets are reduced by a valuation allowance when, in our opinion, it is more likely than not that some portion or all of the deferred tax assets may not be realized. The evaluation of the recoverability of the deferred tax asset requires the Company to weigh all positive and negative evidence to reach a conclusion that it is more likely than not that all or some portion of the deferred tax assets will not be realized. The weight given to the evidence is commensurate with the extent to which it can be objectively verified. Whether a deferred tax asset may be realized requires considerable judgment by us. In considering the need for a valuation allowance, we consider a number of factors including the nature, frequency, and severity of cumulative financial reporting losses in recent years, the future reversal of existing temporary differences, predictability of future taxable income exclusive of reversing temporary differences of the character necessary to realize the asset, relevant carry forward periods, taxable income in carry-back years if carry-back is permitted under tax law, and prudent and feasible tax planning strategies that would be implemented, if necessary, to protect against the loss of the deferred tax asset that would otherwise expire. Whether a deferred tax asset will ultimately be realized is also dependent on varying factors, including, but not limited to, changes in tax laws and audits by tax jurisdictions in which we operate.

If future changes in judgment regarding the realizability of our deferred tax assets lead us to determine that it is more likely than not that we will not realize all or part of our deferred tax asset in the future, we will record an additional valuation allowance. Conversely, if a valuation allowance exists and we determine that the ultimate realizability of all or part of the net deferred tax asset is more likely than not to be realized, then the amount of the valuation allowance will be reduced. This adjustment will increase or decrease income tax expense in the period of such determination.

Undistributed Non-U.S. Earnings. The results of our operations outside of the United States are consolidated for financial reporting; however, earnings from investments in non-U.S. operations are included in domestic U.S. taxable income only when actually or constructively received. No deferred taxes have been provided on the undistributed pre-tax earnings of non-U.S. operations of approximately

\$1,341.2 million because we have the ability to and intend to permanently reinvest these earnings overseas. If we were to repatriate these earnings, additional taxes could be due at that time.

The Company continually explores initiatives to better align our tax and legal entity structure with the footprint of our non-U.S. operations and recognizes the tax impact of these initiatives, including changes in assessment of its uncertain tax positions, indefinite reinvestment exception assertions and realizability of deferred tax assets earliest in the period when management believes all necessary internal and external approvals associated with such initiatives have been obtained, or when the initiatives are materially complete. It is possible that the completion of one or more of these initiatives may occur within the next 12 months.

Goodwill and Acquired Intangible Assets

Goodwill represents the excess of amounts paid over the fair value of net assets acquired from an acquisition. In order to determine the amount of goodwill resulting from an acquisition, we perform an assessment to determine the value of the acquired company's tangible and identifiable intangible assets and liabilities. In our assessment, we determine whether identifiable intangible assets exist, which typically include backlog and customer relationships.

We test goodwill for impairment annually for each reporting unit in the fourth quarter of the fiscal year, and between annual tests if events occur or circumstances change which suggest that goodwill should be evaluated. Such events or circumstances include significant changes in legal factors and business climate, recent losses at a reporting unit, and industry trends, among other factors. A reporting unit is defined as an operating segment or one level below an operating segment. Our impairment tests are performed at the operating segment level as they represent our reporting units.

The impairment test is a two-step process. During the first step, we estimate the fair value of the reporting unit using income and market approaches, and compare that amount to the carrying value of that reporting unit. In the event the fair value of the reporting unit is determined to be less than the carrying value, a second step is required. The second step requires us to perform a hypothetical purchase allocation for that reporting unit and to compare the resulting current implied fair value of the goodwill to the current carrying value of the goodwill for that reporting unit. In the event that the current implied fair value of the goodwill is less than the carrying value, an impairment charge is recognized.

During the fourth quarter, we conduct our annual goodwill impairment test. The impairment evaluation process includes, among other things, making assumptions about variables such as revenue growth rates, profitability, discount rates, and industry market multiples, which are subject to a high degree of judgment.

Material assumptions used in the impairment analysis included the weighted average cost of capital (WACC) percent and terminal growth rates. For example, as of September 30, 2015, a 1% increase in the WACC rate represents a \$600 million decrease to the fair value of our reporting units. As of September 30, 2015, a 1% decrease in the terminal growth rate represents a \$300 million decrease to the fair value of our reporting units.

Pension Benefit Obligations

A number of assumptions are necessary to determine our pension liabilities and net periodic costs. These liabilities and net periodic costs are sensitive to changes in those assumptions. The assumptions include discount rates, long-term rates of return on plan assets and inflation levels limited to the United Kingdom and are generally determined based on the current economic environment in each host country at the end of each respective annual reporting period. We evaluate the funded status of each of our retirement plans using these current assumptions and determine the appropriate funding level considering applicable regulatory requirements, tax deductibility, reporting considerations and other factors. Based

upon current assumptions, we expect to contribute \$20.7 million to our international plans in fiscal 2016. We have a required minimum contribution of \$1.3 million for one of our U.S. qualified plans. In addition, we may make additional discretionary contributions. We currently expect to contribute \$10.8 million to our U.S. plans (including benefit payments to nonqualified plans and postretirement medical plans) in fiscal 2016. If the discount rate was reduced by 25 basis points, plan liabilities would increase by approximately \$75.8 million. If the discount rate and return on plan assets were reduced by 25 basis points, plan expense would decrease by approximately \$0.7 million and increase by approximately \$3.4 million, respectively. If inflation increased by 25 basis points, plan liabilities in the United Kingdom would increase by approximately \$32.0 million and plan expense would increase by approximately \$1.6 million.

At each measurement date, all assumptions are reviewed and adjusted as appropriate. With respect to establishing the return on assets assumption, we consider the long term capital market expectations for each asset class held as an investment by the various pension plans. In addition to expected returns for each asset class, we take into account standard deviation of returns and correlation between asset classes. This is necessary in order to generate a distribution of possible returns which reflects diversification of assets. Based on this information, a distribution of possible returns is generated based on the plan's target asset allocation.

Capital market expectations for determining the long term rate of return on assets are based on forward-looking assumptions which reflect a 20-year view of the capital markets. In establishing those capital market assumptions and expectations, we rely on the assistance of our actuaries and our investment consultants. We and the plan trustees review whether changes to the various plans' target asset allocations are appropriate. A change in the plans' target asset allocations would likely result in a change in the expected return on asset assumptions. In assessing a plan's asset allocation strategy, we and the plan trustees consider factors such as the structure of the plan's liabilities, the plan's funded status, and the impact of the asset allocation to the volatility of the plan's funded status, so that the overall risk level resulting from our defined benefit plans is appropriate within our risk management strategy.

Between September 30, 2014 and September 30, 2015, the aggregate worldwide pension deficit increased from \$221.3 million to \$572.6 million. The increase in the aggregate worldwide pension deficit was primarily driven by the acquisition of URS. Although funding rules are subject to local laws and regulations and vary by location, we expect to reduce this deficit over a period of 7 to 10 years. If the various plans do not experience future investment gains to reduce this shortfall, the deficit will be reduced by additional contributions.

Accrued Professional Liability Costs

We carry professional liability insurance policies or self-insure for our initial layer of professional liability claims under our professional liability insurance policies and for a deductible for each claim even after exceeding the self-insured retention. We accrue for our portion of the estimated ultimate liability for the estimated potential incurred losses. We establish our estimate of loss for each potential claim in consultation with legal counsel handling the specific matters and based on historic trends taking into account recent events. We also use an outside actuarial firm to assist us in estimating our future claims exposure. It is possible that our estimate of loss may be revised based on the actual or revised estimate of liability of the claims.

Foreign Currency Translation

Our functional currency is the U.S. dollar. Results of operations for foreign entities are translated to U.S. dollars using the average exchange rates during the period. Assets and liabilities for foreign entities are translated using the exchange rates in effect as of the date of the balance sheet. Resulting translation adjustments are recorded as a foreign currency translation adjustment into other accumulated comprehensive income/(loss) in stockholders' equity.

We limit exposure to foreign currency fluctuations in most of our contracts through provisions that require client payments in currencies corresponding to the currency in which costs are incurred. As a result of this natural hedge, we generally do not need to hedge foreign currency cash flows for contract work performed. However, we will use foreign exchange derivative financial instruments from time to time to mitigate foreign currency risk. The functional currency of all significant foreign operations is the respective local currency.

Fiscal year ended September 30, 2015 compared to the fiscal year ended September 30, 2014

Consolidated Results

	Fiscal Year Ended		Change	
	September 30, 2015	September 30, 2014	\$	%
	(\$ in millions)			
Revenue	\$17,989.9	\$8,356.8	\$9,633.1	115.3%
Cost of revenue	17,454.7	7,953.6	9,501.1	119.5
Gross profit	535.2	403.2	132.0	32.7
Equity in earnings of joint ventures	106.2	57.9	48.3	83.4
General and administrative expenses	(114.0)	(80.9)	(33.1)	40.9
Acquisition and integration expenses	(398.4)	(27.3)	(371.1)	1,359.3
Income from operations	129.0	352.9	(223.9)	(63.4)
Other income	19.1	2.7	16.4	607.4
Interest expense	(299.6)	(40.8)	(258.8)	634.3
Income before income tax expense	(151.5)	314.8	(466.3)	(148.1)
Income tax (benefit) expense	(80.3)	82.0	(162.3)	(197.9)
Net income	(71.2)	232.8	(304.0)	(130.6)
Noncontrolling interests in income of consolidated subsidiaries, net of tax	(83.6)	(2.9)	(80.7)	2,782.8
Net income attributable to AECOM	\$ (154.8)	\$ 229.9	\$ (384.7)	(167.3)%

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
Revenue	100.0%	100.0%
Cost of revenue	<u>97.0</u>	<u>95.2</u>
Gross profit	3.0	4.8
Equity in earnings of joint ventures	0.6	0.7
General and administrative expenses	(0.7)	(1.0)
Acquisition and integration expenses	<u>(2.2)</u>	<u>(0.3)</u>
Income from operations	0.7	4.2
Other income	0.1	—
Interest expense	<u>(1.6)</u>	<u>(0.5)</u>
Income before income tax expense	(0.8)	3.7
Income tax (benefit) expense	<u>(0.4)</u>	<u>1.0</u>
Net income	(0.4)	2.7
Noncontrolling interests in income of consolidated subsidiaries, net of tax	<u>(0.5)</u>	—
Net income attributable to AECOM	<u>(0.9)%</u>	<u>2.7%</u>

Revenue

Our revenue for the year ended September 30, 2015 increased \$9,633.1 million, or 115.3%, to \$17,989.9 million as compared to \$8,356.8 million for the corresponding period last year. Revenue provided by acquired companies was \$9,635.4 million for the year ended September 30, 2015. Excluding the revenue provided by acquired companies, revenue decreased \$2.3 million, or 0.0%, from the year ended September 30, 2014.

The decrease in revenue, excluding acquired companies, for the year ended September 30, 2015 was primarily attributable to a negative foreign currency impact of \$260 million due to the strengthening of the U.S. dollar against the Australian and Canadian dollars and the British pound, coupled with a decrease in the DCS Americas region of \$220 million across its end markets, a decrease in the MS segment of \$148.8 million, excluding acquired companies, and a decrease in the DCS Asia Pacific region of approximately \$110 million. These decreases were offset by an increase in the CS segment of \$639.4 million primarily from construction management services provided on high-rise buildings in the city of New York, and an increase in the DCS EMEA region of approximately \$100 million.

Gross Profit

Our gross profit for the year ended September 30, 2015 increased \$132.0 million, or 32.7%, to \$535.2 million as compared to \$403.2 million for the corresponding period last year. Gross profit provided by acquired companies was \$206.3 million. For the year ended September 30, 2015, gross profit, as a percentage of revenue, decreased to 3.0% from 4.8% in the year ended September 30, 2014. Excluding gross profit provided by acquired companies, gross profit decreased \$74.3 million, or 18.4%, from the year ended September 30, 2014.

The decreases in gross profit, excluding acquired companies, and gross profit, as a percentage of revenue, for the year ended September 30, 2015 were primarily due to factors impacting our segments as described below, including a decrease in revenue in the Americas region in our DCS segment.

Equity in Earnings of Joint Ventures

Our equity in earnings of joint ventures for the year ended September 30, 2015 was \$106.2 million as compared to \$57.9 million in the corresponding period last year. Equity in earnings of joint ventures provided by acquired companies was \$80.1 million. Excluding earnings provided by acquired companies, earnings decreased \$31.8 million, or 54.8%, from the year ended September 30, 2014.

The decrease in earnings of joint ventures for the year ended September 30, 2015, excluding acquisitions, was primarily due to the prior year \$37.4 million gain on change in control of an unconsolidated joint venture that performs engineering and program management services in the Middle East and is included in the Company's DCS segment. The gain related to the excess of fair value over the carrying value of the previously held equity interest in the unconsolidated joint venture. See further discussion in Note 7 to the accompanying financial statements. The gain on change in control was partially offset by an impairment of an unrelated joint venture investment.

General and Administrative Expenses

Our general and administrative expenses for the year ended September 30, 2015 increased \$33.1 million, or 40.9%, to \$114.0 million as compared to \$80.9 million for the corresponding period last year. As a percentage of revenue, general and administrative expenses decreased to 0.7% for the year ended September 30, 2015 from 1.0% for the year ended September 30, 2014.

The increase in general and administrative expenses for the year ended September 30, 2015 was primarily due to increased personnel and related costs associated with the acquisition of URS.

Acquisition and Integration Expenses

Acquisition and integration expenses were comprised of the following (in millions):

	Year Ended September 30,	
	2015	2014
Severance and personnel costs	\$223.8	\$15.2
Professional services, real estate-related, and other expenses	174.6	12.1
Total	<u>\$398.4</u>	<u>\$27.3</u>

Other Income

Our other income for the year ended September 30, 2015 increased \$16.4 million to \$19.1 million as compared to \$2.7 million for the year ended September 30, 2014.

The increase in other income for the year ended September 30, 2015 was primarily due to the sale of an infrastructure fund investment.

Interest Expense

Our interest expense for the year ended September 30, 2015 was \$299.6 million as compared to \$40.8 million for the year ended September 30, 2014.

The increase in interest expense for the year ended September 30, 2015 was primarily due to a \$55.6 million penalty upon prepayment of unsecured senior notes, the increase in interest expense generated by the Company's \$3.8 billion increase in debt incurred in connection with the acquisition of URS, and the write-off of capitalized debt issuance costs from our previous debt facilities.

Income Tax (Benefit) Expense

Our income tax benefit for the year ended September 30, 2015 was \$80.3 million compared to income tax expense of \$82.0 million for the year ended September 30, 2014. The effective tax rate was 53.0% and 26.1% for the years ended September 30, 2015 and 2014, respectively.

The decrease in income tax expense for the year ended September 30, 2015 was primarily due to an overall pretax loss, the effect of non-controlling interests in income of consolidated subsidiaries, a change in the geographical mix of earnings/losses, energy-related and other tax incentives, and an incremental tax benefit related to the reinstatement of expiring tax provisions during the period, partially offset by an increase in valuation allowances regarding realizability of certain current year foreign losses.

Net (Loss) Income Attributable to AECOM

The factors described above resulted in the net loss attributable to AECOM of \$154.8 million for the year ended September 30, 2015, as compared to the net income attributable to AECOM of \$229.9 million for the year ended September 30, 2014. This decrease was primarily due to the acquisition and integration expenses of \$398.4 million associated with the URS Corporation acquisition.

Results of Operations by Reportable Segment

Design and Consulting Services

	Fiscal Year Ended		Change	
	September 30, 2015	September 30, 2014	\$	%
		(\$ in millions)		
Revenue	\$7,962.9	\$5,443.1	\$2,519.8	46.3%
Cost of revenue	7,663.6	5,112.8	2,550.8	49.9
Gross profit	\$ 299.3	\$ 330.3	\$ (31.0)	(9.4)%

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
Revenue	100.0%	100.0%
Cost of revenue	96.2	93.9
Gross profit	3.8%	6.1%

Revenue

Revenue for our DCS segment for the year ended September 30, 2015 increased \$2,519.8 million, or 46.3%, to \$7,962.9 million as compared to \$5,443.1 million for the corresponding period last year. Revenue provided by acquired companies was \$3,012.7 million. Excluding revenue provided by acquired companies, revenue decreased \$492.9 million, or 9.1%, over the year ended September 30, 2014.

The decrease in revenue, excluding acquired companies, for the year ended September 30, 2015 was primarily attributable to a negative foreign currency impact of \$260 million mostly due to the strengthening of the U.S. dollar against the Australian and Canadian dollars and the British pound, a decrease in the DCS Americas region of \$220 million across its end markets, and a decrease in the DCS Asia Pacific region of approximately \$110 million. These decreases were partially offset by an increase in the DCS EMEA region of approximately \$100 million.

Management Services

	Fiscal Year Ended		Change	
	September 30, 2015	September 30, 2014	\$	%
		(\$ in millions)		
Revenue	\$3,350.3	\$909.4	\$2,440.9	268.4%
Cost of revenue	<u>3,157.2</u>	<u>865.8</u>	<u>2,291.4</u>	264.7
Gross profit	<u>\$ 193.1</u>	<u>\$ 43.6</u>	<u>\$ 149.5</u>	342.9%

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
Revenue	100.0%	100.0%
Cost of revenue	<u>94.2</u>	<u>95.2</u>
Gross profit	<u>5.8%</u>	<u>4.8%</u>

Revenue

Revenue for our MS segment for the year ended September 30, 2015 increased \$2,440.9 million, or 268.4%, to \$3,350.3 million as compared to \$909.4 million for the corresponding period last year. Revenue provided by acquired companies was \$2,589.7 million. Excluding revenue provided by acquired companies, revenue decreased \$148.8 million, or 16.4%, over the year ended September 30, 2014.

The decrease in revenue, excluding revenue provided by acquired companies, for the year ended September 30, 2015 was primarily due to decreased services provided to the U.S. government in the Middle East and Africa.

Gross Profit

Gross profit for our MS segment for the year ended September 30, 2015 was \$193.1 million as compared to \$43.6 million for the corresponding period last year. Gross profit provided by acquired companies was \$151.5 million. Excluding gross profit provided by acquired companies, gross profit decreased \$2.0 million, or 4.6%, from the year ended September 30, 2014. As a percentage of revenue, gross profit increased to 5.8% of revenue for the year ended September 30, 2015 from 4.8% in the corresponding period last year.

Fiscal year ended September 30, 2014 compared to the fiscal year ended September 30, 2013

Consolidated Results

	Fiscal Year Ended		Change	
	September 30, 2014	September 30, 2013	\$	%
		(\$ in millions)		
Revenue	\$8,356.8	\$8,153.5	\$203.3	2.5%
Cost of revenue	7,953.6	7,703.5	250.1	3.2
Gross profit	403.2	450.0	(46.8)	(10.4)
Equity in earnings of joint ventures	57.9	24.3	33.6	138.3
General and administrative expenses	(80.9)	(97.3)	16.4	(16.9)
Acquisition and integration expenses	(27.3)	—	(27.3)	*
Income from operations	352.9	377.0	(24.1)	(6.4)
Other income	2.7	3.5	(0.8)	(22.9)
Interest expense	(40.8)	(44.7)	3.9	(8.7)
Income before income tax expense	314.8	335.8	(21.0)	(6.3)
Income tax expense	82.0	92.6	(10.6)	(11.4)
Net income	232.8	243.2	(10.4)	(4.3)
Noncontrolling interests in income of consolidated subsidiaries, net of tax	(2.9)	(4.0)	1.1	(27.5)
Net income attributable to AECOM	\$ 229.9	\$ 239.2	\$ (9.3)	(3.9)%

* Not meaningful

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2014	September 30, 2013
Revenue	100.0%	100.0%
Cost of revenue	95.2	94.5
Gross profit	4.8	5.5
Equity in earnings of joint ventures	0.7	0.3
General and administrative expenses	(1.0)	(1.2)
Acquisition and integration expenses	(0.3)	—
Income from operations	4.2	4.6
Other income	—	—
Interest expense	(0.5)	(0.5)
Income before income tax expense	3.7	4.1
Income tax expense	1.0	1.1
Net income	2.7	3.0
Noncontrolling interests in income of consolidated subsidiaries, net of tax	—	—
Net income attributable to AECOM	2.7%	3.0%

Revenue

Our revenue for the year ended September 30, 2014 increased \$203.3 million, or 2.5%, to \$8,356.8 million as compared to \$8,153.5 million for the year ended September 30, 2013. Revenue provided by acquired companies was \$189.1 million for the year ended September 30, 2014. Excluding the revenue provided by acquired companies, revenue increased \$14.2 million, or 0.2%, from the year ended September 30, 2013.

The increase in revenue, excluding acquired companies, for the year ended September 30, 2014 was primarily attributable to an increase in the Europe, Middle East, and Africa region of \$340 million, including \$150 million provided by newly consolidated AECOM Arabia, an increase in our CS segment of approximately \$292 million and an increase in Asia of \$60 million. These increases were partially offset by decreases in the Americas of approximately \$310 million substantially from engineering and program management services, in Australia of approximately \$150 million, and in our MS segment of \$136 million, as noted below coupled with a negative foreign exchange impact of \$70 million.

Gross Profit

Our gross profit for the year ended September 30, 2014 decreased \$46.8 million, or 10.4%, to \$403.2 million as compared to \$450.0 million for the year ended September 30, 2013. Gross profit provided by acquired companies was \$2.7 million. Excluding gross profit provided by acquired companies, gross profit decreased \$49.5 million, or 11.0%, from the year ended September 30, 2013. For the year ended September 30, 2014, gross profit, as a percentage of revenue, decreased to 4.8% from 5.5% in the year ended September 30, 2013.

The decreases in gross profit and gross profit, as a percentage of revenue, for the year ended September 30, 2014 were primarily due to the reasons discussed within the reportable segments below.

Equity in Earnings of Joint Ventures

Our equity in earnings of joint ventures for the year ended September 30, 2014 was \$57.9 million as compared to \$24.3 million for the year ended September 30, 2013.

The increase in earnings of joint ventures for the year ended September 30, 2014 was primarily due to a \$37.4 million gain on change in control of an unconsolidated joint venture that performs engineering and program management services in the Middle East and is included in our DCS segment. The gain relates to the excess of fair value over the carrying value of the previously held equity interest in the unconsolidated joint venture. See further discussion in Note 7 to the accompanying financial statements. The gain on change in control was partially offset by an impairment of an unrelated joint venture investment.

General and Administrative Expenses

Our general and administrative expenses for the year ended September 30, 2014 decreased \$16.4 million, or 16.9%, to \$80.9 million as compared to \$97.3 million for the year ended September 30, 2013. As a percentage of revenue general and administrative expenses decreased to 1.0% for the year ended September 30, 2014 from 1.2% for the year ended September 30, 2013.

The decrease in general and administrative expenses was primarily due to decreased personnel costs.

Acquisition and Integration Expenses

Our acquisition and integration expenses for the year ended September 30, 2014 were \$27.3 million, which included \$15.2 million of external transaction costs and professional fees, and \$12.1 million of personnel costs associated with the acquisition and integration of URS.

The decrease in revenue, excluding acquired companies, for the year ended September 30, 2014 was primarily attributable to decreases in the Americas of approximately \$310 million substantially from engineering and program management services, in Australia of approximately \$150 million, coupled with negative foreign exchange impact of \$70 million. The decreases were partially offset by an increase in the Europe, Middle East, and Africa region of \$340 million, including \$150 million provided by newly consolidated AECOM Arabia, and an increase in Asia of \$60 million.

Gross Profit

Gross profit for our DCS segment for the year ended September 30, 2014 decreased \$51.4 million, or 13.5%, to \$330.3 million as compared to \$381.7 million for the year ended September 30, 2013. Gross profit provided by acquired companies was \$2.5 million. Excluding gross profit provided by acquired companies, gross profit decreased \$53.9 million, or 14.1%, from the year ended September 30, 2013. As a percentage of revenue, gross profit decreased to 6.1% of revenue for the year ended September 30, 2014, from 6.9% in the year ended September 30, 2013.

The decrease in gross profit and gross profit as a percentage of revenue for the year ended September 30, 2014 was primarily attributable to a decline in revenue in engineering and program management services in the Americas, as discussed above. Specifically, as a result of the revenue decline, we experienced declines in profitability primarily within our transportation and water-related projects in the Americas. Additionally, the decrease in gross profit as a percentage of revenue was due to fixed costs in the Americas, including indirect labor, office lease, and business development costs that did not decrease proportionately with revenue. These decreases were partially offset by the approximately \$12 million benefit recognized from the collection of a previously reserved receivable.

Construction Services

	Fiscal Year Ended		Change	
	September 30, 2014	September 30, 2013	\$	%
		(\$ in millions)		
Revenue	\$2,004.3	\$1,552.1	\$452.2	29.1%
Cost of revenue	1,975.0	1,527.9	447.1	29.3
Gross profit	<u>\$ 29.3</u>	<u>\$ 24.2</u>	<u>\$ 5.1</u>	21.1%

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2014	September 30, 2013
Revenue	100.0%	100.0%
Cost of revenue	98.5	98.4
Gross profit	<u>1.5%</u>	<u>1.6%</u>

Revenue

Revenue for our CS segment for the year ended September 30, 2014 increased \$452.2 million, or 29.1%, to \$2,004.3 million as compared to \$1,552.1 million for the year ended September 30, 2013. Revenue provided by acquired companies was \$160.3 million. Excluding revenue provided by acquired companies, revenue increased \$291.9 million, or 18.8%, over the year ended September 30, 2013.

The increase in revenue, excluding revenue provided by acquired companies, for the year ended September 30, 2014 was primarily attributable to the construction of high-rise buildings in the city of New York.

Gross Profit

Gross profit for our CS segment for the year ended September 30, 2014 increased \$5.1 million, or 21.1%, to \$29.3 million as compared to \$24.2 million for the year ended September 30, 2013. Gross profit provided by acquired companies was \$0.2 million. Excluding gross profit provided by acquired companies, gross profit increased \$4.9 million, or 20.2%, from the year ended September 30, 2013. As a percentage of revenue, gross profit decreased to 1.5% of revenue for the year ended September 30, 2014, from 1.6% in the year ended September 30, 2013.

The increase in gross profit, excluding gross profit provided by acquired companies, for the year ended September 30, 2014 was primarily attributable to the construction of high-rise buildings in the city of New York.

Management Services

	Fiscal Year Ended		Change	
	September 30, 2014	September 30, 2013	\$	%
		(\$ in millions)		
Revenue	\$909.4	\$1,045.3	\$(135.9)	(13.0)%
Cost of revenue	<u>865.8</u>	<u>1,001.2</u>	<u>(135.4)</u>	<u>(13.5)</u>
Gross profit	<u>\$ 43.6</u>	<u>\$ 44.1</u>	<u>\$ (0.5)</u>	<u>(1.1)%</u>

The following table presents the percentage relationship of certain items to revenue:

	Fiscal Year Ended	
	September 30, 2014	September 30, 2013
Revenue	100.0%	100.0%
Cost of revenue	<u>95.2</u>	<u>95.8</u>
Gross profit	<u>4.8%</u>	<u>4.2%</u>

Revenue

Revenue for our MS segment for the year ended September 30, 2014, decreased \$135.9 million, or 13.0%, to \$909.4 million as compared to \$1,045.3 million for the year ended September 30, 2013. No revenue was provided by acquired companies.

The decrease in revenue for the year ended September 30, 2014 was primarily due to decreased services provided to the U.S. government in the Middle East.

Gross Profit

Gross profit for our MS segment for the year ended September 30, 2014 was \$43.6 million as compared to \$44.1 million for the year ended September 30, 2013. As a percentage of revenue, gross profit increased to 4.8% of revenue for the year ended September 30, 2014 from 4.2% in the year ended September 30, 2013. No gross profit was provided by acquired companies.

The increase in gross profit and gross profit, as a percentage of revenue for the year ended September 30, 2014 was primarily due to the approximately \$10 million benefit from the collection of a

previously reserved Libya-related project receivable. The increase in gross profit was partially offset by decreased services provided to the U.S. government in the Middle East. The increase in gross profit, as a percentage of revenue, was also due to an increase in the percentage of non-Middle East projects compared to the prior period that provided a higher profit rate than our projects for the U.S. Government in the Middle East.

Seasonality

We experience seasonal trends in our business. Our revenue is typically higher in the last half of the fiscal year. The fourth quarter of our fiscal year (July 1 to September 30) is typically our strongest quarter. We find that the U.S. Federal Government tends to authorize more work during the period preceding the end of our fiscal year, September 30. In addition, many U.S. state governments with fiscal years ending on June 30 tend to accelerate spending during their first quarter, when new funding becomes available. Further, our construction management revenue typically increases during the high construction season of the summer months. Within the United States, as well as other parts of the world, our business generally benefits from milder weather conditions in our fiscal fourth quarter, which allows for more productivity from our on-site civil services. Our construction and project management services also typically expand during the high construction season of the summer months. The first quarter of our fiscal year (October 1 to December 31) is typically our weakest quarter. The harsher weather conditions impact our ability to complete work in parts of North America and the holiday season schedule affects our productivity during this period. For these reasons, coupled with the number and significance of client contracts commenced and completed during a particular period, as well as the timing of expenses incurred for corporate initiatives, it is not unusual for us to experience seasonal changes or fluctuations in our quarterly operating results.

Liquidity and Capital Resources

Cash Flow

Our principal sources of liquidity are cash flows from operations, borrowings under our credit facilities, and access to financial markets. Our principal uses of cash are operating expenses, capital expenditures, working capital requirements, acquisitions, and repayment of debt. We believe our anticipated sources of liquidity including operating cash flows, existing cash and cash equivalents, borrowing capacity under our revolving credit facility, AECOM Capital investments, and our ability to issue debt or equity, if required, will be sufficient to meet our projected cash requirements for at least the next 12 months.

The Company has generally not provided U.S. income taxes on undistributed foreign earnings as of September 30, 2015, except for recording a deferred tax liability of \$88.2 million for historical pre-acquisition earnings of certain URS foreign subsidiaries during the year ended September 30, 2015. Based on the available sources of cash flows discussed above, we anticipate we will continue to have the ability to permanently reinvest these amounts.

At September 30, 2015, cash and cash equivalents were \$683.9 million, an increase of \$109.7 million, or 19.1%, from \$574.2 million at September 30, 2014. The increase in cash and cash equivalents was primarily attributable to net proceeds from borrowings under credit agreements, issuance of unsecured senior notes, coupled with cash provided by operating activities, partially offset by payments for business acquisitions, net of cash acquired.

Net cash provided by operating activities was \$764.4 million for the year ended September 30 2015, an increase of \$403.8 million, or 112.0%, from \$360.6 million for the year ended September 30, 2014. The increase was primarily attributable to the timing of receipts and payments of working capital, which include accounts receivable, accounts payable, accrued expenses, and billings in excess of costs on uncompleted contracts. The sale of trade receivables to financial institutions during the year ended September 30, 2015

provided a net benefit of \$108.9 million as compared to \$10.8 million during the year ended September 30, 2014. We expect to continue to sell trade receivables in the future as long as the terms continue to remain favorable to the Company.

Net cash used in investing activities was \$3,345.7 million for the year ended September 30, 2015, an increase of \$3,202.9 million from \$142.8 million for the year ended September 30, 2014. This increase was primarily attributable to increased payments for business acquisitions, net of cash acquired related to the acquisition of URS as more fully described in Note 4 to the accompanying financial statements. Payments for this acquisition included cash paid to stockholders and the payment of URS debt.

Net cash provided by financing activities was \$2,719.8 million for the year ended September 30, 2015, compared with net cash used in financing activities of \$233.8 million for the year ended September 30, 2014. The increase was primarily attributable to debt issued to finance the acquisition of URS, as more fully described in Note 9 to the accompanying financial statements. Proceeds from this new debt during the year ended September 30, 2015 consisted primarily of the \$1,590.6 million increase in net proceeds from borrowings under our credit agreements, coupled with \$1.6 billion of proceeds from the issuance of the 2014 Senior Notes.

URS Financing and Acquisition and Integration Expenses

During year ended September 30, 2015, we incurred approximately \$79.8 million of acquisition related financing expenses and \$398.4 million of acquisition and integration expenses. The acquisition related financing expenses were recognized in interest expense and primarily consisted of a pre-payment penalty of \$55.6 million, from the repayment of our unsecured senior notes, and \$9.0 million related to the write-off of capitalized debt issuance costs from our unsecured senior notes, and secured 2014 Credit Agreement. Acquisition and integration expenses for the year ended September 30, 2015 were comprised of the following:

Severance and personnel costs	\$223.8
Professional service, real estate-related, and other expenses	<u>174.6</u>
Total	<u>\$398.4</u>

We expect to incur approximately \$195.0 million of amortization of intangible assets expense (including the effects of amortization included in equity in earnings of joint ventures and noncontrolling interests), and approximately \$200 million of acquisition and integration expenses in fiscal 2016.

Working Capital

Working capital, or current assets less current liabilities, increased \$431.7 million, or 44.1%, to \$1,410.0 million at September 30, 2015 from \$978.3 million at September 30, 2014. Net accounts receivable, which includes billed and unbilled costs and fees, net of billings in excess of costs on uncompleted contracts, increased \$1,912.2 million, or 84.0%, to \$4,187.6 million at September 30, 2015 from \$2,275.4 million at September 30, 2014.

Days Sales Outstanding (DSO), which includes accounts receivable, net of billings in excess of costs on uncompleted contracts, and excludes the effects of recent acquisitions was 82 days at September 30, 2015 compared to the 85 days at September 30, 2014.

In Note 5, Accounts Receivable—Net, in the notes to our consolidated financial statements, a comparative analysis of the various components of accounts receivable is provided. Substantially all unbilled receivables are expected to be billed and collected within twelve months.

Unbilled receivables related to claims are recorded only if it is probable that the claim will result in additional contract revenue and if the amount can be reliably estimated. In such cases, revenue is recorded only to the extent that contract costs relating to the claim have been incurred. Other than as disclosed, there are no material net receivables related to contract claims as of September 30, 2015 and 2014. Award fees in unbilled receivables are accrued only when there is sufficient information to assess contract performance. On contracts that represent higher than normal risk or technical difficulty, award fees are generally deferred until an award fee letter is received.

Because our revenue depends to a great extent on billable labor hours, most of our charges are invoiced following the end of the month in which the hours were worked, the majority usually within 15 days. Other direct costs are normally billed along with labor hours. However, as opposed to salary costs, which are generally paid on either a bi-weekly or monthly basis, other direct costs are generally not paid until payment is received (in some cases in the form of advances) from the customers.

Debt

Debt consisted of the following:

	September 30, 2015	September 30, 2014
	(in millions)	
2014 Credit Agreement	\$2,414.3	\$ —
2014 Senior Notes	1,600.0	—
URS Senior Notes	429.4	—
Unsecured term credit agreement	—	712.5
Unsecured senior notes	—	263.9
Other debt	163.2	27.6
Total debt	4,606.9	1,004.0
Less: Current portion of debt and short-term borrowings	(160.4)	(64.4)
Long-term debt, less current portion	<u>\$4,446.5</u>	<u>\$ 939.6</u>

The following table presents, in millions, our scheduled maturities as of September 30, 2015:

<u>Fiscal Year</u>	
2016	\$ 160.4
2017	348.3
2018	126.7
2019	97.5
2020	1,507.1
Thereafter	<u>2,366.9</u>
Total	<u>\$4,606.9</u>

2014 Credit Agreement

In connection with the acquisition of URS, on October 17, 2014, we entered into a new credit agreement (Credit Agreement) consisting of (i) a term loan A facility in an aggregate principal amount of \$1.925 billion, (ii) a term loan B facility in an aggregate principal amount of \$0.76 billion, (iii) a revolving credit facility in an aggregate principal amount of \$1.05 billion, and (iv) an incremental performance letter of credit facility in an aggregate principal amount of \$500 million subject to terms outlined in the Credit Agreement. These facilities under the Credit Agreement may be increased by an additional amount of up to \$500 million. The Credit Agreement replaced the Second Amended and Restated Credit Agreement,

dated as of June 7, 2013, and the Fourth Amended and Restated Credit Agreement, dated as of January 29, 2014, which such prior facilities were terminated and repaid in full on October 17, 2014. In addition, we paid in full, including a pre-payment penalty of \$55.6 million, our unsecured senior notes (5.43% Series A Notes due July 2020 and 1.00% Series B Senior Discount Notes due July 2022). The new Credit Agreement matures on October 17, 2019 with respect to the revolving credit facility, the term loan A facility, and the incremental performance letter of credit facility. The term loan B facility matures on October 17, 2021. Certain subsidiaries of the Company (Guarantors) have guaranteed the obligations of the borrowers under the Credit Agreement. The borrowers' obligations under the Credit Agreement are secured by a lien on substantially all of the assets of the Company and the Guarantors pursuant to a security and pledge agreement (Security Agreement). The collateral under the Security Agreement is subject to release upon fulfillment of certain conditions specified in the Credit Agreement and Security Agreement.

The Credit Agreement contains covenants that limit our ability and certain of our subsidiaries to, among other things: (i) create, incur, assume, or suffer to exist liens; (ii) incur or guarantee indebtedness; (iii) pay dividends or repurchase stock; (iv) enter into transactions with affiliates; (v) consummate asset sales, acquisitions or mergers; (vi) enter into certain type of burdensome agreements; or (vii) make investments.

On July 1, 2015, the Credit Agreement was amended to revise the definition of "Consolidated EBITDA" to increase the allowance for acquisition and integration expenses related to the acquisition of URS.

Under the Credit Agreement, we are subject to a maximum consolidated leverage ratio and minimum interest coverage ratio at the end of each fiscal quarter beginning with the quarter ending on March 31, 2015. Our Consolidated Leverage Ratio was 4.6 at September 30, 2015. As of September 30, 2015, we were in compliance with the covenants of the Credit Agreement.

At September 30, 2015 and 2014, outstanding standby letters of credit totaled \$92.5 million and \$12.1 million, respectively, under our revolving credit facilities. As of September 30, 2015 and 2014, we had \$947.6 million and \$1,037.9 million, respectively, available under our revolving credit facility.

2014 Senior Notes

On October 6, 2014, we completed a private placement offering of \$800,000,000 aggregate principal amount of its 5.750% Senior Notes due 2022 (2022 Notes) and \$800,000,000 aggregate principal amount of its 5.875% Senior Notes due 2024 (the 2024 Notes and, together with the 2022 Notes, the 2014 Senior Notes or Notes).

As of September 30, 2015, the estimated fair market value of our 2014 Senior Notes was approximately \$1,616.0 million, \$806.0 million for the 2022 Notes and \$810.0 million for the 2024 Notes. The fair value of our Notes as of September 30, 2015 was derived by taking the mid-point of the trading prices from an observable market input (Level 2) in the secondary bond market and multiplying it by the outstanding balance of its Notes.

At any time prior to October 15, 2017, we may redeem all or part of the 2022 Notes, at a redemption price equal to 100% of their principal amount, plus a "make whole" premium as of the redemption date, and accrued and unpaid interest (subject to the rights of holders of record on the relevant record date to receive interest due on the relevant interest payment date). In addition, at any time prior to October 15, 2017, we may redeem up to 35% of the original aggregate principal amount of the 2022 Notes with the proceeds of one or more equity offerings, at a redemption price equal to 105.750%, plus accrued and unpaid interest. Furthermore, at any time on or after October 15, 2017, we may redeem the 2022 Notes, in whole or in part, at once or over time, at the specified redemption prices plus accrued and unpaid interest thereon to the redemption date. At any time prior to July 15, 2024, we may redeem on one or more

occasions all or part of the 2024 Notes at a redemption price equal to the sum of (i) 100% of the principal amount thereof, plus (ii) a “make-whole” premium as of the date of the redemption, plus any accrued and unpaid interest to the date of redemption. In addition, on or after July 15, 2024, the 2024 Notes may be redeemed at a redemption price of 100% of the principal amount thereof, plus accrued and unpaid interest to the date of redemption.

The indenture pursuant to which the 2014 Senior Notes were issued contains customary events of default, including, among other things, payment default, exchange default, failure to provide certain notices thereunder and certain provisions related to bankruptcy events. The indenture also contains customary negative covenants.

In connection with the offering of the Notes, the Company and the Guarantors entered into a Registration Rights Agreement, dated as of October 6, 2014 to exchange the Notes for registered notes having terms substantially identical in all material respects to (except certain transfer restrictions, registration rights and additional interest provisions relating to the Notes will not apply to the registered notes). The Company filed an initial registration statement on Form S-4 with the SEC on July 6, 2015 that was declared effective by the SEC on September 29, 2015. On November 2, 2015, the Company completed its exchange offer which exchanged the Notes for the registered new notes, as well as all related guarantees.

We were in compliance with the covenants relating to the Notes as of September 30, 2015.

URS Senior Notes

In connection with the URS acquisition, we assumed URS’s 3.85% Senior Notes due 2017 (2017 URS Senior Notes) and its 5.00% Senior Notes due 2022 (2022 URS Senior Notes) totaling \$1.0 billion (URS Senior Notes). The URS acquisition triggered change in control provisions in the URS Senior Notes that allowed URS senior note holders to redeem their URS Senior Notes at a cash price equal to 101% of the principal amount and, accordingly, we redeemed \$572.3 million of the URS Senior Notes on October 24, 2014. The URS Senior Notes are general unsecured senior obligations of AECOM Global II, LLC (as successor in interest to URS) and URS Fox US LP and are fully and unconditionally guaranteed on a joint-and-several basis by certain former URS domestic subsidiary guarantors.

As of September 30, 2015, the estimated fair market value of the URS Senior Notes was approximately \$408.6 million, \$178.7 million for the 2017 URS Senior Notes and \$229.9 million for the 2022 URS Senior Notes. The carrying value of the URS Senior Notes on our Consolidated Balance Sheets as of September 30, 2015 was \$429.4 million, \$182.0 million for the 2017 URS Senior Notes and \$247.4 million for the 2022 URS Senior Notes. The fair value of the URS Senior Notes as of September 30, 2015 was derived by taking the mid-point of the trading prices from an observable market input (Level 2) in the secondary bond market and multiplying it by the outstanding balance of the URS Senior Notes.

As of September 30, 2015, we were in compliance with the covenants relating to the URS Senior Notes.

Other Debt

Other debt consists primarily of obligations under capital leases and loans, and unsecured credit facilities. Our unsecured credit facilities are primarily used for standby letters of credit issued for payment of performance guarantees. At September 30, 2015 and 2014, these outstanding standby letters of credit totaled \$344 million and \$301 million, respectively. As of September 30, 2015, we had \$405.9 million available under these unsecured credit facilities.

Effective Interest Rate

Our average effective interest rate on our total debt, including the effects of the interest rate swap agreements, during the year ended September 30, 2015, 2014 and 2013 was 4.2%, 2.8% and 3.0%, respectively.

Joint Venture Arrangements and Other Commitments

We enter into various joint venture arrangements to provide architectural, engineering, program management, construction management and operations and maintenance services. The ownership percentage of these joint ventures is typically representative of the work to be performed or the amount of risk assumed by each joint venture partner. Some of these joint ventures are considered variable interest. We have consolidated all joint ventures for which we have control. For all others, our portion of the earnings is recorded in equity in earnings of joint ventures. See Note 7 in the notes to our consolidated financial statements.

Other than normal property and equipment additions and replacements, URS Financing and Acquisition and Integration Expenses expenditures to further the implementation of our Enterprise Resource Planning system, commitments under our incentive compensation programs, amounts we may expend to repurchase stock under our stock repurchase program and acquisitions from time to time, we currently do not have any significant capital expenditures or outlays planned except as described below. However, if we acquire additional businesses in the future or if we embark on other capital-intensive initiatives, additional working capital may be required.

Under our revolving credit facility and other facilities discussed in Other Debt above, as of September 30, 2015, there was approximately \$436.5 million outstanding under standby letters of credit issued primarily in connection with general and professional liability insurance programs and for contract performance guarantees. For those projects for which we have issued a performance guarantee, if the project subsequently fails to meet guaranteed performance standards, we may either incur significant additional costs or be held responsible for the costs incurred by the client to achieve the required performance standards.

We recognized on our balance sheet the funded status (measured as the difference between the fair value of plan assets and the projected benefit obligation) of our pension benefit plans. The total amounts of employer contributions paid for the year ended September 30, 2015 were \$42.1 million for U.S. plans and \$24.4 million for non-U.S. plans. Funding requirements for each plan are determined based on the local laws of the country where such plan resides. In certain countries, the funding requirements are mandatory while in other countries, they are discretionary. We do not have a required minimum contribution for our domestic plans; however, we may make additional discretionary contributions. In the future, such pension funding may increase or decrease depending on changes in the levels of interest rates, pension plan performance and other factors. In addition, we have collective bargaining agreements with unions that require us to contribute to various third party multiemployer pension plans that we do not control or manage.

Commitments and Contingencies

The Company records amounts representing its probable estimated liabilities relating to claims, guarantees, litigation, audits and investigations. The Company relies in part on qualified actuaries to assist it in determining the level of reserves to establish for insurance-related claims that are known and have been asserted against it, and for insurance-related claims that are believed to have been incurred based on actuarial analysis, but have not yet been reported to the Company's claims administrators as of the respective balance sheet dates. The Company includes any adjustments to such insurance reserves in its consolidated results of operations.

The Company and its affiliates are involved in various investigations, audits, claims and lawsuits arising in the normal course of business. In the opinion of management, based on current information and discussions with counsel, with the exception of matters noted below, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated balance sheet or statements of income or cash flows. The Company is not always aware that it or its affiliates are under investigation, or of the status of such matters, but the Company is currently aware of certain pending investigations, including the matters described below.

In some instances, the Company guarantees that a project, when complete, will achieve specified performance standards. If the project subsequently fails to meet guaranteed performance standards, the Company may either incur additional costs or be held responsible for the costs incurred by the client to achieve the required performance standards. At September 30, 2015, the Company was contingently liable in the amount of approximately \$436.5 million under standby letters of credit issued primarily in connection with general and professional liability insurance programs and for payment of performance guarantees.

In the ordinary course of business, the Company enters into various agreements providing financial or performance assurances to clients on behalf of certain unconsolidated partnerships, joint ventures and other jointly executed contracts. These agreements are entered into primarily to support the project execution commitments of these entities. In addition, in connection with the investment activities of AECOM Capital, we provide guarantees of certain obligations, including guarantees for completion of projects, repayment of debt, environmental indemnity obligations and acts of willful misconduct. The guarantees have various expiration dates. The maximum potential payment amount of an outstanding performance guarantee is the remaining cost of work to be performed by or on behalf of third parties. Generally, under joint venture arrangements, if a partner is financially unable to complete its share of the contract, the other partner(s) will be required to complete those activities. The Company does not expect that these guarantees will have a material adverse effect on its consolidated balance sheet or statements of income or cash flows.

USAID Egyptian Projects

In November 2004, the federal government filed a civil action in Idaho federal district court against Washington Group International, a Delaware company (WGI), an affiliate of URS, which the Company acquired on October 17, 2014, and two of WGI's subcontractors, asserting violations under the Federal False Claims Act and Federal Foreign Assistance Act of 1961 for failure to comply with U.S. Agency for International Development (USAID) source, origin, and nationality regulations in connection with five USAID-financed Egyptian projects beginning in the early 1990s. The federal government seeks a refund of the approximately \$373 million paid to WGI under the contracts for the five completed and fully operational projects as well as damages and civil penalties (including doubling and trebling of damages) for violation of the statutes. In March 2005, WGI filed motions in Idaho federal district court and the United States Bankruptcy Court in Nevada contending that the federal government's Idaho federal district court action was barred under the plan of reorganization approved by the Bankruptcy Court in 2002 when WGI emerged from bankruptcy protection. In 2006, the Idaho federal district court action was stayed pending the bankruptcy-related proceedings. On April 24, 2012, the Bankruptcy Court ruled that the bulk of the federal government's claims under the Federal False Claims and the Federal Foreign Assistance Acts are not barred. On November 7, 2012, WGI appealed the Bankruptcy Court's decision to the Ninth Circuit Bankruptcy Appellate Panel. On August 2, 2013, the Appellate Panel affirmed the Bankruptcy Court's decision. On September 26, 2013, WGI appealed the Appellate Panel's decision to the United States Ninth Circuit Court of Appeals.

WGI contests the federal government's allegations and intends to continue to defend this matter vigorously; however, WGI cannot provide assurance that it will be successful in these efforts.

DOE Deactivation, Demolition, and Removal Project

Washington Group International, an Ohio company (WGI Ohio), an affiliate of URS, executed a cost-reimbursable task order with the Department of Energy (DOE) in 2007 to provide deactivation, demolition and removal services at a New York State project site that, during 2010, experienced contamination and performance issues and remains uncompleted. In February 2011, WGI Ohio and the DOE executed a Task Order Modification that changed some cost-reimbursable contract provisions to at-risk. The Task Order Modification, including subsequent amendments, requires the DOE to pay all project costs up to \$106 million, requires WGI Ohio and the DOE to equally share in all project costs incurred from \$106 million to \$146 million, and requires WGI Ohio to pay all project costs exceeding \$146 million.

Due to unanticipated requirements and permitting delays by federal and state agencies, as well as delays and related ground stabilization activities caused by Hurricane Irene in 2011, WGI Ohio has been required to perform work outside the scope of the Task Order Modification. In December 2014, WGI Ohio submitted claims against the DOE pursuant to the Contracts Disputes Acts seeking recovery of \$103 million, including additional fees on changed work scope. Due to significant delays and uncertainties about responsibilities for the scope of remaining work, final project completion costs and other associated costs may exceed \$100 million.

WGI Ohio can provide no certainty that it will recover the DOE claims and fees submitted in December 2014, as well as any other project costs after December 2014 that WGI Ohio is obligated to incur including the remaining project completion costs, which could have a material adverse effect on the Company's results of operations.

Canadian Pipeline Contract

In January 2010, a pipeline owner filed an action in the Court of Queen's Bench of Alberta, Canada against Flint Energy Services Ltd. (Flint), an affiliate of URS, as well as against a number of other defendants, alleging that the defendants negligently provided pipe coating and insulation system services, engineering, design services, construction services, and other work, causing damage to and abandonment of the line. The pipeline owner alleges it has suffered approximately C\$85 million in damages in connection with the abandonment and replacement of the pipeline. Flint was the construction contractor on the pipeline project. Other defendants were responsible for engineering and design-services and for specifying and providing the actual pipe, insulation and coating materials used in the line. In January 2011, the pipeline owner served a Statement of Claim on Flint and, in September 2011, Flint filed a Statement of Defense denying that the damages to the coating system of the pipeline were caused by any negligence or breach of contract of Flint.

Flint disputes the pipeline owner's claims and intends to continue to defend this matter vigorously; however, it cannot provide assurance that it will be successful, in whole or in part, in these efforts.

Waste Isolation Pilot Plant Environmental Incidents

URS is a member of Nuclear Waste Partnership, LLC, a joint venture that manages and operates the Waste Isolation Pilot Plant (WIPP), a DOE federal waste repository in New Mexico designed to dispose of low level transuranic (TRU) radioactive waste generated by federal facilities. On February 5, 2014, an underground vehicle fire suspended operations at WIPP. On February 14, 2014, in a separate and unrelated event, a TRU waste container that originated from Los Alamos National Laboratory breached and released low levels of radiological contaminants from the mine at WIPP into the atmosphere. On December 6, 2014, the DOE and Nuclear Waste Partnership received an administrative compliance order and civil penalty of \$17.7 million from the New Mexico Environment Department alleging violations of the Resource Conservation and Recovery Act and the New Mexico Hazardous Waste Act due to WIPP's

failure to prevent the underground fire and the radiological release. In addition, disposal operations at WIPP have been suspended until a final recovery plan can be implemented.

Nuclear Waste Partnership, DOE and the New Mexico Environmental Department have executed a General Principles of Agreement, which, if incorporated into a final settlement document, would provide for DOE funding for various projects in lieu of any penalty payments.

Tishman Inquiry

The U.S. Attorney's Office for the Eastern District of New York (USAO) has informed the Company's subsidiary Tishman Construction Corporation (TCC) that, in connection with a wage and hour investigation of several New York area contractors, the USAO is investigating potential improper overtime payments to union workers on projects managed by TCC and other contractors in New York dating back to 1999. TCC, which was acquired by the Company in 2010, has cooperated fully with the investigation and, as of this date, no actions have been filed. TCC continues to cooperate with the ongoing investigation and to engage in active discussions with the U.S. Attorney's Office regarding an amicable resolution of the issues raised as a result of the investigation.

AECOM Australia

In 2005 and 2006, the Company's main Australian subsidiary, AECOM Australia Pty Ltd (AECOM Australia), performed a traffic forecast assignment for a client consortium as part of the client's project to design, build, finance and operate a tolled motorway tunnel in Australia. To fund the motorway's design and construction, the client formed certain special purpose vehicles (SPVs) that raised approximately \$700 million Australian dollars through an initial public offering (IPO) of equity units in 2006 and approximately an additional \$1.4 billion Australian dollars in long term bank loans. The SPVs went into insolvency administrations in February 2011.

KordaMentha, the receivers for the SPVs (the RCM Applicants), caused a lawsuit to be filed against AECOM Australia by the RCM Applicants in the Federal Court of Australia on May 14, 2012. Portigon AG (formerly WestLB AG), one of the lending banks to the SPVs, filed a lawsuit in the Federal Court of Australia against AECOM Australia on May 18, 2012. Separately, a class action lawsuit, which has been amended to include approximately 770 of the IPO investors, was filed against AECOM Australia in the Federal Court of Australia on May 31, 2012.

All of the lawsuits claim damages that purportedly resulted from AECOM Australia's role in connection with the above described traffic forecast. The class action applicants claim that they represent investors who acquired approximately \$155 million Australian dollars of securities. On July 10, 2015, AECOM Australia, the RCM Applicants and Portigon AG entered into a Deed of Release settling the respective lawsuits.

AECOM Australia disputes the claimed entitlements to damages asserted by the remaining class action lawsuit and will continue to defend this matter vigorously; AECOM Australia cannot provide assurance that it will be successful in these efforts. The potential range of loss and the resolution of this matter cannot be determined at this time and could have a material adverse effect on AECOM Australia and the results of its operations.

DOE Hanford Nuclear Reservation

URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC, affiliates of URS, perform services under multiple contracts (including under the Waste

Treatment Plant contract, the Tank Farm contract and the River Corridor contract) at the DOE's Hanford nuclear reservation that have been subject to various government investigations or litigation:

- Waste Treatment Plant government investigation: The federal government is conducting an investigation into our affiliate, URS Energy & Construction, a subcontractor on the Waste Treatment Plant, regarding contractual compliance and various technical issues in the design, development and construction of the Waste Treatment Plant.
- Waste Treatment Plant whistleblower and employment claims: In 2011, two former employees have each filed employment related claims against our affiliate, URS Energy & Construction, seeking restitution for alleged retaliation and wrongful termination. In August 2015, URS Energy & Construction settled one of these former employees' whistleblower and employment related claims for \$4.1 million.
- Tank Farms government investigation: The federal government is conducting an investigation regarding the time keeping of employees at our joint venture, Washington River Protection Solutions LLC, when the joint venture took over as the prime contractor from another federal contractor.
- Tank Farms government investigation: The federal government is conducting an investigation into the circumstances surrounding the response of our joint venture, Washington River Protection Solutions LLC, to a leak within the tank farms of the Hanford nuclear reservation.
- River Corridor litigation: The federal government has partially intervened in a false claims act complaint filed in the Eastern District of Washington on December 2013 challenging our joint venture, Washington Closure Hanford LLC, and its contracting procedures under the Small Business Act.

URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC dispute these investigations and claims and intend to continue to defend these matters vigorously; however, URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC cannot provide assurances that they will be successful in these efforts. The resolution of these matters cannot be determined at this time and could have a material adverse effect on the Company's results of operations and cash flows.

Contractual Obligations and Commitments

The following summarizes our contractual obligations and commercial commitments as of September 30, 2015:

<u>Contractual Obligations and Commitments</u>	<u>Total</u>	<u>Less than One Year</u>	<u>One to Three Years</u>	<u>Three to Five Years</u>	<u>More than Five Years</u>
			(in millions)		
Debt	\$4,606.9	\$160.4	\$ 475.0	\$1,604.6	\$2,366.9
Interest on debt	1,185.6	210.2	396.3	319.5	259.6
Operating leases	1,620.0	328.9	474.6	329.1	487.4
Pension benefit payments	873.4	78.0	167.2	168.7	459.5
Total contractual obligations and commitments	<u>\$8,285.9</u>	<u>\$777.5</u>	<u>\$1,513.1</u>	<u>\$2,421.9</u>	<u>\$3,573.4</u>

New Accounting Pronouncements and Changes in Accounting

In May 2014, the FASB issued new accounting guidance which amended the existing accounting standards for revenue recognition. The new accounting guidance establishes principles for recognizing revenue upon the transfer of promised goods or services to customers, in an amount that reflects the expected consideration received in exchange for those goods or services. The guidance will be effective for

our fiscal year beginning October 1, 2018. The amendments may be applied retrospectively to each prior period presented or retrospectively with the cumulative effect recognized as of the date of initial application. We selected the modified retrospective transition method, in which we will recognize the cumulative effect as of the date of initial application. We are currently in the process of evaluating the impact of the adoption of the new accounting guidance on our consolidated financial statements.

In February 2015, the FASB issued amended guidance to the consolidation standard which updates the analysis that a reporting entity must perform to determine whether it should consolidate certain types of legal entities. The amendment modifies the evaluation of whether limited partnerships and similar legal entities are variable interest entities (VIEs) or voting interest entities and affects the consolidation analysis of reporting entities that are involved with VIEs, particularly those that have fee arrangements and related party relationships, among other provisions. This amended guidance will be effective for our fiscal year beginning October 1, 2016. We are currently assessing the impact of the adoption that the amended guidance will have on its consolidated financial statements.

In April 2015, the FASB issued new accounting guidance which requires debt issuance costs to be presented in the balance sheet as a direct deduction from the carrying value of the associated debt liability, consistent with the presentation of a debt discount. Prior to the issuance of the standard, debt issuance costs were required to be presented in the balance sheet as an asset. The guidance requires retrospective application and represents a change in accounting principle. We do not expect the guidance to have a material impact on our consolidated financial statements, as the application of this guidance affects classification only. This guidance will be effective for our fiscal year beginning October 1, 2017.

In April 2015, the FASB issued new accounting guidance which provides the use of a practical expedient that permits the entity to measure defined benefit plans assets and obligations using the month-end date that is closest to the entity's fiscal year-end date and apply that practical expedient consistently from year to year. Should we elect to adopt this guidance, we do not expect that the adoption of this guidance will have a material impact on our consolidated financial statements. This guidance will be effective for our fiscal year beginning October 1, 2017.

In September 2015, the FASB issued new accounting guidance which simplifies the accounting for measurement-period adjustments in connection with business combinations. The new guidance requires that the cumulative impact of a measurement-period adjustment (including the impact on prior periods) be recognized in the reporting period in which the adjustment amount is determined and therefore, eliminates the requirement to retrospectively account for the adjustment in prior periods presented. This guidance is effective for fiscal years and interim periods beginning after December 15, 2015, and is to be applied prospectively to measurement-period adjustments that occur after the effective date. Early adoption is permitted. The Company early adopted this guidance for the quarter ended September 30, 2015.

Off-Balance Sheet Arrangements

We enter into various joint venture arrangements to provide architectural, engineering, program management, construction management and operations and maintenance services. The ownership percentage of these joint ventures is typically representative of the work to be performed or the amount of risk assumed by each joint venture partner. Some of these joint ventures are considered variable interest entities. We have consolidated all joint ventures for which we have control. For all others, our portion of the earnings are recorded in equity in earnings of joint ventures. See Note 7 in the notes to our consolidated financial statements. We do not believe that we have any off-balance sheet arrangements that have or are reasonably likely to have a current or future effect on our financial condition, changes in financial condition, revenues or expenses, results of operations, liquidity, capital expenditures or capital resources that would be material to investors.

ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Financial Market Risks

We are exposed to market risk, primarily related to foreign currency exchange rates and interest rate exposure of our debt obligations that bear interest based on floating rates. We actively monitor these exposures. Our objective is to reduce, where we deem appropriate to do so, fluctuations in earnings and cash flows associated with changes in foreign exchange rates and interest rates. In order to accomplish this objective, we sometimes enter into derivative financial instruments, such as forward contracts and interest rate hedge contracts. It is our policy and practice to use derivative financial instruments only to the extent necessary to manage our exposures. We do not use derivative financial instruments for trading purposes.

Foreign Exchange Rates

We are exposed to foreign currency exchange rate risk resulting from our operations outside of the U.S. We use foreign currency forward contracts from time to time to mitigate foreign currency risk. We limit exposure to foreign currency fluctuations in most of our contracts through provisions that require client payments in currencies corresponding to the currency in which costs are incurred. As a result of this natural hedge, we generally do not need to hedge foreign currency cash flows for contract work performed. The functional currency of our significant foreign operations is the respective local currency.

Interest Rates

Our senior Credit Agreement and certain other debt obligations are subject to variable rate interest which could be adversely affected by an increase in interest rates. As of September 30, 2015 and 2014, we had \$2,414.3 million and \$712.5 million, respectively, in outstanding borrowings under our term credit agreements and our revolving credit facility. Interest on amounts borrowed under these agreements is subject to adjustment based on certain levels of financial performance. The applicable margin that is added to the borrowing's base rate can range from 0.75% to 3.00%. For the year ended September 30, 2015, our weighted average floating rate borrowings were \$3,001.9 million, or \$2,476.9 million excluding borrowings with effective fixed interest rates due to interest rate swap agreements. If short term floating interest rates had increased or decreased by 0.125%, our interest expense for the year ended September 30, 2015 would have increased or decreased by \$3.1 million. We invest our cash in a variety of financial instruments, consisting principally of money market securities or other highly liquid, short-term securities that are subject to minimal credit and market risk.

ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

**AECOM
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September 30, 2015**

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Report of Independent Registered Public Accounting Firm

The Board of Directors and Stockholders of AECOM

We have audited the accompanying consolidated balance sheets of AECOM (formerly AECOM Technology Corporation) (the “Company”) as of September 30, 2015 and 2014, and the related consolidated statements of operations, comprehensive income (loss), stockholders’ equity and cash flows for each of the three years in the period ended September 30, 2015. Our audits also included the financial statement schedule listed in the Index at Item 15(a). These financial statements and schedule are the responsibility of the Company’s management. Our responsibility is to express an opinion on these financial statements and schedule based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of AECOM at September 30, 2015 and 2014, and the consolidated results of its operations and its cash flows for each of the three years in the period ended September 30, 2015, in conformity with U.S. generally accepted accounting principles. Also, in our opinion, the related financial statement schedule, when considered in relation to the basic financial statements taken as a whole, present fairly in all material respects the information set forth therein.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), AECOM’s internal control over financial reporting as of September 30, 2015, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) and our report dated November 25, 2015 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Los Angeles, California
November 25, 2015

Report of Independent Registered Public Accounting Firm

The Board of Directors and Stockholders of AECOM

We have audited AECOM's (formerly AECOM Technology Corporation) (the "Company") internal control over financial reporting as of September 30, 2015, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the "COSO criteria"). AECOM's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, AECOM maintained, in all material respects, effective internal control over financial reporting as of September 30, 2015, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of AECOM as of September 30, 2015 and 2014, and the related consolidated statements of operations, comprehensive income (loss), stockholders' equity, and cash flows for each of the three years in the period ended September 30, 2015 and our report dated November 25, 2015 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Los Angeles, California
November 25, 2015

AECOM
Consolidated Balance Sheets
(in thousands, except share data)

	<u>September 30, 2015</u>	<u>September 30, 2014</u>
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 543,016	\$ 521,784
Cash in consolidated joint ventures	140,877	52,404
Total cash and cash equivalents	683,893	574,188
Accounts receivable—net	4,841,450	2,654,976
Prepaid expenses and other current assets	388,982	177,536
Income taxes receivable	81,161	1,541
Deferred tax assets—net	250,599	25,872
TOTAL CURRENT ASSETS	6,246,085	3,434,113
PROPERTY AND EQUIPMENT—NET	699,322	281,979
DEFERRED TAX ASSETS—NET	—	118,038
INVESTMENTS IN UNCONSOLIDATED JOINT VENTURES	321,625	142,901
GOODWILL	5,820,692	1,937,338
INTANGIBLE ASSETS—NET	659,438	90,238
OTHER NON-CURRENT ASSETS	267,136	118,770
TOTAL ASSETS	\$14,014,298	\$6,123,377
LIABILITIES AND STOCKHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Short-term debt	\$ 2,788	\$ 23,915
Accounts payable	1,853,993	1,047,155
Accrued expenses and other current liabilities	2,167,771	964,627
Billings in excess of costs on uncompleted contracts	653,877	379,574
Current portion of long-term debt	157,623	40,498
TOTAL CURRENT LIABILITIES	4,836,052	2,455,769
OTHER LONG-TERM LIABILITIES	305,485	233,977
DEFERRED TAX LIABILITY—NET	230,037	844
PENSION BENEFIT OBLIGATIONS	565,254	220,742
LONG-TERM DEBT	4,446,527	939,565
TOTAL LIABILITIES	10,383,355	3,850,897
COMMITMENTS AND CONTINGENCIES (Note 19)		
AECOM STOCKHOLDERS' EQUITY:		
Common stock—authorized, 300,000,000 shares of \$0.01 par value as of September 30, 2015 and 2014; issued and outstanding 151,263,650 and 96,715,797 shares as of September 30, 2015 and 2014, respectively	1,513	967
Additional paid-in capital	3,518,999	1,864,971
Accumulated other comprehensive loss	(635,100)	(356,602)
Retained earnings	522,336	677,181
TOTAL AECOM STOCKHOLDERS' EQUITY	3,407,748	2,186,517
Noncontrolling interests	223,195	85,963
TOTAL STOCKHOLDERS' EQUITY	3,630,943	2,272,480
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$14,014,298	\$6,123,377

See accompanying Notes to Consolidated Financial Statements.

AECOM
Consolidated Statements of Operations
(in thousands, except per share data)

	Fiscal Year Ended		
	<u>September 30, 2015</u>	<u>September 30, 2014</u>	<u>September 30, 2013</u>
Revenue	\$17,989,880	\$8,356,783	\$8,153,495
Cost of revenue	17,454,692	7,953,607	7,703,507
Gross profit	535,188	403,176	449,988
Equity in earnings of joint ventures	106,245	57,924	24,319
General and administrative expenses	(113,975)	(80,908)	(97,318)
Acquisition and integration expenses	(398,440)	(27,310)	—
Income from operations	129,018	352,882	376,989
Other income	19,139	2,748	3,522
Interest expense	(299,627)	(40,842)	(44,737)
(Loss) income before income tax (benefit) expense	(151,470)	314,788	335,774
Income tax (benefit) expense	(80,237)	82,024	92,578
Net (loss) income	(71,233)	232,764	243,196
Noncontrolling interests in income of consolidated subsidiaries, net of tax	(83,612)	(2,910)	(3,953)
Net (loss) income attributable to AECOM	<u>\$ (154,845)</u>	<u>\$ 229,854</u>	<u>\$ 239,243</u>
Net (loss) income attributable to AECOM per share:			
Basic	\$ (1.04)	\$ 2.36	\$ 2.38
Diluted	\$ (1.04)	\$ 2.33	\$ 2.35
Weighted average shares outstanding:			
Basic	149,605	97,226	100,618
Diluted	149,605	98,657	101,942

See accompanying Notes to Consolidated Financial Statements.

AECOM
Consolidated Statements of Comprehensive Income (Loss)
(in thousands)

	Fiscal Year Ended		
	<u>September 30, 2015</u>	<u>September 30, 2014</u>	<u>September 30, 2013</u>
Net (loss) income	\$ (71,233)	\$232,764	\$243,196
Other comprehensive (loss) income, net of tax:			
Net unrealized (loss) gain on derivatives, net of tax	(9,196)	315	1,568
Foreign currency translation adjustments	(285,520)	(72,715)	(70,441)
Pension adjustments, net of tax	<u>12,953</u>	<u>(24,161)</u>	<u>(14,582)</u>
Other comprehensive loss, net of tax	<u>(281,763)</u>	<u>(96,561)</u>	<u>(83,455)</u>
Comprehensive (loss) income, net of tax	(352,996)	136,203	159,741
Noncontrolling interests in comprehensive income of consolidated subsidiaries, net of tax	<u>(80,347)</u>	<u>(1,652)</u>	<u>(2,624)</u>
Comprehensive (loss) income attributable to AECOM, net of tax	<u><u>\$ (433,343)</u></u>	<u><u>\$134,551</u></u>	<u><u>\$157,117</u></u>

See accompanying Notes to Consolidated Financial Statements.

AECOM
Consolidated Statements of Stockholders' Equity
(in thousands)

	Common Stock	Additional Paid-In Capital	Accumulated Other Comprehensive Loss	Retained Earnings	Total AECOM Stockholders' Equity	Non- Controlling Interests	Total Stockholder's Equity
BALANCE AT SEPTEMBER 30, 2012	1,070	1,741,478	(179,173)	606,089	2,169,464	55,024	2,224,488
Net income				239,243	239,243	3,953	243,196
Other comprehensive loss			(82,126)		(82,126)	(1,329)	(83,455)
Issuance of stock	11	28,340			28,351		28,351
Repurchases of stock	(147)	(8,380)		(373,177)	(381,704)		(381,704)
Proceeds from exercise of options . .	8	14,357			14,365		14,365
Tax benefit from exercise of stock options		1,239			1,239		1,239
Stock based compensation	18	32,593			32,611		32,611
Other transactions with noncontrolling interests					—	13,488	13,488
Contributions from noncontrolling interests					—	1,421	1,421
Distributions to noncontrolling interests					—	(19,906)	(19,906)
BALANCE AT SEPTEMBER 30, 2013	960	1,809,627	(261,299)	472,155	2,021,443	52,651	2,074,094
Net income				229,854	229,854	2,910	232,764
Other comprehensive loss			(95,303)		(95,303)	(1,258)	(96,561)
Issuance of stock	4	13,882			13,886		13,886
Repurchases of stock	(14)	(6,778)		(24,828)	(31,620)		(31,620)
Proceeds from exercise of options . .	6	13,411			13,417		13,417
Tax benefit from exercise of stock options		402			402		402
Stock based compensation	11	34,427			34,438		34,438
Other transactions with noncontrolling interests					—	61,913	61,913
Contributions from noncontrolling interests					—		—
Distributions to noncontrolling interests					—	(30,253)	(30,253)
BALANCE AT SEPTEMBER 30, 2014	967	1,864,971	(356,602)	677,181	2,186,517	85,963	2,272,480
Net income				(154,845)	(154,845)	83,612	(71,233)
Other comprehensive loss			(278,498)		(278,498)	(3,265)	(281,763)
Issuance of stock	525	1,577,456			1,577,981		1,577,981
Repurchases of stock	16	(23,129)			(23,113)		(23,113)
Proceeds from exercise of options . .	5	11,068			11,073		11,073
Tax benefit from exercise of stock options		2,781			2,781		2,781
Stock based compensation		85,852			85,852		85,852
Other transactions with noncontrolling interests					—	201,154	201,154
Contributions from noncontrolling interests					—	133	133
Distributions to noncontrolling interests					—	(144,402)	(144,402)
BALANCE AT SEPTEMBER 30, 2015	<u>\$1,513</u>	<u>\$3,518,999</u>	<u>\$(635,100)</u>	<u>\$522,336</u>	<u>\$3,407,748</u>	<u>\$223,195</u>	<u>\$3,630,943</u>

See accompanying Notes to Consolidated Financial Statements.

AECOM
Consolidated Statements of Cash Flows
(in thousands)

	Fiscal Year Ended		
	September 30, 2015	September 30, 2014	September 30, 2013
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net (loss) income	\$ (71,233)	\$ 232,764	\$ 243,196
Adjustments to reconcile net income (loss) to net cash provided by operating activities:			
Depreciation and amortization	599,265	95,394	94,406
Equity in earnings of unconsolidated joint ventures	(106,245)	(57,924)	(24,319)
Distribution of earnings from unconsolidated joint ventures	157,616	23,839	31,159
Non-cash stock compensation	85,852	34,438	32,611
Prepayment penalty on unsecured senior notes	55,639	—	—
Excess tax benefit from share-based payment	(3,642)	(748)	(1,754)
Foreign currency translation	(19,632)	(20,794)	(16,061)
Write-off of debt issuance costs	8,997	—	—
Deferred income tax expense (benefit)	(53,034)	27,155	(7,210)
Other	(18,248)	1,460	1,821
Changes in operating assets and liabilities, net of effects of acquisitions:			
Accounts receivable	369,600	(14,405)	92,152
Prepaid expenses and other assets	7,988	(31,103)	(21,836)
Accounts payable	142,126	91,955	(47,019)
Accrued expenses and other current liabilities	(118,488)	3,283	71,125
Billings in excess of costs on uncompleted contracts	(128,371)	3,095	(12,945)
Other long-term liabilities	(143,757)	(23,702)	(19,027)
Income taxes payable	—	(4,082)	(7,701)
Net cash provided by operating activities	<u>764,433</u>	<u>360,625</u>	<u>408,598</u>
CASH FLOWS FROM INVESTING ACTIVITIES:			
Payments for business acquisitions, net of cash acquired	(3,293,284)	(53,099)	(42,005)
Cash acquired from consolidation of joint venture	—	18,955	—
Proceeds from disposal of businesses	15,127	3,646	2,724
Net investment in unconsolidated joint ventures	(32,705)	(52,173)	(23,822)
Sales (purchases) of investments	34,560	2,727	(24,270)
Payments for capital expenditures, net of disposals	(69,426)	(62,852)	(52,117)
Net cash used in investing activities	<u>(3,345,728)</u>	<u>(142,796)</u>	<u>(139,490)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds from borrowings under credit agreements	6,581,703	1,809,187	2,250,730
Repayments of borrowings under credit agreements	(5,158,254)	(1,976,352)	(2,155,264)
Issuance of unsecured senior notes	1,600,000	—	—
Prepayment penalty on unsecured senior notes	(55,639)	—	—
Cash paid for debt and equity issuance costs	(89,567)	(8,067)	(1,616)
Proceeds from issuance of common stock	25,561	13,886	14,029
Proceeds from exercise of stock options	11,073	13,417	14,365
Payments to repurchase common stock	(23,113)	(34,924)	(388,101)
Excess tax benefit from share-based payment	3,642	748	1,754
Net distributions to noncontrolling interests	(144,269)	(30,253)	(18,485)
Other financing activities	(31,373)	(21,399)	28,215
Net cash provided by (used in) financing activities	<u>2,719,764</u>	<u>(233,757)</u>	<u>(254,373)</u>
EFFECT OF EXCHANGE RATE CHANGES ON CASH	(28,764)	(10,561)	(7,834)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	109,705	(26,489)	6,901
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	574,188	600,677	593,776
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 683,893</u>	<u>\$ 574,188</u>	<u>\$ 600,677</u>
SUPPLEMENTAL CASH FLOW INFORMATION:			
Common stock issued in acquisitions	\$ 1,554,912	\$ —	\$ 14,322
Debt assumed from acquisitions	\$ 567,657	\$ —	\$ —
Interest paid	\$ 179,939	\$ 43,362	\$ 37,342
Net income tax refunds received (taxes paid)	<u>\$ 27,349</u>	<u>\$ (68,797)</u>	<u>\$ (115,508)</u>

See accompanying Notes to Consolidated Financial Statements.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Significant Accounting Policies

Organization—Effective January 5, 2015, the official name of the Company changed from AECOM Technology Corporation to AECOM. AECOM and its consolidated subsidiaries design, build, finance and operate infrastructure assets for governments, businesses and organizations around the world. The Company provides planning, consulting, architectural and engineering design services to commercial and government clients worldwide in major end markets such as transportation, facilities, environmental, energy, water and government markets. The Company also provides construction services, including building construction and energy, infrastructure and industrial construction. In addition, the Company provides program and facilities management and maintenance, training, logistics, consulting, technical assistance, and systems integration and information technology services, primarily for agencies of the U.S. government and also for national governments around the world.

Fiscal Year—The Company reports results of operations based on 52 or 53-week periods ending on the Friday nearest September 30. For clarity of presentation, all periods are presented as if the year ended on September 30. Fiscal years 2015, 2014 and 2013 contained 52, 53 and 52 weeks, respectively, and ended on October 2, October 3 and September 27, respectively.

Use of Estimates—The preparation of financial statements in conformity with accounting principles generally accepted in the United States (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The more significant estimates affecting amounts reported in the consolidated financial statements relate to revenues under long-term contracts and self-insurance accruals. Actual results could differ from those estimates.

Principles of Consolidation and Presentation—The consolidated financial statements include the accounts of all majority-owned subsidiaries and material joint ventures in which the Company is the primary beneficiary. All inter-company accounts have been eliminated in consolidation. Also see Note 7 regarding joint ventures and variable interest entities.

Revenue Recognition—The Company generally utilizes a cost-to-cost approach in applying the percentage-of-completion method of revenue recognition. Under this approach, revenue is earned in proportion to total costs incurred, divided by total costs expected to be incurred. Recognition of revenue and profit is dependent upon a number of factors, including the accuracy of a variety of estimates made at the balance sheet date, engineering progress, materials quantities, the achievement of milestones, penalty provisions, labor productivity and cost estimates made at the balance sheet date. Due to uncertainties inherent in the estimation process, actual completion costs may vary from estimates. If estimated total costs on contracts indicate a loss, the Company recognizes that estimated loss in the period the estimated loss first becomes known.

In the course of providing its services, the Company routinely subcontracts for services and incurs other direct costs on behalf of its clients. These costs are passed through to clients and, in accordance with industry practice and GAAP, are included in the Company's revenue and cost of revenue. Because subcontractor services and other direct costs can change significantly from project to project and period to period, changes in revenue may not be indicative of business trends. These other direct costs for the years ended September 30, 2015, 2014 and 2013 were \$8.3 billion, \$3.5 billion and \$3.2 billion, respectively.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

Cost-Reimbursable Contracts.

Cost-reimbursable contracts consists of two similar contract types: cost-plus and time-and-materials.

Cost-Plus Contracts. The Company enters into two major types of cost-plus contracts:

Cost-Plus Fixed Fee. Under cost-plus fixed fee contracts, the Company charges clients for its costs, including both direct and indirect costs, plus a fixed negotiated fee. The total estimated cost plus the fixed negotiated fee represents the total contract value. The Company recognizes revenue based on the actual labor and other direct costs incurred, plus the portion of the fixed fee it has earned to date.

Cost-Plus Fixed Rate. Under the Company's cost-plus fixed rate contracts, the Company charges clients for its direct and indirect costs based upon a negotiated rate. The Company recognizes revenue based on the actual total costs it has expended and the applicable fixed rate.

Certain cost-plus contracts provide for award fees or a penalty based on performance criteria in lieu of a fixed fee or fixed rate. Other contracts include a base fee component plus a performance-based award fee. In addition, the Company may share award fees with subcontractors. The Company records accruals for fee-sharing as fees are earned. The Company generally recognizes revenue to the extent of costs actually incurred plus a proportionate amount of the fee expected to be earned. The Company takes the award fee or penalty on contracts into consideration when estimating revenue and profit rates, and it records revenue related to the award fees when there is sufficient information to assess anticipated contract performance. On contracts that represent higher than normal risk or technical difficulty, the Company may defer all award fees until an award fee letter is received. Once an award fee letter is received, the estimated or accrued fees are adjusted to the actual award amount.

Certain cost-plus contracts provide for incentive fees based on performance against contractual milestones. The amount of the incentive fees varies, depending on whether the Company achieves above, at, or below target results. The Company originally recognizes revenue on these contracts based upon expected results. These estimates are revised when necessary based upon additional information that becomes available as the contract progresses.

Time-and-Materials Contracts.

Time-and-Materials. Under time-and-materials contracts, the Company negotiates hourly billing rates and charges its clients based on the actual time that it expends on a project. In addition, clients reimburse the Company for its actual out-of-pocket costs of materials and other direct incidental expenditures that it incurs in connection with its performance under the contract. Profit margins on time-and-materials contracts fluctuate based on actual labor and overhead costs that it directly charges or allocates to contracts compared to negotiated billing rates. Many of the Company's time-and-materials contracts are subject to maximum contract values and, accordingly, revenue relating to these contracts is recognized as if these contracts were a fixed-price contract.

Guaranteed Maximum Price Contracts

Guaranteed Maximum Price. Guaranteed maximum price contracts (GMP) are common for design-build and commercial and residential projects. GMP contracts share many of the same contract provisions as cost-plus and fixed-price contracts. A contractor performing work pursuant to a cost-plus, GMP or fixed-price contract will all enter into trade contracts directly. Both cost-plus and GMP contracts generally

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

include an agreed lump sum or percentage fee which is called out and separately identified and the contracts are considered ‘open’ book providing the owner with full disclosure of the project costs. A fixed-price contract provides the owner with a single lump sum amount without specifically identifying the breakdown of fee or costs and is typically ‘closed’ book thereby providing the owner with little detail as to the project costs. In a GMP contract, unlike the cost-plus contract, we provide the owner with a guaranteed price for the overall construction (adjusted only for change orders issued by the owner) and with a schedule which includes a completion date for the project. In addition, cost overruns in a GMP contract would generally be our responsibility and in the event our actions or inactions result in delays to the project we may be responsible to the owner for costs associated with such delay. For many of our commercial and residential GMP contracts, the final price is generally not established until we have awarded a substantial percentage of the trade contracts and we have negotiated additional contractual limitations, such as mutual waivers of consequential damages as well as aggregate caps on liabilities and liquidated damages.

Fixed-Price Contracts.

Fixed-Price. Fixed-price contracting is the predominant contracting method outside of the United States. There are typically two types of fixed-price contracts. The first and more common type, lump-sum, involves performing all of the work under the contract for a specified lump-sum fee. Lump-sum contracts are typically subject to price adjustments if the scope of the project changes or unforeseen conditions arise. The second type, fixed-unit price, involves performing an estimated number of units of work at an agreed price per unit, with the total payment under the contract determined by the actual number of units delivered. The Company recognizes revenue on fixed-price contracts using the percentage-of-completion method described above. Prior to completion, recognized profit margins on any fixed-price contract depend on the accuracy of the Company’s estimates and will increase to the extent that its actual costs are below the estimated amounts. Conversely, if the Company’s costs exceed these estimates, its profit margins will decrease and the Company may realize a loss on a project. The Company recognizes anticipated losses on contracts in the period in which they become evident.

Service-Related Contracts.

Service-Related. Service-related contracts, including operations and maintenance services and a variety of technical assistance services, are accounted for over the period of performance, in proportion to the costs of performance.

Contract Claims—Claims are amounts in excess of the agreed contract price (or amounts not included in the original contract price) that the Company seeks to collect from customers or others for delays, errors in specifications and designs, contract terminations, change orders in dispute or unapproved as to both scope and price or other causes of unanticipated additional costs. The Company records contract revenue related to claims only if it is probable that the claim will result in additional contract revenue and if the amount can be reliably estimated. In such cases, the Company records revenue only to the extent that contract costs relating to the claim have been incurred. As of September 30, 2015 and 2014, the Company had no significant net receivables related to contract claims.

Government Contract Matters—The Company’s federal government and certain state and local agency contracts are subject to, among other regulations, regulations issued under the Federal Acquisition Regulations (FAR). These regulations can limit the recovery of certain specified indirect costs on contracts and subjects the Company to ongoing multiple audits by government agencies such as the Defense

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

Contract Audit Agency (DCAA). In addition, most of the Company's federal and state and local contracts are subject to termination at the discretion of the client.

Audits by the DCAA and other agencies consist of reviews of the Company's overhead rates, operating systems and cost proposals to ensure that the Company accounted for such costs in accordance with the Cost Accounting Standards of the FAR (CAS). If the DCAA determines the Company has not accounted for such costs consistent with CAS, the DCAA may disallow these costs. There can be no assurance that audits by the DCAA or other governmental agencies will not result in material cost disallowances in the future.

Cash and Cash Equivalents—The Company's cash equivalents include highly liquid investments which have an initial maturity of three months or less.

Allowance for Doubtful Accounts—The Company records its accounts receivable net of an allowance for doubtful accounts. This allowance for doubtful accounts is estimated based on management's evaluation of the contracts involved and the financial condition of its clients. The factors the Company considers in its contract evaluations include, but are not limited to:

- Client type—federal or state and local government or commercial client;
- Historical contract performance;
- Historical collection and delinquency trends;
- Client credit worthiness; and
- General economic conditions.

Derivative Financial Instruments—The Company accounts for its derivative instruments as either assets or liabilities and carries them at fair value.

For derivative instruments that hedge the exposure to variability in expected future cash flows that are designated as cash flow hedges, the effective portion of the gain or loss on the derivative instrument is reported as a component of accumulated other comprehensive income in stockholders' equity and reclassified into income in the same period or periods during which the hedged transaction affects earnings. The ineffective portion of the gain or loss on the derivative instrument, if any, is recognized in current income. To receive hedge accounting treatment, cash flow hedges must be highly effective in offsetting changes to expected future cash flows on hedged transactions.

The net gain or loss on the effective portion of a derivative instrument that is designated as an economic hedge of the foreign currency translation exposure generated by the re-measurement of certain assets and liabilities denominated in a non-functional currency in a foreign operation is reported in the same manner as a foreign currency translation adjustment. Accordingly, any gains or losses related to these derivative instruments are recognized in current income.

Derivatives that do not qualify as hedges are adjusted to fair value through current income.

Fair Value of Financial Instruments—The Company determines the fair values of its financial instruments, including short-term investments, debt instruments and derivative instruments, and pension and post-retirement plan assets based on inputs or assumptions that market participants would use in pricing an asset or a liability. The Company categorizes its instruments using a valuation hierarchy for

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

disclosure of the inputs used to measure fair value. This hierarchy prioritizes the inputs into three broad levels as follows: Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities; Level 2 inputs are quoted prices for similar assets and liabilities in active markets or inputs that are observable for the asset or liability, either directly or indirectly through market corroboration, for substantially the full term of the financial instrument; Level 3 inputs are unobservable inputs based on the Company's assumptions used to measure assets and liabilities at fair value. The classification of a financial asset or liability within the hierarchy is determined based on the lowest level input that is significant to the fair value measurement.

The carrying amounts of cash and cash equivalents, accounts receivable and accounts payable approximate fair value because of the short maturities of these instruments. The carrying amount of the revolving credit facility approximates fair value because the interest rates are based upon variable reference rates. See also Notes 9 and 11.

The Company's fair value measurement methods may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Although the Company believes its valuation methods are appropriate and consistent with those used by other market participants, the use of different methodologies or assumptions to determine fair value could result in a different fair value measurement at the reporting date.

Property and Equipment—Property and equipment are recorded at cost and are depreciated over their estimated useful lives using the straight-line method. Expenditures for maintenance and repairs are expensed as incurred. Typically, estimated useful lives range from three to ten years for equipment, furniture and fixtures. Leasehold improvements are amortized on a straight-line basis over the shorter of their estimated useful lives or the remaining terms of the underlying lease agreement.

Long-lived Assets—Long-lived assets to be held and used are reviewed for impairment whenever events or circumstances indicate that the assets may be impaired. For assets to be held and used, impairment losses are recognized based upon the excess of the asset's carrying amount over the fair value of the asset. For long-lived assets to be disposed, impairment losses are recognized at the lower of the carrying amount or fair value less cost to sell.

Goodwill and Acquired Intangible Assets—Goodwill represents the excess of amounts paid over the fair value of net assets acquired from an acquisition. In order to determine the amount of goodwill resulting from an acquisition, the Company performs an assessment to determine the value of the acquired company's tangible and identifiable intangible assets and liabilities. In its assessment, the Company determines whether identifiable intangible assets exist, which typically include backlog and customer relationships. Intangible assets are amortized over the period in which the contractual or economic benefits of the intangible assets are expected to be realized.

The Company tests goodwill for impairment annually for each reporting unit in the fourth quarter of the fiscal year, and between annual tests if events occur or circumstances change which suggest that goodwill should be evaluated. Such events or circumstances include significant changes in legal factors and business climate, recent losses at a reporting unit, and industry trends, among other factors. A reporting unit is defined as an operating segment or one level below an operating segment. The Company's impairment tests are performed at the operating segment level as they represent the Company's reporting units.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

The impairment test is a two-step process. During the first step, the Company estimates the fair value of the reporting unit using income and market approaches, and compares that amount to the carrying value of that reporting unit. In the event the fair value of the reporting unit is determined to be less than the carrying value, a second step is required. The second step requires the Company to perform a hypothetical purchase allocation for that reporting unit and to compare the resulting current implied fair value of the goodwill to the current carrying value of the goodwill for that reporting unit. In the event that the current implied fair value of the goodwill is less than the carrying value, an impairment charge is recognized. See also Note 4.

Pension Plans—The Company has certain defined benefit pension plans. The Company calculates the market-related value of assets, which is used to determine the return-on-assets component of annual pension expense and the cumulative net unrecognized gain or loss subject to amortization. This calculation reflects the Company's anticipated long-term rate of return and amortization of the difference between the actual return (including capital, dividends, and interest) and the expected return over a five-year period. Cumulative net unrecognized gains or losses that exceed 10% of the greater of the projected benefit obligation or the market related value of plan assets are subject to amortization.

Insurance Reserves—The Company maintains insurance for certain insurable business risks. Insurance coverage contains various retention and deductible amounts for which the Company accrues a liability based upon reported claims and an actuarially determined estimated liability for certain claims incurred but not reported. It is generally the Company's policy not to accrue for any potential legal expense to be incurred in defending the Company's position. The Company believes that its accruals for estimated liabilities associated with professional and other liabilities are sufficient and any excess liability beyond the accrual is not expected to have a material adverse effect on the Company's results of operations or financial position.

Foreign Currency Translation—The Company's functional currency is the U.S. dollar. Results of operations for foreign entities are translated to U.S. dollars using the average exchange rates during the period. Assets and liabilities for foreign entities are translated using the exchange rates in effect as of the date of the balance sheet. Resulting translation adjustments are recorded as a foreign currency translation adjustment into other accumulated comprehensive income/(loss) in stockholders' equity.

The Company uses foreign currency forward contracts from time to time to mitigate foreign currency risk. The Company limits exposure to foreign currency fluctuations in most of its contracts through provisions that require client payments in currencies corresponding to the currency in which costs are incurred. As a result of this natural hedge, the Company generally does not need to hedge foreign currency cash flows for contract work performed. The functional currency of all significant foreign operations is the respective local currency.

Noncontrolling Interests—Noncontrolling interests represent the equity investments of the minority owners in our joint ventures and other subsidiary entities that we consolidate in our financial statements.

Income Taxes—The Company files a consolidated U.S. federal corporate income tax return and combined / consolidated state tax returns and separate company state tax returns. The Company accounts for certain income and expense items differently for financial reporting and income tax purposes. Deferred tax assets and liabilities are determined based on the difference between the financial statement and tax basis of assets and liabilities, applying enacted statutory tax rates in effect for the year in which the

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

1. Significant Accounting Policies (Continued)

differences are expected to reverse. In determining the need for a valuation allowance, management reviews both positive and negative evidence, including the nature, frequency, and severity of cumulative financial reporting losses in recent years, the future reversal of existing temporary differences, predictability of future taxable income exclusive of reversing temporary differences of the character necessary to realize the asset, relevant carry forward periods, taxable income in carry-back years if carry-back is permitted under tax law, and prudent and feasible tax planning strategies that would be implemented, if necessary, to protect against the loss of the deferred tax asset that would otherwise expire. Based upon management's assessment of all available evidence, the Company has concluded that it is more likely than not that the deferred tax assets, net of valuation allowance, will be realized.

2. New Accounting Pronouncements and Changes in Accounting

In May 2014, the FASB issued new accounting guidance which amended the existing accounting standards for revenue recognition. The new accounting guidance establishes principles for recognizing revenue upon the transfer of promised goods or services to customers, in an amount that reflects the expected consideration received in exchange for those goods or services. The guidance will be effective for the Company's fiscal year beginning October 1, 2018. The amendments may be applied retrospectively to each prior period presented or retrospectively with the cumulative effect recognized as of the date of initial application. The Company has selected the modified retrospective transition method, in which the Company will recognize the cumulative effect as of the date of initial application. The Company is currently in the process of evaluating the impact of the adoption of the new accounting guidance on its consolidated financial statements.

In February 2015, the FASB issued amended guidance to the consolidation standard which updates the analysis that a reporting entity must perform to determine whether it should consolidate certain types of legal entities. The amendment modifies the evaluation of whether limited partnerships and similar legal entities are variable interest entities (VIEs) or voting interest entities and affects the consolidation analysis of reporting entities that are involved with VIEs, particularly those that have fee arrangements and related party relationships, among other provisions. This amended guidance will be effective for the Company's fiscal year beginning October 1, 2016. The Company is currently assessing the impact of the adoption that the amended guidance will have on its consolidated financial statements.

In April 2015, the FASB issued new accounting guidance which requires debt issuance costs to be presented in the balance sheet as a direct deduction from the carrying value of the associated debt liability, consistent with the presentation of a debt discount. Prior to the issuance of the standard, debt issuance costs were required to be presented in the balance sheet as an asset. The guidance requires retrospective application and represents a change in accounting principle. The Company does not expect the guidance to have a material impact on its consolidated financial statements, as the application of this guidance affects classification only. This guidance will be effective for the Company's fiscal year beginning October 1, 2017.

In April 2015, the FASB issued new accounting guidance which provides the use of a practical expedient that permits the entity to measure defined benefit plans assets and obligations using the month-end date that is closest to the entity's fiscal year-end date and apply that practical expedient consistently from year to year. Should the Company elect to adopt this guidance, it does not expect that the adoption of this guidance will have a material impact on its consolidated financial statements. This guidance will be effective for the Company's fiscal year beginning October 1, 2017.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

2. New Accounting Pronouncements and Changes in Accounting (Continued)

In September 2015, the FASB issued new accounting guidance which simplifies the accounting for measurement-period adjustments in connection with business combinations. The new guidance requires that the cumulative impact of a measurement-period adjustment (including the impact on prior periods) be recognized in the reporting period in which the adjustment amount is determined and therefore, eliminates the requirement to retrospectively account for the adjustment in prior periods presented. This guidance is effective for fiscal years and interim periods beginning after December 15, 2015, and is to be applied prospectively to measurement-period adjustments that occur after the effective date. Early adoption is permitted. The Company early adopted this guidance for the quarter ended September 30, 2015.

3. Stock Repurchase Program

The Company's Board of Directors has authorized the repurchase of up to \$1.0 billion in Company stock. Share repurchases can be made through open market purchases or other methods, including pursuant to a Rule 10b5-1 plan. From the inception of the stock repurchase program, the Company has purchased a total of 27.4 million shares at an average price of \$24.10 per share, for a total cost of \$660.1 million through September 30, 2014, and made no purchases during the year ended September 30, 2015.

4. Business Acquisitions, Goodwill, and Intangible Assets

On October 17, 2014, the Company completed the acquisition of the U.S. headquartered URS Corporation (URS), an international provider of engineering, construction, and technical services, by purchasing 100% of the outstanding shares of URS common stock. The purpose of the acquisition was to further diversify the Company's market presence and accelerate the Company's strategy to create an integrated delivery platform for customers. The Company paid total consideration of approximately \$2.3 billion in cash and issued approximately \$1.6 billion of AECOM common stock to the former stockholders and certain equity award holders of URS. In connection with the acquisition, the Company also assumed URS's senior notes totaling \$1.0 billion, and upon the occurrence of a change in control of URS, the URS senior noteholders had the right to redeem their notes at a cash price equal to 101% of the principal amount of the notes. Accordingly, on October 24, 2014, the Company purchased \$0.6 billion of URS's senior notes from the noteholders. See also Note 9, Debt. Additionally, the Company repaid in full URS's \$0.6 billion 2011 term loan and \$0.1 billion of URS's revolving line of credit.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Business Acquisitions, Goodwill, and Intangible Assets (Continued)

The following summarizes the estimated fair values of URS assets acquired and liabilities assumed (in millions), as of the acquisition date:

Cash and cash equivalents	\$ 284.9
Accounts receivable	2,512.8
Prepaid expenses and other current assets	421.0
Property and equipment	570.9
Identifiable intangible assets:	
Customer relationships, contracts and backlog	969.2
Tradename	7.8
Total identifiable intangible assets	977.0
Goodwill	4,021.7
Other non-current assets	329.8
Accounts payable	(656.7)
Accrued expenses and other current liabilities	(1,344.8)
Billings in excess of costs on uncompleted contracts	(397.8)
Current portion of long-term debt	(47.4)
Other long-term liabilities	(423.3)
Pension benefit obligations	(406.3)
Long-term debt	(520.2)
Noncontrolling interests	(201.0)
Net assets acquired	<u>\$ 5,120.6</u>

Backlog and customer relationships represent the fair value of existing contracts and the underlying customer relationships, and have lives ranging from 1 to 11 years (weighted average lives of approximately 3 years). Other intangible assets primarily consist of the fair value of office leases. Goodwill recognized largely results from a substantial assembled workforce, which does not qualify for separate recognition, as well as expected future synergies from combining operations. Accrued expenses and other current liabilities above include URS project liabilities and approximately \$240 million related to estimated URS legal settlements and uninsured legal damages; see Note 19, Commitments and Contingencies including legal matters related to former URS affiliates.

The following presents summarized unaudited pro forma operating results assuming that the Company had acquired URS at October 1, 2013. These pro forma operating results are presented for

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Business Acquisitions, Goodwill, and Intangible Assets (Continued)

illustrative purposes only and are not indicative of the operating results that would have been achieved had the related events occurred.

	Twelve Months Ended	
	Sept 30, 2015	Sept 30, 2014
	(in millions)	
Revenue	\$18,288	\$18,776
Income from continuing operations	509	(144)
Net income	325	1
Net income attributable to AECOM	229	(65)
Net income attributable to AECOM per share:		
Basic	\$ 1.51	\$ (0.43)
Diluted	\$ 1.50	\$ (0.43)

Since the acquisition date, URS contributed \$8.5 billion in revenue and \$219.0 million in income from operations during the twelve months ended September 30, 2015. Amortization of intangible assets relating to URS was \$361.6 million during the twelve months ended September 30, 2015 since the acquisition date. Additionally, included in equity in earnings of joint ventures and noncontrolling interests was intangible amortization expense of \$37.3 million and \$(26.6) million, respectively, during the twelve months ended September 30, 2015 related to joint venture fair value adjustments.

Billings in excess of costs on uncompleted contracts includes a margin fair value liability associated with long-term contracts acquired in connection with the acquisition of URS on October 17, 2014. This margin fair value liability was \$148.1 million at the acquisition date, and its carrying value was \$51.2 million at September 30, 2015, and is recognized as revenue on a percentage-of-completion basis as the applicable projects progress. The Company anticipates the remaining liability will be recognized as revenue over the next five years. Revenue and the related income from operations related to the margin fair value liability recognized during the twelve months ended September 30, 2015 was \$96.9 million.

Acquisition and integration expenses in the accompanying consolidated statements of operations comprised of the following (in millions):

	Twelve Months Ended	
	Sept 30, 2015	Sept 30, 2014
Severance and personnel costs	\$223.8	\$15.2
Professional service, real estate-related, and other expenses	174.6	12.1
Total	\$398.4	\$27.3

Included in severance and personnel costs for the twelve months ended September 30, 2015 was \$101.9 million of severance expense, of which \$83.6 million was paid as of September 30, 2015. All acquisition and integration expenses are classified within corporate, as presented in Note 20.

Interest expense in the accompanying consolidated statements of operations for the twelve months ended September 30, 2015 included acquisition related financing expenses of \$79.8 million, which primarily consisted of a \$55.6 million penalty from the prepayment of the Company's unsecured senior notes and \$9.0 million related to the write-off of capitalized debt issuance costs from its unsecured senior notes, and 2014 Credit Agreement.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Business Acquisitions, Goodwill, and Intangible Assets (Continued)

In addition to URS, the Company completed one, two and two business acquisitions during the years ended September 30, 2015, 2014 and 2013, respectively. These other business acquisitions completed during the years ended September 30, 2015, 2014 and 2013 did not meet the quantitative thresholds to require pro forma disclosures of operating results, either individually or in the aggregate, based on the Company's consolidated assets, investments and net income. The Company also obtained control of an unconsolidated joint venture that resulted in its consolidation during the year ended September 30, 2014, as further discussed in Note 7.

Business acquisitions during the year ended September 30, 2014 included Hunt Construction Group, a United States-based commercial construction management firm which serves clients in both the public and private sectors, and Spain-based ACE International Consultants S.L., a leading consulting firm specializing in economic and social development cooperation and private sector development.

Business acquisitions during the year ended September 30, 2013 included South Africa-based BKS Group and Asia-based KPK Quantity Surveyors.

Excluding URS, the aggregate value of all consideration for acquisitions consummated during the years ended September 30, 2015, 2014 and 2013 were \$27.3 million, \$88.5 million and \$82.0 million, respectively. The following table summarizes the estimated fair values of the assets acquired and liabilities assumed, as of the acquisition dates, from acquisitions consummated during the fiscal years presented, excluding URS:

	Fiscal Year Ended		
	September 30, 2015	September 30, 2014	September 30, 2013
		(in millions)	
Cash acquired	\$ 0.6	\$ 17.1	\$ 20.1
Other current assets	13.8	256.2	41.5
Identifiable intangible assets:			
Customer relationships, contracts and backlog	1.3	10.4	9.4
Trademark / tradename	—	1.5	—
Total intangible assets	<u>\$ 1.3</u>	<u>\$ 11.9</u>	<u>\$ 9.4</u>
Goodwill	23.6	72.7	72.6
Other non-current assets	—	16.5	8.6
Current liabilities	(12.0)	(274.1)	(54.9)
Non-current liabilities	—	(11.8)	(15.3)
Net assets acquired	<u>\$ 27.3</u>	<u>\$ 88.5</u>	<u>\$ 82.0</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Business Acquisitions, Goodwill, and Intangible Assets (Continued)

Consideration for acquisitions above, excluding URS, includes the following:

	Fiscal Year Ended		
	September 30, 2015	September 30, 2014	September 30, 2013
		(in millions)	
Cash paid	\$ 4.8	\$70.2	\$62.1
Contingent consideration / promissory notes	22.5	18.3	5.6
Equity issued	—	—	14.3
Total consideration	<u>\$27.3</u>	<u>\$88.5</u>	<u>\$82.0</u>

All of the above acquisitions were accounted for under the purchase method of accounting. As such, the purchase consideration of each acquired company was allocated to acquired tangible and intangible assets and liabilities based upon their fair values. The excess of the purchase consideration over the fair value of the net tangible and identifiable intangible assets acquired was recorded as goodwill. The determination of fair values of assets and liabilities acquired requires the Company to make estimates and use valuation techniques when market value is not readily available. The results of operations of each company acquired have been included in the Company's financial statements from the date of acquisition. Transaction costs associated with business acquisitions are expensed as they are incurred.

At the time of acquisition, the Company preliminarily estimates the amount of the identifiable intangible assets acquired based upon historical valuations of similar acquisitions and the facts and circumstances available at the time. The Company determines the final value of the identifiable intangible assets as soon as information is available, but not more than 12 months from the date of acquisition. Post-acquisition adjustments primarily relate to project related liabilities.

The changes in the carrying value of goodwill by reportable segment for the fiscal years ended September 30, 2015 and 2014 were as follows:

	Fiscal Year 2015				September 30, 2015
	September 30, 2014	Post- Acquisition Adjustments	Foreign Exchange Impact	Acquired	
			(in millions)		
Design and Consulting Services	\$1,479.2	\$5.5	\$ (96.0)	\$1,774.6	\$3,163.3
Construction Services	276.9	0.6	(34.0)	675.0	918.5
Management Services	181.2	—	(38.1)	1,595.8	1,738.9
Total	<u>\$1,937.3</u>	<u>\$6.1</u>	<u>\$(168.1)</u>	<u>\$4,045.4</u>	<u>\$5,820.7</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

4. Business Acquisitions, Goodwill, and Intangible Assets (Continued)

	Fiscal Year 2014				September 30, 2014
	September 30, 2013	Post- Acquisition Adjustments	Foreign Exchange Impact	Acquired	
	(in millions)				
Design and Consulting Services	\$1,414.1	\$5.0	\$(31.3)	\$ 91.4	\$1,479.2
Construction Services	216.5	—	—	60.4	276.9
Management Services	181.2	—	—	—	181.2
Total	<u>\$1,811.8</u>	<u>\$5.0</u>	<u>\$(31.3)</u>	<u>\$151.8</u>	<u>\$1,937.3</u>

Included in the acquired goodwill above for the year ended September 30, 2014 is \$79.1 million of recorded goodwill as a result of the consolidation of an unconsolidated joint venture, as further discussed in Note 7.

The gross amounts and accumulated amortization of the Company's acquired identifiable intangible assets with finite useful lives as of September 30, 2015 and 2014, included in intangible assets—net, in the accompanying consolidated balance sheets, were as follows:

	September 30, 2015			September 30, 2014			Amortization Period (years)
	Gross Amount	Accumulated Amortization	Intangible Assets, Net	Gross Amount	Accumulated Amortization	Intangible Assets, Net	
	(in millions)						
Backlog and customer relationships	\$1,224.7	\$(565.3)	\$659.4	\$271.6	\$(182.8)	\$88.8	1 - 11
Trademark / tradename	16.4	(16.4)	—	9.3	(7.9)	1.4	0.3 - 2
Total	<u>\$1,241.1</u>	<u>\$(581.7)</u>	<u>\$659.4</u>	<u>\$280.9</u>	<u>\$(190.7)</u>	<u>\$90.2</u>	

Amortization expense of acquired intangible assets included within cost of revenue was \$391.0 million, \$24.0 million, and \$21.2 million for the years ended September 30, 2015, 2014, and 2013, respectively. The following table presents estimated amortization expense of existing intangible assets for the succeeding years:

Fiscal Year	(in millions)
2016	\$187.4
2017	98.1
2018	80.1
2019	74.7
2020	62.5
Thereafter	156.6
Total	<u>\$659.4</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

5. Accounts Receivable—Net

Net accounts receivable consisted of the following:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
	(in millions)	
Billed	\$2,426.2	\$1,248.4
Unbilled	2,099.8	1,214.8
Contract retentions	379.6	263.9
Total accounts receivable—gross	4,905.6	2,727.1
Allowance for doubtful accounts	(64.1)	(72.1)
Total accounts receivable—net	\$4,841.5	\$2,655.0

Billed accounts receivable represent amounts billed to clients that have yet to be collected. Unbilled accounts receivable represents the contract revenue recognized but not yet billed pursuant to contract terms or accounts billed after the period end. Substantially all unbilled receivables as of September 30, 2015 and 2014 are expected to be billed and collected within twelve months. Contract retentions represent amounts invoiced to clients where payments have been withheld pending the completion of certain milestones, other contractual conditions or upon the completion of the project. These retention agreements vary from project to project and could be outstanding for several months or years.

Allowances for doubtful accounts have been determined through specific identification of amounts considered to be uncollectible and potential write-offs, plus a non-specific allowance for other amounts for which some potential loss has been determined to be probable based on current and past experience.

Other than the U.S. government, no single client accounted for more than 10% of the Company's outstanding receivables at September 30, 2015 and 2014.

The Company sold trade receivables to financial institutions, of which \$240.8 million and \$111.9 million were outstanding as of September 30, 2015 and 2014, respectively. The Company does not retain financial or legal obligations for these receivables that would result in material losses. The Company's ongoing involvement is limited to the remittance of customer payments to the financial institutions with respect to the sold trade receivables.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

6. Property and Equipment

Property and equipment, at cost, consists of the following:

	Fiscal Year Ended		Useful Lives (years)
	September 30, 2015	September 30, 2014	
	(in millions)		
Building and land	\$ 105.7	\$ 11.5	10 - 45
Leasehold improvements	349.3	299.7	1 - 20
Computer systems and equipment	603.0	302.6	3 - 15
Furniture and fixtures	125.8	101.5	3 - 10
Automobiles	24.7	6.8	3 - 12
Total	1,208.5	722.1	
Accumulated depreciation and amortization	(509.2)	(440.1)	
Property and equipment, net	\$ 699.3	\$ 282.0	

Depreciation expense for the fiscal years ended September 30, 2015, 2014 and 2013 were \$191.3 million, \$69.1 million and \$70.7 million, respectively. Depreciation is calculated using primarily the straight-line method over the estimated useful lives of the assets, or in the case of leasehold improvements and capitalized leases, the lesser of the remaining term of the lease or its estimated useful life. Included in payments for capital expenditures presented within the Consolidated Statements of Cash Flows, were proceeds from disposals of property and equipment of \$44.9 million, \$4.4 million, and \$3.5 million for the years ended September 30, 2015, 2014, and 2013, respectively.

7. Joint Ventures and Variable Interest Entities

The Company's joint ventures provide architecture, engineering, program management, construction management and operations and maintenance services. Joint ventures, the combination of two or more partners, are generally formed for a specific project. Management of the joint venture is typically controlled by a joint venture executive committee, comprised of representatives from the joint venture partners. The joint venture executive committee normally provides management oversight and controls decisions which could have a significant impact on the joint venture.

Some of the Company's joint ventures have no employees and minimal operating expenses. For these joint ventures, the Company's employees perform work for the joint venture, which is then billed to a third-party customer by the joint venture. These joint ventures function as pass through entities to bill the third-party customer. For consolidated joint ventures of this type, the Company records the entire amount of the services performed and the costs associated with these services, including the services provided by the other joint venture partners, in the Company's result of operations. For certain of these joint ventures where a fee is added by an unconsolidated joint venture to client billings, the Company's portion of that fee is recorded in equity in earnings of joint ventures.

The Company also has joint ventures that have their own employees and operating expenses, and to which the Company generally makes a capital contribution. The Company accounts for these joint ventures either as consolidated entities or equity method investments based on the criteria further discussed below.

The Company follows guidance issued by the FASB on the consolidation of variable interest entities (VIEs) that requires companies to utilize a qualitative approach to determine whether it is the primary

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Joint Ventures and Variable Interest Entities (Continued)

beneficiary of a VIE. The process for identifying the primary beneficiary of a VIE requires consideration of the factors that indicate a party has the power to direct the activities that most significantly impact the joint ventures' economic performance, including powers granted to the joint venture's program manager, powers contained in the joint venture governing board and, to a certain extent, a company's economic interest in the joint venture. The Company analyzes its joint ventures and classifies them as either:

- a VIE that must be consolidated because the Company is the primary beneficiary or the joint venture is not a VIE and the Company holds the majority voting interest with no significant participative rights available to the other partners; or
- a VIE that does not require consolidation and is treated as an equity method investment because the Company is not the primary beneficiary or the joint venture is not a VIE and the Company does not hold the majority voting interest.

As part of the above analysis, if it is determined that the Company has the power to direct the activities that most significantly impact the joint venture's economic performance, the Company considers whether or not it has the obligation to absorb losses or rights to receive benefits of the VIE that could potentially be significant to the VIE.

Contractually required support provided to the Company's joint ventures is discussed in Note 19.

A summary of unaudited financial information of the consolidated joint ventures is as follows:

	September 30, 2015	September 30, 2014
	(in millions)	
Current assets	\$ 727.8	\$314.1
Non-current assets	282.8	106.2
Total assets	<u>\$1,010.6</u>	<u>\$420.3</u>
Current liabilities	\$ 441.5	\$229.1
Non-current liabilities	0.2	—
Total liabilities	441.7	229.1
Total AECOM equity	354.7	116.6
Noncontrolling interests	214.2	74.6
Total owners' equity	<u>568.9</u>	<u>191.2</u>
Total liabilities and owners' equity	<u>\$1,010.6</u>	<u>\$420.3</u>

Total revenue of the consolidated joint ventures was \$2,368.0 million, \$614.5 million and \$490.9 million for the years ended September 30, 2015, 2014 and 2013, respectively. The assets of the Company's consolidated joint ventures are restricted for use only by the particular joint venture and are not available for the general operations of the Company.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Joint Ventures and Variable Interest Entities (Continued)

Summary of unaudited financial information of the unconsolidated joint ventures is as follows:

	<u>September 30,</u> <u>2015</u>	<u>September 30,</u> <u>2014</u>
	(in millions)	
Current assets	\$1,200.7	\$539.6
Non-current assets	527.3	273.7
Total assets	<u>\$1,728.0</u>	<u>\$813.3</u>
Current liabilities	\$ 936.7	\$397.9
Non-current liabilities	87.0	91.0
Total liabilities	1,023.7	488.9
Joint venturers' equity	704.3	324.4
Total liabilities and joint venturers' equity	<u>\$1,728.0</u>	<u>\$813.3</u>
AECOM's investment in joint ventures	\$ 321.6	\$142.9
	Twelve Months Ended	
	<u>September 30,</u> <u>2015</u>	<u>September 30,</u> <u>2014</u>
	(in millions)	
Revenue	\$4,754.6	\$2,017.8
Cost of revenue	4,476.8	1,960.1
Gross profit	<u>\$ 277.8</u>	<u>\$ 57.7</u>
Net income	<u>\$ 231.2</u>	<u>\$ 57.7</u>

Summary of AECOM's equity in earnings of unconsolidated joint ventures is as follows:

	Fiscal Year Ended		
	<u>September 30,</u> <u>2015</u>	<u>September 30,</u> <u>2014</u>	<u>September 30,</u> <u>2013</u>
	(in millions)		
Pass through joint ventures	\$ 26.2	\$10.2	\$ 6.4
Other joint ventures	80.0	47.7	17.9
Total	<u>\$106.2</u>	<u>\$57.9</u>	<u>\$24.3</u>

Included in equity in earnings above is a \$37.4 million gain recognized upon change in control (\$23.4 million, net of tax) of an unconsolidated joint venture in the year ended September 30, 2014. The Company obtained control of the joint venture through modifications to the joint venture's operating agreement, which required the Company to consolidate the joint venture. The acquisition date fair value of the previously held equity interest was \$58.0 million, excluding the control premium. The measurement of the fair value of the equity interest immediately before obtaining control of the joint venture resulted in the pre-tax gain of \$37.4 million. The Company utilized income and market approaches, in addition to obtaining an independent third party valuation, in determining the joint venture's fair value, which includes making assumptions about variables such as revenue growth rates, profitability, discount rates,

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

7. Joint Ventures and Variable Interest Entities (Continued)

and industry market multiples. These assumptions are subject to a high degree of judgment. Total assets and liabilities of this entity included in the accompanying consolidated balance sheet at the acquisition date were \$207.8 million and \$48.1 million, respectively. This acquisition did not meet the quantitative thresholds to require pro forma disclosures of operating results based on the Company's consolidated assets, investments and net income. This joint venture performs engineering and program management services in the Middle East and is included in the Company's DCS segment.

8. Pension Benefit Obligations

In the U.S., the Company sponsors various qualified defined benefit pension plans. The legacy AECOM defined benefit plan covers substantially all permanent AECOM employees hired as of March 1, 1998. The other recently acquired plans cover employees of URS and the Hunt Corporation at the time of their acquisition. Benefits under these plans generally are based on the employee's years of creditable service and compensation. All defined benefit plans are closed to new participants and all defined benefit plans, except the URS Federal Services, Inc. Employees Retirement Plan, have frozen accruals. The Company also sponsors various non-qualified plans in the U.S.; all of these plans are frozen. Outside the U.S., the Company sponsors various pension plans, which are appropriate to the country in which the Company operates, some of which are government mandated.

The following tables provide reconciliations of the changes in the U.S. and international plans' benefit obligations, reconciliations of the changes in the fair value of assets for the last three years ended September 30, and reconciliations of the funded status as of September 30 of each year.

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Change in benefit obligation:						
Benefit obligation at beginning of year	\$217.0	\$ 676.6	\$180.3	\$622.1	\$192.9	\$574.0
Service cost	6.8	1.1	—	0.7	—	0.9
Participant contributions	0.4	0.5	0.4	0.2	0.4	0.3
Interest cost	28.2	47.1	7.8	27.9	6.6	23.8
Benefits paid	(33.9)	(41.0)	(12.8)	(23.3)	(11.0)	(18.8)
Actuarial (gain) loss	(41.0)	10.6	23.2	62.3	(8.6)	49.0
Plan settlements	(20.1)	(2.5)	—	(2.0)	—	(5.7)
Net transfer in/(out)/acquisitions	560.8	618.6	18.1	—	—	—
Foreign currency translation (gain) loss	—	(71.8)	—	(11.3)	—	(1.4)
Benefit obligation at end of year	<u>\$718.2</u>	<u>\$1,239.2</u>	<u>\$217.0</u>	<u>\$676.6</u>	<u>\$180.3</u>	<u>\$622.1</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Change in plan assets						
Fair value of plan assets at beginning of year . .	\$139.7	\$532.6	\$119.8	\$489.9	\$112.3	\$462.4
Actual return on plan assets	(2.8)	49.9	14.2	60.4	11.3	37.4
Employer contributions	42.1	24.4	4.9	16.4	6.8	16.2
Participant contributions	0.4	0.5	0.4	0.2	0.4	0.3
Benefits paid	(33.9)	(41.0)	(12.8)	(23.3)	(11.0)	(18.8)
Plan settlements	(20.1)	(2.5)	—	(2.0)	—	(5.7)
Net transfer in/(out)/acquisitions	333.6	415.5	13.2	—	—	—
Foreign currency translation (loss) gain	—	(53.6)	—	(9.0)	—	(1.9)
Fair value of plan assets at end of year	<u>\$459.0</u>	<u>\$925.8</u>	<u>\$139.7</u>	<u>\$532.6</u>	<u>\$119.8</u>	<u>\$489.9</u>

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Reconciliation of funded status:						
Funded status at end of year	\$(259.2)	\$(313.4)	\$(77.3)	\$(144.0)	\$(60.5)	\$(132.2)
Contribution made after measurement date . .	N/A	N/A	N/A	N/A	N/A	N/A
Net amount recognized at end of year	<u>\$(259.2)</u>	<u>\$(313.4)</u>	<u>\$(77.3)</u>	<u>\$(144.0)</u>	<u>\$(60.5)</u>	<u>\$(132.2)</u>

The following table sets forth the amounts recognized in the consolidated balance sheets as of September 30, 2015, 2014 and 2013:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Amounts recognized in the consolidated balance sheets:						
Other non-current assets	\$ 1.6	\$ 1.7	\$ —	\$ 1.1	\$ —	\$ 0.6
Accrued expenses and other current liabilities	(10.6)	—	(1.7)	—	(1.4)	—
Other long-term liabilities	(250.2)	(315.1)	(75.6)	(145.1)	(59.1)	(132.8)
Net amount recognized in the balance sheet	<u>\$(259.2)</u>	<u>\$(313.4)</u>	<u>\$(77.3)</u>	<u>\$(144.0)</u>	<u>\$(60.5)</u>	<u>\$(132.2)</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

The following table details the reconciliation of amounts in the consolidated statements of stockholders' equity for the fiscal years ended September 30, 2015, 2014 and 2013:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Reconciliation of amounts in consolidated statements of stockholders' equity:						
Prior service credit	\$ —	\$ 5.3	\$ —	\$ 5.8	\$ —	\$ 6.0
Net (loss)	<u>(99.3)</u>	<u>(183.6)</u>	<u>(113.0)</u>	<u>(190.1)</u>	<u>(99.4)</u>	<u>(170.7)</u>
Total recognized in accumulated other comprehensive (loss)	<u><u>\$(99.3)</u></u>	<u><u>\$(178.3)</u></u>	<u><u>\$(113.0)</u></u>	<u><u>\$(184.3)</u></u>	<u><u>\$(99.4)</u></u>	<u><u>\$(164.7)</u></u>

The following table details the components of net periodic benefit cost for the plans in fiscal 2015, 2014 and 2013:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Components of net periodic (benefit) cost:						
Service costs	\$ 6.8	\$ 1.1	\$ —	\$ 0.7	\$ —	\$ 1.0
Interest cost on projected benefit obligation	28.2	47.1	7.8	27.9	6.6	23.8
Expected return on plan assets	(29.4)	(49.4)	(8.6)	(26.1)	(8.5)	(22.7)
Amortization of prior service costs	—	(0.2)	—	(0.2)	—	(0.2)
Amortization of net loss	4.3	5.9	4.0	4.9	4.3	4.0
Settlement loss recognized	0.6	0.7	—	0.4	—	2.6
Net periodic (benefit) cost	<u><u>\$ 10.5</u></u>	<u><u>\$ 5.2</u></u>	<u><u>\$ 3.2</u></u>	<u><u>\$ 7.6</u></u>	<u><u>\$ 2.4</u></u>	<u><u>\$ 8.5</u></u>

The amount, net of applicable deferred income taxes, included in other comprehensive income arising from a change in net prior service cost and net gain/loss was \$6.9 million, \$7.6 million and \$2.6 million in the years ended September 30, 2015, 2014 and 2013, respectively.

Amounts included in accumulated other comprehensive loss as of September 30, 2015 that are expected to be recognized as components of net periodic benefit cost during fiscal 2016 are (in millions):

	U.S.	Int'l
Amortization of prior service cost	\$ —	\$ 0.2
Amortization of net actuarial losses	<u>(4.0)</u>	<u>(5.7)</u>
Total	<u><u>\$(4.0)</u></u>	<u><u>\$(5.5)</u></u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

The table below provides additional year-end information for pension plans with accumulated benefit obligations in excess of plan assets.

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
	(in millions)					
Projected benefit obligation	\$692.5	\$1,226.2	\$217.0	\$658.5	\$180.3	\$601.7
Accumulated benefit obligation	686.5	1,222.0	217.0	656.3	180.3	599.8
Fair value of plan assets	455.6	911.2	139.7	513.4	119.8	469.0

Funding requirements for each pension plan are determined based on the local laws of the country where such pension plan resides. In certain countries, the funding requirements are mandatory while in other countries, they are discretionary. The Company currently intends to contribute \$20.7 million to the international plans in fiscal 2016. There is a required minimum contribution of \$1.3 million for one of the U.S. plans. In addition, the Company may make discretionary contributions. The Company currently intends to contribute \$10.8 million to U.S. plans in fiscal 2016.

The table below provides the expected future benefit payments, in millions:

Year Ending September 30,	U.S.	Int'l
2016	\$ 40.6	\$ 37.4
2017	41.0	41.2
2018	40.6	44.4
2019	41.4	41.4
2020	42.8	43.1
2021 - 2025	217.0	242.5
Total	<u>\$423.4</u>	<u>\$450.0</u>

The underlying assumptions for the pension plans are as follows:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
Weighted-average assumptions to determine benefit obligation:						
Discount rate	4.10%	3.80%	4.00%	3.94%	4.40%	4.44%
Salary increase rate	3.81%	2.51%	N/A	2.38%	N/A	2.58%
Weighted-average assumptions to determine net periodic benefit cost:						
Discount rate	3.88%	3.92%	4.40%	4.44%	3.50%	4.39%
Salary increase rate	4.50%	2.65%	N/A	2.58%	N/A	2.36%
Expected long-term rate of return on plan assets . . .	6.73%	6.00%	7.50%	5.40%	7.50%	5.11%

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

Pension costs are determined using the assumptions as of the beginning of the plan year. The funded status is determined using the assumptions as of the end of the plan year.

The following table summarizes the Company's target allocation for 2015 and pension plan asset allocation, both U.S. and international, as of September 30, 2015 and 2014:

Asset Category	Target Allocations		Percentage of Plan Assets as of September 30,			
			2015		2014	
	U.S.	Int'l	U.S.	Int'l	U.S.	Int'l
Equities	39%	30%	37%	27%	58%	28%
Debt	57	30	59	30	31	33
Cash	1	10	1	4	1	3
Property and other	3	30	3	39	10	36
Total	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

The Company's domestic and foreign plans seek a competitive rate of return relative to an appropriate level of risk depending on the funded status and obligations of each plan and typically employ both active and passive investment management strategies. The Company's risk management practices include diversification across asset classes and investment styles and periodic rebalancing toward asset allocation targets. The target asset allocation selected for each plan reflects a risk/return profile that the Company believes is appropriate relative to each plan's liability structure and return goals.

To develop the expected long-term rate of return on assets assumption, the Company considered the historical returns and the future expectations for returns for each asset class, as well as the target asset allocation of the pension portfolio and the diversification of the portfolio. This resulted in the selection of a 6.73% and 6.00% weighted-average long-term rate of return on assets assumption for the fiscal year ended September 30, 2015 for U.S. and non-U.S. plans, respectively.

Multiemployer Pension Plans

We participate in over 200 construction-industry multiemployer pension plans. Generally, the plans provide defined benefits to substantially all employees covered by collective bargaining agreements. Under the Employee Retirement Income Security Act, a contributor to a multiemployer plan is liable, upon termination or withdrawal from a plan, for its proportionate share of a plan's unfunded vested liability. The Company's aggregate contributions to these multiemployer plans were \$54.5 million for the year ended September 30, 2015.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

As of September 30, 2015, the fair values of the Company's post-retirement benefit plan assets by major asset categories were as follows:

	Total Carrying Value as of September 30, 2015	Fair Value Measurement as of September 30, 2015		
		Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
		(in millions)		
Cash and cash equivalents	\$ 44.4	\$11.0	\$ 33.4	\$ —
Equity securities				
Global equity securities	52.8	—	52.8	—
Domestic equity securities	60.0	—	60.0	—
Investment funds				
Diversified funds	287.4	—	287.4	—
Equity funds	309.6	—	309.6	—
Fixed income funds	542.5	—	542.5	—
Hedge funds	53.0	—	39.4	13.6
Assets held by insurance company	35.1	—	35.1	—
Total	<u>\$1,384.8</u>	<u>\$11.0</u>	<u>\$1,360.2</u>	<u>\$13.6</u>

As of September 30, 2014, the fair values of the Company's post-retirement benefit plan assets by major asset categories are as follows:

	Total Carrying Value as of September 30, 2014	Fair Value Measurement as of September 30, 2014		
		Quoted Prices in Active Markets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
		(in millions)		
Cash and cash equivalents	\$ 7.9	\$3.4	\$ 4.5	\$ —
Investment funds				
Diversified funds	159.3	—	159.3	—
Equity funds	220.3	—	220.3	—
Fixed income funds	219.3	—	219.3	—
Hedge funds	27.9	—	14.2	13.7
Assets held by insurance company	37.6	—	37.6	—
Total	<u>\$672.3</u>	<u>\$3.4</u>	<u>\$655.2</u>	<u>\$13.7</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

8. Pension Benefit Obligations (Continued)

Changes for the year ended September 30, 2015, in the fair value of the Company's recurring post-retirement plan Level 3 assets are as follows:

	September 30, 2014 Beginning balance	Actual return on plan assets, relating to assets still held at reporting date	Actual return on plan assets, relating to assets sold during the period	Purchases, sales and settlements	Transfer into / (out of) Level 3	Change due to exchange rate changes	September 30, 2015 Ending balance
	(in millions)						
Investment funds							
Hedge funds	\$13.7	\$(0.1)	\$—	\$—	\$—	\$—	\$13.6

Changes for the year ended September 30, 2014, in the fair value of the Company's recurring post-retirement plan Level 3 assets are as follows:

	September 30, 2013 Beginning balance	Actual return on plan assets, relating to assets still held at reporting date	Actual return on plan assets, relating to assets sold during the period	Purchases, sales and settlements	Transfer into / (out of) Level 3	Change due to exchange rate changes	September 30, 2014 Ending balance
	(in millions)						
Investment funds							
Hedge funds	\$12.6	\$1.1	\$—	\$—	\$—	\$—	\$13.7

Cash equivalents are mostly comprised of short-term money-market instruments and are valued at cost, which approximates fair value.

For equity investment funds not traded on an active exchange, or if the closing price is not available, the trustee obtains indicative quotes from a pricing vendor, broker, or investment manager. These funds are categorized as Level 2 if the custodian obtains corroborated quotes from a pricing vendor or categorized as Level 3 if the custodian obtains uncorroborated quotes from a broker or investment manager.

Fixed income investment funds categorized as Level 2 are valued by the trustee using pricing models that use verifiable observable market data (e.g., interest rates and yield curves observable at commonly quoted intervals), bids provided by brokers or dealers, or quoted prices of securities with similar characteristics.

Hedge funds categorized as Level 3 are valued based on valuation models that include significant unobservable inputs and cannot be corroborated using verifiable observable market data. Hedge funds are valued by independent administrators. Depending on the nature of the assets, the general partners or independent administrators use both the income and market approaches in their models. The market approach consists of analyzing market transactions for comparable assets while the income approach uses earnings or the net present value of estimated future cash flows adjusted for liquidity and other risk factors. As of September 30, 2015, there were no material changes to the valuation techniques.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Debt

Debt consisted of the following:

	September 30, 2015	September 30, 2014
	(in millions)	
2014 Credit Agreement	\$2,414.3	\$ —
2014 Senior Notes	1,600.0	—
URS Senior Notes	429.4	—
Unsecured term credit agreement	—	712.5
Unsecured senior notes	—	263.9
Other debt	163.2	27.6
	4,606.9	1,004.0
Total debt		
Less: Current portion of debt and short-term borrowings	(160.4)	(64.4)
Long-term debt, less current portion	\$4,446.5	\$ 939.6

The following table presents, in millions, scheduled maturities of our debt as of September 30, 2015:

<u>Fiscal Year</u>		
2016		\$ 160.4
2017		348.3
2018		126.7
2019		97.5
2020		1,507.1
Thereafter		2,366.9
Total		\$4,606.9

2014 Credit Agreement

In connection with the acquisition of URS, on October 17, 2014, the Company entered into a new credit agreement (Credit Agreement) consisting of (i) a term loan A facility in an aggregate principal amount of \$1.925 billion, (ii) a term loan B facility in an aggregate principal amount of \$0.76 billion, (iii) a revolving credit facility in an aggregate principal amount of \$1.05 billion, and (iv) an incremental performance letter of credit facility in an aggregate principal amount of \$500 million subject to terms outlined in the Credit Agreement. These facilities under the Credit Agreement may be increased by an additional amount of up to \$500 million. The Credit Agreement replaced the Second Amended and Restated Credit Agreement, dated as of June 7, 2013, and the Fourth Amended and Restated Credit Agreement, dated as of January 29, 2014, which such prior facilities were terminated and repaid in full on October 17, 2014. In addition, the Company paid in full, including a pre-payment penalty of \$55.6 million, its unsecured senior notes (5.43% Series A Notes due July 2020 and 1.00% Series B Senior Discount Notes due July 2022). The new Credit Agreement matures on October 17, 2019 with respect to the revolving credit facility, the term loan A facility, and the incremental performance letter of credit facility. The term loan B facility matures on October 17, 2021. Certain subsidiaries of the Company (Guarantors) have guaranteed the obligations of the borrowers under the Credit Agreement. The borrowers' obligations under the Credit Agreement are secured by a lien on substantially all of the assets of the Company and the Guarantors pursuant to a security and pledge agreement (Security Agreement). The collateral under the

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Debt (Continued)

Security Agreement is subject to release upon fulfillment of certain conditions specified in the Credit Agreement and Security Agreement.

The Credit Agreement contains covenants that limit the Company's ability and certain of its subsidiaries to, among other things: (i) create, incur, assume, or suffer to exist liens; (ii) incur or guarantee indebtedness; (iii) pay dividends or repurchase stock; (iv) enter into transactions with affiliates; (v) consummate asset sales, acquisitions or mergers; (vi) enter into certain type of burdensome agreements; or (vii) make investments.

On July 1, 2015, the Credit Agreement was amended to revise the definition of "Consolidated EBITDA" to increase the allowance for acquisition and integration expenses related to the acquisition of URS.

Under the Credit Agreement, the Company is subject to a maximum consolidated leverage ratio and minimum interest coverage ratio at the end of each fiscal quarter beginning with the quarter ending on March 31, 2015. The Company's Consolidated Leverage Ratio was 4.6 at September 30, 2015. As of September 30, 2015, the Company's was in compliance with the covenants of the Credit Agreement.

At September 30, 2015 and 2014, outstanding standby letters of credit totaled \$92.5 million and \$12.1 million, respectively, under its revolving credit facilities. As of September 30, 2015 and 2014, the Company had \$947.6 million and \$1,037.9 million, respectively, available under its revolving credit facility.

2014 Senior Notes

On October 6, 2014, the Company completed a private placement offering of \$800,000,000 aggregate principal amount of its 5.750% Senior Notes due 2022 (2022 Notes) and \$800,000,000 aggregate principal amount of its 5.875% Senior Notes due 2024 (the 2024 Notes and, together with the 2022 Notes, the 2014 Senior Notes or Notes).

As of September 30, 2015, the estimated fair market value of our 2014 Senior Notes was approximately \$1,616.0 million, \$806.0 million for the 2022 Notes and \$810.0 million for the 2024 Notes. The fair value of the Notes as of September 30, 2015 was derived by taking the mid-point of the trading prices from an observable market input (Level 2) in the secondary bond market and multiplying it by the outstanding balance of its Notes.

At any time prior to October 15, 2017, the Company may redeem all or part of the 2022 Notes, at a redemption price equal to 100% of their principal amount, plus a "make whole" premium as of the redemption date, and accrued and unpaid interest (subject to the rights of holders of record on the relevant record date to receive interest due on the relevant interest payment date). In addition, at any time prior to October 15, 2017, the Company may redeem up to 35% of the original aggregate principal amount of the 2022 Notes with the proceeds of one or more equity offerings, at a redemption price equal to 105.750%, plus accrued and unpaid interest. Furthermore, at any time on or after October 15, 2017, the Company may redeem the 2022 Notes, in whole or in part, at once or over time, at the specified redemption prices plus accrued and unpaid interest thereon to the redemption date. At any time prior to July 15, 2024, the Company may redeem on one or more occasions all or part of the 2024 Notes at a redemption price equal to the sum of (i) 100% of the principal amount thereof, plus (ii) a "make-whole" premium as of the date of the redemption, plus any accrued and unpaid interest to the date of redemption. In addition, on or after July 15, 2024, the 2024 Notes may be redeemed at a redemption price of 100% of the principal amount thereof, plus accrued and unpaid interest to the date of redemption.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Debt (Continued)

The indenture pursuant to which the 2014 Senior Notes were issued contains customary events of default, including, among other things, payment default, exchange default, failure to provide certain notices thereunder and certain provisions related to bankruptcy events. The indenture also contains customary negative covenants.

In connection with the offering of the Notes, the Company and the Guarantors entered into a Registration Rights Agreement, dated as of October 6, 2014 to exchange the Notes for registered notes having terms substantially identical in all material respects to (except certain transfer restrictions, registration rights and additional interest provisions relating to the Notes will not apply to the registered notes). The Company filed an initial registration statement on Form S-4 with the SEC on July 6, 2015 that was declared effective by the SEC on September 29, 2015. On November 2, 2015, the Company completed its exchange offer which exchanged the Notes for the registered notes, as well as all related guarantees.

The Company was in compliance with the covenants relating to the Notes as of September 30, 2015.

URS Senior Notes

In connection with the URS acquisition, the Company assumed URS's 3.85% Senior Notes due 2017 (2017 URS Senior Notes) and its 5.00% Senior Notes due 2022 (2022 URS Senior Notes) totaling \$1.0 billion (URS Senior Notes). The URS acquisition triggered change in control provisions in the URS Senior Notes that allowed URS senior note holders to redeem their URS Senior Notes at a cash price equal to 101% of the principal amount and, accordingly, the Company redeemed \$572.3 million of the URS Senior Notes on October 24, 2014. The URS Senior Notes are general unsecured senior obligations of AECOM Global II, LLC (as successor in interest to URS) and URS Fox US LP and are fully and unconditionally guaranteed on a joint-and-several basis by certain former URS domestic subsidiary guarantors.

As of September 30, 2015, the estimated fair market value of the URS Senior Notes was approximately \$408.6 million, \$178.7 million for the 2017 URS Senior Notes and \$229.9 million for the 2022 URS Senior Notes. The carrying value of the URS Senior Notes on the Company's Consolidated Balance Sheets as of September 30, 2015 was \$429.4 million, \$182.0 million for the 2017 URS Senior Notes and \$247.4 million for the 2022 URS Senior Notes. The fair value of the Company's URS Senior Notes as of September 30, 2015 was derived by taking the mid-point of the trading prices from an observable market input (Level 2) in the secondary bond market and multiplying it by the outstanding balance of the URS Senior Notes.

As of September 30, 2015, the Company was in compliance with the covenants relating to the URS Senior Notes.

Other Debt

Other debt consists primarily of obligations under capital leases and loans, and unsecured credit facilities. The Company's unsecured credit facilities are primarily used for standby letters of credit issued for payment of performance guarantees. At September 30, 2015 and 2014, these outstanding standby letters of credit totaled \$344 million and \$301 million, respectively. As of September 30, 2015, the Company had \$405.9 million available under these unsecured credit facilities.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Debt (Continued)

Effective Interest Rate

The Company's average effective interest rate on its total debt, including the effects of the interest rate swap agreements, during the year ended September 30, 2015, 2014 and 2013 was 4.2%, 2.8% and 3.0%, respectively.

10. Derivative Financial Instruments and Fair Value Measurements

The Company uses certain interest rate derivative contracts to hedge interest rate exposures on the Company's variable rate debt. The Company enters into foreign currency derivative contracts with financial institutions to reduce the risk that its cash flows and earnings will be adversely affected by foreign currency exchange rate fluctuations. The Company's hedging program is not designated for trading or speculative purposes.

The Company recognizes derivative instruments as either assets or liabilities on the accompanying consolidated balance sheets at fair value. The Company records changes in the fair value (i.e., gains or losses) of the derivatives that have been designated as accounting hedges in the accompanying consolidated statements of operations as cost of revenue, interest expense or to accumulated other comprehensive loss in the accompanying consolidated balance sheets.

Cash Flow Hedges

The Company uses interest rate swap agreements designated as cash flow hedges to fix the variable interest rates on portions of the Company's debt. The Company also uses foreign currency contracts designated as cash flow hedges to hedge forecasted revenue transactions denominated in currencies other than the U.S. dollar. The Company initially reports any gain on the effective portion of a cash flow hedge as a component of accumulated other comprehensive loss. Depending on the type of cash flow hedge, the gain is subsequently reclassified to either interest expense when the interest expense on the variable rate debt is recognized, or to cost of revenue when the hedged revenues are recorded. If the hedged transaction becomes probable of not occurring, any gain or loss related to interest rate swap agreements or foreign currency contracts would be recognized in other income (expense). Further, the Company excludes the change in the time value of the foreign currency contracts from the assessment of hedge effectiveness. The Company records the premium paid or time value of a contract on the date of purchase as an asset. Thereafter, the Company recognizes any change to this time value in cost of revenue.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

10. Derivative Financial Instruments and Fair Value Measurements (Continued)

The notional principal, fixed rates and related expiration dates of the Company's outstanding interest rate swap agreements were as follows:

September 30, 2015		
Notional Amount (in millions)	Fixed Rate	Expiration Date
\$300.0	1.63%	June 2018
300.0	1.54%	September 2018
September 30, 2014		
Notional Amount (in millions)	Fixed Rate	Expiration Date
\$300.0	1.63%	June 2018
250.0	0.95%	September 2015
200.0	0.68%	December 2014

The notional principal of outstanding foreign currency contracts to purchase Australian dollars (AUD) with U.S. dollars was AUD 98.1 million (or \$74.1 million) at September 30, 2015. There were no foreign currency contracts at September 30, 2014.

Other Foreign Currency Forward Contracts

The Company uses foreign currency forward contracts which are not designated as accounting hedges to hedge intercompany transactions and other monetary assets or liabilities denominated in currencies other than the functional currency of a subsidiary. Gains and losses on these contracts were not material for the years ended September 30, 2015, 2014 and 2013.

Fair Value Measurements

The Company's non-pension financial assets and liabilities recorded at fair values relate to derivative instruments and were not material at September 30, 2015 or 2014.

See Note 14 for accumulated balances and reporting period activities of derivatives related to reclassifications out of accumulated other comprehensive income or loss for the years ended September 30, 2015, 2014 and 2013. Amounts recognized in accumulated other comprehensive loss from the Company's foreign currency options were immaterial for all years presented. Amounts reclassified from accumulated other comprehensive loss into income from the foreign currency options were immaterial for all years presented. Additionally, there were no losses recognized in income due to amounts excluded from effectiveness testing from the Company's interest rate swap agreements.

During the years ended September 30, 2015 and 2014, the Company entered into two contingent consideration arrangements in connection with business acquisitions. Under the arrangements, the Company agreed to pay cash to the sellers if certain financial performance thresholds are achieved in the future. The fair value of the contingent consideration liability as of September 30, 2015 and 2014 was \$39 million and \$17 million, respectively, and is a Level 3 fair value measurement recorded within other accrued liabilities. It was valued based on estimated future net cash flows. After the initial recording of this liability as a part of purchase accounting, there were no material subsequent changes in fair value through

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

10. Derivative Financial Instruments and Fair Value Measurements (Continued)

September 30, 2015. Any future changes in the fair value of this contingent consideration liability will be recognized in earnings during the applicable period.

11. Concentration of Credit Risk

Financial instruments which potentially subject the Company to concentrations of credit risk consist principally of cash investments and trade receivables. The Company's cash balances and short-term investments are maintained in accounts held by major banks and financial institutions located primarily in the U.S., Canada, Europe, Australia, Middle East and Hong Kong. If the Company extends significant credit to clients in a specific geographic area or industry, the Company may experience disproportionately high levels of default if those clients are adversely affected by factors particular to their geographic area or industry. Concentrations of credit risk with respect to trade receivables are limited due to the large number of customers comprising the Company's customer base, including, in large part, governments, government agencies and quasi-government organizations, and their dispersion across many different industries and geographies. See Note 20 regarding the Company's foreign revenues. In order to mitigate credit risk, the Company continually reviews the credit worthiness of its major private clients.

12. Leases

The Company and its subsidiaries are lessees in non-cancelable leasing agreements for office buildings and equipment. The related payments are expensed on a straight-line basis over the lease term, including, as applicable, any free-rent period during which the Company has the right to use the asset. For leases with renewal options where the renewal is reasonably assured, the lease term, including the renewal period is used to determine the appropriate lease classification and to compute periodic rental expense. The following table presents, in millions, amounts payable under non-cancelable operating lease commitments during the following fiscal years:

<u>Year Ending September 30,</u>	
2016	\$ 328.9
2017	263.0
2018	211.6
2019	179.0
2020	150.1
Thereafter	487.4
Total	<u>\$1,620.0</u>

Rent expense for leases for the years ended September 30, 2015, 2014 and 2013 was approximately \$395.9 million, \$210.4 million and \$225.4 million, respectively. When the Company is required to restore leased facilities to original condition, provisions are made over the period of the lease.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

13. Other Financial Information

Accrued expenses and other current liabilities consist of the following:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
	(in millions)	
Accrued salaries and benefits	\$ 852.2	\$400.6
Accrued contract costs	993.1	446.4
Other accrued expenses	322.5	117.6
	\$2,167.8	\$964.6

Accrued contract costs above include balances related to professional liability and workers' compensation accruals of \$239.2 million and \$129.2 million as of September 30, 2015 and 2014, respectively. The remaining accrued contract costs primarily relate to costs for services provided by subcontractors and other non-employees.

14. Reclassifications out of Accumulated Other Comprehensive Loss

The accumulated balances and reporting period activities for the years ended September 30, 2015, 2014 and 2013 related to reclassifications out of accumulated other comprehensive loss are summarized as follows (in millions):

	Pension Related Adjustments	Foreign Currency Translation Adjustments	Loss on Derivative Instruments	Accumulated Other Comprehensive Loss
Balances at September 30, 2012	\$(178.2)	\$ 2.7	\$(3.7)	\$(179.2)
Other comprehensive loss before reclassification . .	(19.9)	(69.1)	(0.2)	(89.2)
Amounts reclassified from accumulated other comprehensive loss:				
Actuarial losses, net of tax	5.3	—	—	5.3
Cash flow hedge losses, net of tax	—	—	1.8	1.8
Balances at September 30, 2013	\$(192.8)	\$(66.4)	\$(2.1)	\$(261.3)
	Pension Related Adjustments	Foreign Currency Translation Adjustments	Loss on Derivative Instruments	Accumulated Other Comprehensive Loss
Balances at September 30, 2013	\$(192.8)	\$ (66.4)	\$(2.1)	\$(261.3)
Other comprehensive loss before reclassification . .	(30.3)	(71.4)	(1.4)	(103.1)
Amounts reclassified from accumulated other comprehensive loss:				
Actuarial losses, net of tax	6.1	—	—	6.1
Cash flow hedge losses, net of tax	—	—	1.7	1.7
Balances at September 30, 2014	\$(217.0)	\$(137.8)	\$(1.8)	\$(356.6)

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

14. Reclassifications out of Accumulated Other Comprehensive Loss (Continued)

	<u>Pension Related Adjustments</u>	<u>Foreign Currency Translation Adjustments</u>	<u>Loss on Derivative Instruments</u>	<u>Accumulated Other Comprehensive Loss</u>
Balances at September 30, 2014	\$(217.0)	\$(137.8)	\$ (1.8)	\$(356.6)
Other comprehensive income (loss) before reclassification	5.8	(282.3)	(13.3)	(289.8)
Amounts reclassified from accumulated other comprehensive loss:				
Actuarial losses, net of tax	7.2	—	—	7.2
Cash flow hedge losses, net of tax	—	—	4.1	4.1
Balances at September 30, 2015	<u>\$(204.0)</u>	<u>\$(420.1)</u>	<u>\$(11.0)</u>	<u>\$(635.1)</u>

15. Stockholders' Equity

Common Stock Units—Common stock units are only redeemable for common stock. In the event of liquidation of the Company, holders of stock units are entitled to no greater rights than holders of common stock. See also Note 16.

16. Stock Plans

Defined Contribution Plans—Substantially all permanent employees are eligible to participate in defined contribution plans provided by the Company. Under these plans, participants may make contributions into a variety of funds, including a fund that is fully invested in Company stock. Employees are not required to allocate any funds to Company stock. Employees may generally reallocate their account balances on a daily basis; however, employees classified as insiders are restricted under the Company's insider trading policy. Compensation expense relating to these employer contributions under defined contribution plans for fiscal years ended September 30, 2015, 2014 and 2013 was \$13.3 million, \$14.4 million and \$14.6 million, respectively.

Stock Incentive Plans—Under the 2006 Stock Incentive Plan, the Company has up to 13.1 million securities remaining available for future issuance as of September 30, 2015. Stock options may be granted to employees and non-employee directors with an exercise price not less than the fair market value of the stock on the date of grant. Unexercised options expire seven years after date of grant.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Stock Plans (Continued)

During the three years in the period ended September 30, 2015, option activity was as follows:

	<u>Number of Options (in millions)</u>	<u>Weighted Average Exercise Price</u>
Balance, September 30, 2012	2.5	\$22.81
Granted	—	—
Exercised	(0.8)	18.31
Cancelled	<u>(0.1)</u>	26.83
Balance, September 30, 2013	<u>1.6</u>	24.73
Granted	0.6	31.62
Exercised	(0.5)	23.64
Cancelled	<u>(0.1)</u>	26.87
Balance, September 30, 2014	<u>1.6</u>	27.69
Granted	—	—
Exercised	(0.3)	24.98
Cancelled	—	—
Balance, September 30, 2015	<u>1.3</u>	28.26
Exercisable as of September 30, 2013	<u>1.4</u>	24.51
Exercisable as of September 30, 2014	<u>0.9</u>	25.16
Exercisable as of September 30, 2015	<u>0.7</u>	25.04

The following table summarizes information concerning outstanding and exercisable options as of September 30, 2015:

	<u>Options Outstanding</u>				<u>Options Exercisable</u>		
	<u>Number Outstanding as of September 30, 2015 (in millions)</u>	<u>Weighted Average Remaining Contractual Life</u>	<u>Weighted Average Exercise Price</u>	<u>Aggregate Intrinsic Value (in millions)</u>	<u>Number Exercisable as of September 30, 2015 (in millions)</u>	<u>Weighted Average Remaining Contractual Life</u>	<u>Weighted Average Exercise Price</u>
Range of Exercise Prices							
\$21.01 - \$23.94	0.2	0.23	\$23.19	\$1.1	0.2	0.23	\$23.19
24.45 - 27.67	0.4	1.47	25.43	0.9	0.4	1.47	25.43
28.04 - 31.62	<u>0.7</u>	7.67	31.25	—	<u>0.1</u>	2.01	28.53
	<u>1.3</u>	4.69	28.26	<u>\$2.0</u>	<u>0.7</u>	1.10	25.04

The remaining contractual life of options outstanding at September 30, 2015 range from 0.04 to 8.43 years and have a weighted average remaining contractual life of 4.69 years. The aggregate intrinsic value of stock options exercised during the years ended September 30, 2015, 2014 and 2013 was \$2.1 million, \$4.3 million and \$7.9 million, respectively.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

16. Stock Plans (Continued)

The fair value of the Company's employee stock option awards is estimated on the date of grant. The expected term of awards granted represents the period of time the awards are expected to be outstanding. The risk-free interest rate is based on U.S. Treasury bond rates with maturities equal to the expected term of the option on the grant date. The Company uses historical data as a basis to estimate the probability of forfeitures. The weighted average grant-date fair value of stock options granted during the year ended September 30, 2014 was \$7.83. No stock options were granted during the year ended September 30, 2015.

The Company grants stock units to employees under the Performance Earnings Program (PEP), whereby units are earned and issued dependent upon meeting established cumulative performance objectives and vesting over a three-year period. Additionally, the Company issues restricted stock units to employees which are earned based on service conditions. The grant date fair value of PEP awards and restricted stock unit awards is that day's closing market price of the Company's common stock. The weighted average grant date fair value of PEP awards was \$32.32, \$29.32 and \$22.27 during the years ended September 30, 2015, 2014 and 2013, respectively. The weighted average grant date fair value of restricted stock unit awards was \$31.05, \$29.60 and \$22.83 during the years ended September 30, 2015, 2014 and 2013, respectively. Included in the restricted stock unit grants during the twelve months ended September 30, 2015 were 2.6 million restricted stock units with a grant date fair value of \$30.04 per share that were converted from unvested URS service based restricted stock awards assumed by the Company in connection with the acquisition of URS. Total compensation expense related to these share-based payments including stock options was \$112.2 million, \$34.4 million and \$32.6 million during the years ended September 30, 2015, 2014 and 2013, respectively. Included in total compensation expense during the twelve months ended September 30, 2015 was \$43.9 million related to the settlement of accelerated URS equity awards with \$17.6 million of Company stock and \$26.3 million in cash which was classified as acquisition and integration expense. Unrecognized compensation expense related to total share-based payments outstanding as of September 30, 2015 was \$115.5 million, to be recognized on a straight-line basis over the awards' respective vesting periods which are generally three years.

Cash flow attributable to tax benefits resulting from tax deductions in excess of compensation cost recognized for those stock options (excess tax benefits) is classified as financing cash flows. Excess tax benefits of \$3.6 million, \$0.7 million and \$1.8 million for the years ended September 30, 2015, 2014 and 2013, respectively, have been classified as financing cash inflows in the Consolidated Statements of Cash Flows.

17. Income Taxes

Income before income taxes included (loss) income from domestic operations of \$(214.6) million, \$138.2 million and \$111.8 million for fiscal years ended September 30, 2015, 2014 and 2013 and income from foreign operations of \$63.1 million, \$176.6 million and \$224.0 million for fiscal years ended September 30, 2015, 2014 and 2013.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Income Taxes (Continued)

Income tax (benefit) expense on continuing operations was comprised of:

	Fiscal Year Ended		
	September 30, 2015	September 30, 2014	September 30, 2013
	(in millions)		
Current:			
Federal	\$(67.1)	\$ 5.3	\$ 30.3
State	2.6	3.3	9.9
Foreign	37.2	46.3	59.7
Total current income tax (benefit) expense	<u>(27.3)</u>	<u>54.9</u>	<u>99.9</u>
Deferred:			
Federal	(44.2)	27.7	5.8
State	1.2	5.6	(10.6)
Foreign	(10.0)	(6.2)	(2.5)
Total deferred income tax (benefit) expense	<u>(53.0)</u>	<u>27.1</u>	<u>(7.3)</u>
Total income tax (benefit) expense . . .	<u>\$(80.3)</u>	<u>\$82.0</u>	<u>\$ 92.6</u>

The major elements contributing to the difference between the U.S. federal statutory rate of 35.0% and the effective tax rate are as follows:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	Amount	%	Amount	%	Amount	%
	(in millions)					
Tax at federal statutory rate	\$(53.0)	35.0%	\$110.2	35.0%	\$117.5	35.0%
State income tax, net of federal benefit	(2.3)	1.5	5.0	1.6	2.5	0.7
Exclusion of tax on non-controlling interests	(29.3)	19.3	—	—	—	—
Income tax credits and incentives	(21.1)	14.0	(7.1)	(2.2)	(14.7)	(4.3)
Foreign tax rate differential	(14.0)	9.3	(22.5)	(7.2)	(9.9)	(2.9)
Change in uncertain tax positions	6.5	(4.3)	(4.5)	(1.4)	(7.3)	(2.2)
Valuation allowance	30.0	(19.8)	6.3	2.0	1.6	0.5
Domestic production activities deduction	—	—	(11.7)	(3.7)	(2.6)	(0.8)
Nondeductible transaction costs	2.8	(1.9)	2.8	0.9	—	—
Other items, net	0.1	(0.1)	3.5	1.1	5.5	1.6
Total income tax expense	<u>\$(80.3)</u>	<u>53.0%</u>	<u>\$ 82.0</u>	<u>26.1%</u>	<u>\$ 92.6</u>	<u>27.6%</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Income Taxes (Continued)

During the year ended September 30, 2015, the Company recognized a \$19.4 million tax benefit related to U.S. tax incentives and credits that expired on December 31, 2014. During the year ended September 30, 2015, the Company also benefited from the application of IRC section 954(c)(6) dealing with the exception to current U.S. taxation of certain inter-company payments among controlled foreign corporations. Section 954(c)(6) expired on September 30, 2015 for the Company. Unless retroactively extended, the expiration of section 954(c)(6) and the other expired provisions could have a material impact on our consolidated results of operations in subsequent years.

The deferred tax assets (liabilities) are as follows:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
	(in millions)	
Deferred tax assets:		
Compensation and benefit accruals not currently deductible	\$ 166.7	\$ 65.5
Net operating loss carry forwards	195.9	69.3
Self insurance reserves	46.8	48.8
Research and Experimentation and other tax credits . .	43.0	34.2
Pension liability	165.6	59.4
Accrued liabilities	267.3	63.7
Other	11.4	26.2
Total deferred tax assets	896.7	367.1
Deferred tax liabilities:		
Unearned revenue	(101.9)	(122.9)
Depreciation and amortization	(76.5)	(59.2)
Acquired intangible assets	(219.2)	(14.8)
Investment in subsidiaries	(239.2)	—
Total deferred tax liabilities	(636.8)	(196.9)
Valuation allowance	(239.4)	(27.1)
Net deferred tax assets	\$ 20.5	\$ 143.1

As of September 30, 2015, the Company has available unused state net operating loss (NOL) carry forwards of \$526.0 million and foreign NOL carry forwards of \$828.7 million which expire at various dates. In addition, as of September 30, 2015, the Company has unused federal and state research and development credits of \$22.4 million and California Enterprise Zone Tax Credits of \$6.8 million.

As of September 30, 2015 and 2014, gross deferred tax assets were \$896.7 million and \$367.1 million, respectively. The Company has recorded a valuation allowance of approximately \$239.4 million and \$27.1 million at September 30, 2015 and 2014, respectively, related to state and foreign net operating loss carry forwards and credits. The Company has performed an assessment of positive and negative evidence, including the nature, frequency, and severity of cumulative financial reporting losses in recent years, the future reversal of existing temporary differences, predictability of future taxable income exclusive of reversing temporary differences of the character necessary to realize the asset, relevant carry forward

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Income Taxes (Continued)

periods, taxable income in carry-back years if carry-back is permitted under tax law, and prudent and feasible tax planning strategies that would be implemented, if necessary, to protect against the loss of the deferred tax asset that would otherwise expire. Although realization is not assured, based on the Company's assessment, the Company has concluded that it is more likely than not that the remaining gross deferred tax asset (exclusive of deferred tax liabilities) of \$657.3 million will be realized and, as such, no additional valuation allowance has been provided. The increase in the valuation allowance of \$212 million is primarily attributable to the acquisition of URS of \$182 million which was recorded in business combination, and certain current year foreign losses which were allocated to income from continuing operations.

As of September 30, 2015 and 2014, the Company has remaining tax-deductible goodwill of \$261.2 million and \$251.6 million, respectively, resulting from acquisitions. The amortization of this goodwill is deductible over various periods ranging up to 15 years.

Generally, the Company does not provide for U.S. taxes or foreign withholding taxes on undistributed earnings from non-U.S. subsidiaries because such earnings are able to and intended to be reinvested indefinitely. The undistributed earnings are approximately \$1,341.2 million. If undistributed pre-tax earnings were distributed, foreign tax credits could become available under current law to partially or fully reduce the resulting U.S. income tax liability. If such earnings were repatriated, additional tax expense may result, although the calculation of such additional taxes is not practicable. The Company recorded a deferred tax liability in the amount of \$88.2 million relating to certain foreign subsidiaries for which the undistributed earnings are not intended to be reinvested indefinitely as part of the liabilities assumed in connection with the acquisition of URS on October 17, 2014. The Company also recorded a deferred tax liability of \$145.6 million in business combination for a stock basis adjustment that was inherited in the URS acquisition.

As of September 30, 2015 and 2014, the Company had a liability for unrecognized tax benefits, including potential interest and penalties, net of related tax benefit, totaling \$107.6 million and \$52.6 million, respectively. The gross unrecognized tax benefits as of September 30, 2015 and 2014 were \$95.2 million and \$47.5 million, respectively, excluding interest, penalties, and related tax benefit. Of the \$95.2 million, approximately \$77.0 million would be included in the effective tax rate if recognized in the fiscal year ended September 30, 2015. The adoption of ASC 805, "*Accounting for Business Combinations*," at the beginning of the fiscal year ended September 30, 2010 changed the treatment of the reversal of unrecognized tax benefits related to acquired companies which prior to adoption of ASC 805 would have

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

17. Income Taxes (Continued)

impacted goodwill, but after the adoption of ASC 805, results in the recognition of income tax benefit. A reconciliation of the beginning and ending amount of gross unrecognized tax benefits is as follows:

	Fiscal Year Ended	
	September 30, 2015	September 30, 2014
	(in millions)	
Balance at the beginning of the year	\$47.5	\$53.7
Gross increase due to acquisitions	49.4	—
Gross increase in prior years' tax positions	6.4	3.3
Gross decrease in prior years' tax positions	(0.2)	(7.6)
Decrease due to settlement with tax authorities	(2.0)	(2.0)
Gross increase in current period's tax positions	6.0	2.2
Decrease due to lapse of statute of limitations	(4.6)	(2.1)
Gross change due to foreign exchange fluctuations	(7.3)	—
Balance at the end of the year	\$95.2	\$47.5

The Company classifies interest and penalties related to uncertain tax positions within the income tax expense line in the accompanying consolidated statements of operations. At September 30, 2015, the accrued interest and penalties, including balances acquired in the URS acquisition, were \$13.9 million and \$3.5 million, respectively, excluding any related income tax benefits. As of September 30, 2014, the accrued interest and penalties were \$6.2 million and \$2.9 million, respectively, excluding any related income tax benefits.

The Company files income tax returns in numerous tax jurisdictions, including the U.S., and numerous U.S. states and non-U.S. jurisdictions around the world. The statute of limitations varies by jurisdiction in which the Company operates. Because of the number of jurisdictions in which the Company files tax returns, in any given year the statute of limitations in certain jurisdictions may expire without examination within the 12-month period from the balance sheet date.

The Company is currently under examination by the U.S. Internal Revenue Service for the fiscal years ended September 30, 2010 and September 30, 2011. With a few exceptions, the Company is no longer subject to U.S. state or non-U.S. income tax examinations by tax on authorities for years before fiscal year 2010. The Company anticipates that some of the audits may be concluded in the foreseeable future, including in fiscal year ending September 30, 2016. Based on the status of these audits, it is reasonably possible that the conclusion of the audits may result in a reduction of unrecognized tax benefits. It is not possible to estimate the impact of any change at this time.

In July 2013, the FASB issued ASU No. 2013-11, "Income Taxes (Topic 740) Presentation of an Unrecognized Tax Benefit When a Net Operating Loss Carryforward, a Similar Tax Loss, or a Tax Credit Carryforward Exists." This topic provides guidance on whether an unrecognized tax benefit should be presented as a reduction to a deferred tax asset or as a separate liability. This update was effective for annual and interim periods beginning after December 15, 2013, and we adopted this ASU on October 1, 2014. The adoption of this update resulted in a decrease to the September 30, 2015 deferred tax asset balance of \$34.8 million.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

18. Earnings Per Share

Basic earnings per share (EPS) excludes dilution and is computed by dividing net income available for common stockholders by the weighted average number of common shares outstanding for the period. Diluted EPS is computed by dividing net income by the weighted average number of common shares outstanding and potential common shares for the period. The Company includes as potential common shares the weighted average dilutive effects of outstanding stock options and restricted stock units using the treasury stock method. For the periods presented, options excluded from the calculation of potential common shares were not significant. The computation of diluted loss per share for the year ended September 30, 2015 excludes 1.7 million of potential common shares due to their antidilutive effect.

The following table sets forth a reconciliation of the denominators of basic and diluted earnings per share:

	Fiscal Year Ended		
	September 30, 2015	September 30, 2014	September 30, 2013
		(in millions)	
Denominator for basic earnings per share .	149.6	97.2	100.6
Potential common shares	—	1.5	1.3
Denominator for diluted earnings per share	149.6	98.7	101.9

19. Commitments and Contingencies

The Company records amounts representing its probable estimated liabilities relating to claims, guarantees, litigation, audits and investigations. The Company relies in part on qualified actuaries to assist it in determining the level of reserves to establish for insurance-related claims that are known and have been asserted against it, and for insurance-related claims that are believed to have been incurred based on actuarial analysis, but have not yet been reported to the Company's claims administrators as of the respective balance sheet dates. The Company includes any adjustments to such insurance reserves in its consolidated results of operations.

The Company and its affiliates are involved in various investigations, audits, claims and lawsuits arising in the normal course of business. The Company is not always aware that it is under investigation, or of its status in such matters, but currently is aware of certain pending investigations, including the matters described below. In the opinion of management, based on current information and discussions with counsel, with the exception of matters noted below, the ultimate resolution of these matters is not expected to have a material adverse effect on the Company's consolidated balance sheet or statements of income or cash flows. The Company is not always aware that it or its affiliates are under investigation, or of the status of such matters, but the Company is currently aware of certain pending investigations, including the matters described below.

In some instances, the Company guarantees that a project, when complete, will achieve specified performance standards. If the project subsequently fails to meet guaranteed performance standards, the Company may either incur additional costs or be held responsible for the costs incurred by the client to achieve the required performance standards. At September 30, 2015, the Company was contingently liable in the amount of approximately \$436.5 million under standby letters of credit issued primarily in

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Commitments and Contingencies (Continued)

connection with general and professional liability insurance programs and for payment of performance guarantees.

In the ordinary course of business, the Company enters into various agreements providing financial or performance assurances to clients on behalf of certain unconsolidated partnerships, joint ventures and other jointly executed contracts. These agreements are entered into primarily to support the project execution commitments of these entities. In addition, in connection with the investment activities of AECOM Capital, we provide guarantees of certain obligations, including guarantees for completion of projects, repayment of debt, environmental indemnity obligations and acts of willful misconduct. The guarantees have various expiration dates. The maximum potential payment amount of an outstanding performance guarantee is the remaining cost of work to be performed by or on behalf of third parties. Generally, under joint venture arrangements, if a partner is financially unable to complete its share of the contract, the other partner(s) will be required to complete those activities. The Company does not expect that these guarantees will have a material adverse effect on its consolidated balance sheet or statements of income or cash flows.

USAID Egyptian Projects

In November 2004, the federal government filed a civil action in Idaho federal district court against Washington Group International, a Delaware company (WGI), an affiliate of URS, which the Company acquired on October 17, 2014, and two of WGI's subcontractors, asserting violations under the Federal False Claims Act and Federal Foreign Assistance Act of 1961 for failure to comply with U.S. Agency for International Development (USAID) source, origin, and nationality regulations in connection with five USAID-financed Egyptian projects beginning in the early 1990s. The federal government seeks a refund of the approximately \$373 million paid to WGI under the contracts for the five completed and fully operational projects as well as damages and civil penalties (including doubling and trebling of damages) for violation of the statutes. In March 2005, WGI filed motions in Idaho federal district court and the United States Bankruptcy Court in Nevada contending that the federal government's Idaho federal district court action was barred under the plan of reorganization approved by the Bankruptcy Court in 2002 when WGI emerged from bankruptcy protection. In 2006, the Idaho federal district court action was stayed pending the bankruptcy-related proceedings. On April 24, 2012, the Bankruptcy Court ruled that the bulk of the federal government's claims under the Federal False Claims and the Federal Foreign Assistance Acts are not barred. On November 7, 2012, WGI appealed the Bankruptcy Court's decision to the Ninth Circuit Bankruptcy Appellate Panel. On August 2, 2013, the Appellate Panel affirmed the Bankruptcy Court's decision. On September 26, 2013, WGI appealed the Appellate Panel's decision to the United States Ninth Circuit Court of Appeals.

WGI contests the federal government's allegations and intends to continue to defend this matter vigorously; however, WGI cannot provide assurance that it will be successful in these efforts.

DOE Deactivation, Demolition, and Removal Project

Washington Group International, an Ohio company (WGI Ohio), an affiliate of URS, executed a cost-reimbursable task order with the Department of Energy (DOE) in 2007 to provide deactivation, demolition and removal services at a New York State project site that, during 2010, experienced contamination and performance issues and remains uncompleted. In February 2011, WGI Ohio and the DOE executed a Task Order Modification that changed some cost-reimbursable contract provisions to

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Commitments and Contingencies (Continued)

at-risk. The Task Order Modification, including subsequent amendments, requires the DOE to pay all project costs up to \$106 million, requires WGI Ohio and the DOE to equally share in all project costs incurred from \$106 million to \$146 million, and requires WGI Ohio to pay all project costs exceeding \$146 million.

Due to unanticipated requirements and permitting delays by federal and state agencies, as well as delays and related ground stabilization activities caused by Hurricane Irene in 2011, WGI Ohio has been required to perform work outside the scope of the Task Order Modification. In December 2014, WGI Ohio submitted claims against the DOE pursuant to the Contracts Disputes Acts seeking recovery of \$103 million, including additional fees on changed work scope. Due to significant delays and uncertainties about responsibilities for the scope of remaining work, final project completion costs and other associated costs may exceed \$100 million.

WGI Ohio can provide no certainty that it will recover the DOE claims and fees submitted in December 2014, as well as any other project costs after December 2014 that WGI Ohio is obligated to incur including the remaining project completion costs, which could have a material adverse effect on the Company's results of operations.

Canadian Pipeline Contract

In January 2010, a pipeline owner filed an action in the Court of Queen's Bench of Alberta, Canada against Flint Energy Services Ltd. (Flint), an affiliate of URS, as well as against a number of other defendants, alleging that the defendants negligently provided pipe coating and insulation system services, engineering, design services, construction services, and other work, causing damage to and abandonment of the line. The pipeline owner alleges it has suffered approximately C\$85 million in damages in connection with the abandonment and replacement of the pipeline. Flint was the construction contractor on the pipeline project. Other defendants were responsible for engineering and design-services and for specifying and providing the actual pipe, insulation and coating materials used in the line. In January 2011, the pipeline owner served a Statement of Claim on Flint and, in September 2011, Flint filed a Statement of Defense denying that the damages to the coating system of the pipeline were caused by any negligence or breach of contract of Flint.

Flint disputes the pipeline owner's claims and intends to continue to defend this matter vigorously; however, it cannot provide assurance that it will be successful, in whole or in part, in these efforts.

Waste Isolation Pilot Plant Environmental Incidents

URS is a member of Nuclear Waste Partnership, LLC, a joint venture that manages and operates the Waste Isolation Pilot Plant (WIPP), a DOE federal waste repository in New Mexico designed to dispose of low level transuranic (TRU) radioactive waste generated by federal facilities. On February 5, 2014, an underground vehicle fire suspended operations at WIPP. On February 14, 2014, in a separate and unrelated event, a TRU waste container that originated from Los Alamos National Laboratory breached and released low levels of radiological contaminants from the mine at WIPP into the atmosphere. On December 6, 2014, the DOE and Nuclear Waste Partnership received an administrative compliance order and civil penalty of \$17.7 million from the New Mexico Environment Department alleging violations of the Resource Conservation and Recovery Act and the New Mexico Hazardous Waste Act due to WIPP's failure to prevent the underground fire and the radiological release. In addition, disposal operations at WIPP have been suspended until a final recovery plan can be implemented.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Commitments and Contingencies (Continued)

Nuclear Waste Partnership, DOE and the New Mexico Environmental Department have executed a General Principles of Agreement, which, if incorporated into a final settlement document, would provide for DOE funding for various projects in lieu of any penalty payments.

Tishman Inquiry

The U.S. Attorney's Office for the Eastern District of New York (USAO) has informed the Company's subsidiary Tishman Construction Corporation (TCC) that, in connection with a wage and hour investigation of several New York area contractors, the USAO is investigating potential improper overtime payments to union workers on projects managed by TCC and other contractors in New York dating back to 1999. TCC, which was acquired by the Company in 2010, has cooperated fully with the investigation and, as of this date, no actions have been filed. TCC continues to cooperate with the ongoing investigation and to engage in active discussions with the U.S. Attorney's Office regarding an amicable resolution of the issues raised as a result of the investigation.

AECOM Australia

In 2005 and 2006, the Company's main Australian subsidiary, AECOM Australia Pty Ltd (AECOM Australia), performed a traffic forecast assignment for a client consortium as part of the client's project to design, build, finance and operate a tolled motorway tunnel in Australia. To fund the motorway's design and construction, the client formed certain special purpose vehicles (SPVs) that raised approximately \$700 million Australian dollars through an initial public offering (IPO) of equity units in 2006 and approximately an additional \$1.4 billion Australian dollars in long term bank loans. The SPVs went into insolvency administrations in February 2011.

KordaMentha, the receivers for the SPVs (the RCM Applicants), caused a lawsuit to be filed against AECOM Australia by the RCM Applicants in the Federal Court of Australia on May 14, 2012. Portigon AG (formerly WestLB AG), one of the lending banks to the SPVs, filed a lawsuit in the Federal Court of Australia against AECOM Australia on May 18, 2012. Separately, a class action lawsuit, which has been amended to include approximately 770 of the IPO investors, was filed against AECOM Australia in the Federal Court of Australia on May 31, 2012.

All of the lawsuits claim damages that purportedly resulted from AECOM Australia's role in connection with the above described traffic forecast. The class action applicants claim that they represent investors who acquired approximately \$155 million Australian dollars of securities. On July 10, 2015, AECOM Australia, the RCM Applicants and Portigon AG entered into a Deed of Release settling the respective lawsuits.

AECOM Australia disputes the claimed entitlements to damages asserted by the remaining class action lawsuit and will continue to defend this matter vigorously. AECOM Australia cannot provide assurance that it will be successful in these efforts. The potential range of loss and the resolution of this matter cannot be determined at this time and could have a material adverse effect on AECOM Australia and the results of its operations.

DOE Hanford Nuclear Reservation

URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC, affiliates of URS, perform services under multiple contracts (including under the Waste

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Commitments and Contingencies (Continued)

Treatment Plant contract, the Tank Farm contract and the River Corridor contract) at the DOE's Hanford nuclear reservation that have been subject to various government investigations or litigation:

- Waste Treatment Plant government investigation: The federal government is conducting an investigation into our affiliate, URS Energy & Construction, a subcontractor on the Waste Treatment Plant, regarding contractual compliance and various technical issues in the design, development and construction of the Waste Treatment Plant.
- Waste Treatment Plant whistleblower and employment claims: Two former employees have each filed employment related claims against our affiliate, URS Energy & Construction, seeking restitution for alleged retaliation and wrongful termination. In August 2015, URS Energy & Construction settled one of these former employees' whistleblower and employment related claims for \$4.1 million.
- Tank Farms government investigation: The federal government is conducting an investigation regarding the time keeping of employees at our joint venture, Washington River Protection Solutions LLC, when the joint venture took over as the prime contractor from another federal contractor.
- Tank Farms government investigation: The federal government is conducting an investigation into the circumstances surrounding the response of our joint venture, Washington River Protection Solutions LLC, to a leak within the tank farms of the Hanford nuclear reservation.
- River Corridor litigation: The federal government has partially intervened in a false claims act complaint filed in the Eastern District of Washington on December 2013 challenging our joint venture, Washington Closure Hanford LLC, and its contracting procedures under the Small Business Act.

URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC dispute these investigations and claims and intend to continue to defend these matters vigorously; however, URS Energy and Construction, Washington River Protection Solutions LLC and Washington Closure Hanford LLC cannot provide assurances that they will be successful in these efforts. The resolution of these matters cannot be determined at this time and could have a material adverse effect on the Company's results of operations and cash flows.

20. Reportable Segments and Geographic Information

The Company's operations are organized into three reportable segments: Design and Consulting Services (DCS), Construction Services (CS), and Management Services (MS). The Company's DCS reportable segment delivers planning, consulting, architectural, environmental, and engineering design services to commercial and government clients worldwide. The Company's CS reportable segment provides construction services primarily in the Americas. The Company's MS reportable segment provides program and facilities management and maintenance, training, logistics, consulting, and technical assistance and systems integration services, primarily for agencies of the U.S. government. These reportable segments are organized by the types of services provided, the differing specialized needs of the respective clients, and how the Company manages its business. The Company has aggregated various operating segments into its reportable segments based on their similar characteristics, including similar long term financial performance, the nature of services provided, internal processes for delivering those services, and types of customers.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

20. Reportable Segments and Geographic Information (Continued)

The following tables set forth summarized financial information concerning the Company's reportable segments:

<u>Reportable Segments:</u>	<u>Design and Consulting Services</u>	<u>Construction Services</u>	<u>Management Services</u>	<u>Corporate</u>	<u>Total</u>
Fiscal Year Ended September 30, 2015:					
Revenue	\$7,962.9	\$6,676.7	\$3,350.3	\$ —	\$17,989.9
Cost of revenue	7,663.6	6,633.9	3,157.2	—	17,454.7
Gross profit	299.3	42.8	193.1	—	535.2
Equity in earnings of joint ventures	6.6	23.0	76.6	—	106.2
General and administrative expenses	—	—	—	(114.0)	(114.0)
Acquisition and integration expenses	—	—	—	(398.4)	(398.4)
Operating income (loss)	305.9	65.8	269.7	(512.4)	129.0
Segment assets	7,118.2	3,382.4	2,903.9	609.8	14,014.3
Gross profit as a % of revenue	3.8%	0.6%	5.8%		3.0%
Fiscal Year Ended September 30, 2014:					
Revenue	\$5,443.1	\$2,004.3	\$ 909.4	\$ —	\$ 8,356.8
Cost of revenue	5,112.8	1,975.0	865.8	—	7,953.6
Gross profit	330.3	29.3	43.6	—	403.2
Equity in earnings of joint ventures	35.5	6.0	16.4	—	57.9
General and administrative expenses	—	—	—	(80.9)	(80.9)
Acquisition and integration expenses	—	—	—	(27.3)	(27.3)
Operating income (loss)	365.8	35.3	60.0	(108.2)	352.9
Segment assets	4,064.5	1,256.4	437.5	365.0	6,123.4
Gross profit as a % of revenue	6.1%	1.5%	4.8%		4.8%
Fiscal Year Ended September 30, 2013:					
Revenue	\$5,556.1	\$1,552.1	\$1,045.3	—	\$ 8,153.5
Cost of revenue	5,174.4	1,527.9	1,001.2	—	7,703.5
Gross profit	381.7	24.2	44.1	—	450.0
Equity in earnings of joint ventures	8.3	4.0	12.0	—	24.3
General and administrative expenses	—	—	—	(97.3)	(97.3)
Operating income (loss)	390.0	28.2	56.1	(97.3)	377.0
Segment assets	1,945.9	1,183.4	2,296.2	240.1	5,665.6
Gross profit as a % of revenue	6.9%	1.6%	4.2%		5.5%

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

20. Reportable Segments and Geographic Information (Continued)

Geographic Information:

	Fiscal Year Ended					
	September 30, 2015		September 30, 2014		September 30, 2013	
	Revenue	Long-Lived Assets	Revenue	Long-Lived Assets	Revenue	Long-Lived Assets
	(in millions)					
United States	\$12,599.6	4,852.5	\$4,933.7	1,603.7	\$4,829.6	1,477.3
Asia Pacific	1,385.3	426.4	1,338.2	340.5	1,507.2	361.0
Canada	1,308.3	641.0	561.1	146.7	712.0	168.4
Europe	1,796.9	1,496.2	788.2	270.8	599.4	267.2
Other foreign countries	899.8	352.1	735.6	209.5	505.3	116.6
Total	<u>\$17,989.9</u>	<u>7,768.2</u>	<u>\$8,356.8</u>	<u>2,571.2</u>	<u>\$8,153.5</u>	<u>2,390.5</u>

The Company attributes revenue by geography based on the external customer's country of origin. Long-lived assets consist of noncurrent assets excluding deferred tax assets.

21. Major Clients

Other than the U.S. federal government, no single client accounted for 10% or more of the Company's revenue in any of the past five fiscal years. Approximately 24%, 15% and 18% of the Company's revenue was derived through direct contracts with agencies of the U.S. federal government in the years ended September 30, 2015, 2014 and 2013, respectively. One of these contracts accounted for approximately 2%, 3% and 4% of the Company's revenue in the years ended September 30, 2015, 2014 and 2013, respectively.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

22. Quarterly Financial Information—Unaudited

In the opinion of management, the following unaudited quarterly data reflects all adjustments necessary for a fair statement of the results of operations. All such adjustments are of a normal recurring nature.

<u>Fiscal Year 2015:</u>	<u>First Quarter</u>	<u>Second Quarter</u>	<u>Third Quarter</u>	<u>Fourth Quarter</u>
	(in millions, except per share data)			
Revenue	\$4,210.5	\$4,506.2	\$4,549.5	\$4,723.7
Cost of revenue	<u>4,075.7</u>	<u>4,403.0</u>	<u>4,422.9</u>	<u>4,553.1</u>
Gross profit	134.8	103.2	126.6	170.6
Equity in earnings of joint ventures	23.9	24.7	27.7	29.9
General and administrative expenses	(34.3)	(29.8)	(24.4)	(25.5)
Acquisition and integration expenses	<u>(138.5)</u>	<u>(91.6)</u>	<u>(88.5)</u>	<u>(79.8)</u>
Income from operations	(14.1)	6.5	41.4	95.2
Other income (expenses)	2.6	(1.0)	10.1	7.4
Interest expense	<u>(118.7)</u>	<u>(60.7)</u>	<u>(60.2)</u>	<u>(60.0)</u>
(Loss) income before income tax expense	(130.2)	(55.2)	(8.7)	42.6
Income tax (benefit) expense	<u>(12.1)</u>	<u>(75.8)</u>	<u>(8.5)</u>	<u>16.1</u>
Net (loss) income	(118.1)	20.6	(0.2)	26.5
Noncontrolling interest in income of consolidated subsidiaries, net of tax	<u>(20.9)</u>	<u>(20.3)</u>	<u>(17.0)</u>	<u>(25.4)</u>
Net (loss) income attributable to AECOM	<u>\$ (139.0)</u>	<u>\$ 0.3</u>	<u>\$ (17.2)</u>	<u>\$ 1.1</u>
Net (loss) income attributable to AECOM per share:				
Basic	\$ (0.98)	\$ —	\$ (0.11)	\$ 0.01
Diluted	\$ (0.98)	\$ —	\$ (0.11)	\$ 0.01
Weighted average common shares outstanding:				
Basic	141.9	151.1	151.7	153.8
Diluted	141.9	152.8	151.7	155.2

During the three months ended March 31, 2015, the Company updated certain provisional amounts reflected in the preliminary purchase price allocation of URS. These measurement period adjustments require the revision of comparative financial information for the quarter ended December 31, 2014, and are reflected in the above results of operations. The adjustments to intangible assets increased amortization expense for the three months ended December 31, 2014 by \$53.9 million. The adjustments to the margin fair value liability increased revenue for the three months ended December 31, 2014 by \$24.5 million. The net effect of these adjustments to noncontrolling interests was a decrease of \$2.3 million for the three months ended December 31, 2014. See also Note 4, Business Acquisitions, Goodwill, and Intangible Assets.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

22. Quarterly Financial Information—Unaudited (Continued)

<u>Fiscal Year 2014:</u>	<u>First Quarter</u>	<u>Second Quarter</u>	<u>Third Quarter</u>	<u>Fourth Quarter</u>
	(in millions, except per share data)			
Revenue	\$1,953.9	\$1,872.2	\$1,968.2	\$2,562.5
Cost of revenue	1,875.7	1,784.8	1,859.7	2,433.4
Gross profit	78.2	87.4	108.5	129.1
Equity in earnings of joint ventures	36.1	7.4	6.0	8.4
General and administrative expenses	(23.9)	(26.4)	(15.1)	(15.5)
Acquisition and integration expenses	—	—	(7.8)	(19.5)
Income from operations	90.4	68.4	91.6	102.5
Other income (expenses)	—	(0.2)	1.0	1.9
Interest expense	(10.4)	(10.5)	(9.8)	(10.1)
Income before income tax expense	80.0	57.7	82.8	94.3
Income tax expense	23.5	15.2	13.7	29.6
Net income	56.5	42.5	69.1	64.7
Noncontrolling interest in income of consolidated subsidiaries, net of tax	(0.1)	(2.3)	0.1	(0.6)
Net income attributable to AECOM	<u>\$ 56.4</u>	<u>\$ 40.2</u>	<u>\$ 69.2</u>	<u>\$ 64.1</u>
Net income attributable to AECOM per share:				
Basic	\$ 0.59	\$ 0.41	\$ 0.71	\$ 0.65
Diluted	\$ 0.58	\$ 0.41	\$ 0.70	\$ 0.64
Weighted average common shares outstanding:				
Basic	96.3	97.0	97.5	98.1
Diluted	97.6	98.3	99.0	99.7

23. Condensed Consolidating Financial Information

As discussed in Note 9, on October 6, 2014, AECOM issued \$800.0 million aggregate principal amount of its 2022 Notes and \$800.0 million aggregate principal amount of its 2024 Notes in a transaction exempt from the registration requirements of the Securities Act of 1933, as amended (the Securities Act). AECOM filed a Registration Statement on Form S-4 relating to the offer to exchange the Notes for new 5.75% Senior Notes due 2022 and 5.875% Senior Notes due 2024 that was declared effective by the SEC on September 29, 2015. The Notes are fully and unconditionally guaranteed on a joint and several basis by certain of AECOM's directly and indirectly wholly-owned subsidiaries (the Subsidiary Guarantors). Other than customary restrictions imposed by applicable statutes, there are no restrictions on the ability of the Subsidiary Guarantors to transfer funds to AECOM in the form of cash dividends, loans or advances.

In connection with the registration of the exchange offer, AECOM became subject to the requirements of Rule 3-10 of Regulation S-X regarding financial statements of guarantors and issuers of guaranteed securities registered or being registered with the Securities and Exchange Commission. The following condensed consolidating financial information, which is presented for AECOM, the Subsidiary Guarantors on a combined basis and AECOM's non-guarantor subsidiaries on a combined basis, is provided to satisfy the disclosure requirements of Rule 3-10 of Regulation S-X.

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

Condensed Consolidating Balance Sheets
(in millions)
September 30, 2015

	Parent	Guarantor Subsidiaries	Non- Guarantor Subsidiaries	Eliminations	Total
ASSETS					
CURRENT ASSETS:					
Total cash and cash equivalents	\$ 1.3	\$ 162.5	\$ 520.1	\$ —	\$ 683.9
Accounts receivable—net	—	2,165.5	2,675.9	—	4,841.4
Intercompany receivable	771.3	187.3	262.7	(1,221.3)	—
Prepaid expenses and other current assets	36.7	127.4	224.9	—	389.0
Income taxes receivable	68.7	—	12.5	—	81.2
Deferred tax assets—net	36.6	—	276.9	(62.9)	250.6
TOTAL CURRENT ASSETS	914.6	2,642.7	3,973.0	(1,284.2)	6,246.1
PROPERTY AND EQUIPMENT—NET	93.4	240.0	365.9	—	699.3
DEFERRED TAX ASSETS—NET	27.1	—	7.3	(34.4)	—
INVESTMENTS IN CONSOLIDATED SUBSIDIARIES	6,739.4	1,343.7	67.4	(8,150.5)	—
INVESTMENTS IN UNCONSOLIDATED JOINT VENTURES	0.8	73.4	247.4	—	321.6
GOODWILL	—	3,291.1	2,529.6	—	5,820.7
INTANGIBLE ASSETS—NET	—	459.4	200.0	—	659.4
OTHER NON-CURRENT ASSETS	88.7	26.8	151.7	—	267.2
TOTAL ASSETS	\$7,864.0	\$8,077.1	\$7,542.3	\$(9,469.1)	\$14,014.3
LIABILITIES AND STOCKHOLDERS' EQUITY					
CURRENT LIABILITIES:					
Short-term debt	\$ 2.3	\$ —	\$ 0.5	\$ —	\$ 2.8
Accounts payable	28.0	834.1	991.9	—	1,854.0
Accrued expenses and other current liabilities	229.5	1,001.6	936.7	—	2,167.8
Intercompany payable	119.9	960.3	319.8	(1,400.0)	—
Billings in excess of costs on uncompleted contracts	—	255.7	398.2	—	653.9
Deferred tax liability—net	—	62.9	—	(62.9)	—
Current portion of long-term debt	105.6	24.5	27.5	—	157.6
TOTAL CURRENT LIABILITIES	485.3	3,139.1	2,674.6	(1,462.9)	4,836.1
OTHER LONG-TERM LIABILITIES	63.6	299.5	507.6	—	870.7
DEFERRED TAX LIABILITY—NET	—	122.6	141.9	(34.4)	230.1
NOTE PAYABLE INTERCOMPANY—NON CURRENT	—	—	669.1	(669.1)	—
LONG-TERM DEBT	3,914.0	482.7	49.8	—	4,446.5
TOTAL LIABILITIES	4,462.9	4,043.9	4,043.0	(2,166.4)	10,383.4
TOTAL AECOM STOCKHOLDERS' EQUITY	3,401.1	4,033.2	3,276.1	(7,302.7)	3,407.7
Noncontrolling interests	—	—	223.2	—	223.2
TOTAL STOCKHOLDERS' EQUITY	3,401.1	4,033.2	3,499.3	(7,302.7)	3,630.9
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$7,864.0	\$8,077.1	\$7,542.3	\$(9,469.1)	\$14,014.3

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

Condensed Consolidating Balance Sheets
(in millions)
September 30, 2014

	Parent	Guarantor Subsidiaries	Non- Guarantor Subsidiaries	Eliminations	Total
ASSETS					
CURRENT ASSETS:					
Total cash and cash equivalents	\$ 33.4	\$ 85.8	\$ 455.0	\$ —	\$ 574.2
Accounts receivable—net	—	907.4	1,747.6	—	2,655.0
Intercompany receivable	363.8	107.8	211.1	(682.7)	—
Prepaid expenses and other current assets	19.7	20.5	137.3	—	177.5
Income taxes receivable	—	—	1.7	(0.2)	1.5
Deferred tax assets—net	42.0	—	45.1	(61.2)	25.9
TOTAL CURRENT ASSETS	458.9	1,121.5	2,597.8	(744.1)	3,434.1
PROPERTY AND EQUIPMENT—NET	53.6	90.6	137.8	—	282.0
DEFERRED TAX ASSETS—NET	36.1	42.3	64.1	(24.5)	118.0
INVESTMENTS IN CONSOLIDATED					
SUBSIDIARIES	3,001.3	440.8	—	(3,442.1)	—
INVESTMENTS IN UNCONSOLIDATED JOINT					
VENTURES	—	31.9	111.0	—	142.9
GOODWILL	—	1,011.8	925.5	—	1,937.3
INTANGIBLE ASSETS—NET	—	29.0	61.2	—	90.2
OTHER NON-CURRENT ASSETS	15.6	3.0	100.3	—	118.9
TOTAL ASSETS	\$3,565.5	\$2,770.9	\$3,997.7	\$(4,210.7)	\$6,123.4
LIABILITIES AND STOCKHOLDERS' EQUITY					
CURRENT LIABILITIES:					
Short-term debt	\$ 9.9	\$ 1.0	\$ 13.0	\$ —	\$ 23.9
Accounts payable	26.3	405.1	615.8	—	1,047.2
Accrued expenses and other current liabilities	136.2	265.8	562.8	(0.2)	964.6
Intercompany payable	157.7	460.0	73.1	(690.8)	—
Billings in excess of costs on uncompleted contracts	—	87.0	292.6	—	379.6
Deferred tax liability—net	—	61.2	—	(61.2)	—
Current portion of long-term debt	37.5	—	3.0	—	40.5
TOTAL CURRENT LIABILITIES	367.6	1,280.1	1,560.3	(752.2)	2,455.8
OTHER LONG-TERM LIABILITIES	80.5	48.0	327.0	—	455.5
DEFERRED TAX LIABILITY—NET	—	—	24.5	(24.5)	—
LONG-TERM DEBT	938.9	—	0.7	—	939.6
TOTAL LIABILITIES	1,387.0	1,328.1	1,912.5	(776.7)	3,850.9
TOTAL AECOM STOCKHOLDERS' EQUITY	2,178.5	1,442.8	1,999.2	(3,434.0)	2,186.5
Noncontrolling interests	—	—	86.0	—	86.0
TOTAL STOCKHOLDERS' EQUITY	2,178.5	1,442.8	2,085.2	(3,434.0)	2,272.5
TOTAL LIABILITIES AND STOCKHOLDERS'					
 EQUITY	\$3,565.5	\$2,770.9	\$3,997.7	\$(4,210.7)	\$6,123.4

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

Condensed Consolidating Statements of Income
(in millions)

	For the Fiscal Year Ended September 30, 2015				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Revenue	\$ —	\$8,749.5	\$9,463.6	\$(223.2)	\$17,989.9
Cost of revenue	—	8,486.4	9,191.5	(223.2)	17,454.7
Gross profit	—	263.1	272.1	—	535.2
Equity in earnings from subsidiaries	321.3	(95.4)	(1.4)	(224.5)	—
Equity in earnings of joint ventures	—	20.0	86.2	—	106.2
General and administrative expenses	(112.2)	(1.8)	—	—	(114.0)
Acquisition and integration expenses	(346.9)	(51.5)	—	—	(398.4)
(Loss) income from operations	(137.8)	134.4	356.9	(224.5)	129.0
Other income (expense)	5.1	34.9	14.7	(35.6)	19.1
Interest (expense) income	(275.4)	(20.4)	(39.4)	35.6	(299.6)
(Loss) income before income tax expense . . .	(408.1)	148.9	332.2	(224.5)	(151.5)
Income tax (benefit) expense	(253.3)	66.7	61.0	45.3	(80.3)
Net (loss) income	(154.8)	82.2	271.2	(269.8)	(71.2)
Noncontrolling interests in income of consolidated subsidiaries, net of tax	—	—	(83.6)	—	(83.6)
Net (loss) income attributable to AECOM . . .	<u>\$(154.8)</u>	<u>\$ 82.2</u>	<u>\$ 187.6</u>	<u>\$(269.8)</u>	<u>\$ (154.8)</u>

	For the Fiscal Year Ended September 30, 2014				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Revenue	\$ —	\$3,609.4	\$4,781.9	\$ (34.5)	\$8,356.8
Cost of revenue	—	3,451.6	4,536.5	(34.5)	7,953.6
Gross profit	—	157.8	245.4	—	403.2
Equity in earnings from subsidiaries	346.7	40.9	—	(387.6)	—
Equity in earnings of joint ventures	—	15.0	42.9	—	57.9
General and administrative expenses	(80.9)	—	—	—	(80.9)
Acquisition and integration expenses	(27.3)	—	—	—	(27.3)
Income (loss) from operations	238.5	213.7	288.3	(387.6)	352.9
Other income (loss)	0.5	0.9	2.0	(0.7)	2.7
Interest expense income	(37.7)	(0.7)	(3.1)	0.7	(40.8)
Income (loss) before income tax expense	201.3	213.9	287.2	(387.6)	314.8
Income tax (benefit) expense	(28.6)	34.3	69.5	6.8	82.0
Net income (loss)	229.9	179.6	217.7	(394.4)	232.8
Noncontrolling interests in income of consolidated subsidiaries, net of tax	—	—	(2.9)	—	(2.9)
Net income (loss) attributable to AECOM	<u>\$229.9</u>	<u>\$ 179.6</u>	<u>\$ 214.8</u>	<u>\$(394.4)</u>	<u>\$ 229.9</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

	For the Fiscal Year Ended September 30, 2013				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Revenue	\$ —	\$3,784.1	\$4,410.5	\$ (41.1)	\$8,153.5
Cost of revenue	—	3,617.5	4,127.1	(41.1)	7,703.5
Gross profit	—	166.6	283.4	—	450.0
Equity in earnings from subsidiaries	334.3	51.1	—	(385.4)	—
Equity in earnings of joint ventures	—	12.7	11.6	—	24.3
General and administrative expenses	(97.3)	—	—	—	(97.3)
Income (loss) from operations	237.0	230.4	295.0	(385.4)	377.0
Other income (loss)	1.4	—	2.4	(0.3)	3.5
Interest expense income	(43.2)	(0.1)	(1.7)	0.3	(44.7)
Income (loss) before income tax expense	195.2	230.3	295.7	(385.4)	335.8
Income tax (benefit) expense	(44.1)	51.5	78.4	6.8	92.6
Net income (loss)	239.3	178.8	217.3	(392.2)	243.2
Noncontrolling interests in income of consolidated subsidiaries, net of tax	—	—	(4.0)	—	(4.0)
Net income (loss) attributable to AECOM	<u>\$239.3</u>	<u>\$ 178.8</u>	<u>\$ 213.3</u>	<u>\$(392.2)</u>	<u>\$ 239.2</u>

Consolidating Statements of Comprehensive Income (Loss)
(in millions)

	For the Fiscal Year Ended September 30, 2015				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Net (loss) income	\$(154.8)	\$ 82.2	\$ 271.2	\$(269.8)	\$ (71.2)
Other comprehensive income (loss), net of tax:					
Net unrealized loss on derivatives, net of tax	(6.1)	—	(3.1)	—	(9.2)
Foreign currency translation adjustments	—	—	(285.6)	—	(285.6)
Pension adjustments, net of tax	1.8	6.4	4.8	—	13.0
Other comprehensive (loss) income, net of tax	(4.3)	6.4	(283.9)	—	(281.8)
Comprehensive (loss) income, net of tax	(159.1)	88.6	(12.7)	(269.8)	(353.0)
Noncontrolling interests in comprehensive income of consolidated subsidiaries, net of tax	—	—	(80.3)	—	(80.3)
Comprehensive (loss) income attributable to AECOM, net of tax	<u>\$(159.1)</u>	<u>\$ 88.6</u>	<u>\$ (93.0)</u>	<u>\$(269.8)</u>	<u>\$(433.3)</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

	For the Fiscal Year Ended September 30, 2014				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Net income (loss)	\$229.9	\$179.6	\$217.7	\$(394.4)	\$232.8
Other comprehensive income (loss), net of tax:					
Net unrealized gain on derivatives, net of tax . . .	0.3	—	—	—	0.3
Foreign currency translation adjustments	—	—	(72.7)	—	(72.7)
Pension adjustments, net of tax	(9.9)	—	(14.3)	—	(24.2)
Other comprehensive loss, net of tax	(9.6)	—	(87.0)	—	(96.6)
Comprehensive income (loss), net of tax	220.3	179.6	130.7	(394.4)	136.2
Noncontrolling interests in comprehensive income of consolidated subsidiaries, net of tax	—	—	(1.6)	—	(1.6)
Comprehensive income (loss) attributable to AECOM, net of tax	<u>\$220.3</u>	<u>\$179.6</u>	<u>\$129.1</u>	<u>\$(394.4)</u>	<u>\$134.6</u>

	For the Fiscal Year Ended September 30, 2013				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
Net income (loss)	\$239.3	\$178.8	\$ 217.3	\$(392.2)	\$243.2
Other comprehensive income (loss), net of tax:					
Net unrealized gain on derivatives, net of tax . . .	1.6	—	—	—	1.6
Foreign currency translation adjustments	—	—	(70.5)	—	(70.5)
Pension adjustments, net of tax	19.1	—	(33.7)	—	(14.6)
Other comprehensive income (loss), net of tax	20.7	—	(104.2)	—	(83.5)
Comprehensive income (loss), net of tax	260.0	178.8	113.1	(392.2)	159.7
Noncontrolling interests in comprehensive income of consolidated subsidiaries, net of tax	—	—	(2.6)	—	(2.6)
Comprehensive income (loss) attributable to AECOM, net of tax	<u>\$260.0</u>	<u>\$178.8</u>	<u>\$ 110.5</u>	<u>\$(392.2)</u>	<u>\$157.1</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

Condensed Consolidating Statements of Cash Flows
(in millions)

	For the Fiscal Year Ended September 30, 2015				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
CASH FLOWS FROM OPERATING ACTIVITIES	\$ (551.2)	\$ 816.9	\$ 498.7	\$ —	\$ 764.4
CASH FLOWS FROM INVESTING ACTIVITIES:					
Payments for business acquisitions, net of cash acquired . . .	(3,564.2)	109.2	161.7	—	(3,293.3)
Proceeds from disposal of businesses and property	9.5	5.6	—	—	15.1
Net investment in unconsolidated joint ventures	—	(4.0)	(28.7)	—	(32.7)
Sales (purchases) of investments	37.3	—	(2.7)	—	34.6
Payments for capital expenditures, net of disposals	(51.9)	(15.8)	(1.7)	—	(69.4)
Receipts from intercompany notes receivables	95.6	128.6	—	(224.2)	—
Other intercompany investing activities	1,085.8	160.9	—	(1,246.7)	—
Net cash (used in) provided by investing activities	<u>(2,387.9)</u>	<u>384.5</u>	<u>128.6</u>	<u>(1,470.9)</u>	<u>(3,345.7)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:					
Proceeds from borrowings under credit agreements	6,464.6	29.9	87.2	—	6,581.7
Repayments of borrowings under credit agreements	(5,031.9)	(31.2)	(95.2)	—	(5,158.3)
Issuance of unsecured senior notes	1,600.0	—	—	—	1,600.0
Prepayment penalty on Unsecured Senior Notes	(55.6)	—	—	—	(55.6)
Cash paid for debt and equity issuance costs	(89.6)	—	—	—	(89.6)
Proceeds from issuance of common stock	25.6	—	—	—	25.6
Proceeds from exercise of stock options	11.1	—	—	—	11.1
Payments to repurchase common stock	(23.1)	—	—	—	(23.1)
Excess tax benefit from share-based payment	3.6	—	—	—	3.6
Net distributions to noncontrolling interests	—	—	(144.3)	—	(144.3)
Other financing activities	2.3	(4.1)	(29.5)	—	(31.3)
Intercompany notes repayments	—	—	(224.2)	224.2	—
Other intercompany financing activities	—	(1,119.4)	(127.3)	1,246.7	—
Net cash provided by (used in) financing activities	<u>2,907.0</u>	<u>(1,124.8)</u>	<u>(533.3)</u>	<u>1,470.9</u>	<u>2,719.8</u>
EFFECT OF EXCHANGE RATE CHANGES ON CASH	—	—	(28.8)	—	(28.8)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(32.1)	76.6	65.2	—	109.7
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	33.4	85.8	455.0	—	574.2
CASH AND CASH EQUIVALENTS AT END OF YEAR	<u>\$ 1.3</u>	<u>\$ 162.4</u>	<u>\$ 520.2</u>	<u>\$ —</u>	<u>\$ 683.9</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

	For the Fiscal Year Ended September 30, 2014				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
CASH FLOWS FROM OPERATING ACTIVITIES	\$ (33.3)	\$ 206.5	\$ 187.4	\$ —	\$ 360.6
CASH FLOWS FROM INVESTING ACTIVITIES:					
Payments for business acquisitions, net of cash acquired . . .	—	(55.0)	1.9	—	(53.1)
Cash acquired from consolidation of joint venture	—	—	19.0	—	19.0
Proceeds from disposal of businesses and property	—	—	3.6	—	3.6
Net investment in unconsolidated joint ventures	—	9.4	(61.6)	—	(52.2)
Sale of investments	—	—	2.7	—	2.7
Payments for capital expenditures, net of disposals	(14.3)	(17.8)	(30.7)	—	(62.8)
Receipts from intercompany notes receivables	146.7	—	—	(146.7)	—
Other intercompany investing activities	116.7	55.7	—	(172.4)	—
Net cash provided by (used in) investing activities	<u>249.1</u>	<u>(7.7)</u>	<u>(65.1)</u>	<u>(319.1)</u>	<u>(142.8)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:					
Proceeds from borrowings under credit agreements	1,769.3	—	39.9	—	1,809.2
Repayments of borrowings under credit agreements	(1,918.6)	(15.8)	(42.0)	—	(1,976.4)
Cash paid for debt and equity issuance costs	(8.1)	—	—	—	(8.1)
Proceeds from issuance of common stock	13.9	—	—	—	13.9
Proceeds from exercise of stock options	13.4	—	—	—	13.4
Payments to repurchase common stock	(34.9)	—	—	—	(34.9)
Excess tax benefit from share-based payment	0.7	—	—	—	0.7
Net distributions to noncontrolling interests	—	—	(30.2)	—	(30.2)
Other financing activities	(22.5)	0.8	0.3	—	(21.4)
Intercompany notes repayments	—	—	(146.7)	146.7	—
Other intercompany financing activities	—	(178.2)	5.8	172.4	—
Net cash used in financing activities	<u>(186.8)</u>	<u>(193.2)</u>	<u>(172.9)</u>	<u>319.1</u>	<u>(233.8)</u>
EFFECT OF EXCHANGE RATE CHANGES ON CASH . . .	—	—	(10.5)	—	(10.5)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	29.0	5.6	(61.1)	—	(26.5)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	4.4	80.2	516.1	—	600.7
CASH AND CASH EQUIVALENTS AT END OF YEAR . . .	<u>\$ 33.4</u>	<u>\$ 85.8</u>	<u>\$ 455.0</u>	<u>\$ —</u>	<u>\$ 574.2</u>

AECOM
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

23. Condensed Consolidating Financial Information (Continued)

Condensed Consolidating Statements of Cash Flows
(in millions)

	For the Fiscal Year Ended September 30, 2013				
	Parent	Guarantor Subsidiaries	Non-Guarantor Subsidiaries	Eliminations	Total
CASH FLOWS FROM OPERATING ACTIVITIES	\$ (25.8)	\$ 134.0	\$ 300.4	\$ —	\$ 408.6
CASH FLOWS FROM INVESTING ACTIVITIES:					
Payments for business acquisitions, net of cash acquired . . .	—	—	(42.0)	—	(42.0)
Proceeds from disposal of businesses and property	—	—	2.7	—	2.7
Net investment in unconsolidated joint ventures	—	2.6	(26.4)	—	(23.8)
Purchases of investments	—	—	(24.3)	—	(24.3)
Payments for capital expenditures, net of disposals	(9.8)	(17.5)	(24.8)	—	(52.1)
Receipts from intercompany notes receivable	116.2	—	—	(116.2)	—
Other intercompany investing activities	120.9	48.7	—	(169.6)	—
Net cash provided by (used in) investing activities	<u>227.3</u>	<u>33.8</u>	<u>(114.8)</u>	<u>(285.8)</u>	<u>(139.5)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:					
Proceeds from borrowings under credit agreements	2,234.5	15.8	0.4	—	2,250.7
Repayments of borrowings under credit agreements	(2,145.7)	(2.5)	(7.1)	—	(2,155.3)
Cash paid for debt and equity issuance costs	(1.6)	—	—	—	(1.6)
Proceeds from issuance of common stock	14.0	—	—	—	14.0
Proceeds from exercise of stock options	14.4	—	—	—	14.4
Payments to repurchase common stock	(388.1)	—	—	—	(388.1)
Excess tax benefit from share-based payment	1.7	—	—	—	1.7
Net distributions to noncontrolling interests	—	—	(18.5)	—	(18.5)
Other financing activities	29.4	(0.5)	(0.6)	—	28.3
Intercompany notes repayments	—	—	(116.2)	116.2	—
Other intercompany financing activities	—	(147.8)	(21.8)	169.6	—
Net cash used in financing activities	<u>(241.4)</u>	<u>(135.0)</u>	<u>(163.8)</u>	<u>285.8</u>	<u>(254.4)</u>
EFFECT OF EXCHANGE RATE CHANGES ON CASH . . .	—	—	(7.8)	—	(7.8)
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(39.9)	32.8	14.0	—	6.9
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	<u>44.3</u>	<u>47.4</u>	<u>502.1</u>	<u>—</u>	<u>593.8</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR . . .	<u>\$ 4.4</u>	<u>\$ 80.2</u>	<u>\$ 516.1</u>	<u>\$ —</u>	<u>\$ 600.7</u>

24. Subsequent Events

On November 2, 2015, the Company exchanged its 2014 Senior Notes for a new series of notes having terms substantially identical in all material respects to the 2014 Senior Notes (except certain transfer restrictions, registration rights and additional interest provisions relating to the 2014 Senior Notes will not apply to the new notes).

AECOM Technology Corporation
Schedule II: Valuation and Qualifying Accounts
(amounts in millions)

	<u>Balance at Beginning of Year</u>	<u>Additions Charged to Cost of Revenue</u>	<u>Deductions(a)</u>	<u>Other and Foreign Exchange Impact</u>	<u>Balance at the End of the Year</u>
Allowance for Doubtful Accounts					
Fiscal Year 2015	\$ 72.1	\$26.9	\$(31.2)	\$(3.7)	\$64.1
Fiscal Year 2014	86.4	17.3	(38.4)	6.8	72.1
Fiscal Year 2013	112.8	18.3	(45.5)	0.8	86.4

(a) Primarily relates to accounts written-off and recoveries

ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

ITEM 9A. CONTROLS AND PROCEDURES

Evaluation of Disclosure Controls and Procedures

Our management, with the participation of our CEO and CFO, are responsible for establishing and maintaining “disclosure controls and procedures” (as defined in Rule 13a-15(e) under the Exchange Act) for our company. Based on their evaluation as of the end of the period covered by this report, our CEO and CFO have concluded that our disclosure controls and procedures were effective to ensure that the information required to be disclosed by us in this Annual Report on Form 10-K was (i) recorded, processed, summarized and reported within the time periods specified in the SEC’s rules and (ii) accumulated and communicated to our management, including our principal executive and principal financial officers, to allow timely decisions regarding required disclosures.

Management’s Report on Internal Control over Financial Reporting

Our management is responsible for establishing and maintaining adequate internal control over financial reporting. Internal control over financial reporting is defined in Rule 13a-15(f) or 15d-15(f) promulgated under the Securities Exchange Act of 1934, as amended, as a process designed by, or under the supervision of, the company’s principal executive and principal financial officers and effected by the company’s board of directors, management and other personnel, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. Internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that in reasonable detail accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the company’s assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Projections of any evaluation of the effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Our management, with the participation of our CEO and CFO, assessed the effectiveness of our internal control over financial reporting as of September 30, 2015, the end of our fiscal year. Our management based its assessment on criteria established in *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (1992 framework). Our management’s assessment included evaluation and testing of the design and operating effectiveness of key financial reporting controls, process documentation, accounting policies, and our overall control environment.

Based on our management’s assessment, our management has concluded that our internal control over financial reporting was effective as of September 30, 2015. Our management communicated the results of its assessment to the Audit Committee of our Board of Directors.

Our independent registered public accounting firm, Ernst & Young LLP, audited our financial statements for the fiscal year ended September 30, 2015 included in this Annual Report on Form 10-K, and

has issued an audit report on our assessment of the Company's internal control over financial reporting, a copy of which is included earlier in this Annual Report on Form 10-K.

Changes in Internal Control Over Financial Reporting

Our management, including our CEO and CFO, confirm that there were no changes in our company's internal control over financial reporting during the last fiscal quarter ended September 30, 2015 that have materially affected, or are reasonably likely to materially affect, our company's internal control over financial reporting.

ITEM 9B. OTHER INFORMATION

None.

PART III

ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

Incorporated by reference from our definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of our fiscal 2015 year end.

ITEM 11. EXECUTIVE COMPENSATION

Incorporated by reference from our definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of our fiscal 2015 year end.

ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDERS MATTERS

Other than with respect to the information relating to our equity compensation plans, which is incorporated herein by reference to Part II, Item 5, "Equity Compensation Plans" of this Form 10-K, the information required by this item is incorporated by reference from our definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of our fiscal 2015 year end.

ITEM 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE

Incorporated by reference from our definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of our fiscal 2015 year end.

ITEM 14. PRINCIPAL ACCOUNTING FEES AND SERVICES

Incorporated by reference from our definitive proxy statement for the 2016 Annual Meeting of Stockholders, to be filed within 120 days of our fiscal 2015 year end.

PART IV

ITEM 15. EXHIBITS, FINANCIAL STATEMENT SCHEDULES

(a) Documents filed as part of this report:

- (1) The company's Consolidated Financial Statements at September 30, 2015 and 2014 and for each of the three years in the period ended September 30, 2015 and the notes thereto, together with the report of the independent auditors on those Consolidated Financial Statements are hereby filed as part of this report.
- (2) Financial Statement Schedule II—Valuation and Qualifying Accounts for the Years Ended September 30, 2015, 2014 and 2013.
- (3) See Exhibits and Index to Exhibits, below.

(b) Exhibits.

Exhibit Numbers	Description
2.1	Agreement and Plan of Merger, dated as of July 11, 2014, by and among AECOM Technology Corporation, ACM Mountain I, LLC, AECOM Global II, LLC (formerly ACM Mountain II, LLC) and URS Corporation (incorporated by reference to Exhibit 2.1 to the Company's current report on Form 8-K filed with the SEC on July 14, 2014)
3.1	Amended and Restated Certificate of Incorporation of AECOM Technology Corporation (incorporated by reference to Exhibit 3.1 to the Company's annual report on Form 10-K filed with the SEC on November 18, 2011)
3.2	Certificate of Amendment to Amended and Restated Certificate of Incorporation of AECOM Technology Corporation (incorporated by reference to Exhibit 3.2 to the Company's registration statement on Form S-4 filed with the SEC on August 1, 2014)
3.3	Certificate of Correction of Amended and Restated Certificate of Incorporation of AECOM Technology Corporation (incorporated by reference to Exhibit 3.3 to the Company's Form 10-K filed with the SEC on November 17, 2014)
3.4	Certificate of Amendment to the Company's Certificate of Incorporation (incorporated by reference to Exhibit 3.1 to the Company's Form 8-K filed with the SEC on January 9, 2015)
3.5	Amended and Restated Bylaws (incorporated by reference to Exhibit 3.1 to the Company's current report on Form 8-K filed with the SEC on September 2, 2009)
4.1	Form of Common Stock Certificate (incorporated by reference to Exhibit 4.1 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
4.2	Indenture, dated as of October 6, 2014, by and among AECOM Technology Corporation, the Guarantors party thereto, and U.S. Bank, National Association, as trustee (incorporated by reference to Exhibit 4.1 to the Company's current report on Form 8-K filed with the SEC on October 8, 2014)
4.3	First Supplemental Indenture, dated as of October 17, 2014, by and among AECOM Technology Corporation, the guarantors party thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.10 to the Company's annual report on Form 10-K filed with the SEC on November 17, 2014)

Exhibit Numbers	Description
4.4	Second Supplemental Indenture, dated as of June 3, 2015, by and among AECOM, the guarantors party thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.3 to the Company's registration statement on Form S-4 filed with the SEC on July 6, 2015)
4.5	Third Supplemental Indenture, dated as of June 19, 2015, by and among AECOM, the guarantor party thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.4 to the Company's registration statement on Form S-4 filed with the SEC on July 6, 2015)
4.6	Indenture, dated March 15, 2012, between URS Corporation, URS Fox U.S. LP and U.S. Bank National Association (incorporated by reference to Exhibit 4.01 to URS Corporation's current report on Form 8-K filed with the SEC on March 20, 2012)
4.7	First Supplemental Indenture, dated March 15, 2012, by and among URS Corporation, URS Fox U.S. LP, the additional guarantor parties thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.02 to URS Corporation's current report on Form 8-K filed with the SEC on March 20, 2012)
4.8	Second Supplemental Indenture, dated March 15, 2012, by and among URS Corporation, URS Fox U.S. LP, the additional guarantor parties thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.03 to URS Corporation's current report on Form 8-K filed with the SEC on March 20, 2012)
4.9	Third Supplemental Indenture, dated as of May 14, 2012, by and among URS Corporation, URS Fox U.S. LP, the additional guarantor parties thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.6 to URS Corporation's current report on Form 8-K filed with the SEC on May 18, 2012)
4.10	Fourth Supplemental Indenture, dated as of September 24, 2012, by and among URS Corporation, URS Fox U.S. LP, the additional guarantor parties thereto and U.S. Bank National Association (incorporated by reference to Exhibit 4.2 to URS Corporation's current report on Form 8-K filed with the SEC on September 26, 2012)
4.11	Fifth Supplemental Indenture, dated as of October 17, 2014, by and among AECOM Global II, LLC, URS Fox U.S. LP and U.S. Bank National Association (incorporated by reference to Exhibit 4.8 to the Company's annual report on Form 10-K filed with the SEC on November 17, 2014)
4.12	Registration Rights Agreement, dated October 6, 2014, by and among AECOM Technology Corporation, AECOM Government Services, Inc., AECOM Technical Services, Inc., Tishman Construction Corporation, other Guarantors, and Merrill Lynch, Pierce, Fenner & Smith Incorporated (incorporated by reference to Exhibit 4.2 to the Company's current report on Form 8-K filed with the SEC on October 8, 2014)
10.1	Credit Agreement, dated as of October 17, 2014, among AECOM Technology Corporation and certain of its subsidiaries, as borrowers, certain lenders, Bank of America, N.A., as Administrative Agent, Swing Line Lender and L/C Issuer, MUFG Union Bank, N.A., BNP Paribas, JPMorgan Chase Bank, N.A., and the Bank of Nova Scotia, as Co-Syndication Agents, and BBVA Compass, Credit Agricole Corporate and Investment Bank, HSBC Bank USA, National Association, Sumitomo Mitsui Banking Corporation and Wells Fargo Bank, National Association, as Co-Documentation Agents (incorporated by reference to Exhibit 10.1 of the Company's current report on Form 8-K filed with the SEC on October 17, 2014)

Exhibit Numbers	Description
10.2	Amendment No. 1 to the Credit Agreement, dated as of July 1, 2015, by and among AECOM and certain of its subsidiaries, as borrowers, certain lenders, Bank of America, N.A., as Administrative Agent, Swing Line Lender and L/C Issuer, MUFG Union Bank, N.A., BNP Paribas, JPMorgan Chase Bank, N.A., and the Bank of Nova Scotia, as Co Syndication Agents, and BBVA Compass, Credit Agricole Corporate and Investment Bank, HSBC Bank USA, National Association, Sumitomo Mitsui Banking Corporation and Wells Fargo Bank, National Association, as Co Documentation Agents (incorporated by reference to Exhibit 10.1 of the Company's current report on Form 8 K filed with the SEC on July 7, 2014)
10.3#	1992 Supplemental Executive Retirement Plan, restated as of November 20, 1997 (incorporated by reference to Exhibit 10.12 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.4#	First Amendment, effective July 1, 1998, to the 1992 Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.13 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.5#	Second Amendment, effective March 1, 2003, to the 1992 Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.14 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.6#	Third Amendment, effective April 1, 2004, to the 1992 Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.15 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.7#	1996 Supplemental Executive Retirement Plan, restated as of November 20, 1997 (incorporated by reference to Exhibit 10.16 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.8#	First Amendment, effective July 1, 1998, to the 1996 Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.17 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.9#	Second Amendment, effective April 1, 2004, to the 1996 Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.18 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.10#	1998 Management Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.20 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.11#	First Amendment, effective January 1, 2002, to the 1998 Management Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.21 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.12#	Second Amendment, effective July 1, 1998, to the 1998 Management Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.22 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.13#	Third Amendment, effective October 31, 2004, to the 1998 Management Supplemental Executive Retirement Plan (incorporated by reference to Exhibit 10.23 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.14#	1996 Excess Benefit Plan (incorporated by reference to Exhibit 10.24 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)

Exhibit Numbers	Description
10.15#	First Amendment, effective July 1, 1998, to the 1996 Excess Benefit Plan (incorporated by reference to Exhibit 10.25 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.16#	Second Amendment, effective March 1, 2003, to the 1996 Excess Benefit Plan (incorporated by reference to Exhibit 10.26 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.17#	Third Amendment, effective April 1, 2004, to the 1996 Excess Benefit Plan (incorporated by reference to Exhibit 10.27 to the Company's registration statement on Form 10 filed with the SEC on January 29, 2007)
10.18#	Change in Control Severance Policy for Key Executives
10.19#	Employment Agreement, dated as of July 14, 2010, by and among AECOM Technology Corporation, Tishman Construction Corporation and Daniel R. Tishman (incorporated by reference to Exhibit 2.2 to the Company's current report on Form 8-K filed with the SEC on July 14, 2010)
10.20#	Employment Agreement between AECOM Technology Corporation and George L. Nash, Jr., dated as of January 1, 2015 (incorporated by reference to Exhibit 10.1 to the Company's quarterly report on Form 10-Q filed with the SEC on February 11, 2015)
10.21#	Employment Agreement between AECOM Technology Corporation and Randall A. Wotring, dated as of January 1, 2015 (incorporated by reference to Exhibit 10.2 to the Company's quarterly report on Form 10-Q filed with the SEC on February 11, 2015)
10.22#	AECOM Technology Corporation Employee Stock Purchase Plan (incorporated by reference to Exhibit 4.3 to the Company's registration statement on Form S-8 filed with the SEC on May 24, 2010)
10.23#	Amended and Restated 2006 Stock Incentive Plan (incorporated by reference to Annex B to the Company's definitive proxy statement on Schedule 14A filed with the SEC on January 21, 2011)
10.24#	Amended Stock Option Standard Terms and Conditions under 2006 Stock Incentive Plan (incorporated by reference to Exhibit 10.1 to the Company's quarterly report on Form 10-Q filed with the SEC on May 4, 2012)
10.25#	Form of New and Amended Restricted Stock Unit Standard Terms and Conditions under the 2006 Stock Incentive Plan (incorporated by reference to Exhibit 10.2 of the Company's current report on Form 8-K filed with the SEC on December 21, 2012)
10.26#	Standard Terms and Conditions for Performance Earnings Program under AECOM Technology Corporation 2006 Stock Incentive Plan (incorporated by reference to Exhibit 10.3 to the Company's current report on Form 8 K filed with the SEC on December 5, 2008)
10.27#	URS Energy & Construction Holdings, Incorporated Restoration Plan (incorporated by reference to Exhibit 10.3 to the Company's quarterly report on Form 10-Q filed with the SEC on February 11, 2015)
10.28#	First Amendment to the URS Energy & Construction Holdings, Incorporated Restoration Plan (incorporated by reference to Exhibit 10.4 to the Company's quarterly report on Form 10-Q filed with the SEC on February 11, 2015)

Exhibit Numbers	Description
10.29#	Second Amendment to the URS Energy & Construction Holdings, Incorporated Restoration Plan(incorporated by reference to Exhibit 10.5 to the Company's quarterly report on Form 10-Q filed with the SEC on February 11, 2015)
10.32#	URS Corporation 2008 Equity Incentive Plan (incorporated by reference to Exhibit 4.4 to the Company's registration statement on Form S 8 filed with the SEC on October 17, 2014)
10.33#	AECOM Technology Corporation Executive Deferred Compensation Plan (incorporated by reference to Exhibit 10.1 to the Company's current report on Form 8 K filed with the SEC on December 21, 2012)
10.35#	AECOM Technology Corporation Executive Incentive Plan (incorporated by reference to Annex A to the Company's definitive proxy statement on Schedule 14A filed with the SEC on January 22, 2010)
10.36#	Letter Agreement, dated as of March 6, 2014, by and among AECOM Technology Corporation and Michael S. Burke (incorporated by reference to Exhibit 10.1 to the Company's current report on Form 8-K filed with the SEC on March 12, 2014)
10.37#	Form of Special LTI Award Stock Option Terms and Conditions under the 2006 Stock Incentive Plan (incorporated by reference to Exhibit 10.2 of the Company's current report on Form 8-K filed with the SEC on January 29, 2014)
21.1	Subsidiaries of AECOM
23.1	Consent of Independent Registered Public Accounting Firm
31.1	Certification of the Company's Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
31.2	Certification of the Company's Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002
32*	Certification of the Company's Chief Executive Officer and Chief Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002
95	Mine Safety Disclosure
101.INS	XBRL Instance Document
101.SCH	XBRL Taxonomy Extension Schema
101.CAL	XBRL Taxonomy Extension Calculation Linkbase
101.LAB	XBRL Taxonomy Extension Labels Linkbase
101.PRE	XBRL Taxonomy Extension Presentation Linkbase
101.DEF	XBRL Taxonomy Extension Definition Linkbase

Management contract or compensatory plan or arrangement.

* Document has been furnished and not filed.

SIGNATURE

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

AECOM

By: /s/ W. TROY RUDD
 W. Troy Rudd
 *Executive Vice President and Chief Financial
 Officer
 (Principal Financial Officer)*

Date: November 25, 2015

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the Registrant in the capacities and on the date indicated.

<u>Signature</u>	<u>Title</u>	<u>Date</u>
<u> /s/ MICHAEL S. BURKE </u> Michael S. Burke	Chairman and Chief Executive Officer (Principal Executive Officer)	November 25, 2015
<u> /s/ W. TROY RUDD </u> W. Troy Rudd	Executive Vice President and Chief Financial Officer (Principal Financial Officer)	November 25, 2015
<u> /s/ RONALD E. OSBORNE </u> Ronald E. Osborne	Senior Vice President, Corporate Controller (Principal Accounting Officer)	November 25, 2015
<u> /s/ JOHN M. DIONISIO </u> John M. Dionisio	Director	November 25, 2015
<u> /s/ JAMES H. FORDYCE </u> James H. Fordyce	Director	November 25, 2015

<u>Signature</u>	<u>Title</u>	<u>Date</u>
_____ /s/ SENATOR WILLIAM H. FRIST, M.D. Senator William H. Frist, M.D.	Director	November 25, 2015
_____ /s/ LINDA GRIEGO Linda Griego	Director	November 25, 2015
_____ /s/ DAVID W. JOOS David W. Joos	Director	November 25, 2015
_____ /s/ WILLIAM G. OUCHI William G. Ouchi	Director	November 25, 2015
_____ /s/ ROBERT J. ROUTS Robert J. Routs	Director	November 25, 2015
_____ /s/ WILLIAM P. RUTLEDGE William P. Rutledge	Director	November 25, 2015
_____ /s/ CLARENCE T. SCHMITZ Clarence T. Schmitz	Director	November 25, 2015
_____ /s/ DOUGLAS W. STOTLAR Douglas W. Stotlar	Director	November 25, 2015
_____ /s/ DANIEL R. TISHMAN Daniel R. Tishman	Director, AECOM Vice Chairman	November 25, 2015
_____ /s/ GEN. JANET C. WOLFENBARGER, USAF RET. Gen. Janet C. Wolfenbarger, USAF Ret.	Director	November 25, 2015