



Building the World's Premier Airports

The Drake Joint Ventures brings together some of the most accomplished firms in aviation development—recognized for creating luxury, secure, and efficient airport experiences from O'Hare to Mumbai.

Our Expertise

1. **Extensive International Aviation Experience**
Proven success delivering high-quality inputs and value-added results for global airport projects.
2. **Strategic Advisory Services**
Executive-level guidance and technical reviews aligning project scope with best practices and international standards.
3. **Value-Based Program Options**
Data-driven analysis providing leadership with optimized, cost-saving strategies—delivering hundreds of millions in realized value on major airport programs worldwide.
4. **Innovative & Sustainable Solutions**
A commitment to energy efficiency, design innovation, and long-term operational savings that enhance passenger and operator experiences alike.

The Drake Joint Ventures—partnering with global leaders to turn bold airport visions into reality.

Sincerely,


Jim Nagle
Principal, The Drake Joint Ventures

Consortium Partners

Professional Profiles of Relevant Consortium Members

James Nagle, Founder of Drake Joint Ventures, CV

Company Introduction, JWI Construction

Company Profile, Harbour Construction

Darley & Co – Darley Defense Company Introduction

Arora Engineering Inc. Company Profile

Rossi Contractors, Inc.

Monda Windows & Doors Manufacturer

Pyrocom Systems

Builders Chicago Corporation

VRX, Inc.

ACE Hardware, Inc.



JAMES NAGLE

AMERICAN ENTREPRENEUR

Jim Nagle is a distinguished hospitality leader, investor, and visionary entrepreneur recognized for transforming landmark properties into thriving destinations that blend legacy, luxury, and modern guest experience. As co-owner of The Drake Oak Brook, Autograph Collection, Jim has reimaged one of the Midwest's most iconic hotels — restoring its timeless elegance while positioning it as a dynamic center for culinary excellence, events, and innovation.

With an eye for design, detail, and the guest journey, Jim has led multimillion-dollar renovation and repositioning projects that honor history while meeting contemporary hospitality standards. His leadership philosophy emphasizes collaboration, authenticity, and relentless pursuit of excellence — values that are evident in every aspect of The Drake Oak Brook's rebirth under his direction.

Beyond the hotel, Jim is a driving force behind COA Oak Brook, a modern steak, seafood, and spirits restaurant concept that elevates the suburban dining scene with bold flavor, refined service, and a deep sense of community connection. His approach merges operational insight with brand storytelling, ensuring every project reflects both craftsmanship and commercial success.

Before his hospitality ventures, Jim spent over two decades leading diverse joint business initiatives, developing a reputation for his ability to bring people together across industries and cultures to create lasting impact. His entrepreneurial acumen extends into real estate, investment partnerships, and brand development, where his instinct for identifying opportunity and talent continues to generate growth and recognition.

A lifelong Chicagoan, Jim remains deeply committed to fostering opportunity within his community — mentoring future leaders in hospitality and championing the return of independent, experience-driven luxury to the suburban landscape.

EXPERIENCE

Founder & Managing Partner | Drake Joint Ventures, LLC

Chicago, Illinois | 2005 – Present

- Leads private equity and joint venture partnerships focused on hospitality, real estate, and brand development.
- Manages strategic relationships with investors, operators, and developers. Oversees financial performance, project feasibility, and long-term growth initiatives.

PROFESSIONAL SUMMARY

- Attorney, developer, and investor with over 40 years of experience spanning law, international development, real estate, and hospitality.
- Former trial lawyer who tried more than 300 cases across U.S. and federal courts, later advising on constitutional and post-conflict reconstruction in the Balkans, and most recently leading the revival of The Drake Oak Brook, part of Marriott's Autograph Collection.
- Known for his strategic vision, hands-on leadership, and ability to unite diverse stakeholders, Jim is skilled in negotiation, litigation, complex project development, and organizational turnaround. His work reflects a lifelong commitment to revitalizing institutions — whether nations, companies, or historic landmarks — through innovation, integrity, and purpose.

EDUCATION

Bachelor of Science, University of Illinois at Urbana-Champaign | 1984

Chicago-Kent College of Law
Illinois Institute of Technology
Juris Doctor | 1989

KEY ACHIEVEMENTS

- Featured in *Luxury Guide USA*, *Hertelier*, *Chicago Tribune*, and regional business publications for successful restoration of The Drake Oak Brook and broader community impact.
- *Crain's Chicago Feature Article* 2023
- *Conde Nast 2022 Top 50 in World's Best Hotel* / 2024
- *Stella Award Gold Winner 2025 Best Hotel*

SKILL

- Complex litigation & trial advocacy
- International development & post-conflict reconstruction
- Constitutional and administrative law
- Hotel operations and asset turnaround
- Real estate acquisition, development, and adaptive reuse
- Leadership, negotiation, and organizational restructuring



DRAKE
JOINT VENTURES

CONTINUED

Owner / The Drake Oak Brook, Autograph Collection

Oak Brook, IL | 2015 – Present

- Spearheaded the acquisition, restoration, and rebranding of a historic luxury hotel into a modern Autograph Collection destination.
- Directed multimillion-dollar renovations emphasizing architectural preservation and guest experience innovation.
- Oversaw hotel operations, marketing strategy, and brand partnerships, driving substantial growth in occupancy, revenue, and reputation.
- Championed a culture of excellence, resulting in national recognition including the 2025 Stella Award Gold Winner for Best Boutique Property in the Midwest.

Founder / COA Oak Brook

Oak Brook, IL | 2023 – Present

- Conceptualized and launched a premier steak, seafood, and spirits restaurant within The Drake Oak Brook.
- Collaborated with culinary and design teams to create a dining experience that balances sophistication, warmth, and storytelling.
- Integrated digital marketing, community engagement, and luxury hospitality principles to establish COA as a destination restaurant in suburban Chicago.

Founder & Managing Partner / Drake Joint Ventures, LLC

Chicago, IL |

- Leads private equity and joint venture partnerships focused on hospitality, real estate, and brand development.
- Manages strategic relationships with investors, operators, and developers.
- Oversees financial performance, project feasibility, and long-term growth initiatives.

Principal & Managing Partner / Drake Luxury Brands

Chicago, IL | 2024 - Present

- Strategic partnerships rooted in hospitality, culture, collaborations, and experiences.

Founder / Pima Properties

Illinois & International | 2006 - 2013

- Managed, owned and developed over 2,000,000 square feet of commercial real estate across multiple asset classes, including multifamily, office, retail, industrial and hospitality.

International Development & Reconstruction Work

Bosnia & Herzegovina | 1993 – 2007

- Drafted the Constitution of Bosnia and Herzegovina (1993) during the nation's post-war transition.
- Established and helped launch a new university in post-conflict Bosnia, contributing to the rebuilding of educational and civic institutions.
- Reopened more than 80 commercial banks across the region to restore financial stability.
- Reorganized and revived Zitopromet, the largest grain and agricultural enterprise in the former Yugoslavia, supporting regional food security and trade recovery.
- Advised both U.S & Bosnian governments and international organizations on economic reform, privatization, and legal frameworks essential to post-war reconstruction.

Attorney

Chicago, IL

- Tried over 300 jury trials, bench trials, and arbitrations in civil and commercial litigation.
- Practiced before the Illinois Appellate Court, Illinois Supreme Court, U.S. District Court, and the United States Supreme Court.
- Focused on litigation strategy, negotiation, and constitutional law.
- Early legal career informed later work in international law and development.

Executive Leadership Roles / Business Development & Investments

Chicago, IL | 1990 – 2005

- Directed high-value joint ventures across multiple industries including property development, logistics, and hospitality.
- Recognized for fostering collaboration and turning underperforming assets into profitable enterprises.



COMPANY OVERVIEW

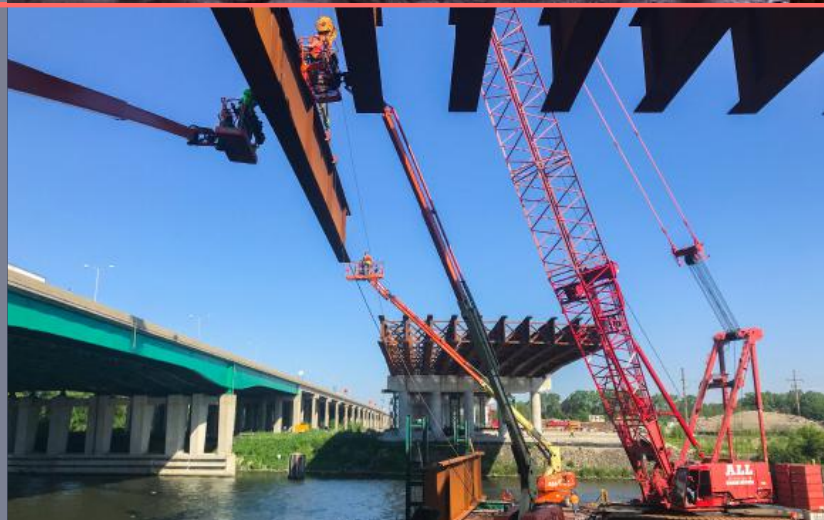
J.A. Watts, Inc. (JWI) is a woman-owned, certified WBE providing exceptional owner's representation; construction, project, and program management; and general construction for public and private owners for over 25 years. We proudly serve the aviation, engineering, technology, and construction industries offering a well-rounded array of services from planning to design through construction and commissioning.

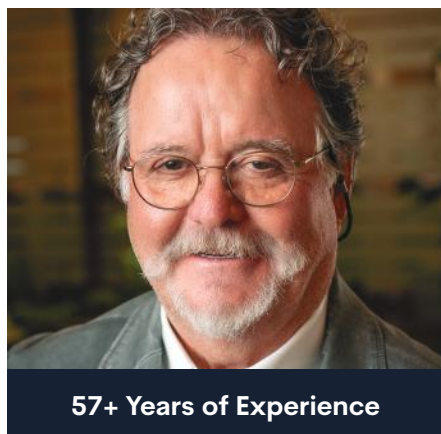
We're known for our unmistakable culture of treating clients and employees like family. Our reputation is built on our client relationships and our energetic, diverse, and inclusive workplace. Headquartered in Chicago, we have offices around the country and provide cost effective access to any assignment, anywhere in the world.

Since 1999 we've gone from two employees in the aviation industry to over 100 employees in construction, technology, and engineering. **We employ THE best people in the industry.** You'll find that going above and beyond isn't optional at JWI. It's what we do.

We aggressively and creatively search for ways to create value for our clients and provide practical solutions for our teams. This repeatedly saves clients time and money, with an emphasis on quality and safety.

Being a strong ally to our clients and a representative of their goals is at the heart of who we are. Your satisfaction is our absolute top priority. Solving your challenges is our commitment. Through determination, attention-to-detail and responsiveness, our staff does what it takes to ensure your project is a success.





57+ Years of Experience

PATRICK C. HARBOUR

DAP Executive Board



Subcontractor
Mentor to Cardinal
64+ Years in Business
31+ Years at O'Hare

Affiliations

- ★ **Airport Owner's Representative**, President (1993-2005)
- ★ **O'Hare Airport Transit System**, (1993-Present)
- ★ **OSHA 30-Hour Certified**
- ★ **AAAE**
- ★ **Marine Scholarship Foundation Executive Sponsor**

Education

- ★ **University of Oklahoma Architectural Engineering**
- ★ **Illinois Institute of Technology**, Bachelor of Science, **Construction Technology**, Chicago, IL

Professional Summary

CEO

Mr. Harbour has over five decades of experience in the **construction industry**, with nearly four decades specifically focused on **Aviation Projects** at both **Midway and O'Hare International Airports**.

In 1993, Mayor Richard M. Daley asked **Mr. Harbour** to temporarily step away from **Harbour** to serve as the **Program Director** at **O'Hare International Airport**. In this role, he was responsible for **overseeing all capital programs** within **Chicago's Airport System**, a position he held for 12 years. Since 1993, **Mr. Harbour** has also played a key role in the **Operations and Maintenance** of the **O'Hare Airport Transit System ("OATS")**.

Now, **Mr. Harbour** has returned to assume the role of **CEO** at **Harbour**, where the company has a **proven track record** of **success** at various **airports across the United States**. Over the past 15 years, **Harbour** has demonstrated its ability to successfully provide **Construction Management ("CM")** services for the **O'Hare Modernization Program ("OMP")**, with a **budget exceeding \$6 Billion**.

Harbour recently was a critical part of the successful team commissioning of **O'Hare's fourth new Runway, 9C/27C**. Under the **OMP**, **Harbour** has completed:

- (4) **New Runways**
- (2) **New Air Traffic Control Towers**
- (1) **Reconstructed Runway**

CDA SCOPE OF SERVICES

5. QA/QC

8. Field Supervision

9. Digital Delivery



Building Integrity The Harbour Contractors Legacy

In the heart of the Midwest, just outside Chicago, stands a company whose story is as solid as the structures it builds. For more than six decades, Harbour Contractors, Inc. has been shaping skylines, restoring landmarks, and redefining what it means to build with integrity.

Founded in 1959 by Irving “Red” Harbour, a U.S. Army Corps of Engineers veteran, Harbour Contractors began with a spirit of service and craftsmanship forged in the demanding conditions of World War II. After returning from overseas, Red brought his engineering expertise and commitment to precision to the construction of Chicago’s early toll highways and infrastructure—projects that would literally pave the way for the region’s modern growth.

What started as I.C. Harbour Construction Company, a partnership between Red Harbour and businessman Paul Butler, soon became a family legacy. The Harbour family later assumed full ownership, transforming the company into the independent, family-run powerhouse now known as Harbour Contractors, Inc. From those early days laying concrete and steel for the Tri-State Tollway and Chicago Skyway, Harbour quickly expanded into commercial and institutional projects across the Chicagoland area.

Through the 1970s and ’80s, Harbour built many of Oak Brook’s signature developments—including the Drake Oak Brook Hotel, Butler National Golf Club, Oak Brook Shopping Center, and the Oak Brook Municipal Complex—establishing a reputation for quality, reliability, and trust. As the company grew, so did its ambitions. Landmark projects such as One Lincoln Centre, the restoration of the historic Rookery Building, and expansions at O’Hare International Airport’s Terminal 5 cemented Harbour’s place among the region’s most respected builders.

Today, under the leadership of Zachary Harbour, the company continues to evolve—embracing modern construction technologies such as Building Information Modeling (BIM) and sustainable, LEED-certified design. From airports and industrial facilities to municipal complexes and corporate campuses, Harbour’s work reflects the same founding principles that have guided it since day one: integrity, craftsmanship, and commitment to the client.

Headquartered in Plainfield, Illinois, Harbour Contractors remains a family-owned enterprise rooted in community values and dedicated to building projects that last. Their LEED-certified corporate headquarters—a 21,600-square-foot symbol of sustainable innovation—embodies everything the company stands for: smart design, long-term vision, and pride in every detail.

For Harbour Contractors, the formula for success is simple but enduring: build with integrity, lead with experience, and never compromise on quality. From the highways of the past to the high-tech projects of the future, Harbour’s name continues to stand for excellence—proof that true craftsmanship never goes out of style.



Harbour Headquarters



Building the Future of Flight

From runways to terminals, Harbour has been shaping the aviation landscape for decades.

Harbour Contractors has become one of the region's most trusted names in aviation construction—blending deep technical expertise with a reputation for delivering complex, operationally sensitive projects safely, efficiently, and on time. With more than \$10 billion in aviation infrastructure delivered, Harbour's portfolio spans everything from terminal expansions and control towers to taxiway realignments and executive hangars.

A Legacy in the Skies

Harbour's aviation roots trace back to the early modernization efforts at Chicago O'Hare International Airport, where the firm played an integral role in the O'Hare Modernization Program (OMP)—one of the largest and most complex aviation undertakings in U.S. history. The company provided construction management and program management services for runway realignments, control tower construction, and airfield support facilities, coordinating seamlessly within one of the busiest airports in the world.

“Working in an active airfield demands precision, safety, and communication above all else,” says Pat Harbour, (previous Program Director of O'Hare Airport). “Every decision we make must balance operational continuity with construction progress—and that's where our experience sets us apart.”



Aviation Expertise that Elevates Communities

What truly defines Harbour's aviation division is its focus on partnership—with airport authorities, design teams, and local stakeholders. Their teams thrive on collaboration, often working under complex FAA regulations, tight schedules, and zero-downtime expectations. Each project reflects the firm's core values: integrity, innovation, and accountability. Whether constructing runways, passenger terminals, or support facilities, Harbour integrates advanced BIM modeling, detailed logistics planning, and rigorous safety controls to ensure flawless execution within high-security, high-traffic environments.

As aviation infrastructure across the nation modernizes to meet new sustainability and capacity standards, Harbour stands ready to lead the next era of airport construction—combining local knowledge, proven delivery methods, and a passion for connecting communities through infrastructure that keeps people moving.

HARBOUR

AVIATION EXPERTS

Our Team is Fueled by Extensive Experience in Aviation Construction

Harbour's history in Aviation Construction dates back to 1990 while originally serving as the Program Managers for O'Hare International Airport's Terminal 5. Upon completing the Terminal 5 project at O'Hare, the Chicago Department of Aviation (CDA) selected Harbour as the Official Construction Manager responsible for overseeing the construction projects at all Chicago airports.

Harbour has since developed a dedicated Aviation Division committed to mitigating the increasing stress on airport facilities and systems today. As an expert Aviation Construction company, we have spent decades perfecting the precision we build our airport facilities to decrease travel interruptions and increase overall efficiency, functionality, lifespan, and cost savings.

To date, Harbour has successfully overseen over more than \$10 Billion worth of airport projects.



O'HARE MODERNIZATION PROGRAM (OMP) EXPERIENCE 2011-2021

Runway 10C-28C West	\$93,489,847.00
Fuel System Replacement	\$35,725,153.00
Runway 10C-28C East and Taxiways	\$150,571,307.00
Remote Transmitter and Receiver - S	\$2,077,387.00
Remote Transmitter and Receiver - R	\$2,605,645.00
United Cargo Building	\$160,009,063.00
FedEx Cargo Building	\$76,523,839.00
UPRR Relocation South of Irving Park Road to North Contract Limits	\$11,657,104.00
Metra and CP Yard Bridge Structures	\$14,963,339.00
Taxiway ZS	\$5,240,217.00
Runway 9C-27C Northeast Package	\$43,868,825.00
Runway 9C-27C Rehabilitation of Taxiway WQ	\$7,408,400.00
FedEx Glycol Dispensing System	\$3,218,222.00
UPRR Central, Irving Park Road and Bensenville Ditch Relocations	\$35,105,541.00
UPRR Relocation South CP Yard Bridge	\$17,316,219.00
Runway 9C-27C Trunk Sewer System E	\$32,496,674.00
Taxiway WK and Northwest Area Enabling Projects	\$74,517,570.00
LLWAS #15 Relocation (JH-6103)	\$366,438.00
Runway 10R-28L East Utilities and Guard Posts	\$18,392,414.00
North Detention Basin Expansion	\$29,016,117.00
South Airport Traffic Control Tower	\$29,558,882.00
Runway 10R-28L Site Preparation	\$113,815,318.00
Runway 10C-28C - Center	\$170,517,717.00
Runway 10R-28L NAVAIDS and FOTS	\$15,968,951.00
Runway 10R-28L Paving, Lighting, and Signing	\$71,744,613.00
Runway 10R-28L Safety and Security Additions Package #1	\$10,001,240.00
RTR-U and SPA/HAZMAT	\$4,596,516.00
Taxiway NN	\$5,414,118.00
Runway Status Lights (RWSL) and SAF Facility	\$5,370,500.00
Daytona Beach Lift Station Relocation	\$5,227,742.00
Central De-Icing Facility (CDF) Mass Grading	\$39,918,323.50
Runway 10R-28L Safety and Security Additions Package #2	\$9,666,073.00
Runway 9C-27C East	\$71,344,130.00
Runway 9C-27C Package #1	\$110,003,313.41
Employee Parking Package #1	\$24,428,252.52
Employee Parking Package #2	\$3,749,648.00
Central De-Icing Facility (CDF) Mass Grading	\$8,850,144.00
Central De-Icing Facility (CDF) Paving and Utilities	\$110,886,822.17
North ARFF #2	\$15,507,391.06
Taxiway Z/J and Tank Farm Road Package B	\$61,852,165.49
Runway 9R-27L RWSL Installation (H6200.16.00)	\$2,995,533.72
Runway 9C-27C West Package #2	\$138,405,607.79
East Airfield Lighting Control Vault (EALCV)	\$16,658,000.00
Runway 9C-27C Package #3 and RWY 4L-22R Rehab	\$73,147,893.94
Runway 9R-27L Extension West	\$69,242,922.57



DuPAGE AIRPORT AUTHORITY

2015 Clear Span Transient Hangar



WEST CHICAGO, IL

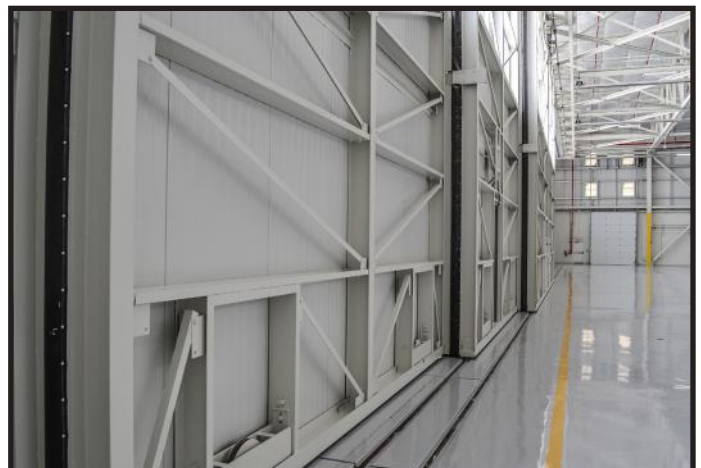


Harbour performed Design-Build on a 35,200 SF Clear Span Transient Hangar for the DuPage Airport Authority. This hangar is designed to accommodate large aircraft with a single, large open bay accessed from the air-side by multi-panel sliding hangar doors. An adjacent space was provided on the north end of the hangar to house support equipment including de-icing trucks, tugs for aircraft relocation, and golf carts. This hangar is a Pre-Engineered Metal Building (PEMB) with a reinforced concrete foundation, insulated metal and precast concrete wall panels with a clerestory and a large radius arched roof. This project also includes apron lighting, ADA ramp, translucent wall panels, and standing seam metal roof as well as approximately 150,000 SF of pavement was reggraded including: 4" of asphalt-treated permeable base and 8" of (PCC) Portland Cement Concrete paving after demolition of the apron.

- Client: DuPage Airport Authority
- Cost: \$9,900,000
- Architect and Civil/MEP: Burns & McDonnell
- Structure: Tri-State Enterprises
- Completed: Spring 2017
- Single-Story 35,000 SF Building
- 245' Clear Span PEMB
- 600' Radius Curved Roof System with a Simple Sewer Insulation to Meet the IL Energy Code
- 210' Wide X 29' High Stackable Sliding Hangar Door System
- 100% Recyclable Structural Cellular Polycarbonate with Aluminum Framing Clerestory



**MULTI-PANEL SLIDING
HANGAR DOORS**





O'HARE INTERNATIONAL AIRPORT

South Air Traffic Control Tower



The new 13 story, 218-foot tall South Air Traffic Control Tower (SATCT) and 10,000 SF Base Building serves the new southernmost runway at Chicago O'Hare International Airport. The SATCT is a model for sustainable infrastructure projects that can be built to reduce energy use and make aviation systems more environmentally friendly, even as passenger volumes continue to increase. The SATCT consumes no natural gas, and 25% less electricity than O'Hare's **LEED® Certified to the Gold Level** North Air Traffic Control Tower, saving enough energy to fully power an airport fire station. The SATCT saves more than \$20,000 on annual utility costs, compared to the NATCT. The vegetated roof on the base building serves to reduce the heating and cooling demand of the facility, reduce the overall urban heat island effect of the airport, and aids in storm-water retention. The geothermal system, the first of its kind at O'Hare, utilizes constant temperatures below the earth's surface to generate energy and optimize the efficiency of the building's heating and cooling systems. The reinforced concrete structure enabled the materials to be sourced locally, allowing construction to be both cost- and time-efficient, while limiting impacts to the environment that result from material transportation. All sustainable features combined (geothermal, green roof, low emissivity glass, and low-flow, efficient plumbing) reduced energy usage by 25% and water usage by 40%, as compared to a traditional control tower design.

- Client: Chicago Department of Aviation
- Cost: \$29,558,882
- **LEED® Certified to the Gold Level**
- 13-Story 218' Tall Air Traffic Tower
- Role: O&M - Owner's Representation
- Completed: Fall 2014
- Architect: EXP
- MEP: Millhouse





Darley Defense

Capabilities & Supply Partners

You serve Others.
We serve You.™



Our Proud History

Darley Defense Timeline

Leading Government Supplier

Top 50th Ranking

Strong Core Values Drive our Mission

A family-run company that’s continuously raised the bar for more than a century, Darley is built upon a steadfast commitment to innovation, reliability, and relationships that add value with every interaction.

Significant Growth & Expansion

Our extensive history of supporting American first responders and warfighters has driven our significant growth and expansion. Recently, we earned a spot among the top 50 defense contractors in the United States by supplying over \$1.1 billion worth of pumps, special operational equipment, and firefighting gear to the U.S. Department of Defense.

The catalog features a complete line of firefighting, police and municipal equipment.



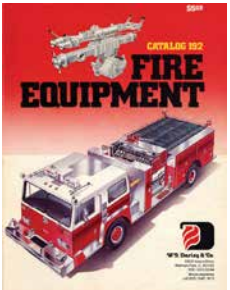
William Stuart Darley, a 31-year old self-educated inventor born in 1877, leaves his job to create a new Chicago catalog company, W.S. Darley, to sell his inventions and other equipment to municipalities.



W.S. hires Peter Yates who develops a Darley pump.



Fire apparatus sales become the largest segment of Darley's business. Equipment sales also grow and the company's catalogs are in virtually every firehouse in America. Catalogs also reach foreign markets.



Darley partners with ProPoly Inc to start a new company, PolyBilt LLC, to make truck products and bodies.



Darley acquires Ohler Pump Company in Janesville, Iowa.



Darley is awarded the LE600 contract with the US Marine Corps.



Darley tops \$1 Billion in Defense sales.



1908



1915

1926

W.S. meets with Henry Ford to become a Ford sales agent and starts taking orders to ship Darley Fire Trucks built on Ford chassis with Barton pumps.



1932

1944

Darley receives the Army/Navy E Award for Supply Chain excellence during WWII.



1961

1994

Darley awarded the P100 pump contract with their portable pumps on every US Navy ship.



2001

2003

Darley awarded the USCG P6 pump contract.



2007

2008

Darley is awarded major TLSP Government contracts to supply equipment to DoD customers and creates a new Defense division.



2009

2023

Darley Defense earns a spot among the top 50 defense contractors in the US.

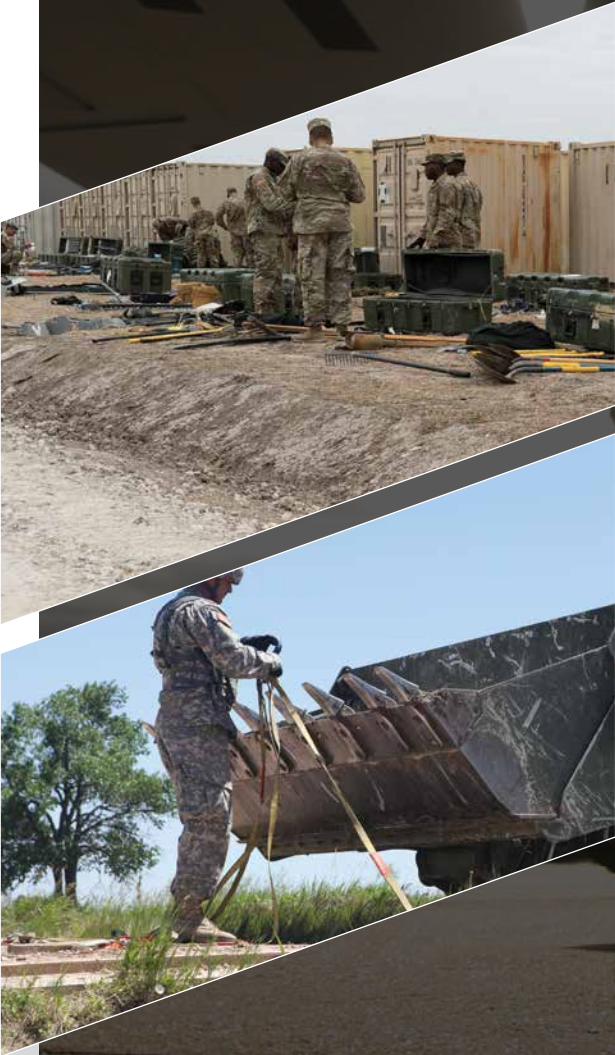


2024

Maintenance Repair & Operations

Our supply partner network provides us with a wide variety of solutions in support of day-to-day operations. We provide a wide range of tailored support packages for facilities maintenance, public works, civil engineering, and infrastructure support.

- Land & aerospace parts and equipment
- Warehousing & storage
- Kitting
- Tools
- Emergency response
- Fabrication
- Personal protection equipment
- Corrosion prevention



MRO

Aerospace
Corotation Prevention
Machining & Fabrication
MRO Kitting
Parts & Equipment



Support When You Need It

We are strategically aligned with a wide variety of strategic partners who specialize in disaster response. Our team is available 24/7 to help package together turnkey solutions in support of National Response Framework objectives. Such as debris management, emergency power, emergency response, temporary housing, and Urban Search and Rescue.



SIKANDER JAIN, PE, CM

Sr. VP Global Construction Services, NY Market Lead

Sikander brings a wealth of experience and a lifelong commitment to driving complex and impactful growth initiatives within airport development projects across various roles. Widely regarded as an expert and leader in his field, Sikander has earned recognition for delivering innovative, sustainable, and cost-effective solutions to navigate the intricacies of large-scale complex programs worldwide, often operating within challenging constraints and leading large teams.

Sikander will bring his wealth of knowledge on Terminals to bear on the programming, planning and management services to the team as a leader in this sector. He will find innovative and effective ways to assure that the needs of this program are met to the full satisfaction the development effort.

Previous Experience

Port Authority of New York and New Jersey, New Terminal One, John F. Kennedy International Airport, Queens, NY | Lead Program Manager. Sikander served as the Lead Program Manager during his time at HNTB, representing the Port Authority of New York New Jersey on the \$9B John F. Kennedy International Airport New Terminal One program. The new Terminal One will contain 23 international gates, in a total terminal area of 2.4MSF with 24 security screening lanes, state-of-the-art baggage handling system, over 300,000SF of retail, dining, and other concessions, 116,000SF of airline lounges, and 55,000SF of interior green space, children's play areas, and cultural exhibits.

Sikander provided program-level leadership, driving design-build efforts to advance program objectives of a world-class facility with an aspiration to be amongst top 5 Skytrax ranking and LEED Gold certification within a year of opening. He provided direction and oversight on setup of governance, structure, personnel, systems and processes for the program with design, controls and construction teams. He also led engagements with JFK Operations, PA Marketing, Commercial, Security and Communications teams with the larger airport community for the redevelopment effort. He was responsible for oversight of the CAPEX, OPEX, REVEX outlay planned with a focus on passenger experiences, facility lifecycle, outsourced modeling and adequate staffing/G&A resourcing. In addition, he provided independent, confidential and aviation biased expertise, advise and action to Executive leadership promoting the program goals.

Chicago Department of Aviation, ORD Terminal 21 Area Program (TAP), Chicago International Airport, Chicago, IL | Program Manager/SME. Sikander served as the Program Manager for the \$8.5B Chicago O'Hare International Airport's (ORD) 21 Terminal Area Program (TAP) during his tenure at Jacobs Engineering. The TAP is one of several projects that are part of O'Hare 21, an \$8.5B capital improvement program with a goal to transform ORD into a premier international hub. Improvements included adding 25% more gate capacity, modernizing and replacing the oldest terminal facilities, integrating domestic and international terminal operations, and upgrading facilities to improve the passenger experience. Here, Sikander demonstrated his adeptness in interpreting complex large program constraints into manageable discreet efforts to ensure a project delivery path and adherence to quality standards.

He led the development of comprehensive project definition documents that detailed the scope, met the financial constraints, and outlined the phasing requirements for new terminals, satellites, and aprons, optimizing existing infrastructure under Common Use

Education

MS, Engineering
Dual Construction
Engineering and
Project Management,
University of Texas,
Austin 1997

BS, Civil Engineering,
University of Pune,
1994

Registrations

Professional Engineer:
TX

Professional Affiliations

American Association of
Airport Executives

Rethinking Infrastructure®

Headquartered in Chadds Ford, Pennsylvania, Arora Engineers (Arora) is a business focused on working towards its mission to **Improve the Quality of Life by Rethinking Infrastructure®**.

At Arora, we believe infrastructure needs to do far more than provide a seamless, safe, sustainable and comfortable environment. Our goal is to maximize its role, impact and value through highly intelligent solutions that not only meet operational needs, but forward business objectives.

Key Highlights:

- Established in 1986
- Offices Globally
- Over 250 Employees
- Minority Owned
- ENR Top 500 Design Firms



Arora's Life Cycle Approach is depicted above, illustrating our services spanning the life cycle of an asset from Planning, through Engineering, Construction, to Operations and Maintenance including software solutions to reduce costs and improve efficiency.

A Progressive Perspective on Infrastructure

Since our founding in 1986, the company has expanded to 13 offices worldwide, over 250 employees, and four subsidiary companies, Electronic Data (EDI), Arora Technology Group (ATG), Arora Systems Group (ASG), and Monyx Engineers Private Limited (Monyx). Arora also consistently ranks as an ENR Top 500 Design Firm, as well as one of BD+C's top ten airport facility engineering firms in the U.S.

Arora consistently ranks as one of the largest Minority Owned AEC firms across the country. This is Arora's 10th consecutive appearance on this list of Ethnic Minority-owned Businesses in Greater Philadelphia ranked by their previous year's revenue.

At Arora, the enthusiasm staff brings to their work extends beyond their own projects and into the goals and needs of the communities in which Arora does business. Arora is actively involved with the local communities they serve through partnership and volunteering with regional organizations such as the Women's Transportation Seminar (WTS), the Conference of Minority Transportation Officials (COMPTO), the Airport Minority Advisory Council (AMAC), the National Society of Black Engineers, Liberty USO, March of Dimes and One Tree Planted.

Arora's Enterprise Solutions Group



The sole mission of Arora's Enterprise Solutions Group is to provide asset data expertise to guide our clients in generating and leveraging the data created during design and construction for more efficient operations and maintenance and prepare them for the implementation of modern automation technologies such as virtual reality or a Digital Twin. We understand the challenges organizations face to acquire, assimilate and organize the data required to properly operate and maintain their facilities through accelerated complex design and construction projects, and we have the experience and expertise to help our clients leverage technology to establish world-class operating and maintenance procedures and accelerate their return on investment through innovative Smart Infrastructure.



ELECTRICAL

- + Low and medium voltage power distribution
- + Emergency and standby power systems
- + Lighting design and photometrics
- + Substation/switchgear
- + Grounding and lightning protection
- + Single-line diagrams
- + Short circuit & coordination studies
- + Power and lighting equipment selection and specifications
- + Motor control centers
- + Electrical equipment sizing
- + Energy efficient systems
- + Electrical code analysis
- + Electrical plan review and master plan development

SPECIAL SYSTEMS / TECHNOLOGY

- + Mass Notification & Public Address
- + WiFi systems
- + Network architecture
- + Data centers
- + MDF/IDF room layouts
- + FIDS/BIDS/GIDS/CUPPS/SUPPS
- + CCTV/MATV/CATV systems
- + Access control

HVAC / PLUMBING

- + Sustainable/Green Building design
- + HVAC
- + Central plant design
- + Underfloor Air Systems design
- + Constant and variable air volume systems
- + Radiant heating systems
- + Geothermal system design
- + Building automation and digital controls
- + Domestic water systems
- + Storm and sanitary system design
- + Fuel system design
- + Lifecycle Costing, Energy Analyses

FIRE PROTECTION AND LIFE SAFETY

- + Fire alarm and detection system design
- + Standpipes and water-based sprinkler system design
- + Foam systems and special hazard suppression design
- + Fire pumps and fire protection water supply system design
- + Smoke management
- + Code analysis and consulting
- + Plan review
- + Due diligence reports
- + Performance based analysis
- + Risk/hazard assessment
- + Site conditions survey

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

- + Database setup and implementation plans
- + CAD to GIS conversion plans
- + FAA Airport GIS program compliance
- + Legacy data access integration
- + Web-based GIS portal development
- + Asset and utility data management
- + Field inspection and inventory
- + GPS data capture and attribution

PROGRAM MANAGEMENT

- + Project management
- + Procurement coordination
- + Information management
- + All-inclusive project control
- + Runway Incursion Mitigation
- + Pavement Surface Sensor Systems
- + Airfield Lighting Vaults and Power Distribution
- + Sustainable Solutions
- + Construction Safety and Phasing

CONSTRUCTION MANAGEMENT & INSPECTION

- + Project administration
- + Master systems integrator
- + Daily inspection
- + Project documentation
- + Submittal review/tenant permit reviews
- + Design support
- + Constructability reviews
- + Value engineering
- + Runway Incursion Mitigation
- + Airfield Lighting Vaults and Power Distribution
- + Pavement Surface Sensor Systems
- + Construction Safety and Phasing

AIRFIELD ELECTRICAL

- + Airfield Lighting and Signage
- + Approach Lighting Systems
- + Instrument Landing Systems
- + Navigational Aids
- + Airfield Lighting and Control Systems
- + Runway Incursion Mitigation
- + Pavement Surface Sensor Systems
- + Vertiports



Arora specializes in providing engineering services tailored for clients in **aviation, transportation, education, government, and commercial sectors** and has developed a unique understanding of the challenges and opportunities facing these critical industries.

Understanding our clients' current and future needs and challenges is what drives us. Our team continuously looks forward and works relentlessly to supply intelligent infrastructure solutions to all the market sectors we serve.

PROJECT HIGHLIGHTS



JFK Terminal 6 / Terminal 7 JetBlue Redevelopment Program

Engineering design and construction phase services to the JFK Terminal 6 / Terminal 7 JetBlue Redevelopment program. Includes 13 new gates, a total terminal area estimated at 1.15 million SF, and features commercial dining and retail amenities.



Amtrak William H Gray III 30th Street Station

Mechanical, electrical, plumbing, fire protection, and special systems Engineering for this design/building project. This \$400 million project includes 500,000 SF of renovation and modernization to enhance the station's functionality and improve the customer experience.



LAX Consolidated Rent-A-Car Facility

Special systems design and engineering services for the new 5.3 million square foot facility, featuring 6,600 ready/return spaces, 10,000 idle vehicle storage spaces, 1,100 rental car employee spaces and Quick Turn Around (QTA) Facilities for car washing, fueling, and light maintenance.



Community College of Philadelphia Career & Advanced Tech Center

This 75,000 SF of advanced Technology Center features cutting edge technical training facilities and specialized industry equipment for comprehensive training in vehicle engine repair, manufacturing, and health care training.



Wexford Science & Technology, LLC One Ucity Square

Engineering design development services for the Core & Shell design of the new, 400,000 SF, 13-story multi-tenant mixed-use laboratory/office building with one level of underground parking.



Boston Logan International Airport Terminal E Modernization

The \$640 million modernization extended the existing concourse, terminal core, and terminal roadway frontages. A new addition of approximately 600,000 SF, as well as 250,000 SF of existing space enhanced operational flexibility.





VRX, Inc. is an award-winning, woman-owned professional services consulting firm founded in 2006. We provide comprehensive program management and construction management and inspection services to airlines and airports across the United States. We are 200 people strong with offices in New York, Texas, Oklahoma, and Florida.

We know the unique challenges that come with managing aviation projects, the intricacies of operations, and how to deliver them safely, without surprises, and with as little impact on airport operations as possible. Our team's experience — encompassing work for a variety of airports, airport authorities, and airlines nationally and internationally — gives us a holistic understanding of the aviation sector, including how to work harmoniously with airport regulatory agencies, including FAA, TSA, and other stakeholders.

Airports VRX has served:

- Newark Liberty International Airport (EWR) – Terminal C
- John F. Kennedy International Airport (JFK) – Terminals 1 & 8
- LaGuardia Airport (LGA) – Terminal B
- Dallas/Fort Worth International Airport (DFW)
- Rhode Island T. F. Green International Airport (PVD)
- George Bush Intercontinental/Houston Airport (IAH)
- William P. Hobby Airport (HOU)
- Charleston International Airport (CHS)
- United Airlines Flight Training Center, Denver, CO (FTC)

VRX's aviation services:

- Program/Construction Management for Vertical & Horizontal Projects
- Experience in Design-Bid-Build, Design-Build, Construction Manager at Risk (CMAR) & Other Alternative Delivery Methods
- Comprehensive Construction Inspection of Airside & Landside Facilities
- Pavement Evaluation, Rehabilitation & Management (Including Perimeter Roadways)
- Structural Inspections (Including Routine, & In-Depth, Fracture-Critical Assessments)
- APM Inspections
- MEP Inspections (HVAC, Electrical Systems, Secure Systems, Approach & Perimeter Lighting, etc.)
- Utility Rehabilitation/Improvement Inspections (Including Chilled/Hot Water, Electrical, Domestic Water, Fire Water, Sanitary Sewer & Drainage)
- Security Gates & Security Fencing
- CBP Interface/Coordination
- TSA Interface/Coordination
- Operational Readiness, Activation & Transition (ORAT)/Activation/Tenant Relocation
- Maintenance Consulting
- Cost Control & Scheduling Review
- Baggage Handling Systems
- Cargo Facilities
- Airfield/Gate Planning & Simulations
- Design Plan Review
- Contract Administration
- Environmental Impact Assessment & Mitigation Implementation
- Hazardous Materials Management
- Emergency Response



VRX has a proven track record as both prime and subconsultant serving on mid-sized to large, complex projects for airlines and airport authorities. With all projects on active airports, VRX uses meticulous care and is highly mindful about coordinating our particular work times with airport officials to ensure we avoid any negative impact to airside operations. Our goal is to provide each client with an exceptional project as well as a first-class experience. As an extension of staff, we are responsible for all aspects of program management, including quality control; cost control; scheduling; evaluating constructability; coordination with specific airlines and airport system operations; review of the final guaranteed maximum price; and negotiation of change orders.

As good stewards of the client's budget and schedule, we look for ways to say "yes" to innovative options that will not only save time and money, but also deliver the best product. Our construction managers provide oversight of all construction inspection services and testing laboratory efforts. Our project managers skillfully orchestrate all aspects of utility coordination as well, making sure utility issues do not cause delays. Through clear, concise communication, we develop and strengthen relationships with local, state, and federal agencies and drive the decision-making process with stakeholders to maintain the schedule and accomplish each project's goals.

A Commitment to our Federal Partners

PyroCom Systems provides system design, installation, consultation, maintenance, and monitoring services.

We work with a wide variety of industries

- Manufacturing
- Retail
- Industrial
- Commercial

And deliver security services to all sectors of Government

- Federal
- Local
- State
- School Districts

Secure Integration Systems

- Fire and Life Safety
- Integrated Intrusion Detection
- Access Control
- Two-way Radios
- PA / Mass Communications
- Concealed Weapon Detection
- Cameras and Body Cameras

**PYROCOM HAS THE HIGHEST LEVEL OF
INDUSTRY CERTIFICATIONS**

NICET 3 - NICET 4 - RCDD



A Commitment to our Federal Partners

Contact PyroCom Systems

915.772.0880
pyrocomsystems.com

Federal Sales Manager
Tito Ferrera, CSM
Army Retired
915.996.8292
tferrera@pyrocomsystems.com



Fire and Life Safety

PyroCom provides complete fire detection system solutions designed per code with the mission to detect, alarm, and active pre-programmed control functions. 24/7 live monitoring also available.

We are also a certified integrator of Emergency Response or Distributed Antenna Systems (DAS) often required in new builds and remodels.

We meet NFPA101, Life Safety Code, NFPA 72, National fire Alarm, and Signaling code requirements for:

- Smoke / Heat / Flame / Gas Detectors
- Signal Transmission
- Supervising Stations
- Central Station Monitoring
- Notification Appliances



Integrated Commercial Intrusion Detection System (ICIDS)

The future of security is here with ICIDS. Offering unparalleled control and real-time insights, ICIDS can transform the way you safeguard your space.

- **Remote Security Management** - arm and disarm your security system from anywhere
- **24/7 Monitoring** - continuous surveillance with immediate response to detect security breach
- **Central Station Communication** - system alerts trigger instant communication to a central station for rapid response
- **Customer Notification** - receive real-time alerts and stay informed about the status of your security

Access Control

This seamless approach provides convenience and security like never before.

- **Versatile Access Options** - utilize a wide range of access methods including proximity cards, key fobs, and the convenience of turning your cell phone into a secure access control device
- **Immediate Access Control** - instantly adjust access control to personnel, visitors, or contractors and ensure swift and secure entry
- **Comprehensive Database Management** - PyroCom can assist you in building and maintaining a comprehensive database for ongoing controlled access

Two-way Radios

PyroCom Systems' advanced two-way radio communications keeps your team in constant communication. It seamlessly integrates with other systems, enhancing overall security.

- **Two-Way Radio Connectivity** - reliable two-way radio communication systems keep your team informed and responsive in real-time
- **Integration with Camera Technology** - experience enhanced situational awareness with our system's ability to receive notifications from other technologies, such as camera systems. Be alerted when someone crosses a predefined barrier, adding an extra layer of security

PA/Mass Communications

We can add a new dimension of audio-visual excellence. PyroCom Systems will develop cutting-edge solutions, from video conference rooms to comprehensive PA systems.

- **Latest Technology Integration** - Stay ahead with the latest in audio-visual technology. PyroCom Systems ensures your solutions are equipped with the most advanced features for a seamless and immersive experience
- **Tailored Solutions for Every Space** - our expertise extends from large presentation rooms to sound systems, paging systems, video conference solutions, and board rooms

Concealed Weapons Detection

Our state-of-the-art Concealed Weapons Detection system is designed to streamline security processes. This innovation changes the way we ensure safety without compromising efficiency.

- **Touchless Weapons Screening** - detect weapons seamlessly without requiring individuals to remove personal belongings
- **High Throughput Capability** - screen thousands of personnel per hour in high-traffic areas
- **Labor / Stress Reduction** - touchless screening reduces the task of manually checking personal belongings, lessening the burden on security personnel

Video Surveillance Systems

Transform the way you monitor and secure your facilities with cutting-edge camera solutions. Whether you're overseeing facilities or accessing archived footage, our integrated systems ensure total protection from all angles.

- **Remote Access Anytime, Anywhere** - Monitor your facilities and access archived footage seamlessly with remote appliance software or dedicated apps on your Android or iOS mobile platforms
- **Total Integration for Complete Protection** - fully-integrated with our other systems for a comprehensive and user-friendly security ecosystem
- **Smart Perimeter Establishment** - computerized perimeters notify when boundaries are crossed and utilize features that locate items or individuals quickly



Your Trusted Professionals for Passenger Boarding Bridges (PBB)

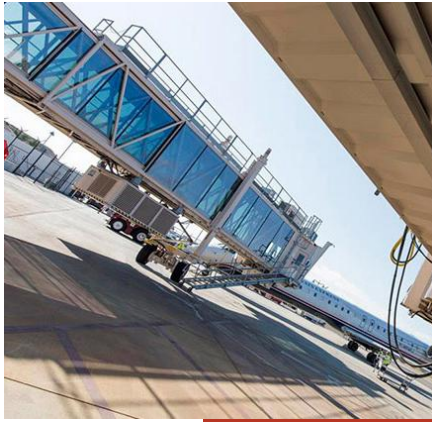


New installations
Complex PBB projects
PBB refurbishment

Builders Chicago Corp. Passenger Boarding Bridge Division

Our Passenger Boarding Bridge Division specializes in installations, preventative maintenance, repairs, and refurbishment. Whether it is a new installation, replacement gate, terminal expansion, preventative maintenance or service call, Builders Chicago will ensure we keep your passengers moving.

Our strategic partnership with PBB equipment manufacturers (OEM's) enables us to offer our clients the best in class service, timely repairs, and materials to extend the life of your airport infrastructure.



About us

For over 95 years Builders Chicago Corporation (BCC) has been helping companies nationwide with doors & dock equipment, warehouse solutions, airport services, passenger boarding bridges and perimeter security. Our five lines of business covers installations, maintenance, service, repairs, and refurbishments of your equipment. We maintain over 3200 doors between O'Hare International & Midway International Airports since 1978 while providing services to hundreds of clients throughout the Chicagoland area and the country. Our staff of over 40 highly trained professional technicians offers 24/7 service to safely maintain the operational integrity of your facility.

Our mission is to provide safe and efficient solutions while maintaining the highest level of customer service.



Our Service

We offer new installations, retrofits, repairs and preventative maintenance and inspection programs (PM&I) on any type of Passenger Boarding Bridge. Our team of professionals can diagnose and repair all types of issues. If you would like worry free operations, we offer a complete preventative maintenance and inspection program (PM&I) so you can sleep easy while your operations team tends to your critical clients.

Our Specialties

We have extensive experience in removing old PBB's, installing new PBB's and all auxillary equipment required. We provide trained Union technicians to ensure the installation process is done safely and focused on quality workmanship.

We provide:

- New installations and gate replacements
- PBB refurbishments
- Service calls
- Preventative maintenance programs
- Complex PBB relocations

Our Partners

We partner with key industry Manufacturers for OEM and retrofitting. This allows us to offer our clients efficient timely solution for repairs, parts and materials when it may be difficult or impossible to secure.



Contact Us

Phone: 224-654-2122

Website : www.builderschicago.com





Ace History

The beginning of one of the most successful franchises.

1924

• Four hardware shop owners unite to start Ace Stores, Inc.

1931

• Ace Stores, Inc. officially changes its name to Ace Hardware Corporation.

1940

• By the end of the 1940s, Ace Hardware Corporation is supplying 133 Ace stores in seven states.

1959

• Ace celebrates its 35-year anniversary with sales of \$24.5 million and 325 stores.



THE RESULTS

Ace Hardware continues to see robust growth year over year with increased Ace Rewards members, increased revenue and adding more Ace Hardware franchise locations worldwide.

71M+

Ace Rewards Members

\$9.5B

Total Revenue

\$357M

Patronage Distributions

6,000+

Stores & Counting

	ARE CONVENIENTLY LOCATED	HAVE HELPFUL AND KNOWLEDGABLE STORE ASSOCIATES	EASY TO FIND PRODUCTS I'M LOOKING FOR	HAVE QUICK CHECKOUTS	STANDS FOR VALUES THAT ARE SIMILAR TO MINE
	74.8%	72.3%	67.2%	66.4%	44.5%
	53.9%	53.7%	50.6%	45.4%	32.5%
	51.7%	48.8%	46.9%	44.3%	26.9%

Ace data filtered to shoppers who bought from Ace Hardware within past 30 days, rolling 12-month average.



Entrepreneur's Franchise 500

Ranked #1 in our category and #5 overall by Entrepreneur Magazine's Franchise 500 List

Forbes

Forbes

Ranked #1 Best Customer Service Forbes magazine's 2024 rankings in the home improvement category



Franchise Times

5th Largest Franchise Globally

Best In Class

The Ace brand is a favorite amongst hardware shoppers, even amongst the big box national chains. This is a direct result of our investment in our brand and core values. When it comes to Service, Convenience and Quality, Ace truly stacks up against the competition.

Our Values

Each day, we are committed to providing helpful and superior customer satisfaction in the communities we serve, revolutionizing the independent segment of our industry and being the #1 hardware distributor in the convenience hardware industry. We're dedicated to being the best provider of products, services and operating methods to convenience hardware retailers.

