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# **Colonial Behavioral Health**

## *Design & Construct a New Behavioral Health & Integrated Care Campus*

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CONCEPTUAL PHASE PUBLIC-PRIVATE EDUCATION (PPEA)  
FACILITIES & INFRASTRUCTURE ACT (PPEA) PROPOSAL

DECEMBER 15, 2025



# 1

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## RE: Proposal for Owner's Representative Services

Colonial Behavioral Health's (CBH) vision for a consolidated behavioral health and integrated care campus is transformative—and we are honored to partner with you to bring it to life.

Our integrated team combines global expertise and local insight to deliver a campus that enhances access, improves outcomes, and strengthens community health.

### Our Team

We've assembled leading firms in healthcare design, program management, and capital planning:

- **Turner & Townsend:** Program and project management experts with decades of experience delivering complex healthcare facilities on time and within budget.
- **Stantec:** Internationally recognized for behavioral health and integrated care design, with a portfolio of trauma-informed, evidence-based environments that promote dignity and healing.
- **Anchor Health Properties:** Specialists in healthcare real estate fee development and strategic planning.
- **CBRE Healthcare Capital Markets:** Proven leaders in structuring innovative financial solutions that optimize cost and flexibility.

### What Sets Us Apart

Our team offers a turnkey solution grounded in experience and innovation:

- **Integrated care delivery:** Expertise in co-locating behavioral health, primary care, dental, and pharmacy services under one roof, ensuring seamless operational flow and patient-centered design.
- **Campus master planning:** Proven success in planning large-scale healthcare campuses, creating cohesive environments that accommodate future growth and integrate crisis care facilities.
- **Design excellence:** Trauma-informed layouts, evidence-based design, and sustainability embedded into every phase to prioritize safety, dignity, and long-term value.
- **Financial stewardship:** Strategies that minimize cost of ownership and maximize flexibility, enabling CBH to achieve its mission without compromising fiscal responsibility.
- **Collaborative, "one team," mindset:** A unified team approach that reduces risk, accelerates timelines, and ensures quality from concept through completion.

Together, we bring global perspective, local expertise, and a shared commitment to CBH's mission creating spaces that defy stigma, foster healing, and serve the community for decades to come. We are ready to deliver a welcoming, integrated, future-ready campus that reflects CBH's vision, elevates our community, and supports your long-term business goals.

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# 1. Qualifications & experience

## 1.1 Structure, organization, and approach

We've assembled an integrated team of healthcare experts, behavioral health innovators, and financing strategists to deliver turnkey design and construction services for Colonial Behavioral Health (CBH).

Our mission-driven, collaborative approach focuses on your goals, and leverages our combined capabilities to implement cost-effective, patient-centered solutions that strengthen behavioral health and integrated care across the region.

### Turner & Townsend

#### Program leader & project / construction manager

We are a human-centric professional services firm specializing in advisory, program, project, and cost management. For nearly 40 years in the U.S., we've provided life-cycle consulting and client representation for projects of all scales and complexity.

With over 270 hospital partnerships and \$25B+ in healthcare value managed since 2017, our 250+ healthcare specialists bring unmatched expertise in planning, cost, schedule, and risk management.

*Delivering complex healthcare spaces is part of our DNA, and we are ready to lead this effort, collaborating with CBH and our subconsultants below.*

### Stantec

#### Architect / engineer of record

Stantec blends local insight with global expertise to create integrated, sustainable design solutions. The firm includes 6K+ specialists focused on complex facilities, including in the behavioral health sector.

Stantec's evidence-based design approach fosters wellness, dignity, and connection, earning over 400 design awards in the past 20 years.

*Recognized for excellence in behavioral health design, Stantec will lead planning, design, code compliance, and permitting for this project.*

### Anchor Health Properties

#### Fee developer

Anchor is a private, limited liability corporation with 40 years of healthcare real estate development, management, and investment experience. Guided by a client-first, patient-centric philosophy, Anchor delivers tailored solutions that enhance access, reduce operating costs, and strengthen market presence.

*Under a scenario where CBH desires to own the new facility outright, Anchor will act as the fee developer.*

*Anchor can also help CBH explore structured financing options, engage financing partners, and manage development sequencing for seamless delivery.*

### CBRE Capital Markets

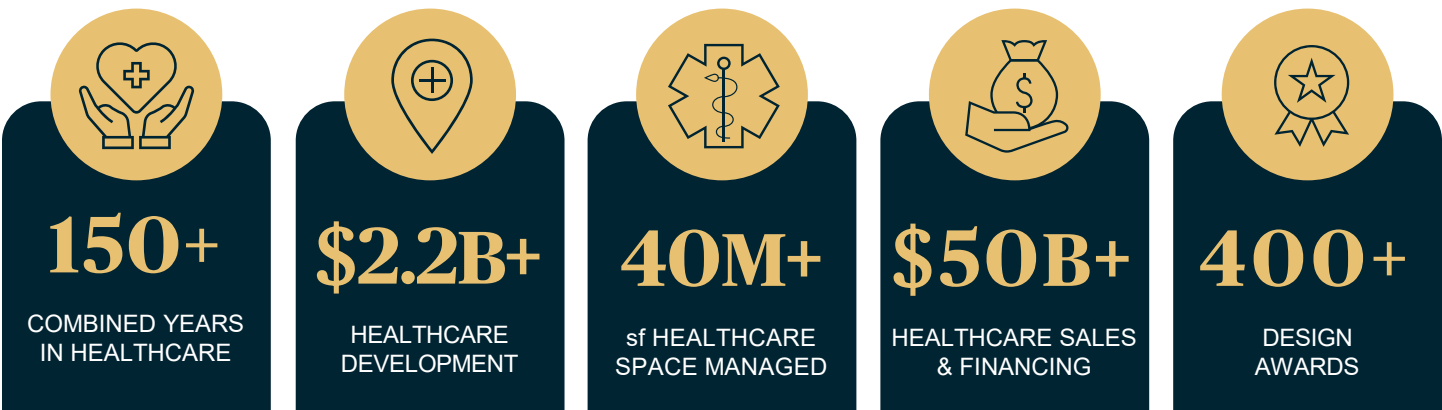
#### Financial and funding advisory

CBRE Healthcare Capital Markets is the leading real estate advisor to the healthcare industry, offering acquisition, disposition, and recapitalization strategies.

*The team supports providers with strategic capital planning, monetization, and capital-raising initiatives.*

*CBRE can advise on leasehold scenarios, such as build-to-suit for lease and self-development for leaseback options and provide financing subject matter expertise.*

## Unmatched healthcare expertise for CBH



# 1. Qualifications & experience

## Potential ownership and financing options

Health organizations need effective capital strategies to fund real estate for new ambulatory care projects essential to expanding services.

Multiple funding options exist to meet operational and financial goals. Our aim is to outline capital solutions for CBH and highlight key operational and financial considerations to support informed decision-making.

These choices are designed to balance system objectives while reducing occupancy costs.

Considerations include:

- Economic ownership / control
- In-house capability for development vs. need for third party developers / construction managers
- Access to capital
- Impact on bond capacity and MTI covenants

- Cost of capital
- Balance sheet impact / lease classification
- Income statement impact

The proposal contemplates a new 58,276 sf ground up administrative and ambulatory care building.

Funding options, and the related economic and financial statement analyses that are performed, can be tailored to meet CBH's requirements. Our team believes that there are six (6) potential ownership/funding scenarios which could meet CBH's needs, those are:

- Own, with bond financing
- Fee developer (corporate funds)
- Credit tenant lease
- Joint venture
- Sale leaseback
- Developer build-to-suit (leased)

Bond financing	Fee developer	Credit tenant lease
<ul style="list-style-type: none"> <li>▪ Ownership using bond financing – either taxable or tax-exempt</li> <li>▪ 100% financing all real estate and tenant improvements</li> <li>▪ Tenant responsibility for all operating and capital costs, completion guaranty, casualty and condemnation</li> <li>▪ Potential debt service reserves, higher closing expenses</li> <li>▪ Call options</li> <li>▪ Full balance sheet liability as long-term debt</li> </ul>	<ul style="list-style-type: none"> <li>▪ Client retains full control and equity in the project</li> <li>▪ Leverage expertise of developers for entitlements, design, and construction</li> <li>▪ Tenant responsibility for all operations and capital costs, completion guaranty, casualty and condemnation</li> <li>▪ Fees are clearly defined upfront, allowing for cost predictability</li> <li>▪ Unlock land value while minimizing execution risk</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ownership financing with flexible repayment terms 100% financing for real estate and tenant improvements</li> <li>▪ Tenant responsible for all operating and capital costs</li> <li>▪ Ground lease with rights for future development</li> <li>▪ Requires guaranty from investment-grade entity</li> <li>▪ Ownership transfers at end of term for \$1 or balloon payment</li> <li>▪ Termination requires loan payoff and make-whole payment or assumption by new owner</li> <li>▪ Full balance sheet liability as a finance lease</li> </ul>
Joint venture	Sale leaseback	Build-to-suit / lease
<ul style="list-style-type: none"> <li>▪ Partner with third party (developer/equity) to develop site</li> <li>▪ Maintain long-term control of site (level of control dependent on deal structure)</li> <li>▪ Leverage expertise of developers / operators</li> <li>▪ Enhance long-term value of the site and share in upside</li> <li>▪ Bring in outside capital to fund</li> <li>▪ Developer and lender would want significant pre-lease</li> <li>▪ Start Law and going concern accounting rules</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sale of self-developed building</li> <li>▪ Traditional lease with no purchase option</li> <li>▪ Ground lease</li> <li>▪ Rental escalators</li> <li>▪ Operating or finance lease</li> <li>▪ Can be structured to minimize future rent or to cash out original development costs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build-to-suit lease arrangement</li> <li>▪ Ground lease</li> <li>▪ May have purchase option</li> <li>▪ Market tenant improvement allowance</li> <li>▪ Developer involvement in design and construction</li> <li>▪ Rental escalators</li> <li>▪ Operating lease</li> </ul>



# 1. Qualifications & experience

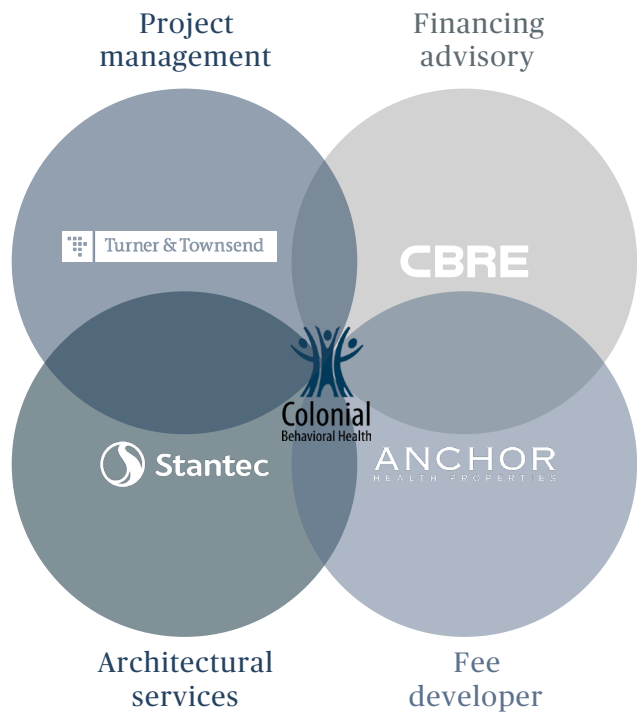
## Recommended approach

Given the supportive nature of the model and the fact that it provides CBH with full control of the equity in the project, our team believes that a Fee developer option is likely the best solution for CBH to explore.

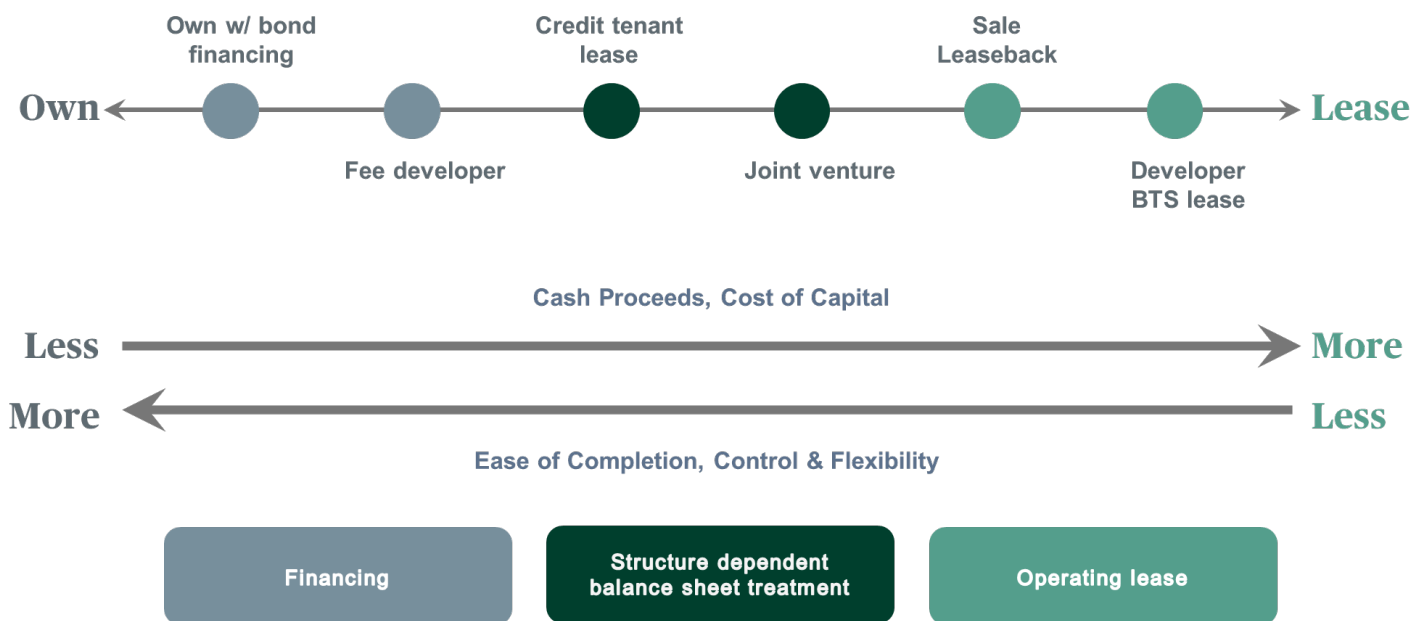
Benefits include:

- **Full equity control:** CBH retains ownership of the facility, ensuring long-term control over the asset and flexibility to adapt as service needs evolve.
- **Cost efficiency over time:** While initial capital investment is higher, owning the property reduces long-term occupancy costs compared to lease models, supporting financial sustainability.
- **Mission alignment:** Ownership reinforces CBH's commitment to the community by creating a permanent, purpose-built campus designed to meet behavioral health needs for decades.
- **Strategic value:** This model provides the ability to leverage residual land for future expansion or sale, creating additional financial opportunities.

We are recommending that this solution be pursued utilizing a collaborative team that leverages each member's unique skills:



## Healthcare real estate ownership & financing options



# 1. Qualifications & experience

## 1.2 Firm and team experience

Your vision for a consolidated campus is inspiring, and we're excited to help bring it to life.

Our integrated team combines expertise, passion, and a proven track record to deliver exceptional results.

With more than \$1B in healthcare and behavioral health programs, our experience spans crisis stabilization centers, addiction treatment facilities, and specialty hospitals.

We've delivered award-winning behavioral health environments and state-of-the-art outpatient facilities and medical office buildings for leading healthcare providers across the region and nationwide, including work successfully delivered together.

Each firm on our team is recognized as an industry leader, backed by deep healthcare portfolios, public sector expertise, and decades of market presence.

Our proposed team members bring decades of leadership in healthcare capital planning, design, and program delivery, ensuring a seamless, collaborative approach from concept through completion.

We stand behind our work, and the team entrusted to bring your vision to life. United and focused on your goals, we are committed to delivering every milestone on time and in full compliance.

Turner & Townsend will provide *overall leadership, lead strategy development and ensure cost and schedule commitments*.

Stantec will provide *professional design warranties*, including:

- Design compliance and performance
- Construction quality and completion
- Adherence to timelines and budgets

Anchor Healthcare Properties will *provide development guarantees*.

On the following pages, you'll find key projects that showcase our expertise and commitment to innovation in behavioral health.

## Select shared healthcare team experience



Bayhealth Medical Office Building  
Milford, DE  
(shown left)  
Turner & Townsend  
Anchor, Stantec

Jefferson Health  
Honickman Ambulatory Care Center  
Philadelphia, PA  
(shown right)  
Turner & Townsend  
Stantec



# 330+

HEALTHCARE  
CLIENTS  
SERVED, US

# 20+

HEALTHCARE  
CLIENTS  
SERVED, DMV

# \$1B+

VALUE,  
BEHAVIORAL  
HEALTH PROJECTS

# 5M+

sf OUTPATIENT  
SPACES & MOBs  
MANAGED

# \$12B+

PUBLIC SECTOR  
VALUE MANAGED  
ANNUALLY

# 350+

HEALTHCARE-  
DEDICATED  
PROFESSIONALS

# 90+

DBIA-CERTIFIED  
PROFESSIONALS



# 1. Qualifications & experience

## FINANCING & DEVELOPMENT

### Key relevant projects



### Tampa General Behavioral Health Hospital

Tampa, FL

- **Anchor Health Properties**
- Development, financing, strategic planning
- 83,000 sf inpatient behavioral health hospital
- *Richard Paddock, Will Foster*

The second phase in building out Tampa's expanding medical and research district, Anchor served in a fee-for-service capacity on a dynamic, ground-up, four-story, 83,000 square foot, 96-bed inpatient behavioral health hospital.

Adjacent to the inpatient rehabilitation facility, the new behavioral health center provides a full spectrum of inpatient and outpatient services to patients of all ages suffering from a range of mental health and neurological disorders, including depression, anxiety, bipolar disorder, and schizophrenia.

The facility is designed to foster healing in a secure, thoughtfully planned environment that balances safety with comfort, featuring dedicated spaces for therapy, medication management, recreational activities, and family visitation.

Additionally, the hospital plays a critical role in supporting workforce development, serving as a valuable recruitment tool to attract new medical residents, psychiatrists, and other behavioral health specialists to the area. The facility opened its doors in March 2025.

### Jefferson Regional Specialty Hospital

White Hall, Arkansas

- **Anchor Health Properties**
- Development, financing, strategic planning
- 87,000 sf Inpatient rehabilitation hospital
- *Richard Paddock*

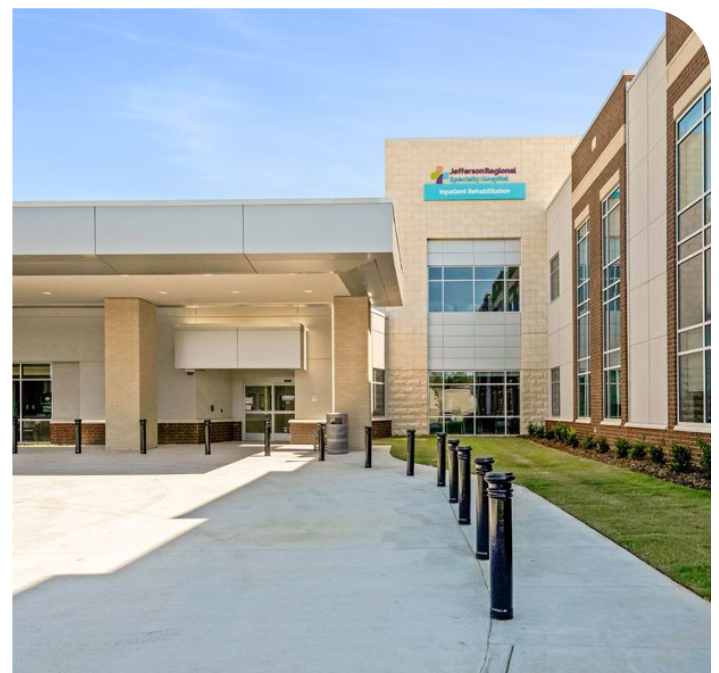
Working closely with key leadership from Lifepoint Health and Jefferson Regional, Anchor served as development manager on the 87,000-sf hospital, which includes 40 inpatient rehabilitation beds and a dedicated 36-bed behavioral health unit.

The distinct behavioral health unit provides a continuum of inpatient and outpatient services designed to address a wide range of mental health conditions for adults and seniors.

Purposefully integrated within the broader hospital, the behavioral health unit enhances access to specialized mental health care in the region, helping to close service gaps and reduce the strain on local emergency departments.

In addition to clinical treatment, the facility offers spaces for group therapy, recreational activities, and family support, creating a comprehensive environment for both patients and their loved ones.

The hospital opened its doors to patients in June 2024.



# 1. Qualifications & experience

## FINANCING & DEVELOPMENT

### Key relevant projects (cont.)



### MetroHealth Behavioral Health Hospital

Cleveland Heights, Ohio

- **Anchor Health Properties**
- Planning, programming, financing
- 100,000 sf inpatient behavioral health hospital
- *Richard Paddock*

As the need for behavioral health programs increases throughout the United States, MetroHealth engaged Anchor to develop a 100,000 sf, 110-bed behavioral health inpatient hospital.

Significant expertise and resources were dedicated to the overall planning and programming of the project, including properly locating the new hospital on the campus to take advantage of nearby greenspace, minimizing disruptions to on-going operations while maintaining a fully functional emergency department, and considering key issues such as safety, security, parking, and visibility.

Committed to ensuring the clinical programs that the community needed were not eliminated from the scope of the project, Anchor secured competitive pricing from the local subcontract market to reduce the total cost of the project to \$42 million while maintaining the original clinical program, maximizing patient and staff safety while providing a healing physical environment.

The hospital opened in October 2022.

### Orlando Health Medical Outpatient Building

Orlando, FL

- **Anchor Health Properties**
- Development manager
- 80,000 sf outpatient specialty care facility
- *Richard Paddock, Will Foster*

Serving as the Development Manager, Anchor is working closely with the project team and key leadership from Orlando Health & The Watson Clinic to offer comprehensive, specialty care services to meet the needs of the growing patient base.

Site placement on the existing campus and integration of the facility within the local community is a fundamental component of this project.

Additionally, Anchor is currently working with the full project team and key stakeholders from each health system to ensure complementary service lines are incorporated within the MOB's programming.

Team scope includes lease negotiations, planning and design, construction, and financing.

The on-campus four story, 80,000 sf facility is slated to open in 2026.





# 1. Qualifications & experience

## PLANNING & DESIGN

### Key relevant projects



### Virginia Department of General Services New Central State Hospital

Petersburg, VA

- **Stantec**
- Planning, architecture, interior design, MEP/FP engineering
- 460,000 sf inpatient behavioral health hospital
- *Eric Kern, Richard Clarke*

This transformative project to replace the historic Central State Hospital with a modern, 460,000 sf behavioral health facility.

Designed to meet the Commonwealth's growing needs, the new two-story hospital will provide 252 beds, 111 maximum-security and 141 civil, within a secure, recovery-focused environment.

Stantec's design emphasizes safety, flexibility, and dignity while incorporating natural light and biophilic elements to create spaces that promote healing and well-being.

Beyond secure treatment areas, the facility includes therapeutic spaces for group activities, recreation, and family engagement, ensuring a holistic approach to behavioral health care.

Construction is on track for substantial completion by late 2025, with patient move-in anticipated in early 2026. The existing campus will be demolished to make way for future development, further revitalizing the region.

### Adult Mental Health Treatment Center at Eastern State Hospital

Williamsburg, VA

- **Stantec**
- Planning
- 188,250 sf psychiatric and rehabilitation hospital

Delivered under Virginia's Public-Private Education Facilities and Infrastructure Act (PPEA), the Adult Mental Health Treatment Center at Eastern State Hospital represents a collaborative, turnkey development approach for the Department of Behavioral Health and Developmental Services.

Stantec provided comprehensive behavioral health planning, ensuring the design met stringent clinical, safety, and operational standards while creating a modern, recovery-focused environment.

The facility was purposefully designed to balance security with dignity, incorporating flexible spaces that support therapeutic programs and patient engagement.

By integrating best practices in behavioral health design, the center offers a safe, adaptable setting that promotes healing and aligns with CBH's vision for welcoming, client-centered campuses that evolve with future care models.





# 1. Qualifications & experience

## PLANNING & DESIGN

### Key relevant projects (cont.)



### Connections Health Solutions, Chantilly Crisis Response Center

Chantilly, VA

- **Stantec**
- Planning, architecture, interior design, mechanical engineering, technology services
- 16- bed crisis care facility
- *Stephen Parker*

Stantec partnered with Fairfax County and Connections Health Solutions to deliver a renovated crisis care facility in Chantilly, VA, bringing urgently needed behavioral health services to thousands of individuals annually.

The center provides 24/7 access to care, featuring a mental health mobile crisis team, a crisis observation unit, and 16 subacute stabilization beds.

Stantec developed trauma-informed design standards for this and future crisis facilities, emphasizing “no wrong door” access, limiting social density, and psych-safe product selection to reinforce safety and care culture.

These design principles create a welcoming, recovery-focused environment that supports rapid stabilization and reduces strain on local emergency departments.

This project reflects CBH’s vision for adaptable, client-centered spaces that prioritize dignity, safety, and flexibility in behavioral health care.

### Connections Health Solutions, Dauphin County Crisis Walk-in Center

Harrisburg, PA

- **Stantec**
- Medical planning, architecture, interior design, furniture, signage, and low voltage design
- 14,000 sf behavioral health crisis center
- *Stephen Parker, Christine Walsh*

This groundbreaking 14,000 sf behavioral health crisis center is designed to provide 24/7 emergency care for youth and adults in a safe, therapeutic setting.

Our team brought innovation to every aspect of the project, from medical planning and architecture to interiors, furniture, signage, and low-voltage systems. The design integrates trauma-informed principles with biophilic elements and nature-inspired imagery, creating an environment that feels restorative rather than institutional. These features help de-stigmatize behavioral health care and reinforce a culture of dignity and empathy.

By combining evidence-based design with operational efficiency, the center accelerates access to crisis care, reduces pressure on emergency departments, and sets a new standard for behavioral health facilities in Pennsylvania. This approach aligns directly with CBH’s vision for adaptable, client-centered spaces that evolve with future care models.



# 1. Qualifications & experience

## PLANNING & DESIGN

### Key relevant projects (cont.)



### Connections Health Solutions, Kirkland Crisis Response Center

Kirkland, WA

- **Stantec**
- Planning, architecture, interior design, mechanical engineering, technology services
- 45,000 sf behavioral health outpatient and crisis care center
- *Stephen Parker*

King County's first behavioral health crisis care center sets a new standard for urgent mental health services in the region. Designed to serve up to 14,000 individuals annually, the facility offers mental health urgent care, stabilization units, and subacute care beds, all within a secure, recovery-focused environment.

Stantec's scope included planning, architecture, interior design, mechanical engineering, and technology services. The design applies trauma-informed principles, emphasizing "no wrong door" access, reduced social density, and psych-safe product selection to reinforce safety and dignity. These strategies create a therapeutic setting that feels restorative rather than institutional.

Connections Kirkland has been honored with the prestigious 2024 Senior Housing News (SHN) Architecture & Design Award in the Behavioral Health Category, recognizing it as one of the most innovative and thoughtfully designed behavioral health facilities in the nation.

### Judson Center Master Plan

Royal Oak, MI

- **Stantec**
- Planning, architecture
- 4 acres campus master plan
- *Stephen Parker*

The Judson Center Master Plan redefines what a care campus can be, creating a forward-thinking environment for children and families engaged in foster care, autism services, and family preservation programs. This initiative goes beyond traditional planning, introducing innovative frameworks that prioritize safety, dignity, and adaptability for evolving care models.

Stantec led planning and architectural design, guiding visioning workshops that brought stakeholders together to shape a shared future. The process introduced activity-centered planning, ensuring spaces are not only functional but therapeutic. Trauma-informed principles were embedded throughout, with strategies to reduce stress, encourage engagement, and create environments that feel welcoming rather than institutional.

Innovation is at the heart of this master plan. By integrating evidence-based design with community-driven insights, the plan delivers a roadmap for a campus that supports healing, fosters resilience, and adapts to changing needs over time.

This approach reflects CBH's vision for client-centered environments that combine flexibility, safety, and empathy.





# 1. Qualifications & experience

## PROGRAM & CONSTRUCTION MGMT.

### Key relevant projects



### Children's Hospital of The King's Daughters, Medical Tower II

Norfolk, VA

- **Turner & Townsend**
- Capital planning, advisory, program management
- 358,000 sf pediatric behavioral health tower

Virginia's only freestanding children's hospital, CHKD serves thousands of families through a 206-bed facility and a network of 40+ locations across VA and NC.

Turner & Townsend partnered with CHKD to deliver a five-year capital plan and comprehensive project management, guiding \$100M in hospital improvements and campus relocations. The plan enabled NICU expansion, increased private beds, and enhanced core services such as imaging, emergency, and surgery, while supporting new regional health centers.

Our team also managed activation of Medical Tower II, a 14-story, 358,000 sf pediatric psychiatric hospital and outpatient center.

The tower introduced 60 inpatient behavioral health beds and consolidated day treatment and outpatient services, expanding access to critical pediatric care across Hampton Roads.

Through integrated capital planning and execution, Turner & Townsend helped CHKD align strategic vision with operational goals, delivering facilities that meet today's needs and support future growth.

### Los Angeles Dept. of Public Works, MLK Jr. Behavioral Health Center

Los Angeles, CA

- **Turner & Townsend**
- Program, project, and construction management
- 505,000 sf behavioral health center

Turner & Townsend provided project management, construction management, cost estimating, and project controls for the transformation of the former 505,000 sf Martin Luther King Jr. Hospital into a state-of-the-art behavioral health center.

This collaborative effort brought together multiple County agencies to create a facility offering residential, outpatient, and support services for individuals with mental illness, substance use disorders, homelessness, and justice-involved populations, filling critical gaps in the continuum of care for South Los Angeles and beyond.

Our team delivered exceptional results, earning consistent 5/5 client ratings for responsiveness, schedule adherence, quality assurance, and problem-solving. We also exceeded the County's supplier diversity goal, achieving nearly 40% spend with diverse suppliers.

Through rigorous planning, coordination, and quality control, Turner & Townsend helped deliver a high-performing, cost-effective project that advances behavioral health care and community well-being.





# 1. Qualifications & experience

## PROGRAM & CONSTRUCTION MGMT.

Key relevant projects (cont.)



### Northwell Behavioral Health Pavillion 2

Queens, NY

#### ▪ Turner & Townsend

- Planning, advisory, project management
- 100,000 sf inpatient behavioral health facility

Zucker Hillside Hospital is expanding behavioral health capacity to meet growing demand.

Our team was engaged early to deliver strategic project management, developing a master schedule and budget, validating design costs, and realigning scope to meet financial constraints.

One critical focus was the MEP strategy: although the campus has a CUP, the client opted for a standalone building requiring new electrical service from Con Edison, a process that can take 18–24 months. To accelerate approvals, we engaged a former Con Edison liaison.

We then had to contend with new local “green roof” laws that had potential structural and budget implications. We met with the NYC Dept. of Buildings to review the law’s viability, ultimately getting the it waived.

Safety also remained paramount. Working with clinical teams, we incorporated OMH-compliant features such as anti-ligature devices, sallyports, and security controls throughout design.

Through proactive planning and collaboration, we helped overcome complex site and utility challenges, and although currently the project is on hold, our team paved the way for safe, seamless delivery in the future.

### UCLA, Cedars-Sinai & Select Medical JV, California Research Institute

Los Angeles, CA

#### ▪ Turner & Townsend

- Planning, advisory, project management, controls
- 203,000 sf behavioral health center

The California Rehab Institute (CRI), a joint venture between UCLA, Cedars-Sinai, and Select Medical, is planning a major transformation of its inpatient rehabilitation program. Operating in a 9-story, 203,000 sf SPC 2 and NPC 2 compliant facility, CRI is exploring options to upgrade or relocate by Fall 2030, supported by a \$350M budget.

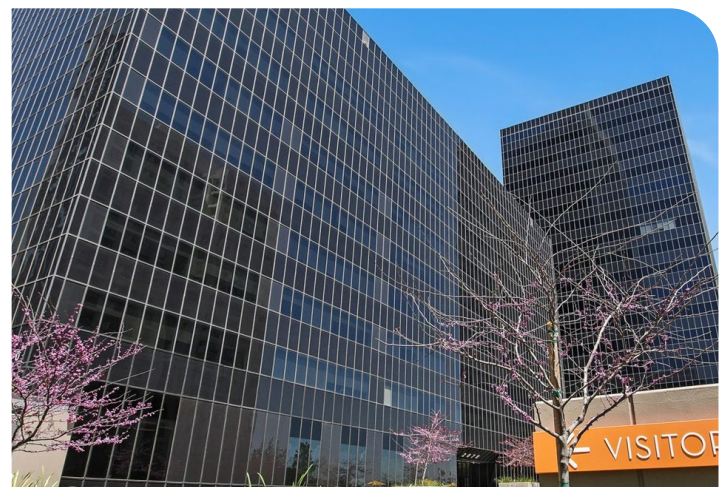
We are providing comprehensive advisory, project controls, and program management services to guide this strategic initiative.

Our team is leading planning, scheduling, estimating, and scoping while evaluating real estate options, financing strategies, and adaptive reuse opportunities.

To ensure informed decision-making, we’ve engaged subject matter experts in real estate, finance, and capital planning, conducted detailed cost modeling and risk analysis, and presented multiple viable solutions to CRI leadership.

We’ve also coordinated with contractors, architects, and engineers for material testing and site evaluations to understand construction logistics and timelines.

This holistic approach positions CRI for long-term success, delivering a resilient, sustainable solution that meets immediate needs and enables future adaptability.



# 1. Qualifications & experience

## ADDITIONAL RELEVANT EXPERIENCE

### Behavioral Health

#### Financing & development

- Sun Behavioral, Sale, Marketing, 2 Assets, 341 beds
- WREP Portfolio, Recap + Go Forward Equity, Marketing, 11 Assets, 400 beds
- Recovery Centers Of America Portfolio, Sale Leaseback, Marketing, 2 Assets, 232 Beds
- 41 Perimeter Center E, Outright Sale, Marketing, 50 Beds
- Behavioral Hospital of Indianapolis, Sold, 64 Beds

#### Planning & design

- **Galax Crisis Center**, Galax, VA: Renovation for crisis, medical, and peer recovery services, with dedicated children's behavioral health
- **Johns Hopkins Medicine** Suburban Hospital ED Renovation, Bethesda, MD: Expansion and renovation to support private, trauma-informed treatment rooms.
- **MedStar Good Samaritan** Inpatient Rehab Therapy Renovation, Baltimore, MD: New therapy and rehabilitation spaces supporting trauma-informed care.
- **Kaiser Permanente** Shady Grove ASD Clinic, Rockville, MD: Focused on developmental-behavioral pediatrics for children with ASD.
- **Nicklaus Children's** Hagerty Family Behavioral Health Unit, Miami, FL: Expansion and modernization of inpatient behavioral health services for children/adolescents.
- **Nunavut Recovery Centre**, Nunavut, Canada: Addiction and trauma recovery center designed for Inuit culture, supporting kinship cohorts and trauma-informed treatment.
- **ErinoakKids Centre for Treatment and Development**, Toronto, ON: Three buildings designed for children/youth with emotional and physical challenges.
- **Moncton Youth Centre**, New Brunswick, Canada: Planned youth treatment facility with a home-like, therapeutic environment for mental health and addiction needs.

- **Yellowhead Youth Centre**, Edmonton, AB: Campus upgrades based on an expanded 'therapeutic milieu' and CPTED principles for youth behavioral health.
- **SickKids Hospital** Behavioral Health Outpatient Facility, Toronto, ON: Outpatient and day hospital services for children/adolescents with complex psychiatric needs.

#### Program, project & construction management

- **Pullman Regional Hospital** Patient Care Expansion, Pullman, WA: Expansion 80K sf renovation / expansion of occupied critical access facility.
- **Prosser Memorial Hospital** Critical Access Expansion, Prosser, WA: 80K+ Program; new critical access hospital, MOB and site upgrades.
- **MultiCare Health System**, New Mary Bridge Children's Hospital, Tacoma, WA: 262K sf pediatric hospital, 100K sf ambulatory care facility. Will feature the only Level II Pediatric Trauma Center in WA. Includes pediatric behavioral health spaces for assessment and stabilization.



# 1. Qualifications & experience

## 1.3 Team resumes

Resumes for proposed core team members have been provided beginning on the following page. Additional team experience is available in **Appendix A**.

## 1.4 Team contact information

As the overall Program lead, CBH's primary point of contact for this engagement will be Ed Trn.

Should clarifications or information be required from our partners, contact information has also been made available for each firm lead.

### Ed Trn, MBA, Program executive

Director, Healthcare, Mid-Atlantic, Turner & Townsend  
ed.trn@turntown.com | (240) 529-2990

### Scott Huff, RA, NCARB

Senior Principal, Stantec  
scott.huff@stantec.com | (215) 771-9768

### Mervyn Alphonso, Principal-in-Charge, Anchor

Exec. VP, Development & Acquisition, Anchor  
malphonso@anchorhealthproperties.com.

### Brannan Knott, Financing & advisory SME

Exec. VP, CBRE Capital Markets, Healthcare  
brannan.knott@cbre.com | (443) 983-6039

## 1.5 Financial statements

Financial statements are available in **Section 5**.

## 1.6 Firm officers and directors

Leadership, including primary officers and organization structure for each firm has been summarized below.

## 1.7 Conflict of interest

Turner & Townsend, nor any of our partners, have any persons obligated to disqualify themselves from pursuing this engagement per Virginia State and Local Government Conflict of Interest Act.

Firm & Details	TURNER TOWNSEND, Ltd.	STANTEC, Inc.	ANCHOR HEALTH PROPERTIES, LLC	CBRE, Inc.
<b>Year established</b>	1942 (UK) 1995 (US)	1954	1985	1906
<b>Structure</b>	Private company	Publicly traded corporation	Private company	Publicly traded corporation
<b>CEO</b>	Vince Clancy	Gord Johnston	Ben Ochs	Bob Sulentic
<b>COO</b>	James Dand	Cath Schefer	Katie Jacoby EVP, (Strategy and Development)	Vikram Kohli
<b>CFO</b>	Richard Peers	Vito Culmone	James Schmid, III (Chief Investment Officer)	Emma Giamartino
<b>Other</b>	Patricia Moore, Managing Director, UK	Paul Alpern, General Counsel	Mervyn Alphonso EVP, Development & Acquisitions	Chad Doellinger, Chief Legal & Admin Officer
<b>Other</b>	Anooj Oodit, Managing Director, US	John Take, EVP, Chief of Growth & Innovation	Jake Robbins EVP, Portfolio Strategy	Adam Gallistel & Andrew Glanzman, CEOs Invest. Mgmt.





# 2

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## Project characteristics

## 2. Project characteristics

### 2.4 Risks, impacts, and mitigation strategies

The project is designed to strengthen behavioral health access and reduce long-term societal costs; however, short-term impacts may include temporary disruption during construction and adjustments for nearby residents and businesses.

To mitigate these, we will implement clear communication plans, maintain safe access routes, and schedule work to minimize inconvenience.

Additionally, we will prioritize local workforce participation and supplier engagement to ensure economic benefits remain within the community.

#### Archaeological impacts

Given Williamsburg's rich historical context, there is potential for encountering archaeological resources during site preparation.

Our team will coordinate closely with state and local preservation authorities, conduct pre-construction surveys, and follow all protocols for documentation and protection should artifacts be discovered.

We also have access to Stantec's team of archaeologists and historians that can assist with site exploration, if required.

#### Environmental impacts

Construction activities may generate noise, dust, and stormwater runoff. To address these, we will employ best practices in erosion and sediment control, utilize low-emission equipment, and implement noise-reduction measures.

Landscaping will incorporate native species to support local ecology, and energy-efficient systems will be integrated into the design to reduce the facility's long-term environmental footprint.

#### Mitigation strategies summary

- **Community engagement:** Regular updates, public meetings, and a dedicated point of contact for concerns.
- **Historic preservation:** Pre-construction archaeological assessments and compliance with preservation standards.
- **Environmental stewardship:** Sustainable design, stormwater management, and green building practices aligned with LEED principles.
- **Economic inclusion:** Local hiring and supplier participation to maximize regional benefit.

### 2.5 Positive impacts

The project will deliver significant positive impacts:

- **socially**, by expanding access to behavioral health services and reducing barriers to care;
- **economically**, by creating jobs and supporting local businesses;
- **archaeologically**, through responsible site assessment and preservation of Williamsburg's heritage; and
- **environmentally**, by incorporating sustainable design, energy-efficient systems, and native landscaping to promote long-term ecological health.







# 3

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## Project financing



# 3. Project financing

## 3.4 Risks and mitigations

CBRE Capital Markets has completed over \$50 billion in healthcare sales and financing, providing access to global capital sources beyond regional lenders.

Anchor Healthcare Properties adds proven development expertise, with more than 3M sf delivered and \$2B in healthcare assets managed. Together, these firms offer unmatched capability in structuring and securing healthcare real estate solutions.

Our team has delivered projects in highly sensitive environments, historic sites, dense urban areas, government lands, and politically active communities.

Success in these settings requires proactive engagement and transparency. We meet early with local officials, anticipate regulatory requirements, and communicate openly with stakeholders.

Recent experience includes major projects for Virginia's Department of General Services (Central Forensic Science Laboratory in Hanover) and the Department of Behavioral Health and Developmental Services (Central State Hospital in Petersburg).

Many critical risk issues arise during construction. Our team has resolved poor soils, hidden infrastructure, and environmental challenges on complex sites, including brownfields and EPA Superfund locations.

We maintain rigorous oversight of schedules and change orders, ensuring costs are justified and protecting clients from unnecessary claims.

This disciplined approach helps CBH avoid delays and unexpected expenses.

## 3.5 Government commitment and timing

We understand from Attachment B that CBH is working with a financial planner to structure the project's capital stack while remaining open to responsible financing options.

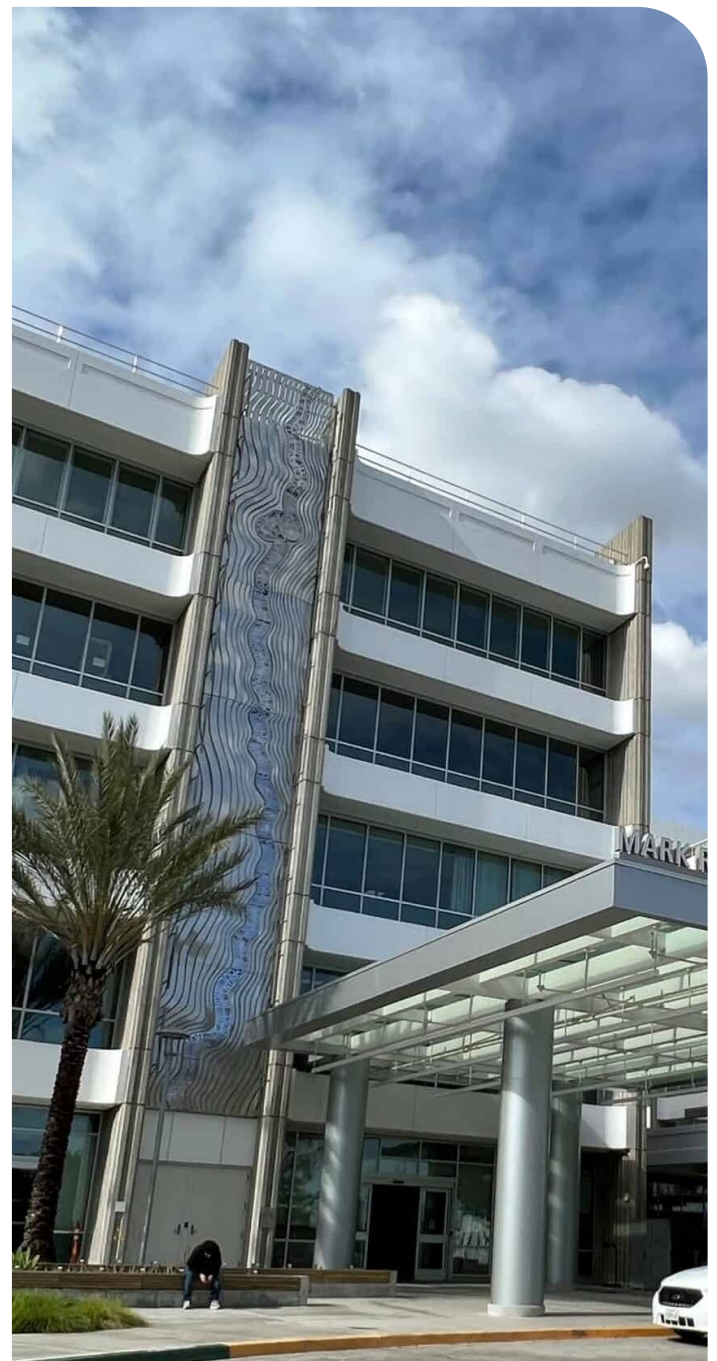
Our assumption is that CBH intends to own the completed facility and fund progress through corporate sources.

Should CBH consider a leasehold arrangement, final terms would depend on credit strength and any guarantor's rating, such as that of the Commonwealth of Virginia.

## 3.8 Tax exemption status

Our team does not expect any issue which would disqualify CBH from obtaining tax-exempt financing under the assumption that CBH intends to own the developed property.

However, should CBH wish to explore a Build-to-Suit/Lease or Sale-Leaseback option (whereby the title is vested in a third-party, non-tax-exempt entity), there could be a question of whether tax-exempt financing could be retained.





# 4

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Project benefit &  
compatibility

# 4. Project benefit and compatibility

## 4.1 Project benefit and impact

Mental health challenges are among the most pressing issues of our time. Today, more than one billion people worldwide live with a mental health disorder, a number that continues to rise.

The World Health Organization identifies these conditions as the second leading cause of long-term disability, and the economic impact is staggering: global costs are projected to reach \$6T by 2030. These statistics underscore the urgency for accessible, coordinated care.

Colonial Behavioral Health’s new consolidated campus directly addresses this need for the communities of Williamsburg, James City County, York County, and Poquoson.

By co-locating crisis stabilization, same-day access, outpatient treatment, and recovery services under one roof, the campus will deliver faster, more compassionate care and improve continuity across programs.

This integrated model eliminates duplication, streamlines workflows, and leverages shared resources, reducing administrative burden, improving staff retention, and enhancing patient outcomes.

The benefits extend beyond CBH’s service area. Timely access to behavioral health care reduces emergency department boarding, shortens law enforcement custody times under ECO/TDO, and increases stabilization in community settings rather than inpatient hospitals, outcomes aligned with Virginia’s crisis continuum and DBHDS initiatives.

At the Commonwealth level, the campus supports the goals of Right Help, Right Now and STEP-VA, providing “someone to call, someone to respond, and somewhere to go.”

Access and understanding can change the trajectory of someone’s life.

By standardizing access, offering an alternative to extended hospitalization, and enabling high-quality, compassionate care, CBH will set a new benchmark for behavioral health delivery, creating a campus that restores dignity, strengthens families, and builds a healthier future for the region.

## 4.2 Public support

Momentum for this project is strong. Local governments and state agencies have already demonstrated their commitment to expanding crisis capacity through initiatives like 988, mobile crisis teams, and new crisis stabilization units.

These investments reflect a shared understanding: timely, compassionate behavioral health care saves lives and strengthens communities.

Regional leaders have publicly endorsed new crisis centers, including the recent groundbreaking for CBH’s own Crisis Services Center, a clear signal of alignment with statewide priorities.

While support is broad, we recognize that concerns may arise. Questions about traffic, safety, and neighborhood impact are common when behavioral health facilities are introduced.

These “not in my backyard” dynamics have surfaced in other Virginia localities and underscore the importance of proactive engagement.

Our strategy includes transparent communication, community advisory groups, and clear operational plans that demonstrate how the campus will enhance safety and quality of life for everyone.





## 4. Project benefit and compatibility

### 4.3 Communication strategy

Building trust begins long before construction starts.

Our engagement strategy is designed to be early, continuous, and rooted in transparency.

From the outset, we recommend the creation of a Community Advisory Board that brings together residents, family advocates, providers, schools, law enforcement, and business leaders.

This group will serve as a sounding board and a partner, ensuring that community voices shape decisions and that operational plans align with local expectations.

#### Clear communication is essential

We will publish Good-Neighbor Agreements detailing hours of operation, security measures, and drop-off protocols, along with performance metrics such as response times and stabilization rates.

Site tours and open houses will demystify the campus and showcase its dignity-driven design, helping neighbors see firsthand how the facility promotes safety and healing.

Our approach follows proven principles of community engagement:

- co-create goals;
- measure trust and participation; and
- report back regularly

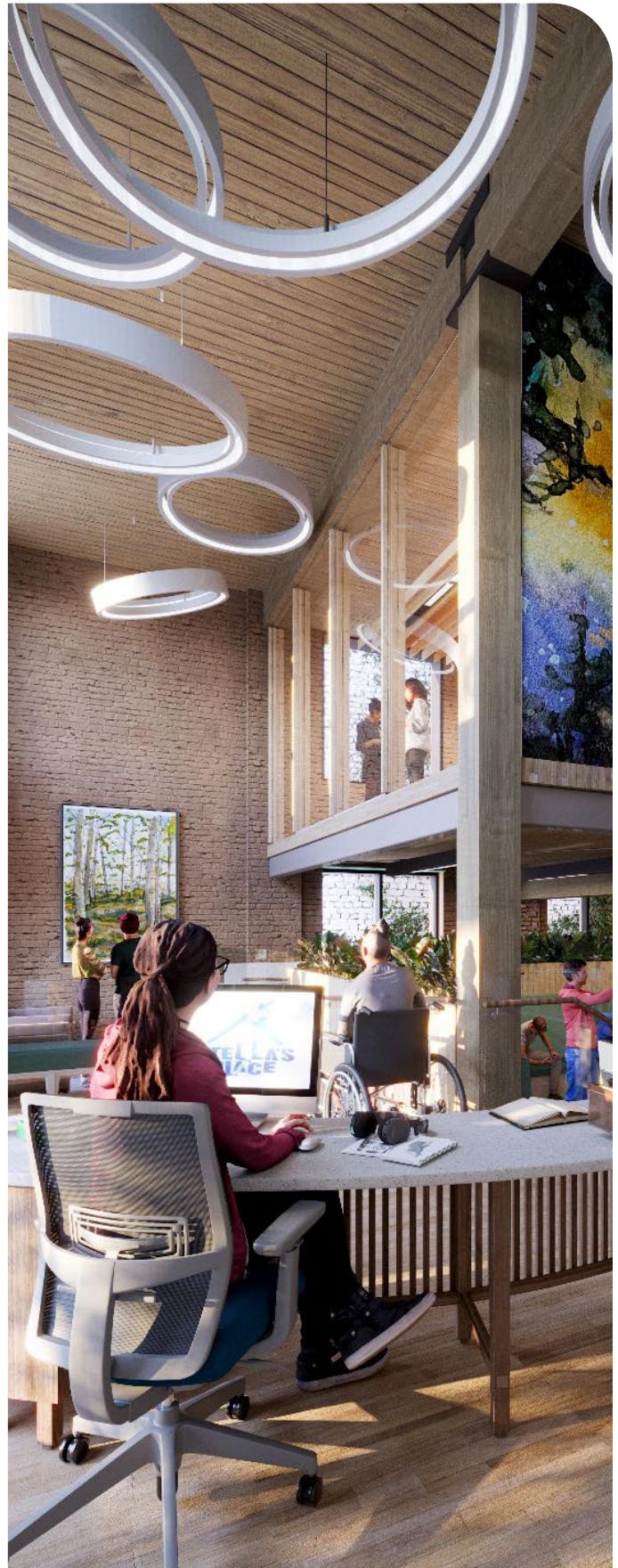
Beyond residents, we will actively involve the business community through briefings that highlight the economic impact of untreated mental health conditions and the benefits of a stronger behavioral health system for workforce stability.

These conversations will build employer coalitions that support prevention and referral.

#### Public education will be ongoing.

We will coordinate messaging with state and local partners to explain how 988, mobile crisis teams, and crisis stabilization units work together.

This strategy ensures that every stakeholder, from families to first responders to business leaders, feels informed, respected, and engaged throughout the life of the project.



## 4. Project benefit and compatibility

### 4.4 Significant benefit to community and region

A consolidated campus will transform how behavioral health care is delivered in our region.

Instead of fragmented services and long waits, individuals in crisis will find immediate access to stabilization and support in a single, welcoming environment.

Homelike settings replace sterile, high-stress spaces, creating an atmosphere that promotes calm and dignity.

These improvements reduce emergency department boarding and lower the number of involuntary hospitalizations, allowing more people to return quickly to community-based supports.

The need for this change is clear.

Williamsburg and surrounding counties have seen emergency custody and detention orders rise by more than 30% in recent years, while inpatient psychiatric beds remain scarce statewide. Local hospitals struggle with psychiatric boarding, which strains staff and delays care for everyone. A campus designed for rapid intervention and recovery addresses these challenges head-on.

Safety and coordination will also improve.

Under new crisis response protocols, low-risk calls shift away from 911 and toward behavioral health professionals, ensuring that care, not enforcement, is the first response. This approach protects individuals in crisis and reduces risk for law enforcement, creating a system built on compassion and respect.

Access and equity are central to the project's impact. Families in rural areas often face long travel times and inconsistent care. By consolidating services and standardizing same-day access, outpatient treatment, and peer support, the campus closes these gaps and delivers continuity that has been missing for too long.

The benefits extend beyond health outcomes.

Strong behavioral health systems strengthen the local economy by reducing productivity losses, stabilizing workforce participation, and lowering the social costs of untreated mental illness. For employers, families, and public budgets, this project is more than a healthcare investment, it's a foundation for resilience and long-term community well-being.





## 4. Project benefit and compatibility

### 4.5 Strategic compatibility

The project aligns seamlessly with local priorities and CBH's long-term vision for behavioral health.

James City County's 2045 Comprehensive Plan and the City of Williamsburg's 2021 Plan emphasize community health, accessible services, and coordinated public facilities.

The consolidated campus advances these goals by creating a modern, integrated hub for behavioral health care, one designed to meet current needs and adapt to future challenges.

CBH's strategic plan focuses on expanding crisis capacity, improving care coordination, and reducing fragmentation across its service area. The organization is committed to building a continuum of care that includes same-day access, mobile crisis response, and trauma-informed stabilization environments.

This campus is a cornerstone of that strategy, bringing services together under one roof to streamline access, shorten response times, and deliver care that reflects best practices in behavioral health.

The timing is ideal. Virginia's Right Help, Right Now initiative is investing heavily in crisis services, and this project leverages those resources to expand capacity where demand is growing fastest.

Its location near major transportation corridors and partner facilities ensures smooth integration with emergency response workflows, reducing strain on hospitals and law enforcement while improving outcomes for individuals and families.

The campus represents a thoughtful, forward-looking investment, one that strengthens CBH's ability to serve the region and fulfills both local and state commitments to accessible, high-quality behavioral health care.

### 4.6 Outreach and SWaM participation

Our team is committed to fostering diversity, equity, and inclusion through meaningful participation of minority-owned, women-owned, and small businesses (SWaM) in this project.

We recognize that these partnerships strengthen local economies, bring unique perspectives to the design and delivery process, and align with CBH's mission of community impact.

Stantec has a proven track record of engaging SWaM firms, including partnerships on the Central State Hospital modernization, where minority- and women-owned businesses played key roles in design and support services.

Similarly, Turner & Townsend is currently managing the VCU Health Inpatient Tower project with a majority SWaM team, demonstrating our ability to integrate diverse partners into complex healthcare programs.

For this engagement, we will actively pursue SWaM-certified firms for architectural, engineering, specialty consulting, and construction-related services.

Our approach includes early outreach, transparent procurement processes, and ongoing mentorship opportunities to ensure meaningful participation, not just compliance.

By leveraging our existing relationships and expanding outreach within Virginia's SWaM network, we will maximize opportunities for minority-owned, women-owned, and small businesses throughout the life of the project.

This commitment reflects our belief that diversity drives innovation and strengthens outcomes, values that will be embedded in every phase of CBH's new campus development.







5

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Required forms

## ATTACHMENT E – PROPOSAL TITLE PAGE

By signing this form with an original signature, and returning the signed solicitation document with your response in accordance with this solicitation's submittal requirements, you agree that original signatures transmitted and received via facsimile, email or other electronic transmission of a scanned document (e.g., PDF or similar format) are true and valid signatures for all purposes hereunder and shall bind the parties to the same extent as that of an original signature. Any such electronic transmission shall constitute the final agreement of the parties and conclusive proof of such agreement. Any such electronic counterpart shall be of sufficient quality to be legible either electronically or when printed as hardcopy. CBH shall determine legibility and acceptability for public record purposes. An Agreement or other communications resultant from this solicitation may be executed in one or more counterparts, each of which shall for all purposes be deemed to be an original and all of which shall constitute the same instrument.



12/15/2025

Signature Of Authorized Company Representative

Date

Scott Martin

Senior Vice President / Territory Manager

Name – Print

Title

Turner &amp; Townsend Heery

(443) 690-5873

Company Name – Print

Telephone Number

8201 Corporate Drive, Suite 850, Landover, MD 20785 (Primary office – Mid-Atlantic)

Address

[Scott.martin@turntown.com](mailto:Scott.martin@turntown.com)

N/A

Email Address

Fax Number

## ATTACHMENT F – PROPOSAL SUBMISSION CHECKLIST

**The following shall be returned with your proposal as outlined in 6.0.** Failure to do so may be cause for rejection of the proposal as non-responsive. It is the responsibility of the Contractor to ensure that they have received all addenda. *(we have the aligned the lettering below to match the titles as shown on the attachment and RFP submission design.*

ITEM:	INCLUDED: (X)
1. Attachment <del>F</del> E. Proposal Title Page	<u>    X    </u>
2. Attachment <del>G</del> F. Proposal Submission Checklist	<u>    X    </u>
3. Attachment <del>H</del> G. Proposal Signature Sheet	<u>    X    </u>
4. Attachment <del>I</del> H. Company Certifications	<u>    X    </u>
5. Attachment <del>J</del> I. Authority to Transact Business	<u>    X    </u>
6. Attachment <del>K</del> J. Proprietary Information	<u>    X    </u>
7. Attachment <del>L</del> K. Reference Page	<u>    X    </u>
8. Vendor Confidentiality Agreement	<u>    X    </u>
9. Initialed bottom of T&C pages 12-16.	<u>    X    </u>
10. Certificates of Insurance	<u>    X    </u>
11. Financial Information (Including W9)	<u>    X    </u>

Turner &amp; Townsend Heery

(443) 690-5873

Company Name – Print

Telephone Number

8201 Corporate Drive, Suite 850, Landover, MD 20785

Address

[Scott.martin@turntown.com](mailto:Scott.martin@turntown.com)

N/A

Email Address

Fax Number

Scott Martin

Sr. Vice President / Territory Manager

Name – Print

Title



12/15/25

Signature Of Authorized Company Representative

Date



## ATTACHMENT G – PROPOSAL SIGNATURE SHEET

**TYPE OF BUSINESS:** (Please check all applicable classifications.) If your classification is certified by the Virginia Department of Minority Business Enterprise, provide your certification number: N/A. For certification assistance, please visit: <https://www.sbsd.virginia.gov/>.

  X   **Large**

       **Small business** – An independently owned and operated business which, together with affiliates, has 250 or fewer employees or average annual gross receipts of \$10 million or less averaged over the previous three years.

       **Women-owned business** – A business concern that is at least 51% owned by one or more women who are U. S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or non-citizens who are in full compliance with the United States immigration law, and both the management and daily business operations are controlled by one or more women who are U. S. citizens or legal resident aliens.

       **Minority-owned business** – A business concern that is at least 51% owned by one or more minority individuals (see Section 2.2-1401, Code of Virginia) or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals and both the management and daily business operations are controlled by one or more minority individuals.


In Compliance With This Request For Proposals And To All The Conditions Imposed Herein, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With This RFP and all Attachments Or As Mutually Agreed Upon By Subsequent Negotiation.

Company Name: Turner & Townsend Heery

FIN/SSN: 58-0827945

Date: 12/12/2025

Authorized Agent (TYPED): Scott Martin, Senior Vice President

Signature: 

Address: 8201 Corporate Drive, Suite 850

C/S/Z: Landover, MD 20785

E-mail address: scott.martin@turntown.com

Telephone Number: (443) 690-5873

Extension: N/A

FAX Number: N/A

**NOTE:** Colonial Behavioral Health does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, §2.2-4343.1 or against a bidder because of race, religion, color, sex, national origin, disability, or any other basis prohibited by state law relating to discrimination in employment.

## ATTACHMENT H – COMPANY CERTIFICATIONS

This RFP is subject to the provisions of 2.2-3100 et seq. of the Virginia, the Virginia State and Local Government Conflict of Interest Act, and Sections 2.2-4300 et seq. of the Code, the Virginia Public Procurement Act (VPPA).

By my signature on this form, I certify on behalf of the Contractor that I am not aware of any information bearing on the existence of any potential conflicts of interest or violation of ethics in public contracting provisions of the VPPA, Virginia Code 2.2-4367 through 2.2-4377.

I further certify that this proposal is made without prior understanding, agreement, or connection with any corporation, team, or person submitting a Proposal for the same goods, services, insurance, or construction, and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of the state and Federal law and can result in fines, prison sentences, and civil damage awards.

I further certify that the statements regarding debarments, ethics in public procurement, submission of a single proposal, understanding the conditions, and data on convictions are not misleading and understood.

I further certify that, if awarded this contract, I will not knowingly send to any CBH facility any person having been convicted of any “barrier” crimes as outlined in the Code of Virginia, Section 63.2-1719. Nor will I knowingly employ any unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

I hereby certify that the responses to the above representations, certification, and other statements, including all attachments, are accurate and complete. If after I sign these forms, I learn of any information which makes any of the above representations, certifications, or other statements inaccurate or incomplete, or reveals that any part of my previously submitted information is misleading, I will immediately bring it to the attention of the General Services Officer, or CBH designee. I agree to abide by all conditions of this RFP and certify that I am authorized to sign for the Contractor.

**Turner & Townsend Heery**

**(443) 690-5873**

Company Name – Print

Telephone Number

**8201 Corporate Drive, Suite 850, Landover, MD 20785**

Address

[Scott.martin@turntown.com](mailto:Scott.martin@turntown.com)

**N/A**

Email Address

Fax Number

**Scott Martin**

**Senior Vice President /Territory Manager**

Name – Print

Title



**12/15/25**

Signature Of Authorized Company Representative

Date

**ATTACHMENT I – AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA****Authority to Transact Business in Virginia**

Pursuant to Virginia Code §2.2-4311.2, a Contractor organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal the identification number issued to it by the State Corporation Commission (“SCC”). Any Contractor that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law shall attach to this form a statement describing why the Contractor is not required to be so authorized. Any Contractor described herein that fails to provide the required information shall not receive an award unless a waiver of this requirement is granted by the SCC.

Please complete the following by checking the appropriate line that applies and providing the requested information.

A. \_\_\_\_ Contractor is a Virginia business entity organized and authorized to transact business in Virginia by the SCC and such vendor’s Identification Number issued to it by the SCC is: \_\_\_\_\_

B. **X** \_\_\_\_ Contractor is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor’s Identification Number issued to it by the SCC is **11542660**


C. \_\_\_\_ Contractor has applied for, but has not yet received, an Identification Number from the SCC and requests that it be granted an extension of five calendar days to provide its Identification Number to Colonial Behavioral Health.

D. \_\_\_\_ Contractor does not have an Identification Number issued to it by the SCC and is not required to be authorized to transact business in Virginia in accordance with Section(s) of the Code of Virginia **and** the reasons stated on the attached document(s).

**Please attach additional sheets if you need to explain why Contractor is not required to be authorized to transact business in Virginia.**

<b>Turner &amp; Townsend Heery, LLC</b>	<b>(443) 690-5873</b>
Legal Name of Company (As Registered) Print	Telephone Number
<b>4701 Cox Rd Ste 285, Glen Allen, VA, 23060 - 6808, USA (Registered Local Address)</b>	
<b>3550 Lenox Rd, Suite 2300, Atlanta, GA 30326 (Headquarters)</b>	
Address	

<a href="mailto:Scott.martin@turbntown.com">Scott.martin@turbntown.com</a>	N/A
Email Address	Fax Number

<b>Scott Martin</b>	<b>Senior Vice President /Territory Manager</b>
Name – Print	Title
	<b>12/15/25</b>
Signature Of Authorized Company Representative	Date



**ATTACHMENT J – PROPRIETARY INFORMATION**Offeror Name **Turner & Townsend Heery**

Trade Secrets or Proprietary information submitted by an Offeror or Consultant in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror or Consultant must invoke the protections of this section prior to or upon submission of data or other materials to be protected and state the reasons why protection is necessary. *Price quotations in proposals submitted to Colonial Behavioral Health are not “proprietary” or “confidential”.* They are considered public information. Information leading to the decision to award, including prices and other factors, shall be made public.

Please mark one:

☐ **NO**- the proposal does not contain any trade secrets and/or proprietary information.

☒ **YES**- the proposal does contain trade secrets and/or proprietary information.

If **YES**, please list the *page numbers* and the *reasons* why the information is considered a trade secret or proprietary information. These pages shall be conspicuously labeled “PROPRIETARY INFORMATION” in **red** ink at the top and bottom center of each page.

DO NOT MARK THE WHOLE PROPOSAL PROPRIETARY. If proprietary and/or confidential information is included in the proposal, a second “redacted” electronic version of the proposal shall be included and named “Redacted Version”.

Information found on pages listed below contain proprietary detail regarding our specific design, cost estimates, schedule, as well as our specific approach, experience and team credentials. We are also proposing a resource which requires discretion and must be kept confidential. Our financial statements should also be considered confidential. **CONFIDENTIAL PAGES: Pages 19-51; Pages 75-95; 107-186.**

**Scott Martin**

Name – Print



Signature Of Authorized Company Representative

**Sr. VP, Territory Manager**

Title

**12/15/25**

Date

**ATTACHMENT K – REFERENCE PAGE**  
**MUST BE FOR EQUIVALENT SERVICES**

	Reference #1	Reference #2	Reference #3
<b>Project Name</b>	Adventist Healthcare Shady Grove Medical Center	Southeast Psychiatric Treatment Center at Norristown State Hospital	Tampa General Behavioral Health Hospital
<b>Scope of work</b>	\$247M, 153K SF five-story addition to the SGMHC campus in Rockville, MD. The scope of the project includes the construction of a Cardiovascular and Interventional Radiology Unit, Emergency Department, Intensive Care Unit, Progressive Care Unit, Medical/Surgical Unit, Roof-top Helipad, and Mechanical Penthouse. We provided project management including general project management and construction administration, project governance, reviews and document management, financial management, estimating services, scheduling management and support.	Stantec serves as Architect of Record, delivering architecture, interiors, MEP engineering, energy modeling, acoustics, LEAN facilitation, and technology services, in partnership with architecture+ for programming and concept design. The new Norristown State Hospital forensic psychiatric facility will provide 270 private beds in Phase 1, addressing growing demand in southeastern Pennsylvania. Backed by \$388 million from the Pennsylvania Department of Human Services, the state-of-the-art hospital will ultimately expand to 420 beds in Phase 2 to meet needs over the next 20 years.	120 beds, 92,000 square feet, new inpatient behavioral hospital
<b>Contract Amount</b>	\$247,000,000 - Budgeted	\$388,000,000 - Budgeted	\$52,382,580
<b>Contract Completion Date</b>	Anticipated Q4 2025	In Progress – ETA March 2028	January 2025
<b>Contract Duration</b>	2021 - ongoing	April 2022 - March 2028	15 months
<b>Contract Owner's Name</b>	Geoffrey Morgan, VP Chief Facilities and Property	Linda Studer-Ellis Connections Health Solutions	Dustin Pasteur, SVP Tampa General Hospital,
<b>Contract Owner's Phone</b>	301-315-3374	(703) 628-8213	813.844.7794
<b>Contract Owner's E-Mail</b>	gmorgan@adventisthealthcare.com	N/A	dpasteur@tgh.org
<b>Were you Prime contractor or Sub</b>	Prime	Prime	Anchor served as the Owner's Representative for TGH/LifePoint Health
<b>If Sub, who was Prime</b>	N/A	N/A	JE Dunn Construction
<b>Contact info for Prime</b>	N/A	N/A	Josh Meadows, josh.meadows@jedunn.com , 615.473.3439

\*Please use an additional page, if necessary to capture all information.

I certify as to the accuracy of the information contained in Attachment L. *(note, no attachment L was included, the discrepancy is from the lettering being shifted on Attachment F)*

Scott Martin

Senior Vice President / Territory Manager

Name – Print

Title



12/15/25

Signature

Date



## VENDOR CONFIDENTIALITY AGREEMENT

A Vendor will perform services for Colonial Behavioral Health (CBH) that may require CBH to disclose confidential and proprietary information ("Confidential Information") to the vendor. Accordingly, to protect the Confidential Information that will be disclosed during the work performed by the vendor for CBH, the Vendor agrees as follows:

- As required by the HIPAA Privacy Rule, CBH will provide the Vendor with only the minimum amount of protected health information (PHI) necessary to fulfill true business needs. Likewise, the Vendor will not access or attempt to access information that is not strictly necessary.
- The Vendor will hold the Confidential Information received from CBH in strict confidence and will exercise a reasonable degree of care to prevent disclosure to others.
- The Vendor will not disclose or divulge the Confidential Information either directly or indirectly outside of the terms established in the service agreement or contract unless first authorized to do so in writing by Colonial Behavioral Health's Executive Director or their designee.
- The Vendor will not reproduce the Confidential Information nor use this information commercially or for any purpose other than the performance of the Vendor's duties for CBH.
- The Vendor will, upon request or upon termination of the relationship with CBH, deliver to CBH information, materials, and/or equipment received from CBH or originating from or related to work performed for CBH.
- CBH reserves the right to take action in the event of any disclosure of information in violation of this agreement or applicable HIPPA regulations as required and/or allowed by law.
- PHI cannot be removed from CBH property without prior authorization by Colonial Behavioral Health's Executive Director or their designee. Vendors should have formal policies and procedures in place to reasonably protect against the unauthorized use and disclosure of PHI as required per 42 CFR § 2.16. If Vendors do not have such a policy or the existing policy is not sufficient to meet the standard required by law, the Vendor agrees to abide by relevant policies established by CBH.





## VENDOR CONFIDENTIALITY AGREEMENT

- This agreement will be interpreted under and governed by the laws of the Commonwealth of Virginia.
- All provisions of this agreement will be applicable only to the extent that they do not violate any applicable law and are intended to be limited to the extent necessary so that they will not render this agreement invalid, illegal, or unenforceable. If any provision of this agreement or any application thereof will be held to be invalid, illegal, or unenforceable, the validity, legality, and enforceability of other provisions of this agreement or of any other application of such provision will in no way be affected thereby.

---

**By signing this Agreement with an original signature, and returning the signed document, you agree that original signatures transmitted and received via facsimile, email, or other electronic transmission of a scanned document (e.g., PDF or similar format) are true and valid signatures for all purposes hereunder and shall bind the parties to the same extent as that of an original signature. Any such electronic transmission shall constitute the final agreement of the parties and conclusive proof of such agreement. Any such electronic counterpart shall be of enough quality to be legible either electronically or when printed as hardcopy. CBH shall determine legibility and acceptability for public record purposes.**

Witness the following duly authorized signatures and seals.

---

Signature of Vendor Representative

Scott Martin

---

Name of Vendor Representative  
(Please Print)

12/15/25

---

Date

Turner & Townsend Heery

---

Company Name

**11.0 GENERAL TERMS AND CONDITIONS**

- A. APPLICABLE LAWS AND COURTS: This contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect there to shall be brought in the courts of the Commonwealth. The Vendor shall comply with applicable federal, state and local laws and regulations.
- B. ETHICS IN PUBLIC CONTRACTING: By signing this contract the Vendor certifies that their contract is made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Vendor, supplier, manufacturer or subcontractor in connection with their contract, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised unless consideration of substantially equal or greater value was exchanged.
- C. COMPLIANCE: By signing this contract, the Vendor certifies that it is and will remain in full compliance with:  
The Federal Civil Rights Act of 1964, as amended.  
The Federal Immigration Reform and Control Act of 1986.  
The Virginia Fair Employment Act of 1975, as amended, where applicable.  
The Virginia Conflict of Interest Act.  
The Virginians With Disabilities Act.  
The Americans With Disabilities Act.  
Section 2.2-4311 (Employment Discrimination Act) of the Virginia Public Procurement Act.  
Sections 2.2-4367 through 2.2-4377 (Ethics in Public Contracting) of the Virginia Public Act  
Section 2.2-4354 (Payment to Subcontractor) of the Virginia Public Procurement Act.  
The Antitrust laws of the United States and the Commonwealth of Virginia.
- D. EMPLOYMENT DISCRIMINATION BY CONTRACTORS PROHIBITED  
Every Contract of over \$10,000 shall include the following provisions:
- i. During the performance of this contract, the Contractor agrees as follows:
    - a. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, status as a service-disabled veteran, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
    - b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, shall state that such Contractor is an equal opportunity employer.
    - c. Notices, advertisements, and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient to meet this requirement.
  - ii. The Contractor will include the provisions of the foregoing paragraphs, 1, 2, and 3 in every Subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each Subcontractor or vendor.
- E. DEBARMENT STATUS: By signing this contract, Vendors certify that they are not currently debarred from submitting proposals on contracts by the Commonwealth of Virginia, the Federal Government, nor are they an agent of any person or entity that is currently debarred from submitting proposals on contracts by the Commonwealth of Virginia or the Federal Government.
- F. ANTITRUST: By entering into this contract, the Vendor conveys, sells, assigns, and transfers to Colonial Behavioral Health all rights, title and interest in and to all causes of the action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relation to the particular services purchased or acquired by Colonial Behavioral Health under said contract.
- G. CONFIDENTIALITY: The Contractor acknowledges and understands that its employees may have access to proprietary, business information, or other confidential information belonging to CBH. Therefore, except as required by law, the Contractor agrees that its employees will not:
- i. Access or attempt to access data that is unrelated to their job duties or authorizations as related to this Contract.
  - ii. Access or attempt to access information beyond their stated authorization.
  - iii. Disclose to any other person or allow any other person access to any information related to CBH or any of its facilities or any other user of this Contract that is proprietary or confidential. Disclosure of information includes, but is not limited to, verbal discussions, FAX transmissions, electronic mail messages, voice mail communication, written documentation, "loaning" computer access codes and/or another transmission or sharing of data.
- The Contractor understands that CBH, or others may suffer irreparable harm by disclosure of proprietary or confidential information and that CBH may seek legal remedies available to it should such disclosure occur. Further, the Contractor understands that violations of this provision may result in Contract termination.

The Contractor further understands that information and data obtained during the performance of this agreement shall be considered confidential, during and following the term of this Contract, and will not be divulged without the General Services Officer's written consent and then only in strict accordance with prevailing laws. The Contractor shall hold all information provided by CBH as proprietary and confidential and shall make no unauthorized reproduction or distribution of such material.

Vendor initial                      Colonial Behavioral Health initial

H. HIPAA COMPLIANCE: Contractor warrants as follows:

That the Contractor will, in all respects, comply with requirements of the Health Insurance Portability and Accountability Act of 1996, and any subsequent revisions or amendments to this legislation in all aspects of its operations in connection with this contract.

That all products and services provided under this contract will, in all respects, comply with requirements of the Health Insurance Portability and Accountability Act of 1996, and any subsequent revisions or amendments to this legislation.

That any modifications or actions on the part of CBH that are required to comply with the requirements of this section will be fully disclosed to CBH in writing, and will not require additional operating procedures, interventions, or cost to Colonial Behavioral Health, now or in the future.

I. PRECEDENCE OF TERMS: Paragraphs A-G of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and the Special Terms and Conditions in this contract, the Special Terms and Conditions shall apply.J. PAYMENT TERMS: Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.K. QUALIFICATIONS: Colonial Behavioral Health may make such reasonable investigations as deemed proper and necessary to determine the ability of the Vendor to perform the work and the Vendor shall furnish to Colonial Behavioral Health all such information and data for this purpose as may be requested. Colonial Behavioral Health reserves the right to inspect Vendor's physical facilities to satisfy questions regarding the Vendor's capabilities.L. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the Vendor in whole or in part without the written consent of Colonial Behavioral Health.M. CHANGES TO THE CONTRACT: Changes can be made within the general scope of the contract by Colonial Behavioral Health with written notification to the Vendor. The parties may agree in writing to modify the scope of the contract.N. DEFAULT: In case of failure to deliver services in accordance with Contract Terms and Conditions, Colonial Behavioral Health, after due oral or written notice, may procure them from other sources and hold the Vendor responsible for any resulting additional purchase and administrative costs. The remedy shall be in addition to any other remedies which Colonial Behavioral Health may have.O. TAXES: Sales to the Community Services Board are normally exempt from State sales tax. State sales and use tax certificates of exemption will be issued upon request. Deliveries against this contract shall be free of Federal Excise and Transportation taxes.P. SERVICES TO BE FURNISHED BY COLONIAL BEHAVIORAL HEALTH: Colonial Behavioral Health shall furnish the Vendor with all available necessary information, data, and material pertinent to the execution of this Agreement. Colonial Behavioral Health shall cooperate with the Vendor in carrying out the services herein and shall provide adequate staff coordination and support to the Vendor.Q. RECORDS AND INSPECTIONS: The Vendor shall maintain full and accurate records with respect to all services provided under this Agreement. Colonial Behavioral Health shall have free access at all proper times to such records and shall have the right to examine and audit the same and to make transcripts therefrom, and to inspect all program data, documents, proceedings, and activities.R. COLONIAL BEHAVIORAL HEALTH NOT OBLIGATED TO THIRD PARTIES: Colonial Behavioral Health shall not be obligated or liable hereunder to any party other than the Vendor. Employees and agents of Vendor shall not be deemed employees or agents of Colonial Behavioral Health for any purpose, and all compensation for such employees and agents (including workers compensation insurance coverage) shall be provided by Vendor.S. CRIMINAL BACKGROUND CHECKS: The Contractor shall submit the names, social security numbers, and other information of its employees when requested. This information will only be used by CBH to obtain nation-wide criminal background checks when CBH, in its sole discretion, determines it necessary for reasons of security or confidentiality. These background checks, when requested, will be performed at CBH's expense.

Vendor initial  Colonial Behavioral Health initial \_\_\_\_\_



12.0 SPECIAL TERMS AND CONDITIONS

- A. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that Colonial Behavioral Health shall be bound hereunder only to the extent of the funds available, or which may hereafter become available for the purpose of this agreement.
- B. CANCELLATION OF CONTRACT: Colonial Behavioral Health reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon at will notice to the Vendor. Any contract cancellation notice shall not relieve the Vendor of the obligation to deliver and/or perform all outstanding orders issued prior to the effective date of cancellation.
- C. CLAIMS: Any contractual claim, whether for money or other relief arising under this contract, shall be submitted in writing, in accordance with Section 11-69 of the code of Virginia, no later than sixty (60) days after final payment; however, written notice of the Vendor's intention to file such claim shall have been given at the time of the occurrence or beginning of the work upon which the claim has been based. The claim shall be submitted to the Executive Director, Colonial Behavioral Health, 1657 Merrimac Trail, Williamsburg, Virginia 23185.
- D. VENDOR PROPERTY DAMAGES: The Vendor shall be entirely responsible for any loss or damage to its own materials, supplies and equipment, and to the personal property of its employees while they are maintained on the work site.
- E. EXTENSION OF CONTRACT: Upon agreement of both parties, this contract may be extended by the purchasing agency under the terms of the current contract, with reasonable notice given to Vendor (approximately 30 days) prior to the expiration date.
- F. INSPECTION OF JOB SITE: My signature on this contract constitutes certification that I have inspected the job site and am aware of the conditions under which the work must be accomplished. Claims, as a result of failure to inspect the job site, will not be considered by Colonial Behavioral Health.
- G. WORKMANSHIP AND INSPECTION: All work under this Contract shall be performed in a skillful and workmanlike manner. The contractor and its employees shall be professional and courteous at all times. CBH may, in writing, require the Contractor to remove any employee from work for reasonable cause as determined by CBH. Further, CBH may, from time to time, make inspections of the work performed under the Contract. Any inspection by CBH does not relieve the Contractor from any responsibility in meeting the Contract requirements.
- H. PERMITS AND LICENSES: The Vendor is required to hold or obtain before services begin, all relevant permits and/or licenses as required by law.
- I. VENDOR REGISTRATION: If a contract for construction, removal, repair or improvement of a building or other real property is for seventy thousand dollars (\$70,000) or more, or if the total value of all such contracts undertaken by Vendor within any twelve month period is three hundred thousand dollars (\$300,000) or more, the Vendor is required under Title 54, Code of Virginia (1950), as amended, to be licensed by the State Board of Contractors as a "Class A Contractor". If such a contract is for seventy-five hundred dollars (\$7,500) or more but less than seventy thousand dollars (\$70,000), the Vendor is required to be licensed as a "Class B Contractor". If such a contract is for one thousand dollars (\$1,000) or more but less than seventy-five dollars (\$7,500), the Vendor is required to be licensed as a "Class C Contractor".
- J. INSURANCE: By signing and submitting this contract the Vendor certifies that it will have, as a minimum, the following liability insurance coverage at the time the work commences. Additionally, it will maintain this during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

During the period of the contract Colonial Behavioral Health reserves the right to require the Vendor to furnish certificates of insurance for the coverages required by Colonial Behavioral Health as indicated.

Vendor initial  Colonial Behavioral Health initial \_\_\_\_\_

**INSURANCE COVERAGES REQUIRED:****Professional Liability**

Limits of Liability - \$1,000,000 Per Occurrence (May be more depending on the professional service required.)

**Worker's Compensation and Employer's Liability**

Coverage A - Statutory Requirement

Coverage B - \$100,000; \$100,000; \$500,000

**General Liability**

Per Occurrence \$1,000,000

Personal/Advertising Injury \$1,000,000

General Aggregate \$2,000,000

Products/Completed Operations \$2,000,000

Fire Damage Legal Liability \$100,000

**Coverage should be on a Per Project Basis**

Automobile Liability\* \$1,000,000

\*Comprehensive Automobile Liability, including Owned, Non-Owned. Per Occurrence Bodily Injury or Property Damage.

Combined Single Limit \$1,000,000

Builder's Risk 100% of Value\*\*

\*\*100% of the insurable value of the contract. Insurable value does not include site acquisition, site work, grading, infrastructure, etc.

Boiler &amp; Machinery (If Applicable) \$1,000,000

- K. **WORK SITE DAMAGES:** Any damage, including damage to finished surfaces, resulting from the performance of this contract shall be repaired to Colonial Behavioral Health's satisfaction at the Vendor's expense.
- L. **SAFETY:** All Contractors and subcontractors performing services for CBH are required to and shall comply with all Occupational Safety and Health Administration (OSHA), State and CBH Safety and Occupational Health Standards and any other applicable rules and regulations. Also, all Contractors and subcontractors shall be held responsible for the safety of their employees and any unsafe acts or conditions that may cause injury or damage to any persons or property within and around the work site area under this Contract.
- M. **DRUG FREE WORKPLACE:** The Vendor acknowledges and certifies that it understands that the following acts by the Vendor, its employees, and/or agents performing services on Colonial Behavioral Health property are prohibited:
- i. The unlawful manufacture, distribution, dispensing, possession or use of alcohol or other drugs; and
  - ii. Any impairment or incapacitation from the use of alcohol or other drugs (except the use of drugs for legitimate medical purposes).
- The Vendor further acknowledges and certifies that it understands that a violation of these prohibitions constitutes a breach of contract and may result in default action being taken by Colonial Behavioral Health in addition to any criminal penalties that may result from such contract.
- N. **EXTRA CHARGES NOT ALLOWED:** The proposed price shall be for complete installation ready for Colonial Behavioral Health's use and shall include all applicable freight and installation charges; extra charges will not be allowed.
- O. **INDEMNIFICATION:** Vendor agrees to indemnify, defend and hold harmless Colonial Behavioral Health, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Vendor/any services of any kind or nature furnished by the Vendor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use materials, goods, or equipment in the manner already permanently described by the Vendor on the materials, goods or equipment delivered.
- P. **RELATIONSHIP OF PARTIES:** The parties agree to be and act as independent vendors and that under no circumstances shall either party perform any act or conduct any activity pursuant to which this Agreement could be construed to be an agreement of agency, partnership, joint venture, or employment between them.
- Q. **LIENS:** At no time shall the vendor permit any mechanics or similar liens to attach to Colonial Behavioral Health premises on account of labor or material furnished to the vendor or claimed to have been furnished to the vendor, in connection with its work hereunder.
- R. **FAITH BASED ORGANIZATIONS:** Colonial Behavioral Health does not discriminate against faith-based organizations.
- S. **COOPERATIVE PROCUREMENT:** As authorized in Section 2.2-4304 of the Code of Virginia, this procurement is being conducted on behalf of and may be used by public bodies, agencies, institutions, and localities of the Commonwealth with the consent of the contractor.
- T. **W-9 FORM REQUIRED:** Each Bidder shall be prepared to furnish a completed W-9 form in the event of contract award. This information is required in order to issue purchase orders and payments to your Team.

- U. NON-EXCLUSIVE CONTRACT: Nothing herein is intended nor shall be construed as creating any exclusive arrangement with Contractor. Any resulting contract shall not restrict Colonial Behavioral Health from acquiring similar, equal or like goods and or services from other sources.
- V. NON-EXCLUSIVE LICENSE-OWNERSHIP AND USE OF DOCUMENTS: The Contractor permanently and irrevocably assigns to CBH a royalty-free, nonexclusive, non-transferrable license for all documents and intellectual property, as well as all derivative works thereof, including but not limited to plans, specifications, designs, tracings, drawings, estimates, field notes, investigations, design analysis, reports, studies and derivative works thereof, in any media now know or hereinafter discovered, which are prepared in the performance of the Contract by the Contractor and its sub-Contractors; such may be used, reproduced, distributed, and displayed by Colonial Behavioral Health, at its discretion. The license and all rights, which inure to Colonial Behavioral Health shall survive the termination or disengagement of services of the Contractor or its sub-Contractors, or both, from the work, whether such termination or disengagement is involuntary or otherwise determined.

13.0 METHOD OF PAYMENT

Payment will be authorized following receipt of a valid invoice and completion of services according to the Scope of Work. The Contract number shall be included on each invoice. Failure to include this information may delay payment. Invoices shall be submitted directly to the following physical and/or email address:

Colonial Behavioral Health      or [Generalservices@colonialbh.org](mailto:Generalservices@colonialbh.org)  
 ATTN: General Services  
 1657 Merrimac Trail  
 Williamsburg, VA 23185

Vendor initial  Colonial Behavioral Health initial \_\_\_\_\_





TURN&amp;TO-01

MPERRI

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/2/2024

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 have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Bartlett & Company, Inc. 20 Ash Street Suite 370 Conshohocken, PA 19428	<b>CONTACT NAME:</b> Melissa Perri <b>PHONE (A/C, No, Ext):</b> (215) 546-9660 <b>FAX (A/C, No):</b> (215) 546-9665 <b>E-MAIL ADDRESS:</b>
	<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Great Northern Insurance Company <b>INSURER B:</b> Federal Insurance Company <b>INSURER C:</b> Pacific Indemnity Company <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>
<b>INSURED</b>  Turner & Townsend Heery, LLC 3550 Lenox Road NE, Suite 2300 Atlanta, GA 30326	<b>NAIC #</b> 20303 20281 20346

## COVERAGES

## CERTIFICATE NUMBER:

## 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 checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			9950-62-05	10/1/2024	10/1/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			7354-23-06	10/1/2024	10/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 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 <input checked="" type="checkbox"/> RETENTION \$ 0			7979-93-92	10/1/2024	10/1/2025	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	7170-90-58	10/1/2024	10/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
EVIDENCE OF COVERAGE IS HEREBY PROVIDED FOR INFORMATION PURPOSES ONLY.

## CERTIFICATE HOLDER

## CANCELLATION

FOR INFORMATION PURPOSES ONLY

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

73

**Request for Taxpayer  
Identification Number and Certification**

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

**Give form to the  
requester. Do not  
send to the IRS.**

**Before you begin.** For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See Specific Instructions on page 3.	<b>1</b> Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.) <b>Turner &amp; Townsend Heery, LLC</b>	
	<b>2</b> Business name/disregarded entity name, if different from above.	
	<b>3a</b> Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only <b>one</b> of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input checked="" type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . . <b>P</b> <b>Note:</b> Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) <b>5</b> Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) <b>E</b>  (Applies to accounts maintained outside the United States.)
	<b>3b</b> If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . <input type="checkbox"/>	
	<b>5</b> Address (number, street, and apt. or suite no.). See instructions. <b>3550 Lenox Road, NE, Suite 2300</b>	Requester's name and address (optional)
<b>6</b> City, state, and ZIP code <b>Atlanta, GA 30326</b>		
<b>7</b> List account number(s) here (optional)		

**Part I Taxpayer Identification Number (TIN)**

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

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

<b>Social security number</b>									
			-				-		
<b>or</b>									
<b>Employer identification number</b>									
5	8		-	0	8	2	7	9	4
									5

**Part II Certification**

Under penalties of perjury, I certify that:

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

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

<b>Sign Here</b>	Signature of U.S. person 	Date <b>01/09/2025</b>
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**General Instructions**

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

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

**What's New**

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



## Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

**Date:** 10/20/2025

**Request for Proposal (RFP):** A250902

**Addendum Number:** One

**Service:** Phase 2

The RFP is modified as follows:

1. Page 4 –

**1.0 ABOUT CBH**

Colonial Behavioral Health (CBH) is a public body and an extension of the local governing entities of the City of Williamsburg, James City County, York County, and the City of Poquoson. CBH is one of forty (40) Community Services Boards (CSBs) established under the Code of Virginia to plan, provide, and evaluate services for individuals with mental health needs, intellectual and developmental disabilities, and substance use disorders within its service area. As mandated by state law, CBH delivers these services to residents of the City of Williamsburg, James City County, York County, and the City of Poquoson.

See <https://www.colonialbh.org/> for additional information about CBH.

2. Attachment B – Phase 2 Project Parameters – Section

*Standards for Licensure, Accreditation, and Code Compliance* has been modified to include the following requirement:

- The project must comply with Health Resources & Services Administration (HRSA) Operational Site Visit (OSV) guidelines.

Kisha Young, MBA, VCA  
General Services Officer  
[Kyoung@colonialbh.org](mailto:Kyoung@colonialbh.org)

Sign

12/15/25

Date





## Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

**Date:** 10/20/2025

**Request for Proposal (RFP):** A250902

**Addendum Number:** Two

**Service:** Phase 2

The RFP is hereby modified by Addendum Two to include information provided by our partners, Genoa and Southeastern Virginia Health Systems (SEVHS). This addendum presents illustrative layout concepts and build-out notes reflecting the space requirements and functional needs for the areas of the building they are expected to occupy or use most frequently.

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Kisha Young, MBA, VCA  
General Services Officer  
[Kyoung@colonialbh.org](mailto:Kyoung@colonialbh.org)

Sign

12/15/25

Date



## Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

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### GENOA

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#### **Illustrative Pharmacy Layout**

An illustrative layout for the pharmacy space is attached. This layout is provided for reference purposes only and is illustrative, not instructional. It is intended to convey general spatial intent and functional relationships, not to dictate final design or construction details.

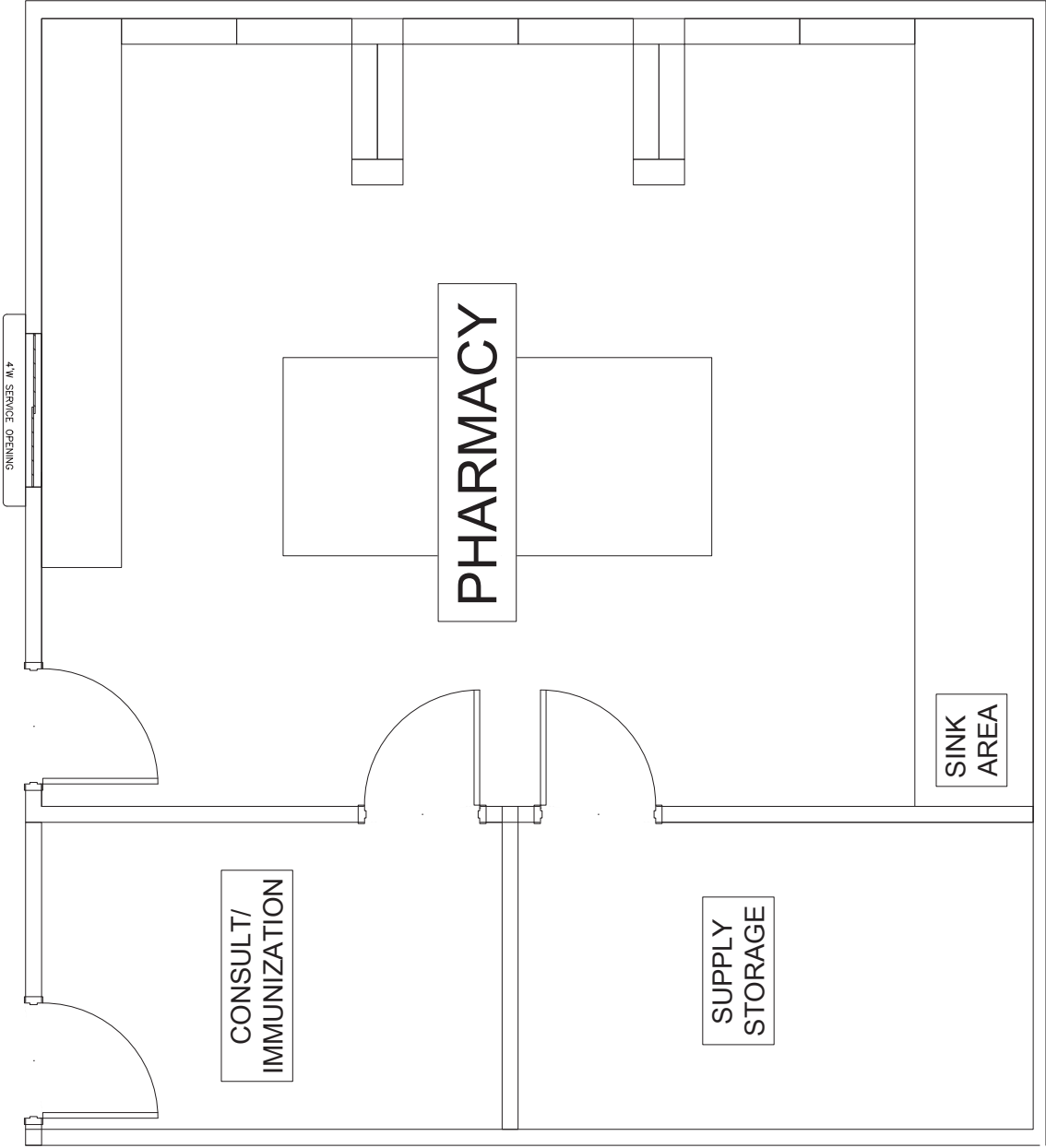
Representatives from Genoa will be available to provide additional information and coordination support to the successful bidder during the design and construction phases.

#### **Build-Out Notes**

The following requirements apply to the pharmacy build-out:

- Perimeter walls to extend from floor to deck above.
- Reinforcements to be provided around all entrance points.
- Maintain a constant temperature of 72°F.
- Tankless Water Heater: Must provide 105°F hot water within 30 seconds, in accordance with organizational policy.

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EXAMPLE	GENOA HEALTHCARE PHARMACY #EXAMPLE		





## Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

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### SOUTHEASTERN VIRGINIA HEALTH SYSTEMS (SEVHS)

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#### **Illustrative Examples**

Two illustrative examples are attached for reference:

1. Floor plans from a recent SEVHS construction project; and
2. A sample plan for an open pod arrangement recommended by the Primary Care Development Corporation (PCDC) as part of the SEVHS and CBH technical assistance initiative.

These examples are provided for illustrative purposes only and are not prescriptive. They are intended to convey general planning concepts and spatial relationships rather than dictate design or layout requirements.

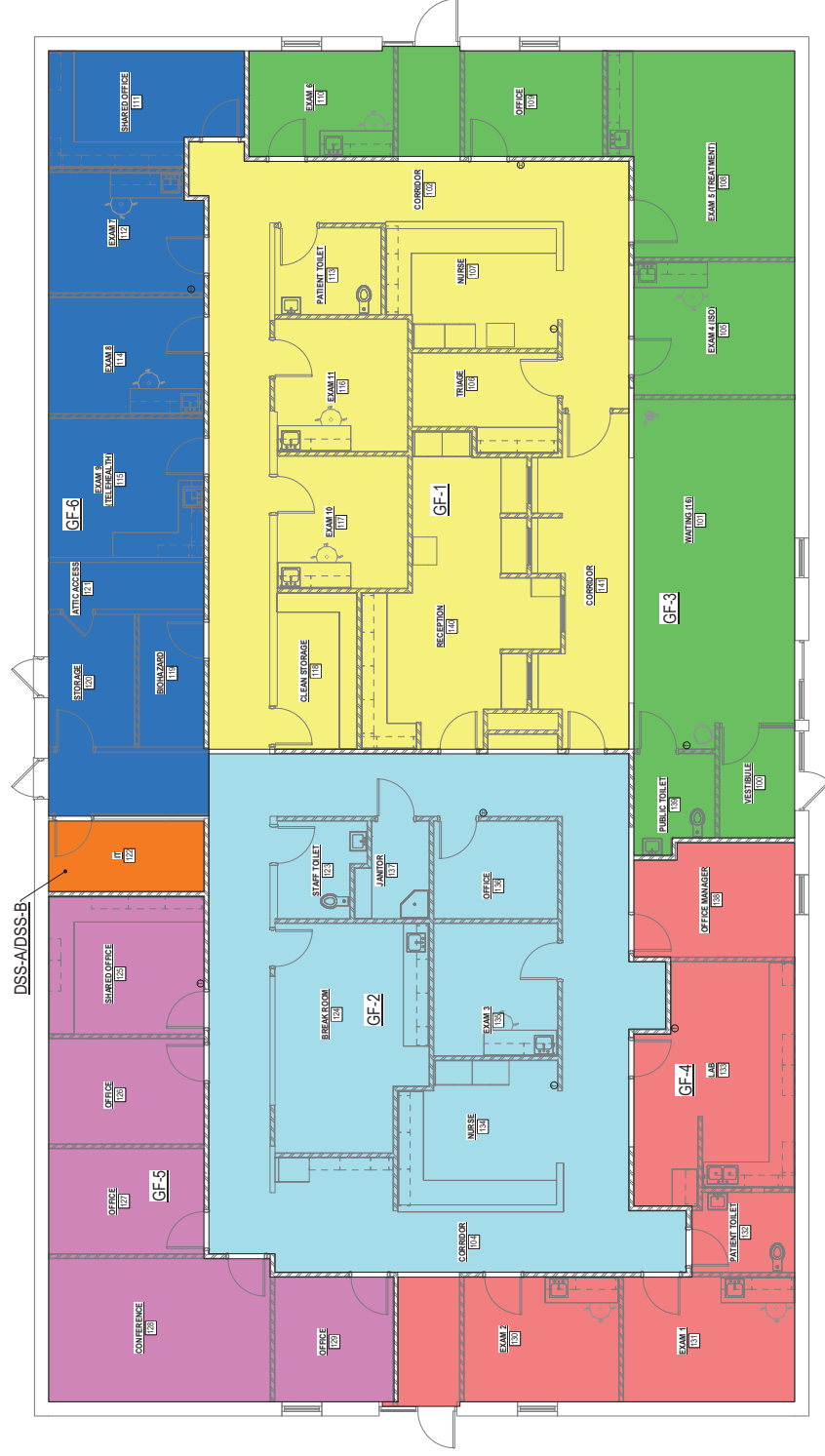
#### **SEVHS Staff Coordination**

SEVHS staff will be available to the successful bidder to provide additional information and coordination during the design and construction process.

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## Addendum Two - Attachment 3 - Genoa

DSS-A/DSS-B

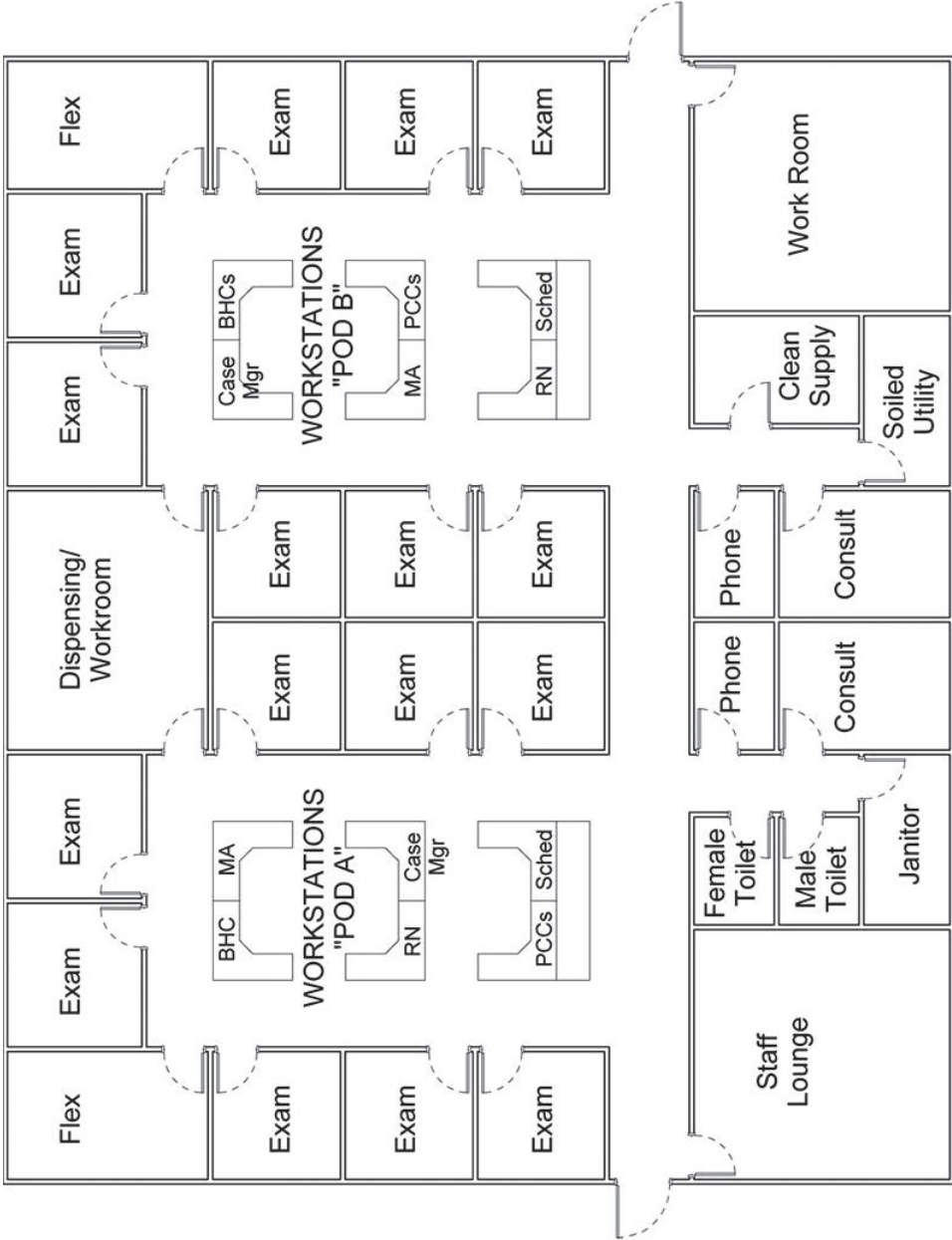
**ZONING PLAN**  
SCALE: 1/4" = 1'-0"



Appendix B<sup>2,4</sup>

Clinical Space Design Visuals to Consider

1. Open Pod Arrangement<sup>4</sup>





## Colonial Behavioral Health

SERVING JAMES CITY COUNTY, CITY OF POQUOSON, CITY OF WILLIAMSBURG AND YORK COUNTY

**Date:** 11/10/2025

**Request for Proposal (RFP):** A250902

**Addendum Number:** Three

**Service:** Phase 2

The RFP is hereby amended as follows to include pertinent information regarding Colonial Behavioral Health (CBH) properties.

**Question:**

What is the value of the properties currently owned by Colonial Behavioral Health (CBH)?


**Response:**

Colonial Behavioral Health owns six properties through its affiliated land-holding nonprofit, Colonial Community Services, Inc. The assessed values of these properties are publicly available. A commercial real estate firm has estimated the market value of the Merrimac Trail campus to be between **\$3,263,650 and \$3,787,160**, and the market value of the Capitol Landing Road building to be between **\$682,500 and \$737,100**.

When the new facility is completed, the Capitol Landing building and two of the three Merrimac Trail buildings will be vacated. CBH currently carries a small debt balance, which is projected to be fully satisfied within the next nine months.

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Kisha Young, MBA, VCA  
General Services Officer  
[Kyoung@colonialbh.org](mailto:Kyoung@colonialbh.org)

  
\_\_\_\_\_  
Sign  
12/15/25  
\_\_\_\_\_  
Date

A blurred background image showing a group of people in a meeting or collaborative work environment. A woman in the foreground is looking down, and other people are visible in the background, some with their hands raised as if in discussion.

# 6

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## Appendices



A

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Additional team  
resumes

B

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Detailed budget by  
division

C

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Design narrative