

AWARDED ACF CONTRACTS 34 CONTRACTS



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TCF CENTER – DETROIT, MI ARENA TO HEALTHCARE (A2HC)

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*2 Halls:

the entire hall



As of 010730MAY20

Alternate Care Facility Overview

Location:	Detroit,	MI
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MSC: Great Lakes & Ohio River Div. (LRD)

FEMA Region: V

Contractor: Detroit Reg. Conv./COBO Hall

Type: Arena (A2HC)

Patient Type: COVID

Facility Size: 725,000 SF

Bed Capacity: 970

Address: 1 Washington Blvd., Detroit, MI 48226

Timeline	
Assessment MA received	25 MAR 20
Construction MA received	30 MAR 20
Contract Awarded	31 MAR 20
Construction Start	31 MAR 20
Contractual Completion	09 APR 20
Estimated Completion	09 APR 20
Actual Completion	09 APR 20
Total Construction Duration	10 Days
Notes: 100% Complete; First p on 11 APR 20.	atients arrived



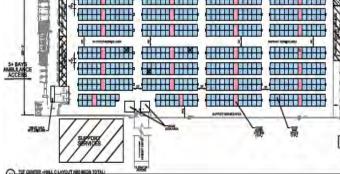
Projected Bed Shortfall 31 May – Jun 07



Plans Key: Blue = Patient rooms / beds Pink/Purple: Nurse stations TIT III Notes: - Hall C (depicted on the right): 600 beds with negative ACCERS pressure for the entire hall - Hall E: 370 beds with negative pressure (no O2) for

Plans

*Facility is equipped with oxygen lines and negative pressure.



In Progress Photos



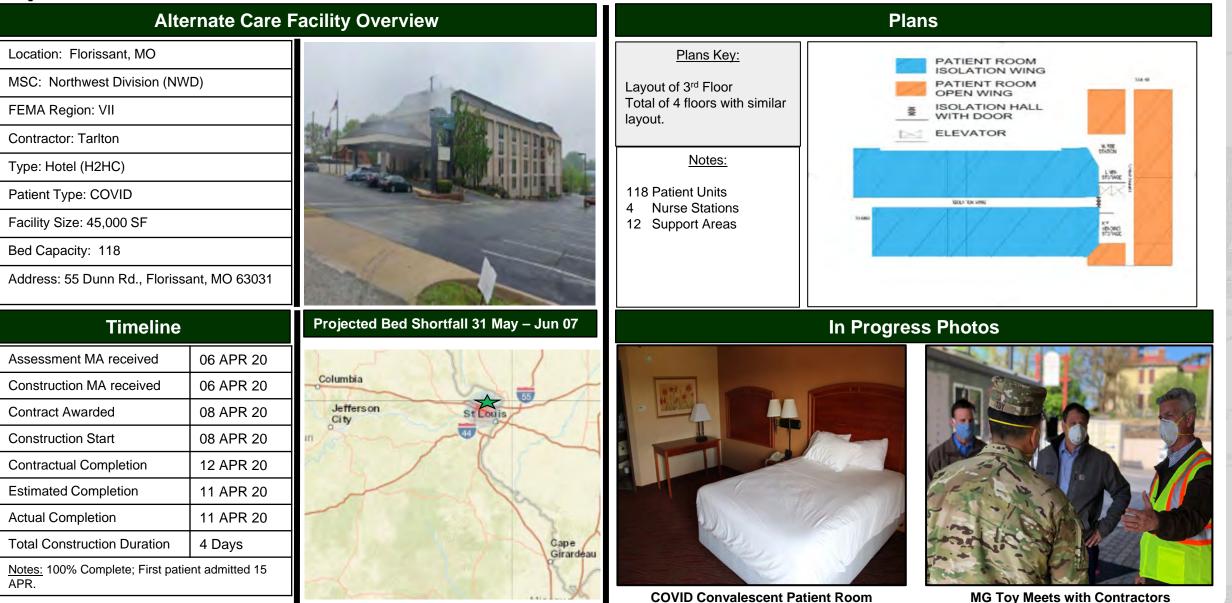


2



MISSOURI ACF AT FLORISSANT – FLORISSANT, MO HOTEL TO HEALTHCARE (H2HC)







ALASKA AIRLINES CENTER – ANCHORAGE, AK ARENA TO HEALTHCARE (A2HC)



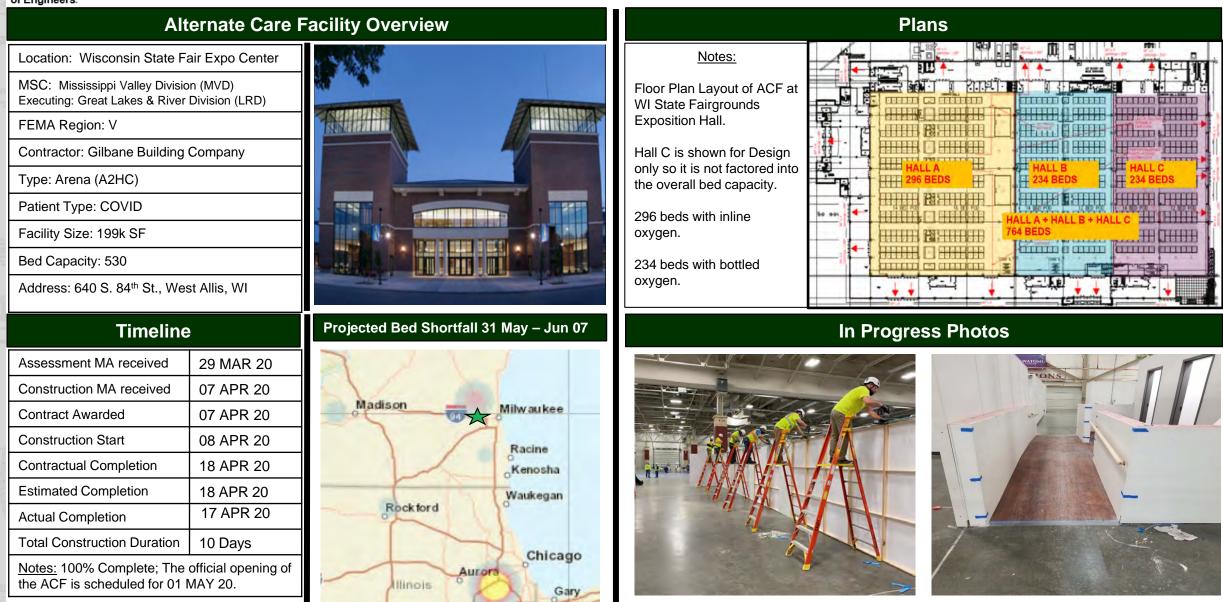


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WISCONSIN STATE FAIR EXPO CENTER – WEST ALLIS, WI ARENA TO HEALTHCARE (A2HC)







GIBSON MEDICAL CENTER – ALBUQUERQUE, NM HOTEL TO HEALTHCARE (H2HC)



6

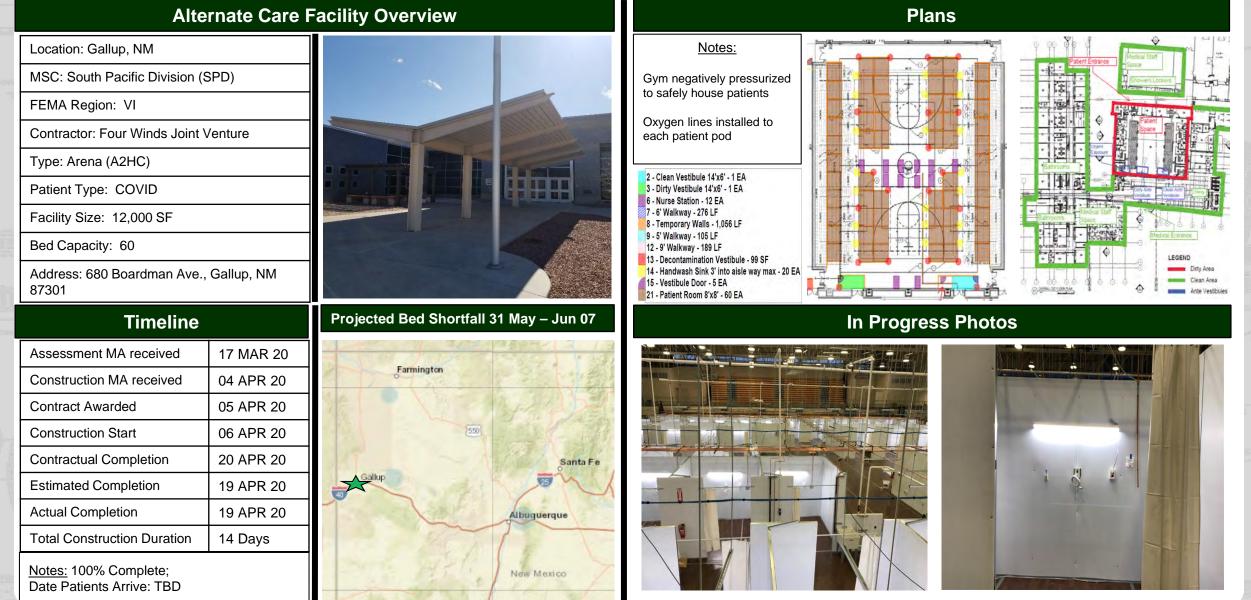
of Engineers.				U.S.AHA
Al	ternate Care I	Facility Overview		Plans
Location: Albuquerque, NM			Notes:	
MSC: South Pacific Division	(SPD)		20 acute COVID Beds	Patient Areas
FEMA Region: VI			180 non-acute COVID Beds	Areas
Contractor: Weil Constructio	on, Inc.		Converted and restored unoccupied sections of five	
Type: Hotel (H2HC)			floors of an Inactive Hospital	A A A A A A A A A A A A A A A A A A A
Patient Type: COVID			Installed HVAC systems to	THE STORE STORES
Facility Size: 160,000 SF			achieve negative pressure on all floors	
Bed Capacity: 200			Oxygen lines will run to patient	TO TO TO TO
Address: 5400 Gibson Blvd. NM 87109	SE, Albuquerque,		rooms on two floors	Typical Floor Plan
Timeline	9	Projected Bed Shortfall 31 May – Jun 07		In Progress Photos
Assessment MA received	17 MAR 20			
Construction MA received	01 APR 20	Farmington		
Contract Awarded	03 APR 20		14	
Construction Start	04 APR 20	550		
Contractual Completion	18 APR 20	Santa Fe	- 8-	
Estimated Completion	18 APR 20	Gallup		
Actual Completion	18 APR 20	Aalbuguerque		
Total Construction Duration	15 Days			
<u>Notes:</u> 100% Complete; Date Patients Arrive: TBD		New Mexico		

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MIYAMURA HIGH SCHOOL – GALLUP, NM ARENA TO HEALTHCARE (A2HC)







MIAMI BEACH CONVENTION CENTER – MIAMI BEACH, FL ARENA TO HEALTHCARE (A2HC)



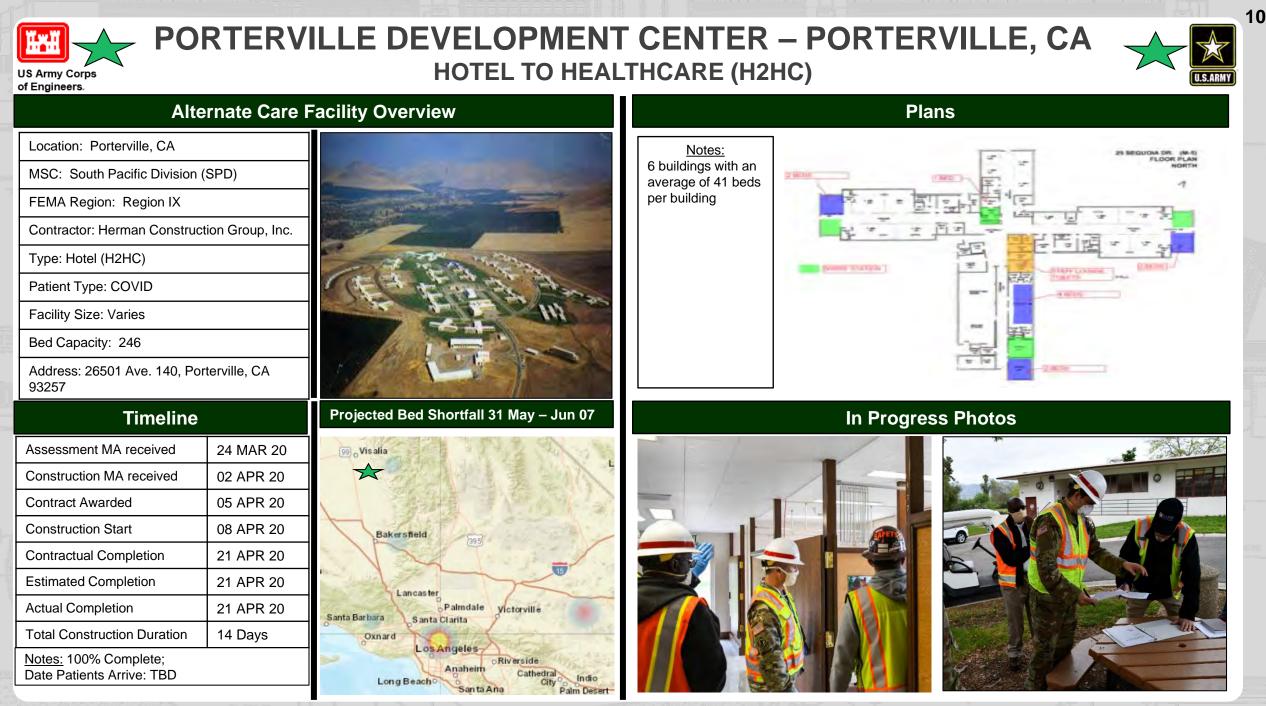
Alternate Care Facility Overview Plans MEP FOUIP ON DOCK Location: Miami Beach, FL Notes: NON-FOOD DUMPSTEP & COMPACTOR MSC: South Atlantic Division (SAD) -MORGUE (DOCK 15 (84 BODIES) Zones A, C, D, and half FUNERAL HOME PICK FEMA Region: IV of B total 400 COVID-19 B UP RAMP -LAUNDRY TRAILER acute care pods (DOCK 14) Contractor: The Robins & Morton Group SOILED LINEN HOLDING (DOCK 13) Top half of Zone B totals TRASH HOLDING Type: Arena (A2HC) (DOCK 12) B 50 COVID-19 ICU level -O2 TANK isolation pods Patient Type: COVID RMW/HAZ HOLDING (DK 11) OPEN SOILED DOCKS 8-10 BEC Facility Size: 1.4 M SF (overall) Key: STAFF TOILETS ARRIVING PATIENT TRIAGE ZONE Bed Capacity: 450 Acute Care AMBULANCE DROP OFF ZONE (DOCKS 2-7) DECON SHOWERS (DOCK 1) Address: 1901 Convention Center Drive, **ICU** Care PATIENT TRANSITION ZONE Miami Beach, FL 33139 TEMPORARY BARRIERS WITH DOORS REQUIRED ON THE NORTH AND SOUTH SIDES TO CREATE ENCLOSUR Projected Bed Shortfall 31 May – Jun 07 **In Progress Photos** Timeline Port StLucie Assessment MA received 17 MAR 20 Construction MA received 04 APR 20 West Palm Contract Awarded 06 APR 20 Beach Cape Coral **Construction Start** 08 APR 20 Boca Raton **Coral Springs Contractual Completion** 20 APR 20 Pompano Beach **Estimated Completion** 20 APR 20 Actual Completion 19 APR 20 **Total Construction Duration** 12 Days Notes: 100% Complete; Completed 5 days **Complete Facility** early.



SUBURBAN COLLECTION SHOWPLACE – NOVI, MI ARENA TO HEALTHCARE (A2HC)



Alternate Care Facility Overview Plans Plans Kev: Location: Novi, MI distant in the local division of the local d As revised on 10 April Blue = Patient rooms / beds MSC: Great Lakes and Rivers Division (LRD) 250 beds Pink/Purple: Nurse stations -----FEMA Region: V Notes: THE R. LOW PORT OF LAND AND A DESCRIPTION OF LAND 250 patient units including Contractor: Gilbane Federal plumbed oxygen. Type: Arena (A2HC) 12 Nurse Stations Patient Type: COVID REA 900 SF Built-In Pharmacy SHOWPLACE Facility Size: 250k SF *Facility is equipped with oxygen lines and negative Bed Capacity: 250 pressure. Address: 46100 Grand River Ave., Novi, MI AT ENERALL PACILITY FLOOR LAYOUT DISC BEDS 48374 Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 30 MAR 20 Flint Samia Construction MA received 05 APR 20 Lansing Waterford 05 APR 20 Contract Awarded 06 APR 20 Construction Start Ann Arbon Detroit Chat **Contractual Completion** 20 APR 20 .94 Windsor **Estimated Completion** 20 APR 20 **Actual Completion** 20 APR 20 C **Total Construction Duration** 15 Days Toledo 80 Notes: 100% Complete; Date Patients Arrived: **National Guard Leadership Tour Completed Facility Signage** 24 APR 20.





WESTCHESTER COUNTY CENTER – WHITE PLAINS, NY ARENA TO HEALTHCARE (A2HC)



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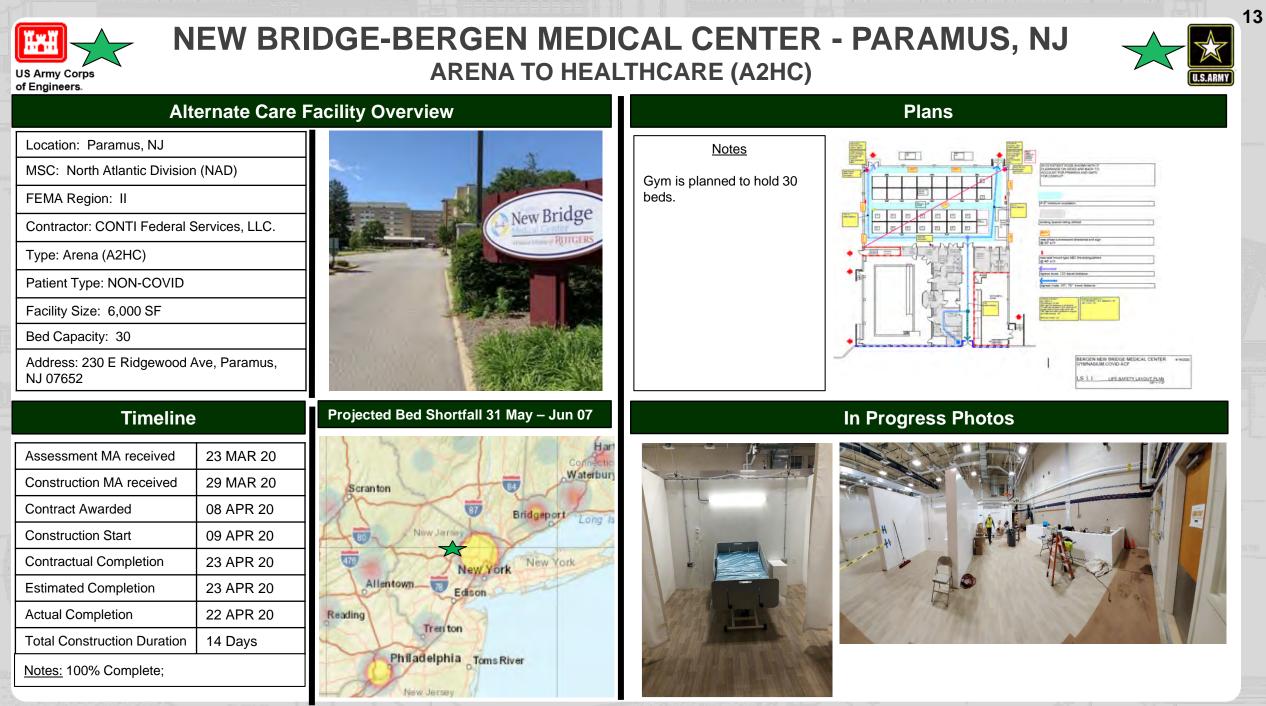


UNITED MEDICAL CENTER – WASHINGTON, DC ARENA TO HEALTHCARE (A2HC)



Alt	ernate Care	Facility Overview		Plans	
Location: Washington, D.C.		United Medical Center	Plans Key:	Center of te	
MSC: North Atlantic Division	(NAD)	 Pripole Sufficience Location 	- 6 x CMS Set up outside of the UMC in the		49-U (6 Poos 2 Apart) 5'-0" wide utility access corridor
FEMA Region: III			parking lot. - CMS's to be set up		6 PODs
Contractor: Patriot			inside of a tent	Donning Unimproved Tent Area	8'-0" wide corridor Secure Fire Ex
Type: Arena (A2HC)			Notes:	Doffing	Nurse Nurse Station Station
Patient Type: COVID			 NAB secured a price to purchase the 		
Facility Size: 140,000 SF			containers and FEMA sent a MIPR	1	Improved Tent Area with Interlocking Base Units and Seamless Flooring
Bed Capacity: 6 CMS units		Chu Chu	to NAB on 30 APR 20. Efforts to close	Submitted Layout fo	or Inside of the Tent –
Address: 1310 Southern Ave Washington, DC 20032	SE,		out the contract are ongoing.	Nurses Stations and W	Trap Around Services are City of Washington, DC
Timeline		Projected Bed Shortfall 31 May – Jun 07		In Progress Photos	
Assessment MA received	N/A		1 MAK		
Construction MA received	07 APR 20	SAM ST. Pat St.		A + 4	
Contract Awarded	08 APR 20			The cold have been a second se	
Construction Start	09 APR 20	Mery land Bol timore		-	
Contractual Completion	22 APR 20	Annapolis			
Estimated Completion	22 APR 20	Washington Annapolis			
Actual Completion	22 APR 20		2 Kanas Val	A CONTRACTOR OF THE OWNER	
Total Construction Duration	14 Days	Harrisonburg	A Carlos A		
<u>Notes:</u> 100% Complete; Patient a TBD. DC is working on the wrap a services and finishing up the site. opening of the facility is early to n	around Estimated	Staunon		Contra MARIA	

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METRO SOUTH MEDICAL CENTER – BLUE ISLAND, IL HOTEL TO HEALTHCARE (H2HC)



Alternate Care Facility Overview Plans Location: Blue Island, IL Notes: Mezzanine (top center) Patient intake Tier 3 (27 beds MSC: Great Lakes & Ohio River Div. (LRD) Patient food catering Tier 2 (6 beds) Plans have Staff food catering Tier 1 (16 beds been adjusted FEMA Region: V First Floor (top right resulting in a Staff PPE/Changing/Admin Tier 3 (23 beds Tier 2 (14 beds) Contractor: Clark Construction Group, LLC. slightly lower Second Floor (middle left) bed count Equipment cleaning area Type: Hotel (H2HC) than what is Tier 3 (55 beds) Tier 2 (17 beds) Third Floor (middle center) depicted Tier 1 (3 beds) Tier 3 (35 beds) Patient Type: COVID Tier 2 (68 beds) Contraction of the second Fourth Floor (middle right) Facility Size: 281,256 SF Tier 3 (57 beds) Tier 2 (66 beds) Fifth Floor (bottom left) Bed Capacity: 585 Tier 1 (3 beds) Tier 3 (63 beds) Tier 2 (69 beds) Sixth Floor (bottom canter) Address: 12935 S Gregory St., Blue Island, CO-minant Tier 2 (69 beds) IL 60406 Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 22 MAR 20 Construction MA received 27 MAR 20 Madison Milwaukee **Contract Awarded** 29 MAR 20 Construction Start 30 MAR 20 Racine **Contractual Completion** 24 APR 20 Kenosha **Estimated Completion** 23 APR 20 Waukegan Rockford **Actual Completion** 23 APR 20 **Total Construction Duration** 25 Days Chicago

Notes: 100% Complete



As of 010730MAY20



SHERMAN HOSPITAL – ELGIN, IL HOTEL TO HEALTHCARE (H2HC)



Alternate Care Facility Overview Plans Location: Elgin, IL SOILED CLEAN MSC: Great Lakes & Ohio River Div. (LRD) PATIENT Provide State FEMA Region: V STAFF NURSE STATION Contractor: Turner Construction Company **EXISTING HANDWASH** SINK LOCATION Type: Hotel (H2HC) PROPOSED NEW HANDWASH SINK State of the state of the Patient Type: COVID Facility Size: 371,000 SF SOILED CLEAN Bed Capacity: 274 PATIENT CLEAN STAFF PATIEN NURSE STATIO Address: 901 Center St., Elgin, IL 60120 EXISTING HAND PROPOSED NEW PROPOSED NEW EXISTING SHOW Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 22 MAR 20 27 MAR 20 Construction MA received Madison Milwaukee Contract Awarded 29 MAR 20 **Construction Start** 30 MAR 20 Racine **Contractual Completion** 24 APR 20 Kenosha Estimated Completion 23 APR 20 Waukegan Rockford **Actual Completion** 23 APR 20 **Total Construction Duration** 25 Days Chicago Auron Notes: 100% Complete Illinois

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MCCORMICK PLACE – CHICAGO, IL ARENA TO HEALTHCARE (A2HC)



Alternate Care Facility Overview

Location: (Chicago,	IL
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MSC: Great Lakes & Ohio River Div. (LRD) FEMA Region: V Contractor: Metro. Pier and Expo. Authority Type: Arena (A2HC) Patient Type: COVID Facility Size: 1.5M SF Bed Capacity: 3,000 Address: 2301 S King Dr., Chicago, IL 60616

Timeline

Assessment MA received	22 MAR 20	
Construction MA received	26 MAR 20	
Contract Awarded	28 MAR 20	
Construction Start	29 MAR 20	
Contractual Completion	24 APR 20	
Estimated Completion	24 APR 20	
Actual Completion	23 APR 20	
Total Construction Duration	26 Days	
Notes: 100% Complete; First patient admitted 15 APR 20.		





Yellow= Patient pods Pink = Medical areas Orange = Toilets

Plans Key:

<u>Notes:</u> Hall A has 1750 low acuity beds

Hall B has 750 medium acuity beds

Hall C has 500 low acuity beds



In Progress Photos

Plans







HAGERSTOWN CORR. FACILITY – HAGERSTOWN, MD HOTEL TO HEALTHCARE (H2HC)



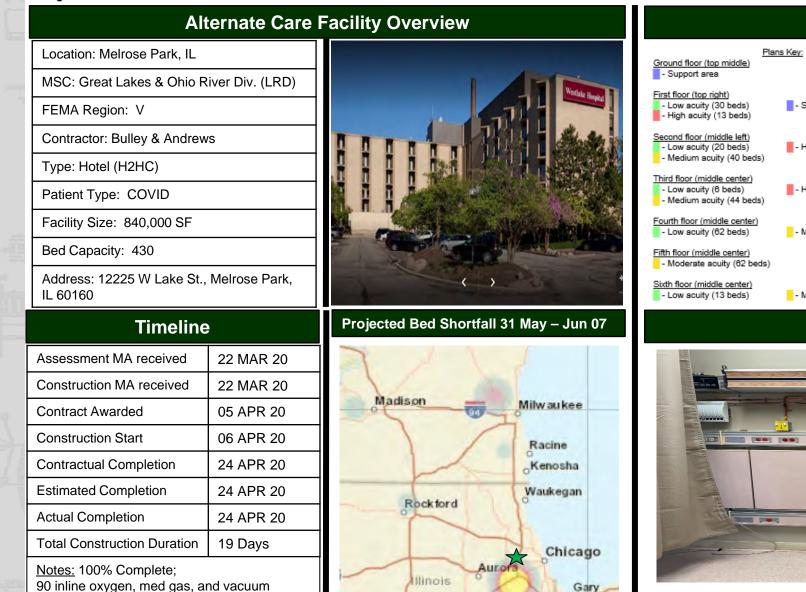
Alternate Care Facility Overview Plans Location: Hagerstown, MD Plans Key: Refurbish closed MSC: North Atlantic Division (NAD) correctional facility for COVID prisoners. FEMA Region: III Contractor: Clark Construction Group, LLC. Type: Hotel (H2HC) Notes Termination letter was Patient Type: COVID issued to the contractor on the night of 23 APR Facility Size: 61,000 SF 20. Bed Capacity: 192 Address: 18601 Roxbury Rd Hagerstown, MD 21746 Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 17 MAR 20 Last 24: 30APR20. 03 APR 20 Contractor working on their Construction MA received termination proposal, 10 APR 20 Contract Awarded canceling orders, and returning materials (if Construction Start 13 APR 20 Baltimore Meny land possible). **Contractual Completion** 24 APR 20 Annapolis Next 24: 01MAY20. Washington 24 APR 20 **Estimated Completion** 81 Awaiting Contractor's 24 APR 20 **Actual Completion** termination proposal. **Total Construction Duration** 12 Days Harrisonburg Notes: 100% Complete; At 25% Construction Completion, project was handed over to state to complete construction..



218 inline oxygen and vacuum

WESTLAKE HOSPITAL – MELROSE PARK, IL HOTEL TO HEALTHCARE (H2HC)







Plans

In Progress Photos



View of High/Moderate Acuity Patient Space



SUNY STONY BROOK – STONY BROOK, NY ARENA TO HEALTHCARE (A2HC)







COLORADO CONVENTION CENTER – DENVER, COLORADO ARENA TO HEALTHCARE (A2HC)







completion expected by 30 APR 20. Total of 1,085 patients treated since 30 MAR 20.

JAVITS CENTER – NEW YORK, NY ARENA TO HEALTHCARE (A2HC)



Alternate Care Facility Overview Plans Plans Kev: Location: New York, NY Blue: Patient rooms / beds MSC: North Atlantic Division (NAD) Pink/Purple: Nurse stations FEMA Region: II Contractor: NYCC Op. Corp. Notes 1st floor: 652 beds with 1.304 Type: Arena (A2HC) bed surge capacity Patient Type: COVID 3rd Floor: 946 bed with 1.892 Facility Size: 470,000 SF bed surge capacity Bed Capacity: 2,106 Also includes 508 beds with M Address: 655 West 34th St., New York, NY 1,016 bed surge capacity START HUNDER 10014. (FMS area) Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 22 MAR 20 Construction MA received 23 MAR 20 Waterbur **B4** Scranton 25 MAR 20 Contract Awarded 87 Bridgeport Construction Start 30 MAR 20 Contractual Completion 30 APR 20 New York **Estimated Completion** 30 APR 20 18 Allentown. Edisor **Actual Completion** 24 APR 20 Reading Tren ton **Total Construction Duration** 26 Days Philadelphia Toms River Notes: 100% Complete; First patient arrived 11 APR 20. HEPA filters and punch list



SUNY OLD WESTBURY – OLD WESTBURY, NY ARENA TO HEALTHCARE (A2HC)



22

of Engineers.				
Alt	ernate Care	Facility Overview	Plans	
Location: Old Westbury, NY			Plans Key:	
MSC: North Atlantic Division	ו (NAD)		Blue = COVID ventilator- capable layout; 699 total	
FEMA Region: II			beds	
Contractor: AECOM Technic	al Services, Inc.		Blue w/ red stripes: COVID non-ventilator capable	-
Type: Arena (A2HC)			layout; 221 total beds	
Patient Type: COVID & NOI	N-COVID	THE REAL PROPERTY IN CONTRACTOR	Orange: Non-COVID; 104	
Facility Size: 207,000 SF		ALE CONTRACTOR OF A CONTRACTOR OF A DECEMBER OF	total beds	
Bed Capacity: 1,024			920 COVID	
Address: 223 Store Hill Road NY 11568	d, Old Westbury,		104 NON-COVID	
Timeline)	Projected Bed Shortfall 31 May – Jun 07	In Progress Photos	
Timeline Assessment MA received	18 MAR 20	Projected Bed Shortfall 31 May – Jun 07		
	1	Hart Connection Waterbury	In Progress Photos	
Assessment MA received	18 MAR 20	Scranton		
Assessment MA received Construction MA received	18 MAR 20 23 MAR 20	Scranton Waterbury		
Assessment MA received Construction MA received Contract Awarded	18 MAR 20 23 MAR 20 29 MAR 20	Scranton Scranton Bridgeport Long Is New Jerroy		
Assessment MA received Construction MA received Contract Awarded Construction Start	18 MAR 20 23 MAR 20 29 MAR 20 31 MAR 20	Scranton Scranton Bridgeport New Jercey New York Allentown		
Assessment MA received Construction MA received Contract Awarded Construction Start Contractual Completion	18 MAR 20 23 MAR 20 29 MAR 20 31 MAR 20 27 APR 20	Scranton Bridgeport New Jerroy Bridgeport Long Is New York Allentown Reading		
Assessment MA received Construction MA received Contract Awarded Construction Start Contractual Completion Estimated Completion	18 MAR 20 23 MAR 20 29 MAR 20 31 MAR 20 27 APR 20 27 APR 20	Scranton Scranton Bridgeport New York Allentown Edison		



ST. FRANCIS HOSPITAL – TRENTON, NJ HOTEL TO HEALTHCARE (H2HC)







ATSA BIYAAZH SCHOOL (NAVAJO NATION) – SHIPROCK, NM ARENA TO HEALTHCARE (A2HC)



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NEW BRIDGE-BERGEN MED CTR PARKING LOT - PARAMUS, NJ **ARENA TO HEALTHCARE (A2HC)** US Army Corps of Engineers. **Alternate Care Facility Overview** Plans Location: Paramus, NJ Notes Tent will be erected in MSC: North Atlantic Division (NAD) parking lot to fit 100 beds. FEMA Region: II Contractor: DynCorp International Type: Arena (A2HC) Patient Type: COVID Facility Size: 27,000 SF Bed Capacity: 100 Address: 230 E Ridgewood Ave, Paramus, <u>Fatatata</u> TATATAT<u>ATATA</u> NJ 07652 Projected Bed Shortfall 31 May – Jun 07 **Timeline In Progress Photos**

Assessment MA received	23 MAR 20
Construction MA received	29 MAR 20
Contract Awarded	14 APR 20
Construction Start	15 APR 20
Contractual Completion	29 APR 20
Estimated Completion	29 APR 20
Actual Completion	29 APR 20
Total Construction Duration	15 Days

Notes: 100% Complete;







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CHINLE COMMUNITY CENTER (NAVAJO NATION) – CHINLE, AZ – **ARENA TO HEALTHCARE (A2HC)** US Army Corps of Engineers.



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THE RANCH EVENTS COMPLEX – LOVELAND, CO ARENA TO HEALTHCARE (A2HC)



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ST. LUKE'S MEDICAL CENTER – PHOENIX, AZ HOTEL TO HEALTHCARE (H2HC)





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EAST ORANGE GENERAL HOSPITAL – EAST ORANGE, NJ HOTEL TO HEALTHCARE (H2HC)



Alternate Care Facility Overview Plans Location: East Orange, NJ Notes MSC: North Atlantic Division (NAD) FEMA Region: II 6 floors planned for use for capacity totaling 250 beds Contractor: Cutting Edge LLC Type: Hotel (H2HC) Patient Type: COVID Facility Size: 40,000 SF Bed Capacity: 250 Address: 240 Central Ave, East Orange, NJ 07018 Projected Bed Shortfall 31 May – Jun 07 Timeline **In Progress Photos** Assessment MA received 23 MAR 20 Waterbur 29 MAR 20 Construction MA received **B4** Scranton 07 APR 20 87 **Contract Awarded** Bridgeport 09 APR 20 **Construction Start Contractual Completion** 05 MAY 20 New York Allentown Estimated Completion 05 MAY 20 Actual Completion Reading Trenton **Total Construction Duration** 27 Days Philadelphia Toms River Notes: 99% Complete

lew Jersey

210 ARNG REGIONAL TRAINING INSTITUTE – ST. CROIX, USVI US Army Corps of Engineers.





Supply Duct Cutoffs for DOAS HVAC System.

Nurses' Station Installation in Progress.

WALTER E. WASHINGTON CONV. CNTR – WASHINGTON, D.C. **ARENA TO HEALTHCARE (A2HC)** US Army Corps



Alternate Care Facility Overview

Location: Walt, Wash, Conv. Center

MSC: North Atlantic Division (NAD)

FEMA Region: III

of Engineers.

Contractor: Hensel Helps Construction Co.

Type: Arena (A2HC)

Patient Type: COVID & NON-COVID

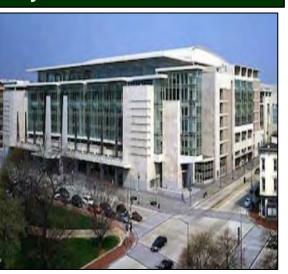
Facility Size: 2,300,000 SF

Beds Capacity: 443

Address: 801 Mt Vernon PL. NW, Washington, D.C. 20001

Timeline

Assessment MA received	17 MAR 20	
Construction MA received	07 APR 20	
Contract Awarded	16 APR 20	
Construction Start	22 APR 20	
Contractual Completion	08 MAY 20	
Estimated Completion	08 MAY 20	
Actual Completion		
Total Construction Duration	17 Days	
<u>Notes:</u> 53% Complete; Contract definitized on 29 APR 20. Hall A delivery date – 08 MAY 20.		

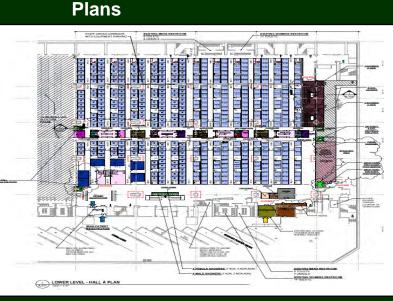


Projected Bed Shortfall 31 May – Jun 07

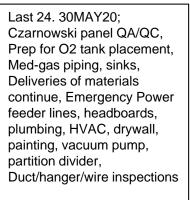


Plans Key: Plan is to set up beds on the Lower level (Hall

Notes: Reduced PWS to only include Hall A with a modification to the bed count to include 6 x rapid treatment beds



In Progress Photos



Next 24. 01JUN20; continue previous day's work

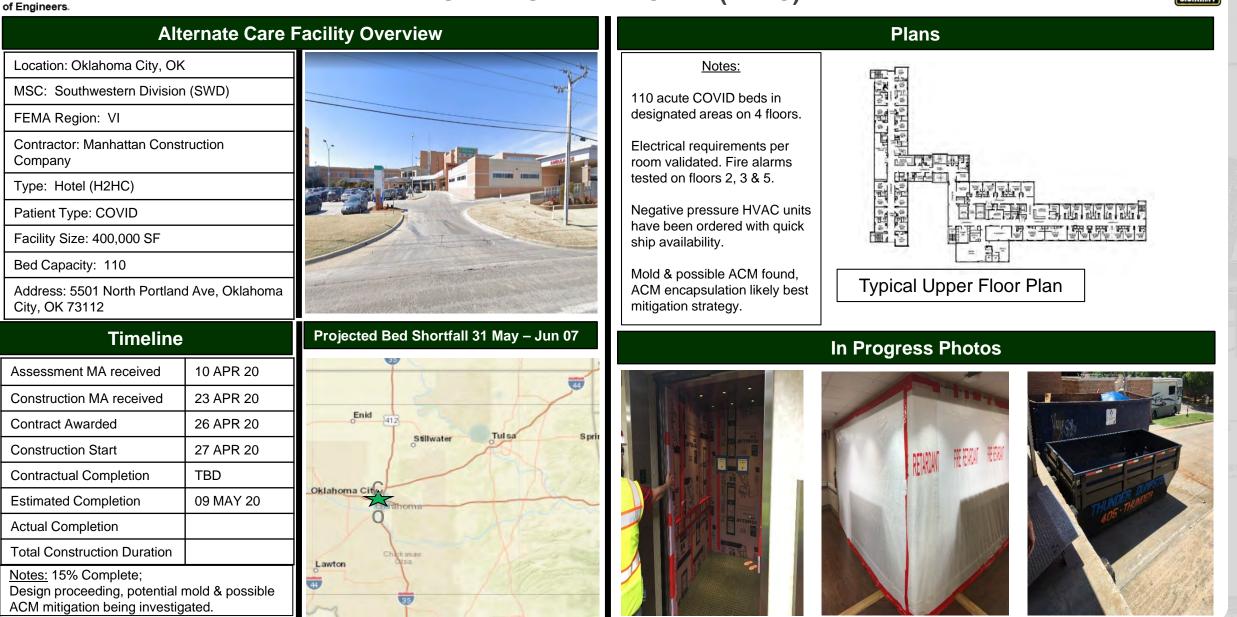






INTEGRIS BAPTIST PORT. CAMPUS – OKLAHOMA CITY, OK HOTEL TO HEALTHCARE (H2HC)





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OSU MEDICAL CENTER – TULSA, OK HOTEL TO HEALTHCARE (H2HC)



Alternate Care Facility Overview Plans Location: Tulsa, OK Notes: OSU Medical Cente MSC: Southwestern Division (SWD) 5th Floor West 125 COVID rooms on 4 floors (5-7 on West Wing + FEMA Region: VI 8th floor). Contractor: Manhattan Construction Company City of Tulsa requiring permitting. Type: Hotel (H2HC) Tele-health demo and Patient Type: COVID framing underway. Facility Size: 86,570 SF PROPOSED PLAN Negative pressure being Bed Capacity: 125 proposed by floor instead of **Tele-health Floor Plan** Typical Floor Plan by room. Floor 8 may require Address: 744 W. 9th Street, Tulsa, OK, 74127 additional equipment. Timeline Projected Bed Shortfall 31 May – Jun 07 **In Progress Photos** Assessment MA received 10 APR 20 44 Construction MA received 23 APR 20 Enid 412 Contract Awarded 26 APR 20 Stillwate 27 APR 20 **Construction Start Contractual Completion** TBD Oklahoma City **Estimated Completion** 11 MAY 20 **Actual Completion Total Construction Duration** Lawton Notes: 15% Complete; 44 Contractor mobilized and operating. Definitization meeting on 04 MAY 20.

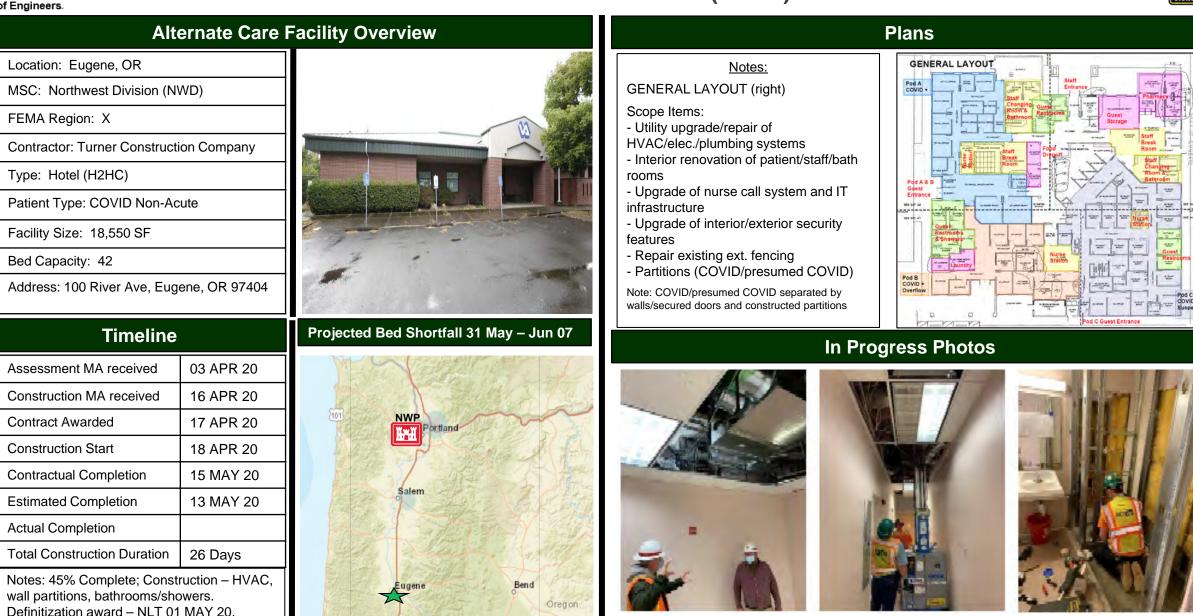
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EUGENE RIVER AVENUE FACILITY – EUGENE, OR HOTEL TO HEALTHCARE (H2HC)



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COMMERCIAL APPEAL BUILDING – MEMPHIS, TN ARENA TO HEALTHCARE (A2HC)



