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**STUART A. LACY, RA, LEED AP**  
**Principal**

Stuart A. Lacy has over 35 years of experience in project and program management. Mr. Lacy is accomplished in the management of complex industrial, museum, exhibit, medical, educational, office, and commercial programs, including new construction, renovations, and additions in occupied facilities with extensive interim occupancy and move planning requirements. He is also familiar with the design complexities inherent in multi-stakeholder programs and the difficulties that arise in trying to balance the often conflicting needs of a facility's many constituents and users. In addition to design reviews, project and program management, master scheduling, on-site construction management and contract administration, his experience also includes work in exhibit design management, value engineering, complex procurements, agreement document development and negotiations. He has a detailed understanding of the policies and procedures pertaining to the public and private buildings process from corporate to local city, state and international design and construction work. His experience in this includes Federal procedures under the FAR; FIDIC and other international standards as well as their application to museum design, exhibit design, international procurements, on-site construction management, fit-out and start-up.

**2014 – 2015**

**Lacy Program Management**  
**Thornton and Kennett Square, Pennsylvania**  
**Principal**

LPM provides independent project and program management services to clients involved in pre-design, design, procurement construction and post-construction phases of building projects. Emphasis of the practice is in meeting the specific needs of clients and has a focus on corporate & office facilities, public buildings, non-profit institutions, museum, cultural, exhibition and educational projects. Capabilities in new, renovation, expansion, phasing and logistics projects are based on the Principal's extensive experience. Additional services include expert witness, claims consulting and mediation services in design and construction disputes and litigation.

**2012 – 2014**

**Hill International**  
**Philadelphia, Pennsylvania**  
**Senior Project Manager**

**Bloom Energy Manufacturing Center**  
**Newark, Delaware**

**EDUCATION:**

**Master of Architecture, State University of New York at Buffalo, 1979**

**B.A., Architecture, University of Pennsylvania, 1969**

**REGISTRATIONS:**

**Registered Architect, Pennsylvania**

**#RA009349X**

**LEED Accredited Professional**

**PROFESSIONAL MEMBERSHIPS:**

**Construction Management Association of America, Mid-Atlantic Chapter**

**Delaware Valley Green Building Council**

**BOARDS**

**Chester County Art Association, West Chester, Pennsylvania, Board of Directors**

**SEMINARS:**

**Mid-Atlantic Association Museums (MAAM) Mid-Winter Buildings Symposium, "Understanding Museum Project Management," Roundtable Discussion Leader, (2005 & 2006)**

**NATIONALITY:**

**United States of America**

**GEOGRAPHICAL WORK EXPERIENCE:**

**United States, Egypt, Qatar**

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Mr. Lacy managed the design and construction of Bloom's first dedicated manufacturing center for its innovative Bloom Box fuel cell product. A Silicon Valley start-up, Bloom Energy has developed a competitive electric generation product that produces clean energy from natural gas. The Delaware Manufacturing center was built on a fast track schedule to allow production to go on line as soon as possible. Hill provided comprehensive project management services for this challenging – first ever, large scale – fuel cell manufacturing project. Following extensive site/civil work on the former Chrysler Assembly plant brownfield site in Newark, DE, the foundation work began December 26, 2012. Phase one, allowing the start of production was completed, on schedule May 6, 2013 Final Certificate of Occupancy was granted on schedule July 31, 2013. Bloom Energy began production operations immediately thereafter, meeting its contractual obligations to the State of Delaware.

**2011 – 2012****Hill International****Doha, Qatar****Chief Construction Manager****National Museum of Qatar.**

Hill is the Construction Manager for this iconic building designed by Jean Nouvel. Mr. Lacy was the Chief Construction Manager with responsibility for construction start-up of the main museum building as well as the reconstruction and restoration of the historic Old Palace which is a center piece element of the new museum.

**2010 – 2011****Hill International****Cairo, Egypt****Director of Construction****Grand Egyptian Museum, Giza, Cairo, Egypt, Supreme Council of Antiquities.**

Hill is providing comprehensive Project Management Consulting services for this major new museum project. Mr. Lacy was the Construction Manager reporting to the Project Manager with overall responsibility for the building of the museum's complex structures, buildings, site, landscaping and coordination with the Exhibition Management Consultant for installation of the 50 to 100,000 artifacts to be place within the GEM. Given his expertise in the development of contract language pertaining to construction phase operations and management controls, Mr. Lacy was mobilized early, prior to construction, for team building and to ensure all owner prerogatives were maintained and articulated in bid documents. Upon mobilization, while architectural design was complete, exhibit design was still in the conceptual

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stage. Mr. Lacy, with prior experience in exhibit design and procurement, became extensively involved in those efforts in order to keep on schedule. During the Tendering Phase Mr. Lacy provided support to the Contracts Management team.

**2009 – 2010**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**Graterford Prison, SCI Skippack East and West Prisons, Skippack, PA, Commonwealth of Pennsylvania, Department of General Services (DGS).**

Hill International provided construction management services during the procurement phase of the State Correctional Institution at Graterford project, located in southeastern Pennsylvania. Mr. Lacy was responsible for development of the RFP documents for the project. The documents required procurement of the Design-Build Contractor through a selection process that included technical, cost, and minority-participation factors. The Design-Build Method was new to Pennsylvania's DGS, but was utilized due to the urgent need for the facility. As such, Mr. Lacy's involvement was a key element in the effort to rewrite much of the DGS' standard general conditions, administrative and project procedural documents to be suitable for Design-Build versus the more traditional Design-Bid-Build method usually employed.

**2005 – 2010**

**Hill International**

**Norristown, Pennsylvania**

**Senior Project Manager**

**Methacton School District, Additions and Renovations, Norristown Area, Pennsylvania.**

Hill provided full construction management services from design through construction for two schools. Mr. Lacy was the overall Project Manager for both projects from design through construction:

- **The Woodland Elementary School**, \$14.4 million project included classroom and multi-purpose additions, as well as extensive renovations the entire facility and implementation of a new, innovative geothermal and heat pump heating and air-conditioning system. The facility remained open and fully functional throughout construction.
- **The Arcola School**, \$32.6 million project included a new 5-6 addition and renovations to the 7-8 portion of the facility. The same innovative geothermal and heat pump heating and air conditioning

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system as the Woodland Elementary School project was utilized, and again, the 7-8 school remained open throughout construction.

- Mr. Lacy served as Senior Project Manager with overall responsibility for pre-construction, bid/award and construction phase, project management services.

**2008 – 2010**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**Jaindl Elementary Center, Parkland School District, Upper Macungie Township, Pennsylvania.**

Hill provided full construction management services from design through construction for this LEED Silver Certified, K-5, new elementary school. Mr. Lacy was Senior Project Manager with overall responsibility for pre-construction, bid/award and construction phase project management services for this \$21.4 million school project. The project includes extensive site work, storm management and an innovative geothermal/heat pump HVAC system. The project was successfully completed in summer 2010 for the fall semester opening.

**2000 – 2006**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**National Constitution Center, Independence National Historical Park**  
**Major new \$187M museum project**

Serving as Senior Project Manager, Mr. Lacy was responsible for contractor procurements, exhibit procurements, design reviews, value engineering and contracts administration. Tasks include review of in-progress documents; budget analysis; master schedule development for exhibits; participation in and administration of the value engineering sessions; and development, management and implementation of requests for qualifications and proposals for construction and exhibit contractors and vendors. He provided particular support in the specialized area of exhibits (fabrication, audio visual, and multimedia) procurements and agreements negotiations, which differ substantially from the traditional contracts for construction and/or owner/AE agreements. Follow on work included overall management of the design and construction of the Founders Room conference center project.

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**2002 – 2004**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**Liberty Bell Complex, Independence National Historical Park, A new home for the icon of American Freedom**

Mr. Lacy's services included preliminary logistics planning and master scheduling, design reviews, participation in and administration of value engineering, budget analysis and cost control. He also provided A/E contract administration, development of documents for A/E construction administration agreement and for the exhibit fabrication contractor procurement process. During construction Mr. Lacy provided construction management oversight and A/E contract administration.

**1999 – 2001**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**Independence Visitor Center, Independence National Historical Park**

Mr. Lacy's design and procurement phase services included review of in-progress design documents for building and exhibits, participation in and administration of value engineering, budget analysis and cost control, A/E contract administration and development of documents for the A/E construction administration contractor procurement process, preliminary site logistics and master scheduling.

**2000 – 2005**

**Hill International**

**Philadelphia, Pennsylvania**

**Senior Project Manager**

**Independence Visitor Center Block 2, Phase II, Independence Visitor Center Corporation**

The project was an aspect of Hill's comprehensive involvement in the renovation of Philadelphia's historic Independence Mall. Mr. Lacy provided project management oversight and contract administration for the landscaping of the portion of Independence Mall, known as Block 1 or the portion between Market, Chestnut, 4th and 6th Streets in Philadelphia. Mr. Lacy also provided project management oversight and contract administration and administrative oversight for other landscaping projects including: Block 2 involving installation of lawn, trees and a Café over and existing, operational underground parking garage and Independence Square

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landscaping. He participated in a charrette regarding the means to secure the historic area landscaping after 9/11.

**2004 – 2006**

**Hill International**

**Philadelphia, PA**

**Senior Project Manager**

**Neighborhood Transformation Initiative, City of Philadelphia, Capital Program Office**

As Project Manager for the abandoned housing encapsulation program, Mr. Lacy was responsible for field inspections, determination of eligibility, and development of the scope of required renovations, project cost estimating, and administration.

**2004 – 2006**

**Hill International**

**Allentown, Pennsylvania**

**Senior Project Manager**

**Springhouse Middle School, Parkland School District, Allentown, Pennsylvania.**

Mr. Lacy served as pre-construction phase manager for this renovations and additions project. He provided design and constructability reviews, master scheduling, phasing plan development and reviews, and cost estimating review.

**2006 – 2008**

**Hill International**

**Hamburg, Pennsylvania**

**Senior Project Manager**

**Tilden Elementary Center, Hamburg Area School District, Hamburg, Pennsylvania.**

Hill provided full construction management services from design through construction for a proto-typical K-8 school. Mr. Lacy was Senior Project Manager with overall responsibility for pre-construction, bid and award, and construction phase project management services for this \$22 million school replacement project. The project includes demolition of the existing, vacant elementary school and replacement with a new state-of-the-art facility utilizing an innovative brick-faced, pre-cast concrete panel wall system.

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**2004 – 2006**  
**Hill International**  
**Rockaway, New Jersey**  
**Project Manager**

**North Jersey Media Group (NJMG), Information Technology Implementations and Rockaway Plant Expansion Project.**

Mr. Lacy was Project Manager for the design and construction of a new addition to the NJMG's Rockaway, New Jersey newspaper production facility. The addition was designed and built to house a new \$20 million, state-of-the-art, newspaper printing press capable of producing 90,000 newspapers an hour. The project was completed on time with a very tight and fixed schedule based on a fixed press delivery date. The effort included concurrent management of significant expansion and improvements as well as equipment installation coordination in the packaging and warehousing areas of the production facility. This likewise was done with tight time and cost constraints, coming 'on edition' within budget and as originally promised.

**2004 – 2006**  
**Hill International**  
**Quakertown, Pennsylvania**  
**Senior Project Manager**

**James A. Michener Regional Library, County of Bucks, Pennsylvania.**

Mr. Lacy was Senior Project Manager for the pre-construction phase of this new construction project. Services included design and constructability reviews, management of the multi-prime bidding process, receipt of bids, bid analysis, and recommendations for award. During construction, Mr. Lacy provided management oversight for Hill's full time, on-site construction manager.

**2003 – 2005**  
**Hill International**  
**Philadelphia, Pennsylvania**  
**Senior Project Manager**

**Philadelphia Police Forensic Science Center, City of Philadelphia Police Department, Pennsylvania.**

Mr. Lacy provided pre-construction services for design reviews and value engineering, as well as construction phase administrative and on-site support for Hill's full-time construction manager.

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**1998 – 2002**

**Lacy Program Management**  
**Hackensack, New Jersey**  
**Principal**

**North Jersey Media Group (NJMG), Information Technology Implementations, Y2K Millennium and Press Upgrade Projects**

Mr. Lacy served at NJMG as Program Manager responsible for implementation of major information technology, and newspaper production software and hardware systems upgrades and replacements. The work included project management, budgeting, scheduling, systems and workflow analysis, visualization, and diagramming. This long-term assignment provided experience with a wide array of newspaper, information technology, facilities, and production systems, such as newsroom, advertising, pre-press, post-press and distribution.

**1996 - 1998**

**Heery International**  
**Washington, DC**  
**Senior Associate**

**Main Justice Building Renovation, General Services Administration, National Capital Region**

Mr. Lacy was Design and Procurement Phase Project Manager responsible for the renovation of an historic 1,237,000 GSF building to accommodate the requirements of a modern office building and to comply with current life safety and barrier-free access requirements. The Main Justice Building, completed in 1934, is on the list of historically protected properties in the National Capital Region. His efforts included design reviews, value engineering, cost control, and the construction contractor procurement process. It also included participation in the development of detailed phasing plans to accomplish implementation of the \$130 million renovation in three phases requiring multiple and complex relocations of the building's occupants both to leased space and within the building throughout the renovation.

**1995 - 1996**

**Heery International**  
**Buffalo, New York & Pittsburg, Pennsylvania**  
**Senior Associate**

**Georgia-Pacific Logistics Facilities Readiness Program**

The project was the fast-track development of a new warehouse/distribution facility in Buffalo, as well as similar pre-design,



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design, and close-out phase services for a facility in Pittsburgh. Serving as Project Manager, Mr. Lacy was responsible for program management services, including site selection consulting, site due diligence, design team and construction contractor selection, contract negotiations, design and construction phase management, on-site construction review and approval, cost and schedule control, payments and change orders, furniture, fixtures and equipment coordination, punch list and close-out phase services. Late client purchase of the project site with closing in November 1995 meant that the project was mainly constructed through the Buffalo winter and mud season. Nevertheless, construction was completed and the facility operational as required for the National rollout seven months later in May 1996.

**1989 - 1996**

**Heery International**  
**Camden, New Jersey**  
**Project Executive**

**Mitchell H. Cohen Courthouse, General Services Administration (GSA),  
Region 3, Camden, New Jersey.**

Mr. Lacy served as Contract Executive responsible for comprehensive design phase management services on this \$26.1 million project. Services included coordination with the GSA, users, other stakeholders and the A/E; He also had responsibility for cost management; constructability and design reviews, master scheduling, phase estimates and value engineering. The effort included extensive and numerous document reviews, attendance and leadership at review meetings, development and maintenance of a cooperative atmosphere among the design team members, as well as formal review documentation. Mr. Lacy also coordinated many of the pre-design phase activities, including program development, refinement of the prospectus development study (PDS), and most specifically, budget development. Full-time, on-site construction phase services were also provided on this project. Mr. Lacy continued as Contract Executive during this phase providing continuity and oversight for the on-site construction manager and inspection staff.

**1990 - 1994**

**Heery International**  
**Media, Pennsylvania**  
**Senior Associate**

**Rose Tree Media School District, Capital Improvements Master Planning  
and Implementation, Media, Pennsylvania.**

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Mr. Lacy provided programming services for the School District's five year capital improvement program, including program development, extensive staff and Board interviews, concept designs, management of and participation in the design team selection process, preparation of budgets, master schedules and procedures manual. Mr. Lacy directed and managed feasibility studies for renovations to two elementary, one middle and one high school, as well as the administration building. The total estimated construction value was \$20 million. Major implementation projects included:

- **Media Elementary School** - Design Phase Manager for a \$7.4 million renovation.
- **Springton Lake Middle School** – Feasibility studies for renovations and additions.
- **Indian Lane Elementary School** - Design Phase Manager for a \$9 million renovation.
- **Penncrest High School** - Design Phase Manager for a \$5 million renovations and additions project.

Services for these projects included cost estimating, master scheduling, design and constructability reviews, scheduling, multi-prime bid packages development, development of the general conditions for construction, A/E contract review and administration, asbestos removal management and overall project coordination.

**1996 - 1998**

**Heery International**

**Downingtown, Pennsylvania**

**Senior Associate**

**Downingtown Area School District, Technical Assistance, Downingtown, Pennsylvania.**

Mr. Lacy reviewed the education specifications and assisted in the selection of an architect. He also assisted the School District in site selection.

**1996 - 1997**

**Heery International**

**Allentown, Pennsylvania**

**Senior Associate**

**Allentown Courthouse, General Services Administration (GSA), Region 3**

Serving as Project Manager, Mr. Lacy was responsible for providing design and construction phase consulting services including design reviews and part-time, on-site inspection services on this fast-track, design/build project.

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**1994**

**Heery International**  
**Philadelphia, Pennsylvania**  
**Senior Associate**

**Rhodes Pavilion, Hospital of the University of Pennsylvania**

Serving as Project Manager, Mr. Lacy provided diagnostic project review and construction consulting on a new \$46 million, 10-level, 220,000 sf medical office building linked to the existing Hospital by bridges and corridors.

**1994 - 1997**

**Heery International**  
**Brooklyn, New York**  
**Senior Associate**

**Brooklyn Federal Courthouse, General Services Administration (GSA),  
Region 3, Brooklyn, New York.**

Mr. Lacy was the Project Manager responsible for providing pre-planning and early design phase construction and program consulting on this complex, \$300 million, multi-phase, demolition/construction/renovation program. He coordinated and performed services including master scheduling, cost analysis, interim space and move planning, phasing studies, design reviews and negotiations. He also provided support to GSA, including Environmental Impact Study consulting, community outreach support and presentation preparations.

**1993**

**Heery International**  
**Trenton, New Jersey**  
**Project Manager**

**State of New Jersey Regional Motor Vehicle Services Center**

Mr. Lacy was the Project Manager for an \$8 million, four-story renovation project that included complete replacement of all systems and the conversion of a Sears Department Store into a modern open plan, computer-linked office complex. The project was successfully completed on a tight, eight-month schedule of construction work and opened as promised on December 1, 1988.

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**Principal**

**1986 - 1992**

**Heery International**  
**Bronx, New York**  
**Associate**

**Bronx-Lebanon Hospital Center**

Mr. Lacy served as Design Phase Project Manager and was responsible for the new \$20 million, 9-story Fulton Division tower addition for 139 in-patient psychiatric and substance abuse beds, ambulatory care clinic, psychiatric emergency room and urgent care clinic. His services included extensive client, stakeholder and user group contact, design reviews, contract negotiations, design team coordination, constructability reviews and cost estimating. Additional services included: 1) Programming for the Fulton Division renovation, planning and coordination involved in relocating the diagnostic laboratory. 2) Site selection, existing conditions assessment, programming and preliminary design coordination for a 25,000-s.f. freestanding ambulatory care network building. 3) Preparation of a detailed interim operation phasing plan and report for the renovation phase after completion of the new Grand Concourse tower. 4) Involvement in detailed planning and logistics for the move-in to the new facility. Mr. Lacy also served as Interim Construction Project Manager for the 22-story medical/surgical tower addition/renovation at the Concourse Division and was involved with the Hospital's efforts to increase its CON beyond the major modernization program census.

**1985 - 1989**

**Heery International**  
**Philadelphia, Pennsylvania**  
**Project Manager**

**Thomas Alva Edison Vocational High School and Technical Center**

As a Project Manager on this \$36.5 million new construction project, Mr. Lacy was primarily responsible for an intensive post-design constructability review; generation of contractor interest; review of addenda; and bid opening and award recommendations. He set up the on-site project office and was involved in all aspects of construction phase services, including site inspection, shop drawing processing, progress meetings, payment application, scheduling, client contact, and change order negotiations.

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**Principal**

**1984**

**Heery International**  
**Philadelphia, Pennsylvania**  
**Project Manager**

**Albert Einstein Medical Center**

Mr. Lacy reviewed the pay requests of separate prime contractors and assisted in the preparation of comments and recommendations on this major health care expansion program. His analysis of building elements by individual life cycle and value allowed the Medical Center to significantly improve its eligibility for cost reimbursement from government sources.

**1984**

**Heery International**  
**Philadelphia, Pennsylvania**  
**Project Manager**

**Housing Rehabilitation Program, Philadelphia Office of Housing and Community Development**

Mr. Lacy provided inspection and contract progress verification on this multi-site, multi-contractor program.

**Various Projects for ADA and Handicap Accessibility, Various Locations in New Jersey and Pennsylvania.**

Mr. Lacy has provided numerous design reviews to ensure handicap accessibility. They include participation in the Rail Retrofit Study, a Federal project for Federal Transit Administration (formerly Urban Mass Transit Authority) to make railway and subway stations accessible to those with disabilities. He reviewed the design for the Camden, New Jersey Federal Courthouse, as well as the design for the new Social Security Data Operations Center in Wilkes-Barre, Pennsylvania for compliance with ADA and the Uniform Federal Accessibility Standards. Both projects were for the General Services Administration, Region 3. Compliance with the Americans with Disabilities Act (ADA) and Handicap Accessibility were also important issues during the process for the design of the Rose Tree Media School District renovation projects.

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**2002 – 2010**

**Hill International**

**Senior Project Manager, Expert Witness, Claims Consultant**

**Danella Residence, Davis, Bucco & Ardizzi, P.C., Pennsylvania**

Mr. Lacy provided preliminary review of documents as a precursor to participation as an expert witness in this construction litigation matter.

**Parec Cyma Group (Private Home), Parec Cyma Group, Pennsylvania.**

Mr. Lacy provided expert witness services on a homeowner claim against the (client) contractor. He provided document reviews and reports, periodic site visits, and documentation of ongoing remediation efforts by the homeowner.

**T-3 Group, Ltd., Hinshaw & Culbertson, Pennsylvania.**

Mr. Lacy provided expert witness services on a claim against the (client) contractor. He also provided document reviews, reports and documentation.

**Clara Barton Manor, Wolf Block Shorr & Solis-Cohen, PA, Edison, New Jersey.**

Mr. Lacy provided expert witness services on (client) owner's claim against the architect. He provided document reviews and reports, site visit, and documentation. He also participated in the development and submitted the expert report and gave a subsequent deposition and trial testimony regarding the report and its findings. Claim was settled favourably prior to jury deliberations.

**Woman's Detention Center, Saul Ewing Remick & Saul, Philadelphia, Pennsylvania.**

Mr. Lacy provided expert witness services on the (client) owner's claim against the architect. He provided document reviews and reports and documentation. He also participated in the development of and submitted the expert reports and gave a subsequent deposition regarding the report and its findings. Claim was settled favourably prior to trial.

**Trinity Homes Projects, Nelson Levine de Luca & Horst, Indianapolis, Indiana.**

Mr. Lacy provided expert witness services on a developer's claim against the (client) contractors. He provided document reviews, reports, documentation and narratives. In addition, he provided a detailed deposition regarding the report and its findings.