the pearl

2026 COAA Project Leadership Award

The Pearl:
Charlotte's Innovation District

Phase 1A | Charlotte, NC

Wexford Science & Technology



SECTION I: GENERAL PROJECT INFORMATION

Name of Project:

The Pearl (Phase 1A)

Location of Project:

Charlotte, NC

Name & Address of Owner(s):

Wexford Science & Technology
4 N Martin Luther King Jr. Blvd.
Suite 500
Baltimore, MD 21201

Atrium Health,
Now part of Advocate Health
1000 Blythe Blvd.
Charlotte, NC 28203

Name & Address of Design Professionals:

Ayers Saint Gross
1040 Hull Street
Suite 100
Baltimore, MD 21230

Neighboring Concepts
1635 W Trade Street
Suite #1A
Charlotte, NC 28216

CO Architects
5750 Wilshire Blvd.
Suite 550
Los Angeles, CA 90036

Name & Address of Construction Professionals:

The Whiting-Turner Contracting Company and R.J. Leeper Construction, A Joint Venture
11405 N Community House Rd.
Suite 270
Charlotte, NC 28277

Other Consultants or Professionals:

Kimley Horn
Civil, Landscape & Garages

BR+A
MEP, Fire Protection & Lighting

NV5
MEP, Fire Protection & Lighting

Walter P Moore
Structure & Building Envelopes

Lerch Bates
Elevator

St. Onge Company
Loading Dock

Harmon
Curtainwall Design Assist

Adams Electric Company
Electrical Design Assist

MSS Solutions
Mechanical Design Assist



Type of Project:

Mixed-use development featuring medical education, research, office and commercial spaces, delivered under a public-private partnership agreement.

Delivery Method:

Construction Management at-Risk

Project Duration:

1,004 calendar days.

Project Start Date:

September 5, 2022

Project Completion Date:

Core & Shell: March 25, 2025

Tenant Improvements: June 5, 2025

Changes in Schedule:

None. The project was delivered on time.

Initial Construction Cost:

$500,000,000

Final Construction Cost:

$536,441,341*

**This difference is due to owner-requested scope changes and additions, design coordination and end user-requested changes.*

Percentage of Change Orders:

7%

General Project Description

The Pearl is a multiphase, mixed-use innovation district that brings together medical education, research, health technology, offices and public gathering space. The district is being developed by Wexford Science & Technology through a public-private partnership with Atrium Health, the City of Charlotte and Mecklenburg County. Its planned uses include academic, laboratory, surgical training/industry space, office, retail, residential, hotel and community space.

This completed first phase included the Howard R. Levine Center for Education, the 905 Pearl Park Way research building, a connector, two parking decks, community plaza, landscaping and associated infrastructure, including high voltage electrical lines relocated from overhead to underground and two massive box storm culverts.

The Howard R. Levine Center for Education

The Howard R. Levine Center for Education is a 15-story, 362,000 SF academic facility that houses Charlotte's first four-year medical school. It provides space for medical and health sciences education, experiential learning, research, administration and industry collaboration.

The building is home to Wake Forest University School of Medicine Charlotte, Wake Forest School of Professional Studies, Atrium Health's Carolinas College of Health Science and The STEAM Lab for K-12 students delivered in partnership with two local school districts. It also contains administrative and corporate office space for Atrium Health.

Academic spaces include classrooms, study and lounge areas, offices, simulation and experiential learning environments and an interdepartmental common area. The building also includes The Forum, a central gathering and presentation space, a 250-seat auditorium, a 325-person flexible learning studio, a café, support areas and a mechanical penthouse.

905 Pearl Park Way

The 11-story, 311,000 SF research building serves as a hub for health sciences research, medical technology and surgical training. The building includes research laboratories, tissue storage, imaging suite with a fully shielded MRI, surgical training environments, offices, collaboration areas and a 100-seat auditorium.

Key tenants include IRCAD North America's surgical innovation center, Siemens Healthineers' medical technology showrooms and Connect Labs by Wexford.

The Connector

A three-story connector supports movement between major program areas and shared space for academic and public use.

There is a tiered central plaza that connects to the surrounding neighborhoods through the Purposeful Walk, an interactive experience developed to honor the history and legacy of Brooklyn, the thriving Black neighborhood that occupied the site before urban renewal. Through storytelling elements, public art, gathering spaces and historic narratives developed with former residents and descendants, the walk reconnects the district to the community's cultural roots.

SECTION II: OVERALL PROJECT MANAGEMENT

PROJECT MANAGEMENT

Financial Oversight Across a Complex Multi-Contract Program

The Pearl required simultaneous management of core and shell construction, tenant improvements and infrastructure work across numerous contracts and user groups. To maintain visibility into project performance, the ownership team developed and maintained a detailed budget model that tracked GMPs, change orders, contingencies, buyout savings and expenditures across all project components. This approach provided a clear understanding of project status at any given time, supported informed decision-making and allowed the team to address budget pressures before they became larger issues. It also created a consistent framework for discussing the financial impact of user-requested changes and evaluating available options before additional funding was required.

Establishing a “One Team” Culture

The ownership team placed significant emphasis on creating an environment where designers, contractors, consultants and end users moved as a single project team. Open communication, regular engagement and early problem-solving discussions encouraged partners to raise issues quickly and work toward solutions that put the *project* first. This culture minimized the traditional separation that can develop between project parties. It created a shared sense of responsibility for schedule, budget, quality and especially safety. The resulting teamwork became one of the defining strengths of the project and contributed directly to its successful delivery. Keeping the mantra, "What's best for the project?" central in our decision making approach fostered an environment where everyone shared that common goal.



SCHEDULING

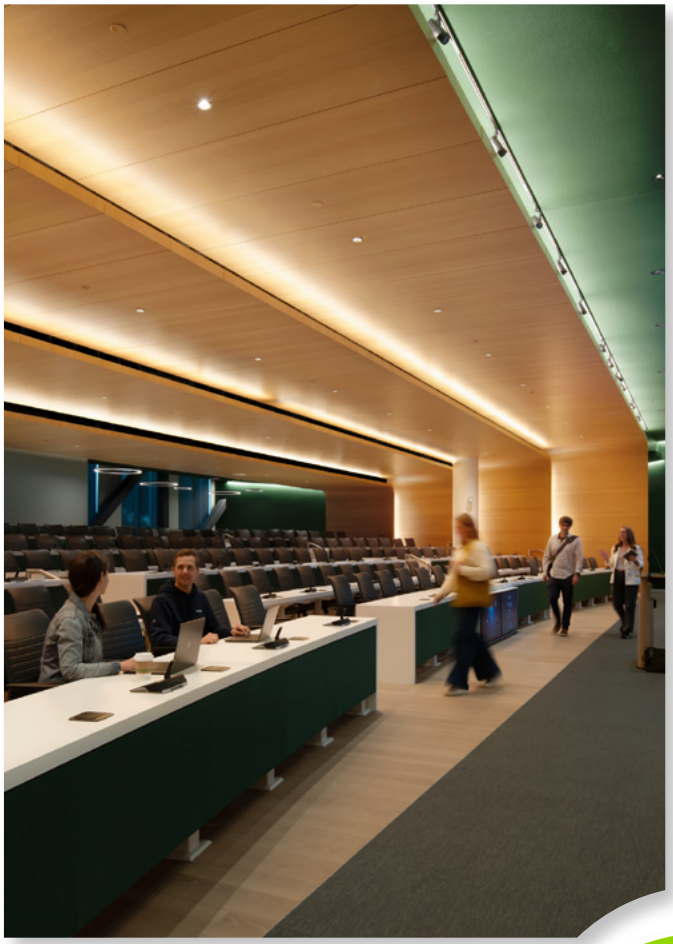
Incorporating Significant Scope Changes Without Schedule Impact

Late in construction, the project received substantial owner and tenant-driven changes, including the addition of a major exterior terrace for the School of Medicine. The request occurred only months before substantial completion and carried considerable design, procurement and construction implications. The Wake Forest School of Medicine Charlotte needed to open for its inaugural class, for which faculty and students were to arrive in July 2025. The schedule *could not slip* without displacing the first year students. Working together, the owner, design team and contractor expedited approvals, accelerated detailing and procurement activities, and carefully coordinated installation sequencing. Through these efforts, the added scope was delivered *without* affecting the required completion date.



Proactive Schedule Reviews

The ownership team established recurring bi-weekly schedule review sessions in advance of formal OAC meetings. These discussions focused on upcoming milestones, emerging risks and opportunities to recover time when needed. Rather than waiting for monthly updates, the team regularly evaluated potential schedule concerns and discussed solutions before they affected critical project activities. This approach allowed the project team to remain proactive throughout construction and maintain momentum despite the challenges associated with a highly complex project.



COST MANAGEMENT

Cost management was approached as a continuous process rather than a periodic review exercise. Regular meetings were held with the construction management team to evaluate current costs, pending changes, contingency use and anticipated future expenditures. The ownership team also required review of change orders by the design team, providing additional oversight and helping ensure that pricing remained reasonable and aligned with requirements.

The detailed budget model maintained by the ownership team was updated throughout construction and provided a consolidated view of costs across multiple contracts and tenant fit-outs. This budget model was informed by owner-requested monthly reports from the contractor that showed current project spends, change orders, potential change orders on design changes and remaining contingencies. The model allowed the team to identify opportunities to use contingencies or buyout savings *before* seeking budget increases. When additional funding became necessary, discussions with users occurred early and were supported by accurate data, reducing surprises and supporting informed decision-making.



QUALITY MANAGEMENT

The quality effort began early with the setting of clear expectations. The process was supported through active owner involvement for the duration of construction. Members of the ownership team regularly visited the site alongside the construction and design teams to review completed work, discuss upcoming activities and address any challenges as they emerged. Frequent engagement allowed issues to be addressed quickly and ensured project expectations remained aligned.

The project's design and engineering partners also maintained a strong field presence through site visits and observation reports. Having an ownership team with architectural expertise proved particularly valuable in helping bridge the gap between design intent and field execution. This facilitated productive discussions among project partners and supported timely resolution of constructability and quality concerns. The ownership team was able to "translate" the implications of design changes to the end users and tenants to enable quicker decision making.

Several prominent architectural features required additional coordination and review. The "Tree of Life" installation and the Center for Education entrance portal (both pictured left) demanded extensive collaboration among architects, contractors, trade partners and manufacturers to achieve the desired appearance while maintaining constructability. Through additional meetings, mock-up evaluations and detailed coordination sessions, the project team successfully delivered these signature project elements.

SECTION III: Overall Project Success

The success of The Pearl can be traced to decisions made well before construction began. The project benefited from continuity between the master planning effort and project delivery, with the same design partners remaining involved as the vision moved from concept into construction. This continuity helped maintain design intent while accommodating the evolving needs of users.

The long-standing relationship between Wexford Science & Technology and Whiting-Turner also played an important role. Familiarity created efficiency in decision-making and established a level of confidence among participants that allowed the team to focus on solving problems rather than managing relationships. A similar dynamic existed among design partners, consultants and trade contractors, creating an environment where people worked toward common outcomes and placed the needs of the project first.

Early involvement of the construction team and design-assist trade partners proved particularly valuable. The project moved forward during the post-COVID period when long lead times and supply-chain challenges continued to impact the industry. Bringing key trade partners into the process early provided opportunities to address constructability concerns, evaluate alternatives and identify procurement risks before they became schedule issues. These efforts improved both schedule reliability and cost certainty. For example, curtainwall had a lead time of 18 months. Through coordination between the design team and the design assist partner, drawings were released during the Design Development stage in order to fast-track curtainwall procurement.





Project success also depended on effective management of a large and diverse user group. The development required coordination among Atrium Health, the School of Medicine, Carolinas College of Health Sciences, Siemens Healthineers, Wexford and several other stakeholders. Each organization brought different goals, requirements and priorities. Ongoing communication and consistent engagement allowed those perspectives to be incorporated while maintaining alignment around the overall vision for the district.

Beyond process and planning, the project benefited from a culture that valued respect, accountability and teamwork. Team members invested in relationships with one another and addressed challenges through direct conversation and collaboration. That culture strengthened trust, improved communication and created an environment where complex issues could be resolved quickly.

The success of this project can be measured by the nearly 50 first-year medical students and 800+ returning Carolinas College students who began class on time in this space specifically crafted to foster their success. These students are the first beneficiaries of an investment intended to strengthen the pipeline of healthcare professionals, researchers and innovators who will serve communities across the Carolinas for decades to come. More than any schedule milestone or budget metric, their successful arrival marked the realization of the project's purpose.

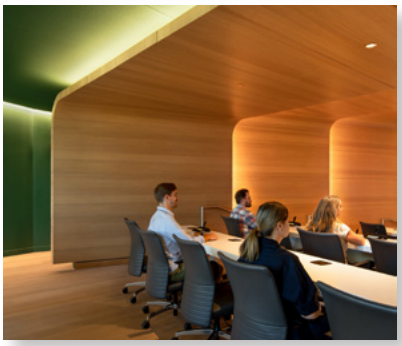






SECTION IV: Project Complexity









- Coordination of multiple major end user groups, including Atrium Health, the Wake Forest University School of Medicine Charlotte, Carolinas College of Health Sciences, Siemens Healthineers, IRCAD North America, Wexford and multiple internal stakeholder groups.
- Management of multiple core and shell facilities, tenant improvements and infrastructure packages occurring simultaneously under separate contracts.
- Early coordination of specialized structural design requirements due to multiple MRI installations. Structural modifications continued through foundation construction as imaging requirements evolved. The project required integration of an 18,000-pound freight elevator to support the transportation of MRI magnets.
- Oversight of approximately eight owner contracts and more than 40 GMP packages on infrastructure alone.
- Incorporation of major user-requested scope additions late in construction without impacting completion.
- Construction of major underground infrastructure, including stormwater systems and utility relocations concurrent with vertical building construction.
- Relocation of high voltage overhead power lines underground while overhead lines remained in place for much of the vertical construction. Coordination with overhead tower crane and building structure was critical.
- Continuous coordination with City of Charlotte and county agencies for permitting, inspections, utility coordination and infrastructure requirements.
- Management of both publicly funded and privately funded project elements that carried different procurement and reporting requirements.
- Extensive community engagement efforts due to the project's significance within Charlotte and its connection to surrounding neighborhoods.
- Delivery of educational, healthcare, research and commercial environments within a single innovation district development. Each educational program had required term start dates.

SECTION V: Sustainability Elements / Efforts



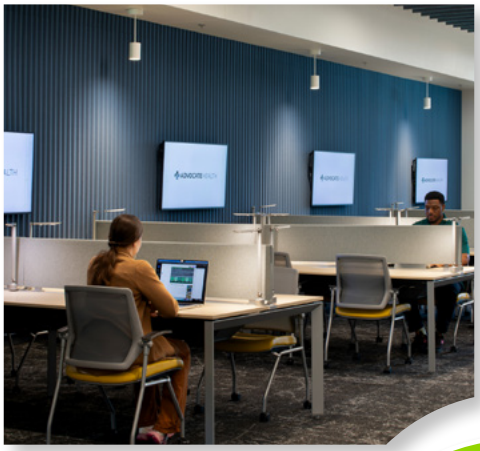
- Sustainability goals were incorporated into project planning, design and construction from the earliest stages of development.
- Buildings were designed with a target of LEED Gold performance and LEED Zero Carbon as a baseline standard. We are currently seeking both certifications for both buildings.
- Buildings were additionally designed to WELL standards.
- Design and construction teams evaluated opportunities to reduce embodied carbon in concrete and structural systems through the use of various tools and programs that analyzed the design and searched for areas to reduce concrete and steel in the structure. The owner team requested potential areas to further reduce embodied carbon in construction. The team evaluated each proposed modification or material replacement with cost implications.
- Design-assist partners helped identify building systems and equipment that supported long-term carbon reduction goals.
- Building systems were selected to minimize on-site fossil fuel consumption and support a highly electrified operating environment. Through the support and analysis from the design team, ownership was able to evaluate the cost vs. impact if the building system shifted to a 90%+ electrification model to help meet the LEED Zero Carbon initiatives. Instead of taking a "100% electrified or nothing" approach, the team determined that achieving 90% electrification would be the most cost-effective and impactful strategy. This level of electrification cost only about 1%-2% of the entire project budget. Having the contractor, design assist and mechanical and electrical trade partners on board early significantly aided this effort.
- Progress toward sustainability goals was monitored through regular reviews involving the owner, design team and contractor.
- Sustainability objectives were supported by the owner, capital partners, healthcare partners, designers, consultants and contractors, allowing consistent implementation throughout the project.

SECTION VI: Conflict Resolution

At Wexford Science & Technology, we believe exceptional projects are built on exceptional relationships. With this in mind, we:

- Established a project culture centered on trust, respect and open communication among owners, designers, consultants, contractors and trade partners from the outset of the project.
- Invested in relationship-building early through project kickoff events that allowed team members to connect outside the formal project environment and establish strong working relationships before challenges arose.
- Reinforced team culture throughout the project by recognizing milestones and celebrating achievements, helping maintain engagement and a shared sense of purpose among project partners.
- Encouraged direct communication and early discussion of concerns, creating an environment where issues could be addressed before they developed into larger conflicts.
- Maintained regular coordination meetings where project partners openly discussed emerging challenges, evaluated solutions and aligned on next steps.
- Promoted transparency in project decision-making by keeping affected parties informed and engaged in discussions involving schedule, cost and scope impacts.
- Leveraged strong relationships among project participants to facilitate productive conversations when differing priorities or project pressures emerged.
- Organized a project-wide barbecue and cornhole event during a period of heightened project demands. This event brought together contractors, designers and consultants outside the normal project setting to strengthen personal connections, improve communication and refocus the team on shared goals. The positive effects of this event were evident in the weeks that followed.
- Fostered a collaborative environment where the success of the project consistently took precedence over individual organizational interests, allowing challenges to be resolved efficiently and professionally.





SECTION VII: The COAA Way



- Established a project culture where owners, designers, contractors, consultants and end users worked as a single team focused on project goals rather than organizational boundaries.
- Maintained regular communication beyond standard project requirements, including bi-weekly working sessions that focused on schedule, risk mitigation and problem solving before issues affected the project.
- Encouraged participation from all project partners in discussions involving schedule, cost, constructability and design decisions, ensuring multiple perspectives were considered before decisions were made.
- Implemented review processes that included both the construction and design teams, particularly for change orders and project modifications, creating greater transparency and accountability throughout the project.
- Fostered an environment where concerns could be raised early and discussed openly. Team members were encouraged to identify issues, ask questions and seek assistance before minor challenges became larger problems.
- Approached conflicts through direct conversation and collective problem solving. Issues were addressed promptly, with project partners working together to identify practical solutions and maintain project momentum.
- Demonstrated continuous improvement by regularly reviewing schedule performance, procurement challenges and construction issues, then adjusting strategies based on current project conditions rather than relying solely on original processes.
- Built strong working relationships founded on professionalism, mutual respect and accountability. This culture prevented issues from lingering and allowed concerns to be resolved quickly and constructively.
- Kept project participants informed and engaged throughout design and construction so no individual group operated in isolation and critical decisions reflected the broader needs of the project.
- Demonstrated that successful project delivery depends on ***people*** as much as process. The team's willingness to work collaboratively, share information and support one another created an environment that consistently advanced the project's objectives.

SECTION VIII: Customer Satisfaction

AYERS SAINT GROSS

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To the Awards Committee:

I am pleased to write in support of Wexford Science & Technology, Atrium Health, and Wake Forest University School of Medicine in recognition of their exceptional partnership on The Pearl, a life sciences and medical education development in Charlotte, North Carolina. As Ayers Saint Gross's lead designer, I worked closely with representatives from all three organizations throughout Phase 1 and can speak firsthand to the role their leadership played in the project's success.

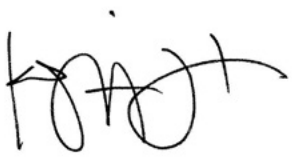
The Pearl presented significant complexity, both in its site conditions and in a building program that had to serve three distinct institutional missions under one roof, anchored by the Wake Forest University School of Medicine's new Charlotte campus. Aligning a public-private partnership of this scale around a shared vision, while holding firm to an aggressive budget and schedule, is rarely straightforward. It succeeded because the client team made it work.

Each partner organization designated representatives empowered to speak for their broader constituents, which meant decisions could be made at the pace the project demanded rather than stalling in layers of internal review. Those representatives were transparent about their priorities and constraints from the outset, which let the design and construction teams plan around real information instead of assumptions. They were also consistently collaborative, working through competing needs across the three institutions in a way that kept the project team's focus on solutions rather than negotiation.

Just as important was the quality of communication. The client team gave clear, timely direction at every major decision point, which kept momentum on a project with many moving parts and many stakeholders. That discipline is a large part of why The Pearl stayed on budget and on schedule despite its complexity. Welcoming collaboration and timely decision making allowed the contractor Whiting-Turner to creatively find ways to overcome many residual supply chain issues that resulted from the COVID pandemic.

Wexford Science & Technology, Atrium Health, and Wake Forest University School of Medicine set a standard for how a multi-institutional partnership should operate on a major capital project. I recommend them without reservation for this recognition.

Sincerely,



Kevin Scott Johnson
Principal, Lead Designer
Ayers Saint Gross

An Employee-Owned Design Firm

The Whiting-Turner Contracting Company
Timothy J. Regan
President and CEO

11405 N. Community House Rd., Suite 270
Charlotte, NC 28277

WHITING-TURNER | R.J. LEEPER Construction, LLC
A JOINT VENTURE

R.J. Leeper Construction, LLC

601 Morris Street
Charlotte, NC 28202

To the COAA Project Leadership Awards Selection Committee:

As Construction Manager for The Pearl, we worked closely with the ownership team from early planning through activation of this transformative innovation district. Throughout the project, the owners demonstrated the leadership and accountability necessary to unite a diverse and numerous group of stakeholders around a shared vision.

What set this ownership team apart was its commitment to collaboration. The owners engaged the construction manager and key trade partners early in the design process, creating opportunities to address constructability, procurement and operational considerations long before construction began. This proactive approach strengthened decision-making, reduced risk and established a culture of teamwork that carried through the life of the project.

The Pearl brought together organizations with different missions, priorities and operational requirements. The owners consistently maintained alignment among these groups while keeping the project focused on its broader purpose of advancing education, healthcare, research and innovation in Charlotte. Their ability to balance evolving user needs with project goals enabled the team to navigate challenges without losing momentum.

As construction progressed, the ownership team remained actively involved and responsive. When program requirements evolved, they provided timely direction and clear priorities, allowing the project team to coordinate solutions and keep moving forward. Their leadership was especially important in supporting critical occupancy milestones associated with educational programming and user commitments.

Equally important was the environment they fostered. Their willingness to work through challenges collectively created a strong partnership among owners, designers, builders and end users. From our perspective, this culture was a major contributor to the project's success.

Today, The Pearl stands as a landmark achievement for Charlotte and a model for collaborative project delivery. Wexford Science & Technology, Atrium Health and Wake Forest University School of Medicine were not simply project owners; they were engaged partners whose leadership helped turn an ambitious vision into reality. We enthusiastically support their recognition for this accomplishment.

Sincerely,

Whiting-Turner / RJ Leeper, A Joint Venture



Philip Potter
Senior Project Manager

ircad North America

To the Members of the Awards Committee:

My name is Dr. Dionisios Vrochides, and I serve as Professor and Chief of Transplant Oncology for Carolinas Medical Center, Advocate Health, and as Executive Director of IRCAD North America. IRCAD North America is a key stakeholder and end user within The Pearl Innovation District, a transformative development that includes two major facilities: the Howard R. Levine Center for Education, a 14-story, 374,000-square-foot medical education building that is home to Wake Forest University School of Medicine and Carolinas College of Health Sciences; and a 10-story, 320,000-square-foot industry research building that is home to IRCAD North America, Siemens Healthineers, and Connect Labs. Together, these buildings—completed in 2025—represent the first phase of an ambitious innovation district designed to advance medical education, research, technology commercialization, and collaboration.

IRCAD North America is a world-class surgical education, research, and innovation center that brings together physicians, healthcare professionals, engineers, scientists, researchers, entrepreneurs, and industry partners to advance the future of medicine. Through state-of-the-art facilities, global faculty expertise, and hands-on training in robotics, artificial intelligence, augmented reality, and minimally invasive procedures, IRCAD provides exceptional experiential education for both trainees and experienced clinicians. As part of a fully integrated innovation ecosystem, IRCAD accelerates the development, testing, and commercialization of new medical technologies, helping translate breakthrough ideas into real-world clinical solutions that improve patient care and create lasting healthcare value.

From the outset, Wexford Science & Technology demonstrated the kind of leadership excellence the COAA Leadership Award is intended to recognize. Wexford led with clarity, discipline, and partnership, organizing the needs of numerous stakeholders while maintaining a clear vision for the success of The Pearl innovation district and IRCAD North America. Their team skillfully guided the design process through a highly complex programming effort for a facility unlike anything previously built in North America, one that required the integration of multiple disciplines, specialized clinical and research functions, advanced technology platforms, and the expertise of both IRCAD and Advocate Health into a single, highly coordinated building.

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Awards Committee
RE: Wexford Science & Technology
August 26, 2026
Page 2

Wexford also provided exceptional leadership in managing the design team through a complex medical equipment planning process that required coordination among multiple industry partners, each with distinct operational, technical, and infrastructure requirements. Their ability to align these requirements, manage competing priorities, and keep the team focused on executable solutions was critical to the project's success. This leadership was especially evident in addressing IRCAD's need for a distinct identity and controlled internal access within a multi-tenant building. Because IRCAD typically occupies a standalone facility in other locations, the project required a carefully designed solution that allowed IRCAD to feel independent while still functioning seamlessly within the larger building. Wexford led the team to a solution that provides IRCAD access to four of the six elevators from within its first-floor space, allowing visitors and users to move securely and efficiently between IRCAD floors.

As the program continued to evolve through construction, Wexford's leadership became even more important. Multiple design changes were requested late in the process, each with potential implications for schedule, budget, coordination, and operational readiness. Wexford managed these challenges with professionalism, accountability, and steady leadership, keeping the project team aligned and protecting critical milestones. Through Wexford's excellence in design and construction management, IRCAD North America was able to celebrate its Grand Opening as intended and conduct its first course on schedule, including participants who had already committed to travel. That outcome reflects not only strong project management but also disciplined leadership, collaboration, and a commitment to a mission that distinguishes an outstanding owner and development partner.

Beyond IRCAD North America, Wexford Science & Technology delivered a world-class environment at The Pearl innovation district. The shared spaces are welcoming, professional, and intentionally designed to foster collaboration among tenants, researchers, educators, clinicians, students, entrepreneurs, and industry partners. These spaces encourage people to come together, exchange ideas, and do their best work. IRCAD North America is expected to welcome nearly 10,000 physicians annually—a goal that has surpassed initial projections—and all who visit leave impressed by the facility's quality, sophistication, and impact, with a desire to return.

Awards Committee
RE: Wexford Science & Technology
August 26, 2026
Page 3

Of note, in the trainees' satisfaction surveys, out of the eight elements of evaluation and feedback, the facilities item was constantly number one in customers' satisfaction (93% excellent rating, over 2,000 participants polled). Since The Pearl opened in June 2025, the facility has hosted nearly 1,000 tours—a powerful testament to Wexford's leadership in creating a place that is forward-thinking, inclusive, innovative, and deeply aligned with the district's mission.
In every respect, Wexford was far more than a developer; they were a true partner, leader, and steward of a complex vision. Their leadership in managing the design and construction of IRCAD North America and the first phase of The Pearl innovation district exemplifies excellence in owner leadership, stakeholder coordination, innovation, and project delivery. I strongly commend Wexford Science & Technology for this recognition and believe they are highly deserving of the COAA Leadership Award.

I thank the members of the committee for their consideration and would be pleased to provide anything further information if desired.

Sincerely,

D.V.

Dionisios Vrochides, MD PhD MBA
Professor and Chief of Transplant Oncology
Division of Abdominal Transplantation, Carolinas Medical Center
Executive Director, IRCAD North America
Advocate Health
Wake Forest University School of Medicine

DV/sms

AFFIRMATION AND RELEASE:

Nomination is submitted by: Wexford Science & Technology
Name: Daniel Lucenti
Company: Wexford Science & Technology
Street Address: 4 N. Martin Luther King Jr. Blvd., Suite 500
City, State/Province, Zip/Postal Code: Baltimore, MD 21201
Phone Number: (443) 827-4796
Email Address: daniel.lucenti@wexfordscitech.com

In submitting this application, I affirm to the best of my knowledge, that the information contained herein is accurate and correct. I also agree to grant permission for COAA® to use the nomination materials in their entirety (including photographs) for promotional purposes which may include, but not be limited to, the COAA® website and the *Owners Perspective* magazine.

SIGNATURE Daniel Lucenti, AIA DATE 08/24/2026

TITLE : Senior Project Director, Design & Construction