

STATEMENT OF QUALIFICATIONS

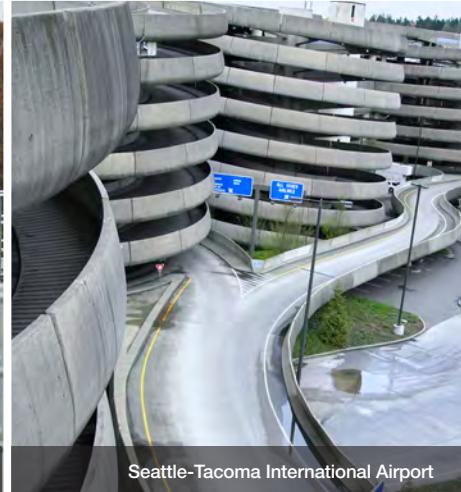
Hartsfield-Jackson Atlanta International Airport



Seattle-Tacoma International Airport



Hartsfield-Jackson Atlanta International Airport



Seattle-Tacoma International Airport

Submitted to:



Hillsborough County Aviation Authority

Statement of Qualifications:

Program Management Consultant at Tampa International Airport, Tampa, Florida

Solicitation Number: 13-411-021

January 14, 2014



One Tampa City Center
201 N. Franklin Street, Suite 1400
Tampa, Florida 33602
Tel: 813.676.2300

Hillsborough County Aviation Authority
Tampa International Airport
4160 George J. Bean Parkway
Suite 2400, Administrative Building
Tampa, Florida 33607

ATTN: Mr. Tom Thalheimer, Procurement Agent

RE: Statement of Qualifications: Hillsborough County Aviation Authority, Program Management Consultant at Tampa International Airport (TPA), Tampa, Florida (Solicitation No. 13-411-021)

Dear Selection Committee:

Jacobs, in collaboration with our principal sub-consultants, AECOM and PGAL, has assembled the elite in the aviation industry to augment your staff as specifically outlined in the above-referenced solicitation. Our long term presence and experience at TPA as well as in the Tampa Bay region, gives our team the understanding of your airport operations and business practices that will provide immediate dividends to the Authority. This experience, amplified with worldwide expertise in aviation program management, will provide you the best assistance in the industry to ensure your vision as a vibrant aviation gateway for Tampa Bay continues to be a reality. Outstanding customer service is a goal we share with the Authority. To that end, our team has worked together previously and will provide the highest caliber personnel with the right technical capabilities at the right time, to successfully supplement your staff and maximize your capital investments.

Jacobs as well as AECOM have had a major corporate presence in Tampa for 30+ years, and have a combined total of more than 460 employees engaged in a multitude of business, community, and philanthropic endeavors throughout the Region. TPA is our primary airport; our firms generate an estimated 1,500 enplanements per year as part of the economic impact of our combined corporate presence in the area. We have a strong, vested interest in the viability and success of this program.

Our proposed Key Personnel are: **Todd McClendon**, Project Manager (Jacobs); **Peter Elgohary**, Project Controls Manager (Jacobs); **Jeffrey Weiner, AIA**, Design Quality Assurance Manager (PGAL); and **John Cordner, PE**, Construction Quality Assurance Manager (AECOM). With more than 100 years of combined airport experience, including a number of years working together at ATL, they will augment your staff and deliver the following benefits:

Augmenting and Enhancing Authority staff by:

- » Providing four senior-level, industry-recognized airport experts in management support, design and construction quality management and oversight, and practical project controls processes.
- » Using our team's past knowledge and experience to bring lessons learned and industry best practices from similar airport programs, from commencement to completion.
- » Maintaining focus and bringing best practices to uphold the highest level of safety during the program. This will prevent impacts to airport operations and protect the experience of the travelling and general public, airport workers, contractors, and vendors.

Delivering Efficiency through Responsive Scalability by:

- » Providing access to additional depth and support (when needed), of airport professionals both locally and globally through Jacobs, AECOM, PGAL, and our local subcontractor firms' extensive bench of resources.



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Tampa, Florida 33602
Tel: 813.676.2300

- » Strategically leveraging and cost-effectively using additional general and technical support staff that are currently supporting other airport programs throughout the nation for tactical project assistance when you need it.

Optimizing Design and Construction Delivery Processes through:

- » Application of our collective knowledge, expertise, and collaborative, work approach while integrated with the Authority staff to meet Master Plan objectives throughout the program.
- » Utilizing our knowledge of the design/build delivery contracting method, total cost of ownership framework, and experience working in Tampa Bay and greater state of Florida to boost cost control practices on the program and maximize cost efficiency.
- » Supporting the integrated project delivery team with effective, efficient processes for management and integration of information for all project team members, key stakeholders, and tenants.
- » Leveraging AECOM and PGAL's national prominence in planning, design, construction, and activation of ConRACs to these portions of the program.

Maximizing TPA's Return-on-Investment by:

- » Minimizing the learning curve of team onboarding by employing AECOM and our Woman and Minority Owned Business Enterprise (W/MBE) firms who have a long history of delivering projects at TPA, as our onboarding and 'client experts' to provide support for administrative matters (i.e. badging and security clearances, logistics, and overview of reporting structures).
- » Adding value by application of lessons learned from similar programs, most recently from Hartsfield-Jackson Atlanta International Airport (ATL) capital program with the internal team, Authority staff, design.builder, and other key program stakeholders.
- » Boosting the existing relationships with TPA contractors (i.e. Austin Commercial, Skanska, Demattei Wong, HOK, Jacobsen-Daniels, Paslay Associates) to develop an especially collaborative approach starting on day one.

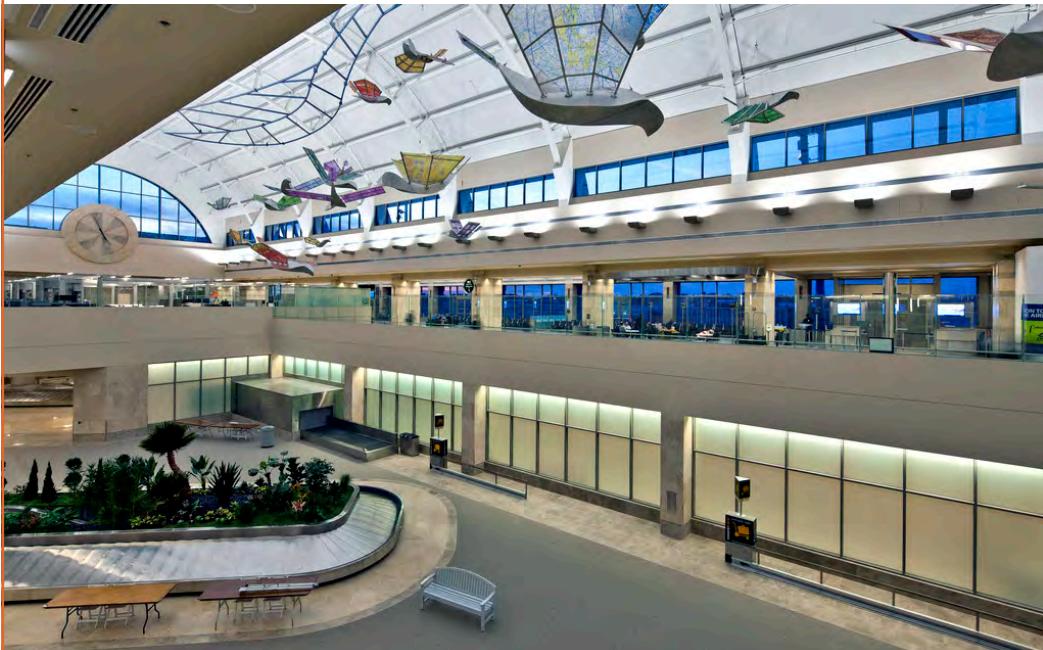
With our Key Personnel and collective expertise and resources of AECOM and PGAL we are committed to working together with you to deliver a world-class program and continue to maximize the economic growth and vitality of the Tampa Bay region. We look forward to further discussions and interaction with the Selection Committee as part of the evaluation process. Please do not hesitate to contact me should you have any questions.

Sincerely,
Jacobs

David Adair – Principal
Office: 813.676.2032
Cell: 813.230.4741
One Tampa City Center
201 N. Franklin Street, Suite 1400
Tampa, FL 33602
david.adair@jacobs.com

8.1

Minimum Qualifications



8.1 MINIMUM QUALIFICATIONS

The following minimum qualifications have been established as a basis for determining the eligibility of the Respondent. A response will be considered non-responsive and will not be evaluated unless sufficient documentation is provided to determine whether the Respondent meets the following minimum qualifications:

- A. *Fully complete and submit Appendix A, entitled Minimum Qualifications Assignment Information Form. Provide detailed documentation of one assignment where the Respondent, acting in the role as the consultant in a direct agreement, a partnership agreement or a joint venture agreement with a medium or large hub airport, has provided program management related professional services at a medium or large hub airport since January 1, 2003.*
- B. *The Respondent must be registered with the Authority as a supplier prior to submitting a response. The registration application is located on the Authority's website at www.TampaAirport.com under Airport Business, Supplier Registration. A copy of the registration confirmation e-mail or a screenprint of the Respondent's registration information from the Authority is included in this section.*
- C. *Be currently registered with the Florida Department of State, Division of Corporations, to do business in the State of Florida (www.sunbiz.org)*
- D. *Not be listed on the Florida Department of Management Services, Convicted Vendor List, as defined in Section 287.133(3)(d), Florida Statutes. (www.dms.myflorida.com/business_operations/state_purchasing/vendor_information/convicted_suspended_discriminatory_complaints_vendor_lists/convicted_vendor_list)*
- E. *Have the ability to obtain the insurance coverage and limits as required in the Agreement.*

8.1 A. APPENDIX A**APPENDIX A****MINIMUM QUALIFICATIONS ASSIGNMENT INFORMATION FORM**

Program Management Consultant

Name of Respondent submitting RFQ Jacobs Project Management Co.

ASSIGNMENT DETAILS	ASSIGNMENT #1
ASSIGNMENT TITLE	San Antonio International Airport, Airport Expansion Program, Program Management and Construction Management Services, San Antonio, TX
OWNER NAME	City of San Antonio, Department of Aviation
NAME OF OWNER'S ASSIGNMENT REPRESENTATIVE	Mark H. Webb / Jorge Perez
REPRESENTATIVE'S TITLE	Mark H. Webb, Vice President, Facilities Development and Project Management, University Health System (Note: Mark Webb was the Director of Aviation in charge of the Airport Expansion Program during the 2007-2011 time period) Jorge Perez, Director, City of San Antonio Building & Equipment Services Department
TELEPHONE NUMBER AND EMAIL ADDRESS	Mark H. Webb: Tel: 210.887.8594 / E-mail: mark.webb@uhs-sa.com Jorge Perez: Tel: 210.207.7858 / E-mail: jorge.a.perez@sanantonio.gov
DEFINITIVE DESCRIPTION OF ASSIGNMENT	We provided program management services for the expansion, modernization, and facility replacement of passenger terminals and related facilities at San Antonio International Airport. Work began with project definition of a phased terminal replacement and expansion program, extension of the two-level roadway access system, additional parking facilities, central plant modernization and expansion, and airside redevelopment. When the program was confirmed, Jacobs managed design and construction of the replacement terminal and central plant with accompanying utility, road, and airside redevelopment, and with addition of 2,800 structured parking spaces. As the program matured, we transitioned from a fully independent program management team to a staff extension, supporting client management in the final stages of construction, commissioning, and activation. The program cost \$352 million, and engaged terminal stakeholders, agencies, and special participants such as the City Historic Commission and local artists to achieve public goals for aesthetic quality in the facilities. There were four design teams and three general contractors, working under straight bid, competitive sealed proposal, and construction manager at risk agreements.
UNIQUE FEATURES OF THE ASSIGNMENT OR SPECIAL CONDITIONS	The heart of the terminal program was to replace a single level passenger from the 1950s with a modern two-level terminal, while the older terminal remained in service. The footprints of the existing and replacement terminals overlapped, and the extension of the two-level roadway required major utility and apron reconstruction to adjust the grade of the replacement terminal. We worked with the airlines and airport operations

8.1 A. APPENDIX A (CONTINUED)

	<p>to ensure continuity of all services throughout the phased construction. The adjacent existing terminal relied on many of the utilities being relocated and replaced in the program, and we ensured continuity of service for this terminal as well.</p> <p>The 2,800 space parking structure bid 30% above the engineer's final estimate. Since the procurement was by competitive sealed proposal, we were able to negotiate with the builder to revise the scope of the contract, and we expedited redesign by the architect to achieve a simpler, relocated facility with improved construction access that delivered the required spaces ahead of the original schedule for completion and within budget. Phased partial opening of the garage allowed the airport to gain 10 months of structured parking revenue that was not originally anticipated.</p>
CONSTRUCTION DELIVERY METHOD	Construction Manager at Risk (CMAR)
ROLE ON ASSIGNMENT	Program and Construction Manager
AGREEMENT COST	\$352,000,000.00
ASSIGNMENT COMPLETION DATE (actual or scheduled)	09/2011
SUPPLIER REGISTRATION RESPONSE FORM	<p>YES <input checked="" type="checkbox"/></p> <p>NO <input type="checkbox"/></p>

TPA/Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix A - Page 2 of 1

8.1 B. REGISTRATION WITH THE AUTHORITY

Tampa Airport Business Registration Confirmation
<https://www.tampaairport.com/BusinessSupplierReg/Confirm.aspx>

Supplier Registration	
Home	My Account
Business Directory	Notice of Solicitations
Solicitations Archive	Help
Tampa Airport Business Registration Confirmation	
Legal Business Name :	Jacobs Project Management Co.
DBA Name :	
Registration Updated on :	11/22/2013
Registration Expires on :	11/22/2014
DBE Certified :	No
WMBE Certified :	No
WMBE Certifying Agency :	
ACDBE Certified :	No

8.1 C. CURRENT REGISTRATION WITH THE FLORIDA DEPARTMENT

2014 FOREIGN PROFIT CORPORATION ANNUAL REPORT

DOCUMENT# F08000000344

Entity Name: JACOBS PROJECT MANAGEMENT CO.

Current Principal Place of Business:

155 NORTH LAKE AVENUE
PASADENA, CA 91101

FILED
Jan 02, 2014
Secretary of State
CC4399178946

Current Mailing Address:

ATTN: TAX DEPT. P.O. BOX7084
PASADENA, CA 91109-7084

FEI Number: 35-2321289

Certificate of Status Desired: Yes

Name and Address of Current Registered Agent:

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent

Date

Officer/Director Detail :

Title	D	Title	D
Name	HAMMOND, THOMAS R.	Name	STASSI, PHILIP J
Address	155 NORTH LAKE AVENUE	Address	155 NORTH LAKE AVENUE
City-State-Zip:	PASADENA CA 91101	City-State-Zip:	PASADENA CA 91101
Title	D	Title	T
Name	LANDRY, GREGORY J	Name	PROSSER, JOHN WJR.
Address	5995 ROGERDALE ROAD	Address	155 NORTH LAKE AVENUE
City-State-Zip:	HOUSTON TX 77072	City-State-Zip:	PASADENA CA 91101
Title	S	Title	VP
Name	UDOVIC, MICHAEL S	Name	MOUTON, DOUG
Address	155 NORTH LAKE AVENUE	Address	5995 ROGERDALE ROAD
City-State-Zip:	PASADENA CA 91101	City-State-Zip:	HOUSTON TX 77072
Title	VP	Title	ASSISTANT SECRETARY
Name	FERRUCCIO, ANTHONY	Name	BANTE, MICHAEL J.
Address	6801 GOVERNORS LAKE PKWY., BLDG 200	Address	155 NORTH LAKE AVENUE
City-State-Zip:	NORCROSS GA 30071	City-State-Zip:	PASADENA CA 91101

Continues on page 2

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am an officer or director of the corporation or the receiver or trustee empowered to execute this report as required by Chapter 607, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: JOHN W. PROSSER, JR.

TREASURER

01/02/2014

Electronic Signature of Signing Officer/Director Detail

Date

8.1 C. CURRENT REGISTRATION WITH THE FLORIDA DEPARTMENT OF STATE (CONTINUED)

Officer/Director Detail Continued :

Title	VP	Title	ASSISTANT TREASURER
Name	HYDE, DOUGLAS W.	Name	GOLDFARB, JEFFREY M.
Address	1100 N. GLEBE ROAD, 5TH FLOOR	Address	155 NORTH LAKE AVENUE
City-State-Zip:	ARLINGTON VA 22201	City-State-Zip:	PASADENA CA 91101
Title	VP	Title	VP
Name	POGREBA, EDWARD A.	Name	TITZER, DOUGLAS E.
Address	1100 N. GLEBE ROAD, 5TH FLOOR	Address	1100 N. GLEBE ROAD, 5TH FLOOR
City-State-Zip:	ARLINGTON VA 22201	City-State-Zip:	ARLINGTON VA 22201
Title	VP	Title	VP
Name	KHALAF, ISSAM M.	Name	MCLEAN, JAMES E.
Address	3161 MICHELSON DRIVE, STE. 500	Address	525 W. MONROE
City-State-Zip:	IRVINE CA 92612	City-State-Zip:	CHICAGO IL 60661

8.1 D. LISTING ON THE FLORIDA DEPARTMENT OF MANAGEMENT SERVICES CONVICTED VENDOR LIST

Response to 8.1 D.:

Jacobs Project Management Co. – as well as all of our proposed subconsultant team member firms: AECOM; PGAL; American Infrastructure Development, Inc.; Tierra, Inc.; Kisinger Campo & Associates, Corp.; and AVCON, Inc. – is not listed on the Florida Department of Management Services, Convicted Vendor List, as defined in Section 287.133(3)(d), Florida Statutes. (www.dms.myflorida.com/business_operations/state_purchasing/vendor_information/convicted_suspended_discriminatory_complaints_vendor_lists/convicted_vendor_list)

8.1 E. REQUIRED INSURANCE COVERAGE AND LIMITS



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/19/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS 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 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).

PRODUCER LIC #0437153 Marsh Risk & Insurance Services CIRTS_Support@internal.jacobs.com 777 S. Figueroa Street Los Angeles, CA 90017-5822 Fax to: 1-212-948-1306	1-212-948-1306	CONTACT NAME: PHONE (A/C No.): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:
		FAX (A/C No):
INSURER(S) AFFORDING COVERAGE NAIC #		
INSURER A: ACE AMER INS CO 22667		
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES		CERTIFICATE NUMBER: 37455025		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 SUBR INSR_WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY		HDO G25529030	07/01/13	07/01/14	EACH OCCURRENCE \$ 10,000,000 DAMAGE TO RENTED PREMISES (EA occurrence) \$ 250,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 10,000,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 10,000,000 \$
	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR X CONTRACTUAL LIABILITY					
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					
A	AUTOMOBILE LIABILITY		ISA H08635651	07/01/13	07/01/14	COMBINED SINGLE LIMIT (EA accident) \$ 10,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
	X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS					
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
	DEDUCTIBLE RETENTION \$					
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	SCF C47318798 (WI)	07/01/13	07/01/14	X WC STATUTORY LIMITS OTHER
A	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?	N	WCU C4731883A (LA, OH, TX)	07/01/13	07/01/14	E.L. EACH ACCIDENT \$ 100,000
A	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		WLR C47318786 (AOS)	07/01/13	07/01/14	E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	PROFESSIONAL LIABILITY "CLAIMS MADE"		EON G21655065 004	07/01/13	07/01/14	PER CLAIM/PER 1,000,000 AGGREGATE 1,000,000 DEFENSE INCLUDED
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						
OFFICE LOCATION: Arlington, VA 22201. PROJECT MGR: Brian Koches. CONTRACT MGR: Kimberly Poole. SENIOR CONTRACT MGR: Greg Dickey. RE: Program Management Consultant. PROPOSAL NUMBER: 13-411-021. SECTOR: Public. *\$2,000,000 SIR FOR STATES OF: LA, OH, TX. Hillsborough County Aviation Authority (Owner), members of the Owner's governing body, and the Owner's officers and employees are added as an additional insured for general liability & auto liability as respects the negligence of the insured in the performance of insured's services to cert holder under contract for captioned work. XCU is covered under the General Liability policy. *THIS IS A SAMPLE CERTIFICATE ONLY*. THE ACTUAL CERTIFICATE FOR THE THE PROPOSED PROJECT WILL COMPLY WITH THE TERMS AND CONDITIONS NEGOTIATED IN THE FINAL CONTRACT, CONSISTENT WITH POLICY						

CERTIFICATE HOLDER		CANCELLATION	
Hillsborough County Aviation Authority P.O. Box 22287 Tampa, FL 33622		<p>SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.</p> <p>AUTHORIZED REPRESENTATIVE</p> <p><i>Robert W. Johnson</i></p>	

nyumdo_newgalexy
ACORD 25 (2009/09)
37455025

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8.1 E. REQUIRED INSURANCE COVERAGE AND LIMITS (CONTINUED)

SUPPLEMENT TO CERTIFICATE OF INSURANCE		DATE 12/19/2013
NAME OF INSURED: Jacobs Project Management Co.		
TERMS AND CONDITIONS.		

SUPP (10/00)

8.1 E. REQUIRED INSURANCE COVERAGE AND LIMITS (CONTINUED)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/19/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS 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 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).

PRODUCER LIC #0437153 Marsh Risk & Insurance Services CIRTS_Support@internal.jacobs.com 777 S. Figueroa Street Los Angeles, CA 90017-5822	1-212-948-1306	CONTACT NAME: PHONE (A/C No.): FAX (A/C, No): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #:	
		INSURER(S) AFFORDING COVERAGE	NAIC #
INSURED Jacobs Project Management Co. 155 North Lake Avenue, 9th Floor Pasadena, CA 91101		INSURER A: Zurich American Insurance Company	
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES		CERTIFICATE NUMBER: 37455468		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 SUBR INSR_WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
GENERAL LIABILITY						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (EA occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input type="checkbox"/> OCCUR						
GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC						
AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (EA accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS						
UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
DEDUCTIBLE RETENTION \$						
WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						WC STATUTORY LIMITS \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Crime Coverage		FID 9028144 08	12/15/12	02/01/14	Per Loss 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						
OFFICE LOCATION: Arlington, VA 22201. PROJECT MGR: Brian Koches. CONTRACT MGR: Kimberly Poole. SENIOR CONTRACT MGR: Greg Dickey. RE: Program Management Consultant. PROPOSAL NUMBER: 13-411-021. SECTOR: Public. *THIS IS A SAMPLE CERTIFICATE ONLY*. THE ACTUAL CERTIFICATE FOR THE PROPOSED PROJECT WILL COMPLY WITH THE TERMS AND CONDITIONS NEGOTIATED IN THE FINAL CONTRACT, CONSISTENT WITH POLICY TERMS AND CONDITIONS.						

CERTIFICATE HOLDER		CANCELLATION	
Hillsborough County Aviation Authority P.O. Box 22287 Tampa, FL 33622		SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.	
USA		AUTHORIZED REPRESENTATIVE 	

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37455468

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8.1 E. REQUIRED INSURANCE COVERAGE AND LIMITS (CONTINUED)

SUPPLEMENT TO CERTIFICATE OF INSURANCE

DATE

12/19/2013

NAME OF INSURED: Jacobs Project Management Co.

SUPP (10/00)

8.2

Key Personnel Staffing



8.2 KEY PERSONNEL STAFFING

For purposes of responding to this section, emphasis should be placed on experience in assignments of similar scope and complexity without referencing Standard Form 330, Part II. This experience should be clearly described when responding to the following paragraphs:

- A. *Fully complete and submit Appendix B, entitled Firms by Discipline Data Form. Space has been provided for additional disciplines and firms if the Respondent wishes to include other firms to provide some of the services listed under Section 3.1. Submit the name of the firm(s) who will perform each discipline and indicate whether firm(s) is a Woman and Minority Owned Business Enterprise (W/MBE).*
- B. *Fully complete and submit Appendix C, entitled Key Personnel Data Form. The same individual cannot be listed in more than one project role. Only include key personnel listed on the form.*
- C. *Fully complete and submit Appendix D, entitled Key Personnel Assignment References for each key personnel listed on Appendix C. Provide two references for assignments completed since January 1, 2003.*
- D. *Fully complete and submit Appendix E, entitled Key Personnel Resumes for each personnel listed on Appendix C. List previous work by key personnel in which they had an identifiable, responsible role for assignments completed since January 1, 2003 or assignments that are underway, whether or not with their current firm. List no more than three assignments for any key personnel. For each individual, these forms must be completed for every assignment. The forms may be duplicated as many times as necessary.*

8.2 A. APPENDIX B

APPENDIX B

FIRMS BY DISCIPLINE DATA FORM

Program Management Consultant

Name of Respondent submitting RFQ Jacobs Project Management Co.

TPA/ Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix B – Page 1 of 1

8.2 B. APPENDIX C

APPENDIX C

KEY PERSONNEL DATA FORM

Program Management Consultant

Name of Respondent submitting RFQ Jacobs Project Management Co.

8.2 C. APPENDIX D

APPENDIX D
KEY PERSONNEL ASSIGNMENT REFERENCES

Name of respondent submitting RFQ Jacobs Project Management Co.

Program Management Consultant

REFERENCE ASSIGNMENT #1	Project Manager Name: Todd McClendon	Project Controls Manager Name: Peter Egohary	Design Quality Assurance Manager Name: Jeffrey Weiner, AIA	Construction Quality Assurance Manager Name: John Corder, PE
ASSIGNMENT TITLE	Consolidated Rental Agency Complex (ConRAC) Program, Hartsfield-Jackson Atlanta International Airport (ATL), Atlanta, GA	Terminal C Renovation Program, George Bush Intercontinental Airport (IAH), Houston, TX	Consolidated Rental Agency Complex (ConRAC) Program, Hartsfield-Jackson Atlanta International Airport (ATL), Atlanta, GA	West Terminal Expansion, Los Angeles International Airport (LAX), Los Angeles, CA
ASSIGNMENT COMPLETION DATE	12/1/2009	9/1/2010	8/1/2009	12/1/2013
ASSIGNMENT DESCRIPTION & VALUE	Management of design and construction of the new Consolidated Rental Car Facility (ConRAC) as part of the \$5.4 billion Capital Improvement Program for the Hartsfield-Jackson International Airport (ATL). The ConRAC project included three Automated People Mover (APM) stations, 1.5 miles of elevated APM guide-way, a new 160,000 SF Customer Service Center, 2.4 million SF of parking decks for Ready/Return operations, and development of approximately 60 acres for QTA operations for fueling and cleaning cars. The program also included a one mile long bridge to connect rental car patrons to airport property.	Renovation of 100,000 SF of space in the ticketing lobby, baggage claim, and security checkpoint at IAH Terminal C. In addition to the interior renovations, the project rehabilitated the curbside drop offs surrounding the terminal (three separate roadways on the north, south and west sides, each comprised of six lanes). The project was split into three phases to allow full passenger operations to continue throughout construction. Value: \$80M	67-acre development; 120,000 SF 4-level Customer Service Center (CSC); 4-level, 2.8M SF Parking Structure for 8,700 ready/ return storage spaces; seven individual Quick Turnaround (QTA) facilities for fueling/ wash maintenance of rental car vehicle fleets; Automated People Mover (APM) connection to Terminals; extensive RAC coordination and development of Tenant Improvement projects; registered LEED Basic. Value: \$242 M	1M SF expansion plus 500K SF renovation including 16 gate concourses, new security checkpoint, baggage handling system, conveyances, concessions, airline lounges, and related airside security and IT infrastructure. Value: \$1.5B as part of a \$6.0B LAX Development Program to accommodate new larger aircraft and implement master plan.
NAME OF REFERENCE EMPLOYER NAME	Jim Drinkard, PE	Bob Postma	Robert Boula	Mike Doucette
REFERENCE TITLE	City of Atlanta, Department of Aviation	Skanska (Please note: Bob was with Continental Airlines at the time of the project)	Avis Budget Group, Inc.	Los Angeles World Airports (LAWA) ADG
TELEPHONE NUMBER	404.530.5611	Vice President, Aviation Center of Excellence 312.833.7609	Sr. Vice President 973.496.3438	Chief of Airport Planning 424.646.7543
EMAIL ADDRESS	jim.drinkard@atlanta-airport.com	bob.postma@skanska.com	robert.boula@avishudget.com	mdoucette2@lawa.org
KEY PERSONNEL'S RESPONSIBILITY ON PROJECT	Assistant Director responsible for managing all services needed to ensure the efficient implementation of design and construction of the \$5.4 billion Capital Improvement Program at ATL.	Project Manager/Assistant Project Director for Continental Airlines responsible for all aspects of general project management, including scheduling, cost control and direction of design and construction teams.	Design/Program Manager responsible for successful delivery of numerous projects delivered as part of the ATL ConRAC Program.	Senior Project Construction Manager responsible for overseeing the fast-track construction of the Development Program using the CMAR delivery method.

8.2 C. APPENDIX D (CONTINUED)

REFERENCE ASSIGNMENT #2	Project Manager Name: Todd McClendon	Project Controls Manager Name: Peter Elgohary	Design Quality Assurance Manager Name: Jeffrey Weiner, AIA	Construction Quality Assurance Manager Name: John Corder, PE
ASSIGNMENT TITLE	Airport Expansion Program, Fort Lauderdale-Hollywood International Airport (FLL), Fort Lauderdale, FL	Terminal B Renovation Program, George Bush Intercontinental Airport (IAH), Houston, TX	Boston-Logan International Airport (BOS) ConRAC Rental Car Center, Boston, MA	Terminal Development Program, Hartsfield-Jackson Atlanta International Airport (ATL), Atlanta, GA
ASSIGNMENT COMPLETION DATE	11/1/2008	9/1/2011	9/30/2013	12/1/2008
ASSIGNMENT & VALUE	The Airport Expansion Program included: studies for a people mover system (APM) serving both the Airport and Port Everglades; a new Consolidated Rental Car Facility (ConRAC); expansion of INS facilities and modifications to Terminal 4; new roadway systems for the Airport; preliminary studies for a new runway; a 6,000-space parking garage; planning for a new terminal complex; new roadways; refurbishment of Terminals 2, 3, and 4; new administration complex; interim In-line baggage facilities in Terminals 2, 3, and 4; a new revenue control system/toll plaza; a maintenance facility and air freight complex. All functions included interaction and coordination with Broward County Aviation Department management and staff, as well as Local, State and Federal Regulatory Agencies.	Replacement of the entire terminal and concourse/gate area of Terminal B at George Bush Intercontinental Airport. Phase 1 included the \$150M replacement of the southside of the concourse, including replacement of 19 southern gates with 30 new gates optimized for regional aircraft. Phases 2 and 3 replaced the northside of the concourse and provided a walkway connection to the mainline gates at Terminal C. The \$150M scope included a combination of the terminal work managed by United Airlines and the ramp improvements and infrastructure upgrades managed by the City of Houston.	Phase I project. 49-acre site; 100,000 SF customer service center (CSC); 3-level, 1.3M SF parking structure for 3,100 rental cars; Quick Turnaround (QTA) facilities for fueling / wash / maintenance; site storage for 1,200 cars; unified airport/RAC bus operation; Extensive environmental permitting; LEED Silver. Value: \$300 M	\$1.2B new fifth runway and \$390M of other airfield runway and taxiway projects as part of the \$5.4B ATL Capital Improvement Program. Programs required meticulous site logistics coordination and phasing of construction activities with airport operations.
NAME OF REFERENCE	Greg Recht	Jim Clemens	Craig Leiner	Ted Allen
REFERENCE EMPLOYER NAME	Broward County Aviation Department	Skanska	Massachusetts Port Authority	ATL Dept of Aviation
REFERENCE TITLE	Director (Please note: Greg was the former Director of the FLL Airport Expansion Program)	Executive Vice President, Aviation	Deputy Director	Director of Project Development
TELEPHONE NUMBER	865-208-6842	312-882-4842	617-568-3570	404-530-5512
EMAIL ADDRESS	rexrancher71@aol.com	jim.clemens@skanska.com	cleiner@massport.com	ted.allen@atlanta-airport.com
KEY PERSONNEL'S RESPONSIBILITY ON PROJECT	Senior Project Manager responsible for providing management support services required to ensure the efficient implementation of design and construction of the \$1.6B expansion program at FLL.	Project Manager for Continental/United responsible for management of the AE team, issuing RFQs for construction, and evaluating and selecting bidders.	Design Manager responsible for successful delivery of designs for the BOS ConRAC project.	Construction Manager responsible for multiple construction contracts using multiple delivery methodologies resulting in time and cost savings.

8.2 C. APPENDIX D (CONTINUED)

TPA/Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix D – Page 3 of 3

8.2 D. APPENDIX E - TODD MCCLENDON

NOTE: This page is to be completed once for each person.

APPENDIX E **KEY PERSONNEL RESUMES**

Program Management Consultant

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Federal Employer Identification (FEI) number: 35-2321289

Person's Name: Todd McClendon

Current Firm's Name: Jacobs Project Management Co.

Title Within Current Firm: Program Manager

Years Experience with Current Firm: 0 With Other Firms: 30

Education: Degrees / School / Year / Specialization:

B.S Architectural Engineering / Southern Polytechnic State University / 1987 / Architectural Engineering

Professional Affiliation(s):

Active Registration(s):

Proposed Project Assignment / Role and Responsibilities for this RFQ:

Todd will be the Project Manager for our role as PMC and will have full responsibility for all staff resources and services provided. / Born and raised in Tampa, Todd McClendon provides 30 years of experience in the aviation industry, including successful delivery of recent ConRAC and APM projects at Hartsfield-Jackson Atlanta International Airport (ATL) and Fort Lauderdale-Hollywood International Airport (FLL). As Project Manager, Todd will work hand-in-hand with the Hillsborough County Aviation Authority (HCAA) to provide management, support, oversight, and coordination of assigned projects, as well as insight, leadership, and industry best practices gained from his recent role as Assistant Director of ATL's ConRAC Program. In addition to providing recent experience partnering with Austin Commercial, PGAL, and Gresham Smith, Todd provides close working relationships with Jeffrey Weiner (proposed Design Quality Assurance Manager), and John Cordner (proposed Construction Quality Assurance Manager), having worked closely with both of them to successfully deliver projects at ATL. Throughout the duration of the TPA PMC assignment, Todd will serve as our primary point of contact with HCAA, and will be responsible for ensuring sufficient numbers of qualified personnel are assigned to support Authority projects.

TPA/ Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix E – Page 1

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: This page is to be completed once for each person.

Page 2 of 11

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Todd McClendon

Assignment Experience of Comparable Scope and Complexity

Assignment Name: Hartsfield-Jackson Atlanta International Airport
Consolidated Rental Agency Complex (ConRAC) Program

Assignment Location: Atlanta, GA

Owner Name: City of Atlanta, Department of Aviation

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Design / Build

Assignment Schedule: Start Date: 11/1/2008 End Date: 11/15/2010

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

—
Total Assignment Cost: \$477,238,460.00

Brief Assignment Description:

Management of design and construction of the new Consolidated Rental Car Facility (ConRAC) as part of the \$5.4B Capital Improvement Program for the Hartsfield-Jackson International Airport. The ConRAC project included three Automated People Mover (APM) stations, 1.5 miles of elevated APM guide-way, a new 160,000 SF Customer Service Center, 2.4 million SF of parking decks for Ready/Return operations, and development of approximately 60 acres for QTA operations for fueling and cleaning cars. The program also included a one mile long bridge to connect rental car patrons to airport property.

Project Assignment / Role: Assistant Director

Name of Firm with which person was associated: International Aviation Consultants, LLC

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:
Schematic Design 0%

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Design Development	<u>0%</u>
Construction Documents	<u>10%</u>
Construction Administration	<u>90%</u>

Page 4 of 11

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Todd McClendon

Detailed Assignment Participation and Responsibilities:

The Capital Expansion Program at ATL totaled \$5.4B in capital improvement work, and included the design and construction of the major projects consisting of the ConRAC and APM (which connected the ConRAC to the ATL terminal). As the Assistant Director for these two elements of the program, Todd was responsible for planning, coordination of land acquisitions, execution of temporary and final property easements, and incorporation of critical design criteria into the APM and ConRAC design and construction documents. Todd also managed the CM-at-Risk contract between Austin Commercial and the ATL senior management. He also created, monitored and tracked the following throughout the two programs: budget, scopes of work, baseline schedules, and the activation of each major project. Work also included the monitoring of construction progress alongside ATL's activation schedule for opening day of the ConRAC.

Todd was also the single point of contact from the Program Management team with key airport stakeholders, permitting entities, rental car representatives, and with the general contractor (Austin Commercial). His role was especially critical when communicating construction progress against the airport's activation plan and the accelerated tenant improvement schedules with each rental car company's tenant contractors and vendors.

Page 5 of 11

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Todd McClendon

Assignment Experience of Comparable Scope and Complexity

Assignment Name: Fort Lauderdale-Hollywood International Airport (FLL),
Airport Expansion Program

Assignment Location: Fort Lauderdale, FL

Owner Name: Broward County Aviation Department

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Construction Management

Assignment Schedule: Start Date: 2/1/2002 End Date: 11/1/2008

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$1,600,000,000.00

Brief Assignment Description:

Management and oversight services for the \$1.6B airport expansion program that included construction of a \$182M, 4.3M SF (9,000 parking space) Consolidated Rental Car (RCC) Facility and an Automated People Mover (APM) system. Other projects delivered under the program included: a 6,000-space parking garage; expansion of INS facilities and modifications to Terminal 4; new roadway systems for the Airport; preliminary studies for a new runway; planning for a new terminal complex; new roadways; refurbishment of Terminals 2, 3, and 4; new administration complex; interim In-line baggage facilities in Terminals 2, 3, and 4; a new revenue control system/toll plaza; a maintenance facility and air freight complex. All functions include interaction and coordination with Broward County Aviation Department management and staff, as well as Local, State and Federal Regulatory Agencies.

Project Assignment / Role: Sr. Project Manager / Reporting to the Broward County Aviation Department, Todd was the senior manager responsible for the management and oversight of the \$1.6B expansion program at FLL. His role included management of an average of 45 team members (including project managers, construction managers, project controls staff, and administrative staff), as well as interaction with elected officials, airport senior staff, and program staff.

Name of Firm with which person was associated: URS Corporation

Duration of time (in %) actively involved on Project: 100%

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>100%</u>
Design Development	<u>100%</u>
Construction Documents	<u>100%</u>
Construction Administration	<u>100%</u>

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8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Todd McClendon

Detailed Assignment Participation and Responsibilities:

As the Sr. Project Manager reporting directly to the Broward County Aviation Department, Todd McClendon was responsible for managing all services needed to ensure the efficient implementation of design and construction of a \$1.6 billion expansion program at FLL. All functions include interaction and coordination with Broward County Aviation Department management and staff, as well as Local, State and Federal Regulatory Agencies.

Prior to his role as Program Director, Todd provided program oversight of project managers and related activities including management of all scheduling and estimating for the program oversight, change management, field monitoring, critical action coordination, and claims review. From 01/2002 to 10/2006, he served as senior project manager, managing the design and construction of the RCC as part of the ongoing AEP. The RCC was a \$247 million project that consolidated rental car operations and increased the Airport's parking capacity 47%. This unique building covers 4.1 million SF, and features numerous code enhancements to allow for 126 indoor fueling positions. This project was delivered on time and \$13 million under budget.

Page 8 of 11

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

NOTE: After completing all of the pages necessary to describe each person's individual project experience, this page should be used only once to expand upon the person's other relevant experience and qualifications.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Todd McClendon

Other Experience and Qualities Relevant to Assignment:

Comprehensive Employment History:

(Present): Program Manager at Jacobs Project Management Co.

(11/2008-01/2014): Assistant Director at International Aviation Consultants, LLC -- Hartsfield-Jackson International Airport Capital Improvement Program, Atlanta, GA

Managed the design and construction of the new \$602M Consolidated Rental Car Facility as part of the \$5.4B Capital Improvement Program for the Hartsfield-Jackson Atlanta International Airport. The new rental car facility included three Automated People Mover (APM) stations, 1.5 miles of elevated APM guide-way, a new 160,000 SF Customer Service Center, 2.4 million SF of parking decks for Ready/Return operations and development of approximately 60 acres for QTA operations for fueling and cleaning cars. The project included a one mile bridge to connect rental car patrons to airport property. Additional duties included management the \$130M Noise Insulation Program that included schools, apartment complexes, single family homes, and other qualifying properties. Todd was also responsible for the oversight of the \$45M Concourse D midpoint expansion that provided 80,000 SF of new concession space and vertical transportation.

(02/2006-11/2008): Program Director/Vice President at URS -- Fort Lauderdale-Hollywood International Airport Expansion Program, Fort Lauderdale, FL

Senior manager in charge of the FLL Airport Expansion Program. Responsible for interaction with elected officials, airport senior staff as well as program staff ensuring the implementation of the program was in compliance with all approved policies and procedures. Managed an average of 45 staff members including project managers, construction managers, controls staff and administrative staff.

(02/2005-02/2006): Program Construction Manager at URS -- Fort Lauderdale-Hollywood International Airport Expansion Program, Fort Lauderdale, FL

Senior level position with program oversight of projects managers, construction managers and related activities including management of all scheduling, estimating and safety for the FLL Airport Expansion Program. Projects included a new terminal and concourse, parking decks, rental car facilities, a new taxiway, utility infrastructure projects and roadway projects.

(02/2002-02/2005): Sr. Project Manager at URS -- Fort Lauderdale-Hollywood International Airport Expansion Program, Fort Lauderdale, FL

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

Managing the design and construction of the consolidated rental car facility as part of the on-going Airport Expansion Program at the Fort Lauderdale-Hollywood International Airport. The RAC was a \$247M project that consolidated rental car operations and increased the Airport's parking capacity approximately 47%. This unique building cover 4.1M SF, and features numerous code enhancements to allow for 126 indoor fueling positions.

(03/2000-02/2002): Element Leader at International Aviation Consultants, LLC. -- Hartsfield-Jackson International Airport Capital Improvement Program, Atlanta, GA

Managed the planning, design and construction of a consolidated rental car facility as part of the \$5.4B Capital Improvement Program for the Hartsfield-Jackson Atlanta International Airport Expansion program. The ConRAC project is valued at \$275M with a project duration of 5 years. Also served as the prime liaison between the design team and the land acquisition program for phase II of the 5th runway project.

(11/1997-03/2000): Construction Manager at The Coca-Cola Company, Atlanta, GA.

Responsible for planning, design and construction management of Capital and Expense projects at the Atlanta Office Complex. Duties included project budgeting, programming, cost control, scheduling and construction management. Managed a \$1.0M expense budget comprising of more than 400 projects per year.

(06/1996-11/1997): Construction Manager at South Tara Builders, Atlanta, GA.

Responsible for on-site supervision of custom built homes and small commercial projects. Additional duties included all estimating and project cost compliance.

(08/1993-05/1996): Manager-Corp. Properties at Delta Air Lines, Inc., Atlanta, GA.

Responsible for system wide corporate owned property comprising of approximately fifteen million square feet. Duties included contract administration of all building maintenance and operations contracts valued at \$30 million dollars annually as well as management responsibilities for leasing, sales and purchases. Additional responsibilities included preparation and coordination of all Requests for Proposals related to corporate properties and outsourcing of maintenance and operation contracts.

(06/1991-08/1993): Project Manager at Delta Air Lines, Inc., Atlanta, GA.

Managed the planning, design and construction for facilities required to serve Delta's aircraft, employees and passenger operations. Perform as technical representative with the airport authorities, architectural and engineering firms and construction firms. Responsible for the management of working documents, specifications, project costs, initiating and submitting authorization for expenditures (AEF's) for budget approval, prepare contracts and coordinating the final completion and acceptance of completed facilities for the affected departments. Prepared technical presentations for review and approval by senior management.

(12/1987-06/1991): Facilities Draftsman at Delta Air Lines, Inc., Atlanta, GA.

Developed schematic drawings utilizing CADD for use by design firms for incorporation into construction documents.

(10/1984-12/1987): Customer Service Agent at Delta Air Lines, Inc., Atlanta, GA

Primary duties were to clean the interior of the aircraft, as well as load and unload baggage, air mail and freight. This was an entry-level position at Delta while Todd attended college.

8.2 D. APPENDIX E – TODD MCCLENDON (CONTINUED)

(06/1983-10/1984): Draftsman at Elliott Associates Architects, Atlanta, GA.
Preparation of schematic design, design development, and construction documents.

Page 11 of 11

8.2 D. APPENDIX E - PETER ELGOHARY

NOTE: This page is to be completed once for each person.

APPENDIX E **KEY PERSONNEL RESUMES**

Program Management Consultant

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Federal Employer Identification (FEI) number: 35-2321289

Person's Name: Peter Elgohary

Current Firm's Name: Jacobs Project Management Co.

Title Within Current Firm: Project Controls Manager

Years Experience with Current Firm: 1 With Other Firms: 18

Education: Degrees / School / Year / Specialization:

MBA / University of St. Thomas / 2002 / Finance and Marketing

BS / University of Houston / 1996 / Mechanical Engineering Technology (Manufacturing Systems)

Professional Affiliation(s):

Active Registration(s):

Proposed Project Assignment / Role and Responsibilities for this RFQ:

Project Controls Manager / Peter Elgohary provides 19 years of project controls management experience, including 13 years of service delivering large renovation and expansion projects at George Bush Intercontinental Airport (IAH). As Project Controls Manager, Peter will work hand-in-hand with the Hillsborough County Aviation Authority (Authority) team to provide document management and control services including the processing and maintenance of key project documents including agreements, work orders, drawings, specifications, submittals, change orders, requests for information, invoices, and applications for payment and labor standard compliance data. Peter will also be responsible for the maintenance of schedules and estimates, and compliance with Authority CAD standards. Peter's relevant large hub airport experience includes the successful delivery of the \$150M IAH Houston Terminal B South Concourse Redevelopment Program and the \$75M IAH Terminal C Lobby and Bag Claim Hall. During this time period, Peter also served as a senior analyst and business development manager for Continental's alliance partners where he provided strategic market analysis related to partner development, as well as analysis related to industry trends and consolidation, including the Continental-United merger.

TPA/ Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix E – Page 1

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: This page is to be completed once for each person.

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8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Peter Elgohary

Assignment Experience of Comparable Scope and Complexity

Assignment Name: George Bush Intercontinental Airport (IAH) Terminal B Renovation Program

Assignment Location: Houston, TX

Owner Name: Continental Airlines (on behalf of Houston Airport System)

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Design / Bid / Build

Assignment Schedule: Start Date: 11/1/2010 End Date: 1/1/2012

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$97,000,000.00

Brief Assignment Description:

The Terminal B Renovation Program replaced the concourse/gate area of the south side of Terminal B at IAH, replacing the 19 southern gates with 30 new gates optimized for regional aircraft (50-70 seaters). The \$150MM scope is a combination of the terminal work managed by United Airlines and the ramp improvements and infrastructure upgrades managed by the City of Houston.

Project Assignment / Role: Project Manager / The Terminal B Renovation Program was shelved in 2008 due to economic conditions unfavorable for the terminal renovation/expansion. In 2010, the project was restarted and Peter Elgohary served as the Project Manager. He was responsible for assembling the A/E team to refresh the old Terminal B design to meet new operational criteria and updated code requirements. Once design was completed, Peter issued the RFQ for construction, evaluated the bidders, and selected the winning bidder to perform the required work. Once the team was mobilized and demo was underway, Peter passed the project on to another project manager for oversight of the day-to-day activities.

Name of Firm with which person was associated: United Airlines

Duration of time (in %) actively involved on Project: 90%

Duration on the assignment will be defined in terms of project phases:

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>50%</u>
Design Development	<u>100%</u>
Construction Documents	<u>100%</u>
Construction Administration	<u>30%</u>

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8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Peter Elgohary

Detailed Assignment Participation and Responsibilities:

The Terminal B Renovation Program replaced the concourse/gate area of the south side of Terminal B at IAH, replacing the 19 southern gates with 30 new gates optimized for regional aircraft (50-70 seaters). The \$150MM scope is a combination of the terminal work managed by United Airlines and the ramp improvements and infrastructure upgrades managed by the City of Houston.

The \$150M Terminal B Renovation Program was shelved in 2008 due to economic conditions unfavorable for the terminal renovation/expansion. In 2010, the project was restarted and Peter Elgohary served as the Project Manager. He was responsible for assembling the A/E team to refresh the old Terminal B design to meet new operational criteria and updated code requirements. Once design was completed, Peter issued the RFQ for construction, evaluated the bidders, and selected the winning bidder to perform the required work. Once the team was mobilized and demo was underway, Peter passed the project on to another project manager for oversight of the day-to-day activities.

Page 5 of 11

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Peter Elgohary

Assignment Experience of Comparable Scope and Complexity

Assignment Name: George Bush Intercontinental Airport (IAH) Terminal C Renovation Program

Assignment Location: Houston, TX

Owner Name: Continental Airlines (on behalf of Houston Airport System)

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Design / Bid / Build

Assignment Schedule: Start Date: 7/1/2008 End Date: 5/1/2010

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$80,000,000.00

Brief Assignment Description:

The IAH Terminal C Renovation Program consisted of the renovation of 100,000 SF of space in the ticketing lobby, baggage claim and security checkpoint at IAH Terminal C. In addition to the interior renovations, curbside drop-offs surrounding the terminal were also updated (three separate roadways on the north, south and west sides, each comprised of six lanes). The overall program was split into three phases to allow full passenger operations to continue throughout construction.

Project Assignment / Role: Project Manager/Assistant Project Director / Continental Airlines was contracted to represent the City of Houston to manage the renovation program on their behalf, including holding the authority of City Engineer for the project. Peter was responsible for all aspects of general project management, including scheduling, cost control and direction of the design and construction teams.

Name of Firm with which person was associated: Continental Airlines

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>0%</u>
Design Development	<u>0%</u>
Construction Documents	<u>100%</u>
Construction Administration	<u>100%</u>

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8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Peter Elgohary

Detailed Assignment Participation and Responsibilities:

The IAH Terminal C Renovation Program consisted of the renovation of 100,000 SF of space in the ticketing lobby, baggage claim and security checkpoint at IAH Terminal C. In addition to the interior renovations, curbside drop-offs surrounding the terminal were also updated (three separate roadways on the north, south and west sides, each comprised of six lanes). The overall program was split into three phases to allow full passenger operations to continue throughout construction.

As the Project Manager/Assistant Project Director, Peter was responsible for all aspects of general project management, including scheduling, cost control and direction of the design and construction teams.

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8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

NOTE: After completing all of the pages necessary to describe each person's individual project experience, this page should be used only once to expand upon the person's other relevant experience and qualifications.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Peter Elgohary

Other Experience and Qualities Relevant to Assignment:

Software Expertise:

Peter's expertise includes extensive knowledge and application of the following software: Microsoft Word, Excel, Access, PowerPoint & SharePoint; Hyperion / Brio Performance Suite (data mining tools); MS Project, Primavera P3/P6, Primavera Expedition, Meridian Prolog Manager and AutoDesl Constructware project planning tools; AutoCAD; SQL and various programming languages; data warehousing / data mining tools; airline-specific tools such as OSA, OAG (schedule data), SHARES, SalesInsight/MIDT, CorporateInsight, USDOT data sources, and proprietary Flight Profitability Systems (FPS)

Comprehensive Employment History:

(2013 - Present): Project Manager at Jacobs Project Management Co. -- BP North American Headquarters

Project manager for multiple, high-value construction projects on the BP campus in Houston, with responsibility for overall project budget, schedule coordination and direction of design and field personnel with the goal for meeting client goals in these areas.

(2004-2013): Senior Manager at Continental Airlines/United Airlines -- George Bush Intercontinental Airport (IAH)

Manager of multiple construction projects, most notably the \$75MM renovation of over 100,000 square feet in the Terminal C Lobby and Baggage Claim Hall at IAH, with focus on successfully meeting the project's financial and schedule goals. Activities include daily direction of eight office support employees, as well as field staff including architects, subcontractors and vendors, and coordination with airport representatives and internal stakeholders (hub leadership, legal, marketing, risk management and finance). Other notable projects include the conceptual design and programming of United's new airport lounge product, which was launched in late 2012, as well as the design refresh, programming and preconstruction phase for the \$150MM Houston Terminal B south concourse redevelopment program. Other projects and responsibilities included:

-- Designed and developed an enhanced project controls database that included key business continuity component

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

- Assessment and selection of professional services consultants and product suppliers associated with new initiatives, utilizing score card approach to evaluate total cost of ownership through quantitative and qualitative measures
- Application of project plan, schedule and budget for approved projects ranging in value from \$10K - \$150MM
- Development and implementation of new practices for project managers for the newly merged group, promoting continuous improvement for all design and construction staff and ensuring adherence to internal procedures
- Introduction of new companies to United's supplier portfolio, and utilization of minority and small/disadvantaged businesses to meet and exceed participation goals on both capital and city/bond funded projects
- Evaluation and defense of proposed projects, in conjunction with sponsoring division, evaluating project merits based on cost/revenue analyses in line with strategic corporate goals
- Negotiation of contract terms and conditions with prospective suppliers, and implementing agreements for professional services (e.g. A/E) as well as products and services (e.g. construction and equipment purchase)
- Development and maintenance of CAD and project standards libraries
- Executive level presentations for high-profile projects and initiatives

S

(2004-2013): Senior Analyst

Business development manager for Continental's alliance partners, focused on the company's revenue benefit from and costs associated with the various partnerships. Peter's project portfolio includes:

- Strategic market analysis related to partner development, as well as analysis related to industry trends and consolidation (including the Continental-United merger) as well as other investment opportunities
- Comprehensive analytics on revenue and passenger trends for codeshare and managed interline partners
- In-depth analysis for merger and acquisition studies, as well as impacts to Continental on industry consolidation scenarios
- Quantitative analysis related to passenger loyalty trends
- Analytical/advisory role during the 2004 pilot contract negotiations
- Management of all partnerships that do not have formal commercial agreements
- Enhancement of existing data mining tools in cooperation with technology team
- Creation and maintenance of Corporate Development homepage on intranet
- Automation of standard reporting for alliance performance
- Assist other groups in ad hoc analyses, most notably with the Government Affairs group, with a key role in filings with the U.S. Department of Transportation
- Provide strategic direction and team management support for projects related to Continental's cost savings initiatives, including interline eTicketing requirements for partners

(1999 - 2002): Project Controls Manager at Charles D. Gooden Consulting Engineers

Project management support for the \$400MM airfield rehabilitation and expansion program at George Bush Intercontinental Airport (IAH). Project controls responsibilities included tasks during all stages in the project life cycle, from front end engineering/development through punch list completion:

8.2 D. APPENDIX E - PETER ELGOHARY (CONTINUED)

- Financial reporting and analysis
- Construction scheduling, including coordination between airport, program management and contractors
- Forecasting, cost management and change control
- Participation in progress update meetings with owner
- Scheduling and resource management of non-program construction activities
- Assessment of capital needs, procurement/purchase recommendations and deployment of new equipment

(1995-1999): Project Engineer/Mechanical Engineer at Brown & Root, Inc.

Provided project engineering support services for various disciplines across the company, including project controls, IT, and engineering, including:

- Specification development for offshore equipment (oil & gas sector)
- Vendor selection (scorecard approach), capital equipment purchase, and management of fabrication and installation activities
- Support and coordination between all engineering disciplines and upper management
- Project Controls specialist for large construction projects, including the \$1.2B rehabilitation of the waste water and storm water systems in Houston

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA

NOTE: This page is to be completed once for each person.

APPENDIX E KEY PERSONNEL RESUMES

Program Management Consultant

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Federal Employer Identification (FEI) number: 35-2321289

Person's Name: Jeffrey A. Weiner, AIA

Current Firm's Name: PGAL

Title Within Current Firm: Executive Vice President

Years Experience with Current Firm: 15 With Other Firms: 15

Education: Degrees / School / Year / Specialization:

Master of Architecture / University of Illinois / 1984

Bachelor of Environmental Design / University of Colorado / 1982

Professional Affiliation(s):

American Institute of Architects (AIA)

American Association of Airport Executives (AAAE)

Airports Council International (ACI)

Airport Consultants Council (ACC)

Active Registration(s):

Architect: Florida AR-0017691; Colorado ARC-202406; Georgia 010471; Maryland 13369;

Connecticut ARI.0012184; Texas 15436; New Jersey 21AI01884100; North Carolina 9950;

Louisiana 7624; Illinois 001.021730; Massachusetts AR-31158; Missouri 2006022732; Ontario

Canada 7203; Rhode Island 3723; Tennessee 104493.

NCARB: 66305 Certificate #46911

Proposed Project Assignment / Role and Responsibilities for this RFQ:

Design Quality Assurance Manager / Responsible for providing oversight of design consultants during the design and construction phases of assigned Authority projects. Jeffrey will ensure compliance with project design criteria and coordinate with stakeholders to assure design accuracy and quality.

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Jeffrey A. Weiner, AIA

Assignment Experience of Comparable Scope and Complexity

Assignment Name: Hartsfield-Jackson Atlanta International Airport (ATL)
ConRAC Program

Assignment Location: Atlanta, GA

Owner Name: City of Atlanta

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Construction Management

Assignment Schedule: Start Date: 1/1/2004 End Date: 8/1/2009

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$242,000,000.00

Brief Assignment Description:

PGAL led a joint venture that managed the programming, planning and design of the new Rental Agency Complex, or ConRAC, at ATL. This project, the largest consolidated rental car facility in operation today, is located on a 67-acre site near the airport and is accessed by a 1.5-mile above-ground people mover, or APM, and an access road that crosses a major interstate, local highway and a railroad. Program elements include two four-level garage structures totaling 2.8M SF and 8,700 ready/return/storage spaces, a 140,000 SF customer terminal that accommodates 12 rental car agencies, and seven maintenance and storage areas, commonly known as QTA's, or Quick Turnaround Areas, that contain fueling, wash and maintenance facilities with 140 fuel dispensers, 32 wash bays, and 16 light maintenance bays. Additional work elements include on-site roadways to support the facilities vehicular infrastructure and an extensive signage and graphics package. The APM is the third stop on a system that connects the rental car center with the central terminal area and the new Georgia International Convention Center, a true testament to the public-private partnership between two neighboring cities and developers. PGAL was also responsible for the design and oversight of rental car build-out for exclusive use areas. This facility is seeking LEED certification.

Project Assignment / Role: Design Manager, Responsible for Programming, Planning, Design, Architect of Record; Design Quality Assurance Manager; Overall RAC Coordination and Liaison for the City/ Airport

Name of Firm with which person was associated: PGAL

8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>100%</u>
Design Development	<u>100%</u>
Construction Documents	<u>100%</u>
Construction Administration	<u>70%</u>

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Jeffrey A. Weiner, AIA

Detailed Assignment Participation and Responsibilities:

Jeff Weiner's role for PGAL on this project was principal manager participating full-time from beginning to end over a six year duration. Jeff relocated to Atlanta and established PGAL's seventh regional office, employing 15 local Atlanta design professionals. Today, that office remains in operation and serves as PGAL's rental car planning studio home as well as their southeastern (outside of Florida) base.

Jeff led the development of the overall project scope and fee for the Joint Venture Design Team, inclusive of all project phases, components and deliverables. He was responsible for the development of the project program, refining the planning document that had been developed over the previous decade, and quickly helped align the project program, goals and budget. Working closely with the City, the designated Program Management Team and the RAC Industry, the Design Team, all managed by Jeff, created and issued a Program Design Manual (PDM), that established the overall program (ConRAC facility and a connecting APM system to the Terminal), budget and schedule that was used for building consensus among the numerous stakeholders and created financial models for funding.

Jeff was responsible for preparing and presenting the project at various stages to the City, the Airport's Executive Committee, the RAC Industry and the project stakeholders. He was able to build upon his previous experience with large consolidated rental car facilities at Dallas/ Fort Worth and Houston Intercontinental Airport's as he directed the operational planning and modeling for the largest consolidated rental car facility in operation today. That operational planning created a high-volume, vertical circulation solution that moves customers quickly and efficiently through its four-level Customer Service Center and into its pair of four-level parking structures split by the APM system. It also created a well-organized one-way loop road to facilitate a high-volume of traffic and was also instrumental in defining a high-level of customer services and equality among the participating rental car companies.

Jeff was responsible for the design efforts of more than 20 project consultants, coordination with the Airport's PM Team, the APM Design-Build Team and the Construction Manager. Jeff also led the Design Team in the overall Quality Assurance / Quality Control efforts, as well as the value engineering effort with the Construction Manager to buyout the project without a minimization of program, a difficult task with the then escalating costs of labor and materials putting pressure on budgets and financing. Jeff remains in close contact today with Airport staff and the facility's manager to understand the post-occupancy operational issues and to bring lessons learned from the ATL ConRAC to future consolidated rental car projects.

8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Jeffrey A. Weiner, AIA

Assignment Experience of Comparable Scope and Complexity

Assignment Name: Boston Logan International Airport - CONRAC

Assignment Location: East Boston, MA

Owner Name: Massachusetts Port Authority

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Construction Management

Assignment Schedule: Start Date: 6/1/2006 End Date: 2/1/2014

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$230,000,000.00

Brief Assignment Description:

PGAL led a collaborative team effort charged with the performance of a Concept Design and Environmental Permit study that led to the programming, planning and development of this unique ConRAC at one of the most land constrained airports in the nation. Constructed over multiple phases, this facility will replace the existing rental car operations essentially in-place, as the new facility will be built "on-top-of" the existing rental car sites within the Southwest Service Area. The 49-acre site is the center for ground transportation operations at the Airport. The environmentally friendly phased redevelopment includes a 4-level parking structure for 3,200 ready/return/storage spaces, a 120,000 SF customer terminal, and four limited maintenance service areas for vehicular fleets. Additional elements of the program include multiple roadway modifications to improve roadway and reduce terminal curb congestion, a bus access ramp that supports the two-level customer terminal and a unified common busing system for all of BOS, and improved facilities for the Airport's taxi, bus and limousine pools. In addition to a complex building program, this development consists of an extensive environmental mitigation measures for greenhouse gases, energy consumption and water quality/ usage. Stakeholder benefits allow the project to buffer the adjacent neighborhoods from ground transportation operations and create a definition of airport boundaries within the residential community. This project is pursuing LEED Gold Certification.

8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Project Assignment / Role: Design Manager, responsible for Programming, Planning, Design, Architect of Record; Design Quality Assurance Manager; Overall RAC Coordination and Liaison for Massport

Name of Firm with which person was associated: PGAL

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>100%</u>
Design Development	<u>100%</u>
Construction Documents	<u>80%</u>
Construction Administration	<u>60%</u>

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Jeffrey A. Weiner, AIA

Detailed Assignment Participation and Responsibilities:

Jeff Weiner's role for PGAL on this project was again all inclusive, participating full-time from beginning to what will be the end of the project in 2014, an eight year duration. This project allowed the establishment of PGAL's ninth regional office in Downtown Boston, currently employing five local design professionals. This office supports the PGAL rental car planning studio as well as projects throughout the northeast.

Jeff and PGAL were initially responsible for the development of a multiple phase Environmental Impact report and Concept Design Study which led to the approval for this significant project at Boston Logan International Airport. This multi-phase and multi-year effort allowed Massport to finalize their long awaiting redevelopment plan for the Southwest Service Area, home for all ground transportation functions, and obtain a consensus of planning, phasing, design, schedule and budget from the RAC Industry. Jeff led this effort and coordinated a large, multi-discipline team of local consultants, along with the various stakeholder departments within Massport, including Environmental Planning & Design, Finance, Airport Business Office, Capital Programs, Community Outreach and Ground Transportation. Key deliverables during the phase included the development of the project program, its rightsizing of elements to align with the budget, and refinement of the planning document that allowed for project acceleration.

Following the completion of the initial phase for environmental permitting and concept design, PGAL and PB reversed contractual roles, with Jeff (PGAL) remaining as the Buildings Design Manager, RAC Planner and Architect of Record (AOR) for the ConRAC, again coordinating multiple design consultants, leading the overall design team's Quality Assurance/Quality Control efforts, and collaborating with all project stakeholders, including Massport, the CMR (Suffolk Construction), the RAC Industry and the neighboring community. Jeff was also responsible for the numerous rental car enabling projects (National/Alamo/Enterprise consolidation into one operational area, Hertz relocation and reconfiguration of site and Budget modifications) that were required for project phasing. Again, Jeff (PGAL) served as Design Manager, RAC Planner and AOR for these three enabling projects.

Jeff was responsible for preparing and presenting the project at various stages to Massport, the RAC Industry and the project stakeholders. The design of the facility at operational planning created a high-volume, space that moves customers quickly and efficiently through the Customer Service Center and into the four-level parking structure. It also created a well-organized one-way loop road to facilitate a high-volume of traffic was also instrumental in defining a high-level of customer services and equality among the participating rental car companies.

8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

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8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

NOTE: After completing all of the pages necessary to describe each person's individual project experience, this page should be used only once to expand upon the person's other relevant experience and qualifications.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: Jeffrey A. Weiner, AIA

Other Experience and Qualities Relevant to Assignment:

Jeff has spent the better part of his 30 years of professional practice and experience managing and designing parking garage and transportation related projects. In fact, he has dedicated the previous 15 years working almost exclusively on on-airport rental car facilities for both airport authorities and RAC companies, travelling extensively and taking advantage of the opportunity to experience just about every rental car facility, whether consolidated or not, in the country.

Jeff brings a unique understanding of this particular project type, along with an ability to work with and through large teams and multiple tenants, and is able to build consensus among competitors within the RAC Industry and the Owner / Tenant relationship -- this is Jeff's strength and how he adds value to a team and a client. Jeff also understands not only the more traditional roles a consultant performs on a project, like Quality Assurance Management, but the non-traditional roles of business planning issues, alternate methods of construction, schedule and budget compliance at all levels, and the need for collaboration and consensus building.

Jeff is a member of the American Association of Airport Executives and is often called upon to speak at their annual Rental Car Workshop, offering his insight into the planning and design of consolidated rental car facilities while stressing the importance of collaboration between airports and the RAC Industry that is needed to achieve a successful project.

List of Relevant Project Experience over the past 10 years:

- Consolidated Rental Car Center | Will Rogers World Airport
- Regional Intermodal Transportation Center | Bob Hope Airport
- Consolidated Rental Car Facility | Austin-Bergstrom International Airport
- Consolidated Rental Car Center | Boston Logan International Airport
- Consolidated Rental Car Center | Hartsfield-Jackson Atlanta International Airport
- Consolidated Rental Car Facility | Toronto-Pearson International Airport
- Consolidated Rental Car Facility | Fresno-Yosemite International Airport
- Consolidated Rental Car Maintenance and Storage Facility | Santa Barbara Airport
- Consolidated Quick Turnaround Facility | Des Moines International Airport
- Consolidated Quick Turnaround Facility | Corpus Christi International Airport
- Consolidated Rental Car Facility | Oakland International Airport
- Consolidated Rental Car Facility | George Bush Intercontinental Airport/ Houston
- Consolidated Rental Car Center | Phoenix Sky Harbor International Airport
- Consolidated Rental Car Center | Dallas/ Fort Worth International Airport

8.2 D. APPENDIX E - JEFFREY WEINER, AIA (CONTINUED)

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8.2 D. APPENDIX E - JOHN CORDNER, PE

NOTE: This page is to be completed once for each person.

APPENDIX E KEY PERSONNEL RESUMES

Program Management Consultant

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Federal Employer Identification (FEI) number: 35-2321289

Person's Name: John Cordner, PE

Current Firm's Name: AECOM

Title Within Current Firm: Senior Construction Manager

Years Experience with Current Firm: 30 With Other Firms: 4

Education: Degrees / School / Year / Specialization:
BS / Tennessee Technological University / 1974 / Civil Engineering

Professional Affiliation(s):
American Society of Civil Engineers
Construction Management Association of America

Active Registration(s):
PE Georgia #029181
PE New Jersey #24GE-025195-00
PE Texas #59615

Proposed Project Assignment / Role and Responsibilities for this RFQ:
Construction Quality Assurance Manager. John Cordner provides more than 30 years of experience as a construction and project manager, including direct hands-on experience at several extremely complex aviation projects such as ATL, LAX, PHL and others. In his role at TPA for this project, John will provide oversight of the quality assurance process, including inspections during construction. He will work closely with both client representatives as well as the contractor to monitor and coordinate execution of the project's construction technical requirements, and he will manage the day-to-day construction projects including resolutions of field issues to minimize interruptions to service and/or operations. John will coordinate the timely review and approval or revision of all submittals, as well as Requests for Information (RFIs). He will also be involved in the review and verification of contractor pay applications. John will regularly walk the job site and will actively coordinate the efforts of inspectors assigned to the project.

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TPA/ Program Management Consultant

REVISED REQUEST FOR QUALIFICATIONS

Appendix E – Page 1

8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: John Cordner, PE

Assignment Experience of Comparable Scope and Complexity

Assignment Name: ATL International Terminal

Assignment Location: ATL Hartsfield-Jackson International Airport

Owner Name: City of Atlanta

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Construction Management

Assignment Schedule: Start Date: 7/1/2002 End Date: 12/1/2008

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$1,200,000,000.00

Brief Assignment Description:

Construction manager representing the airport in overseeing the CMAR for the International Terminal construction. This \$1.2 billion project includes a new 16-gate international terminal with 12 aircraft in the maximum wide-body configuration, and approximately 1 million sf of new area, including ticketing/check-in facilities, passenger security screening, concessions, baggage handling and screening, passenger hold rooms and passenger support facilities. The new facility will be built upon approximately 2 million cubic yards of engineered fill material, which will include retaining walls, extensive underground utility additions and modifications, and an aircraft hydrant fueling system. A new parking structure will also be constructed adjacent to the new terminal, with a pedestrian bridge and employee access path connecting the two structures.

Project Assignment / Role: Construction Manager

Name of Firm with which person was associated: AECOM

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

Schematic Design	<u>60%</u>
Design Development	<u>60%</u>
Construction Documents	<u>60%</u>
Construction Administration	<u>20%</u>

Page 3 of 7

8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: John Cordner, PE

Detailed Assignment Participation and Responsibilities:

For the ATL International Terminal Improvements, John served as Construction Manager, overseeing the CMAR for this \$1.2B project. This complex consists of a new 16-gate international terminal with 12 aircraft in the maximum wide-body configuration to the east side of the current airport complex. The new terminal (Concourse F) will have approximately 1 million SF of new area and will include international passenger support facilities, passenger hold rooms, US Bureau of Customs and Border Protection (CBP) facility expansion, ticketing/check-in facilities for all international departing flights, passenger security screening, concessions, baggage handling/screening facilities, a two level curb front, airline facilities, passenger loading bridges, a passenger/baggage connector to the international concourse (Concourse E), an extension of the existing automated people mover (APM) system, and the addition/relocation of APM support facilities. The addition of Concourse F, with its eight Group 5 and four Group 4 aircraft compatible gates, will increase the total number of international gates at ATL to 38. When completed, there will be two fully functional CBP facilities at ATL: the existing facility at Concourse E and the new facility at the MHJIT. Arriving international passengers who are terminating in Atlanta will be able to exit both facilities directly to curbside at the new Terminal.

The new terminal facility, including the new aircraft apron area, will be built on an embankment constructed of approximately 2 million cubic yards of engineered fill material. The embankment project scope of work will also include retaining walls, extensive underground utility additions/modifications, an aircraft hydrant fueling system, a reinforcement of the Flint River encasement, and a Georgia Power Company electrical tunnel. To support the new terminal, a new parking structure with 1,366 short-term parking spaces will be constructed directly adjacent to it. A pedestrian bridge and an employee access path will connect the parking structure with the terminal, allowing direct access between facilities without any pedestrian interfaces with roadway traffic.

8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: John Cordner, PE

Assignment Experience of Comparable Scope and Complexity

Assignment Name: LAX Bradley West Terminal Expansion

Assignment Location: Los Angeles International Airport

Owner Name: Los Angeles World Airports

Indicate Whether Design / Build, Design / Bid / Build or Construction Management:
Construction Management

Assignment Schedule: Start Date: 1/1/2008 End Date: 12/1/2013

Assignment Completed on Schedule (Y/N): Yes Within Budget (Y/N): Yes

Explanation if answer is "No" to any of the above:

Total Assignment Cost: \$1,900,000,000

Brief Assignment Description:

Senior Construction Manager overseeing the fast track construction of the Tom Bradley International Terminal renovation and expansion. This ambitious project includes 500,000sf of renovation and 1 million sf of expansion space, including a new 16-gate concourse, security checkpoint, inbound baggage handling system, concessions and airline lounges.

Project Assignment / Role: Senior Construction Manager

Name of Firm with which person was associated: AECOM

Duration of time (in %) actively involved on Project: 100%

Duration on the assignment will be defined in terms of project phases:

Within the range of 0% to 100% (with 100% being full time), indicate the percent of time this person was committed for each phase of the assignment:

PHASES:

Schematic Design	<u>100%</u>
Design Development	<u>100%</u>
Construction Documents	<u>100%</u>
Construction Administration	<u>100%</u>

Page 5 of 7

8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: For each person, this page must be completed for each and every project of comparable scope and complexity. This page may be duplicated, as many times as necessary, to describe each project.

APPENDIX E **KEY PERSONNEL RESUMES**

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: John Cordner, PE

Detailed Assignment Participation and Responsibilities:

For the LAX Bradley West Terminal Expansion, John served as Senior Construction Manager, overseeing the fast-track construction-manager-at-risk (CMAR). This 1-million SF expansion and 500,000 SF renovation consists new 16-gate concourses that accommodates eight ADG-VI aircraft in addition to other wide-body aircraft, new security checkpoint, new inbound baggage system, expanded Customs and Border Patrol facilities, triple passenger boarding bridge configurations for ADG-VI aircraft, conveyances, CUTE and EVIDS, and, a seven story core area with an Integrated Environmental Media System with multi-story LED screens, concessions, airline lounges. The logistical planning modified the original Master Plan concept to allow a phased opening, minimize disruption to continuing operations in the adjacent operating terminal, and provide environmental controls ahead of the services from the Central Utility plant. The fast-track approach allowed a compressed construction schedule to meet the gate demand for the new large aircraft.

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8.2 D. APPENDIX E - JOHN CORDNER, PE (CONTINUED)

NOTE: After completing all of the pages necessary to describe each person's individual project experience, this page should be used only once to expand upon the person's other relevant experience and qualifications.

APPENDIX E KEY PERSONNEL RESUMES

Name of Respondent Submitting RFQ: Jacobs Project Management Co.

Person's Name: John Cordner, PE

Other Experience and Qualities Relevant to Assignment:

John Cordner provides 30 years of design and construction management to this program. As project manager and construction manager, he has managed extremely complex runway and terminal projects at LAX, ATL, YEG, PHL, and SAT. His current assignment is Senior Project Manager on the \$1.5 billion expansion and renovation of the Tom Bradley International Terminal. The project known as Bradley West is an iconic element of the \$6 billion LAX Development Program to accommodate the New Large Aircraft and implement the capital improvements in the 2015 master plan. Prior to this, he managed construction of the \$1.2 billion fifth runway at ATL concurrent with \$390M of other airfield taxiway and runway projects. The end result was an on time and under budget completion of the massive Runway 10-28 program for the overall \$5.4B ATL improvement program. These programs required detailed construction phasing, meticulous site logistics, constant communication and consensus building with all parties (including the program manager), and innovative construction methods. His leadership on terminal projects has also yielded substantial time and cost savings. John has also managed airport terminal and airfield projects at Edmonton, Philadelphia and San Antonio, as well as other architecturally significant building construction projects.

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8.3

Respondent's Experience in Work of Comparable Scope and Complexity (Appendix F)



8.3 RESPONDENT'S EXPERIENCE IN WORK OF COMPARABLE SCOPE AND COMPLEXITY

For purposes of responding to this section, emphasis should be placed on the Respondent's experience providing program management staff augmentation related professional services at a medium or large hub airport since January 1, 2003.

Fully complete and submit Appendix F, entitled Respondent's Experience in Work of Comparable Scope and Complexity. List no more than a total of two assignments of comparable scope and complexity. List only those assignments which have been completed since January 1, 2003 or are underway.

Representative photographs and exhibits supporting the above assignments are permitted as an attachment to this section. (limit twelve pages)

8.3 APPENDIX F

APPENDIX F RESPONDENT'S EXPERIENCE IN WORK OF COMPARABLE SCOPE AND COMPLEXITY

Program Management Consultant

Name of Respondent submitting RFQ Jacobs Project Management Co.

ASSIGNMENT DETAILS	ASSIGNMENT #1	ASSIGNMENT #2
ASSIGNMENT TITLE	Consolidated Rental Agency Complex (ConRAC) Program, Hartsfield-Jackson Atlanta International Airport, Atlanta, GA	North Sea-Tac Airport Renovation Program, Seattle-Tacoma International Airport, Seattle, WA
OWNER NAME	City of Atlanta, Department of Aviation	Port of Seattle
NAME OF OWNER'S REPRESENTATIVE	Jim Drinkard, PE	George England
REFERENCE TITLE	Assistant General Manager, Planning and Development	Capital Program Leader - Landside/NorthSTAR
TELEPHONE NUMBER	Tel: (o): 404.530.5611 / (c): 404.229.9626	Tel: 206.787.4369 e-mail: england.george@portseattle.org
DEFINITIVE DESCRIPTION OF ASSIGNMENT	Jacobs served as Construction Management (Owner's Representative) providing CM services for the ConRAC Program, including delivery of: (1) a four-story Rental Car Center (RCC) including a customer service center station, and associated rental vehicles support facilities; and (2) a 1.5 mile long, dual-lane elevated Automated People Mover (APM) Train System with associated guide-way, trains stations, and maintenance and storage facility (AECOM and PGAL also helped deliver parts of this Program at ATL). In total, the program included construction management services for: (1) the 1.5 mile long APM Train System; (2) a 9,600 SF, 5-story, 85-foot-high enclosed Gateway Train Station; (3) a 19,970 SF, 2-story, 50-foot-high CPTC Train Station; (4) a two-level, 43,000-SF Maintenance and Storage Facility; (5) Mass Site Grading of the 99-acre RCC site; (6) construction of two, cast-in-place, parking decks totaling 2.8M SF of space (8,700 parking spaces); and (7) construction of seven quick turn areas to provide the rental agencies with full-service facilities in a single location. This project is just one example where our team of firms have engaged on ConRAC programs.	The North Sea-Tac Airport Renovation (NorthSTAR) Program is a \$490M airport renovation plan encompassing the entire north end of Seattle-Tacoma International Airport. Created in response to Alaska Air Group's desire for 'curb-to-gate' improvements in passenger service and experience, the program's objectives are to consolidate Alaska Air Group's operation in the North Satellite terminal and not only renovate the satellite facility but provide improvements in passenger processing through the north Main Terminal and concourses C and D; this includes updating wayfinding to get passengers from the terminal to the curb for access to the Consolidated Rental Car Facility busing system. Projects currently in development include renovations to the North Satellite, refurbishment of Baggage Systems and Main Terminal Improvements, and modifications to the Satellite Train System lobbies. We were selected as the NorthSTAR program manager providing project controls, aviation project management expertise, and staff augmentation for the duration of the NorthSTAR Program (expected to end in 2018).
UNIQUE FEATURES OF THE DESIGN OR SPECIAL CONDITIONS	Of most significance is our team's collaboration over six years on the ATL ConRAC and APM Facilities, a \$600M, 8,700-stall Consolidated Rental Car Facility with a connecting 1.5-mile, 3-stop APM "Sky Train" system, designed by PGAL and managed by the two CM LLCs which included Jacobs and AECOM integrated with the Department of Aviation staff. This project, completed in 2009, is very similar, almost identical, to the proposed	Our efforts have resulted in a redefinition of the total Program scope to align with previously unanticipated forecasted capacity demand (resulting in scope increases) to add more than 100,000 SF of additional terminal area and five additional mainline gates. These events were a direct result of our efforts to validate scope and provide appropriate project scope definition (scope gaps). As a result, our team has provided the Port of Seattle with

8.3 APPENDIX F (CONTINUED)

	<p>ConRAC and APM Facilities program proposed at TPA, inclusive of customer experience, operational efficiencies and financial affordability goals. The Jacobs team designated key personnel, Todd McClendon and Jeff Weiner, led the overall development, design, construction and commissioning of this, the largest facility of its kind. Additionally, because the Program was such a major undertaking, it required constant communication and partnership between project stakeholders, as well as a high-level of quality control by the contractors and our team. One of our primary concerns was the interface requirements between the APM guide-way (built by the DBOM contractor) and the RCC (built by the CM@R contractor). We held numerous planning session to discuss turn-over dates for select areas and turn-over conditions to avoid potential claims from either contractor. These planning and coordination meetings helped keep all parties informed and helped ensure successful delivery of the program.</p>	<p>adequate justification to extend the life of the terminal facilities and forego future near term expansion at a higher cost.</p>
ASSIGNMENT BUDGET	\$9,500,000.00	\$8,200,000.00
CONSTRUCTION DURATION	07/2005 - 12/2009	10/2012 - Ongoing
CONSTRUCTION COST	\$477,238,460.00	\$490,000,000.00
ASSIGNMENT COMPLETION DATE (actual or scheduled)	12/2009	6/1/2018
KEY PERSONNEL NAME AND ASSIGNMENT ROLE AND RESPONSIBILITY	(1) Todd McClendon -- Assistant Director (2) Jeffrey Weiner, AIA -- Design Manager (3) John Cordner; PE -- Construction Manager	N/A
CHECK WHICH KEY PERSONNEL LISTED ON APPX. C WERE PART OF THE ABOVE ASSIGNMENT	<input checked="" type="checkbox"/> PROJECT MANAGER Name: <u>Todd McClendon</u> <input type="checkbox"/> PROJECT CONTROLS MANAGER Name: _____ <input checked="" type="checkbox"/> DESIGN QUALITY ASSURANCE MANAGER Name: <u>Jeffrey Weiner, AIA</u> <input checked="" type="checkbox"/> CONSTRUCTION QUALITY ASSURANCE MANAGER Name: <u>John Cordner, PE</u>	<input type="checkbox"/> PROJECT MANAGER Name: _____ <input type="checkbox"/> PROJECT CONTROLS MANAGER Name: _____ <input checked="" type="checkbox"/> DESIGN QUALITY ASSURANCE MANAGER Name: _____ <input checked="" type="checkbox"/> CONSTRUCTION QUALITY ASSURANCE MANAGER Name: _____
FIRM'S ROLE, RESPONSIBILITIES	We served as the Construction Manager (Owner's Representative) for the ConRAC Program, including delivery of: (1) a four-story RCC; and (2) a 1.5 mile long, dual-lane elevated APM Train System. Our responsibilities included: oversight and management of client expectations; complete construction management	We were selected as the NorthSTAR program manager providing project controls, aviation project management expertise, and staff augmentation for the duration of the NorthSTAR Program (expected to end in 2018). We are also providing subject matter expertise in the areas of aviation planning and design management, tenant

	<p>services; project administration; program planning; quality assurance/quality control services; project controls; safety management and coordination services. Please note: AECOM was also engaged as part of the blended CM team effort at ATL, demonstrating successful collaboration in a blended staff augmentation construction management role for delivery of relevant ConRAC (design-build delivery), APM, bridge and roadway airport facility components.</p>	<p>improvements, construction management, and overall program coordination.</p>
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(8.3 ATTACHMENT – PAGE 1 OF 12)

Owner/Client:

City of Atlanta, Department of Aviation

Program Manager:

International Aviation Consultants
(IAC)

Construction Manager (Owner's Representative):

Hartsfield Atlanta Construction Managers, LLC (HACM) – A Joint Venture comprised of: Jacobs Project Management Co. (Lead JV Partner), MHR International, and Smith Real Estate Services

Construction Cost:

\$477,238,460 (delivered 5.8% under assigned budget)

Construction Duration:

07/05/2005 - 12/08/2009

All components of this program were delivered on time. The Grand Opening was held on December 8, 2009.

Key Personnel:

Todd McClendon
Jeffrey Weiner
John Cordner



New airport APM station provides customers with a safe, efficient mode of transportation.

ASSIGNMENT #1: Consolidated Rental Agency Complex (ConRAC) Program, Hartsfield-Jackson Atlanta International Airport, Atlanta, GA

GENERAL DESCRIPTION/SCOPE OF PROJECT:

Hartsfield Atlanta Construction Managers, LLC (HACM) – a Joint Venture with **Jacobs Project Management Co.** as the Lead JV Partner, provided complete Construction Management (Owner's Representative) services for the Hartsfield-Jackson Atlanta International Airport Consolidated Rental Agency Complex (ConRAC) Program, including delivery of a 137,000 SF, four-story Rental Car Center (RCC) associated 2.8M SF parking deck; and a 1.5 mile long, dual-lane elevated Automated People Mover (APM) Train System. The CM effort was executed with a blended staff of Jacobs and AECOM integrated with the Department of Aviation team.

The RCC is a four-story building, with the fourth-story serving as the destination APM Train Customer Service Center Station stop for rental agencies. It is an open, airy area with connecting escalators, elevators, bathrooms, multi-user flight information displays (MUFIDS), ticketing kiosks, and station art. It was built by the CM@R contractor Austin-PRAD (a Joint Venture comprised of Austin Commercial, LP and Prad Group, Inc.). The second and third floors include rental agency customer service space totaling 540 linear feet of counter space for 13 different agencies. The four-story atrium receives natural daylight through a 27,500-SF North-facing glass curtain-wall. A daylight harvesting lighting system provides consistent illumination during daylight, night time and overcast weather.

The RCC is connected at both the North face and the South face to the parking decks via three two-story and two single-story open-air pedestrian bridges, spanning 90 feet each. The fourth level of the RCC is the APM station platform, more commonly referred to as the Customer Service Center (CSC) Station.



ATL Sky Train enhances customer experience and ConRAC connectivity.

(8.3 ATTACHMENT – PAGE 2 OF 12)

OUR APPROACH TO MANAGING CONSTRUCTION:

Our approach to managing construction was to establish an environment where all parties shared in the success of the project. The various members each had distinct responsibilities which had to be blended into a comprehensive team. Our Team's success or failure relied on the efforts of all team members, and this focus was never lost during the four-year construction process. Since the project had several major components, timely communication was essential across all the project components.

"Since the beginning of the Hartsfield Development Program, the construction management team led by Jacobs has served the client extremely efficiently and economically, adjusting to the changing needs of the program. The airport has been able to depend on a large and responsive talent pool that Jacobs is capable of delivering."

*– Stephen Morris, Director,
Central Passenger Terminal
Complex*

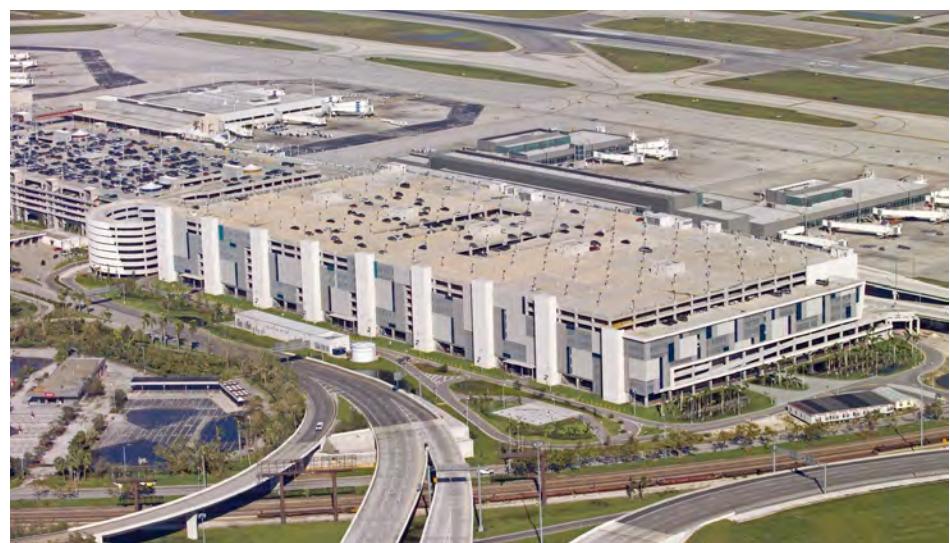
This was facilitated through progress meetings, issue resolution meetings, project site walk-throughs, executive level meetings, and daily conversations between contractors and our Team. We provided comprehensive leadership addressing six primary areas of management to include:

- » General construction management services
- » Project administration
- » Project controls
- » Quality assurance/quality controls
- » Project documentation
- » Safety

DELIVERY METHOD:

The ConRAC Program was delivered using several conventional construction methods. The HACM Joint Venture Team, led by Jacobs, was responsible for providing Agency Construction Management services to the Atlanta Department of Aviation. The ConRAC Program was comprised of two major components: (1) mass grading, construction of the RCCsite, customer service center station, and rental vehicles support facilities; and (2) construction of the APM with associated guide-way, train stations, maintenance and storage facility.

- » The RCC was constructed using the Construction Manager at Risk (CM@R) delivery method.



RCC provides a convenient, centralized car rental location that helps minimize traffic congestion.

(8.3 ATTACHMENT – PAGE 3 OF 12)

RELEVANCE TO TPA:

- Construction Management (Owner's Representative) services provided at the nation's busiest commercial airport.
- Successful delivery of both a Consolidated Rental Car Facility (ConRAC) and Automated People Mover (APM)
- Three of our four key personnel provided professional services for this program.
- Jacobs' national airport experts on-call to assist TPA



New APM integrated into Gateway Train Station to provide ease of travel for visitors.

- » The APM was a Design-Build-Operate & Maintain (DBOM) contract. Midway through the project, a change order was issued on the DBOM contract which included the construction of two additional train stations. The stations change order was a traditional design/bid/build delivery method that was constructed within the duration of the base contract. Under the terms of the contract, the sub-contractor, Mitsubishi and Sumitomo, would operate and maintain the APM system facility for the first five years after final acceptance.

As a part of the ConRAC Program, our Team was also responsible for providing CM oversight as the Owner's Representative for the projects detailed below:

APM Train System: The DBOM contractor constructed the APM Train System which services three stations: (1) The Customer Service Center Station; (2) The Gateway Station; and (3) The Central Passenger Terminal Complex (CPTC) Station. The APM Train Systems is a 1.5 mile long, dual-lane elevated guideway that operates on a pinched-loop system. The initial capacity of the APM was 2,700 persons/per hour/per day; the ultimate capacity is 5,100 persons/per hour/per day. There are 2.5 minutes of headway per station, totalling 10 minutes, round trip.

Gateway Station: Also constructed by the DBOM contractor, the Gateway Station is a 9,600 SF, five-story, 85-foot-high enclosed train station that serves the Georgia International Convention Center and is the intermediate stop between the CSC (Customer Service Center) station and CPTC Station. The building is supported independently from the guide-way by concrete columns with conditioned public areas, enclosed by metal panels with a sloping membrane roof. The platform level consists of glass for natural lighting with curved ceiling and terrazzo flooring.

Central Passenger Terminal Complex (CPTC) Station: Also constructed by the DBOM contractor the CPTC Station is a 19,970 SF, two-story, 50-foot-high train station that serves the Central Passenger Terminal Complex and Ground Transportation Center. The building is supported independently from the guide-way by concrete columns with conditioned public areas, enclosed by metal panels with a membrane roof. The platform is enclosed and served by stainless steel and glass platform station doors, architectural terrazzo, along with vertical conveyances and granite stairs.

(8.3 ATTACHMENT – PAGE 4 OF 12)

VALUE ADDED:

- Three of our four proposed key team members (Todd McClendon, Jeffrey Weiner, and John Cordiner) worked together on this ConRAC program to successfully deliver both the 137,000 SF Rental Car Center (RCC) and the 1.5 mile long Automated People Mover (APM). These team members will utilize their combined knowledge and experience on this program to augment Hillsborough County Aviation Authority's professional team.

Maintenance and Storage Facility: The DBOM contractor also constructed the Maintenance and Storage facility, a two-level, 43,000-SF building that is 83 feet high and located on 1.1 acres. The ground floor includes a loading dock, shipping and receiving area, Power Distribution System (PDS) substation, DC switchboard\UPS\mechanical\electrical space, and elevator rooms. The upper floor consists of the maintenance area, office spaces, and control equipment room. An automatic train wash building is located near the switch and stable yard.

Mass site grading: Site preparation for the 99-acre RCC site began in late October 2005. Site preparation included clearing and grubbing, earthwork, miscellaneous demolition, utilities termination, utility relocation, erosion and sediment control, temporary fencing, storm detention, and retaining walls. Work also included installation of a permanent perimeter fence as well as sanitary and storm sewer trunk lines.

Parking Decks: There are two cast-in-place parking decks which, in total, have more than 8,700 parking spaces and 2.8M SF of space.

Quick Turnaround Areas (QTAs): Seven QTAs were built to provide the rental agencies with full-service facilities all in one location. The seven different QTAs are used by 13 different rental agencies. Altogether, the QTAs provide 4,000 ground-level storage spaces for vehicles, 136 fuel and vacuum areas, 20 carwash bays with water recovery systems and 24 vehicle maintenance and service bays. There are also storage spaces and administrative facilities at each location. The facilities are designed to use 114,000 gallons of water per day. Through the recycling of water only 25,000 gallons of potable water, per day is actually drawn for the supply system, an 82% savings in water usage. These facilities allow for 280,000 gallons of fuel to be stored in underground tanks on-site.

BUILDING AND TRAIN SYSTEMS:

RCC: The RCC building utilizes various management and customer service related systems that include: multi-user flight information displays (MUFIDS), and a building management system that monitors and/or controls HVAC, chiller, escalators and



Updated CPTC enhances passenger service for the growing number of travelers.

(8.3 ATTACHMENT – PAGE 5 OF 12)

smoke detectors. The daylight harvesting system monitors and adjusts light levels based on outdoor ambient light. The security system monitors the status and usage of automated external defibrillators with CCTV verification of unit removal and usage. Twin large smoke control fans provide for removal of smoke throughout the RCC building. Fire sprinkler system provides coverage for almost 100% of the RCC.

APM: The APM Train includes the following systems:

- » Six two-car aluminum alloy car-body Mitsubishi “Crystal Mover” rubber tire APMS with AC induction motors with a design top speed of 43 mph. Able to move 2,700 passengers per hour.
- » Power Distribution System (PDS) to supply conditioned electrical power to the guide-way and support facilities and auxiliaries for trains with substations transforming and rectifying the primary 9.8KV power to 750V DC.
- » Automatic Train Control System (ATC) consists of three second-tier subsystems: Automatic Train Protection (ATP) provides all safety-critical functions, Automatic Train Operation (ATO) provides all automatic-mode train operations, and Automatic Train Status (ATS) monitors system status and overall operation.

Our goal as a Team was to provide the best quality service by adhering to Best Practices within our industry. These practices are incorporated into the Jacobs JVEPSSM (Jacobs Value Enhancing PracticesSM) that were used on this project to facilitate oversight, monitoring, documentation, negotiation, and a successful conclusion.

PARTNERING WITH STAKEHOLDERS:

The Owner was a strong advocate of partnering as a means of fostering communication and cooperation among project stakeholders. Of great concern to our Team were the interface requirements between the APM guide-way being built by the DBOM contractor and the RCC being built by the CM@R contractor. We held numerous planning sessions to discuss turn-over dates for select areas and turn-over conditions to avoid potential claims from either contractor. These planning and coordination meetings helped to keep all parties informed and to ensure a smooth flow. All parties made an attempt to resolve problems at the operational level before elevating for executive resolution.

RCC: Our Team held several meetings with the designer, the CM@R contractor, and the Owner to develop a partnership agreement detailing how we would proceed. In addition, we held weekly issues resolution meetings designed to facilitate resolution of outstanding RFIs, submittals, unforeseen conditions, and design changes to ensure an unencumbered process.

APM: By its very nature, DBOM is a unique process in that the designer is resident under the building contractor and that the Best and Final Offer governs how much the Owner and its representative can affect the process without incurring significant cost. From the start, our Team developed a communications protocol to discuss design, progress, schedule, and interface issues with the CM@R contractor. Based primarily on the communications protocol, many potential claims were avoided.

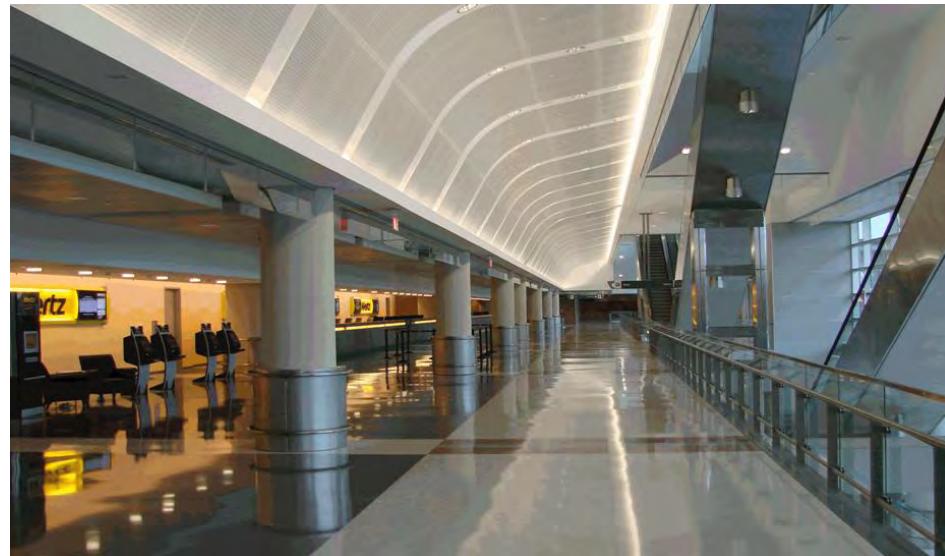
APPROACH TO CONFLICT RESOLUTION:

We worked with our client to develop a hierarchy for conflict resolution that was employed on both the RCC and the APM projects. As with all issues, the project team worked closely with the specific contractor to seek resolution at the field level first. If resolved, the applicable contractual documents (change orders memorandum, etc.) were put in place. If not resolvable at the field/project level, we would seek resolution

(8.3 ATTACHMENT – PAGE 6 OF 12)

SCHEDULE SUCCESSES:

- Construction Notice to Proceed (NTP) on the RCC was issued for clearing and grubbing of the 99-acre Rental Car Center site on July 5, 2005. Working in conjunction with the contractor, we started weekly progress meeting to assess schedule, budget and scope on the site grading project.
- Concurrent with the site work, the CM@R contractor was developing his initial GMP for the RCC which included two off-site stations – Gateway and CPTC. Due to interface concerns, the Gateway and CPTC stations were removed from the CM@R contractor and given to the DBOM contractor. Less scope and an aggressive approach to construction progress and quality helped greatly in achieving substantial completion of the RCC 63 days ahead of schedule.



New RCC Customer Service Center provides efficient, convenient, streamlined service.

through the use of quarterly, or (as needed) executive meetings, where senior contractor personnel, representatives of our Team, and the client would meet to discuss opposing views on an issue and debate the contractual merits of each position. The goal of our process was to avoid filing formal claims by resolving issues at the lowest possible level.

DELIVERING QUALITY SERVICE:

The ConRAC Program was a major undertaking which required a high-level of quality control by the contractors, as well as continued quality assurance from our Team in order to provide a facility that is representative of the General Manager's vision for "exceeding customer expectations" through services and facilities. Our primary goal as a Team was to provide the best quality service by adhering to Best Practices within our industry. These practices are incorporated into the Jacobs JVEPSSM (Jacobs Value Enhancing PracticesSM) that were used on this project to facilitate oversight, monitoring, documentation, negotiation, and a successful conclusion.

COMPLEXITY:

Individually the RCC project components were not overly complicated. However, when combined together, and constructed concurrently with the APM projects, the interdependence of the story and schedule among multiple design teams, various contractors, project delivery methods, and inter-dependent milestone/delivery dates added several layers of complexity.

For example, on the DBOM contract, there were interface requirements between the guide-way and other construction projects. There were state-of-the-art requirements for the central control room for train monitoring and control; turn-over requirements to minimize schedule impacts; unforeseen conditions in excavating, forming, and placing concrete footers for the columns; design requirements for the curved steel beams; traffic coordination requirements to span a major interstate; coordination requirements for "around-airport" operations that could not be affected for construction of the CPTC

(8.3 ATTACHMENT – PAGE 7 OF 12)

COST MANAGEMENT SUCCESSES:

- Excellent cost control on the CM@R project by the contractor and our Team resulted in a savings of \$30M to the Owner despite cost projections which increased from DDs to CDs due to price increases in steel, cement, and fuel. The designer was able to focus on the interface requirements at the RCC station and the guide-way and ultimately come in under budget.

Station and the building of the guide-way over airport roads; as well as several others. All of these requirements were met with close coordination and deliberate planning by the contractor, our Team, and the Owner. All were achieved with minimal disruption and issues.

INNOVATION AND CREATIVITY:

RCC: To track the thousands of RFIs, submittals and other documents associated with each individual component of the RCC project, we required the CM@R contractor and all project team members to use Expedition (Contract Manager). One year into the contract, we transitioned from Expedition to the web-based Contract Manager, which allowed our Team, the designers, Owner, and the contractor to access real time data on the project.

With a common scheduling database, we were able to provide in-depth project schedule analysis. The Primavera project schedule was updated daily, and the contractor provided a weekly update for our review prior to the weekly progress meetings. The ability to closely examine the scheduling logic of the weekly look-ahead, as well as the overall project schedule, enabled our project Team to anticipate potential problems with the CM@R project and other ongoing component projects.

APM: As with the RCC, the move to a web-based project management system (Expedition to Contract Manager) and the use of a common scheduling database made coordination on this project much more efficient. In addition, the DBOM contractor employed several visual aids to demonstrate the flow of the guide-way and train systems using Autocad.

DELIVERING CUSTOMER SERVICE EXCELLENCE:

The General Manager's goal for the ConRAC was to provide airport users with a pleasant experience that reflects the services of a "Best in Class" airport. In addition to providing a central location for all rental car services, the APM system provides an environmentallyfriendly solution to pollution and traffic bottlenecks caused by numerous buses circulating the airport.

To meet this goal, the Owner selected our Team to successfully deliver components that comprised the overall ConRAC Program. Our role was to develop and implement a team approach to delivering ConRAC components on-time and within budget and meet or exceed quality expectations.

The continuous oversight our Team provided across the multiple project components, as well as the activities described below, were keys to success in the delivery of the ConRAC program.

Our high level of customer service was a direct result of:

- » Our inspectors moved from project site to project site as needed to convey critical information to key field individuals as appropriate.
- » Our Management Team always maintained a highlevel overview of project issues and how they interrelated across the projects, and could convey those concerns to the Owner for needed action.

(8.3 ATTACHMENT – PAGE 8 OF 12)

CLAIMS RESULTS:

- There were no claims on the RCC or APM projects. We were able to resolve all potential contract changes quickly, professionally, and proactively through events such as weekly progress meeting, partnering sessions, interface meetings between the CM@R and the DBOM contractor, and Executive meetings.
- » Joint meetings with both project teams were held on site to quickly address coordination issues since both teams were housed in adjacent buildings.
- » We also provided the design team with on-site office space so we could expeditiously process documentation, perform site inspections, attend meetings and coordinate with the Owner and the contractors, as needed.
- » We held regular interface meetings between both contractors to fully address schedule impacts and expectations.
- » We also provided the client with regular briefings and a weekly Resident Engineer report with updates on cost, schedule, budget, construction progress, and concerns which may or may not require his involvement.

(8.3 ATTACHMENT – PAGE 9 OF 12)

Owner/Client:

Port of Seattle

Tenant: Alaska Air Group (AAG)

Program Manager:

Jacobs Project Management Co.

Program Cost:

\$490,000,000

Period of Performance:

10/2012 - Ongoing

(estimated completion date: 2018)

Schedule:

All program elements are currently on schedule



North Satellite Renovation consolidates Alaska Air Group's operations and will enhance the customers experience with modern technology and a lounge atmosphere.

ASSIGNMENT #2: North Sea-Tac (NSTAR) Airport Renovation Program, Seattle-Tacoma International Airport, Seattle, WA

GENERAL DESCRIPTION/SCOPE OF PROJECT

The North Sea-Tac Airport Renovation (NorthSTAR) Program is a \$490M airport renovation program encompassing the entire north end of Seattle-Tacoma International Airport. Created in response to Alaska Air Group's desire for 'curb-to-gate' improvements in passenger service and experience, the program's objectives are to consolidate Alaska Air Group's operation in the North Satellite terminal and not only renovate the satellite facility but provide improvements in passenger processing through the north Main Terminal and Concourses C and D; this includes updating wayfinding to get passengers from the terminal to the curb for access to the Consolidated Rental Car Facility busing system. Projects currently in development include renovations to the North Satellite, refurbishment of Baggage Systems and Main Terminal Improvements, and modifications to the Satellite Train System lobbies.

We (Jacobs) were selected as the NorthSTAR program manager providing project controls, aviation project management expertise, and staff augmentation for the duration of the NorthSTAR Program (expected to end in 2018). Our team is also providing subject matter expertise in the areas of aviation planning and design management, tenant improvements, construction management, and overall program coordination. Prior to providing services for this program, we delivered project controls support to the \$420M Consolidated Rental Car Facility program at SeaTac, which opened in June 2012.

KEY ACCOMPLISHMENTS TO DATE

- » Assisting the Port in developing phasing alternatives that has resulted in baseline schedule improvements of up to nine months from the originally estimated schedule.



Parking helixes help lower traffic congestion and direct terminal access

(8.3 ATTACHMENT – PAGE 10 OF 12)

RELEVANCY TO TPA:

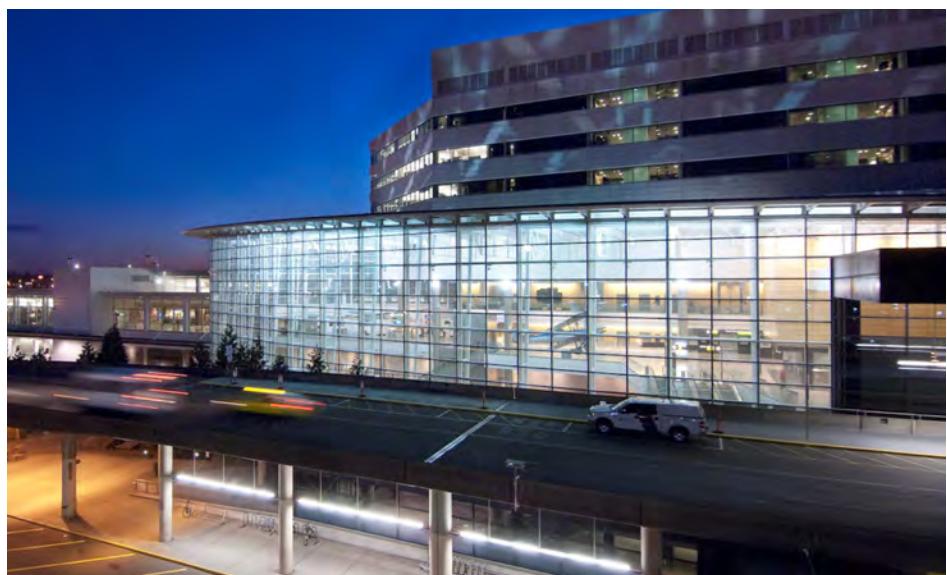
- Program Management Staff Augmentation services for a multi-year renovation program at a large commercial airport
- Scope of services includes: Program Management, Program Controls, and Design Management

- » Providing technical expertise in evaluating impacts of carrier relocations on forecasted level of service within the north terminal areas that have led to consideration for other improvements in baggage handling system configuration, gate house placements, and carrier re-positioning during construction activities.
- » Providing evaluations and recommendations on approaches to sustainability and/or Leadership in Energy and Environmental Design (LEED) to meet the Airports long-term sustainability goals.
- » Facilitating and guiding discussions between Alaska Air Group and the Port of Seattle ICT teams department for various terminal ICT deployments and shared infrastructure.
- » Providing recommendations to the Port on which alternate delivery methods to use for construction (i.e design/build or general contractor/construction manager).

PROJECT SCHEDULING AND COORDINATION SERVICES

We are currently providing conceptual schedule and contractor schedule validation during design and construction stages, as well as maintaining a Program Master schedule to identify interdependencies between projects. Our staff members are also responsible for:

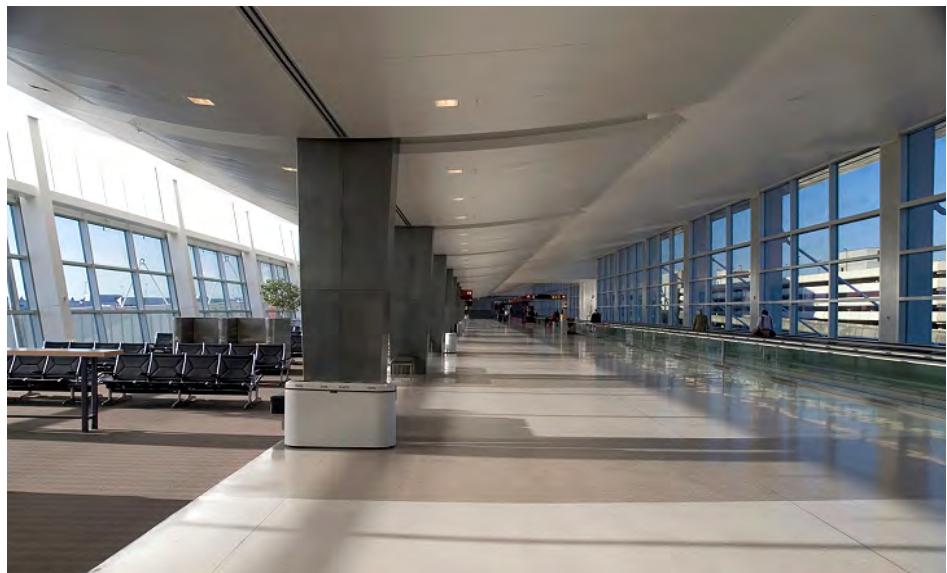
- » Maintaining all project files within the existing document control procedures established by the Port of Seattle;
- » Establishing project and program procedures (including execution plans, communication plans, responsibility matrix, and project controls plans);
- » Providing oversight and management of all Project Controls staff;
- » Coordinating and facilitating resolution of issues between Port of Seattle internal departments, Airlines, Contractors, vendors and Concessions;



The Gina Marie Lindsay Arrivals Hall welcomes cruise ship passengers seasonally and provides expedited access to the terminal.

(8.3 ATTACHMENT – PAGE 11 OF 12)**VALUE ADDED:**

- Our efforts have resulted in a redefinition of the total Program scope to align with previously unanticipated forecasted capacity demand (resulting in scope increases) to add more than 100,000 SF of additional terminal area and five additional mainline gates. These events were a direct result of our efforts to validate scope and provide appropriate project scope definition (scope gaps). As a result, our team has provided the Port of Seattle with adequate justification to extend the life of the terminal facilities and forego future near term expansion at a higher cost.



Spacious interior with natural daylight provides a relaxing customer experience throughout Councourse A.

- » Assisting Senior Management in reporting and interactions with Port Commission;
- » Reviewing and recommending approval of 3rd party consultants; and
- » Compilation and presentation of new project recommendations to the Investment Committee.

OVERSIGHT OF TENANT IMPROVEMENT DESIGN AND CONSTRUCTION ACTIVITIES

The team will be providing oversight to the Port of Seattle and AAG for the tenant improvement efforts in the program. This includes:

- » Reviewing Port Tenant Standards and meeting with and obtaining consensus from AAG and their third party consultant(s) to make sure there are no impacts or conflicts with the Lease or Concession Agreements.
- » Facilitating meetings with each company's third party design and construction teams, reviewing designs, submitting tenant designs to the Airport Building Department for permitting, arranging for and presenting NorthSTAR designs to various Port approving committees.
- » Developing, preparing documents, and distributing for review a separate site access route(s) for all Tenants in the self-performance of completing the entire Tenant improvement process.
- Reviewing Design Bulletins, RFIs, and other construction documents associated with the each project for impacts to tenant spaces.

(8.3 ATTACHMENT – PAGE 12 OF 12)

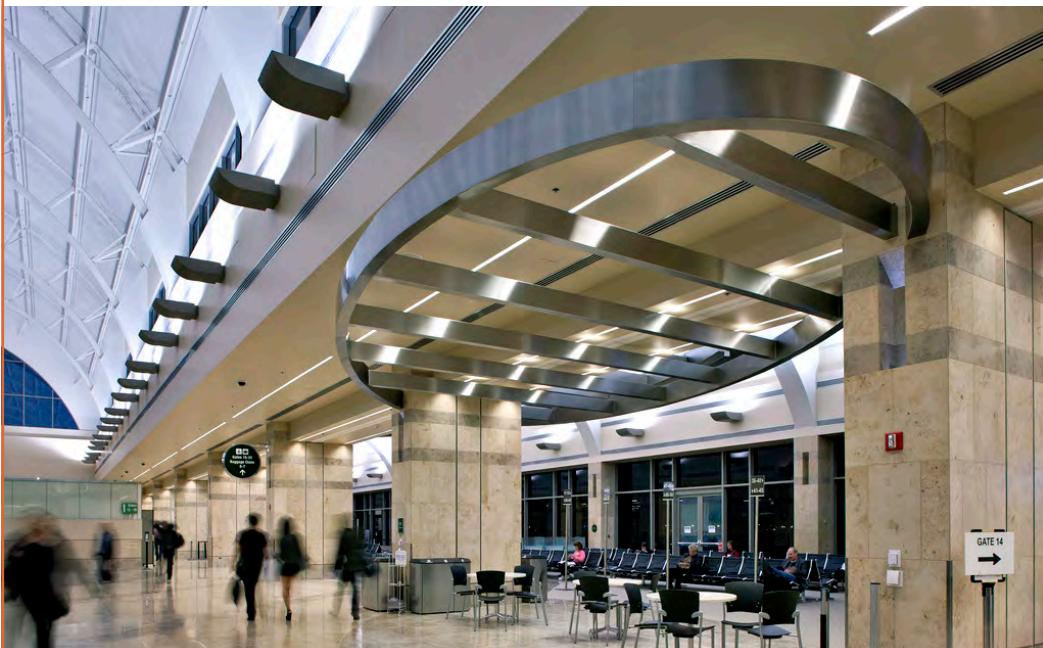


Automated walkways provide efficient travel through Concourse A.

- » Completing all tasks necessary to define, design, and implement all tenant projects on time and within budget. Tasks include:
 - Performing project definitions.
 - Participate in design consultants selection or work with Port Aviation departments to solicit design build, vendor or services contracts.
 - Distribute all work for review and comment by numerous Port departments.
 - Monitor, review and report on schedule and budget progress.
 - Work directly with the Port and Consultant PM's and CM team and Contractors to conduct turnover and activation with AAG, concessionaires, the departments responsible for operating and maintaining the particular projects/systems, and other stakeholders.
- » Preparing punch lists in each tenant area (utilities, walls, finishes, systems).
- » Channeling all construction communication to the field through the Port Construction Inspector.

8.4

Location (Appendix G)



8.4 LOCATION

Fully complete and submit Appendix G, entitled Location, for the key personnel listed in Appendix C. Include addresses of current daily working office, proposed daily working office during design, and proposed daily working office during construction.

8.4 APPENDIX G

APPENDIX G

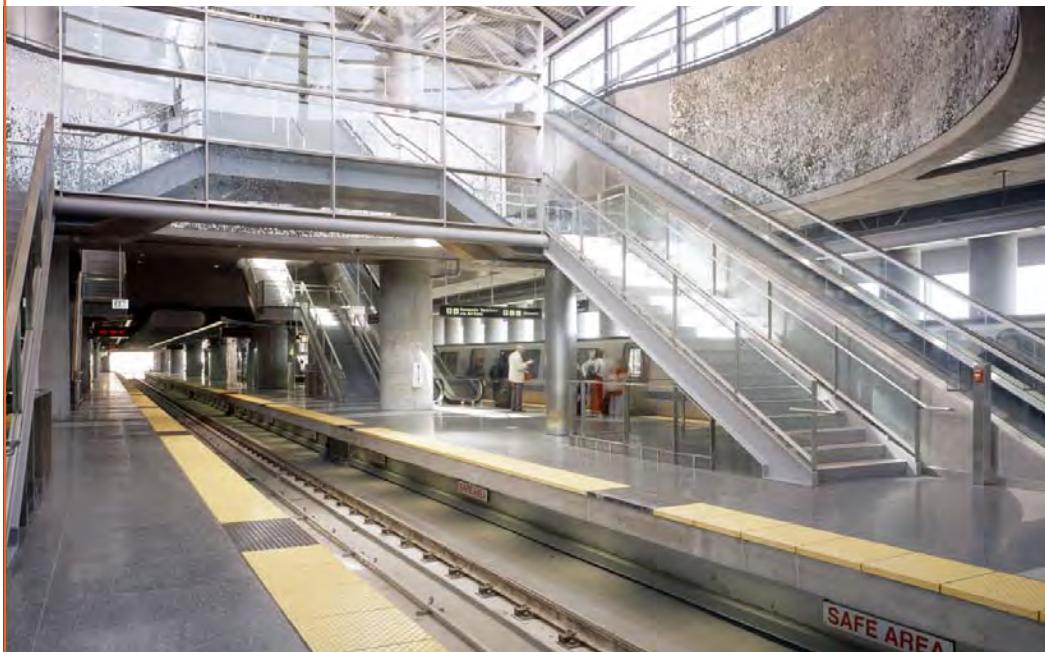
LOCATION

Name of Respondent submitting RFQ Jacobs Project Management Co.

KEY PERSONNEL	PROJECT MANAGER Name: Todd McClendon	PROJECT CONTROLS MANAGER Name: Peter Elgoenary	DESIGN QUALITY ASSURANCE MANAGER Name: Jeffrey Weiner, AIA
ADDRESS OF CURRENT DAILY WORKING OFFICE	1255 South Loop Road College Park, GA 30337	501 Westlake Park Blvd. Houston, TX 77079	1425 Ellsworth Industrial Blvd., Suite 15 Atlanta, GA 30318
ADDRESS OF DAILY WORKING OFFICE DURING DESIGN	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607	TPA at 4160 George J. Bean Parkway Tampa, FL 33607
ADDRESS OF DAILY WORKING OFFICE DURING CONSTRUCTION	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607
KEY PERSONNEL	CONSTRUCTION QUALITY ASSURANCE MANAGER Name: John Cordner, PE		
ADDRESS OF CURRENT DAILY WORKING OFFICE	555 South Flower Street, Suite 3700 Los Angeles, CA 90071		
ADDRESS OF DAILY WORKING OFFICE DURING DESIGN	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607		
ADDRESS OF DAILY WORKING OFFICE DURING CONSTRUCTION	Authority at Tampa International Airport 4160 George J. Bean Parkway Tampa, FL 33607		

8.5

Cost Control



8.5 COST CONTROL (LIMIT THREE PAGES) – PAGE 1 OF 3

Describe how the Respondent will monitor and control staffing budgets for the projects to which they are assigned.

MANAGING STAFFING BUDGETS

We will monitor and control staffing budgets by applying a rigorous approach to developing staffing budgets that are consistent with detailed scopes-of-work created together with the Authority and that represent the most efficient, economical utilization of appropriate technical resources in a staff augmentation approach. Staffing and technical support needs will be identified by working closely with you to determine the most cost effective approach for bringing the requisite expertise necessary for each project phase.

Develop Scopes-of-Work

Critical to staffing budget control is development of a clearly defined scope. We will meet with the Authority to define a clear understanding of the expectations and parameters of each project the PMC is engaged on. Todd McClendon will have full authority and responsibility for managing the PMC resources and services provided to TPA. He will work together with the Authority to analyze each project from the perspective of what skills and expertise would be needed to effectively augment the capabilities resident at TPA.

Todd functioned in a similar capacity at ATL where project management services were integrated with the Department of Aviation in a highly collaborative and interactive environment directly supporting the airports' management staff. Todd will engage with the Authority along with Jeff Weiner, Design Quality Assurance Manager, and John Corder, Construction Quality Assurance Manager, to analyze each project relative to anticipated services required for design phase activities as well as construction and activation/commissioning phase activities and define the staffing that would be expected for the TPA projects.

Jeff and John worked in similar capacity at the ATL project along with Todd, which involved a considerable number of staff resources from the ATL Department of Aviation as well as consultant support, all of which were coordinated and monitored by Jacobs to maintain strict control over all resource utilization and provide for seamless and efficient utilization of contract labor. Jeff and John each provide more than 30 years of experience in design and construction of airport facilities and infrastructure and have a wealth of knowledge regarding the level of effort involved with program planning & support, project phasing, managing design progress, conducting design reviews including constructability reviews and value engineering, providing appropriate cost estimating at specific milestone deliver-

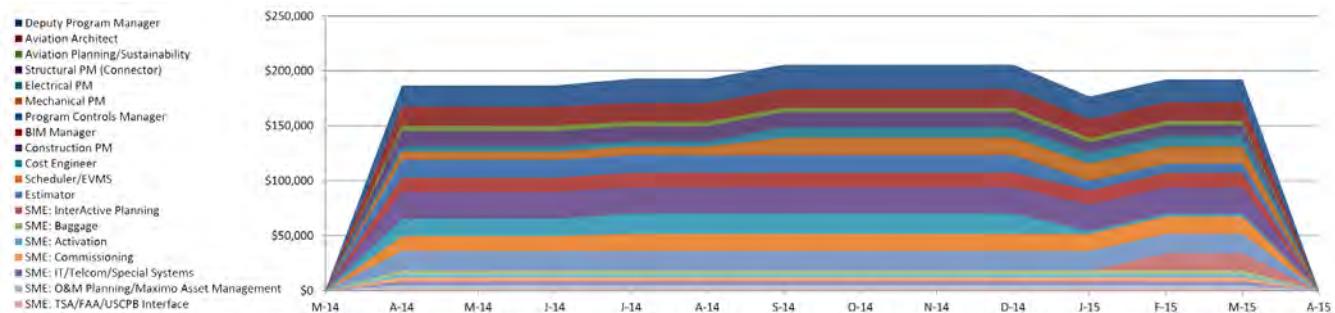
ables and other design phase services, and construction management and contract administration activities. Their experience will provide TPA with confidence and reassurance that scopes are well defined and reflect the level of experience and specialization required to provide comprehensive, yet cost effective, management coverage.

Establish and Manage Staffing Budgets

With clearly defined scope and consensus with the Authority we will collaborate with you to develop a staffing strategy that effectively provides TPA with all resources and technical expertise necessary to execute the project(s). We will be conscious of in-house capabilities and develop a staff augmentation approach that maximizes TPA capabilities and augments the resident staff with expertise necessary to deliver all required tasks and activities. The best practices we have developed through successfully delivering over \$100B worth of airport projects combined with our past experience with the design/build teams selected to-date (e.g. Austin Commercial at ATL, DFW, PHX, and Skanska at IAH, GSP, BOS) will allow us to provide you with insight and strategic staffing recommendations for the composition and quantity of technical and managerial expertise necessary to effectively manage project execution.

Once staffing requirements are determined we will utilize the full depth of aviation expertise available within Jacobs and our principal sub-consultant AECOM to identify the best resources appropriate for integration with the TPA team. Staffing projects will be facilitated by a carefully managed on-boarding process under the responsibility of our Project Manager with support from AECOM and their extensive knowledge and familiarity with TPA. This will provide the Authority with an efficient and cost effective process for augmenting in-house capabilities and maintaining a seamless management effort for oversight and coordination of all airport projects. All PMC resources and services outlined for support by Jacobs will be identified with labor hours and rates according to established discipline classification as approved by the Authority. We will utilize a work breakdown structure to provide for management of all PMC labor similar to how we manage other consultant services. We recognize that under a staff augmentation contract format the PMC costs must be carefully monitored and managed with the same level of integrity and intensity as those of all other contractors and consultants on the project. As such we will work with the Authority to establish a budget structure that provides

8.5 COST CONTROL (CONTINUED) – PAGE 2 OF 3



Graphic 8.5-1: Sample Staffing Schedule

for clear delineation of project services and utilization of technical resources that can be integrated with the current platform preferred by the Authority for consultant contract management.

Monitoring Schedule Progress

Once staffing budgets are developed in accordance with clearly defined scope(s) of service, the management and control of the budgets will be performed by our Key Personnel in conjunction with the Authority management staff. Monitoring and controlling staffing budgets is directly related to the accuracy and validity of the project schedule as it is essential to correlate staffing resources and level of effort to project progress and timing of deliverables (see “Graphic 8.5-1: Sample Staffing Schedule” above). We will also provide comprehensive, realistic project schedules and a consolidated master schedule that will be integrated with the staffing budget to provide the means to carefully monitor and manage our PMC staffing budgets.

management team we have developed highly effective processes for maintaining a consistent staff budget control system that can facilitate regular monitoring and reporting of all PMC labor in a seamless and transparent fashion. We believe this is critical to establishing and maintaining the level of confidence and trust amongst all parties involved with the delivery of the capital projects included with this scope.

Our Project Controls Manager, **Peter Elgohary**, will be responsible for the budget management process and developing reporting protocols that are consistent with the expectations of the Authority and adapted as necessary for the projects included with the PMC scope. Peter provided this service in the exact same capacity for nine years as a senior manager for Continental Airlines/United Airlines, where he was responsible for all project cost and schedule control activities for the \$150M Terminal B South Concourse redevelopment projects at Bush Intercontinental Airport Houston (IAH), and the \$75M Terminal C renovations, where the contractor was Skanska (as highlighted in the Skanska proposal for the TPA Main Terminal & Airport Concession Redevelopment Program). The success of those projects was facilitated in large measure by the collaboration and trust developed between Owner/ User groups and contractor for developing and maintaining accurate and reliable cost and schedule information necessary to make budget decisions in a timely fashion.



As depicted in the “Controlling Staffing Budgets” graphic above the success of effective management and control of consultant budgets is a multi-step process that must be clearly established and carefully monitored throughout the project delivery continuum. We also recognize that providing timely and accurate budget status updates and information is critical to the Authority’s goal for maintaining control of all costs and expenditures at the airport. Because of the considerable experience we’ve had in a staff augmentation role embedded within our client’s own

Delivering Predictable Outcomes

As PMC Jacobs will bring our vast experience from previous airport expansion and renovation projects to the TPA program to deliver predictable outcomes for all programming, concept development, planning, design and construction budgeting – all in a verifiable, transparent system. We have developed industry best practices for managing staff resources and budgets and delivering successful results with similarly complex projects and programs at airports across the country. Our program management teams use processes and best practices

8.5 COST CONTROL (LIMIT THREE PAGES) – PAGE 3 OF 3

known as Jacobs Value Enhancing Practices (JVEPs – best practices) and our ‘Value Plus®’ process for delivering cost effective management services to our clients which have often yielded cost savings or cost avoidance equal to and/or exceeding the cost of our services. Overall, we have 22 such documented practices. What differentiates our process from others is the rigor and discipline applied to identifying and anticipating risks and deploying proven mitigation strategies. When applied to a capital program such as that at TPA our JVEPs have a proven history of delivering owners a predictable outcome to each component of their Program. Using the Value Plus process in FY2013, we provided \$4.2B of documented project savings to our clients which came from 3,890 ideas generated from 1,037 projects worldwide. Specific examples of

our successes in delivering value to other airport clients through proven cost and schedule management techniques are shown in the table below.

With proven experience and understanding of managing our services with the same discipline and control that we apply to all consultants and contractors we will provide the Authority with the confidence and competence to control our PMC staffing budgets and deliver cost effective solutions at TPA to successfully deliver the airport Master Plan while maintaining full airport operations and avoiding impact to the wonderful customer experience that is TPA. ♦

Project	Construction Value	Value to Client (Cost/Schedule)	Cost Management Startegies
Project Definition and Programming:			
DFW Int'l Airport, Capital Investment Program, DFW Airport, TX	\$2.2B	\$3.9M (life cycle cost)	Performed a Total Cost of Ownership Study versus a First Cost Analysis.
Detroit Int'l Airport, Parking Garage, Detroit, MI	\$80M	\$9.5M (11.8% of project)	Recommended phased demolition and construction of new parking garage within footprint of old structure.
Oakland Int'l Airport, Parking Garage and Landside, Roadways, Oakland, CA	\$175M	\$22M (12.6%)3 months	Using a series of workshops to identify the optimum design solution, ultimately a steel structure for the 7,000-car garage which saved three months in delivery time.
Miami Int'l Airport, Intermodal Station, Miami, FL	\$17M	\$85M (49.7% of project)	Jacobs conducted a 6-day project definition and qualitative risk assessment workshop, using architect's, CM's, and owner's confirming cost estimates.
Innovative Project Phasing, Packaging, and Delivery Strategies:			
San Antonio Int'l Airport, Parking Garage, San Antonio, TX	\$50.8M	\$6.2M (12.2% of project)	After garage bid at 30% over design estimate, Jacobs mobilized quickly to redesign and reconfigure on an adjacent site and used the flexibility of the Competitive Sealed Proposal bid to renegotiate with the low bidder.
Hartsfield-Jackson Atlanta Int'l Airport CIP	\$6B	\$300M	Together with AECOM, implemented value engineering and cost reduction processes that eliminated scope creep and provided significant capital and life-cycle cost savings.
Design Management and Value Engineering:			
Detroit Int'l Airport, Pedestrian Bridges, Detroit, MI	N/A	\$5M	During Design Review, recommended reusing two pedestrian bridges, with no loss in quality or safety.
DFW Int'l Airport, Terminal D Hardstand, DFW Airport, TX	\$20M	\$1M (5% of project)	Proposed a thinner pavement section (12" vs. 18") for areas that would not support aircraft.
Oakland Int'l Airport Terminal 2 Expansion, Oakland, CA	\$41.8M	\$7M (16.7% of project)	Given concept design from architect that was already \$11M over budget. Utilized a series of value engineering workshops to realize major savings.
Proactive Project Cost Control:			
St. Louis Int'l Airport, New Runway, St. Louis, MO	Part of \$2.2B Program	\$12M	Implemented cost control procedures and systems to ensure real-time Cost At Completion forecasting throughout project.
St. Louis Int'l Airport, Roadway Tunnel Program, St. Louis, MO	Part of \$2.2B Program	\$10M	Value engineering and cost control procedures.

8.6

Approach to the Assignment



8.6 APPROACH TO THE ASSIGNMENT (LIMIT TEN PAGES) – PAGE 1 OF 10

- A. *Describe in detail the Respondent's capacity to provide professional staff with experience in the program management related services.*
- B. *As consideration of the Respondent's recent, current, an projected workloads, the respondent must state the commitment and availability of key personnel to this assignment.*

A. CAPACITY TO PROVIDE PROFESSIONAL STAFF

Introduction

Jacobs together with our principal sub-consultants, AECOM and PGAL, will provide unsurpassed airport experience and capacity to the Hillsborough County Aviation Authority (Authority) in support of your Master Plan expansion. Our three firms, and the specific Key Personnel we are proposing, represent highly regarded aviation industry leaders who have significant credentials and experience in collaborative program management and staff augmentation on similar complex capital improvement programs. Collectively, we bring to this opportunity the capacity of over 1,500 airport professionals with experience in every facet of airport planning, design, construction, activation, and operation and demonstrated performance to deliver outstanding facilities and successful project execution while performing as augmented staff.

JACOBS is consistently ranked as one of the top aviation firms in the country (by Engineering News-Record) and is considered one of the nation's leading providers of comprehensive aviation services. Since 1958, Jacobs has managed, planned, designed, permitted, and constructed more than 1,200 airport related facilities throughout the country.



We have held contracts at more than 80 airports, including 12 recent Airport programs totaling \$15B in construction value. Recent similar airport staff augmentation and construction management support has been provided at 9 of the nations' busiest airports, including:

- » Hartsfield-Jackson Atlanta International (ATL)
- » Los Angeles International (LAX)
- » Dallas/Ft. Worth International (DFW)
- » Phoenix Sky Harbor International (PHX)



For the Phoenix Sky Harbor International Airport (PHX) Capital Improvement Program, we value engineered their new parking structure design, resulting in the City realizing a \$5M cost savings by identifying and recommending cost effective, robust and environmentally sustainable alternatives to traditional materials.

With access to our deep collective of airport expertise and professional resources, together with our local staff of over 400 professionals in our three offices in Tampa and an additional nine offices within the State of Florida, we provide the depth and breadth of experience necessary to support all staff augmentation needs at TPA in a most efficient, cost effective manner.

AECOM has been a leader in the aviation industry for over 60 years and has been the #1 ranked firm in the business for the past six years (Engineering News-Record). Based in Tampa, the AECOM aviation practice has over 1,000 aviation professionals engaged on airport

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 2 OF 10

projects across the country and the world. They are a leading global provider of technical and support services to airport owners, investors and aviation clients, with over \$75B in completed airport projects and 25M sf of built terminals. Recent similar aviation program management contracts include:

- » San Diego International (SAN)
- » Chicago O'Hare (ORD)
- » Washington Reagan National & Dulles (DCA & IAD)
- » Ft. Lauderdale-Hollywood International (FLL)
- » George Bush Houston (IAH)

In addition to these noteworthy projects AECOM was also the designer of record for the award winning ConRAC facility at FLL, a 4.4M SF, \$210M facility which was managed by our proposed Project Manager Todd McClendon on behalf of the airport.

PGAL is a recognized leader in the aviation industry, with a portfolio of project services encompassing over \$5B worth of design and management of airport improvement projects across the country. Of particular note is their dominant position in the industry with respect to ConRAC facilities, where they have programmed, planned, designed and managed construction of more ConRACs than any firm in the world. Their familiarity with all of the national rental car agencies from this vast experience and the trust that has been developed by and with the RAC industry will be of tremendous value to the Authority for the design and construction of the TPA ConRAC facility. Recent similar aviation projects include:

- » ATL ConRAC and APM system (managed by Jacobs & AECOM)
- » Philadelphia International (PHL) New International Terminal (managed by AECOM)
- » Reagan Washington National (DCA) new terminal, parking structures, bridges, and Metro station (managed by AECOM)
- » George Bush Intercontinental(IAH) Terminal B replacement concourse & Terminal E Concessions Program (designed with Jacobs)



ATL ConRAC APM Station

Much of the combined airport experience of Jacobs, AECOM, and PGAL has been gained through similar program management staff augmentation contracts, which demands greater capabilities for integrating technical competence with interpersonal skills and emphasis on collaboration and teamwork. Recent

collaboration between our firms at the nation's two largest airports (ATL and ORD) demonstrates the capacity and capability for successful project delivery that we can provide together.

At ATL, Jacobs, AECOM and PGAL were integrated with the Department of Aviation to manage the design and construction of the largest ConRAC and APM system in the country (built by Austin). In Chicago, Jacobs worked together with AECOM on the design and construction of Runway 10C-28C and associated Taxiways.

We assembled this team in order to combine the best, most respected professionals in the aviation business together with a deep bench of resources and expertise in the full spectrum of airport facility planning, design, construction and operations. Our team's portfolio includes extensive program and project experience in all components of airport facilities included with the TPA Master Plan.

Specific to ConRACs and APMs, in addition to PGAL's extensive portfolio, AECOM has delivered ConRACs at SAN, ORD, ATL, FLL, RSW, and YEG, and APMs at ORD, IAD, ATL, and SMF. Similarly, Jacobs has extensive experience in the delivery of the full range of airport facilities and infrastructure included with this scope as demonstrated in Table 8.6-1 on the next page.

From commercial hub airports (ATL) to small commercial/general aviation (Jacksonville Herlong Recreational Airport) we focus on relationship building with each client airports' staff and establishing credibility with the stakeholders we serve.

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 3 OF 10

Table 8.6-1: Sample of Relevant Jacobs Airport Experience

	ATL CIP	Dfw CIP	Phx CIP	SAT Terminal	Dfw CIP	Stl Expansion	Iah Terminal	Den Terminal	Oak Terminal	San CIP	Sna Terminal
ConRAC	■				■						
APM	■				■						
Terminal renovations remodeling and upgrades	■	■	■	■	■	■	■	■	■	■	■
Parking garage construction improvements	■	■	■	■	■		■		■		■
Airport Facility construction improvements	■	■	■	■	■	■	■	■	■	■	■
Airport Infrastructure construction improvement (including upgrade sanitary & industrial waste lines)	■	■	■	■	■		■	■			■
Airport roadway improvements/ rehabilitation (including signage)	■	■		■	■	■		■			
Bridge/Tunnel structural design/ rehabilitation											
Parking lot construction/ improvements	■	■	■	■	■			■			■
International commerce area infrastructure		■		■	■		■				■
International cargo area infrastructure		■	■	■	■						
De-icing facilities construction/ improvements	■	■				■		■			
Airside pavement design/rehabilitation	■	■	■		■			■	■		■
Airfield Electrical/Signage											
Security improvements	■	■		■	■		■		■	■	■
Facility modernization/rehabilitation (including HVAC)	■	■	■	■	■	■	■	■	■	■	■
Facility expansions renovations	■	■		■	■	■	■	■	■	■	■
Land acquisition and infrastructure	■	■	■								
Land use/management	■	■	■						■		
Airport development projects	■	■	■	■	■		■	■	■	■	■

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 4 OF 10

The focus with such contracts is delivering high performance services and applied technical expertise based on your goals, objectives, and priorities while building trust with airport staff and the respective D/B teams in a collaborative, cohesive environment. This allows for improved customer service through a specific understanding of your needs. The success of our approach is validated by the long-term client relationships we have with multiple clients at airports across the country (please see Table 8.6-2 below).

Table 8.6-2	Years	Airside	Landside
JACOBS AIRPORT CUSTOMER HISTORY			
Jacksonville Aviation Authority (4 airports)*	2	↗	↗
Massachusetts PA (3 airports)*	30	↗	↗
Barnstable Municipal, MA	40	↗	↗
Monroe County (2 airports) *	2	↗	↗
Hartsfield-Jackson Atlanta International	14	↗	↗
Pinellas County – St. Pete/Clearwater International Airport	2	↗	↗
Port Authority of NY & NJ (5 airports)*	17	↗	↗
Nantucket Memorial, MA	22	↗	↗
Bangor International, ME	13	↗	↗
Manchester International, NH	8	↗	↗
Provincetown Municipal, MA	15	↗	↗
Beverly Municipal, MA	15	↗	↗
Burlington International, VT	12	↗	↗
Fulton County Airport, NY	11	↗	↗
Killeen Ft. Hood Regional Airport, TX	19	↗	↗
Yampa Valley Regional Airport, CO	8	↗	↗
Gunnison-Crested Butte Regional, CO	9	↗	↗
City of Chicago Department of Aviation (2 airports)*	5	↗	↗
Martha's Vineyard Municipal Airport	4	↗	↗

*Airport Operators/Authorities that include both commercial and general aviation facilities.

Key Personnel

Our Key Personnel and support team will provide the Authority with the best individual talent combined with a high degree of project execution experience in a staff augmentation role to complement and enhance your in-house capabilities. Each of our Key Personnel has a distinguished reputation for delivering world-class aviation facilities with very similar elements to the TPA Master Plan.

The primary strategy for identifying and choosing our proposed ‘Key Personnel’ was to remove typical partisan corporate interests in order to identify the best candidate for integration within the existing Airport’s team to deliver a world-class program at TPA. We brought together individuals from three firms that are each highly regarded in the aviation industry, with national prominence and a reputation for delivering renowned airport facilities nationally and internationally. Each has the technical expertise and competence combined with excellent interpersonal skills to successfully integrate with the Authority to achieve maximum synergy and capability. A synopsis of our Key Personnel is provided below:



Name/Role: Todd McClendon – Project Manager
Why Todd? Provides unsurpassed knowledge of aviation industry. Career highlights include similar role on highly comparable facilities (including ConRAC and APM) at ATL and FLL and over 30 years managing complex aviation projects as representative of the owner. Technical expertise matched by interpersonal skills to provide for maximum collaboration.



Name/Role: Peter Elgohary – Project Controls Manager
Why Peter? 19 years of experience including airport and airline Owner Representative positions will provide TPA broad-spectrum of project controls expertise in budget/cost, schedule, and contract management.



Name/Role: Jeffrey Weiner, AIA – Design Quality Assurance Manager
Why Jeffrey? 30 years of experience focused on the design and management of aviation projects, including ConRAC's, terminals, air-side and landside facilities. Knowledge and expertise of airport design results in efficient, optimal design solutions.



Name/Role: John Cordner, PE – Construction Quality Assurance Manager
Responsibilities: 34 years of experience coordinating airport operations with complex construction activities and knowledge of design/build approach provides TPA with maximum return-on-investment and helps ensure the safe delivery of projects.

In addition to their individual career accomplishments and achievements, our Key Personnel have also had considerable experience working together on previous assignments (ATL, FLL, and IAH) as well as with many of the entities under contract at TPA involved with the Master Plan implementation, including the following: Austin Commercial; Demattei Wong; Gresham Smith; Walter P. Moore; Skanska; HOK; Paslay; and Jacobson-Daniels.

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 5 OF 10

Such understanding and familiarity with the operating approach and capabilities of these entities will provide for seamless integration with the Authority and your consultants and contractors. We'll be best positioned to capitalize on our knowledge of each of these consultants and contractors to apply lessons learned and develop optimal solutions to the design and construction challenges in a proactive, efficient manner. Our previous working experience with your consultants will also afford them with the added confidence and assurance of the capabilities and motives associated with the Authority's management team and thus maximize your investment in the overall effectiveness of the entire team.

Supporting Resources

In addition to the Key Personnel identified above, our team provides tremendous capacity and proficiencies for supporting the Authority in any and all necessary functions and technical expertise required to support the projects anticipated at TPA. We recognize that your project needs will fluctuate over the course of the program – you do not want to wait for PMC support nor do you want unnecessary or underutilized consultants billing their time. Our tremendous capacity and approach for augmenting your staff will ensure that the required resources with the requisite expertise and knowledge together with a collaborative behavior will be available in the most effective, economical manner possible.

Together with our principal sub-consultants AECOM and PGAL, we have over 1,500 aviation professionals with experience in airport planning, design, and construction that represent a tremendous resource pool available to the Authority as needed. We bring experience with current, leading-edge, innovative expertise encompassing the full spectrum of services included with this scope (PMC RFP Sec 3.1) as illustrated in Table 8.6-3 on the next page.

Of particular note is the vast experience we bring to the Authority to provide the risk management skills outlined in Section 3.1.5. Managing multiple projects in an operating airport environment brings challenges and complications that must be addressed in a pro-active, dynamic manner. Maintaining operations in a safe and efficient manner is of paramount importance to the success of this program. Our process for mitigating risk is fundamental to our project management philosophy and capitalizes on the lessons learned and best practices that we have developed from the many other airport projects we support.

Jacobs and AECOM together presently have development programs occurring at over 25 major North American airports where we are engaged in delivering program management services for airport improvement. Weekly, we bring our program managers together through a conference call where we discuss project issues, advances, trends and needs; lessons learned; construction issues; and staffing conditions for those programs. This call is referred to as our Program Management Forum (PMF). It is a means of connecting our program managers and thus our clients and their programs to share experiences that will benefit those programs. This proactive approach to sharing lessons learned and dealing with risks on projects and programs affords our clients the breadth and collective experiences of Jacobs and AECOM and brings cost benefits in solving project issues. The PMF also affords our clients a means of quickly benchmarking their programs and approach with their airport peers. This PMF is a no cost, value-added benefit that will significantly enhance the confidence and trust in successful project delivery at TPA.

Included with our proposed Key Personnel are the following highly regarded aviation professionals as part of our support staff and technical subject-matter-experts:

- » **David Grauvogl, PE** – 30+ years' experience with multi-project aviation capital programs, with expertise in construction and program management, field engineering/inspection, scheduling, claims and change order negotiations. His aviation portfolio includes significant roles at the following airports: ATL, SAN, GSP, MKE, and KIN. Mr. Grauvogl can assist during pre-construction efforts, assistance with design/build contract matters, and provide insight into construction claims.
- » **Denise Burleson** – 30+ years of experience in transportation engineering and project management of large, public capital improvement programs. She is highly experienced in working with APM projects, and has provided support for major APM projects such as the ATL ConRAC APM. Ms. Burleson will provide APM and railway expertise to the program, including preliminary design verification analyses, value engineering support, procurement specification preparation, bid evaluation, review of the design/builders schedule, field verifications, and commissioning.

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 6 OF 10

Table 8.6-3: Similar PMC services delivered at other airports throughout the United States.

	ATL C/P	DTW C/P	PHX C/P	SAT Terminal	DFW C/P	STL Expansion	IAH Terminal	DEN Terminal	OAK Terminal	SAN C/P	SNA Terminal
Construction Value (\$)	\$6B	\$2.2B	\$600M	\$440M	\$2.7B	\$100M	\$200M	\$307M	\$220M	\$500M	\$250M
Year Complete (Professional Services)	Ongoing	2003	Ongoing	2009	2006	Ongoing	2004	Ongoing	2005	Ongoing	Ongoing
Master Strategic planning			■	■	■		■		■	■	
Land planning						■			■		
Asset management planning	■				■	■		■	■	■	
Feasibility studies		■	■	■	■	■	■	■	■	■	■
Environmental analysis		■			■						
Hazardous materials abatement		■					■				■
Programming		■	■	■	■	■	■	■	■	■	
Topographic surveys	■	■	■		■	■	■	■	■	■	■
Geotechnical					■		■		■	■	■
Conceptual design			■		■	■	■	■	■	■	
Sitework and site utility design	■	■	■		■	■	■	■	■	■	■
Design of new facilities		■	■	■	■	■	■	■	■	■	■
Traffic management and design		■	■			■			■		■
Airside Design	■	■			■	■	■			■	
Roads/Bridges Structural Design	■	■			■						
Preparation of contract drawings	■			■	■	■	■	■	■	■	■
Technical specifications	■		■	■	■	■	■	■	■	■	■
Design analyses		■	■	■	■	■	■	■	■	■	■
Cost estimating	■	■	■	■	■	■	■	■	■	■	■
Microstation or AutoCAD format		■	■	■	■	■	■	■	■	■	■
LEED Green Building sustainable design					■		■	■	■	■	■
Building Information Modeling (BIM)								■	■	■	■
Construction management/inspection services	■	■	■	■	■	■					■
Program management services		■	■	■	■	■					
Operation and maintenance	■	■			■					■	
Glycol removal and storage		■			■						
Commissioning/start-up/fit-up design support	■	■			■	■				■	
Value Engineering studies		■	■	■	■	■		■	■	■	
M/WBE Inclusion Strategies		■	■	■	■	■	■	■	■	■	■
Computer modeling		■	■	■	■				■	■	■
Site investigation			■	■	■	■	■	■	■	■	■

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 7 OF 10

- » **James Green, PE** – 30 years of airport landside planning, design, and program management for airport development projects; including terminals, curb fronts, roadways, automated people movers, consolidated rental facilities, rail access facilities, and intermodal transportation centers. He is a recognized expert in the development and worldwide application of landside simulation tools, with detailed animations of pedestrian flows, ground access vehicles, and fixed guide way transit systems that have been applied at 40 airports worldwide. Mr. Green can provide insight into any simulation and models used during the programming phase of the APM, ConRAC, and pedestrian bridge. He is also available to provide assistance during value engineering efforts.
 - » **Crispus Hedgeman, PE** – 20 years of construction management experience on noteworthy projects such as the ATL Capital Improvement Expansion program (including the ConRAC and APM projects), and the BWI Capital Improvement program including participation on the following projects: Terminal A/B expansion, the new International Terminal, and the new ConRAC. He is well versed in delivery projects under alternate delivery methods such as design/build and construction management-at-risk (CMAR). Mr. Hedgeman will be available to provide expertise regarding design/build processes, constructability reviews, and construction phasing, and general construction management support.
 - » **Steve Peters, PE** – 35 yrs experience with focus on planning, programming, design, and construction at airports across the country. Design management experience – he has been owner-investor and program manager of large projects at JFK International Airport, Houston Intercontinental Airport, LAX, ATL, and other U.S. airports. He was past chair of the International Committee for the Airport Consultants Council. Mr. Peters can provide assistance to programmatic efforts, including development of project phasing and activation plans, design reviews, or value engineering efforts.
 - » **Jennifer Raimo** – 15 years of design and construction experience within the aviation industry. She has provided scheduling services to the following large-scale aviation programs: the Terminal Expansion at DFW, multi-project support for the Capital Improvement Program at SAN, the new construction of Concourse J at MIA , and support for the entire airport maintenance and new construction program at MCO. Ms. Raimo can support scheduling efforts and schedule analysis for the program.
 - » **Anne Timmermans, LEED AP BD+C, CMIT** – Over 10 years of experience with aviation capital programs, including ConRACs, maintenance facilities, baggage handling systems, and roadway systems. She was significantly involved with the planning, design, construction and activation of the ConRAC at SEA. She was responsible for general project management, utility coordination, tenant improvements, and was also the driving force behind the sustainability program. The Sea-Tac ConRAC is still currently the largest LEED Silver Certified ConRAC in the nation. Ms. Timmermans can provide support for general ConRAC operational programming, reviews of tenant improvement designs, sustainability and/or LEED support, value engineering efforts, and life cycle cost analyses.
- We will utilize our reach-back capability to access experts in almost every aspect of airport design and operations from Jacobs, AECOM, PGAL and our other team members for this program as appropriate. With this “plug-and-play” flexibility, we offer you a well-qualified pool of airport talent that can be cost-effectively accessed according to your project needs. Our Project Manager Todd McClendon will have direct access to any and all necessary resources from across Jacobs and our subconsultant partners in order to seamlessly augment your in-house capabilities as project needs and demands dictate. Such flexibility and scalability will enhance your project management and control resources, and enable you to maximize your capital investment. ***We are there when you need us – not when you don’t!***

W/MBE Utilization

As one of the largest firms in the Tampa area, Jacobs has consistently recognized and fulfilled our social responsibility to the local business community by developing and utilizing minority and women owned enterprises (W/MBE) to support major commerce objectives. Jacobs' corporate philosophy includes not just partnership with these firms, but also empowerment, continual development and assistance of the W/MBE staff, and opportunities to facilitate steady growth throughout the relationship. We seek out W/MBE partners to develop long-term business relationships and to provide opportunity, guidance, mentorship, and training to enhance their company growth goals and objectives. As a result, we take an active role in promoting and

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 8 OF 10

engaging W/MBE participation on contracts for a range of clients and programs. We understand the considerable value and benefit that is derived from having a thriving business community with a range of firms engaged in delivering professional services.

Our approach to achieving these accomplishments starts with both the investment of significant time and effort to understand the availability, needs and capabilities of each W/MBE firm, and researching how they will best fit into the program requirements to achieve the highest level of participation. We will work with the Authority to identify the most efficient, cost effective strategy for engaging our W/MBE sub-consultants with well-defined scopes-of-work and opportunities for contributions in meaningful ways.

We have consistently provided great opportunities for the local W/MBE community in delivering professional services, and have routinely met and exceeded W/MBE goals for program management services. Examples of our experience providing opportunities to W/MBE firms and exceeding percentage goals include the following:

Project Program	Goal	Actual	Exceeded by
Atlanta Int'l Airport Capital Development Program	40%	42.37%	2.37%
Detroit Int'l Airport Capital Improvement Program	30%	31%	1.00%
St. Louis Int'l Airport Development Program	30%	37%	7.00
Denver Int'l Airport Concourse C East Expansion	20%	27%	7.00%
DFW Int'l Airport Design Management Terminal A &C Re-gating	35%	45.12%	10.12%
Chicago Department of Aviation On-Call Task Order Contract	30%	43%	13.00%
New Orleans Airport Taxiway G		31.22%	5.38%

In addition we were cited for our success in generating and managing a highly effective W/MBE utilization effort at LAX where we have been engaged providing similar services for many years:

"I would like to congratulate Jacobs for fantastically proposing 27% MBE/WBE participation and for stepping up to the plate and making a big effort to do that and meet their goals"

– Commissioner Velasco (Quote from Los Angeles World Airports at the BOAC on October 15, 2012)

Our commitment to the W/MBE community extends beyond simply meeting percentage goals. Jacobs has dedicated senior leadership for overseeing and developing creative strategies for maximizing return and investment with the utilization of W/MBE firms.

Commitment to DBE Involvement



VP of Business Diversity, **Gabriele Mack**, is an active member of the Airport Minority Advisory Council (AMAC) Board of Directors where she chairs the Government Affairs Committee. She also serves as the Corporate Advisor to the Board of the Conference of Minority Transportation Officials (COMTO). Gabriele is also a trainer and facilitator for the American Contract Compliance Association, a group dedicated to ensuring equitable employment and contracting practices.

In addition, through our Mentor-Protégé Program, we seek out and engage W/MBE firms who are interested in developing a partnership with Jacobs, where we provide business guidance to assist in strengthening and expanding their capabilities, enhancing their technical expertise, and promoting their competitive growth. In return they provide Jacobs with additional insight into local market dynamics, enhanced understanding of the minority community needs and expectations, and access to the talent pool within the community through on-the-ground networking. Ultimately, our clients are provided with greater capabilities and better services while advancing the economic vitality of the Region.

In the Tampa region Jacobs and AECOM have a long history of providing consulting services to clients utilizing the local W/MBE community. We have developed successful and mutually beneficial relationships with many local W/MBE firms that have enhanced their capabilities while delivering superior value to their/our clients.

Our past working relationship and investment in our W/MBE subcontractor partners for this contract will provide significant dividends to the Authority for supplementing our capabilities to provide PMC services while continuing our long-standing support and endorsement of the growth and development of the high caliber talent available with the local W/MBE community in Tampa. Each of the firms depicted below represent the caliber of such firms that we

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 9 OF 10

typically engage and whom we believe will bring outstanding value and contributions to the Authority for this program:



American Infrastructure Development (AID), Inc., a Tampa based MBE firm provides comprehensive aviation engineering and planning consulting services including runway, taxiway and apron design management, pavement inspections and evaluation, airport master planning, roadway planning and design management and related airport infrastructure design evaluation and review. AID has worked on projects at over 20 airports in Florida and the Caribbean, including TPA and highly successful collaboration with Jacobs at the following airports:

- » JAX (AID services as a subconsultant)
- » EYW (AID serves as a subconsultant)
- » PIE (AID serves as the Prime)
- » LGA (AID served as a subconsultant)

Projects have included a variety of airside and landside projects, airfield perimeter security, airfield infrastructure repair, roadway rehabilitations, and runway safety area improvements. They will provide similar support on this contract relative to taxiway and roadway design reviews and inspections.



AVCON, Inc. is a certified MBE and recognized leader in providing professional consulting services for airport and aviation projects throughout the U.S. With experience at more than 70 airports, including TPA and the work they are performing as sub-consultant to Jacobs at the GSP airport (with Skanska as design/build contractor), AVCON airport professionals have been instrumental in grants administration, planning, design, permitting and construction of all facets of airport facilities. AVCON has built its reputation on delivering innovative and practical engineering solutions to clients based on over 25 years of professional planning, design, and construction administration services, as evidenced by their past accomplishments at TPA:

We have no hesitation in recommending AVCON in areas of complex airfield design & construction and look forward to new opportunities to work with AVCON in the future.

– Jeff Siddle, P.E.
Director of Planning & Development, TPA (May 31, 2011)

AVCON will be engaged to assist with design phase milestone reviews and constructability reviews.



Kisinger Campo & Associates, (KC) is a well-known W/MBE multi-discipline engineering firm based in Tampa with offices throughout the Southeastern United States. Core services include design, inspection, site planning, and asset management consulting in the aviation and transportation market. KC has significant experience working at TPA, including their recent engagement to review the construction of the Taxiway B Bridge. Their past collaboration with Jacobs and our Key Personnel includes the following notable projects:

- » ATL ConRAC program
- » Fort Lauderdale ConRAC
- » FDOT District Seven US 19 reconstruction
- » FDOT SR 46 Lake Jesup Bridge replacement

KC will be a valuable asset to our Team during this assignment including, but not limited to, the development of the Taxiway J Bridge Reconstruction management and inspection.



Tierra Inc. is a certified W/MBE and full service consulting geotechnical, structural, forensics, environmental and construction materials testing engineering firm with offices in Tampa. Tierra has a long and successful history of providing superior and innovative service to its clients, including successful consulting services for the Authority. Tierra provides a complete range of geotechnical engineering services and works to define the construction and long-term performance risks associated with subsurface conditions. These services include planning, field and laboratory programs, design recommendations, quality control, and instrumentation and performance studies. Tierra has provided a wide variety of services in collaboration with Jacobs as well as AECOM including support at airports in many counties and municipalities

8.6 APPROACH TO THE ASSIGNMENT (CONTINUED) – PAGE 10 OF 10

across Florida including: Hillsborough, Pinellas, Hernando, Monroe, Broward, Polk, Manatee, and Citrus County. Tierra will be engaged on this PMC contract for design phase and construction phase support relative to the geotechnical and environmental engineering elements of the projects.

B. COMMITMENT AND AVAILABILITY OF KEY PERSONNEL

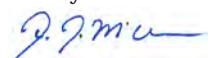
Jacobs and our principal sub-consultants AECOM and PGAL are committed to delivering the highest quality expertise and aviation experience to the Authority for your capital improvement projects. Each of our Key Personnel is fully committed to integrating with the Authority to work collaboratively through design, construction, and activation of all projects assigned under this PMC agreement.

We have reviewed the schedule for the TPA program and have coordinated with our sub-consultants to confirm the availability of each of the Key Personnel. We recognize the current schedule for Board approval has been identified as April 3, 2014 and thus we commit to having all Key Personnel ready and available for engagement at TPA shortly thereafter in accordance with Authority's priorities and project demands.

Upon receipt of Notice-to-Proceed (NTP) Todd McClendon will work with the Authority to review the goals, objectives, and expectations of the program and determine pre-mobilization requirements and activities to best support the staff augmentation process

Jacobs and AECOM are long-standing corporate citizens of Tampa with significant resources and personnel who live and work in the Tampa Bay Region. Many of our over 450 employees working in 3 separate offices in Tampa are actively engaged in the local business community and social fabric of the Region, with participation in local politics and philanthropic endeavors that contribute to the economic health and development of the Region and the well-being of their communities. Collectively we represent an estimated 1,500 enplanements per year at TPA in business travel delivering services and consulting expertise to clients around the world. This translates to a significant contribution and investment in the local economy and thus our interests in maintaining and enhancing the vibrancy and vitality of the Region and the Airport are both practical and partisan. As such we are dedicated to supporting the Authority and providing the highest quality expertise to augment your capabilities for managing and delivering world-class facilities at TPA. ♦



"I look forward to returning home to Tampa and joining the P&D Department team on this exciting Master Plan implementation. I am committed to sharing and applying the many lessons learned and best practices developed over the course of my many years of operating in a similar staff augmentation role at ATL as well as experience at FLL and elsewhere involving similarly complex projects. I am committed to working together with you to maintain and enhance the outstanding customer experience provided by TPA. – **Todd McClendon**" 



"Having been engaged on similar projects at IAH and other airports around the country as part of the owners' team (Continental/United), I understand and appreciate the critical importance of managing project documentation, schedules, budgets, and contracts for major capital improvement projects. I am excited to be considered for this tremendous opportunity to augment the TPA staff and facilitate a disciplined, structured approach to project controls implementation. – **Peter Elgohary**" 



"I have spent the better part of my career involved in all aspects of Airport, ConRAC, and APM planning, design, and construction activities, and have developed a keen sense of how to work within integrated project processes and teams, building consensus towards optimizing airport operations, excellent customer service, and derived successful outcomes for each and every project. As part of the Jacobs team, I am committed to being in Tampa and supporting the Authority with innovative solutions and contributing to the successful expansion of the Tampa Airport. – **Jeffrey A. Weiner, AIA, Executive Vice President, PGAL**" 



"I am truly excited to be part of the Jacobs' team and bring my 30+ years of experience in managing construction of similar projects, including the successful ConRAC & APM projects at ATL that I worked on with Todd and Jeff, with a commitment to deliver a world-class facility to Tampa. – **John Cordner**" 

8.7

Supplier Registration



8.7 SUPPLIER REGISTRATION

Respondent is required to register with the Authority's on-line Supplier Registration prior to submitting a response to this RFQ. The registration application is located on the Authority's website at www.tampaairport.com under "Airport Business." Once you have registered, print out the verification form and include it as an attachment to your response. For general questions on the application process, contact the Supplier Registration help line at 813-870-8796.

8.7 REGISTRATION WITH THE AUTHORITY

Tampa Airport Business Registration Confirmation
<https://www.tampaairport.com/BusinessSupplierReg/Confirm.aspx>

Supplier Registration	
Home	My Account
Business Directory	Notice of Solicitations
Solicitations Archive	Help
Tampa Airport Business Registration Confirmation	
Legal Business Name :	Jacobs Project Management Co.
DBA Name :	
Registration Updated on :	11/22/2013
Registration Expires on :	11/22/2014
DBE Certified :	No
WMBE Certified :	No
WMBE Certifying Agency :	
ACDBE Certified :	No

8.8

Volume of Work Previously Awarded (Appendix N)



8.8 VOLUME OF WORK PREVIOUSLY AWARDED

The Authority will evaluate the volume of work previously awarded to the Authority to each respondent, with the object being to affect an equitable distribution of work among qualified firms. The volume of work previously awarded will be evaluated for the previously completed five calendar years. In determining the volume of work only the prime firm responding to this solicitation will be evaluated. Acquisitions and name changes of firms will be considered in the evaluation as work previously awarded. Volume of Work will be interpreted to include all work directly awarded to the Respondent by the Authority and subcontracted work awarded by a firm that was directly awarded work by the Authority. The maximum points for this category will be ten and points will be given based on the following:

Points	Volume of Work Previously Awarded
10	\$0 - \$500,000
9	\$500,001 - \$1,000,000
8	\$1,000,001 - \$1,500,000
7	\$1,500,001 - \$2,000,000
6	\$2,000,001 - \$2,500,000
5	\$2,500,001 - \$3,000,000
4	\$3,000,001 - \$3,500,000
3	\$3,500,001 - \$4,000,000
2	\$4,000,001 - \$5,500,000
1	\$5,500,001 - \$6,000,000
0	>\$6,000,000

Each Respondent will submit with their response the total volume of work awarded to Respondent directly by the Authority and subcontracted work awarded to Respondent by a firm awarded work by the Authority. This submittal, Appendix N, Volume of Work, will be included in this tabbed Section 8.8 and shall only be included in the original copy of the response. The Procurement Agent will review the total volume of work submitted by the Respondent and compare it to the total volume of work reflected in the Authority's records. The Procurement Agent will make the final determination of total volume of work if there are discrepancies between the two amounts. The Procurement Agent will score the volume of work previously awarded based on the above chart and add it to the technical evaluation scoring matrix at the conclusion of the technical evaluation committee's evaluation.

8.8 APPENDIX N

Appendix N:

Per the solicitation instructions, please see our completed and signed “Appendix N” included in our “Original” copy of this response.

8.9

Woman and Minority Owned Business
Enterprise (W/MBE) Participation



8.9 WOMAN AND MINORITY OWNED BUSINESS ENTERPRISE (W/MBE) PARTICIPATION

It is the policy of the Authority that W/MBEs as defined herein will have full and fair opportunities to compete and participate in the performance of all non-federally funded projects or in the purchase of goods and services procured by the Authority. It is anticipated that there will be opportunities for W/MBE participation as part of these program management related professional staffing augmentation services. At this time, the specific amount of services required by the Authority is unknown. Therefore, no Letters of Intent will be required at this time. As each scope is developed for a particular work order, the Respondent will be required to submit project specific W/MBE participation information to the Authority as part of their scope along with a completed and signed Letter of Intent for each W/MBE firm proposed on that work order. The cumulative W/MBE participation on all work orders issued must achieve the overall expectancy as listed in Paragraph A below.

- A. A W/MBE expectancy has been established for the Agreement. The Respondent must assure and demonstrate in their response that they will subcontract to certified W/MBEs at least 10% of the total dollar amount earned on the Agreement, or clearly demonstrate in a manner acceptable to the Authority its good faith efforts to obtain W/MBE participation. The selected Respondent's W/MBE commitment will be incorporated into the Agreement and will be enforceable under the terms of the Agreement.
- B. Certification of Eligible W/MBEs: Only W/MBEs certified as a woman-owned or minority-owned business by Hillsborough County, the City of Tampa, State of Florida Department of Management Services Office of Supplier Diversity (OSD) or as a Disadvantaged Business Enterprise certified under the Florida Unified Certification Program (FLUCP) pursuant to 49 CFR Part 26 will count toward the W/MBE expectancy set forth herein.
- C. To demonstrate Respondent's commitment to meet the W/MBE expectancy established, each Respondent must complete and submit with their response Appendix H, entitled Woman and Minority Owned Business Enterprise Assurance and Participation.
- D. Good Faith Efforts: If Respondent fails to meet the W/MBE expectancy set out above, Respondent must clearly demonstrate in its response in a manner acceptable to Authority its good faith efforts to do so. "Good Faith Efforts" are those efforts that could reasonably be expected to result in W/MBE expectancy attainment by a Respondent who aggressively and actively seeks to obtain W/MBE participation. In determining whether or not the Respondent has made such good faith efforts to meet the expectancy, the Authority will consider the factors listed in the W/MBE Policy.
- E. Failure to meet the above W/MBE expectancy or to satisfy any necessary good faith effort requirements will render the response as non-responsive. Non-responsive responses will not be evaluated.

Respondents are encouraged to refer to the Authority's W/MBE Policy which is posted on the Authority's website: www.tampaairport.com; Airport Business/Disadvantaged Business Enterprise (DBE). Links to the various websites that have directories of certified W/MBE firms are also available on the Authority's website.

APPENDIX H

APPENDIX H **WOMAN AND MINORITY OWNED BUSINESS ENTERPRISE ASSURANCE AND** **PARTICIPATION**

Program Management Consultant

Request for Qualifications

Participation by woman-owned or minority-owned businesses certified by Hillsborough County, the City of Tampa, State of Florida Department of Management Services Office of Supplier Diversity (OSD) or as a Disadvantaged Business Enterprise certified under the Florida Unified Certification Program (FLUCP), hereinafter W/MBEs or W/MBE firms, will be required for this solicitation and will be incorporated into the Agreement.

Each Respondent must complete and submit with their response this Appendix H, entitled Woman and Minority Owned Business Enterprise Assurance and Participation and by signing below, assures and demonstrates their commitment to participation by W/MBEs in an amount equal to at least **10%** of the total dollar amount earned on this Agreement, as set forth in the RFQ, or clearly demonstrate in their response their good faith efforts to meet the expectancy.

As each scope is developed for a particular project or work order, the Respondent will be required to submit project specific W/MBE participation information to the Authority as part of their scope along with a completed and signed Letter of Intent for each W/MBE firm proposed on that project. (See sample attached.) No Letters of Intent are required to be submitted at this time.

By: Doug Titzer, CCM
(Name of Respondent)

(Signature)
Title: Vice President - Jacobs Project Management Co.
Date: _____

8.10

Interviews



8.10 INTERVIEWS

The Authority will require each Respondent to participate in an interview with the technical evaluation committee. The interviews will address the Respondent's qualifications, approach to the project, ability to furnish the required services and any other questions arising from the technical evaluation committee meeting(s). The person identified as the Project Manager in the key personnel identified in Appendix C must attend and will be expected to lead the interview for the Respondent. It is the option of the Respondent as to whether the other key personnel attend. Interviews will also include a 20 minute presentation. Copies of presentations, whether hard or electronic, must be furnished to the Authority at the time of the interview. Equipment is available for PowerPoint presentations.

Response to 8.10:

Our Project Manager, Todd McClendon, as well as our other three key personnel identified in Appendix C – Peter Elgohary, Jeffrey Weiner, AIA, and John Cordner, PE – will participate in an interview with the technical evaluation committee.

8.11

Respondent Certification as a Minority Business Enterprise (MBE)



8.11 RESPONDENT CERTIFICATION AS MINORITY BUSINESS ENTERPRISE (MBE)

If the Respondent is a certified minority business enterprise as defined by the Florida Small and Minority Business Act, the Respondent must submit certification documentation. Respondents that are a certified minority business enterprise will receive the maximum score for the MBE category. Respondents that are not certified will receive a score of zero.

Response to 8.11:

Jacobs Project Management Co. is not a certified minority business enterprise as defined by the Florida Small and Minority Business Act.

9.0

Prohibition Against Contracting with Scrutinized Companies (Appendix J)



9.0 PROHIBITION AGAINST CONTRACTING WITH SCRUTINIZED COMPANIES

Pursuant to Florida Statute Section 287.135, as of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/agreement or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Each Respondent and any subcontractor(s) it proposes, for contracts/agreements of \$1 million or more, must submit a fully executed copy of the Scrutinized Company Certification form found at Appendix J, Scrutinized Company Certification.

9.0 APPENDIX J – JACOBS PROJECT MANAGEMENT CO.

Appendix J Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: Jacobs Project Management Co. FID or EIN No.: 35-2321289

Address: 201 N. Franklin Street, Suite 1400 City/State/Zip: Tampa, FL 33602

I, Doug Titzer, CCM

, as a representative of _____

Jacobs Project Management Co.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.



Signature

Vice President

Title

Doug Titzer, CCM

01/08/2014

Printed Name

Date

TPA/ Program Management Consultant

REQUEST FOR QUALIFICATIONS

Appendix J – Page 1 of 1

Appendix J

Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

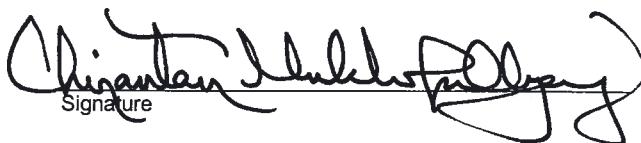
As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: AECOM Technical Services, Inc. FID or EIN No.: 95-2661922

Address: 4010 Boy Scout Blvd, Suite 300 City/State/Zip: Tampa, FL 33607

I, Chirantan Mukhopadhyay, as a representative of AECOM Technical Services, Inc.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.



Signature

Vice President

Title

Chirantan Mukhopadhyay

Printed Name

January 3, 2014

Date

Appendix J Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

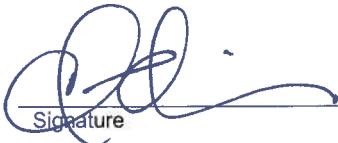
As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: PGAL, Inc. FID or EIN No.: 76-029-1476

Address: 791 Park of Commerce Blvd., Suite 400 City/State/Zip: Boca Raton, FL 33487

I, Jeffrey A. Weiner, AIA, as a representative of PGAL, Inc.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.



Signature

Executive Vice President

Title

Jeffrey A. Weiner, AIA

January 2, 2014

Printed Name

Date

Appendix J Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: American Infrastructure FID or EIN No.: 26-4321571
Development, Inc.

Address: 13000 N. Dale Mabry Highway City/State/Zip: Tampa, Florida 33618

I, Sabina C. Mohammadi, as a representative of American Infrastructure
Development, Inc.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.


Signature

President / CEO

Title

Sabina C. Mohammadi

Printed Name

12/30/13

Date

Appendix J **Scrutinized Company Certification**

Solicitation No. 13-411-021
Program Management Consultant

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As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: Tierra, Inc. FID or EIN No.: 59-3154723

Address: 7351 Temple Terrace Highway City/State/Zip: Tampa/Florida/33637

I, Henri V. Jean, as a representative of Tierra, Inc.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.


Signature

Executive Vice President

Title

Henri V. Jean, P.E., E.V.P.

1/3/2014

Printed Name

Date

Appendix J Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: Kisinger Campo & Associates,
Corp. FID or EIN No.: 59-1677145

Address: 201 North Franklin Street
Suite 400 City/State/Zip: Tampa/Florida/33602

I, Paul G. Foley, as a representative of Kisinger Campo & Associates, Corp. certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.


Signature _____
President _____
Title _____

Printed Name: Paul G. Foley Date: December 30, 2013

Appendix J Scrutinized Company Certification

Solicitation No. 13-411-021
Program Management Consultant

This certification is required pursuant to Florida Statute Section 287.135.

As of July 1, 2012, a company that, at the time of bidding or submitting a proposal/response for a new contract/response or renewal of an existing contract/agreement, is on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created Pursuant to Florida Statute Section 215.473, is ineligible for, and may not bid on, submit a proposal/response for, or enter into or renew a contract/agreement with an agency or local governmental entity for goods or services of \$1 million or more.

Company: AVCON, INC. FID or EIN No.: 59-2890463

Address: 5555 E. Michigan St., Suite 200 City/State/Zip: Orlando, FL 32822

I, Sandeep Singh, P.E., as a representative of AVCON, INC.

certify and affirm that this company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.



Signature

President

Title

Sandeep Singh, P.E.

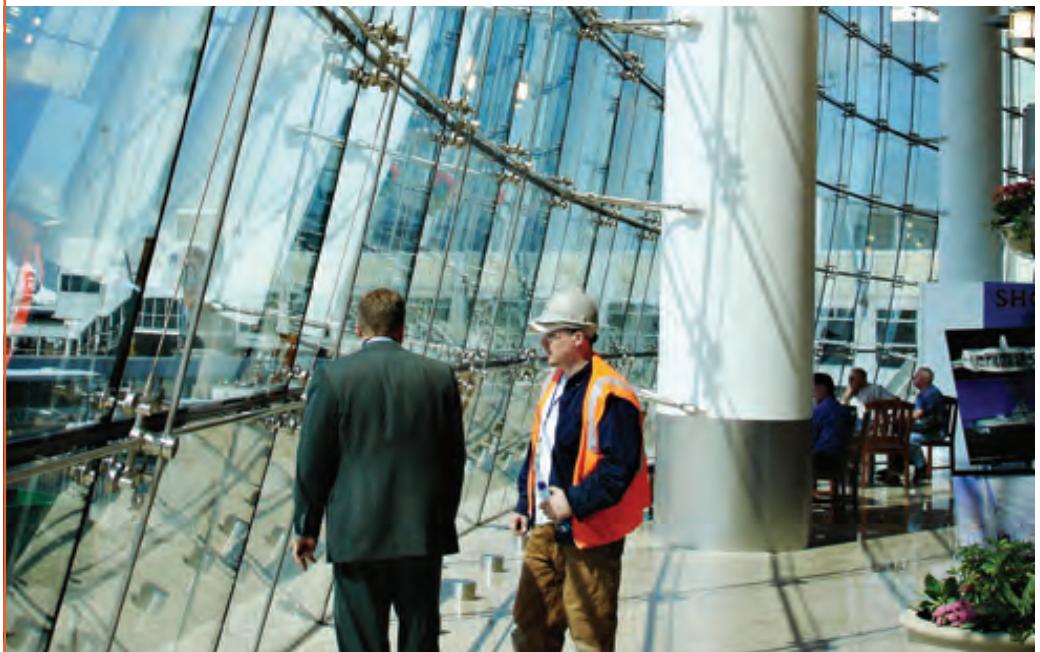
Printed Name

1/6/2014

Date

10.0

Attachments



10.0 ATTACHMENTS

- A. *The firm's most current Standard Form 330, Part II.*
- B. *A copy of the firm's current Florida professional registration certificate(s) for the services to be furnished.*
- C. *If qualified by the Florida Department of Transportation, a copy of such certification.*
- D. *Business and Supplier Registration Forms.*
- E. *MBE Certification, if applicable.*
- F. *Appendix O, ePayable Payment Solution*

10.0 A. CURRENT SF 330, PART II – JACOBS PROJECT MANAGEMENT CO.

10.0 A. CURRENT SF 330, PART II – AECOM**AECOM****ARCHITECT – ENGINEER QUALIFICATIONS****1. SOLICITATION NUMBER (If any)****13-411-021****PART II - GENERAL QUALIFICATIONS**

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME AECOM Technical Services, Inc.	3. YR ESTABLISHED 1970	4. DUNS NUMBER 003184462 (ATS HQ DUNS)
2b. STREET One Metro Center, 4010 Boy Scout Boulevard, Suite 300	5. OWNERSHIP	
2c. CITY Tampa	2d. STATE FL	2e. ZIP CODE 33607
6a. POINT OF CONTACT NAME AND TITLE Chirantan Mukhopadhyay	a. TYPE Corporation	
6b. TELEPHONE NUMBER (813) 630-2500	6c. E-MAIL ADDRESS Chirantan.Mukhopadhyay@ecom.com	b. SMALL BUSINESS STATUS Large
8a. FORMER FIRM NAME(S) (If any) Former name of AECOM Technical Services, Inc. (ATS): Earth Tech, Inc. Former names of affiliated companies of ATS: AECOM USA, Inc. (formerly DMJM Harris and Metcalf & Eddy [M&E]); AECOM, Inc. (formerly ENSR)	8b. YR. ESTABLISHED ATS: 1970 AECOM USA: 1930 AECOM, Inc.: 1968	8c. DUNS NUMBER ATS: 041321642 AECOM USA, Inc.: 021865548 AECOM, Inc.: 791373751

9. EMPLOYEES BY DISCIPLINE**10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS**

a. Function Code	b. Discipline	c. No. of Employees (U.S. based) (1) FIRM (2) BRANCH	a. Profile Code	b. Experience	c. Revenue Index Number (see below)
07 Biologist		130 1	A05 / A06 Airports		10
08 CADD Technician		490 1	C15 Construction Management		10
10 Chemical Engineer		84 1	C14 Conservation and Resource Management		9
12 Civil Engineer		1,238 9	C18 Cost Estimating; Cost Eng. & Analysis		8
14 Computer Programmer		186 2	D04 Design-Build – Preparation of RFPs		8
15 Construction Inspector		470 1	E02 Educational Facilities; Classrooms		9
16 Construction Manager		340 1	E07 Energy Conservation, New Energy Sources		10
19 Ecologist		64 1	E09 Env Impact Studies; Assessment; Statements		10
23 Environmental Engineer		516 1	G01 Garages; Vehicle Maint. Facilities; Parking Decks		8
30 Geologist		378 1	G04 GIS: Development; Analysis; Data Conversion		8
42 Mechanical Engineer		255 1	H01 Harbors; Jetties; Piers; Ship Terminal Facilities		8
48 Project Manager [subset of other categories]	[1,320]	--	H03 Hazardous; Toxic; Rad Waste Remediation		10
53 Scheduler		95 1	H07 Highways; Streets; Airfield Paving; Parking Lots		10
60 Transportation Engineer		370 7	O01 Office Buildings; Industrial Parks		10
			M05 Military Design Standards		10
			P06 Planning (Site, Installation & Project)		10
			R06 Rehabilitation (Buildings; Structures; Facilities)		10
			S05 Soils & Geologic Studies; Foundations		8
			S09 Structural Design; Special Structures		8
			S10 Surveying; Platting; Mapping; Flood Plain Studies		8
LEED AP [subset of other categories]	[506]	--	S11 Sustainable Design [subset of other categories]		[10]
Other Employees	6,580	14	T03 Traffic and Transportation Engineering		10
U.S. Total	11,196	42	W03 Water Supply; Treatment & Distribution		10

11. ANNUAL AVERAGE PROFESSIONAL SERVICES**REVENUES OF FIRM FOR LAST 3 YEARS**

(Insert revenue index number shown at right)

a. Federal Work		b. Non-Federal Work		c. Total Work		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
1. Less than \$100,000		6. \$2 million to less than \$5 million					
2. \$100,000 to less than \$250,000		7. \$5 million to less than \$10 million					
3. \$250,000 to less than \$500,000		8. \$10 million to less than \$25 million					
4. \$500,000 to less than \$1 million		9. \$25 million to less than \$50 million					
5. \$1 million to less than \$2 million		10. \$50 million or greater					

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE

c. NAME AND TITLE

Raynette R. Takizawa - Vice President, Marketing Services – Government Technical Services

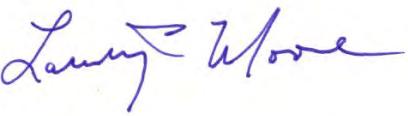
b. DATE

December 2013

10.0 A. CURRENT SF 330, PART II – PGAL

10.0 A. CURRENT SF 330, PART II – AID, INC.

10.0 A. CURRENT SF 330, PART II – TIERRA, INC.

ARCHITECT ENGINEER QUALIFICATIONS		1. SOLICITATION NUMBER (<i>If any</i>) 13-411-021				
PART II - GENERAL QUALIFICATIONS (If a firm has branch offices, complete for each specific branch office seeking work.)						
2a. FIRM (OR BRANCH OFFICE) NAME TIERRA, INC.		3. YEAR ESTABLISHED 1992				
2b. STREET 7351 Temple Terrace Highway		4. DUNS NUMBER 794753707				
2c. CITY Tampa		2d. STATE FL	2e. ZIP CODE 33637			
6a. POINT OF CONTACT NAME AND TITLE Larry P. Moore, P.E., V.P.		5. OWNERSHIP Corporation				
6b. TELEPHONE NUMBER (813) 989-1354		a. TYPE b. SMALL BUSINESS STATUS				
6c. E-MAIL ADDRESS lmoore@tierraeng.com		7. NAME OF FIRM (<i>If block 2a is a branch office</i>)				
8a. FORMER FIRM NAME(S) (<i>If any</i>)		8b. YR. ESTABLISHED	8c. DUNS NUMBER			
9. EMPLOYEES BY DISCIPLINE			10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS			
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (<i>see below</i>)
		(1) FIRM	(2) BRANCH			
2	Administrative	17	16	S05	Soils & Geologic Studies: Foundations	7
8	CADD Technician	2	2	T02	Testing and Inspection Services	6
15	Construction Inspector	23	20			
27	Foundation/Geotechnical Eng	24	20			
58	Technician	48	42			
24	Environmental Scientist	4	4			
30	Geologist	1	1			
57	Structural Engineer	1	1			
Total		120	106			
11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER				
a. Federal Work		1. Less than \$100,000. 6. \$2 million to less than \$5 million				
b. Non-Federal Work		2. \$100,000 to less than \$250,000 7. \$5 million to less than \$10 million				
c. Total Work		3. \$250,000 to less than \$500,000 8. \$10 million to less than \$25 million				
		4. \$500,000 to less than \$1 million 9. \$25 million to less than \$50 million				
		5. \$1 million to less than \$2 million 10. \$50 million or greater				
12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.						
a. SIGNATURE 					b. DATE 12/26/2013	
c. NAME AND TITLE Larry P. Moore, P.E., V.P.						

10.0 A. CURRENT SF 330, PART II – KISINGER CAMPO & ASSOCIATES, CORP.

ARCHITECT – ENGINEER QUALIFICATIONS		1. SOLICITATION NUMBER (If any) 13-411-021				
PART II – GENERAL QUALIFICATIONS <i>(If a firm has branch offices, complete for each specific branch office seeking work.)</i>						
2a. FIRM (OR BRANCH OFFICE) NAME Kisinger Campo & Associates, Corp.		3. YEAR ESTABLISHED 1976	4. DUNS NUMBER 085089126			
2b. STREET 201 North Franklin Street, Suite 400		5. OWNERSHIP a. TYPE Corporation				
2c. CITY Tampa	2d. STATE Florida	2e. ZIP CODE 33602	b. SMALL BUSINESS STATUS N/A			
6a. POINT OF CONTACT NAME AND TITLE Paul G. Foley, P.E., President		7. NAME OF FIRM (If block 2a is a branch office)				
6b. TELEPHONE NUMBER (813) 871-5331				6c. E-MAIL ADDRESS Paul.Foley@kisingercampo.com		
8a. FORMER FIRM NAME(S) (If any) N/A		8b. YR ESTABLISHED	8c. DUNS NUMBER			
9. EMPLOYEES BY DISCIPLINE		10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS				
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	20	19	B02	Bridges	6
08	CADD Technician	8	8	E09	Environmental Impact Studies	2
12	Civil Engineer	10	7	G04	Geographic Information Studies	1
14	Computer Programmer	3	3	H07	Highways; Parking Lots	6
15	Construction Inspector	42		S13	Stormwater Handling & Facilities	3
16	Construction Manager	1		T02	Testing & Inspection Services	7
19	Ecologist	4	4	T03	Traffic & Transportation Engineering	1
29	GIS	1	1		Site Design	3
48	Project Manager	6	5			
57	Structural Engineer	12	10			
58	Technician/Analyst	7	5			
60	Transportation Engineer	10	8			
BI	Bridge Inspector	10				
CBI	Certified Bridge Inspector	17				
CD	Civil Designer	3	2			
SD	Structure Designer	1	1			
TD	Transportation Designer	2	2			
CE	Construction Engineer	1				
		Total	158	70		
11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER				
a. Federal Work	1	1. Less than \$100,000	6. \$2 million to less than \$5 million			
b. Non-Federal Work	8	2. \$100,000 to less than \$250,000	7. \$5 million to less than \$10 million			
c. Total Work	8	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million			
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million			
		5. \$1 million to less than \$2 million	10. \$50 million or greater			
12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.						
a. SIGNATURE 				b. DATE December 27, 2013		
c. NAME AND TITLE Paul G. Foley, P.E./President						

10.0 A. CURRENT SF 330, PART II – AVCON, INC.

ARCHITECT – ENGINEER QUALIFICATIONS			1. SOLICITATION NUMBER <i>(If any)</i> 13-411-021		
PART II – GENERAL QUALIFICATIONS <i>(If a firm has branch offices, complete for each specific branch office seeking work.)</i>					
2a. FIRM (OR BRANCH OFFICE) NAME AVCON, INC.			3. YEAR ESTABLISHED 1988	4. DUNS NUMBER 60-672-0266	
2b. STREET 5555 E. Michigan Street, Suite 200			5. OWNERSHIP		
2c. CITY Orlando		2d. STATE FL	2e. ZIP CODE 32822	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Sandeep Singh, P.E., President			b. SMALL BUSINESS STATUS Small Business Enterprise		
6b. TELEPHONE NUMBER (407) 599-1122	6c. E-MAIL ADDRESS S_Singh@avconinc.com	7. NAME OF FIRM (If block 2a is a branch office) N/A		N/A	
8a. FORMER FIRM NAME(S) <i>(If any)</i>			8b. YR. ESTABLISHED	8c. DUNS NUMBER	
N/A			N/A	N/A	
9. EMPLOYEES BY DISCIPLINE			10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees (1) FIRM (2) BRANCH	a. Profile Code	b. Experience	c. Revenue Index Number <i>(see below)</i>
02	Administrative	11 10	A05	Airports; Navaids; Airport Lighting; Aircraft Fueling	6
08	CADD Technician	10 7	A06	Airports; Terminals & Hangars; Freight Handling	4
12	Civil Engineers	15 10	B02	Bridges	4
15	Construction Inspector	5 3	C18	Cost Est; Cost Eng & Analysis; Param. Cost.; Forecast	1
21	Electrical Engineers	2 1	D04	Design-Build - Preparation of Requests for Proposals	2
42	Mechanical Engineer	2 2	E02	Educational Facilities; Classrooms	3
48	Project Manager	1 1	H07	Highways; Streets; Airfield Paving; Parking Lots	6
57	Structural Engineers	2 2	I06	Irrigation; Drainage	1
60	Transportation Engineers	2 2	O01	Office Buildings; Industrial Parks	1
	Airport Planner	1 1	P05	Planning (Community, Regional, Areawide & State)	1
	Engineer Intern (Mechanical)	1 1	P06	Planning (Site, Installation, & Project)	2
	REVIT/BIM Designer	1 1	P13	Public Safety Facilities	1
	Inspector	1 1	R03	Railroad; Rapid Transit	1
			R04	Recreation Facilities (Parks, Marinas, Etc.)	1
			S09	Structural Design; Special Structures	4
			S13	Storm Water Handling & Facilities	2
			T03	Traffic & Transportation Engineering	1
			U03	Utilities (Gas and Steam)	1
			W03	Water Supply; Treatment & Distribution	1
			Z01	Zoning; Land Use Studies	1
	Other Employees	0 0			
	Total	54 42			
11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i>			PROFESSIONAL SERVICES REVENUE INDEX NUMBER		
			1. Less than \$100,000 2. \$100,000 to less than \$250,000 3. \$250,000 to less than \$500,000 4. \$500,000 to less than \$1 million 5. \$1 million to less than \$2 million 6. \$2 million to less than \$5 million 7. \$5 million to less than \$10 million 8. \$10 million to less than \$25 million 9. \$25 million to less than \$50 million 10. \$50 million or greater		
12. AUTHORIZED REPRESENTATIVE The foregoing is a statement of facts.					
a. SIGNATURE 			b. DATE January 6, 2014		
c. NAME AND TITLE Sandeep Singh, P.E., President					

AUTHORIZED FOR LOCAL REPRODUCTION
MANDATORY USE DATE OF FORM 5/1/2004

STANDARD FORM 330 (6/2004) PAGE

10.0 B. FIRM'S CURRENT FLORIDA PROFESSIONAL REGISTRATION CERTIFICATE(S)

STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION CONSTRUCTION INDUSTRY LICENSING BOARD 1940 NORTH MONROE STREET TALLAHASSEE FL 32399-0783	 MASTRUCCI, JOSEPH P. JACOBS PROJECT MANAGEMENT CO. 501 NORTH BROADWAY C/O JACOBS ST LOUIS MO 63102	AC# 6160265 THIS DOCUMENT HAS A COLORED BACKGROUND • MICROPRINTING • LINEMARK™ PATENTED PAPER STATE OF FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION CONSTRUCTION INDUSTRY LICENSING BOARD SEQ# L12061200869	<table border="1"><thead><tr><th>DATE</th><th>BATCH NUMBER</th><th>LICENSE NBR</th></tr></thead><tbody><tr><td>06/12/2012</td><td>110426993</td><td>CGC1520080</td></tr></tbody></table> <p>The GENERAL CONTRACTOR Named below IS CERTIFIED Under the provisions of Chapter 489 FS. Expiration date: AUG 31, 2014</p> <p>MASTRUCCI, JOSEPH P. JACOBS PROJECT MANAGEMENT CO. 501 NORTH BROADWAY C/O JACOBS ST LOUIS MO 63102</p> <p>RICK SCOTT GOVERNOR KEN LAWSON SECRETARY</p> <p>DISPLAY AS REQUIRED BY LAW</p>	DATE	BATCH NUMBER	LICENSE NBR	06/12/2012	110426993	CGC1520080
DATE	BATCH NUMBER	LICENSE NBR							
06/12/2012	110426993	CGC1520080							

10.0 C. FLORIDA DOT CERTIFICATION



Florida Department of Transportation

RICK SCOTT
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

ANANTH PRASAD, P.E.
SECRETARY

March 21, 2013

Gloria Booth, Inside Sales Manager
JACOBS ENGINEERING GROUP, INC.
18302 Highwoods Preserve Parkway, Suite 200
Tampa, Florida 33647

Dear Ms. Booth:

The Florida Department of Transportation has reviewed your application for qualification package and determined that the data submitted is adequate to qualify your firm for the following types of work:

Group 2 - Project Development and Environmental (PD&E) Studies

Group 3 - Highway Design - Roadway

- 3.1 - Minor Highway Design
- 3.2 - Major Highway Design
- 3.3 - Complex Highway Design

Group 4 - Highway Design - Bridges

- 4.1.1 - Miscellaneous Structures
- 4.1.2 - Minor Bridge Design
- 4.2.1 - Major Bridge Design - Concrete
- 4.2.2 - Major Bridge Design - Steel
- 4.2.3 - Major Bridge Design - Segmental
- 4.3.1 - Complex Bridge Design - Concrete
- 4.3.2 - Complex Bridge Design – Steel

Group 5 - Bridge Inspection

- 5.1 - Conventional Bridge Inspection
- 5.2 - Movable Bridge Inspection
- 5.3 - Complex Bridge Inspection
- 5.4 - Bridge Load Rating

Group 6 - Traffic Engineering and Operations Studies

- 6.1 - Traffic Engineering Studies
- 6.2 - Traffic Signal Timing
- 6.3.1 - Intelligent Transportation Systems Analysis and Design
- 6.3.2 - Intelligent Transportation Systems Implementation
- 6.3.3 - Intelligent Transportation Traffic Engineering Systems Communications

10.0 C. FLORIDA DOT CERTIFICATION (CONTINUED)

- | | |
|----------|--|
| Group 7 | - Traffic Operations Design |
| 7.1 | - Signing, Pavement Marking and Channelization |
| 7.2 | - Lighting |
| 7.3 | - Signalization |
| Group 8 | - Survey and Mapping |
| 8.1 | - Control Surveying |
| 8.2 | - Design, Right of Way & Construction Surveying |
| Group 10 | - Construction Engineering Inspection |
| 10.1 | - Roadway Construction Engineering Inspection |
| 10.3 | - Construction Materials Inspection |
| 10.4 | - Minor Bridge & Miscellaneous Structures CEI |
| 10.5.1 | - Major Bridge CEI - Concrete |
| 10.5.2 | - Major Bridge CEI - Steel |
| 10.5.3 | - Major Bridge CEI - Segmental |
| Group 11 | - Engineering Contract Administration and Management |
| Group 13 | - Planning |
| 13.3 | - Policy Planning |
| 13.4 | - Systems Planning |
| 13.5 | - Subarea/Corridor Planning |
| 13.6 | - Land Planning/Engineering |
| Group 14 | - Architect |
| Group 15 | - Landscape Architect |

Your Unlimited Notice of Qualification shall be valid until March 31, 2014 at such time as your September 30, 2013 overhead audit will be due to comply with the Department's requirement on overhead audits. We will automatically notify your firm 45 to 60 days prior to your update deadline.

On the basis of data submitted the Department has approved your accounting system and considers the rates listed below as acceptable rates for qualification purposes.

	Home/Branch <u>Office</u>	Field <u>Office</u>	Overtime <u>Premium</u> Reimbursed	<u>Direct Expense</u> 09.18% (Home) 10.21% (Field)*
Overhead Rate	118.43%	94.77%		

*Rent and utilities excluded from field office rate. These costs will be directly reimbursed on contracts that require the consultant to provide field office.

Should you have any questions, please feel free to contact me at 850/414-4485.

Sincerely,

Lorraine E. Odom
Professional Services
Qualification Administrator

LEO/cbhk

www.dot.state.fl.us

10.0 D. BUSINESS SUPPLIER REGISTRATION FORMS

Response to 10.0 D.:

Jacobs Project Management Co. currently does not have any additional Business and Supplier Registration Forms.

10.0 E. MBE CERTIFICATION, IF APPLICABLE.

Response to 10.0 E.:

Jacobs Project Management Co. is not a certified MBE firm. However, three of our proposed subconsultants are currently MBE certified firms; copies of their MBE certifications have been provided on the following four pages.

10.0 E. MBE CERTIFICATION – AID, INC.



10.0 E. MBE CERTIFICATION – KISINGER CAMPO & ASSOCIATES, CORP.

Tampa International Airport	Supplier Registration
Home My Account Business Directory Notice of Solicitations Solicitations Archive Help	
<h3>Tampa Airport Business Registration Confirmation</h3>	
Legal Business Name :	Kisinger Campo & Associates, Corp.
DBA Name :	
Registration Updated on :	2/1/2013
Registration Expires on :	2/1/2014
DBE Certified :	No
WMBE Certified :	Yes
WMBE Certifying Agency :	State of Florida
ACDBE Certified :	No

10.0 E. MBE CERTIFICATION – TIERRA, INC.



10.0 E. MBE CERTIFICATION – AVCON, INC.

BizNet Profile: AVCON INC

Name: AVCON INC
Business Description: Full Service Engineering and Planning Services
Street: 5555 E MICHIGAN STREET SUITE 200
City: ORLANDO State: FL Zip: 32822-2779
County: ORANGE District: DISTRICT FIVE
Phone: (407) 599-1122 Fax: (407) 599-1133
E-mail: s.singh@avoninc.com
Work Location:
County: CNTY/ST-WIDE
District: DIST/ST WIDE
Contact: SANDEEP SINGH
UCP Cert. DBE State Cert.: MBE UCP Certifying Member: GOAA
First SC: 522 First NAICS: 54133
2nd SC: 60X 3rd SC: 16X 4th SC: 3XX 5th SC: 700 6th SC: 430 7th SC: 735 8th SC: 510 9th SC: 715 10th SC:
2nd NAICS: 23731 3rd NAICS: 23711 4th NAICS: 23899 5th NAICS: 54135 6th NAICS: 54199 7th NAICS: 54161 8th NAICS: 541618 9th NAICS: 10th NAICS:
ACDBE: No

NOTE:

OBE stands for Other Business Enterprise indicating that the firm is not certified.

10.0 F. APPENDIX O, EPAYABLE PAYMENT SOLUTION

Appendix O ePayable Payment Solution

Solicitation No. 13-411-021 Program Management Consultant

The Authority is considering providing suppliers the option of receiving payments using an ePayables solution. ePayables is an electronic payment solution that replaces check payments with a VISA credit card payment. This ePayables option would offer suppliers a method for obtaining funds quickly and securely. The ePayables solution will work as follows:

1. The Authority provides a dedicated VISA credit card number, expiration date and 3 digit CVV2 value to the supplier to keep on file.
2. The supplier sends invoice to the Authority.
3. The Authority approves invoice and orders payment.
4. The supplier's card account number is funded with the payment amount.
5. The supplier receives notification via e-mail. Suppliers can opt to have notification sent to one or more e-mail address, or alternately, to a single fax number.
6. The supplier processes payment on the card account number for the exact amount.

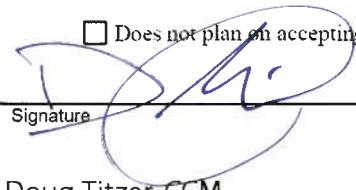
The advantages of accepting a VISA credit card account payment in many cases offset the credit card merchant fees paid by a supplier.

- Expedited receipt of cash, improving Days Sales Outstanding
- Avoids mail delays
- Elimination of check processing costs
- Elimination of collection costs associated with lost or misplaced checks
- More efficient handling of exception items
- Elimination of exposure to check fraud
- Better control by eliminating the need to give out bank information for ACH payments
- Remittance data transmitted with payment for more efficient back-end reconciliation
- Going green — paperless, electronic payments are more secure, save money and also help conserve the environment by eliminating printing and mailing paper checks

Please select one of the following responses:

- Currently accepts credit card payments and is willing to participate in the Authority's ePayables program should the Authority implement the program during the term of this Contract Agreement.
- Currently do not accept credit card payments and is willing to learn more about Authority's ePayables program should the Authority implement the program during the term of this Contract/Agreement.*
- Currently do not accept credit card payments and is not willing to participate in the Authority's ePayables program should the Authority implement the program during the term of this Contract Agreement.

- Does not plan on accepting credit card payments for goods/services.



Signature

Vice President – Jacobs Project Management Co.

Title

Doug Titzer, CCM

Printed Name

01/10/2014

Date

11.0

Acknowledgement of Addenda



11.0 ACKNOWLEDGEMENT OF ADDENDA

Complete the Acknowledgement of Addenda form. It is the responsibility of the Respondent to ensure that all addenda have been downloaded from the Authority's website at www.TampaAirport.com > Airport Business > Notice of Solicitations and receipt of each has been acknowledged. Failure to submit acknowledgement of each addendum issued may result in the Respondent being deemed non-responsive. Use of any other form may render the Respondent's response void. Each Respondent must complete and submit a fully executed copy of the Acknowledgement of Addenda found at Appendix M, Acknowledgement of Addenda. Failure of any Respondent to review any addendum will not relieve them from any obligation contained therein.

11.0 APPENDIX M**APPENDIX M****Acknowledgement of Addenda
Program Management Consultant**

Addenda Number	Addenda Date
1	12/27/13

No addenda were posted.

The submittal of this acknowledgement is a duly authorized, official act of the Respondent and the undersigned officer of the Respondent is duly authorized and designated by resolution of the Respondent to execute this acknowledgement on behalf of and as the official act of the Respondent, this 10 day of January, 2014.

I, Doug Titzer, CCM as a representative of Jacobs Project Management Co. certify and affirm that by submitting this acknowledgement and signing below, confirm and acknowledge receipt of the addenda as shown above and that the addenda have been reviewed and considered prior to submitting a response.

Signature:

Vice President - Jacobs Project Management Co.

Printed Name:

Doug Titzer, CCM

Title:

Date:

01/10/2014

Company:

Jacobs Project Management Co.

FID or EIN No.:

35-2321289

Address:

201 N. Franklin Street, Suite 1400

City/State/Zip:

Tampa, FL 33602